

**HUNTINGDONSHIRE DISTRICT COUNCIL**

**Title/Subject Matter:** Street Scene Service – Scoping Report.

**Meeting/Date:** Overview and Scrutiny Panel (Economy & Growth) – 12 April 2016  
Cabinet – 21 April 2016

**Executive Portfolio:** Councillor Robin Carter – Executive Councillor for Operations & the Environment

**Report by:** Alistair Merrick – Interim Head of Service (Operations)

**Ward(s) affected:** All

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**Executive Summary:**

1. The report provides the opportunity for the Panel to scrutinise the proposed service delivery arrangements for the deployment of integrated maintenance arrangements for the public realm in Huntingdonshire.
2. The proposals bring together fundamentally remodelled service delivery arrangements for street cleansing and grounds maintenance to be delivered on an area basis. The purpose being to introduce a more holistic and customer focused approach. The proposals have been developed to deliver the service delivery requirements and standards set out in the Service Specifications for Street Cleaning and Grounds Maintenance recently approved by the Cabinet following robust scrutiny. This includes the following:
  - The area based management arrangements for the service;
  - The area staff deployment arrangements for street cleansing and grounds maintenance, specifically the areas to maintained by each team;
  - The new mechanical sweeping regimes to optimise the use of capital equipment;
  - The new grass cutting arrangements for large sites to optimise the use of capital equipment;
  - The future arrangements for weed treatment.

3. The scope of the works to be provided by the integrated Street Scene Service area as follows:

Grounds Maintenance	Street Cleansing
<ul style="list-style-type: none"> <li>Grass maintenance.</li> </ul>	<ul style="list-style-type: none"> <li>Cleansing of Highway and adjacent verge, amenity planted areas and open grass areas.</li> </ul>
<ul style="list-style-type: none"> <li>Amenity shrub beds (Inc. herbaceous borders &amp; rose Beds).</li> </ul>	<ul style="list-style-type: none"> <li>Litter bin emptying.</li> </ul>
<ul style="list-style-type: none"> <li>Pruning of roses.</li> </ul>	<ul style="list-style-type: none"> <li>Cleansing of gullies.</li> </ul>
<ul style="list-style-type: none"> <li>Seasonal Bedding Displays.</li> </ul>	<ul style="list-style-type: none"> <li>Cleansing of Industrial Estates.</li> </ul>
<ul style="list-style-type: none"> <li>Preparation &amp; maintenance of hanging baskets.</li> </ul>	<ul style="list-style-type: none"> <li>Removal of fly tipped materials from Council owned land and the Highway.</li> </ul>
<ul style="list-style-type: none"> <li>Formal and informal hedge maintenance.</li> </ul>	<ul style="list-style-type: none"> <li>Removal of graffiti and flyposting that is offensive or on a Public Building.</li> </ul>
<ul style="list-style-type: none"> <li>Maintenance of dykes, ditches &amp; watercourses.</li> </ul>	
<ul style="list-style-type: none"> <li>Minor tree works.</li> </ul>	

4. The core hours for the delivery of the service going forward will be between 07.00 and 16.30 with some fluctuation for seasonal working requirements and this constitutes the guarantee to the residents of when the service will be available.
5. Active independent monitoring of the grounds maintenance activities and street cleansing activities is being introduced which is done to a prescribed format and the results measured against the annual performance targets set for the service and presented together to give better measurement of the overall maintenance of the public realm in the District. It is this auditing that will benchmark the quality of services being delivered against the targets set in the Corporate Plan and the Annual Service Plan. This introduces a higher level of accountability for the managers within the Street Scene Service.
6. When endorsed the area based service delivery arrangements will be published on the Council's website so that residents have immediate access to the core information regarding the integrated Street Scene Service provided by the Council.

**Recommendation(s):**

1. Overview and Scrutiny Panel are invited to make comments that will be included in the report to Cabinet seeking the endorsement of the service delivery arrangements for the integrated Street Scene Service and also help with the finalisation of these service delivery arrangements.

