



Stockton-On-Tees Borough Council
Direct Services Operating Model
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Stockton-on-Tees
BOROUGH COUNCIL

Big plans, bright future

Where we are...successful



Britain in Bloom – Stockton was awarded top honours in the 2013 RHS Britain in Bloom awards, City category. Also presented with the RHS Pride of Place award for demonstrating ongoing commitment to street cleanliness

Northumbria In Bloom – Stockton was awarded gold for Best City for the 10th year running at the 2013 Northumbria in Bloom awards

Where we are...efficient



New “one-pass” recycling vehicles to reduce the number of vehicles and staff in the collection of kerbside recyclables - staffing, vehicle and fuel savings

Record low levels of use of landfill sites for household waste (0.5% in 2013-14) with record high levels of production of energy from waste (71.5% in 2013-14)

Where we are...innovative

Ornamental arrangements were placed throughout the borough to celebrate the London 2012 Olympic Games and Paralympics





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Big plans, bright future

Direct Services Operating Model

- **Direct Services is one of the largest employing service areas within the council**
- **800+ directly employed staff as a permanent core workforce**
- **Statutory and essential services are provided, as well commercial services generating additional income to the council**
- **Operating model provides and protects a workforce of the “right size”**
- **Builds on the benefits of retaining an in-house, skilled and dedicated core workforce, with additional staffing capacity via partnership and agency arrangements**

Direct Service Operating Model

The Operating Model provides:

- a sustainable, protected, core in-house workforce
- flexibility to effectively respond to fluctuations of demand and workload
- competitive, responsive commercial services
- maximised commercial returns, supporting the delivery of the Medium Term Financial Plan

Commercial Services

Commercial Services

- Catering & Cleaning
- Fleet Management and Vehicle Workshops
- Heating Ventilation and Electrical
- Highway Maintenance
- Markets Management and Development
- Building Services



Commercial Services Operating Model

- **Responsive - with the ability to “gear up” and down quickly**
- **Flexible - for undertaking works that are subject to internal and external tenders and varying contract lengths**
- **Additional resources provided via appropriate partnerships which allow the council the necessary freedom.**
- **Wide range of skills and high demand for skilled labour is required**
- **Strikes the right balance between the council’s in-house team and strategic service partnership/agency arrangements**

Community Services

Community Services

- Cemeteries Management
- Grounds Maintenance
- Parks and Open Spaces
- Refuse Collection
- Registration and Bereavement Services
- Street Cleansing



Community Services Operating Model

- **Protects core in-house workforce, cost effective services and business continuity**
- **66 staff to fulfil refuse/recycling collections functions with additional operational capacity via an agency service partner. Holiday and sickness cover not included.**
- **Street cleansing services and grounds maintenance directly employed 44 and 43 respectively.**
- **Seasonal staff in grounds maintenance is essential in order to ensure the effective management of the grass cutting cycle.**
- **The 26-week green waste collection service needs operational flexibility to ensure cost effective service delivery, and is staffed entirely with a seasonal workforce**

Direct Services Operating Model

Workforce make-up - Winter

Core workforce	Absence cover	Contract delivery	Seasonal cover
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Workforce make-up - Spring



Core workforce	Absence cover	Contract delivery	Seasonal cover
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Workforce make-up - Summer



Core workforce	Absence cover	Contract delivery	Seasonal cover
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Workforce make-up - Autumn



Core workforce	Absence cover	Contract delivery	Seasonal cover
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Workforce make-up - Winter



Core workforce	Absence cover	Contract delivery	Seasonal cover
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Care For Your Area Budget Reduction

£1m to be removed from CFYA revenue budgets from April 2014 – this relates to:

- £150k reduction in bedding plants and other ornamental displays
- £450k reduction in a review of staffing within street cleansing & grounds maintenance (inc Planetarium & Rangers)
- £400k savings associated with the introduction of the new one-pass recycling vehicles.
- This follows a reduction of £875k in 2012/13, £95k in 2011/12 and £110k in 2010/11– total budget reductions of nearly £2.1m in three years.
- The reductions will have a significant impact upon the responsiveness and quality of service that both Members and residents have come to expect in the last 10 years.

What we are going to protect...

- Improved and retain key gateway features and area where there is high visibility, policy proposal to remove planting bedding areas on residential locations
- Retain almost 60% of the Ornamental Beds
- Weekly refuse
- Continue bulb planting – 1m bulbs planted in the last 5 years
- One-off investments in roundabout improvements schemes on main arterial routes
- Discussions with partners to discuss alternative providers e.g. Vela, Parish & Town Councils



What does it look like...



Bedding areas in residential locations of the borough will be removed and turfed. Bedding will be concentrated in areas where more residents and visitors will be able to enjoy i.e. main arterial routes, key roundabouts, civic parks and destination points



Our Priorities.....at this stage

- front-line services to ensure effective 'core' activities e.g. refuse/recycling, grass cutting, vegetation control and other activities – no change to grass cutting regimes and frequencies.....up to 16 cuts at 12 calendar day turnaround
- Develop a Building Services unit
- Maximize external income streams
- Key floral features will remain e.g. Main Parks & arterial routes across the borough
- Develop Gateway Roundabout Schemes
- Engage with residents groups / gardening associations and Town / Parish Councils to support regional In Bloom entries. **No direct SBC regional / national entry from 2014.**

We've come a long way, with more to do...

Tees River to High Street

