Fife Council
Parks & Countryside

**Winner of APSE award 2007
as Best Performer
Parks, Open Spaces and Horticulture**

Parks and Countryside

History of Fife's Parks Service

Pre 1996 there were 3 District Councils,1 Regional Council and a new town development corporation

- Dunfermline
- Kirkcaldy
- North East Fife
- Fife Regional Council

- (Glenrothes Development Corporation)

Fife Council Administration Districts

N

Scale: 1:309,915

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Service: Draft Draft Draft Draft Draft
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Fife
COUNCIL

1996

Fife Council

- Community Services
- 3 Areas: East, Central & West (Client)
- 2 Areas: Ground Maintenance (Contractor)
- Matrix Management
- No unified approach to service delivery
- Client/Contractor split still existed

September 2005
Community Services

Agreed to scrap matrix management in favour of a functional approach

by amalgamating
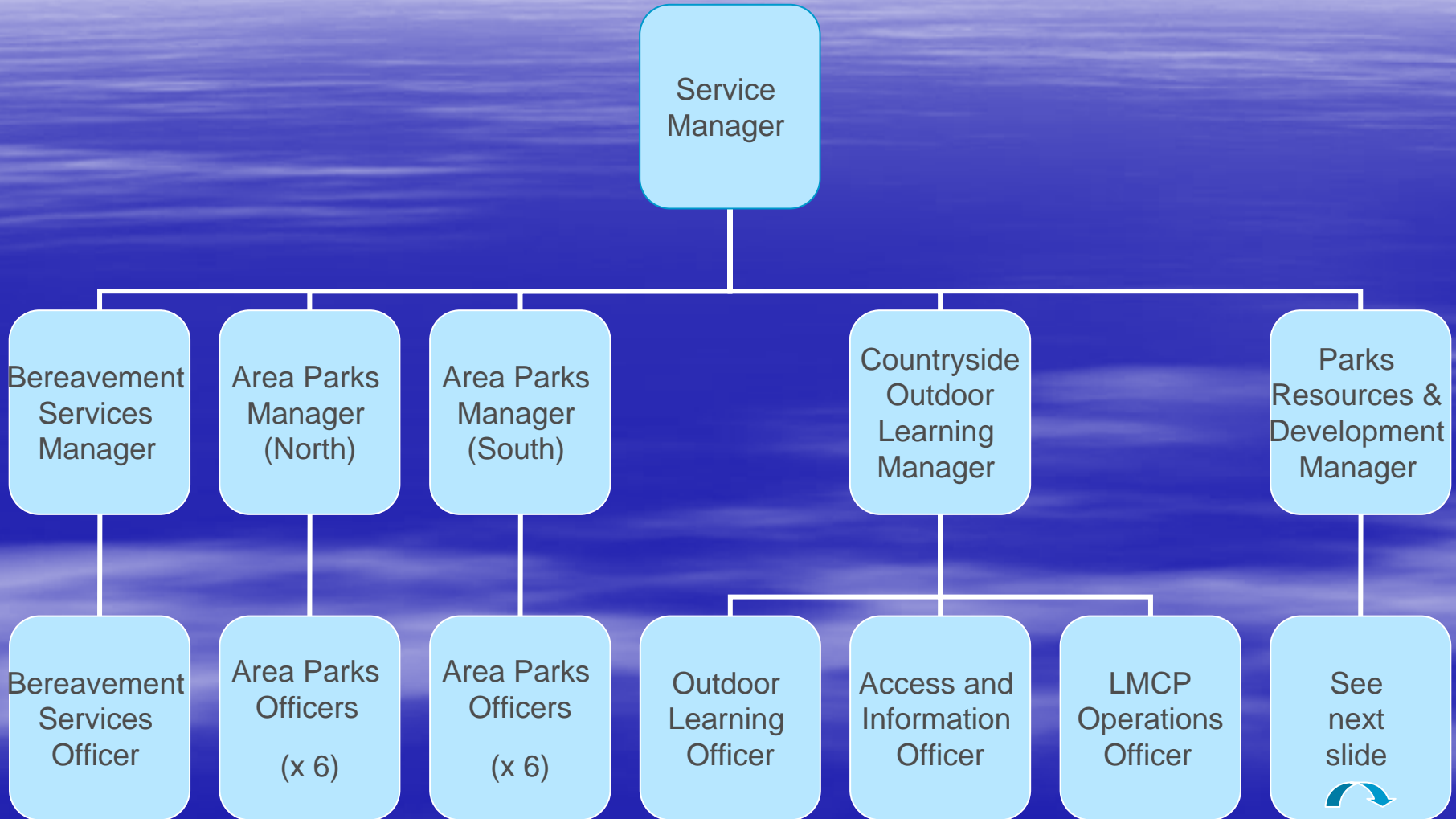
- ✓ Parks
- ✓ Countryside
- ✓ Bereavement Services

