



Integrated Streetscene Services

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www.apse.org.uk



- **What is Streetscene?**
- **How has it been implemented**
- **Pros and cons of integrated working**
- **Case study**
- **Benefits of integrating services**
- **What the APSE data is telling us**



What is Streetscene?

What is “Street Scene”?

- **THEN** – planning design for street layouts etc.
- **NOW** – generic name for an amalgamation of front-line services
- No definitive list of which services are included
- Means different things to different authorities



What is Streetscene?

Bolsover DC & N.E. Derbyshire DC

Joint Streetscene Policy (2015)

Streetscene is:-

- the external public living spaces of our communities
- the streets and paths where we walk to the bus stop or school
- the parks and open spaces where we walk and exercise
- the play areas and village centres where we spend our leisure time
- the car parks, roads and transport infrastructure which we use to access employment and leisure

What work is involved in Streetscene?

A simple definition

**Just doing
everything that
needs to be done**



What is Streetscene?

My simple definition

A typical street ?



What is Streetscene?

My simple definition

A typical street ?



What is Streetscene?

My simple definition

A typical street



Jobs we do around our own houses

- Cut the grass
- Clear litter
- Weed flower beds
- Mend a fence
- Patch a small pothole
- A bit of painting

What is Streetscene?

My simple definition

**Supplemented by more skilled work
when required**

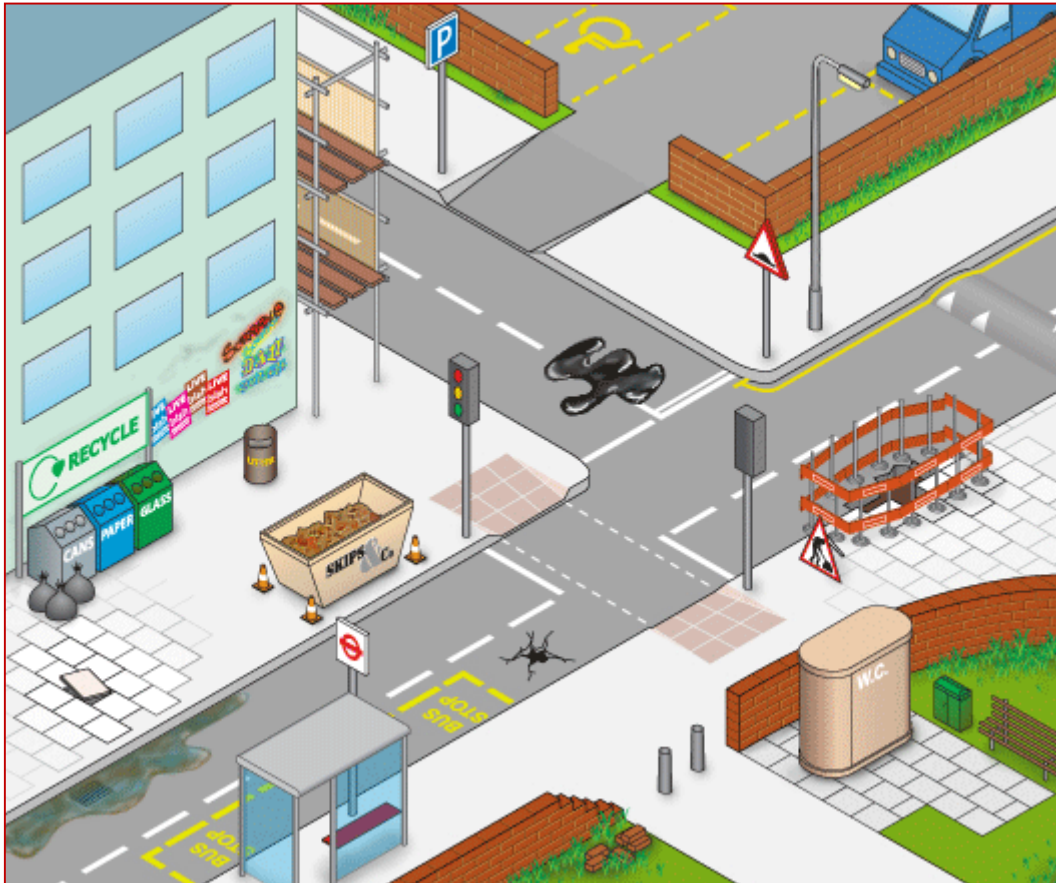


- **Channel sweeping**
- **Pavement sweeping**
- **Gully Emptying**
- **Major highway repairs**
- **Street Lighting**
- **Tree / shrub pruning**
- **Lawn care**



**How has Streetscene
been implemented?**

Streetscene Services



**Haringey
LBC
(website)**

Haringey LBC

- **Blocked gullies**
- **Bus stops/shelters**
- **Vehicle crossover (dropped kerbs)**
- **Highways licences**
- **Highways spillage**
- **Parking and car related issues**
- **Potholes**
- **Public toilets**
- **Refuse and recycling issues**
- **Road and pavement maintenance**
- **Road Safety**
- **Road signs and markings**
- **Road works**
- **Skip licences**
- **Street furniture**
- **Street lighting**
- **Street litter bins**
- **Traffic lights**
- **Vandalism**
- **Wall and fence maintenance**

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Streetscene Service

Street Cleansing and Grounds Maintenance

Newcastle-under-Lyme BC

Streetscene



About Streetscene

Streetscene provides a co-ordinated approach to maintaining and improving our neighbourhoods - helping to make a real difference to people's lives.

The service pulls together staff from several professions to focus on management of the whole public realm, from parks and communal areas to roads and pavements. Issues range from grass cutting and tree maintenance to tackling graffiti and fly-tipping.

Equipped with the latest digital hi-tech communication and information systems, Streetscene is a modern, well-managed, professional and flexible service.

Our services include those you would expect such as refuse collection, street cleansing and grounds maintenance but they actually form a part of a much wider range of social, cultural and leisure activities.

Newport City Council



- Abandoned cars
- Bin collection
- Blocked drains and gullies
- Bollards
- Bus stops and shelters
- Dropped kerbs or vehicle crossings
- Flooding
- Fly-tipping
- Graffiti
- Litter
- Overhanging trees or hedges
- Parking
- Parks
- Playgrounds
- Potholes
- Recycling
- Road markings
- Skips
- Spills on the road
- Street lights
- Traffic lights

Flintshire County Council



Streetscene
01352 701234



Dog Foulings Litter Grass Cutting Gritting Pest Control

You can now contact Flintshire County Council on a single telephone number 01352 701234 or any of the following services:

