



# **ENVIRONMENTAL SERVICES SEMINAR 2013**

## **Integrated Streetscene Services**

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# Integrated Streetscene Services



- What are the ways and means?
- How does it impact on performance?
- What are we learning from APSE Performance Networks?
- What are the pros and cons?

# Performance Networks

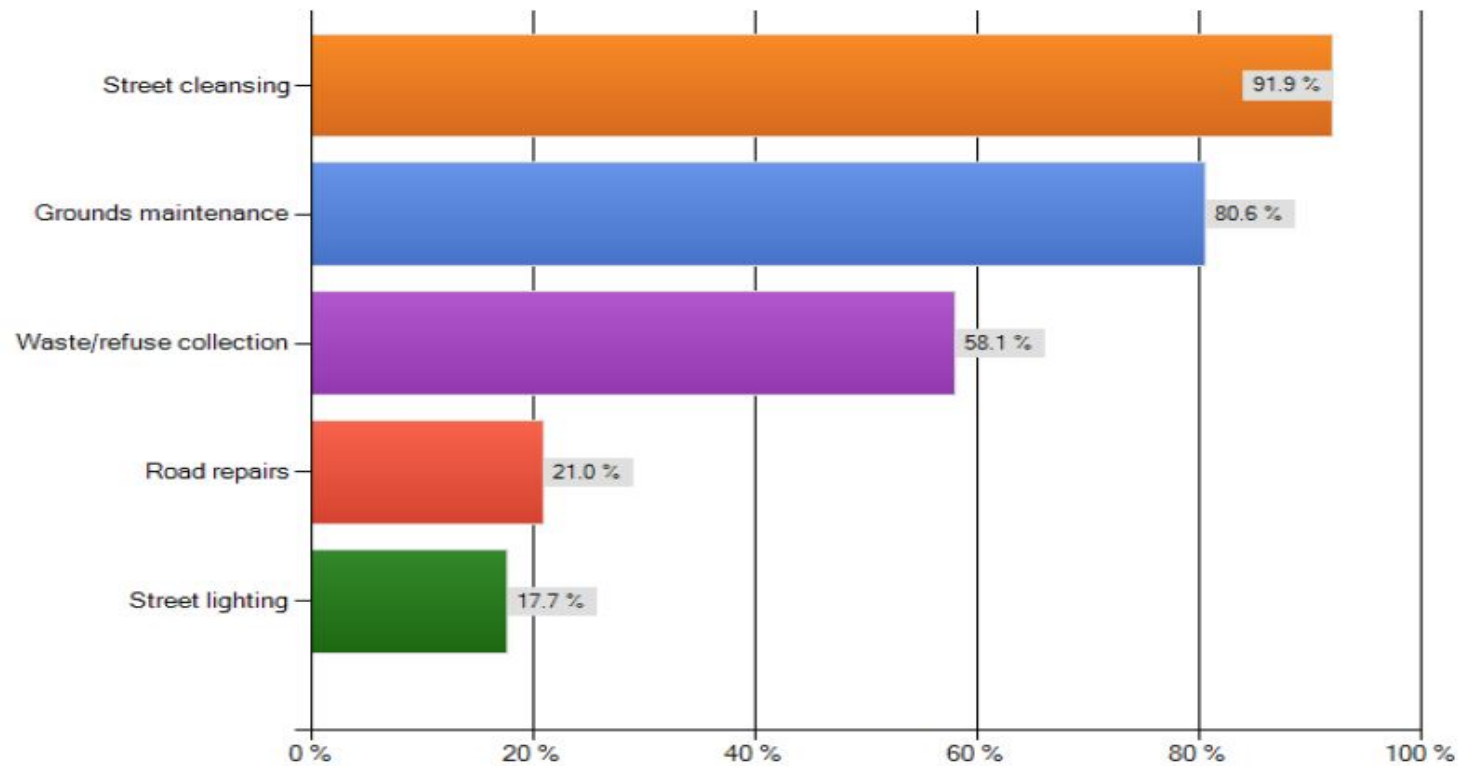


- Dynamic performance measurement model
- Established in 1998
- Largest voluntary public sector benchmarking model of its kind
- Over 200 local authorities currently in membership across 15 front-line services
- 15 years of management information available
- Developed and led by practitioners

