

**Minutes of the
Streetscene Policy Development and
Review Panel**

(to be confirmed at the next meeting)

Date: Monday, 26 March 2018

Venue: Collingwood Room - Civic Offices

PRESENT:

Councillor S D Martin (Chairman)

Councillor L Keeble (Vice-Chairman)

Councillors: J E Butts, Mrs L E Clubley, J M Englefield, R H Price, JP and
K A Barton (deputising for G Fazackarley)

Also Present: Councillors; J S Forrest (Item 8) and Miss T G Harper, Executive
Member for Streetscene (item 8)



1. APOLOGIES FOR ABSENCE

An apology of absence was received from Councillor G Fazackarley.

2. MINUTES

It was AGREED that the minutes of the Streetscene Policy Development and Review Panel held on 25 January 2018, be confirmed and signed as a correct record.

3. CHAIRMAN'S ANNOUNCEMENTS

The Chairman informed the Panel that following the Motion to Council on 23 February regarding Single Use Plastics, an Officer Working Group has now been established put together a strategy on how the Council can tackle the issue of single use plastics. A report on their progress will be made at the next meeting of the Panel.

The Chairman passed on his thanks to Councillors Mrs Bryant and Mrs Clubley for their cleaning event held on 10 March 2018 as part of the Great British Spring Clean Event.

4. DECLARATIONS OF INTEREST AND DISCLOSURES OF ADVICE OR DIRECTIONS

There were no declarations of interest made at this meeting.

5. DEPUTATIONS

There were no deputations made at this meeting.

6. FINAL REVIEW OF WORK PROGRAMME 2017/18 AND DRAFT WORK PROGRAMME 2018/19

The Panel considered a report by the Head of Streetscene which reviewed the Panel's work programme for 2017/18 and considered the draft work programme for 2018/19.

Members were invited to put forward any further suggestions for the draft work programme for 2018/19. Councillor Mrs Clubley suggested that a presentation from Matt Wakefield, the Horticultural Development Officer be added to work programme. The Head of Streetscene confirmed that this could be included.

It was AGREED that the Panel:-

(a) noted and reviewed the outcomes of the work programme for 2017/18;

(b) include an item onto the 2018/19 work programme titled 'Presentation by the Horticultural Development Officer';

(c) approve, subject to the inclusion of (b) above, the draft work programme for 2018/19; and

(d) submit the proposed work programme for 2018/19 to the Council for endorsement.

7. VANGUARD UPDATE - PRESENTATION

The Panel received a presentation from the Head of Streetscene and the Operations Manager on the recent Vanguard Intervention that has taken place in the Streetscene department. (attached as appendix A to these minutes)

The presentation gave an overview of process taken as part of an intervention and then looked in more detail at the services that the intervention has looked at so far, and the services that are going to be looked at in the future.

The Chairman asked if any future changes to the services resulting from the Vanguard Intervention could be incorporated into the annual reports that come to the Panel. Members would then be able to see the changes that have occurred and how these have affected the service. The Head of Streetscene confirmed that this could be done.

It was AGREED that:-

(a) the content of the report be noted; and

(b) the Head of Streetscene and the Operations Manager be thanked for their presentation.

8. MEMBERS OPEN FORUM

The Chairman invited Councillor Forrest to address the Panel as he had submitted some questions.

His questions were "What methods does Fareham Borough Council use for cleaning chewing gum residue from streets? What is the schedule for clearing chewing gum? What is the annual cost to the Council? Has Fareham Borough Council ever considered a recycling approach?"

The Chairman then provided the following response; "The removal of chewing gum is undertaken as part of the street washing process in the main West Street shopping precinct only and is carried out by Hi-Spec, the Council's Cleaning Contractor. The washing schedule is four times a year, usually in March, July, September and January. Street washing including chewing gum removal costs approximately £3,200 per annum.

The current operation is good value and the Council gets few issues with chewing gum raised by residents other than in West Street shopping precinct.

The Council have not previously undertaken any trial with chewing gum recycling bins but if there was then it is likely to be more effective in an area

with a high footfall such as West Street or one of the leisure centres but would also need to be supported with communications plan.

Members will be aware of the current campaign launched back in October to encourage people to dispose of the cigarette ends or chewing gum in a responsible way. The Enforcement Officers have been handing out pouches to collect chewing gum and cigarette butts in addition to a poster campaign.”

At the invitation of the Chairman, Councillor Miss T Harper addressed the Panel on this item.

The Chairman thanked Officers and Members for their participation in the Members Open Forum.

