



Commercially Savvy but Publicly Minded

Insourcing for Success: The Highland Council Case Study

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Insourcing for Success



- Making a decision to bring contracts back in-house
- Why we insourced our public conveniences and grass cutting services
- Measuring success



Why we insourced?



- Public Conveniences
- Grass Cutting Services



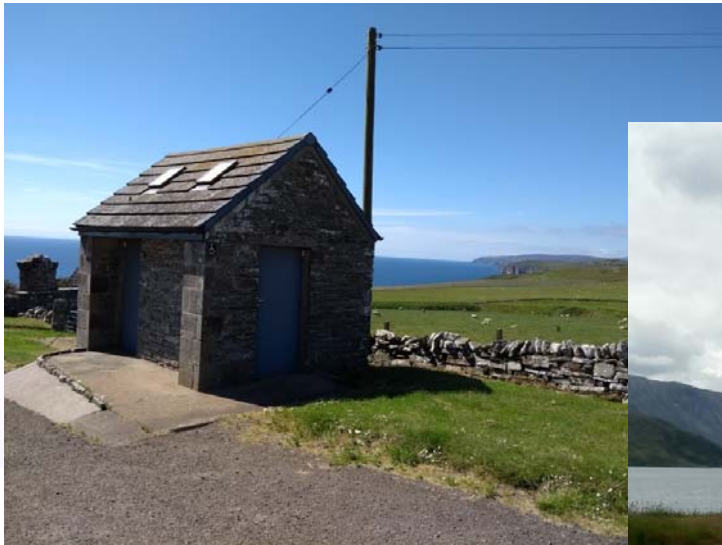
Contract vs Insourcing



- Financial climate
- Availability of alternative providers
- Improved quality, flexibility and control
- Contribution to Tourism



Public Conveniences



Public Conveniences



Grass Cutting Services



Grass Cutting Services



Measuring Success



- Reduced complaints
- Budget savings
- Lessons learned
- Recommendations



Lessons Learned – What went well



- Started from low expectations
- Focus due to timescales
- New structure and team working
- Responsiveness
- New technology
- Political support
- Savings achieved
- Involvement of front line workforce
- Kept our promises

Lessons Learned – The Issues



- Late decision making and handover
- Late arrival of equipment
- Recruitment issues and TUPE
- Lack of political support
- Increased and unforeseen costs
- IT provision and support
- Social media reaction

Recommendations



- Ensure structure is complete
- Amend service delivery methods
- Improve PR
- Support services; HR, procurement, finance
- Trade Union engagement
- Consult, Consult, Consult

What Next...



- Arbor services
- Memorialisation
- Improved cross service delivery
- Tender for external contracts



Thank you



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