

Restructuring Parks, Streets & Open Spaces

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Service Manager

Leisure & Cultural Service

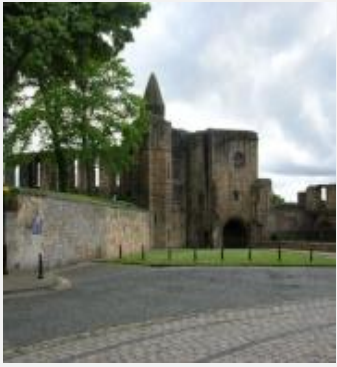
Parks, Streets & Open Spaces Operations



WorkSmart

Work smart • Deliver better • Achieve more

The Kingdom of Fife



- Population 367,000, 3rd Largest LA in Scotland
- Dunfermline Historical Capital
- Home of Golf, St Andrews
- Dunfermline, Raith Rovers and East Fife
- Adam Smith, Andrew Carnegie, Alexander Selkirk
- 117 Miles of Coastal Path, 7 Golf Courses
- 5 Major Parks
- Forth Road/Rail Bridge and Tay Bridge



Background to Street Sweeping

- Consistent top quartile Cleanliness Index return.
- Award finalists in Scottish and National categories (APSE, Clean Britain, Britain in Bloom).
- Teams geographic areas designed around Ward and Committee boundaries for practical ownership and ease of reporting.
- Potential for customer care and community involvement at operational level.
- Low esteem within teams resulting from emphasis on waste collection roles.
- Duplication of roles with elements of grounds maintenance, litter-picking, snow clearance, weed removal, etc.

Background to Grounds and Parks

- Recognised for delivering a diverse range of Services including Green Flag Parks, Floral enhancements, events, high grounds maintenance Standards, including services similar to Street Cleansing i.e Toilets, litter picking (duplication of roles)
- Highly trained staff - strong ethos of Customer care, and duty of care to employees. Team culture - Trust and ownership
- Knowledge of customer base with strong links to partners. Area teams engaging local communities to enhance their own communities. Local knowledge key to success.
- Local Area Management structure 'well bedded in'. Established contacts with internal and external agencies. Influencing 'Community Plans' at a local level.

Drivers for change



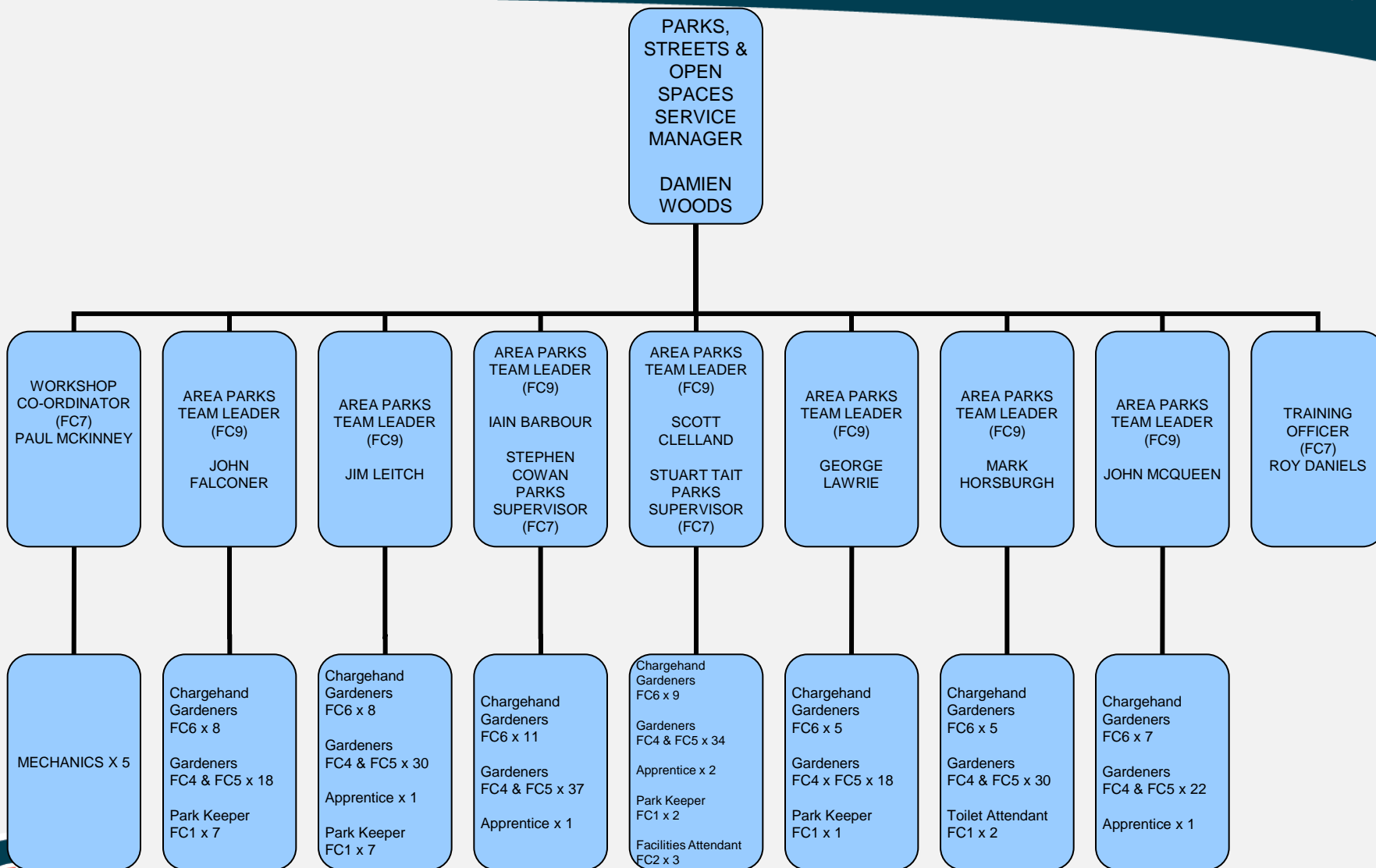
- 2.5m savings from 15.5m revenue
- Cleaner Safer Streets Paper
- Logical Integration
- Appetite for the Integration