- Abandoned vehicles
- Ants
- Bins
- Blocked Drains (Highway)
- Blue Bags
- Blue Boxes
- Brown Bins
- Bulky Waste Collection
- Car parks (maintenance)
- Clinical/Medical Waste Collection
- Dead animals on the Road
- Discarded needles and syringes
- Dog Foulings Bins Service
- Drains (Private)
- Dustbins & Refuse Sacks
- Enforcement, for example, litter, dog fouling
- Environmental Services
- Fleet Management
- Flooding on roads
- Fly-posting
- Fly-tipping/Fly Tipping Enforcement
- Graffiti removal
- Grass cutting
- Gritting and snow clearing
- Grounds Maintenance
- Hazardous Household Waste (inc. fridges and freezers)
- Household Waste Recycling Sites
- Licences
Siting of skips/scaffolding on the highway
- Litter bins
- Maintenance
- Pest control
- Recycling collections
- Public Toilets & Radar Key
- Radar Access Key
- Rats
- Recycling Bring Sites (Goods)
- Recycling Parks
- Refuse Collection
- Road, Footway and Cycleway defects (Potholes)
- Signs
- Snow Clearing & Gritting
- Stray Dogs
- Street Cleaning
- Street furniture, fences
- Street lighting
- Street name signs
- Trade Waste Collection
- Wasps



Recycling Road Repairs Road Signs Street Cleansing Street Lighting

www.flintshire.gov.uk/streetscene

Streetscene Operative

... **You will undertake all aspects of manual work for the full range of Streetscene services. These services broadly include highway maintenance, waste and recycling collection/ disposal, cleansing, street lighting, winter maintenance and grounds maintenance ...**

Powys County Council

WELSHPOOL TOWN COUNCIL PRESS RELEASE

STREET SCENE TO CHANGE IN WELSHPOOL



As from Tuesday 1st November the Town Council in Welshpool has taken over the street scene from Powys County Council. This involves street cleaning, litter bins, graffiti, fly tipping, verges and open spaces.

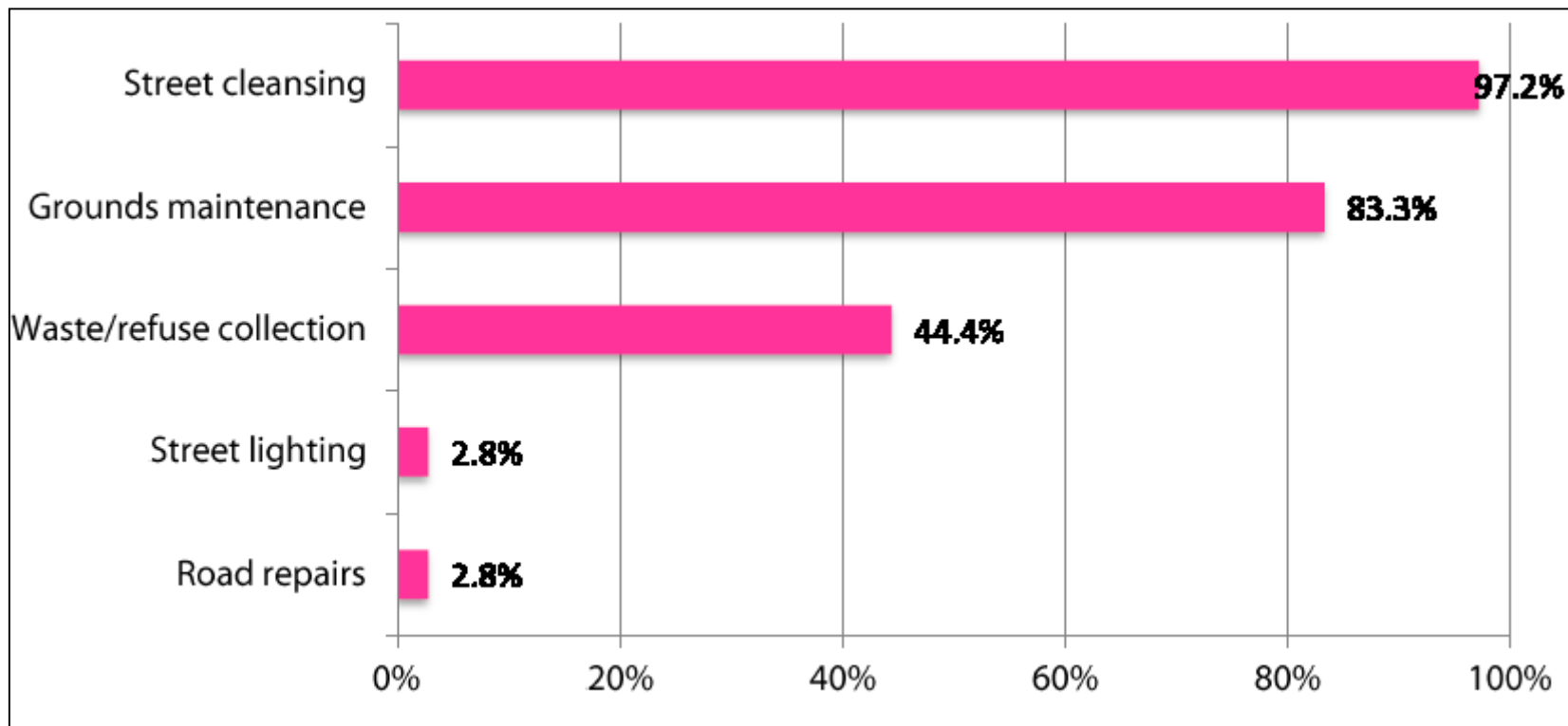


What APSE's survey data is telling us

APSE State of the Market 2015

Street Cleansing

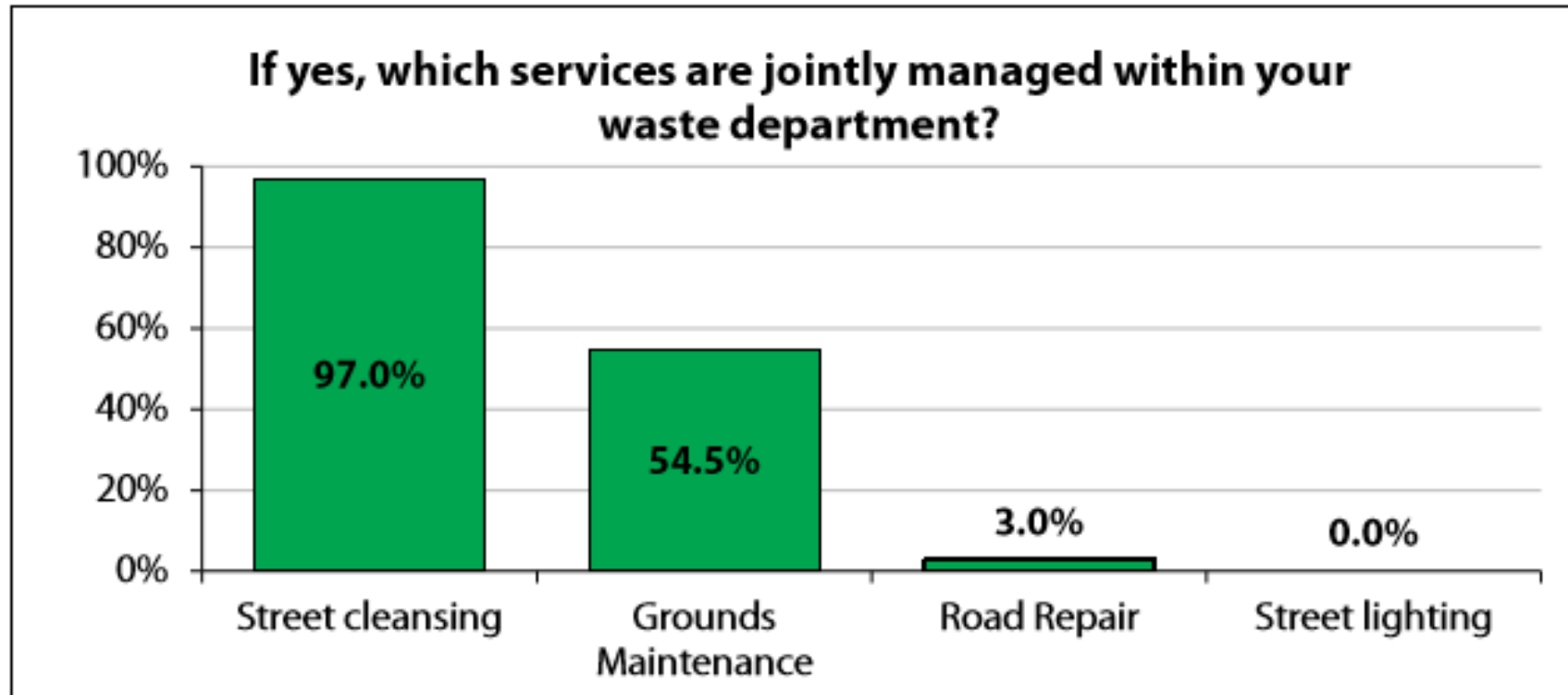
“74.5% indicated that they are part of an integrated streetscene service”



