

Systems Thinking in Streetscene

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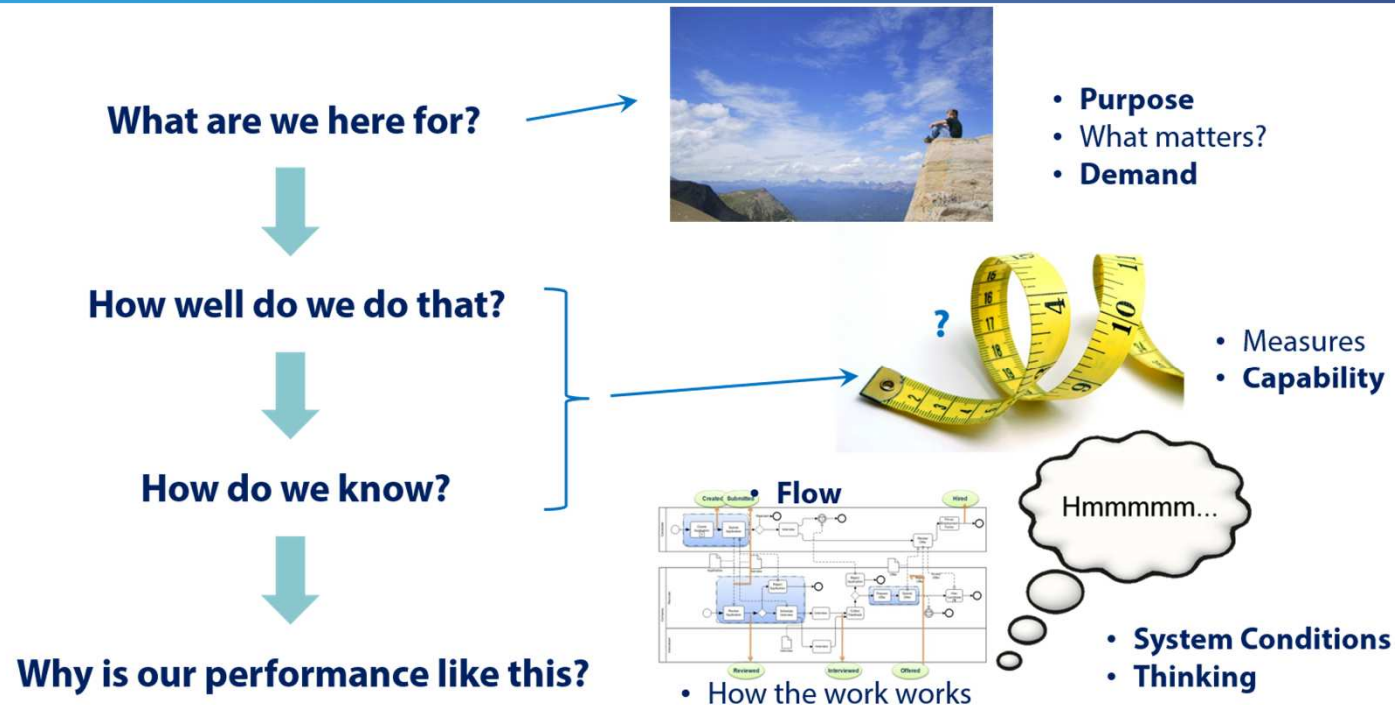
What it does and how it does it...

- 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 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

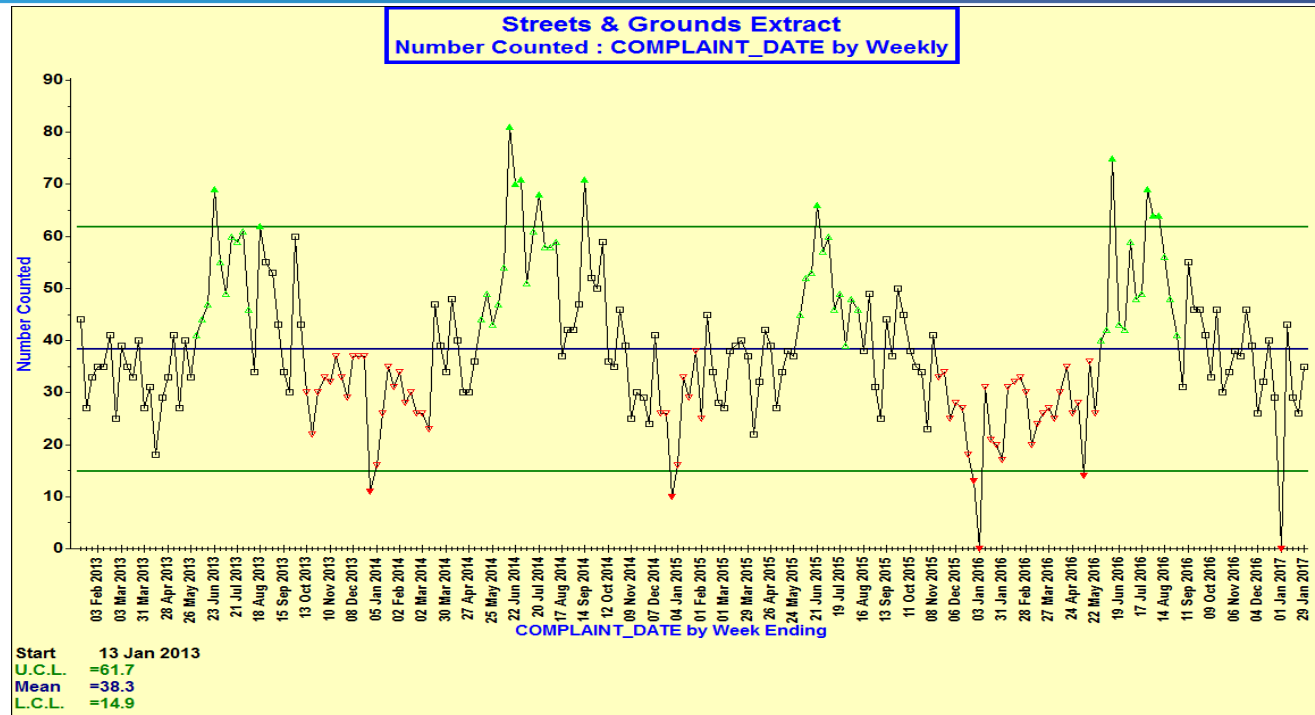
- Maintain publicly owned landscaped areas well

