



## **REGENERATION AND ENVIRONMENT SCRUTINY COMMITTEE – 13TH FEBRUARY 2018**

**SUBJECT: DELIVERY OF “STREETSCENE” SERVICES IN CAERPHILLY COUNTY BOROUGH – MEMBERSHIP AND SCOPE OF SCRUTINY WORKING GROUP**

**REPORT BY: INTERIM CORPORATE DIRECTOR OF COMMUNITIES**

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### **1. PURPOSE OF REPORT**

- 1.1 To seek the views of the Regeneration and Environment Scrutiny Committee on the scope of the work programme for the Scrutiny Working Group and the membership of that group.

### **2. SUMMARY**

- 2.1 Members of the Scrutiny Committee have now received a presentation on the current methods of service delivery for key services that affect the appearance of the Authority's streets ie: grounds/green space maintenance and cleansing.
- 2.2 As a result of the likely future pressures on the Authority's finances it is important that Members of the Scrutiny Committee consider the relative importance of these services to the Council and its electorate and also consider whether specific elements of these services should take priority over other parts of the service(s).
- 2.3 This exercise (which will culminate in a recommendation to Cabinet) will enable a cross-party, member driven strategic approach to be taken in the future financing and delivery of these key front-line services.
- 2.4 The report is therefore seeking the views of the Scrutiny Committee on the membership of a cross-party working group, scope of its work programme and timescale for the reporting back to the full Committee.

### **3. LINKS TO STRATEGY**

- 3.1 The Well-being of Future Generations (Wales) Act 2015 is about improving the social, economic, environmental and cultural well-being of Wales. It requires public bodies to think more about the long-term, working with people and communities, looking to prevent problems and take a more joined up approach. This will create a Wales that we all want to live in, now and in the future.

The Act puts in place 7 well-being goals:

- A prosperous Wales.
- A resilient Wales.
- A healthier Wales.

- A more equal Wales.
- A Wales of cohesive communities.
- A Wales of vibrant culture and thriving Welsh Language.
- A globally responsible Wales.

The content of this report links into: A prosperous Wales, A resilient Wales, A healthier Wales and a globally responsible Wales.

3.2 The Community & Leisure Services Divisional Service Plan contains specific objectives to meet a range of statutory and non-statutory targets. The plan also outlines the division's contribution to the Authority's Medium Term Financial Strategy.

#### 4. THE REPORT

4.1 The term "streetscene" is often used without context or understanding of what it actually means and what front-line services it includes.

4.2 To assist the Scrutiny Committee in better understanding the term, sections 4.3 to 4.8 below set out the APSE (Association for Public Service Excellence) summary of its recent study on "streetscene" service delivery across the UK.

4.3 The APSE work is derived from 3 main sources:-

- APSE "Integrated Streetscene Presentation"
- APSE Solutions Individual Authority Case Studies
- APSE State of the Market Survey 2017.

4.4 APSE has determined that "Streetscene" service delivery tends to be an amalgamation of services that provide "basic" tasks (eg: litter picking & manual sweeping, grass cutting, litter & dog bin emptying, basic grounds maintenance) but not "specialist work" (eg: mechanical sweeping, gully emptying, highway repairs, street lighting, tree management, cemeteries management, fine turf management).

4.5 The APSE research & survey has revealed that the number of respondents operating "streetscene" models has reduced. It is also generally accepted that waste collection services, street lighting and highway maintenance are less likely to form part of a "streetscene" service.

4.6 APSE have outlined a number of advantages and disadvantages of "streetscene" service delivery models. These are as follows:-

ADVANTAGES	DISADVANTAGES
<ul style="list-style-type: none"> <li>• Efficiency savings</li> <li>• Economy of scale</li> <li>• Upskilling/wider skill base</li> <li>• Neighbourhood approach</li> <li>• "Can do" approach</li> <li>• Shared resources</li> <li>• Better communication</li> <li>• Depot rationalisation</li> <li>• Plant/fuel cost savings</li> <li>• Increased pride in work</li> <li>• Better sickness/holiday cover</li> </ul>	<ul style="list-style-type: none"> <li>• Potential increase in staff costs</li> <li>• Perception of "dumbing down" for skilled workers.</li> <li>• Not suited to all LA's</li> <li>• Increased training costs</li> <li>• Competences for new roles</li> <li>• Raised profile = raised customer expectations</li> <li>• Potential staff reductions</li> </ul>

4.7 In terms of where Caerphilly County Borough sits in terms of categorisation of Authorities that deliver streetscene services, APSE categorise Authorities into 3 distinct groupings as follows:-

- SSI – fully integrated streetscene service under one distinct manager with combined duties for staff. Average population <138,000
- SS2 – Services work under one head manager but continue to operate independently. Average population 153,000
- SS3 - No streetscene operation, services completely separate in terms of management and operation. Average population 289,000

Caerphilly currently sit in the SS2 Group given that grounds & cleansing sit in the same division and have a close working relationship.

