



South Staffordshire Council

‘Bringing the Grounds Maintenance Service back in-house’

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Wednesday 26th June 2019





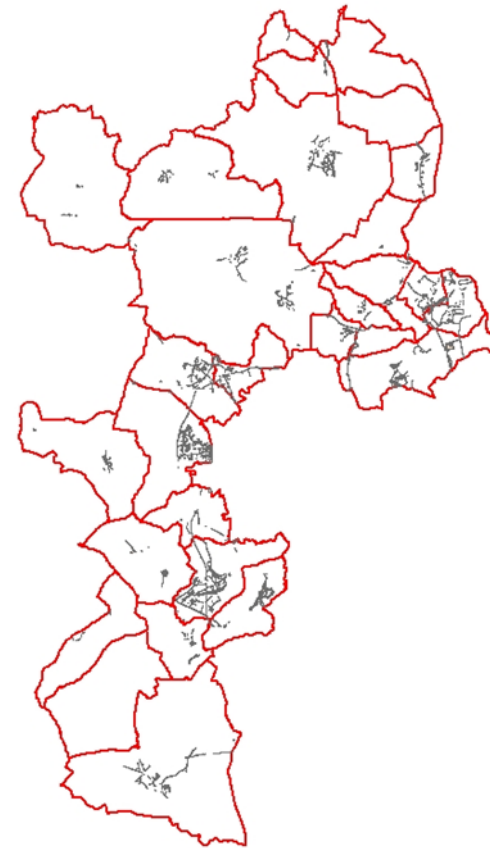
Introduction

- **Setting the scene**
- **Making the case for an in-house service**
- **The transition from 'out' to 'in'**
- **Realising the benefits for the community and council**
- **One year on and future work....**



Setting the scene

- Grounds maintenance was provided under an external term contract until November 2017
- Monitored in-house
- Existing in-house street cleansing





Setting the scene

- Primarily open spaces
- No formal 'parks'
- Cemeteries, closed churchyards, highway verges, schools, council offices, etc..
- Size of routine operation





Setting the scene

- Non-routine works
- Tree works
- ‘Specialist work’
 - Hard and soft landscaping
 - Grave digging





Setting the scene

- Contract due to expire in November 2017
- Grass cutting season – March / April 2018
- Not a statutory function
- Economic factors

Not all bad news.....

- TUPE
- Clear vision for service



Making the case for an in-house service

Options available:-

- Re-procure contract
- Enter into a shared service
- Enter into a framework arrangement to let an external maintenance contract
- Invest in an in-house delivery
- (Local authority trading company)
- (Option to extend current contract for five years)



Making the case for an in-house service

Background work:-

- SWOT analysis
- Check and challenge workshop
- Challenge panel (ongoing)



Making the case for an in-house service

Business case:-

- Based on detailed specifications and existing budgets
- Combined 'Streetscene' service
- Delivery from existing depot
- Service performance
- Winter period 2017-18
- Wider project plan



Making the case for an in-house service

Business case:-

- Operations
- Staffing
- Finances



Making the case for an in-house service

Business case:-

- Operations and staffing

Summer / cutting operations	Open space cutting		County Highways cutting		SSC Offices, schools, churchyards etc.	Variation orders / grave digging / arboricultural team
	North	South	North	South	District wide	District wide
Vans	Crew cab tipper	Crew cab tipper	Crew cab tipper	Crew cab tipper	Crew cab tipper	Crew cab tipper
Trailer	Beaver tail	Beaver tail	Beaver tail	Beaver tail	Open trailer or beaver tail	Standard open trailer
Mowers	Ride on mower	Ride on mower	Ride on mower	Ride on mower	Ride on mower / pedestrian	None
Staff	1 driver (level two) 1 operative (level one)	1 driver (level two) 1 operative (level one)	1 driver (level two)	1 driver (level two)	1 driver (level two) 1 operative (level one)	1 driver / specialist (level three) 1 operative (level two or one)

Level One

- General duties
- (Entry level)

Level Two

- Multi skilled
- ‘Supervisory’ to level one

Level Three

- ‘Specialist’
- Chainsaw, driving etc..



Making the case for an in-house service

Business case:-

- Finances

Costings	Routine works	Variation works	TOTAL
External contractor	£341,500	(Up to) £274,000	£615,500
In-house forecast	£320,500	?????????	£320,500

(Opportunity to set realistic targets for savings over a five year period?)



Making the case for an in-house service

Extra value:-

- Current staff
- Flexibility of an in-house service
- Good working relationships with friends groups
- Opportunity to work directly with parish councils and housing associations
- 'Trusted' brand name
- More control over developing strands to an in-house service
- Supporting the council plan



The transition from 'out' to 'in'

- Full council approval in September 2017
- Contract expired in November 2017
- In-house delivery from November 2017

Not all bad news....

