

Level

Tier

Scope

Service

District, County, Unitary

Waste and Environment



## Systems Thinking

Characteristic(s) / CSF(s):  
Managing Expenditure  
Getting the Best from Staff

### Problem and Approach

- Changes to the design and management of environmental services in local authority housing areas, which has spread into services across the whole city.
- The Housing service created a Green & Clean team to provide environmental services in its housing areas. In subsequent years taking on contracts and services and then improving efficiency by introducing the systems-thinking method.
- Work began with a team of staff from across the Service conducting a forensic study of the performance of the existing system and the root causes for the way it works as it does.
- The review team learnt that the purpose of the service was 'to keep the local area clean and tidy'. They also identified wasteful steps and causes of waste in the system and designed a new system that eliminated unnecessary work for the customer.

### Outcomes

- By having staff focus on valuable work, rather than wasteful steps, the Green & Clean team were able to expand the services provided at no extra cost. These included:
  - Bin cleaning
  - Window cleaning
  - Moss removal
  - Graffiti removal
  - No increase on budget
- In the same time they expanded the service vehicle pool from 1 to 23 vehicles.
- After the Intervention average monthly tonnage collected fell from 40.9 tonnes to an average of 26 tonnes.

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