## 1. PURPOSE

- 1.1 The report provides the Panel with the opportunity to scrutinise the service delivery arrangements to delivery an area based and integrated Street Scene Service to better maintain the public realm of Huntingdonshire before these arrangements are adopted.

## 2. BACKGROUND

- 2.1 The proposals have been developed to deliver the service delivery requirements and standards set out in the Service Specifications for Street Cleaning and Grounds Maintenance recently approved by the Cabinet following robust scrutiny. The proposals bring together fundamentally remodelled service delivery arrangements for street cleansing and grounds maintenance to be delivered on an area basis. The purpose being to introduce a more holistic and customer focused approach. This includes the following:

- The area based management arrangements for the service;
- The area staff deployment arrangements for street cleansing and grounds maintenance, specifically the areas to maintained by each team;
- The new mechanical sweeping regimes to optimise the use of capital equipment;
- The new grass cutting arrangements for large sites to optimise the use of capital equipment;
- The future arrangements for weed treatment.

- 2.2 The scope of the works to be provided by the integrated Street Scene Service area as follows:

Grounds Maintenance	Street Cleansing
<ul style="list-style-type: none"><li>• Grass maintenance.</li></ul>	<ul style="list-style-type: none"><li>• Cleansing of Highway and adjacent verge, amenity planted areas and open grass areas.</li></ul>
<ul style="list-style-type: none"><li>• Amenity shrub beds (Inc. herbaceous borders &amp; rose Beds).</li></ul>	<ul style="list-style-type: none"><li>• Litter bin emptying.</li></ul>
<ul style="list-style-type: none"><li>• Pruning of roses.</li></ul>	<ul style="list-style-type: none"><li>• Cleansing of gullies.</li></ul>
<ul style="list-style-type: none"><li>• Seasonal Bedding Displays.</li></ul>	<ul style="list-style-type: none"><li>• Cleansing of Industrial Estates.</li></ul>
<ul style="list-style-type: none"><li>• Preparation &amp; maintenance of hanging baskets.</li></ul>	<ul style="list-style-type: none"><li>• Removal of fly tipped materials from Council owned land and the Highway.</li></ul>
<ul style="list-style-type: none"><li>• Formal and informal hedge maintenance.</li></ul>	<ul style="list-style-type: none"><li>• Removal of graffiti and flyposting that is offensive or on a Public Building.</li></ul>
<ul style="list-style-type: none"><li>• Maintenance of dykes, ditches &amp; watercourses.</li></ul>	
<ul style="list-style-type: none"><li>• Minor tree works.</li></ul>	

### 3. OPTIONS CONSIDERED/ANALYSIS

3.1 Following on from the restructure of the Operations Service and adoption of the new operating model a full review of the service delivery arrangements was undertaken and consequently the proposals for future integrated and area based service delivery arrangements have been developed to deliver the service delivery requirements and standards set out in the Service Specifications for Street Cleaning and Grounds Maintenance recently approved by the Cabinet after robust scrutiny. The proposals bring together fundamentally remodelled service delivery arrangements for street cleansing and grounds maintenance to be delivered on an area basis. The purpose being to introduce a more holistic and customer focused approach. Following on in this section further detail is provided of these future proposed area based service delivery arrangements.

3.2 The **Area Based Management Arrangements:** The Street Service will be led by the Operations Manager (Environmental Services) who also has the responsibility for strategic planning and development projects in relation to the public realm (Inc. green spaces). The Operations Manager will be supported by two Area Managers; one responsible for the north of the District and one responsible for the south of the District. This is to give Councillors and residents a single point of contact and responsible manager for all Street Scene matters. **Appendix 1** contains the organisational structure for Environmental Services, including Street Scene Services.

