



# New Ways of Working

*Securing the future through efficiency in Environment Service Operations*



**PERTH &  
KINROSS  
COUNCIL**

**Nigel Taylor – Assistant Operations Manager**

Securing the future... • *Improving services* • *Enhancing quality of life* • *Making the best use of public resources*



# INTRODUCTION



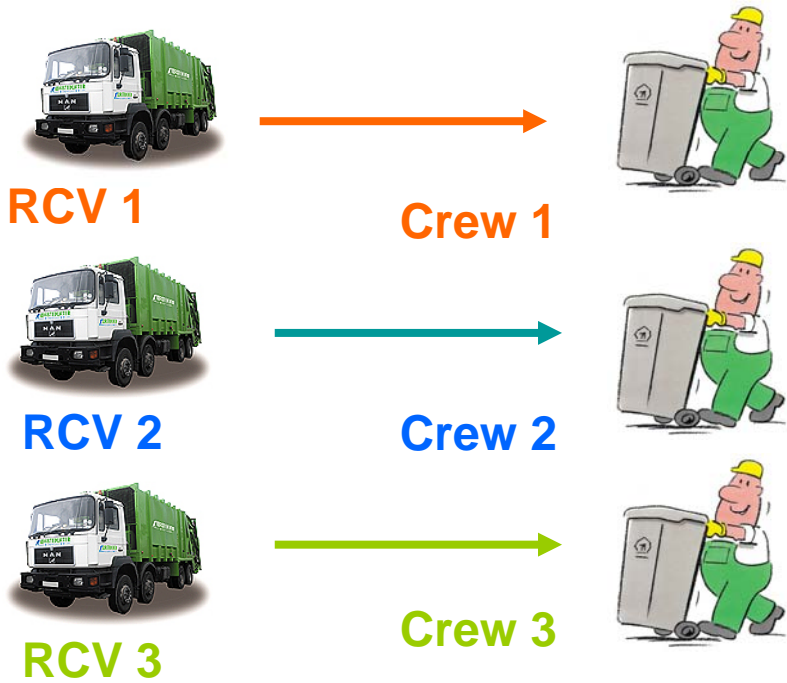
- Operations is the frontline in PKC's Environment Service (functions include Refuse Collection, Waste Disposal, Street Sweeping, Grounds Maintenance, Recycling Centres, Burials, Toilets, Fleet). 5 Depots
- Our staff (351FTE) are our largest asset and greatest financial cost, followed by vehicles and fuel
- Service delivery is directly related to the number of Operatives on the ground
- New Ways of Working is our way of maximising vehicle and plant utilisation, enabling savings to be generated without a loss of capability or capacity



# How it Works (Refuse Collection)



- Before New Ways of Working Refuse Collection operated in the same way every other Local Authority had always done.
- 1 Vehicle to 1 Crew working 0730-1600 Monday to Thursday and 0730-1200 on Friday with regular overtime at weekends

