

Streetscene





Streetscene

**Review of Streetscene Operations -
Delivering efficiency through a service
transformation programme.**

Wallace Turpie (Operations Manager – Streetscene)

Streetscene

Workforce Transformation

- North Ayrshire Council & Streetscene
- Drivers for Change
- Change Process
- Outcomes
- Continued Development
- Sharing the Experience
- Employee Experience

Streetscene

- Urban / Rural including Islands
- 340 Square Miles
- Population (135,000)
- High levels of deprivation and unemployment
- Main employers in the area



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Streetscene Service

Three Services Areas

- **Street Cleansing**
(1258km of highway & coast line)
- **Grounds Maintenance**
(1100 Hectares, 105 play parks)
- **Cemetery Maintenance (25 cemeteries)**
- **217 Permanent Employees (+ 51 Seasonal)**
- **27 Operational Depots**
- **Net Revenue Budget £9.2M**



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Drivers for Change

Strategically

- Cleaner / Greener / Safer Communities
- Regeneration
- Increase Tourism
- Reduce Health Inequalities
- Community Empowerment / Expectations
- Efficiency Agenda

**“Contribute by accident or
by design to achieve maximum value?”**

Why We Needed to Change

- High Costs
- Reputation of Council
- Poor Employee Relations
- Demarcation / Silo Mentality
- Low Levels of Motivation - Overtime Culture
- High Levels of Sickness Absence (14.6 days)

“This is the way we do things around here”



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What We Did

- Identified Service Drivers
- Developed Strategic Plan
- Aligned Management Structure to Strategic Plan
- Engaged Trade Unions Early
- Developed New Service Delivery Model



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What We Did

- Workforce Briefings
- Information Gathering / Mapping
- New Operational Staffing Model
- Elected Member Involvement
- Trade Union Involvement Throughout



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What We Did

Meaningful consultation process

- Modernised Role Profiles / Multi-Skilling
- Use of Contractors
- Work Patterns & Locations
- Career Routes / Training Opportunities
- Right Tools for the Job
- Process for Transition to
New Working Arrangements



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What We Did

- Re-application Process for New Roles
- 1-1 Meetings
- Skills Analysis of Workforce
- Avoidance of Redundancies
- Created New Work Patterns
- Issued New Contracts



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How Did We Change

- Listening
- Providing Visible Leadership
- Planning and Managing Expectations
- Improved Communications
- Improved Employee Engagement



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What Did We Achieve

- Flexible More Skilled Workforce
- Reduced Sickness Absence (8.5 days)
- Career Routes for Workforce
- Better Outcomes for Customers
- Increased operational performance (LEAMS)
- £1.68M efficiency Savings Delivered
- Role Profiles Aligned to Corporate Objectives
- Improved Employee Relations



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Continued Development

Continue to embed change journey:

- Tier 2 JCC
- Machinery Working Group
- Depot Rationalisation
- Staff Briefings
- Introduction of New Technology
- Develop Vocational Qualification Programme



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Sharing Our Knowledge & Experience

Experience shared internally and externally:

- Promoted by Trade Unions as Preferred Approach to Change
- Used as Best Practice and Implemented for the Council's Corporate Change Programme
- Approached by Neighbouring Councils to Share Experience
- Shared with Public Sector Managers at a UK Conference



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**Thank you
for listening**



**NORTH AYRSHIRE
COUNCIL**