Grounds Maintenance - What Matters

What does “well” mean?

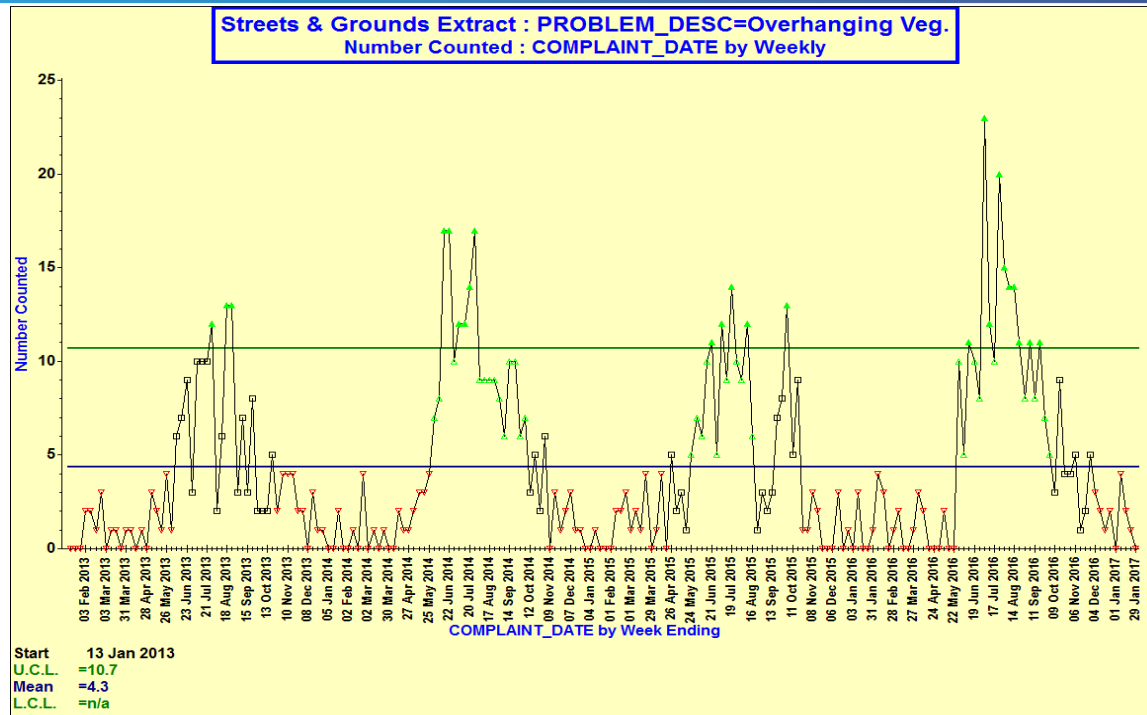
- No demand from residents about things not working
- E.g. no reports from residents of grass not cut or too long, overhanging vegetation etc.
- We think of all such demand as **failure or preventable**