3.3 The **Area Based Staff Deployment Arrangements:** Detailed below are the proposed area based staff deployment arrangements for street cleansing and grounds maintenance:

Street Cleansing	Team Leader	Driver/Operatives	Operatives	Total Staffing
<b>South Zone:</b>				
Team Leaders/Road Sweeper Drivers	2	0	0	2
Street Orderly - Huntingdon	0	0	1	1
Street Orderly - St Neots			1	1
Precinct Sweeper - Huntingdon (with extended cleansing routes)	0	1	0	1
Precinct Sweeper - St Neots (with extended cleansing routes)	0	1	0	1
Response Team - Huntingdon	0	1	1	2
Response Team - St Neots	0	1	1	2
Response Team - Rural Areas	0	1	1	2

Support Resource - Rural Areas	0	1	0	1
<b>Sub-total (South Zone)</b>	<b>2</b>	<b>6</b>	<b>5</b>	<b>13</b>
<b>North Zone:</b>				
Team Leaders/Road Sweeper Drivers	2	0	0	2
Street Orderly - St Ives			1	1
Precinct Sweeper - St Ives (with extended cleansing routes)	0	1	0	1
Response Team - St Ives	0	1	1	2
Response Team - Ramsey & Villages	0	1	1	2
Support Resource - Rural Areas	0	1	0	1
<b>Sub-total (North Zone)</b>	<b>2</b>	<b>4</b>	<b>3</b>	<b>9</b>
<b>Highways Team (laybys, arterial routes &amp; A1/A14)</b>	<b>0</b>	<b>2</b>	<b>2</b>	<b>4</b>
<b>Parks &amp; Play Areas Team</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>2</b>
<b>Total Staffing</b>	<b>5</b>	<b>13</b>	<b>10</b>	<b>28</b>

<b>Grounds Maintenance:</b>	<b>Team Leader</b>	<b>Skilled Operatives</b>	<b>Total Staffing</b>
Ramsey & Northern Rural Areas (Green Zone)	1	3	4
St Neots & Southern Rural Areas (Orange Zone)	2	6	8
Huntingdon, St Ives & Central Rural Areas (Blue Zone)	2	6	8
Large Sites Team (Priory Park, Riverside Park (St Neots), Hill Rise Park, Riverside Park (Huntingdon))	1	1	2
<b>Total Staffing</b>	<b>6</b>	<b>16</b>	<b>22</b>

**Appendix 2** contains a plan of the District that details the deployment of the street cleansing teams under the two Area Managers; and **Appendix 3**, contains a plan of the District that details the deployment of the grounds maintenance teams under the two Area Managers.

- 3.4 The **Arboriculture Service Delivery Arrangements:** The service is led by the Arboriculture Manager with an operational team including a Team Leader and two Arborists. Going forward working is being programmed as followed:
- Priority Works: as determined by the Arboriculture Manager on the basis that works are urgent because public safety is being compromised.
  - Programmed Works: The Arboriculture Team will outside of priority works will be deployed in defined geographical areas with a programme of works to be delivered. The Arboriculture Manager will collate the programmes of works after his completion of inspection programmes. These programmes are fundamental to the council better managing the risk associated with its' tree stock and will ensure the more robust maintenance regimes for this tree stock.
- 3.5 The **New Mechanical Sweeping Regimes:** A full review against the Street Cleansing Service Specification has been carried out to ensure Environmental Protection Act standards can be better delivered going forward; and to optimise the use of the existing capital equipment to ensure improved value for money in the service delivery arrangements. The review has enabled cleansing frequencies for road sweeping of routes within the villages to be increased from six weekly to four weekly cycles through better and extended use of precinct sweepers in the market towns. **Appendix 4** contains the new four weekly sweeping regimes across the district.
- 3.6 The **Grass Cutting Regimes for Large Sites:** A review of vehicles, plant and equipment for replacement over the next four years has identified significant savings from the re-profiling of mowing equipment and providing an opportunity to procure equipment to deliver efficiencies particularly in respect to the mowing of large sites, e.g. Priory Park, Riverside Park (St Neots), Riverside Park (Huntingdon), Sapley Playing Fields and Hill Rise Park (St Ives). A small team equipped with large scale mowing equipment for these works is being created to deliver the identified efficiencies.
- 3.7 The **New Arrangements for Weed Treatment:** It is proposed to retain a specialist sub-contractor to undertake a cyclic programme of weed treatment across the District based on all towns and villages having three treatments annually. This will be funded from the realignment of existing resources within the Operations Service.