# Streetscene Services



- APSE State of the Market 2012



# Why integrate services?



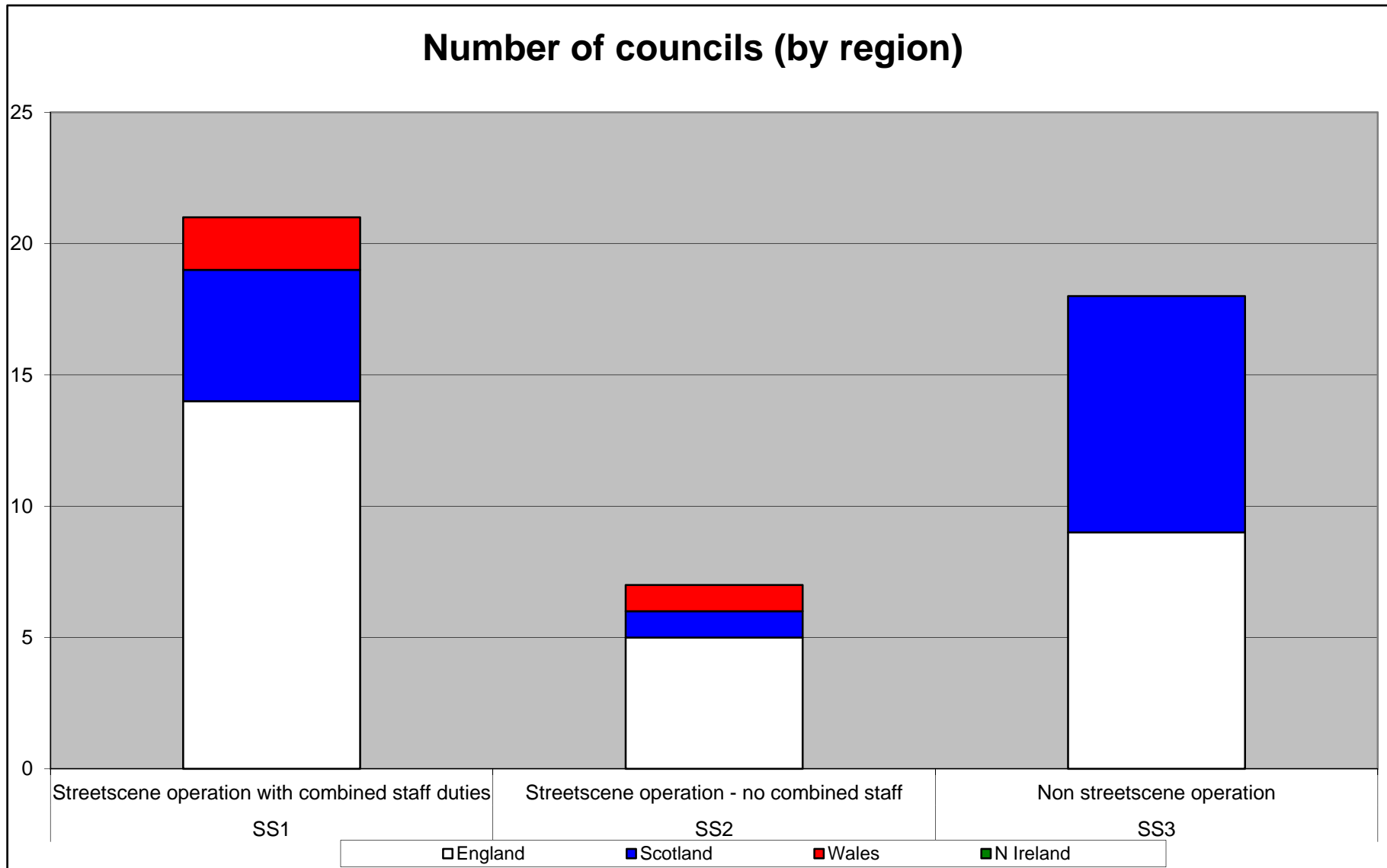
- Reducing budgets
- Multi-tasking opportunities
- Potential for upskilling
- Public perceptions of quality / cleanliness etc.
- Consistency of standards
- Neighbourhood pride
- Community involvement