Grounds Maintenance - Demand



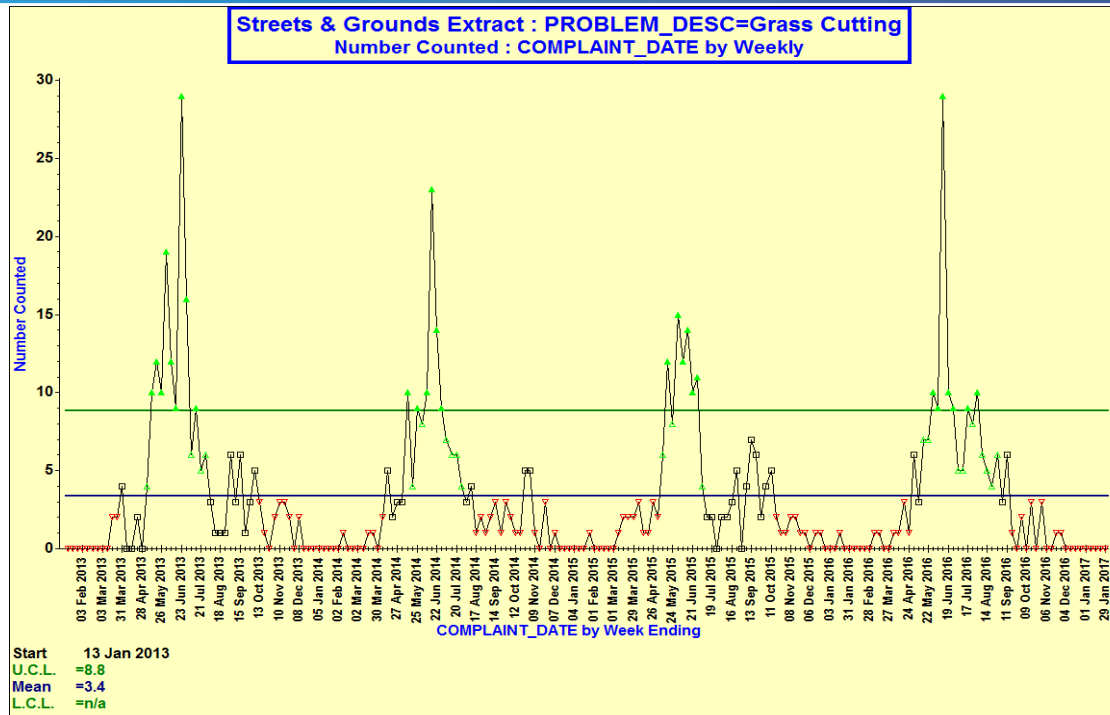
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Overhanging Vegetation



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Grass Cutting



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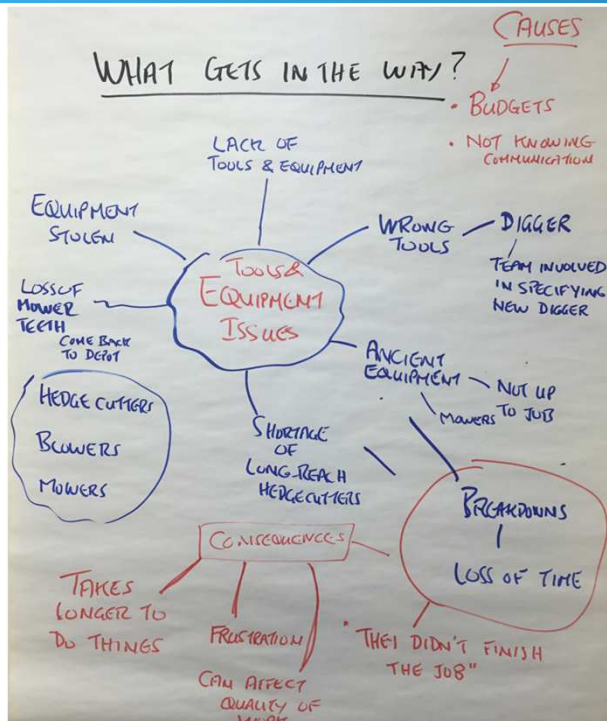
Experience & Practice

	<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

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SERVICE INTERVENTIONS



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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*

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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

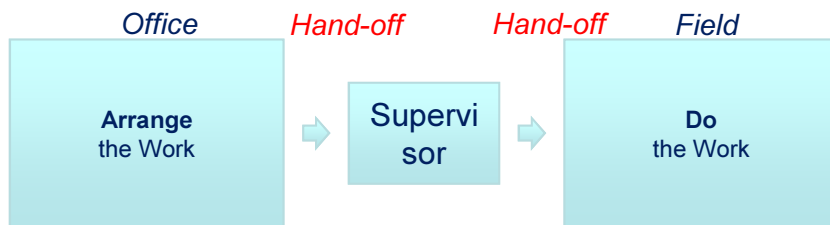
- Prepare grave at least 1 day before burial
- Schedule burial for Tues, Weds, Thurs, Fri
- Earliest 10:00
- Latest 14:30, 13:30 on Fridays
- Plan lunch (12:00) and morning break (10:00) but flex to circumstances
- We stay until family have left before back-filling grave

Note that...

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

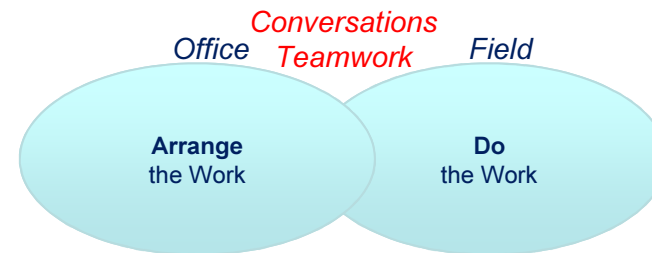
Results

From



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

To



*Communication through conversation
supported by paper*

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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)