9. EXCLUSION OF THE PUBLIC AND PRESS

It was AGREED that in accordance with Section 100A(4) of the Local Government Act 1972, the public and representatives of the Press be excluded from the remainder of the meeting as the Panel considered it was not in the public interest to consider the matter in public on the grounds that it involved the disclosure of exempt information as defined in paragraph 3 of Part 1 of Schedule 12A of the Act.

10. REPORT ON TEXTILE RECYCLING

The Panel considered a report by the Head of Streetscene on a review of Textile Recycling.

It was AGREED that the Panel note the content of the report.

(The meeting started at 6.00 pm
and ended at 7.36 pm).

Systems Thinking in Streetscene

FAREHAM
BOROUGH COUNCIL

What it does and how it does it...

- Takes a customer point of view - outside-in
- Recognises that every time we / the system deviates from doing what matters to the customer it costs us capacity and/or money
- This implies that we must understand what matters to the customer and deliver that and only that
- It looks at the entire end-to-end system or flow that delivers something for a customer from when they turn up and say: " " to when we have delivered for that customer
- Manager's role becomes
 - 'Make it easy for me to do great work'
 - 'Act on the system'

What it does and how it does it...

- Understand first, then improve
- Creates clarity of purpose from customer's point of view and makes visible the obstacles that impede purpose
- Leads to the realisation that ultimately it is our assumptions and thinking - particularly managers' assumptions - that are the cause of poor performance
- Focuses on creating a better system as opposed to blaming people or making them work harder
- Recognises that everyone is doing the best they can in the system they are in - no blame
- Leadership becomes
 - 'working with the workers on the work'

Get Knowledge and Understanding (Check)

What are we here for?



- Purpose
- What matters?
- Demand

How well do we do that?



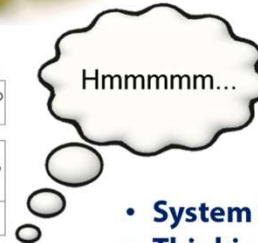
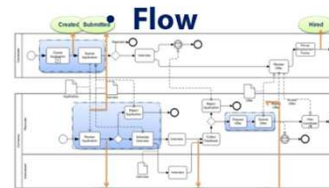
How do we know?



Why is our performance like this?



- Measures
- Capability



- System Conditions
 - Thinking
- How the work works

WHAT WE DO IN STREETSCENE



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Streetscene Demand

Streetscene Receives on Average:

700 emails a month

50 phone calls a day

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Grounds Maintenance

Purpose and What Matters

Grounds Maintenance - Purpose

Streetscene Purpose

- Maintain a clean and tidy Borough

Grounds Maintenance - Original Purpose

- To maintain the publicly owned soft landscape features & facilities to the highest possible standard within the current resource

Grounds Maintenance - New working purpose

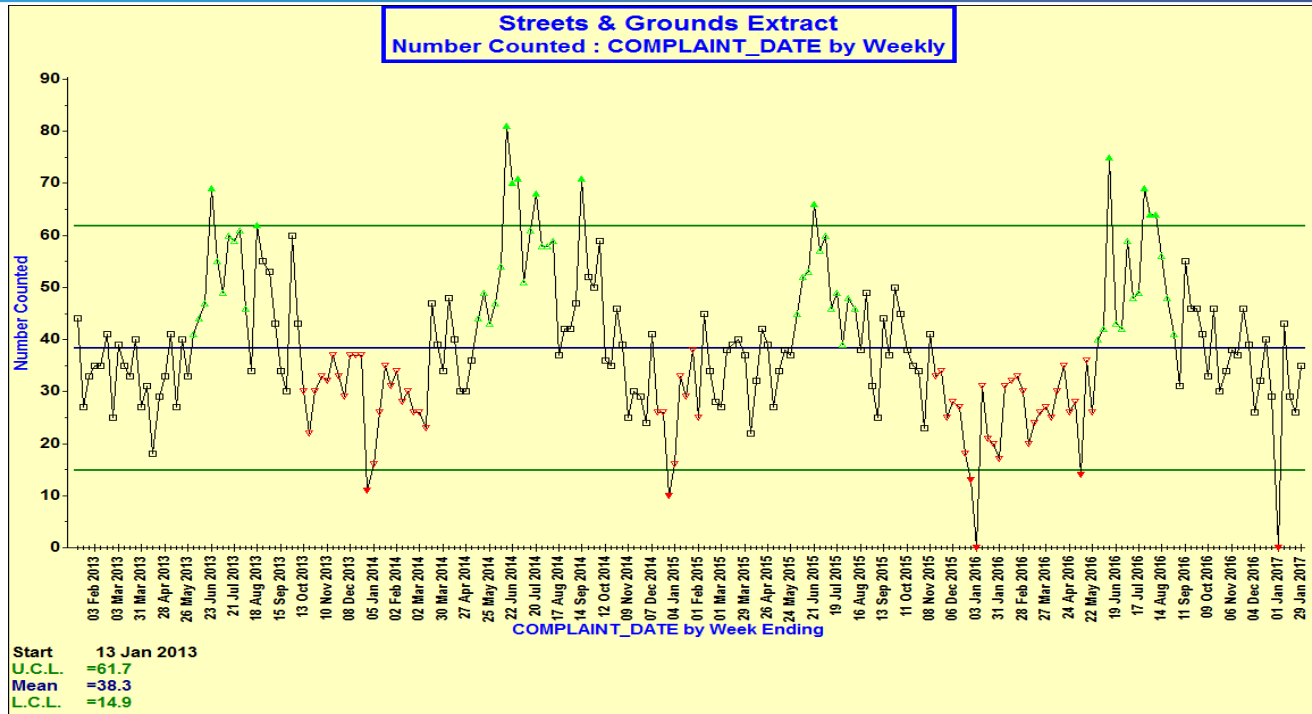
- Maintain publicly owned landscaped areas well