APSE State of the Market 2015

Refuse Collection

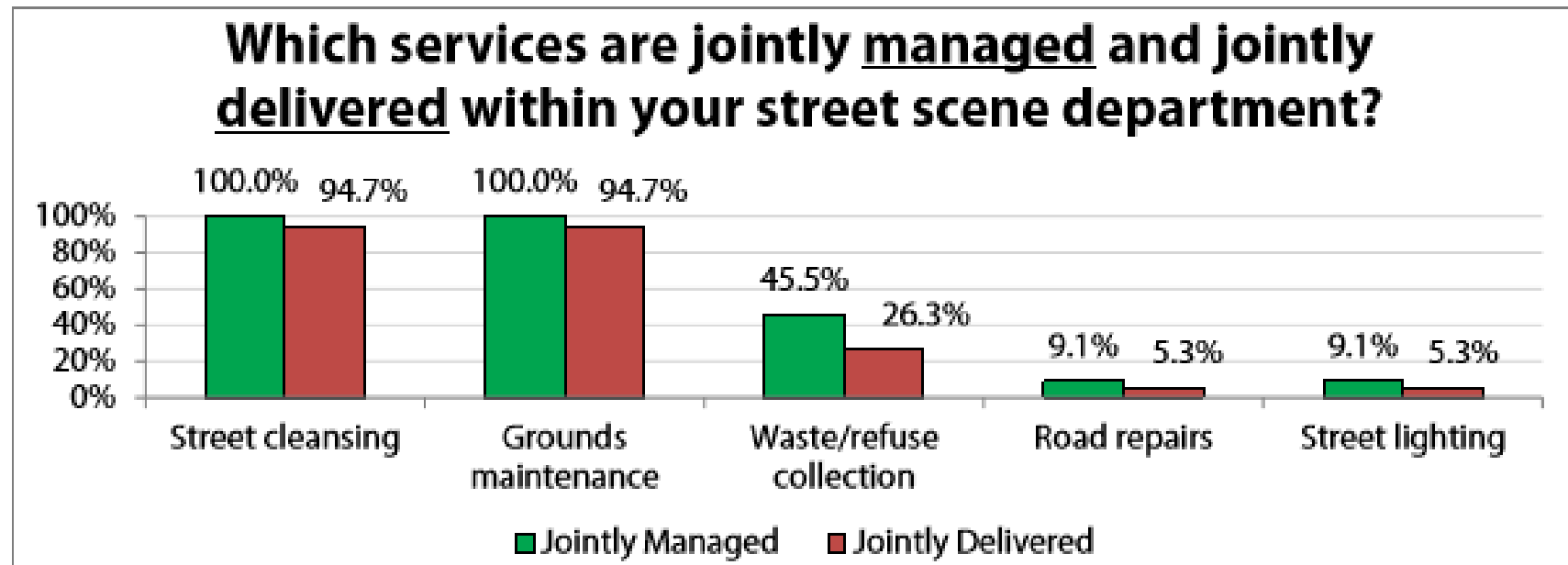
Over 50.7% of respondents indicated that their refuse service is integrated with other service areas and of those this includes the following services being jointly managed:



APSE State of the Market 2015

Parks

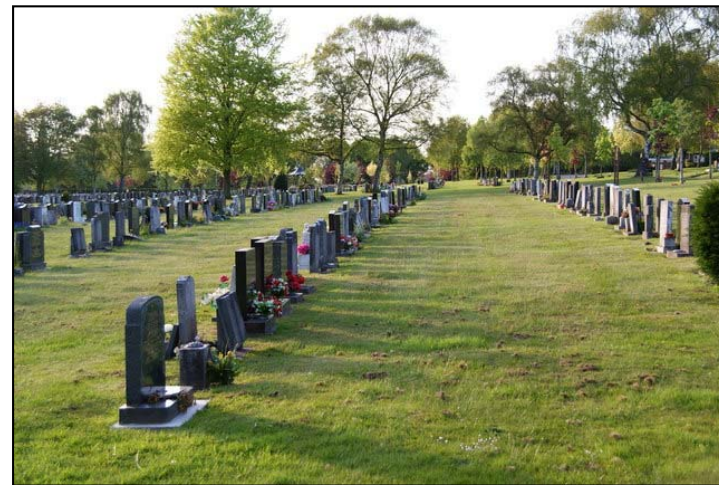
42.6% of respondents are already part of an integrated street scene service (a decrease from last year's 53.2%) which involves the following services being jointly managed or delivered:



What tends to be excluded?



**Cems & Crems /
gravedigging**



**Formal Parks /
Nurseries**





Pros & Cons of an integrated streetscene service

Streetscene Services

Pros

v.

Cons

- 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

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

Streetscene

Benefits of integrated services?

