

APSE PARKS ADVISORY GROUP
13th APRIL 2011


**CARE FOR YOUR AREA SERVICES –
TRANSFORMING HORTICULTURAL SERVICES**

**CRAIG WILLOWS, SERVICE DEVELOPMENT
MANAGER AND NIGEL CLARK, HORTICULTURAL
SERVICES MANAGER**

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The Challenge

- Legacy of 3 CCT Grounds Maintenance Contracts
- Lack of performance management
- Rigid client / contractor relationship
- High levels of complaints / low satisfaction levels
- Inflexible approach to variation requests
- Lack of support for staff on the ground (ex SBC)
- Unsustainable

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**MORI Poll & Independent on Sunday
League Table April 2000**


9.4.2000
Independent on Sunday Dirtiest Towns in Britain
Risborough upon Swark Stockton on Tees Borough Council Warmington on Sea Surbiton on Sands Jutland RDC High Flying Borough Council Oxenford Metropolitan Gotham City Pretty Dockside Development Wexington District Slipping Peak District Council Nowhere important District Council



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Where we began


- Extensive consultation across the board – customers, Members, staff and grounds contractors
- Decision to terminate the 3 contracts and bring the work back in-house (resulting in no external contracts arrangements for the entire service)
- Strong political leadership and support
- Comprehensive work force and trade union involvement
- Control over service delivery



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Where we began


- Removed the restraints of the contract specification
- Identified areas of weakness through large-scale consultation process (quality and response issues)
- Established ownership within the Borough with 4 dedicated teams with creation of Team Leaders & specific resources for their areas (incl Supervisory support)
- Identified and publicised realistic service pledges
- Used Northumbria in Bloom to test our progress



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Performance Management

- Individual Team Leaders take direct responsibility for ensuring effective performance
- Established performance measures to assess quality and quantity
- Increased the presence of the service – identified strategically important areas across the Borough for improvements e.g. 30 high profile locations for weekly cut/box, floral features and roundabouts
- Quality Groups and toolbox talks – ongoing dialogue to staff to review any suggestions



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Joint Working

- Area based "clean & green" teams
- Integrated cleansing and grounds maintenance:
 - weed spraying and digging out - lots of quick wins!
 - coordinated approach between all areas, litter pick prior to cutting
 - litter dog fouling and tackling 'hot spots'
 - Working with Probation Services / Third Sector to bring allotments back into use. (Friends Groups etc)
 - Business Involvement (Sponsorship of roundabouts and floral displays across the Borough) – Increased Income!
 - Increased external funding and green infrastructure strategy. Funding of £1.5m for new and improved play provision



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Parks Regeneration Programme 2008 - 2011

Newham Grange Park

£75,000 – Stockton Capital
 £21,000 – SITA 'Enriching Nature'
 £107,000 – Landfill Tax Communities Fund
 £88,000 – Section 106
 £50,000 – Hardwick Regeneration Programme

Romano Park

£150,000 – Stockton Capital
 £175,000 – Children's Play programme (BIG Lottery)
 £190,000 – Landfill Tax Communities Fund
 £100,000 – DIE Playbuilder
 £10,000 – Awards for All
 £12,000 – Primary Care Trust
 £8,500 – Ingleby Council

John Whitehead Park

£100,000 – Stockton Capital
 £160,000 – Neighbourhood Renewal Fund
 £116,000 – Section 106
 £80,000 – Landfill Tax Communities Fund

Wynyard Woodland Park

£175,000 – Stockton Capital
 £25,000 – Landfill Tax Communities Fund
 £8,500 – Awards for All
 £32,000 – National Grid
 £35,000 – SITA 'Enriching Nature'
 £150,000 – DIE Playbuilder
 £15,000 – Natural England
 £43,000 – Forestry Commission

Total Value of Programme - £1,926,000
For every £1 of SBC capital we have managed to match this with £3.80 from elsewhere



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Where are we now?

- Significant, visible improvements
- Robust and effective performance management
- Framework leading to genuine service improvements
- Increased productivity with sound financial management
- Recognition
 - Northumbria in Bloom 2004-2010, Britain in Bloom 2007 and 2009 Gold Winners, Communities in Bloom 5 Blooms, 5 Green Flags and Entente Florale Gold Winners in 2010
- APSE Service Team of the Year / Customer Service Award
- Short listed "Council of the Year" for LGA and APSE Winners in 2010
- 2008 Mori satisfaction levels - Increase from 53% to 78%
- Training and Development – Skills for Life / NVQ's 2,3 and 4
- Amalgamation of grounds, Countryside and Arbo Teams



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Countryside and Greenspace News
March 2011

Welcome to this third edition of the Countryside and Greenspace Newsletter - providing the latest news on the development of the Borough's green infrastructure: its parks, greenspace, countryside, trees, woodlands and river corridors.

A great deal is going on and so our Newsletter only gives a brief overview of the latest developments. If you need more information on any of these topics please visit the website: www.stockton.gov.uk/countrysideandgreenspace Or get in touch with us directly:
Email: countrysideandgreenspace@stockton.gov.uk
Phone: 01643 326271

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Stockton-on-Tees Local Council

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