#### 4. COMMENTS OF OVERVIEW & SCRUTINY PANEL

- 4.1 Comments of the Panel will be included in the future report to the Cabinet seeking endorsement of the proposed service delivery arrangements for the integrated Street Scene Service.

## **5. KEY IMPACTS/RISKS AND HOW THESE WILL BE ADDRESSED**

- 5.1 The proposed area based and integrated Street Scene Service will bring a new direction for the maintenance of the public realm across the District; and ensure the arrangements for the delivery of the service are transparent for residents and that performance can be benchmarked going forward to meet the targets set in the Corporate Plan and Annual Service Plan. This will enable the Council to better evidence it is delivering a value for money services.

## **6. WHAT ACTIONS WILL BE TAKEN/TIMETABLE FOR IMPLEMENTATION**

- 6.1 Resources are already being re-aligned to create the integrated Street Scene Service in order to implement the new work regimes immediately after endorsement by the Cabinet and also to deliver the efficiencies required by the Council's Medium Term Financial Strategy.

## **7. LINK TO THE CORPORATE PLAN**

- 7.1 The policy will contribute to the Corporate Plan as follows:
- a) Enhancing fundamentally the built and green environment of the District.
  - b) Operations becoming much more business-like and efficient in the way it delivers safe services.
  - c) The new service delivery arrangements will ensure the Street Service aligns with the principles and requirements of the Council's Customer Services Strategy.

## **8. CONSULTATION**

- 8.1 The service improvement plan adopted by the Operations Service includes a structure of on-going consultation with residents and service users; these will be used to test the appropriateness of the service delivery arrangements from the users' perspective. The performance monitoring results will also be published to evidence to residents that specified service standards are being delivered.

## **9. LEGAL IMPLICATIONS**

- 9.1 The proposed service deliver arrangements will better enable the Council to meet the requirements and environmental maintenance standards of the Environmental Protection Act.

## **10. RESOURCE IMPLICATIONS**

- 10.1 The new area based and integrated service delivery arrangements has been developed within existing resources. The implementation of the service specifications for street cleansing and grounds maintenance will be within the existing resources profile of the Operations Service set out in the Council's Medium Term Financial Strategy.

## **11. OTHER IMPLICATIONS**

- 11.1 The proposed service delivery arrangements seek to ensure the delivery of an appropriate and equitable balance in the provision of the Street Scene Service across the District.

## **12 REASONS FOR THE RECOMMENDED DECISIONS**

- 12.1 The scrutinising of the proposed service delivery arrangements for the integrated Street Scene Service gives the Panel the opportunity to influence the final document submitted to the Cabinet for endorsement.
- 12.2 To provide the requisite service delivery arrangement to create the area based and integrated Street Scene Service to deliver requirements and performance standards contained in the adopted Service Specifications for Street Cleansing and Grounds Maintenance.

## **13. LIST OF APPENDICES INCLUDED**

- 13.1 Appendix 1: Organisational Structure of Environmental Services.
- 13.2 Appendix 2: Area Based Deployment Arrangements for Street Cleansing.
- 13.3 Appendix 3: Area Based Deployment Arrangements for Grounds Maintenance.
- 13.4 Appendix 4: Four Weekly Programme for Road Sweeping.

## **BACKGROUND PAPERS**

Street Cleansing Service Specification – approved by Cabinet on 12 January 2016.