- Efficiency
- Multi-tasking opportunities
- Potential for upskilling
- Area / neighbourhood-based working
- Public perceptions of quality / cleanliness etc.
- Consistency of standards
- Neighbourhood pride
- Community involvement



Case Study:
Stafford Borough Council
(APSE review: 2011)

Stafford Borough Council

Drivers for change

- Unproductive travelling time
- Reactive rather than proactive
- Levels of supervision
- Inconsistent terms and conditions
- Lack of succession planning
- No knowledge of our customer
- Varying levels of service delivery

Stafford Borough Council

Recommendations

- Remove client/contractor split & bring under one head of service
- Keep grounds maintenance & street cleansing together under 'Streetscene' banner
- Introduce area working – three areas
- Supervisor & working team leader in each area
- Supervisor role expanded to include inspections
- Introduce multi-tasking in area working
- Working hours to be matched to service demand

Stafford Borough Council

Streetscene



Stafford Borough Council

Successes

- Integrated Streetscene service
- Customer Excellence Award
- ISO 9001 Quality Assurance
- 3 x Green Flag awards
- APSE Performance Networks 2015 –
Finalist - Best performer in Street Cleansing
- APSE Performance Networks 2016 –
Finalist - Best performer in Street Cleansing





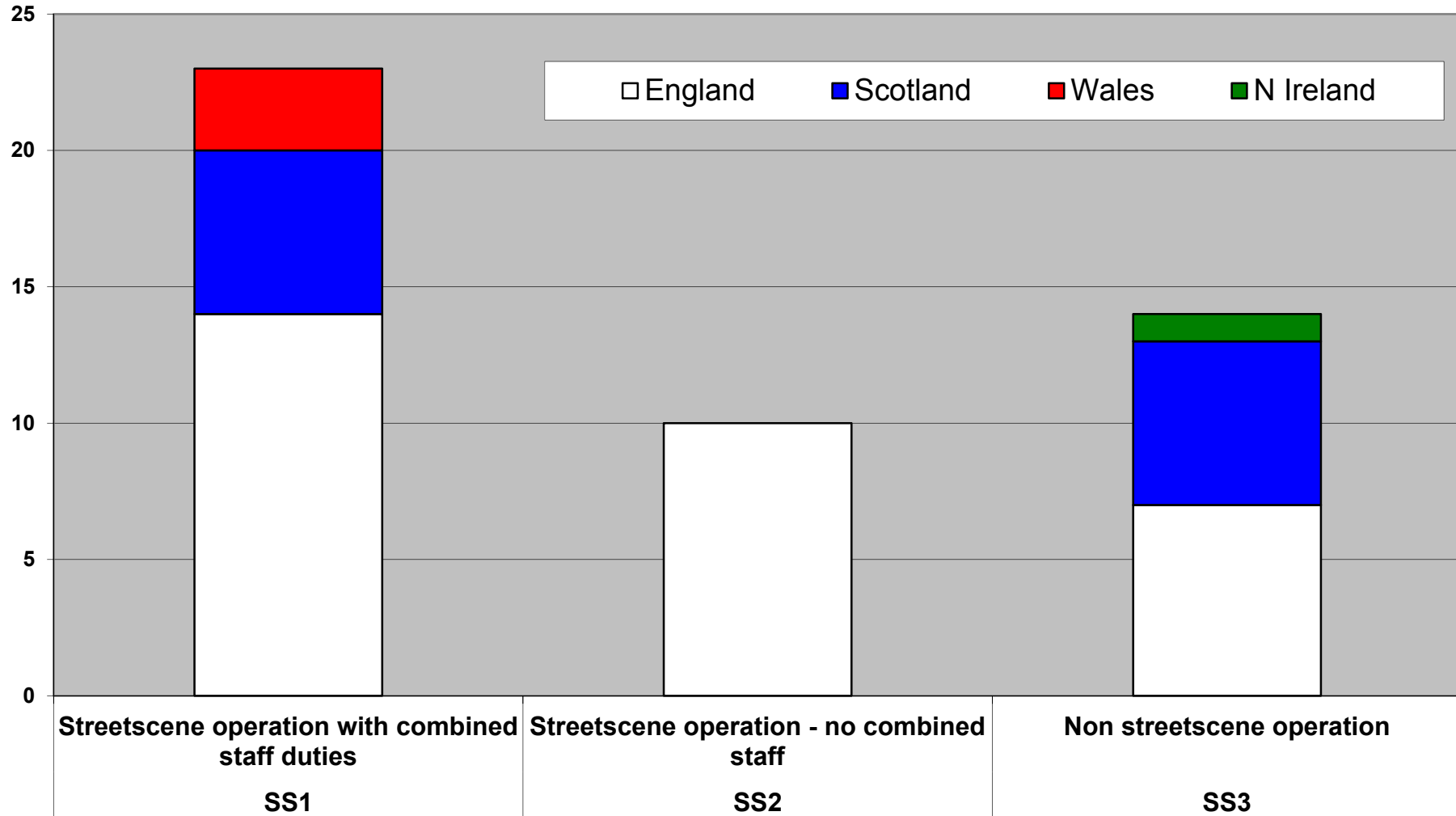
What APSE's performance data is telling us

Ways & Means

- **Three distinct groupings of authorities responding**
 - Full integrated streetscene service under one distinct manager with combined duties for staff (SS1)
 - Services amalgamated under one manager but continue to operate independently of each other (SS2)
 - No streetscene operation, services continuing to be managed and operate separately (SS3)