# Ways & Means

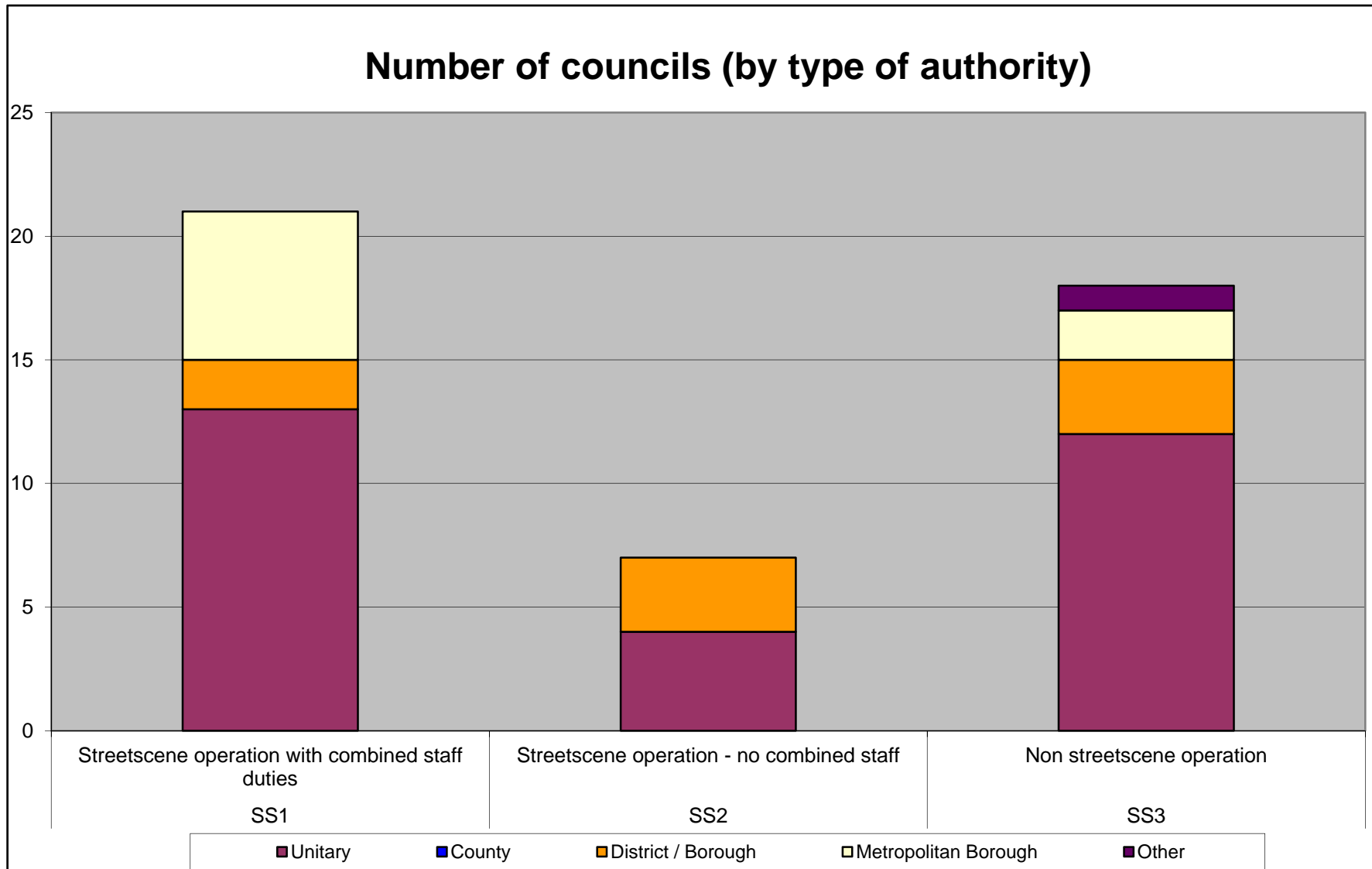


- **Three distinct groupings of authorities responding**
  - No streetscene operation, services continuing to be managed and operate separately
  - Services amalgamated under one manager but continue to operate independently of each other
  - Full integrated streetscene service under one distinct manager with combined duties for staff

# Profiles



# Profiles





# Profiles

	SS1	SS2	SS3
<b>Population</b>	161,525	116,600	160,500
<b>Area (hectares)</b>	24,048	12,003	55,664
<b>Population density</b>	6.06	10.23	2.92
<b>FTE staff – street cleansing</b>	60.00	25.80	58.37
<b>No. of street cleansing vehicles</b>	25.50	16.33	29.00
<b>Average grass cuts (Parks)</b>	18	17	17.5
<b>Average grass cuts (Other)</b>	14.5	15	16
<b>Hectares maintained per 1000 head of population</b>	4.20	2.75	4.90
<b>(using median (mid-point) of data range)</b>			

# Data Analysis

## Costs

- Could include costs from elements outside of streetscene classification (e.g. enforcement, arboriculture) ... **HOWEVER :-**

	SS1	SS2	SS3
	£	£	£
Parks – cost per household	47.45	29.47	59.58
Street cleansing – cost per household	33.53	34.94	37.64
Total of above cost per household	82.01	62.70	100.91

# Data Analysis

## Costs (cont'd)

- Cost elements – expect management cost ratio to be lowest on services where management has been integrated **BUT ...**

	SS1 %	SS2 %	SS3 %
Staff costs as % of total costs	62.60	63.84	64.55
Front line staff costs as % of total costs	55.13	50.06	53.70
Management costs as % of total costs	7.09	9.67	6.74

# Data Analysis

## Quality & Customer Satisfaction

- Quality – Sample sizes too small to draw conclusions
- Customer Satisfaction – SS2 & SS3 have the best scores but SS1 authorities may have greater customer expectations

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	<b>SS1</b>	<b>SS2</b>	<b>SS3</b>
	<b>%</b>	<b>%</b>	<b>%</b>
<b>Customer satisfaction: street cleansing</b>	65.00	78.50	82.00
<b>Customer satisfaction: parks</b>	70.20	88.00	81.38

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# Integrated Streetscene

## Pros

- Efficiency savings
- Economy of scale
- Upskilling / wider skill base
- Neighbourhood approach
- “Can do” (everything) approach
- Shared resources
- Better communication
- Depot rationalisation
- Plant / fuel cost savings
- Increased pride in work
- Better sickness / holiday cover

v.

## Cons

- Potential increase in staff costs
- Perception of “dumbing down” for skilled workers
- Demarcation
- May not be suited to larger rural authorities
- Increased training costs
- Competences for new roles
- Raised profile raises customer expectations
- Potential redundancies

**LOCAL SERVICES**

**LOCAL SOLUTIONS**



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