



APSE Advisory Group

The Pros and Cons of Service Integration

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Today's Theme



- ❖ Transferrable skills and multi-tasking.
- ❖ 'Get into Street Scene' programmes and apprenticeships.
- ❖ Woodland asset management.

Transferable Skills



Pros



Transferable Skills

- ❖ The vast majority of daily tasks in all service areas are not complex and the required knowledge and skills to perform these tasks can be easily passed on to operatives from different service areas.
- ❖ The service would determine those tasks for each service area that can be 'multi skilled' and a training programme of upskilling or multi skilling rolled out for all staff members.
- ❖ Eventually this creates a much more flexible, responsive and effective workforce.

Transferable Skills



- ❖ As part of the integrated approach the development of a multi skilled work force will provide a greater pool of flexible operatives who can be prioritised across the whole service area.
- ❖ Addressing the peaks and troughs of the various service demands.
- ❖ Thus leading to a reduction in the use of agency, seasonal and casual workers across the whole of the services engaged with the process.

Transferable Skills



This integrated approach may be used to facilitate the following;

- ❖ Reduce operating costs or utilised to develop and support the potential additional contract work and to supplement any associated budding income streams.
- ❖ Reduce the reliance on agency staff within the maintenance teams, thus generating revenue savings on staffing.

Transferable Skills



- ❖ Reduce duplication of effort across services and partners providing effective delivery and reducing cost.
- ❖ Provide cost effective, flexible and auditable maintenance services which will enhance the aesthetic appearance of the district.
- ❖ Integrated service delivery will also reduce fleet requirements through improved fleet utilisation and deployment supported by improved driver performance in terms of fuel usage and operating costs.

Transferable Skills



Cons;

- ❖ Potential lack of specialist skills.
- ❖ Shared service demands (climatic).
- ❖ Confrontation - Area 'v' Service.

Get into Street Scene



Pros

Get into Street Scene



In a bid to reduce the pressure on the services such as;

- ❖ An ageing workforce.
- ❖ A diminishing skills bank.

The services could explore any partnership working opportunities such as with Jobcentre Plus, and Troubled Families Initiative to deliver 'Get into Street Scene' programmes.

Get into Street Scene



The programme would be created with a clear aim of giving disadvantaged, vulnerable young people;

- ❖ An opportunity to gain some form of work experience.
- ❖ To increase their employability in the future.
- ❖ Gain an Apprenticeship (if available) if successful.

Get into Street Scene



- ❖ The candidates work with the frontline teams during the agreed timeline for the programme.
- ❖ The programme could include tasks such as litter picking, edging off lawns, sweeping paths, emptying bins, weeding borders, pruning roses, planting flowers and cultivating flower beds.

Get into Street Scene



This programme would;

- ❖ Allow young people to experience getting up and attending work.
- ❖ Enable participants to develop their skills within a real work environment.
- ❖ Encourages team working.
- ❖ It gives the individuals self-esteem and confidence and makes a difference to their whole Family by a change in behaviours.

Get into Street Scene



The introduction of such a programme could also;

- ❖ Reduce the number of agency operatives required.
- ❖ work to address the unemployment/skills issues of the district.
- ❖ Provide a financial improvement to any current council spend on support staff.



Get into Street Scene

Cons

Problematic cohorts;

- ❖ General absence.
- ❖ Sickness absence.
- ❖ Morale issues with permanent staff.



Does this approach work?

Meet the Apprentices



“I was completely inspired today by Wakefield, workers, apprentices, managers, the family, the chief executive (!) Frankly the lot”

Louise Casey, Director General Troubled Families, DCLG

Street Scene Awards



- ❖ Winners of the APSE Best Service Team: Wakefield Street Scene and Street Cleansing.
- ❖ APSE Best Service Team Finalist: Parks, Open Spaces and Horticultural Services.
- ❖ Finalist in the APSE Overall Council of the Year category.
- ❖ Finalist of the APSE, Parks, Open Spaces and Horticultural Apprentice of the Year award.
- ❖ APSE Performance Networks Winners Parks, Open Spaces and Horticultural Services 2011.
- ❖ Performance Networks Finalist Street Cleansing 2011.

Street Scene Awards



- ❖ APSE Performance Networks Finalist, Parks, Open Spaces and Horticultural Services 2012.
- ❖ APSE Performance Networks Finalist Street Cleansing 2012.
- ❖ Forestry Commission John Boddy Rose Bowl awarded for the management of Haw Park Woods.
- ❖ Forestry Stewardship Council (FSC) accreditation for woodlands management.
- ❖ Natural England “Country Park” status for Anglers.
- ❖ Green Flag Awards retained by Anglers Country Park and Haw Park Wood.



Woodland Asset Management

Using trees to produce wood fuel for a district heating scheme

The logo for 'apse' is located in the top right corner. It consists of the word 'apse' in a white, lowercase, sans-serif font, set against a purple, rounded rectangular background.