Vision for New Service

“To provide exceptional quality parks, streets and open spaces worthy of international comparison: cleaner, safer streets and parks that are diverse and environmentally rich”

Parks structure 2013



Street Sweeping structure 2013

PARKS, STREETS &
OPEN SPACES
SERVICE MANAGER
DAMIEN WOODS

CENTRAL
OPERATIONS OFFICER
(FC7)
STEPHEN DUFFY

OPERATIONS SUPERVISORS
(FC6)
KEVIN JOLICOEUR
ROBERT MCPHAIL
CHARLES MACPHEE
TOM MOWAT

LEADING STREET ORDERLY
(FC4)
14 EMPLOYEES

STREET ORDERLY
(FC3)
68 EMPLOYEES

MECHANICAL SWEEPER DRIVER
(FC3)
4 EMPLOYEES

MECHANICAL SWEEPER DRIVER
(FC4)
1 EMPLOYEE

EAST
OPERATIONS OFFICER
(FC7)
JOHN HASKELL/
DAVID WILSON (J/S)

OPERATIONS SUPERVISORS
(FC6)
JOHN EASTON
IAIN REAPER
JOHN SHARP

LEADING STREET ORDERLY
(FC4)
14 EMPLOYEES

STREET ORDERLY
(FC3)
38 EMPLOYEES

MECHANICAL SWEEPER DRIVER
(FC3)
2 EMPLOYEES

MECHANICAL SWEEPER DRIVER
(FC4)