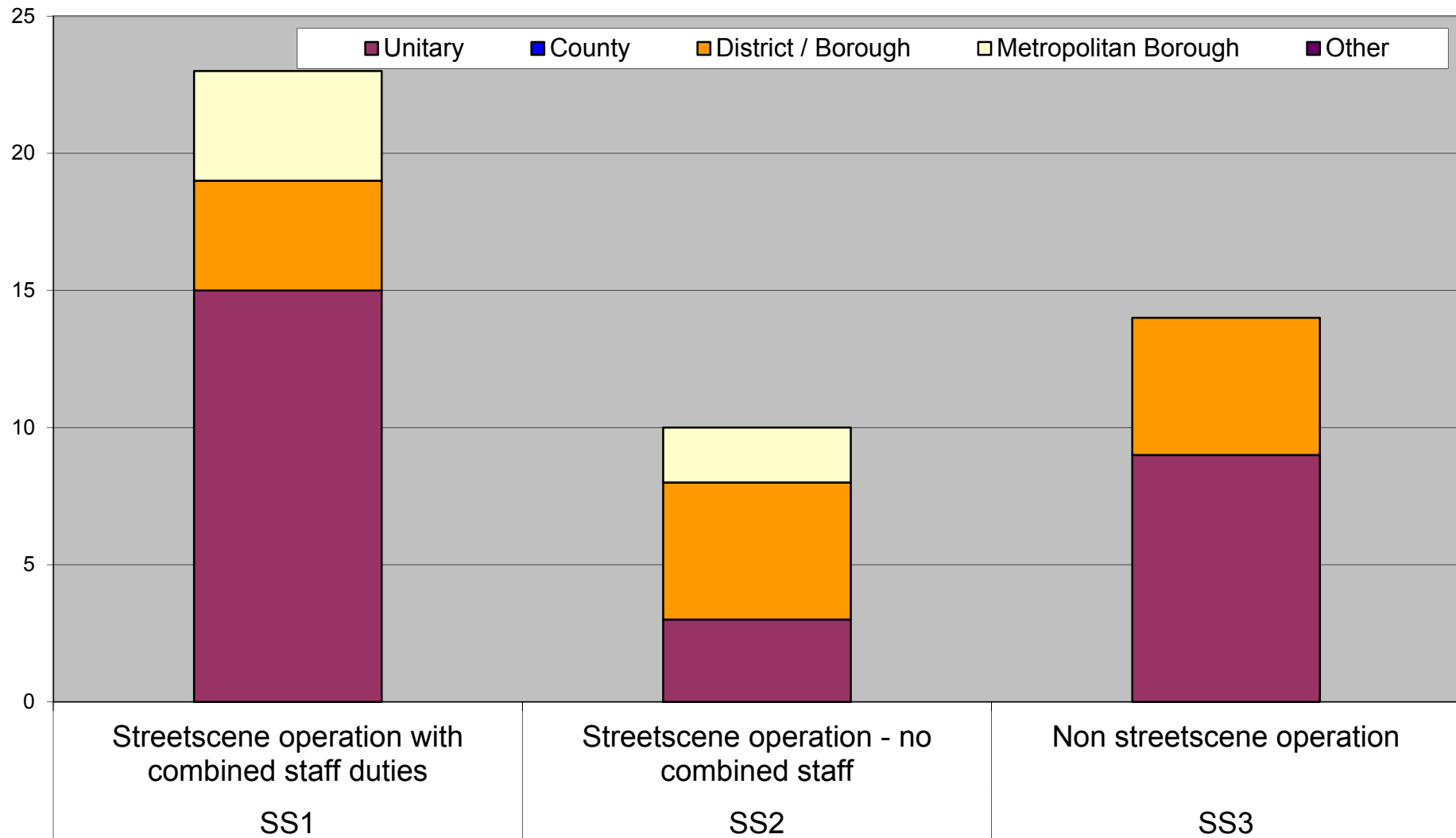
Profiles

FGP 01b streetscene profile - number of councils (by region)



Profiles

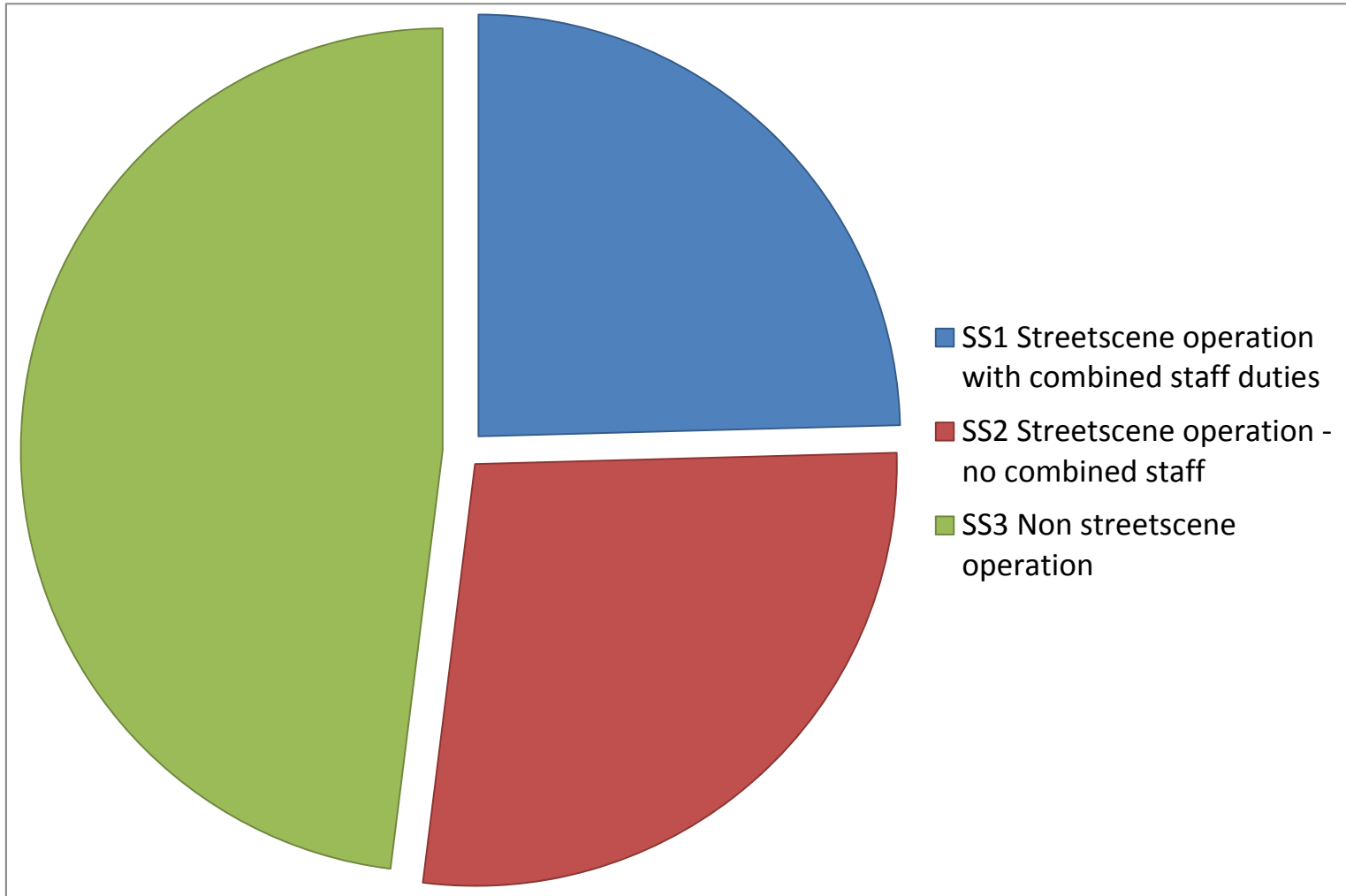
FGP 01c streetscene profile - number of councils (by type of authority)



