

Operational Management of Glasgow's Environment



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Context

- To secure financial viability of LES Trading Operation
- To improve frontline service delivery
- To improve jobs in a challenging financial climate
- To introduce much needed Service Efficiencies

From this



To this



Land and Environmental Services

Services including:

- Roads
- Parks and Grounds Maintenance
- Cleansing Operations
- Environmental Health and Trading Standards
- Scientific Services
- Design and Major Projects



Scale of Operations



- 24/7 operations
- 1800 FTE staff
- 730 front line vehicles
- 18 operational depots





Effectiveness

- Benefits to Customers
- Benefits to the Council and taxpayer
- Benefits to staff

Scale of Operations



- 360,500 linear km and 101sqkm swept and de-littered per annum.
- 10,500 litter bins city wide with 3 million uplifts per annum.
- 21 million household refuse collections per year



Service Reform and Area Integration



- New area structure
- 4-on 4-off shift system
- Locally managed integrated and flexible service
- More efficient use resources
- More responsive and customer focussed service.

Achievements & Challenges Overcome



- Establishment of 7 day working
- Integration of roads, parks and cleansing operations
- Creation of Generic Operative posts for each manual and admin grade
- Reduction in non-contractual overtime/vehicle & plant costs
- Protection of contractual earnings
- Increased training provision



Communication/Staff Consultation

- Continuous dialogue with all staff affected
- Regular liaison meetings with trade unions
- Updates on Council Intranet
- Detailed written proposals provided to TUs ahead of implementation
- A series of mass meetings with staff at onset of project
- Alternative options explored for staff subject to Equality Impact Assessment



Back Office Systems

- Modification of HR and Financial systems to fit new service needs
- Creation of digitised routes for Street Cleansing and Refuse Collection
- Reconfiguration of LAMIS for Parks Operations
- Investment in Route Optimisation/Tracking GIS Software
- Review of Management Information



Key Milestones

- Completion of workstream reports August 2008
- Development of specific proposals November 2008
- Elected member approval December 2008
- Detailed information pack issued January 2009
- Personal statements issued March 2009
- Successful negotiations concluded August 2009
- Phase 1 Go Live August 2009, Phase 2 February 2010



Summary of Overall Programme

- Financial Savings
- Improved Service
- Staff Conditions
- Workforce
- Flexible Deployment
- Spare Capacity



Questions?