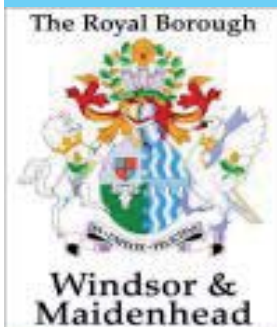


## Royal Borough of Windsor and Maidenhead

Empowering staff to take ownership of continuous improvement through Lean Systems Thinking

### In brief:

- **The Royal Borough of Windsor and Maidenhead (RBWM) selected Alexander to support them on their transformational journey to develop an enterprise-wide Lean Systems Thinking culture**
- **Alexander provided support to build capacity that included the development of a bespoke Lean Systems Thinking methodology and training. 50 managers received 5-day Lean Facilitator training and 70 managers were trained in the use of Communications Cells**
- **A series of pilot Lean Systems Thinking review projects (Children in Need, Parking Services, Short-Term Care and Rehabilitation within Adult Services, Revenues, benefits and Local taxation) resulted in significant improvements to day-to-day processes and overall savings in excess of £700k**
- **Alexander supported culture change within the Royal Borough of Windsor and Maidenhead through the establishment of a Lean Academy that provided the organisation with support and development to deliver Lean Systems Thinking initiatives and continuous improvement, including the establishment of over 130 Communications Cells across the whole organisation**



### Think with us ...

If you're reading this, then you're probably just like us, always curious about new ways of working.

The aim of our case studies is to promote sharing of knowledge and from it **thought leadership**. We hope this study helps you think through and explore some of the issues we now face.

Your questions and feedback are welcome.

Call us on 023 8022 5020 or email [kay.bocock@alexander-ecc.com](mailto:kay.bocock@alexander-ecc.com).

## Case Study

The Royal Borough of Windsor and Maidenhead (RBWM) selected Alexander, as their strategic partner, to support them on their transformational journey to become a 'World Class' Organisation.

The Royal Borough of Windsor and Maidenhead's aim was to truly embed Lean Systems Thinking (LST) across the whole organisation and thereby devolve day-to-day responsibility for continuous improvement to the team level where they believed that innovation and improvement were needed to make the transformation sustainable.

### Developing LST capability and capacity

During the initial phase of the partnership, the programme of work was focused on building awareness and capacity to lead and participate in LST change initiatives. This included the development of a bespoke LST methodology and toolkit based on Alexander's FARIC approach that is also used successfully by a number of local authorities. The initial programme involved:

- 50 managers completing a 1-day overview to build their capacity in their role as LST leaders.
- 50 managers completing an intensive 5-day LST training programme; they now act as Lean Facilitators.
- 70 managers training in the use of Communication Cells which then became the focus for daily Continuous Improvement (CI) activity.

To date this has resulted in 135 Communication Cells being introduced across all directorates. The Chief Executive now also has a 'Go, Look, See' schedule where he walks the floor to review the use of these points.

### Building momentum

Following the 'capacity building' phase, it was agreed that the skills and competence should be developed through a series of pilot LST reviews. Alexander provided experienced LST consultants to work with teams on projects covering the following:

- Children In Need (CIN) services

A review of the CIN supervised contact process. Results included:

- o £66,620 savings within the first 3 months of the review's completion.
- o 9% of savings of the total base budget has been realised in the secondary delivery phase.

- Parking services

A review of the Enforcement Officer role and introduction of a standardised approach to the issue of enforcement notices. Results included:

- o 14% increase in accuracy of Penalty Charge Notices (PCNs) issued.
- o Reduced running costs of £100,000 in 2010/11, which will decrease by a further £50,000 in 2011/12 giving a saving of £150,000 per year.

- Short-Term Care and Rehabilitation (STC&R) services in Adult Services

A review of the scheduling of Rehabilitation Care Assistants to improve capacity and reduce the unit cost of direct care hours.

- o The review team delivered a 50% improvement in utilisation, equivalent to 4.47 FTE /efficiency of £107,526.
- o Key elements included improved utilisation and capacity by 40% as at end of month 1, 45% in month 2, and 50% in month 3 (an increase of 8,373 direct care hours being delivered during daytime / evening shifts). Reduced unit cost correspondingly (from £56.42 per hour to £37.61).