2 EMPLOYEES

WEST
OPERATIONS OFFICER
(FC7)
JOHN O'NEIL

OPERATIONS SUPERVISORS
(FC6)
RON FARN
JOHN GALLOWAY
JAMES STENHOUSE
ALAN WHITE

LEADING STREET ORDERLY
(FC4)
22 EMPLOYEES

STREET ORDERLY
(FC3)
60 EMPLOYEES

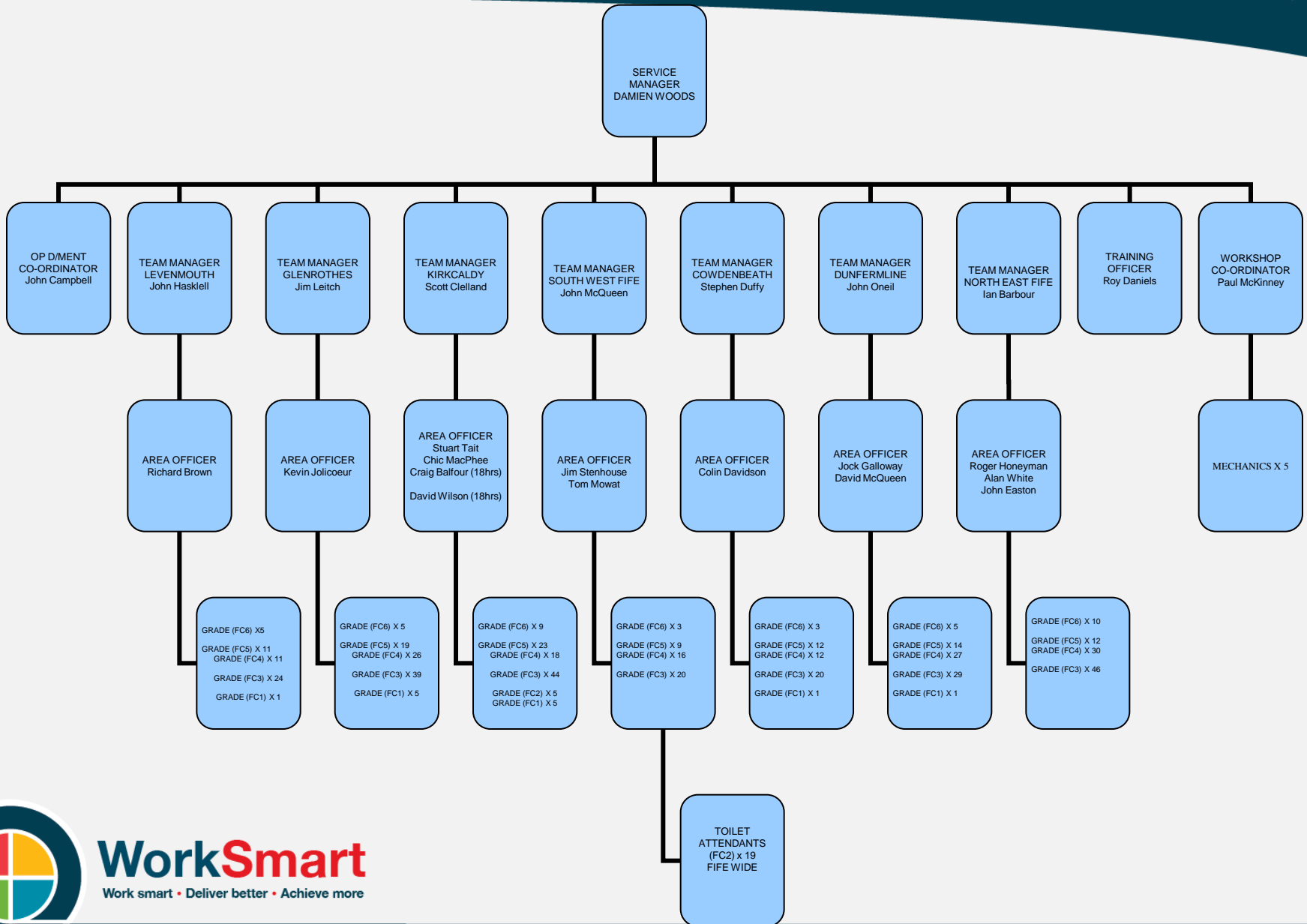
MECHANICAL SWEEPER DRIVER
(FC3)
4 EMPLOYEES

MECHANICAL SWEEPER DRIVER
(FC4)
1 EMPLOYEE

LEAMS OFFICER
(FC7)
JOHN CAMPBELL

15.7 FTE TOILET
ATTENDANTS

New management structure Phase 1



Current number of Job Profiles for both Services

Chargehand Gardener
Gardener
Temporary Gardener
Gardener/Arborist (Permanent)
Gardener/Arborist (Temporary)
Arborist Gardener
Seasonal Assistant Gardener
Seasonal Facilities Attendant
Facilities Attendant
Seasonal Toilet Attendant
Toilet Attendant Grade 1
Seasonal Gate Attendant
Seasonal Facilities Attendant
Seasonal Recreational Attendant
Park Ranger
Apprentice Gardener
General attendant
Depot Attendant