- TUPE (again!)
- Winter pruning
- Mobilisation for grass cutting March 2018



The transition from 'out' to 'in'

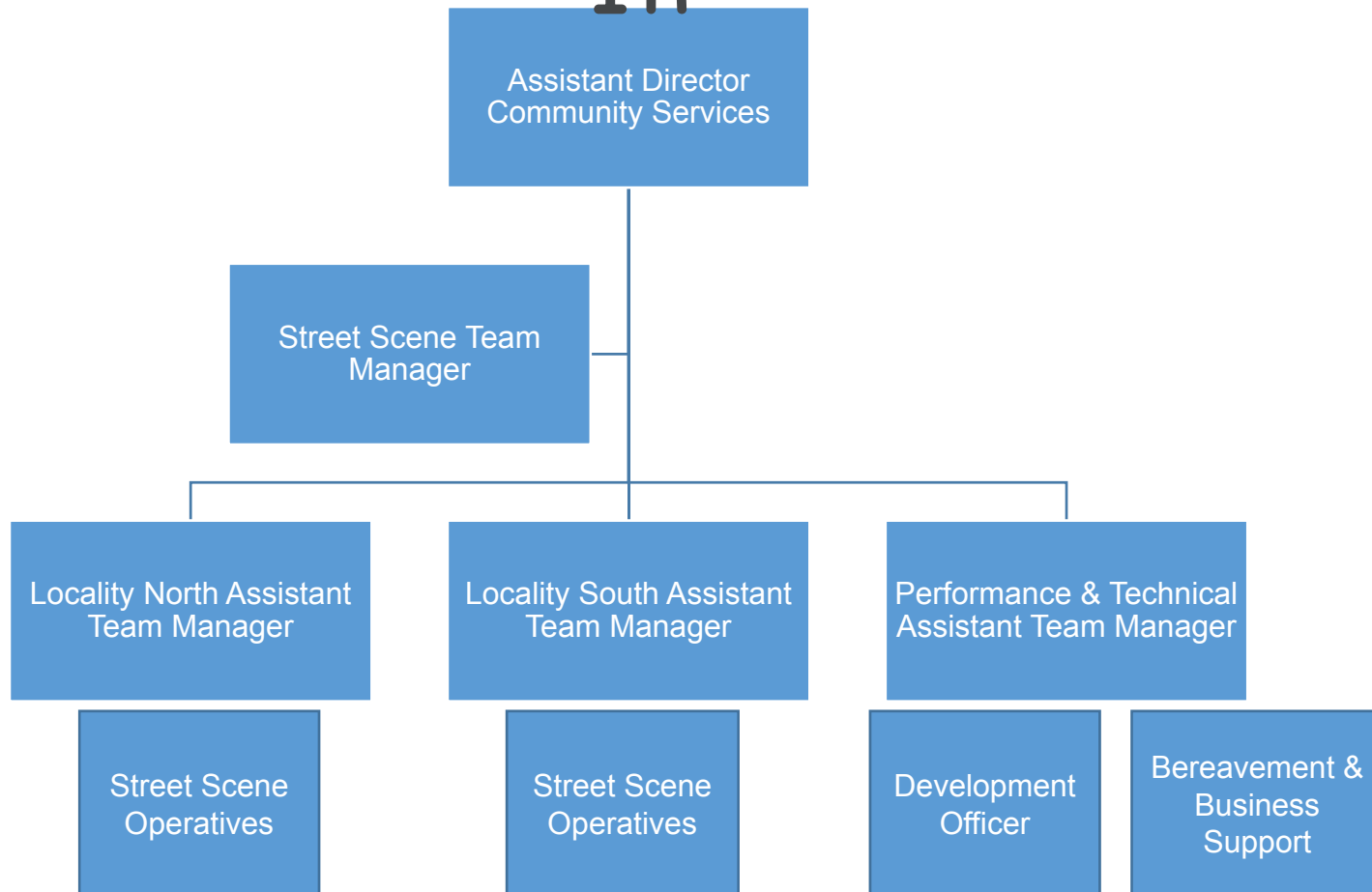
Street Scene:-

- Street cleansing
- Litter picking
- Landscape management
- Bereavement services
- Engineering
- Community groups





The transition from 'out' to 'in'

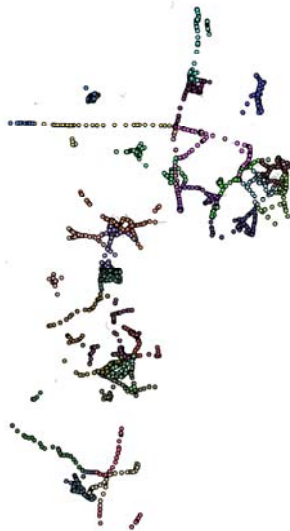




The transition from 'out' to 'in'

Service development:-

- Training programme
- Technology – Routesmart, AoM, UTS
- Grass cutting / street sweeping / litter bin audit
- Apprentices / tree gang





Realising the benefits for the community and council

Service performance – how are we doing?

