


**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 <b>Dirtiest Towns in Britain</b>
Risborough upon Swark <b>Stockton on Tees Borough Council</b> 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](http://www.stockton.gov.uk/countrysideandgreenspace) Or get in touch with us directly:  
Email: [countrysideandgreenspace@stockton.gov.uk](mailto:countrysideandgreenspace@stockton.gov.uk)  
Phone: 01643 326271

**In this issue:**

- Park Regeneration and Spaces for Play
- Playing Out
- Tree Lungs
- Green Infrastructure
- Trees and Woodlands
- Resident Trees
- Stockton Moor Corridor Project
- Getting to Greening
- Events and Activities

**Stockton-on-Tees** Greater Cleveland Local Enterprise Partnership

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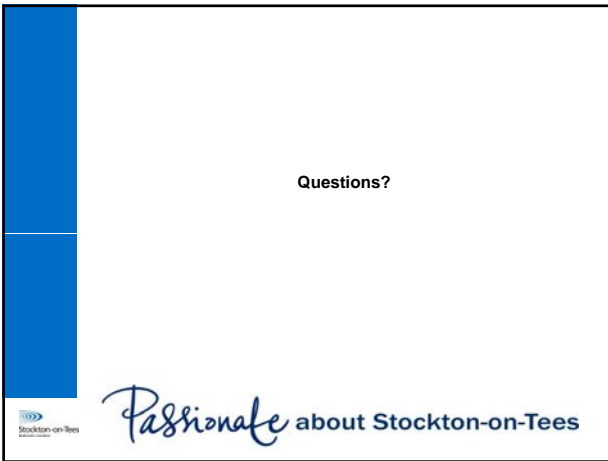
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