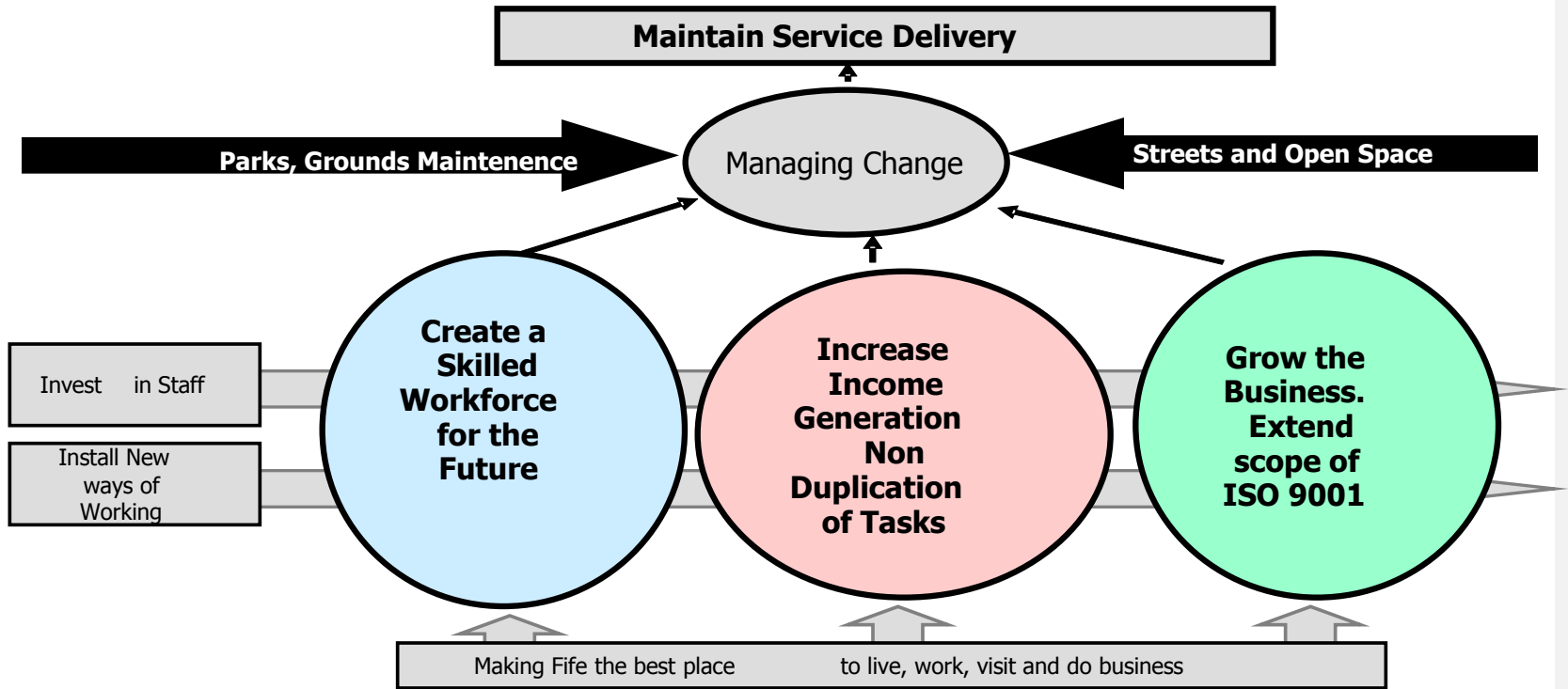


Leading Street Orderly
Street Orderly LVG MSV Driver
Street Orderly MSV Driver
Leading Street Orderly 4x4
Street Orderly
Toilet Attendant Grade 2
Toilet Attendant Grade 1
General Attendant



26 Job Profiles across 6 Grades

Integration Challenges

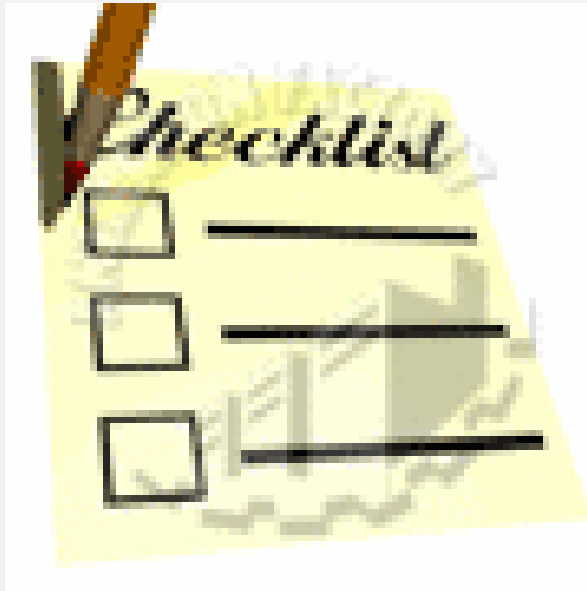


Where are we now?