- **700 hectares**
- **70 – 30 split (hardwood/softwood)**
- **140 pockets of woodlands containing 3 major sites**

Woodland asset management



- In House Tractor Drawn Harvesting
- Sustainable approach to small pocket woodlands
- Scandinavian method
- Comparable cost to contract harvesting £17 (CH) £19 (TDH) per tonne

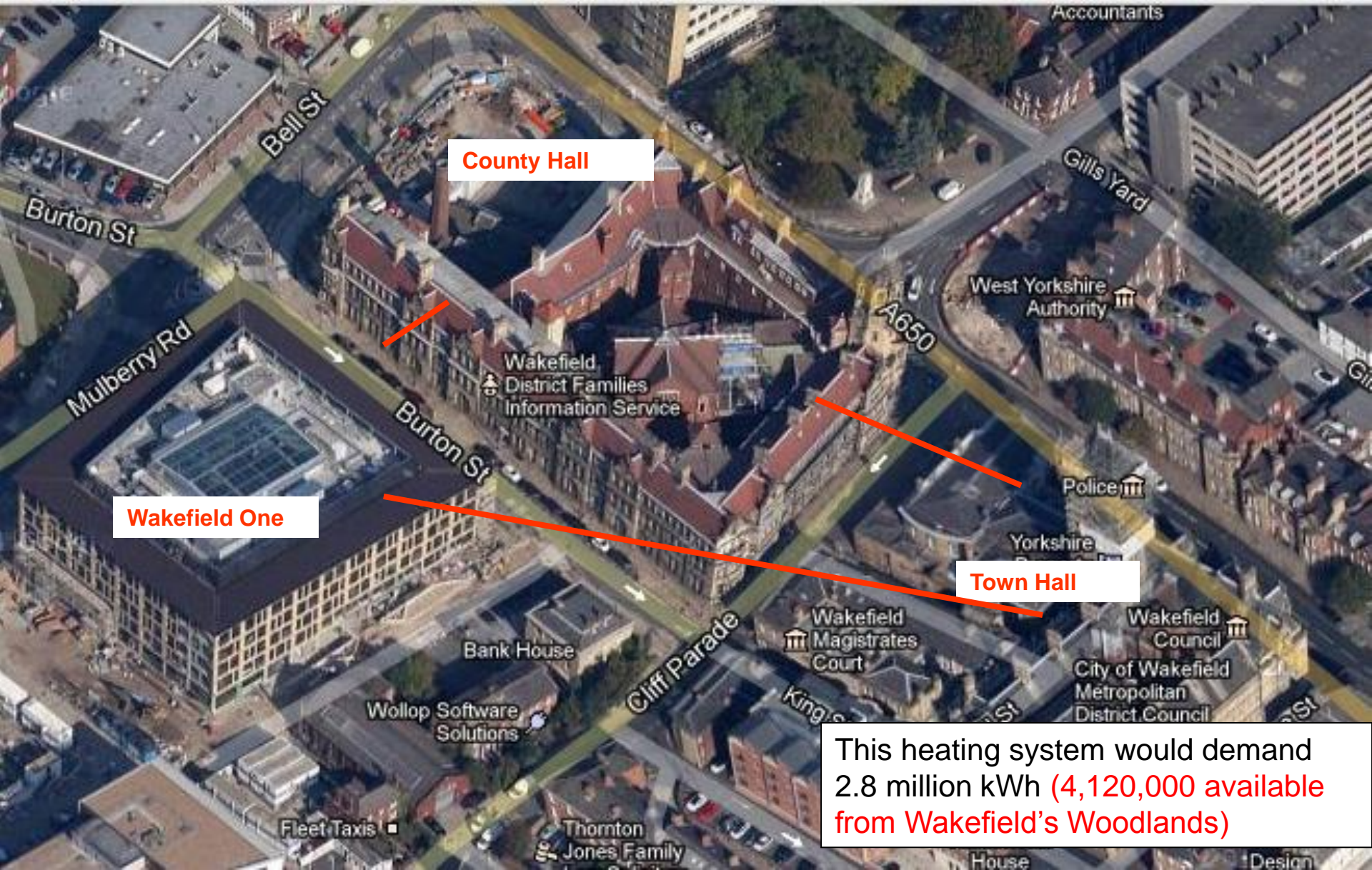


HOW DO WE FUND THE HARVESTING INITIATIVE? “FELL TO SELL!”

The logo for 'apse' is located in the top right corner. It consists of the word 'apse' in a white, lowercase, sans-serif font, set against a purple, rounded rectangular background.

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- The background of the slide is a photograph of a forest. In the foreground, there are large stacks of cut logs on either side of a dirt path. The logs are stacked neatly, showing their natural texture and color. In the background, a dense forest of tall, thin trees stretches into the distance under a slightly overcast sky.
- Identified capital programme through “Invest To Save”
 - 1,000 tonne per annum (sustainable)
 - 22% return on investment using Forestry Commission figures
 - 5 year period to pay back investment
 - Creates a job opportunity
 - Total return of approximately £240K over a 10 year period

Maximising the Woodland Asset - District Heating Scheme



County Hall

Wakefield One

Town Hall

This heating system would demand 2.8 million kWh (4,120,000 available from Wakefield's Woodlands)



Thank you for your Attention

Gladly take any Questions



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