

ChangingMK   
always for the better

Claire Hutley  
Continuous Improvement Manager  
Milton Keynes Council



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
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Command and Control  
Vs  
Systems Thinking



Why is this any different?



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Principles of Systems Thinking

- Customer sets the nominal value**  
Understand and respond to what matters to the customer
- Only do the value work**  
Do what matters
- Single piece flow**  
Take responsibility from start to finish
- Challenge but don't break the law**  
Understand and interpret what the law means for us
- Use measures that help us understand and improve**  
[Customer Point Of View]  
End to end time from demand to completion – relate to purpose
- Fix it right first time**  
Don't bodge it, make sure it stays fixed



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**Check**

**Plan**

**Do**

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**Check**

- Understanding demand
- Current systems
- What it is now
- Understand how the work works
- Identify System Conditions

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**Plan**

- What does perfect look like?
- Removal of waste from the flow?
- How can we turn off failure demand?
- Overcoming System Conditions?
- Measures

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**Do**

- Go do it
- Learn, challenge, change
- Do whatever we need to but don't break the law
- Talk to stakeholders

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**Leading demand**

Complexity of flow

High customer demand

Poor vfm

Collaboration

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**Play areas - Flow**

**PLAY AREAS AND OPEN SPACES INSPECTIONS**

```
graph TD
    Public[Public] --> OpenSpace[OPEN SPACE]
    OpenSpace --> Area[AREA]
    Area --> Inspections[INSPECTIONS]
    Inspections --> PlayArea[PLAY AREA]
    PlayArea --> OpenSpace
```

**PLAY AREAS AND OPEN SPACES INFORMATION FLOW**

```
graph TD
    Request[REQUEST OR REQUEST] --> M&I[M & I DIRECT]
    M&I --> Transport[TRANSPORT]
    Transport --> PlayArea[PLAY AREA WORK GANG]
    PlayArea --> HandIn[HAND IN JOB TICKETS]
    HandIn --> LandAdmin[LANDSCAPE ADMIN]
    LandAdmin --> SignOff[SIGN OFF JOB TICKETS]
    M&I --> P&D[P.A.D.]
    P&D --> RepJob[REPAIR JOB TICKET]
    RepJob --> SignOff
    M&I --> Input[INPUT INSPECTION RECORDS]
    Input --> Admin[ADMIN]
    Admin --> CleanAdmin[CLEANING ADMIN]
    Admin --> WorkGang[WORK GANG]
```

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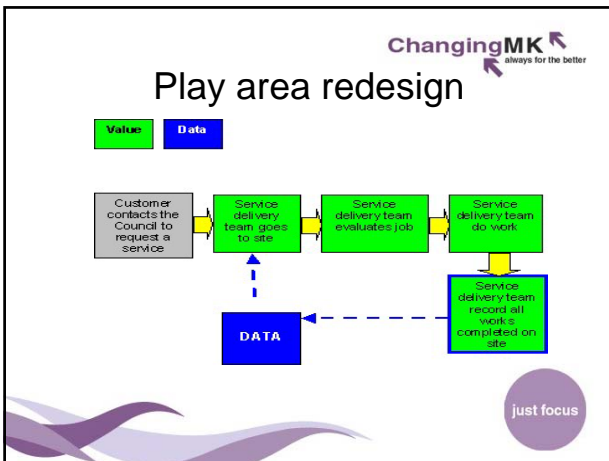
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## Housing – Communal Cleaning

- Poor performance
- Poor materials
- No priority of work
- Inspection
- No measures

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## Cleaning results

- Introduced meaningful measures
- Identified new materials and equipment
- Investigating bringing back in-house



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## Thirlemere/Bala

- Purpose was to produce the 'perfect street'
- Housing
- Landscape
- Cleansing
- Highways
- Parish/town council
- Residents
- Schools
- Planning



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## Thirlmere - Learning

- The right order to do things
- Garages have roofs
- People use bins if they are provided
- We don't know what we own
- Communication should be face to face where possible
- Encams measure and customer expectation not the same thing
- Area officers roles are no longer fit for purpose



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### Street clean

- No-bin Policy
- You drop it we will pick it up
- We pick litter in clean areas
- Contractual restraints

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A collage of three images: the top image shows a large pile of colorful litter (plastic bottles, cans, etc.) on a dark tarp; the bottom-left image shows a grey cylindrical litter bin on a grassy area; the bottom-right image shows a long, narrow litter bin on a paved path next to a grassy area.

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A collage of three images: the top image shows a wide, green lawn in a park-like setting; the bottom-left image shows a close-up of a brown chicken on a grassy area with some litter; the bottom-right image shows a person in a blue uniform and high-visibility vest working with a grey bin.

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### What we do now

- Core team
- Pull in expert resource
- Training style
- Support project
- Support managers
- Evaluate data
- Make immediate changes where possible
- Write report with recommendations
- Monitor and Review

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## Other service areas

- Audit
- Revenues and Benefits
- Planning
- Housing repairs
- Void turn around times
- Right person Right home
- Re-structure of Street and Transport services

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## Reminders

- Not bad people, just bad systems
- Avoid fixing the wrong thing
- Start small
- Learn and re-test
- Patience
- Identify resource
- Ask the expert
- Keep a learning log
- Never get a better chance to make a difference

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