- **BMG survey –**
 - 44% would like to see street cleansing improved
 - 33% would like to see improvements to the maintenance of parks and open spaces
 - **BUT.... Customer satisfaction at our cemetery sites is 98%**

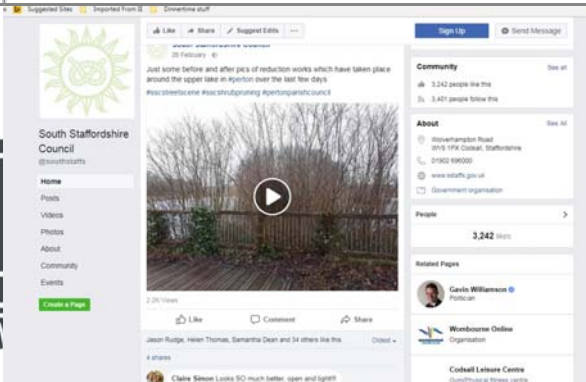
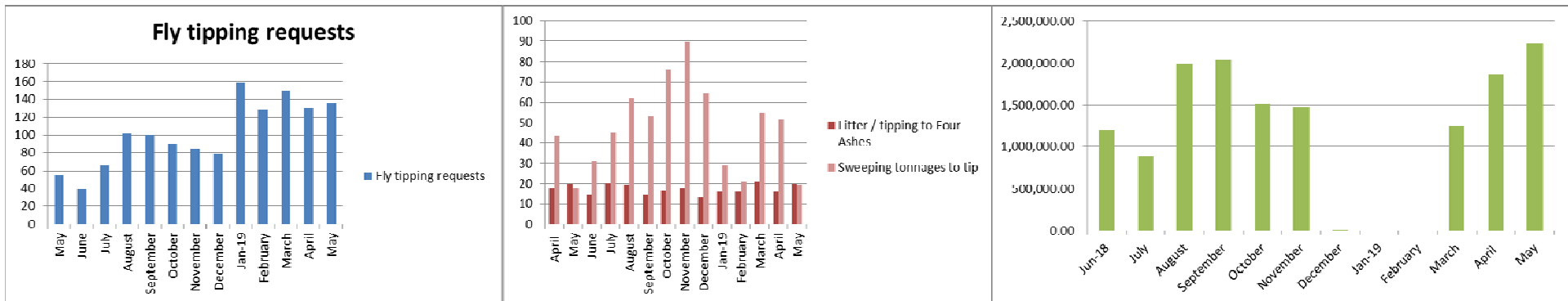




Realising the benefits for the community and council

Service performance – how are we doing?

- Reporting (Fly tipping, tonnages, grass cutting etc.)
- Social media





Realising the benefits for the community and council

Commercial work:-

- External customers
- Tree team



Tree Services now available



All aspects of tree work undertaken

Fully qualified and insured

Quality hedge cutting and shrub pruning

Stump grinding

Tree planting

For a free quotation, please contact us.

Tel: **01902 696452**

Email: streetscene@sstaffs.gov.uk

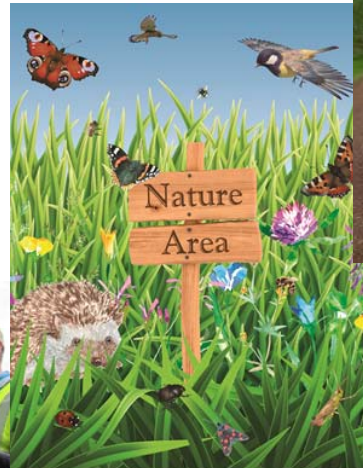
www.sstaffs.gov.uk/streetscene





Realising the benefits for the community and council

- Focus on the community





One year on and future work... •

- **Multi skilled workforce**
- **Staffing**
- **Break even point?**
- **Enhance offer / income**
- **‘Technology’**

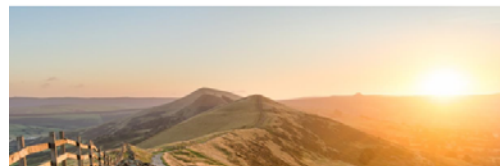


One year on and future work...

- How do we shape the service?



A Green Future: Our 25 Year Plan to Improve the Environment



UK parks boost quality of life by £34bn

1 hour ago



CHRISPACKHAM





*Thank
you*