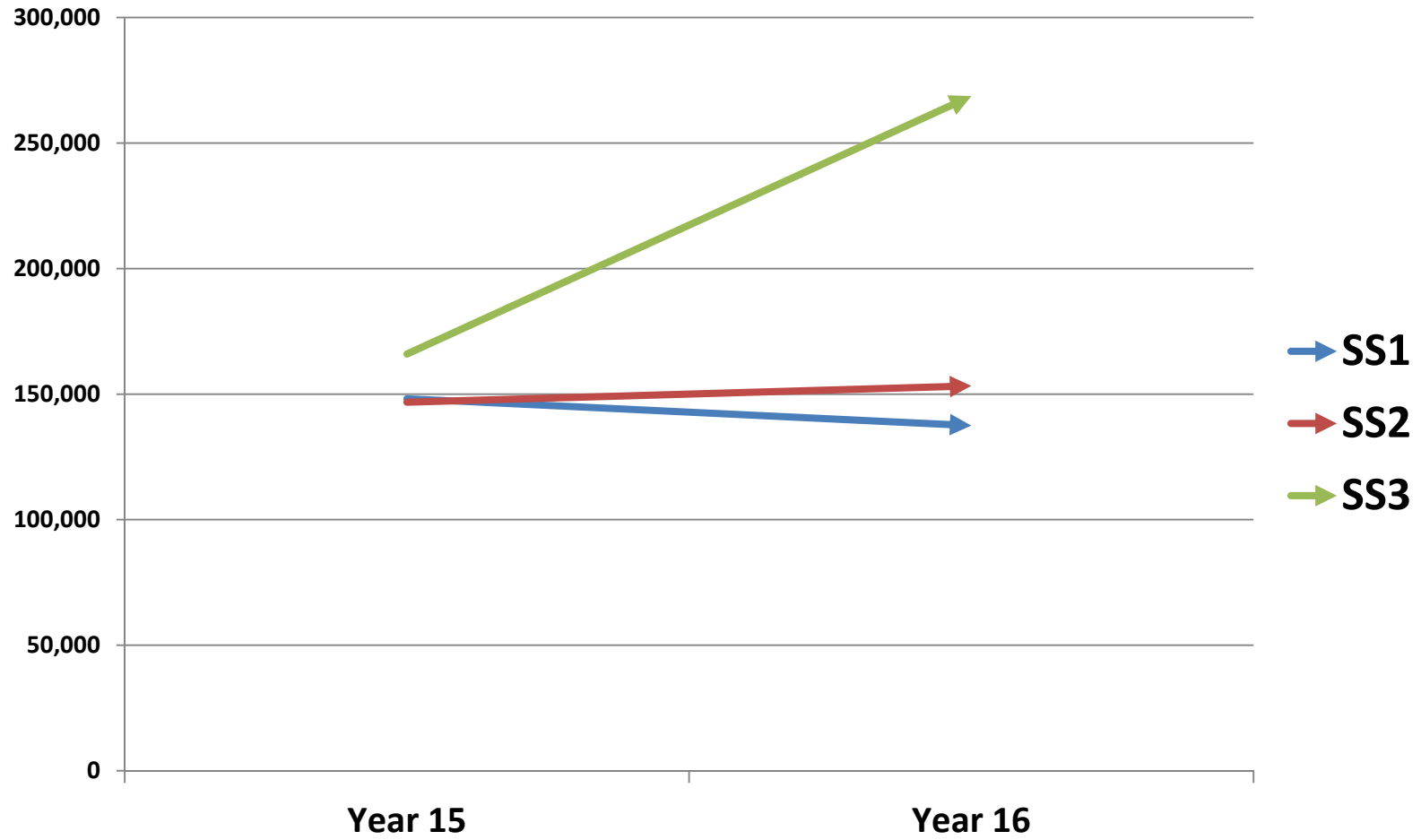
Profiles

	SS1	SS2	SS3
Population	137,500	153,300	268,700
Area (hectares)	20,634	13,701	17,735
Population density	5.29	10.78	6.89
FTE staff – street cleansing	47.59	71.00	80.00
No. of street cleansing vehicles	17	25.5	36
Average grass cuts (Parks)	16	15	16
Average grass cuts (Other)	15.5	14	13
Hectares maintained per 1000 head of population	3.77	2.83	3.39
(using median (mid-point) of data range)			

