

Public Sector Lean Transformation Case Studies

How FlowPlus helped a UK based public sector organisation transform their operations to work in a smarter, leaner way.



INTRODUCTION

The increasing demand for public services, the need to meet customer expectations & the difficult financial aspects of public service organisations are all challenges that can be addressed using the lean approach. Councils and similar organisations are always looking for ways to boost efficiency and effectiveness in operations, and borrowing methods & concepts that have been used to improve manufacturing and production environments for decades, is the key to unlocking these boosts.

Having helped many organisations with their Lean & Continuous Improvement journey, we have selected one borough council as a case study to demonstrate our process and the typical results we achieve.

The nature of our work is determined by our initial assessment phase, where your improvement potential is uncovered and an improvement roadmap created. Ultimately, every client is unique, which is why we don't use a 'one-size fits all approach', every solution is tailored to each client.



THE SOLUTION

THE FLOWPLUS TRANSFORMATION PROCESS

The 3-step FlowPlus transformation cycle is a tried & tested way to achieve sustainable, long-term results. Following the transformation cycle, FlowPlus & our client worked as one-team on the journey towards Operational Excellence.



Assess

3 Sustain

In order to improve & imbed a lean culture, a bespoke lean training package was created and trained across the organisation.

Continuous improvement infrastructure was implemented with all teams partaking in a daily 10 minute meeting to discuss KPI's and voice improvement opportunities.

Further weekly problem solving meetings allow all staff members to be involved in the design & implementation of solutions and improvements.

2 Implement

Working as one-team with our client, we followed the roadmap and started by launching the most impactful initiatives aligned with the organisations strategic aims. Benefits included; improved service levels, reduced delays & queues for services, cost savings & the development of a continuous improvement culture.

1 Assess

Our journey started with a thorough assessment phase where we uncovered the organisations potential and conducted a 'gap-to-potential' analysis.

Over the space of 5 days, we observed operations, collected data and gained an in-depth understanding of their unique challenges. By the end of the 5 days we knew where they were on their operational excellence journey and what needed to be done to become best-in-class. The assess phase concluded with a report outlining the transformation roadmap and their journey to excellence.



Assess



IMPROVEMENT STARTS WITH DATA.

We make data-driven decisions, using facts and insights to guide our solutions. That's why we have confidence we can make such a big impact.

WORKING AS ONE-TEAM

The transformation process started with a thorough assessment phase to uncover areas for improvement and gain insight into current practices.

Working with a team at the council we first collected data on each department; service levels, waiting times, service capacity, cost etc. The team mapped the process for some work items through the departments, observed work being processed and spoke with the people who were closest to the processes. Areas with large amounts of waste were highlighted and problems that hindered flow identified.

The FlowPlus Lean Maturity Audit™ reviewed operations in 25 categories across the whole organisation, enabling priority to be focused on the areas with greatest improvement potential.





Assess



PAVING THE WAY TO OPERATIONAL EXCELLENCE.

The assessment identified significantly long waiting times and poor service levels within social care services. An action plan was created, with the first initiative being an improvement workshop with the fostering and adoptions team as a pilot program. A strategic aim of the council was to increase the number of foster carers in the borough and it was thought that a proof of concept of lean techniques in this area would increase the drive for change and improve the culture.

The audit identified significant scope for improvement across the organisation in the following areas:

- Visual Management
- Efficiency
- Continuous Improvement
- Culture

INITIAL STATE PERFORMANCE (BEFORE):

FOSTER CARE APPLICATION LEAD TIME: **32**

(Average number of weeks it takes for an application to be processed)

FOSTER CARE APPLICATION BACKLOG: **84**

(Average number of applications that have not begun to be processed)

NUMBER OF FOSTER CARERS **245**

(The number of active foster carers in the borough)

OPERATIONAL EXCELLENCE





Implement

Following the transformation roadmap produced in the assessment phase, we facilitated problem solving workshops focused on reducing waste and improving flow in the foster application process. Redefining the process to minimise the number of process steps and cut down the amount of waiting time allowed the application lead time to be dramatically reduced.

Low cost RPA was used to automate some of the more menial process steps and automatic checks were put in place to ensure that only complete and correct applications could be passed on to the next process.

Individual and team KPI's were introduced to allow the team to track the performance as improvements were implemented. Agile style Kanban boards were introduced to allow the team visibility of the size of queues at different stages of the process. The boards were redesigned twice over a 3 month period with new ideas and experimentation coming from the team.

With the results evident in the social care services, similar workshops were conducted across departments at the council.

REAL RESULTS MEASURED

We don't count our days on-site; we judge our success by our results.

FINAL STATE PERFORMANCE (AFTER):

| | | |
|---|------------|-------------|
| FOSTER CARE APPLICATION LEAD TIME: <small>(Average number of weeks it takes for an application to be processed to a result)</small> | 13 | -59% |
| FOSTER CARE APPLICATION BACKLOG: <small>(Average number of applications that have not begun to be processed)</small> | 4 | -95% |
| NUMBER OF FOSTER CARERS <small>(The number of active foster carers in the borough)</small> | 319 | +30% |

DEVELOPING A CONTINUOUS IMPROVEMENT CULTURE

Improvements can only occur once performance can be measured. That is why we created digital & automated KPI dashboards for all departments in the council.

A bespoke lean training package was created and trained to all staff, teaching basic lean principles and some of tools used to reduce waste and improve flow.

A 10 minute daily Continuous Improvement (CI) meeting was set up for each team, allowing teams to voice problems, share improvement ideas, track KPI's and track ongoing projects.

Each team has a weekly problem solving meeting; using a structured approach to find solutions for problems identified in the daily meetings.

Sustain



AUTONOMOUS PROBLEM SOLVING

Within the first month of introducing daily CI huddles with team KPIs, 5 initiatives have been launched and results are already improving.

WE BELIEVE EVERY ORGANISATION CAN BE IMPROVED

Right now, within your organisation, there are complex and apparently insurmountable challenges to solve.

Equally, there's hidden opportunity to tap into. If you're going to overcome those obstacles, unearth that potential and keep on improving as an organisation – change is essential. But where to start? How do you make the right changes? And how do you make them stick?

That's where we come in...

Contact us;

enquiries@flowplus.co.uk

