



## Kam Basra

Head of Transformation  
Citizen



Citizen have been using Lean Principles to support their transformation programme for just over 18 months. Kam has used Information Centres and Visual Management to build stronger reliable services in this time of crisis. Citizen have put significant efforts into their transformation programme which partly included breaking down any silo working culture in the organisation. They feared that lockdown might undo a lot of their hard work.

### Information centres & daily meetings

Pre-lockdown, every team in Citizen had an Information Centre ([learn more here](#)). As Kam said, “they might not have been perfect but everyone was using them to support stand up meetings and our performance culture was beginning to change, especially in areas where lean service reviews had been carried out”.

As lockdown hit, they quickly changed the way they managed the Information Centres and daily meeting by introducing what they call the Gold, Silver and Bronze control, it’s probably fair to say that collaborative leadership across Citizen is going from strength to strength.

The Gold command is adopted by the Executive team who formally meet around their virtual Information Centre three times a week for around 30 minutes, they also meet less formally every day for a quick 15 minute virtual stand up. The Silver command is an Information Centre for the senior management team who meet formally around their virtual Information Centre three times a week, and the Bronze command is the Directors who hold meetings with their Heads of Service around the Directors own Information Centre on a daily basis. These complement the team Information Centres (which are held on a daily basis) and ensure that key messages, decisions and problems are managed and dealt with quickly.

By having the cascade of meetings and information formally in place it has meant that problems can be escalated and resolved, often

within a day or two. Communications have been clearer as everyone hears the same message and is able to discuss it with their line manager, and performance has been proactively monitored - in a fast paced changing environment like the one we are in, managers can’t wait 6 weeks to know if their changes are having the desired impact on performance, they need live feedback and data.

### Process design & visual management

Citizen have also made the best use of process design and visual management as they have restarted their routine repairs service. Kam says “It’s like a McDonalds Drive through, everyone knows what they have to do when they come onto site through visual management, safe systems of work training has been rolled out and PPE packs handed out for the day.”

This commitment to maintaining a stable continuously improving organisation has meant that they have been able to provide significantly more support for their customers and suppliers, whilst maintaining near business as usual service levels.

### Next steps

Citizen launched its new business strategy in early March and are now planning projects in the context of the volatile, uncertain, complex and ambiguous operating environment. Kam now has the critical task of redesigning the corporate Master Schedule, providing an overview of and prioritising all the activity that will need to happen in order to deliver the purpose focused strategic outcomes required.