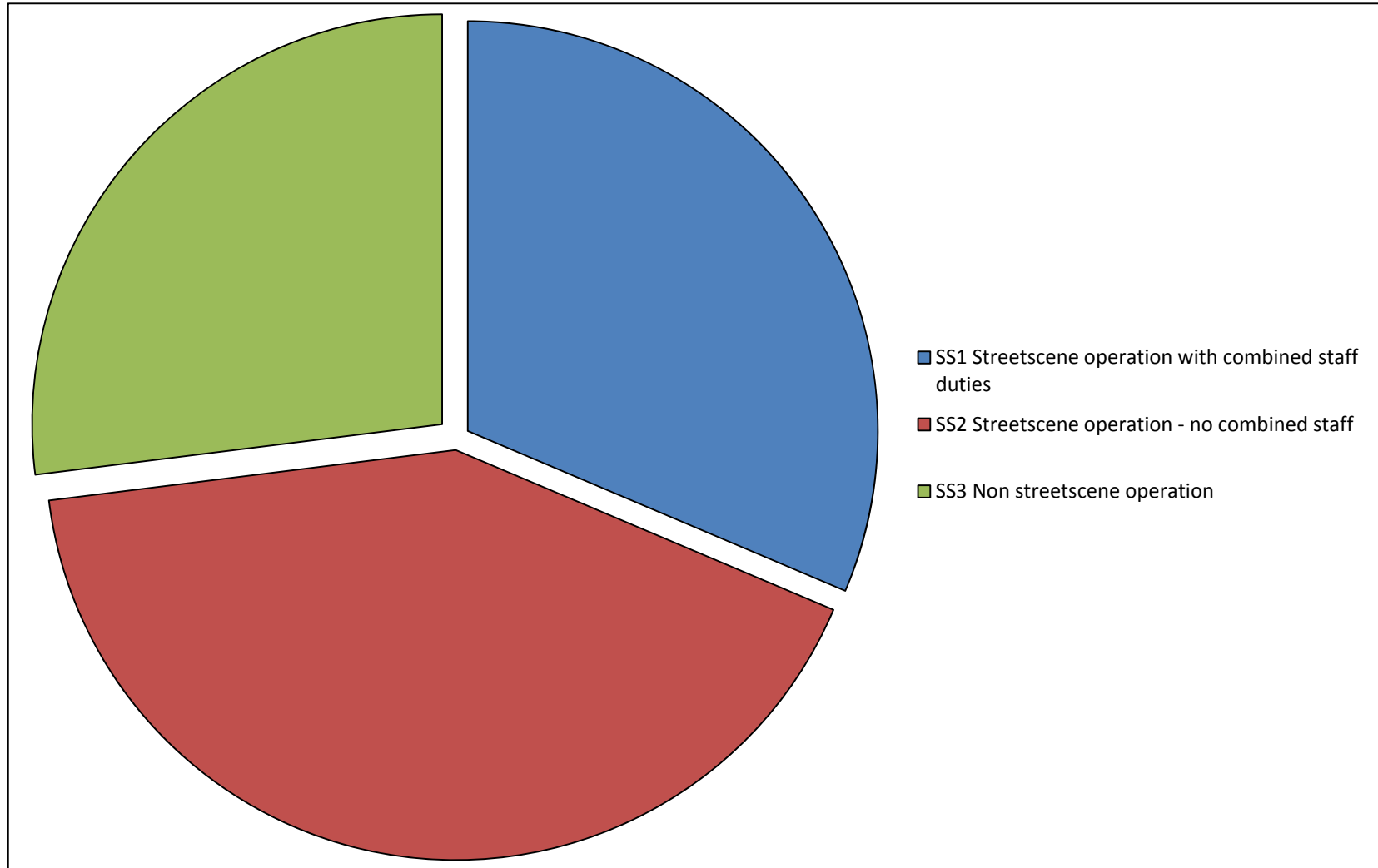
Population



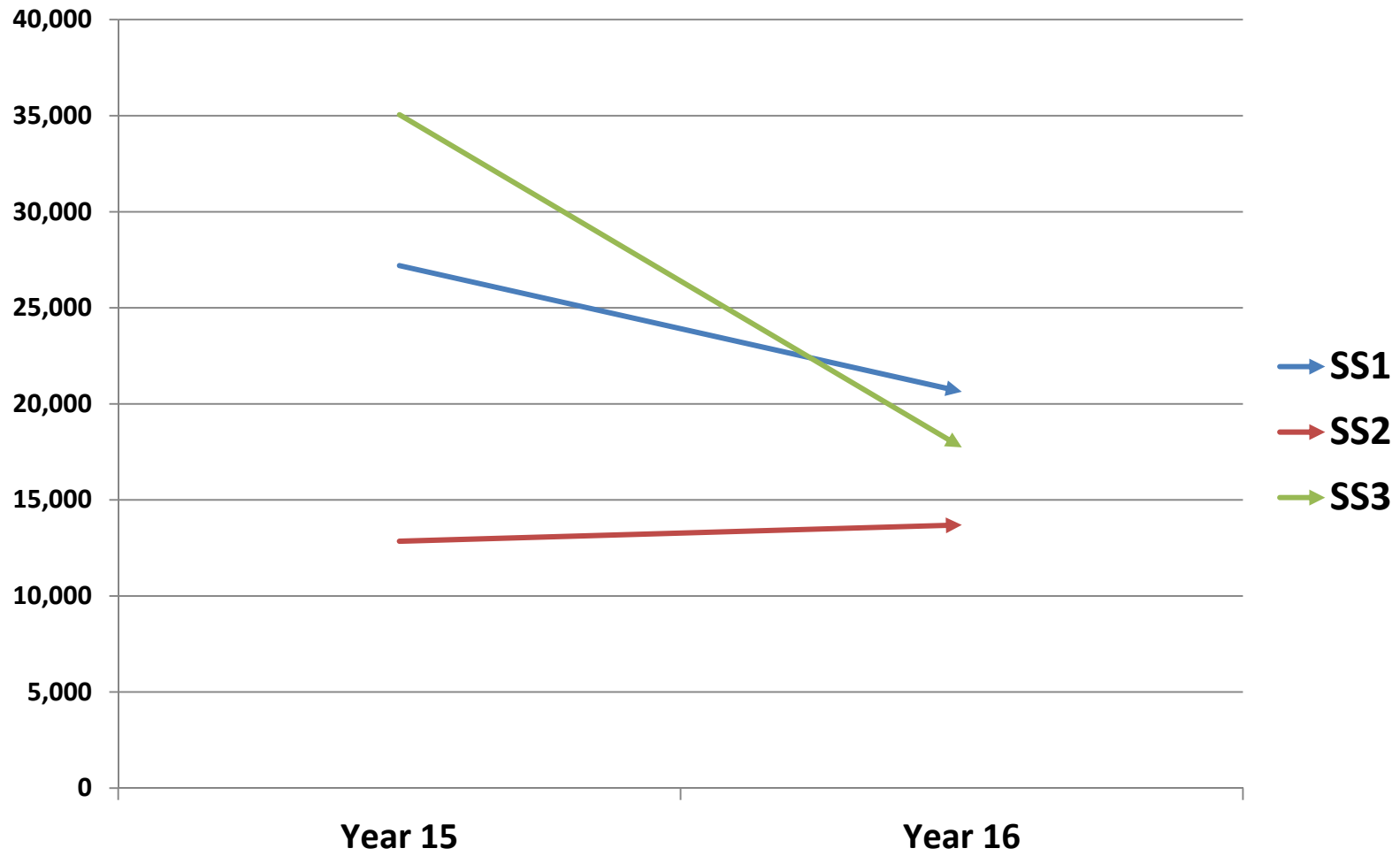
Population



Area



Area

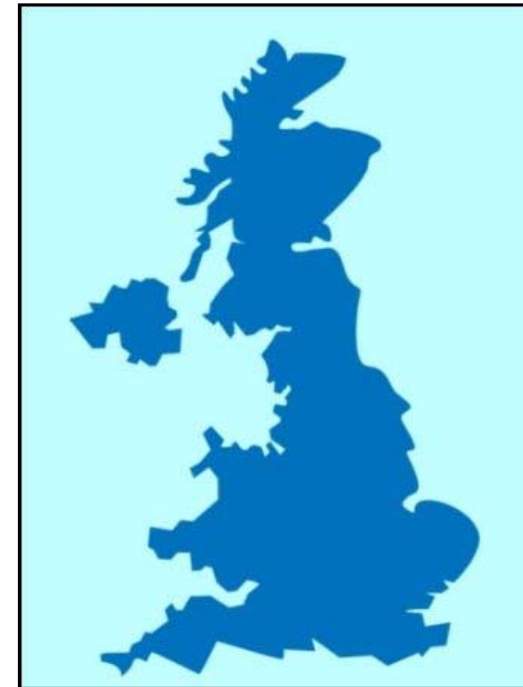


Streetscene Services



Examples of SS1 councils

- *Barnsley MBC*
- *Bolsover DC & N.E, Derbyshire DC*
- *Conwy CBC*
- *Darlington Borough Council*
- *Dumfries & Galloway Council*
- *Newcastle-under-Lyme BC*
- *North Ayrshire Council*
- *Stafford Borough Council*
- *Wolverhampton City Council*



Streetscene Services



Examples of SS2 councils

- *Aberdeen City Council*
- *Blackburn with Darwen Council*
- *Eastleigh Borough Council*
- *Falkirk Council*
- *Gedling Borough Council*
- *Hull City Council*
- *Oxford City Council*
- *Telford & Wrekin Council*
- *Wakefield Council*



Streetscene Services



Examples of SS3 councils

- *Belfast City Council **
- *Birmingham City Council*
- *Brighton & Hove City Council*
- *Cardiff Council **
- *Clackmannanshire Council*
- *Glasgow City Council*
- *North Lanarkshire Council*
- *West Lothian Council*
- *Wirral MBC*



* Moving towards fully integrated neighbourhood services

Data Analysis

Costs

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

	SS1 £	SS2 £	SS3 £
Parks – cost per household	42.49	32.11	53.72
Street cleansing – cost per household	32.72	31.30	33.63
Total of above cost per household	78.52	61.68	83.55