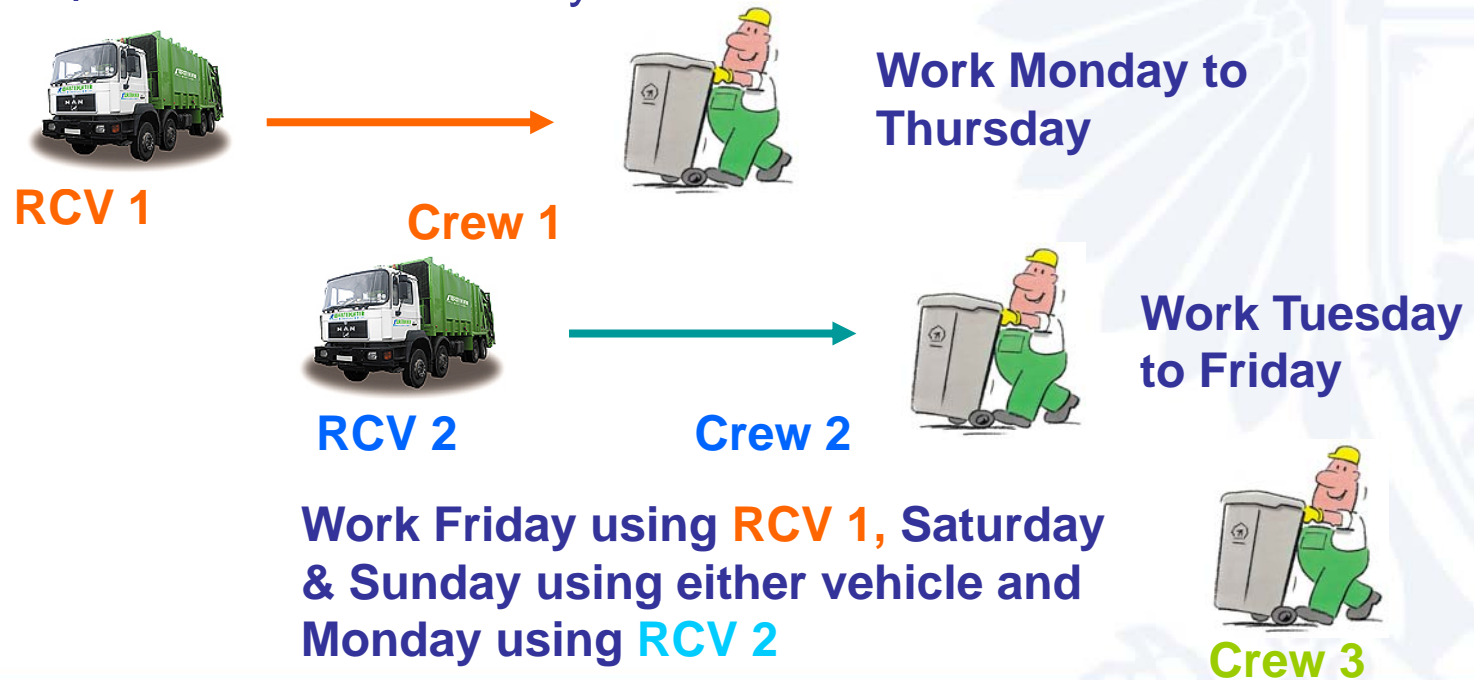


On Friday afternoon  
and all day on  
Saturday/Sunday

Vehicles are parked  
up

# How it Works (Refuse Collection)

- 92 staff. Introduced April 2008; now the crews work a compressed week of 4 x 9hr days.
- For every 3 crews we only need 2 vehicles, ie now 10 rcvs and 15 crews so we removed 5 vehicles at £45k per annum. Perth only



# Waste Disposal



- Waste Disposal; 52 staff including those in recycling centres. Operate the same pattern as refuse collection, ie 4x9 hour days which ensures compliance with EU Drivers hours regulations and removed the need for regular weekend overtime.
- NWOW affected skip lorries and hiab drivers. The vehicles work 7 days a week with no overtime. Saving on overtime only.



# Street Sweeping



- 75 SS staff total. NWOW introduced April 2009 to the 36 in Perth; split into 2 shifts of 18 and invited to select a shift pattern which the majority preferred; settled on 5 days on 5 days off 2 days on. 7 day week working – savings arose from reduction in motorbrushes, tipmasters and big reduction in overtime.
- Shift could have been more straightforward!!
- Staff in other areas gradually working toward NWOW; weekend staff now working in Kinross, Blairgowrie, Crieff and Pitlochry.
- Savings of £100k.

# Grounds Maintenance



- 72 staff total. All staff now work 4 day working week averaging 36 hours but annualised to allow longer hours (40) in summer and 30 in winter with 2 ‘shoulder’ periods in between.
- Week 1 staff in Shift A work Mon to Thurs then following week Tues to Fri. Shift B vice versa. This up to now has freed up a tractor, vehicle, trailer, triple and kit and 1 squad now work Fri to Mon.
- £100k savings achieved mainly from fleet cost reduction.
- Further development of weekend working on hold due to smaller staff numbers in outlying depots and budget uncertainty.



# How we did it....



- Full open and honest consultation with the Staff, Trade Unions, HR, Finance and Fleet throughout the process
- Significant prep, assess permutations, workforce issues
- Agreement to go through natural wastage (RC/WD/GM) or body agreement (SS)
- Realisation by all staff that this change safeguarded jobs whilst maintaining service delivery
- Realisation that there is a marked improvement in Work Life Balance

# The next steps



- Working with our colleagues in Fleet to introduce complimentary shift patterns to our vehicle usage

- Helping other sections and departments with Perth & Kinross Council to embrace the New Ways of Working principles

- Continuing to deliver best levels of service to the inhabitants of Perth & Kinross on a 7 day a week basis



**Thank you for your time**

**Any Questions?**