Dissolved Client and Contractor relationship

Parks & Countryside merged

- 3 Area Parks Managers
- 3 Area Parks Development Officers
- 21 Supervisors
- 12 Development Officers
- 38 Clerical and Administration Staff
- 450 Manual Workers
- 1 Team Leader (Countryside)
- 1 Outdoor Learning Centre on Loch Goil
- 1 Countryside TRUST in it's embryonic stage
- Budget of £19 million
- Historic legacy

Current structure

Service Manager

- Bereavement Services Manager
  - Bereavement Services Officer
- Area Parks Manager (North)
  - Area Parks Officers (x 6)
- Area Parks Manager (South)
  - Area Parks Officers (x 6)
- Countryside Outdoor Learning Manager
  - Outdoor Learning Officer
  - Access and Information Officer
  - LMCP Operations Officer
- Parks Resources & Development Manager
  - See next slide

APSE Performance Networks

- 2004/2005 - Poor Submission
- 2005/2006 - Short listed as most improved – Wigan won the award
- Learning curve for our new Service
- Showed up our short comings
- Weak on data capture
- Inconsistencies between area teams
- Lack of proper back up/verification
- Training - 3 in-house Validators

2006/2007 Submission

- Winner as Best Performer in Parks, Open Spaces and Horticultural Services

- Still on a learning curve

- Working on short comings

How did we do it?

Award takes account of these 11 key PI's

- PI 30 Hectares of Parks and Open Spaces per 1000 head of population
- PI 12 Hectares maintained per front line employee
- PI 13 a Staff absence %
- PI 15 Community consultation and quality assurance
- PI 16 Human Resources and People management
- PI 22 Customer satisfaction performance report
- PI 38 Community/customer surveys undertaken
- PI 23 Output specification performance report
- PI 34 Environmental practices indicator
- PI 18 Number of playgrounds per 1,000 children
- PI 36 Number of dog fouling notices issued

How the score is calculated

- Based on the standing in service Fife's score is calculated as follows:
- Number of top quartiles (service) achieved = 5
- Average standing in service (268 divided by 11) = 24.36
- Best practice scores (5) divided by 24.36 = 0.205
- Crucial factors are:
- Aim to achieve top quartile status in as many PI's
- Aim to achieve as high a standing as possible
- All key PI's to improve your average standing

What were our strengths in 2006/2007

- Hectares per 1000 head of population (11th out of 75) top quartile
- Community consultation and QA (12th out of 82) top quartile
- Customer Surveys (1st out of 82) top quartile
- Playgrounds per 1000 children (4th out of 71) top quartile $_{524}$
- Dog fouling control (11th out of 67) top quartile
- Environmental practices (15th out of 49) second quartile
- Other considerations were that for 2 years running the scoring has been fairly consistent
- Improvements were Environmental Practice PI from 46th to 15th

Weaknesses

- Hectares per FTE employee is very low (64th out of 73)
- Staff absence is high (third quartile)

- 9% 2004/2005
- 5.7 % 2005/2006
- 5.2 % 2006/2007

- Human resources and People Management lower in 2006/2007 than 2005/2006

Where do we go from here?

- Focus on internal systems
- Workforce issues and staff management
- Improving our strengths
- Reviewing our responses to the quality standard/frequency
- Secondary Drivers (i.e. Chemical control methods, quality)
- Standards through LAMS and frequency of operations

How can APSE help?

- Set up benchmarking group
- We need to continually review how we collect data
- Encourage customer engagement
- Customer perception surveys
- Challenge year on year

Thank you for Listening

Any Questions?