Data Analysis

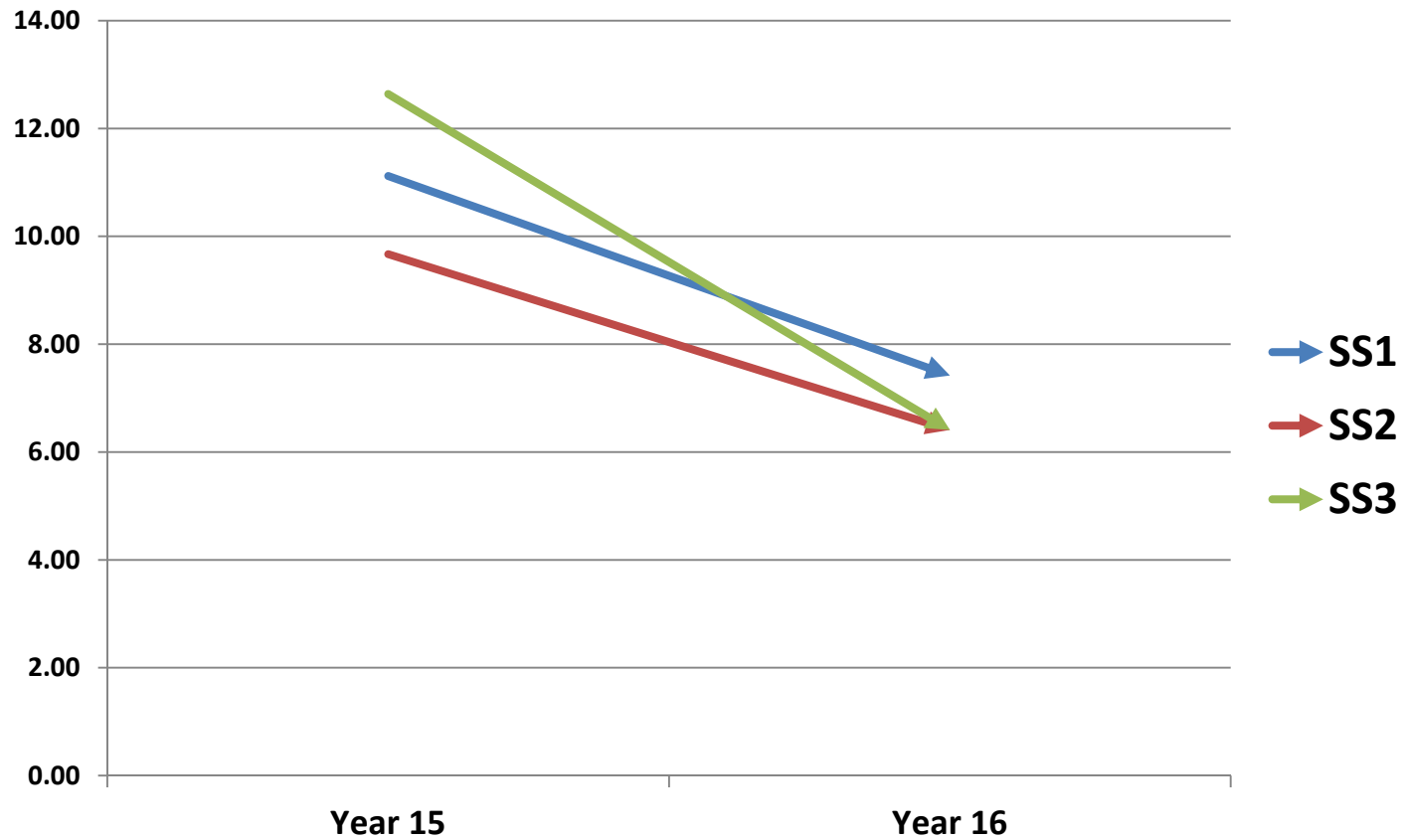
Costs (cont'd)

- 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	67.11	65.37	67.15
Front line staff costs as % of total costs	57.50	58.17	59.87
Management costs as % of total costs	7.42	6.41	6.41

Costs

Management Costs as % of Total Costs



Data Analysis

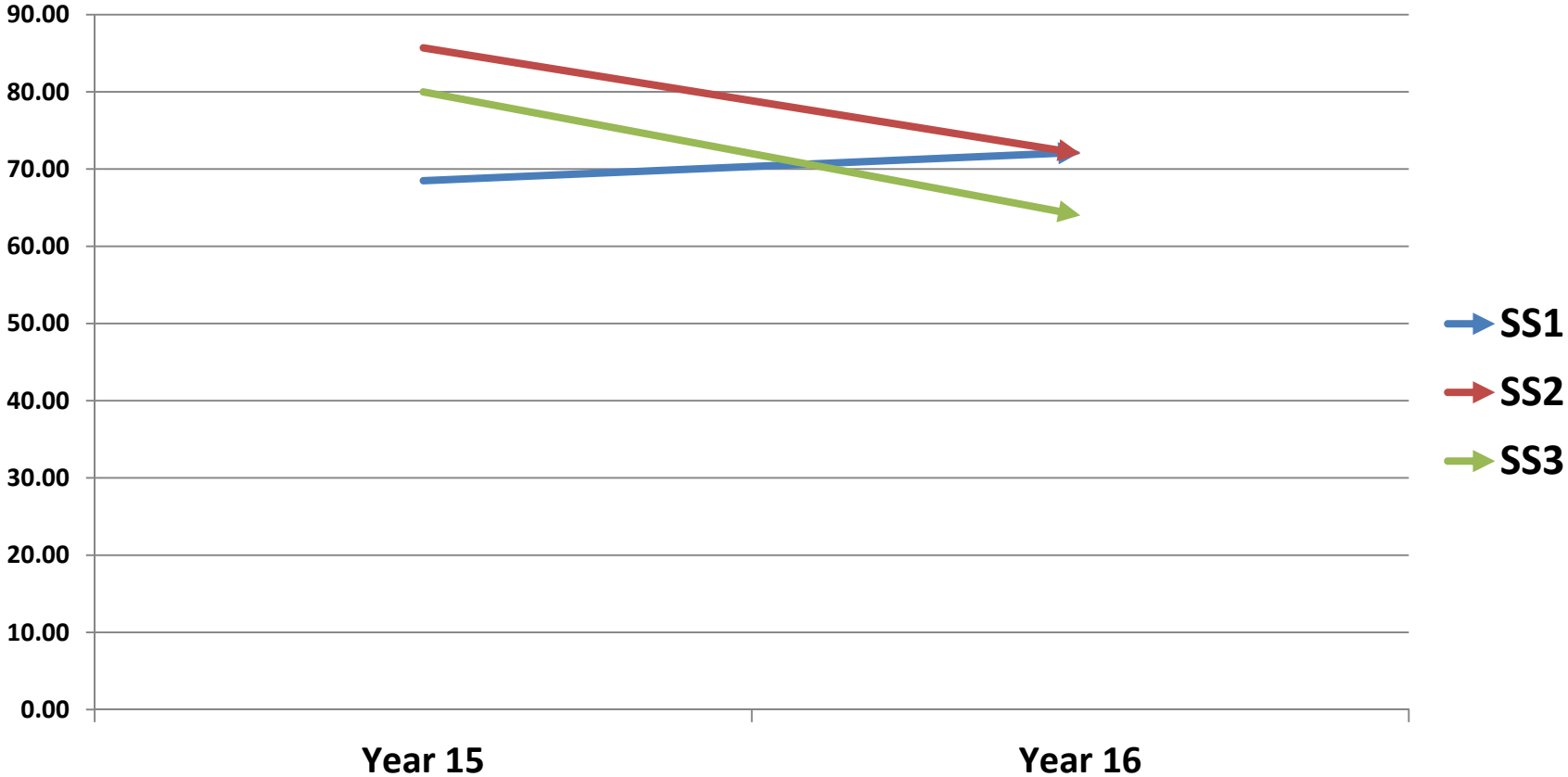
Customer Satisfaction

- Customer Satisfaction – SS2 & SS3 previously had the best scores but SS1 authorities have improved in both areas

	SS1	SS2	SS3
	%	%	%
Customer satisfaction: street cleansing	72.18	72.00	64.00
Customer satisfaction: parks	75.00	82.00	88.00

Data Analysis

Customer Satisfaction – Street Cleansing



CONCLUSIONS

- **Fully integrated Streetscene is generally limited to particular types of authority depending on geography and demographics**
- **Probably suits smaller authorities with higher proportion of green space but smaller workforce**
- **SS1 improved customer satisfaction but still at low end of the 3 groups**
- **SS2 had the best cleanliness quality scores – dedicated street cleansing team retained**

CONCLUSIONS

- No evidence yet that full integration has delivered cost savings, particularly as other groups were able to reduce management costs just the same
- “Horses for courses!”



LOCAL SERVICES

LOCAL SOLUTIONS



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