Grounds Maintenance - What Matters

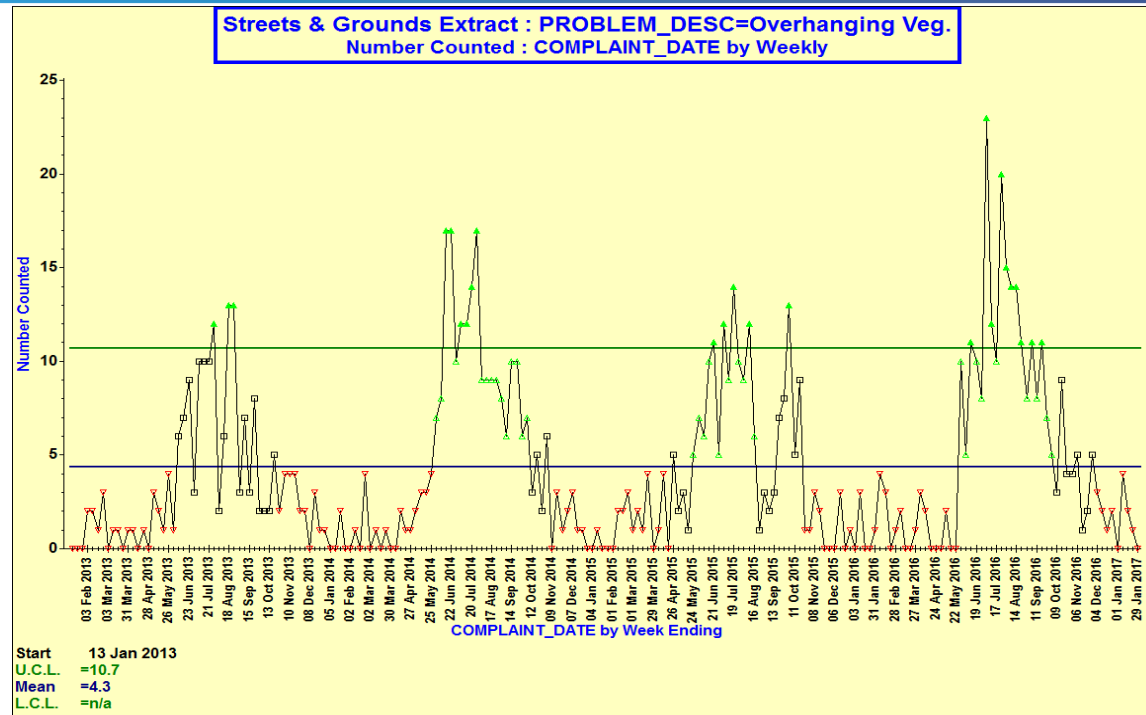
What does “well” mean?

