

London Borough of Islington demonstrates their use of the HMEP LEAN Toolkit:

‘London Borough of Islington used LEAN to create a customer focused culture’

<b>Name of Alliance/Authority/Client</b>	London Borough of Islington
<b>Project Description</b>	<p>We decided to do this work because it was the right thing to do. We wanted to change the culture and at the same time get efficiencies so we focused on customers not processes – if you look after that then everything else happens. We don't believe that LEAN is something different to the day job – it's about the normal rules of common sense and doing the right thing for our customers.</p> <p>Taking this LEAN perspective means that we respond very differently to service requests from the public. When we get a call the information goes straight to the computer in the cab of one of our operatives and they go straight out and fix it. We don't do any pre-inspection and find that we can fix 70% first time working this way. If we get a call about a pothole that is 25mm deep (our intervention criteria is 40mm) we still do it because we have cut out all the waste and this prevents all of the follow up and complaints and gives a great service. We also use postcards to find out how satisfied our customers are and to get feedback that helps us to keep improving. The LEAN principles of customer perspective and eliminating waste are at the heart of what we do.</p>
<b>Outcomes and benefits</b>	<ul style="list-style-type: none"> <li>• Value for money delivered throughout the service - 30% savings have been made without impacting front-line service.</li> <li>• Productivity increased over 4 fold.</li> <li>• A collaborative culture to improve the service to residents.</li> <li>• We are now generating income, providing £300,000 of services to third parties.</li> <li>• Insurance settlements decimated.</li> </ul>
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*Disclaimer: When considering all HMEP case studies, please remember that whilst the initiative described was beneficial in this case, it may not be suitable in every situation.*

## About HMEP

- **HMEP exists to help transform and improve the condition of our roads and highways for every local community.**
- **HMEP is results driven;** from potholes to procurement; labour and plant costs to shared services; contracting to supply chain reviews, HMEP's tools and resources can help.

## Context

- Managing local highways is now a **critical challenge** for local authorities who **are in the spotlight and feel concerned about the future of their** single biggest asset: **local roads.**
- They know that maintaining **their highways, with less money**, is a key priority; and that this has been intensified following the bad weather and **continued demand and scrutiny** from the public and business leaders.
- Doing **more with less** and finding **new ways of resourcing and working** has never been more important, or needed.
- Balancing **longer-term**, strategic planning while **keeping our local roads safe and serviceable** is a critical challenge.
- The Highways Maintenance Efficiency Programme (HMEP) can help you to **plan and deliver greater efficiencies** so that local highways **funding can be fully maximised and go further.**

## Get involved with, and contact HMEP:

- Send an **enquiry form** or go to the HMEP website by clicking [here](#)
- Sign up for HMEP email updates or ask the HMEP advocate or elected member in your area to contact you. Send an email to [highwayefficiency@dft.gsi.gov.uk](mailto:highwayefficiency@dft.gsi.gov.uk)