## Case Study

### • Revenues and Benefits

A review of the service to redesign processes within the context of an Organisational Development (OD) restructuring programme. The review realised:

- o Reduction in the assessment of change of addresses from 25 to 5 days.
- o Assessment of all new claims on the day of receipt.
- o Due to improvements in productivity, outsourced activity was returned in-house with contract savings of £44,000 per annum.
- o A subsidy saving of £250,000 per annum.
- o The automation of key housekeeping processes resulting in a cashable efficiency of £150,000.

### Embedding culture change

Alexander worked with the internal team to establish a Lean Academy from where the organisation could plan and support the LST rollout programme across the whole organisation. The Lean Academy has supported the delivery of a culture change and efficiency savings through its provision of training and internal consultancy services, playing an integral role in supporting the plethora of LST reviews that have and continue to take place across the authority.

The Academy has supported the council achieve the set up and running of 135 Communication Cells. This has not only involved the physical set-up of Cells, but also the coaching of teams to engage with the concept of Communication Cells and the adoption of a standard approach.

The Communications Cell concept is central to LST at RBWM as they provide the environment in which operational teams are empowered to apply lean tools and techniques such as the use of 'Concern, Cause, Countermeasure' (3Cs), which is now normal working practice. Problem-solving circles have now also been established.

The Human Resources (HR) department have supported the development of the LST culture and this is reflected in a revised Organisational Development Strategy. HR is making changes to help underpin RBWM as a 'lean' working Council, including:

- Jobs and careers web pages highlighting that the Council uses LST.
- Job accountability guidance to officers that includes Lean.
- Corporate and online induction content give new starters an initial awareness of Lean.
- Further embedding of Lean behaviours by inclusion in personal objectives and job accountabilities.

The RBWM success story has been due to the continued support and leadership from both the Chief Executive and Leader of the council. Alexander is proud to have played a small part in the RBWM journey and wish them continued success in the future.

**Alexander is an independent change management consultancy that specialises in strategy alignment, performance management and improvement.**

**For further information, please contact Kay on 023 8022 5520 or email [kay.bocock@alexander-ecc.com](mailto:kay.bocock@alexander-ecc.com).**

## Alexander People - what we believe

Alexander people are business people who are passionate about public services. We take what's good from the private sector and shape it to meet the demands and challenges of public service. So when we look at the world and see what's wrong, our instinct is not to complain about it, it's to do something about it. This means that, when we look at our own company, we don't just look at its performance as a business; we look at the difference we make to changing public services and society for the better.

The people who manage and deliver public services today face huge challenges. They deserve someone to think with and people who can help to do the things they haven't the capacity to do themselves.

That's why we **engage** and connect with the people at all levels in public services who face these challenges.

Then we help them **challenge** the way things are.

So that they can deliver real **change** for the better.

That's what we do: **Engage. Challenge. Change.**

There's a belief that, without a profit motive, there isn't enough to drive public services to be better. We say that the stakes couldn't be higher. For people who work in and with public services, if we fail, society fails. **We believe this is the most powerful driver there is.**

## Alexander People - what we do

### Knowing where to go and how to get there

- Strategic & organisational review and diagnosis
- Shared vision
- Transformation strategy
- Transformation blueprint
- Stakeholder engagement
- Change readiness
- Communications

### Delivering customer value with less resources

- Lean Systems Thinking
- Service transformation, design and improvement
- Shared services
- Function and service reviews
- Options appraisals and business case development

### Enabling change to happen

- Programme and project management
- Change Management and benefits realisation
- Building capacity to change
- Skills and knowledge transfer

### Making change sustainable

- Leadership development
- Management development
- Continuous improvement strategy and culture
- Skills and knowledge transfer

## We work with...

Alexander works with people & organisations in the public sector, including:

- District Councils
- Unitary Authorities
- County Councils
- Housing Associations
- Police Services
- Health Services

If you'd like to talk about how we can help you, call us on 023 8022 5520.

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