- No demand from residents about things not working
- E.g. no reports from residents of grass not cut or too long, overhanging vegetation etc.
- We think of all such demand as **failure or preventable**

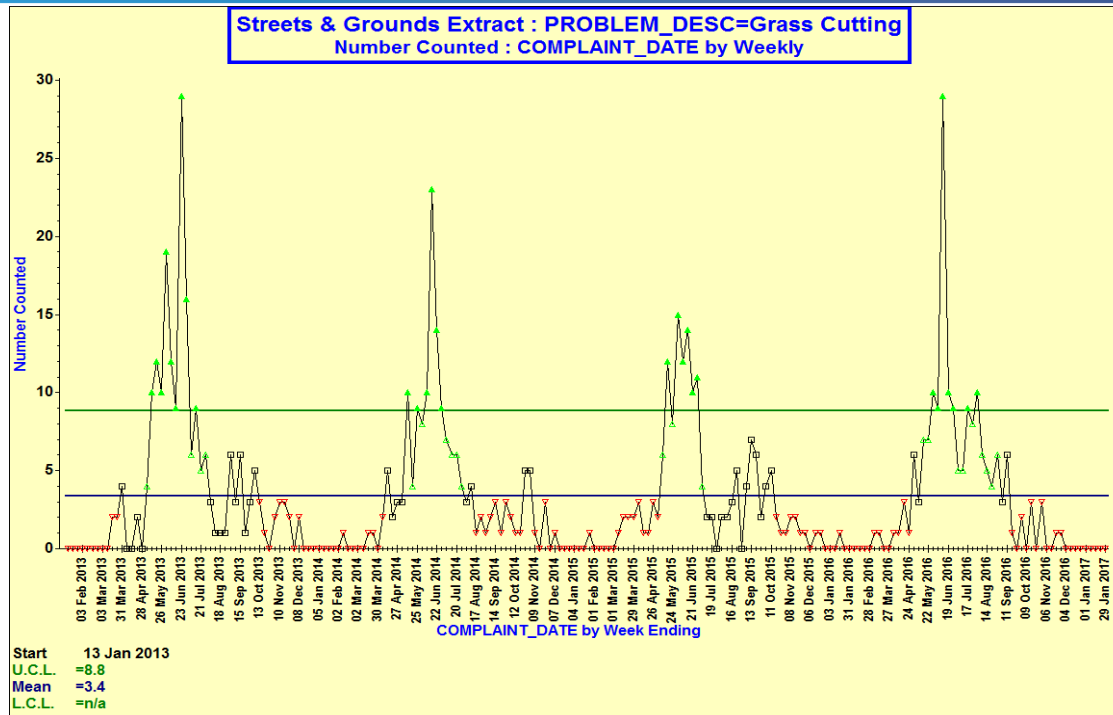
Grounds Maintenance - Demand



Overhanging Vegetation



Grass Cutting



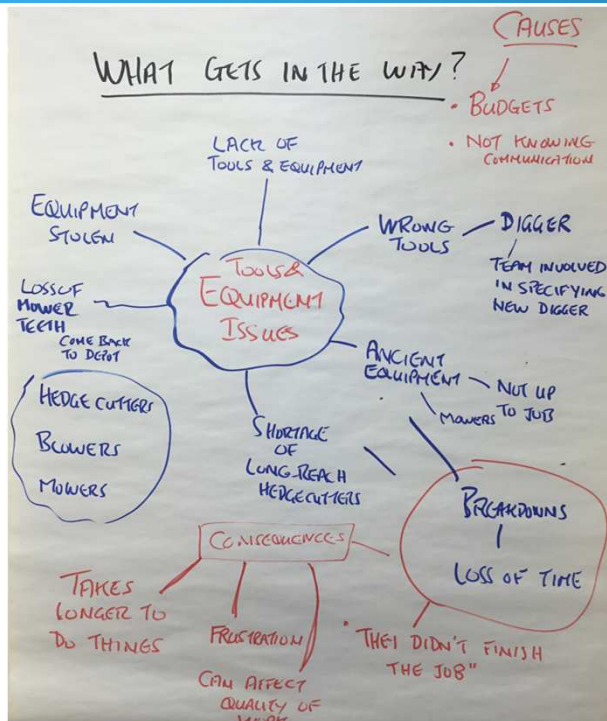
Experience & Practice

	<i>What experience tells us we need to do...</i>	<i>What resources allow us to plan for...</i>
Grass cutting	Every 2 weeks	Every 3 weeks
Vegetation management	3 times per year	2 times per year

Causes of Preventable Demand

- Adopting new areas of land from new developments
(317,000 sqm in 8 years)
- Other priorities pull resources away from scheduled tasks
- Recording information - Data Collection

System conditions – What gets in the way



➔
Action

Two team members surveyed all Gardeners and confirmed gap in tools and equipment:

- 136 items of good quality tools and equipment have been ordered
- 4 existing Tool storage sheds were extended to allow 8 walk in access and storage units for longer tools and for each team to 'own' their tools
- Inspected and tidied all machinery in store

SERVICE INTERVENTIONS



Sports Pitch Bookings

Purpose

- Get a pitch
- Make good use of facilities

What matters?