- **Agreed** new structure that delivers the vision
- **Agreed** tasks in new JPs
- Submitted all new JPs for evaluation
- **Agreed priorities** within budget constraints
- Identify where % of savings come from based on priorities



How do we maintain service delivery?

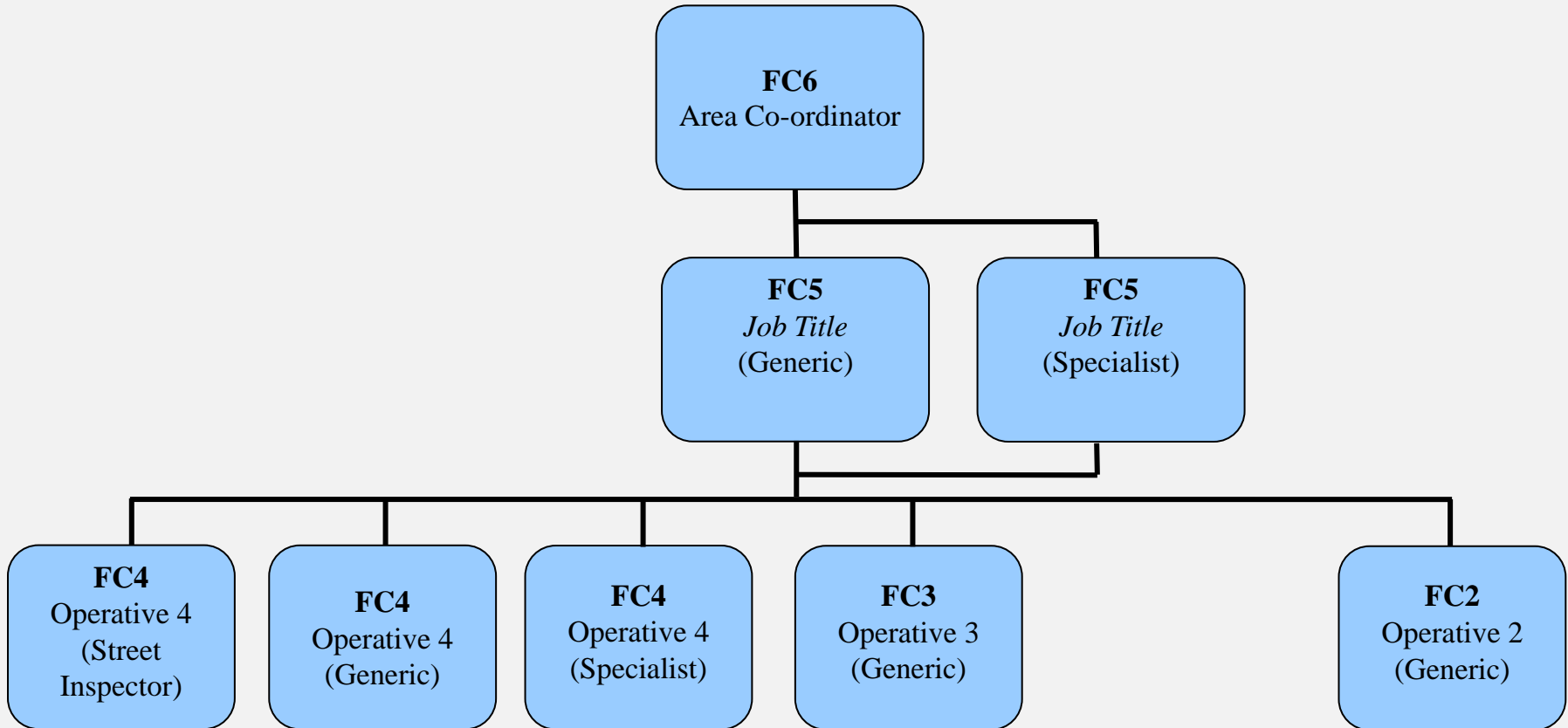


- Maintain the quality, increased mechanical sweeping
- Maintain and if possible increase income
- Retain and train for new skills
- Gain 'Buy in' from teams and TUs
- Flatten the structure
- Avoid duplication and clear reporting lines
- Expand the span of control



- JPs finalised and awaiting evaluation
- Present agreed structure
- Staff and TU briefings
- Comms team briefings
- Match ready for blue touch paper !!!

New Structure Proposal



THANK YOU



Or Advice !!!!

