



CIVILSERVICE

## The use of continuous improvement approaches across the Criminal Justice System



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Capability *Building* Programme

# Continuous Improvements in HM Court Service - Benefits at Birmingham



Staff discussing performance at Birmingham Courts

'The Benefits'

Introducing Lean working practices in the post and fee processing area has led to a number of benefits:

- Average saving of 44 hours per week in opening the post, gradually increasing
- Cheque scanning added no value and its removal has saved 10-15 hours per week
- Reorganising counter work and increased productivity has led to reduced need for counter clerks, saving 2.5 FTE

## Standard Operating Procedure



Key Point Visuals

+ Legislation/Policy Requirement  
 ⚠ Risk Control  
 + Other Guidance Available

No.	Main Operating Steps	Key points	RPM	Explanation and examples	Cycle Time
1	Retrieve post and pass to cost printer	<ul style="list-style-type: none"> <li>Post Supervisor collects post each day and then distributes to post operators' desks.</li> <li>Post Supervisor should separate post into equal piles and pass to post operators, remembering to separate any ordinary mail.</li> </ul>		By separating post into equal piles you can control the flow of post to the cost printer.	
2	Start Opening	<ul style="list-style-type: none"> <li>Check that the items for the collection by checking the address code to opening. Pass any mis-addressed or private and confidential mail to your post supervisor.</li> <li>Start opening the envelopes, splitting each envelope down the fold.</li> <li>Remove the item from the envelope and place in the appropriate bin.</li> <li>Mail items which are sealed and cannot be opened e.g. By placing an elastic band around the paperwork.</li> </ul>		You are not required to use the envelope until after before putting it in the bin. The cost printer is not required to collect, check or save the envelopes. A bin used to hold to be a used between two cost operators. Do not staple official documents or tickets, use an elastic band to secure items.	
3	Date stamp the item	<ul style="list-style-type: none"> <li>Use a date stamp to record the date the item was received.</li> </ul>		Do not stamp official documents e.g. Wills, Motions, Affidavits, Driving Licenses.	

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Standard Operating Procedure at HMCS



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# Continuous Improvements in the Police - Benefits in Sussex

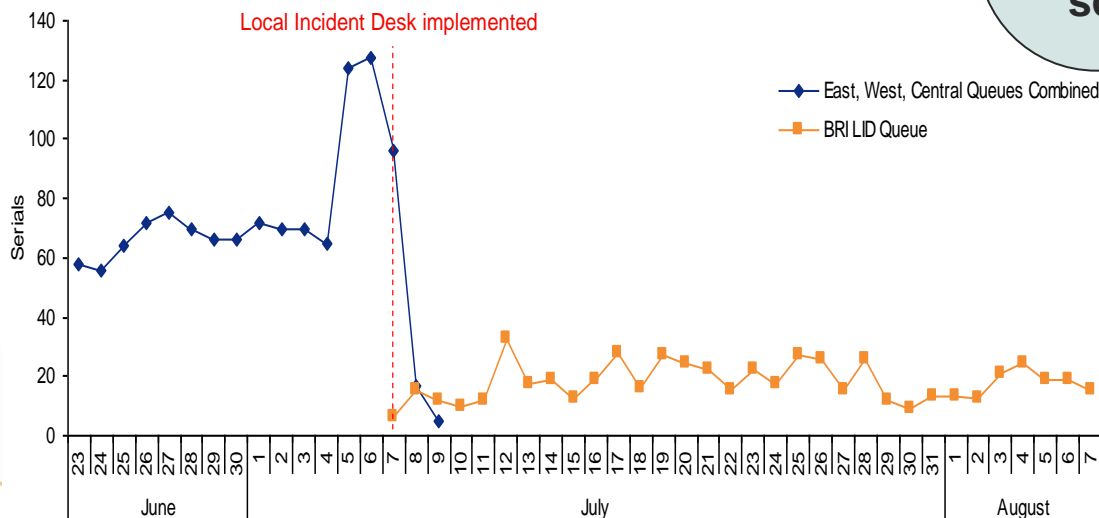


***“Your time, better used”***

**Police in Sussex now schedule appointments for low grade incidents through a central unit**

## ‘The Benefits’

- All grade 3 incidents now receiving a contact (previously 25% didn't)
- Reduction of sergeant time managing queues at desk (previously 50%)
- Reduction of average daily incident ‘queue’ from 80 to less than 20
- All ‘grade 3’ incidents now given scheduled appointment



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# Some common elements of CI

- **Staff led**
- **Experiments based on evidence**
- **Smooth process that 'flows'**
- **Identify and remove 'waste'**
- **Root cause problem solving**
- **Continued and sustaining improvement**
- **One best way (standard processes)**
- **Genuine team work**
- **Visually managed**
- **Good for staff, good for customers**



# Learning from across government

## 1. It works!

- i. Better for customers
- ii. Better for staff
- iii. More cost effective

## 2. Expect two types of benefit

- i. Step change
- ii. Continuous improvement

## 3. Leadership is required

## 4. Its all about people



# Learning from across government

5. **Its not a quick fix**
6. **Commit, invest and see through**
7. **Build your capability**
8. **Adapt don't adopt**
9. **Visual management provides a robust and engaging framework to manage**



# The future

**“Gentleman, we  
are out of money,  
therefore we will  
have to think.”**

Churchill, to Parliament, during WW2