- It's safe
- Well maintained
- Fit for our purpose
- Easy to book and pay
- When and where I want it
- Reasonable cost

What Did We Learn?

- Single spreadsheet became very complicated and error-prone
- Review of VAT rules introduced more complexity
 - Clubs can avoid VAT if they block book pitches (at least 10 slots)
 - VAT rules require that fees are billed at time of booking
- We were inconsistent in applying our booking conditions; confusing clubs and ourselves

Booking Conditions

<i>Booking Type</i>	<i>VAT Exempt</i>	<i>Can booked slots be changed?</i>	<i>When is it invoiced?</i>	<i>What is payable?</i>	<i>When is it payable?</i>
Fixed Block Booking	Y	N	At booking	Full invoice amount	Following invoice
Flexible Block Booking	N	Y	December and May	Slots that have been used	Following invoice
Casual booking	N	Y	—	Slots booked	At booking

Play Area Maintenance and Inspection

Purpose

- Keep play areas safe and fun

What matters?

- It's safe (but has risk)
- It's clean and tidy
- It's available and equipment is usable

Defect History*

Category	Volume*	%	% of
Defects Fixed	1,707		
A and B category (repairs)	981	57%	Defects
Fixed on the spot	727	74%	Repairs
Not fixed on the spot	254	15%	Defects

This is equivalent to an average of 1 repair need per week brought back to office for action

** From detailed defect history log over 5 years*

New Principles

<i>From</i>	<i>To</i>
Focus on defects – things that need repairing and might need a repair in the future	Focus on repair needs
Record every defect	Make every incomplete repair need visible and a priority
	Record only what needs to be recorded
Drive inspections from a fixed schedule	Use inspector knowledge to inspect flexibly as the equipment and play area require
Monitor defects recorded as category C and D	Don't record C&D and if in doubt, repair
80% of capacity is fixed for inspection	Create flexible 'fix' capacity. Focus on fixing identified repair needs
	Shift focus to prevention
	Use judgement to do the right thing

Cemeteries and Burials

Purpose

- To provide a caring burial service

What matters?

- I get the time and place I want
- Help me, be sympathetic and patient
- Bury them in the right place
- Cemeteries and churchyards are well-maintained and neat and tidy
- Help me do it cheaper

Principles for Arranging Burials

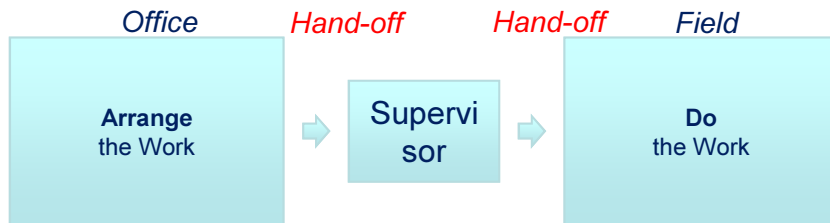
- Prepare grave at least 1 day before burial
- Schedule burial for Tues, Weds, Thurs, Fri
- Earliest 10:00
- Latest 14:30, 13:30 on Fridays
- Plan lunch (12:00) and morning break (10:00) but flex to circumstances
- We stay until family have left before back-filling grave

Note that...

- Conditions can be very difficult in the winter
- Digging in some cemeteries can be time-consuming

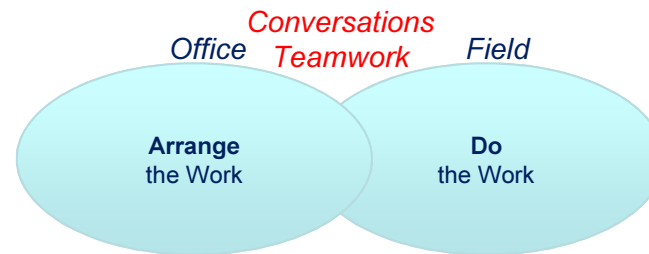
Results

From



*No end-to-end ownership
Communication using paper*

To



*Communication through conversation
supported by paper*

Where Next ?

- Additional Bin Requests
- Clinical Waste
- Crew Sheets
- Administration
- Grounds Maintenance Work Scheduling

‘Simple, clear purpose and principles give rise to complex and intelligent behaviour. Complex rules and regulations give rise to simple and stupid behaviour.’

Dee Hock -Birth of The Chaordic Age (1999)