4.8 The overall conclusions reached by APSE in its research are:-

- Waste collection and Street Cleansing are generally integrated (this is also the case in CCBC as the services depend on each other for a transfer of labour and HGV drivers).
- Fully integrated streetscene services (SS1) is generally limited to particular types of authority dictated by geography and demographics.
- Fully integrated streetscene services (SS1) suit smaller authorities with smaller workforce and a higher proportion of greenspace.
- SS1 groups have the lowest customer satisfaction of all 3 groups.
- The SS2 group had the best cleanliness quality scores and higher parks customer satisfaction than the SS1 group but lower than the SS3 group.
- There is no evidence that full integration (SS1 group) has delivered cost savings as SS2 and SS3 groups have also been able to reduce management costs.
- There is no “ideal model” and it is “*horses for courses*”

4.9 In addition to the APSE summary of what constitutes streetscene, the Scrutiny Committee has received a presentation on the current methods of service delivery of the Council’s grounds/parks & cleansing services.

4.10 The Regeneration and Environment Scrutiny Committee is therefore asked to establish a cross-party working group and also agree the terms of reference in order to examine the delivery of “streetscene” services.

It is therefore suggested that the Scrutiny Committee considers the following:-

- (i) Membership of the Working Group
- (ii) Timescale for final report to inform the Forward Work Programme
- (iii) Scope of Services to be examined under the “streetscene” heading (eg: APSE suggests cleansing and grounds/green space management)
- (iv) Scope of work for the Scrutiny Working Group (eg: cost of service, resources deployed, MTFP impacts to date and potential future effects, alternative methods of service delivery, relative priority of separate aspects of services, importance of the services and their respective elements to the electorate, expected service standards and future service delivery options).

## 5. WELL-BEING OF FUTURE GENERATIONS

5.1 The delivery of “streetscene” services make a contribution across the 7 well-being goals but in particular to the following 4:

- (i) **A prosperous Wales:** Ensuring that the County is clean, green & well maintained, attracts inward investment and supports indigenous business.

- (ii) **A resilient Wales:** Effective management of our natural and built environment enables the County Borough to play its part in ensuring resilience to our changing climate and global demands for greater care of the environment and its habitats.
- (iii) **A healthier Wales:** Protecting and enhancing the natural environment can assist in encouraging the population to become more active by using the countryside for activity. There is significant evidence to support the view that undertaking an active lifestyle has positive impacts on mental and physical health & well-being.
- (iv) **A globally responsible Wales:** Effective management of our natural environment ensures that we are prepared for the challenge of global demands on greater care of the environment and its habitats and in dealing with the potential impacts of climate change.

## **6. EQUALITIES IMPLICATIONS**

- 6.1 There are no equalities implications associated with this report.

## **7. FINANCIAL IMPLICATIONS**

- 7.1 The integration of services within the Community & Leisure division has already achieved significant financial savings in accordance with the Authority's MTFP, with further savings resulting from the integration of Parks & Countryside services planned for 2019/20 and beyond.
- 7.2 There are no financial implications associated with this report, although finance (current & future) will be a key consideration for the Scrutiny Working Group.

## **8. PERSONNEL IMPLICATIONS**

- 8.1 There are no personnel implications associated with this report, although current and future staff resources (quantity and deployment) will be a key consideration for the Scrutiny Working Group.

## **9. CONSULTATIONS**

- 9.1 The consultees listed below have been consulted on the report and their views have been incorporated accordingly.

## **10. RECOMMENDATIONS**

- 10.1 The Regeneration and Environment Scrutiny Committee agree to establish a cross-party working group to examine the delivery of "streetscene" services.
- 10.2 The Scrutiny Committee is asked to consider the content of the report and agree the following:
  - Membership of the Working Group.
  - Timescale for the Groups final report.
  - Scope of services to be examined.
  - Scope of work for the Group.

## **11. REASONS FOR THE RECOMMENDATIONS**

- 11.1 To update the Scrutiny Committee on streetscene service delivery issues and to agree the future membership and scope of work for the Scrutiny Working Group in this regard.

## **12. STATUTORY POWERS**

- 12.1 Local Government Acts; Environmental Protection Act & Highways Act.

Author: Mark S. Williams, Interim Corporate Director - Communities  
e-mail: [williams@caerphilly.gov.uk](mailto:williams@caerphilly.gov.uk) Tele: 01495 235070

Consultees: Tony White, Waste Strategy & Operations Manager  
Mike Headington, Green Spaces and Transport Services Manager  
Christina Harrhy, Interim Chief Executive  
Cllr Nigel George, Cabinet Member for Neighbourhood Services  
Cath Forbes-Thompson, Scrutiny Manager