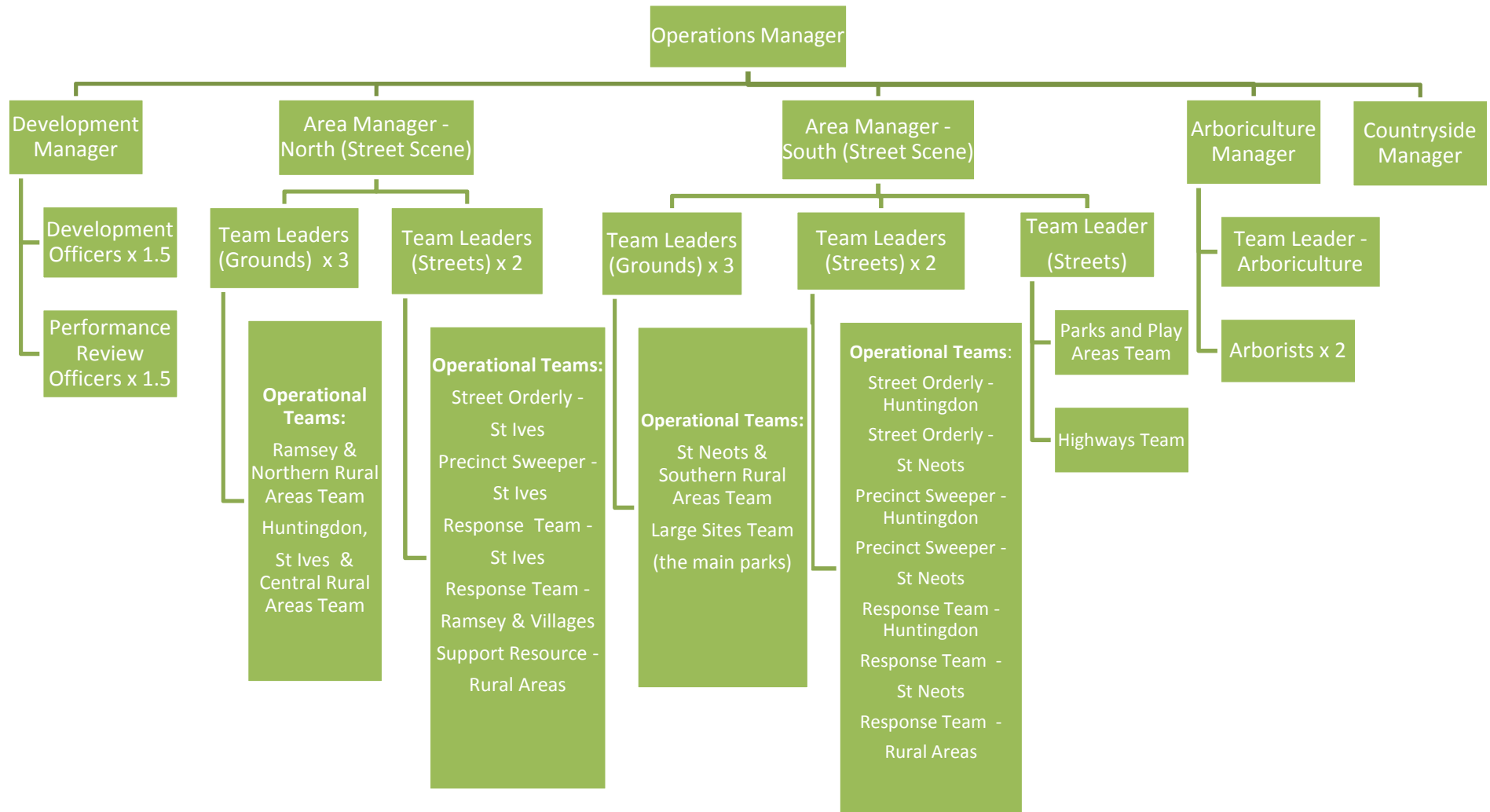
Grounds Maintenance Service Specification – approved by Cabinet on 17 March 2016.

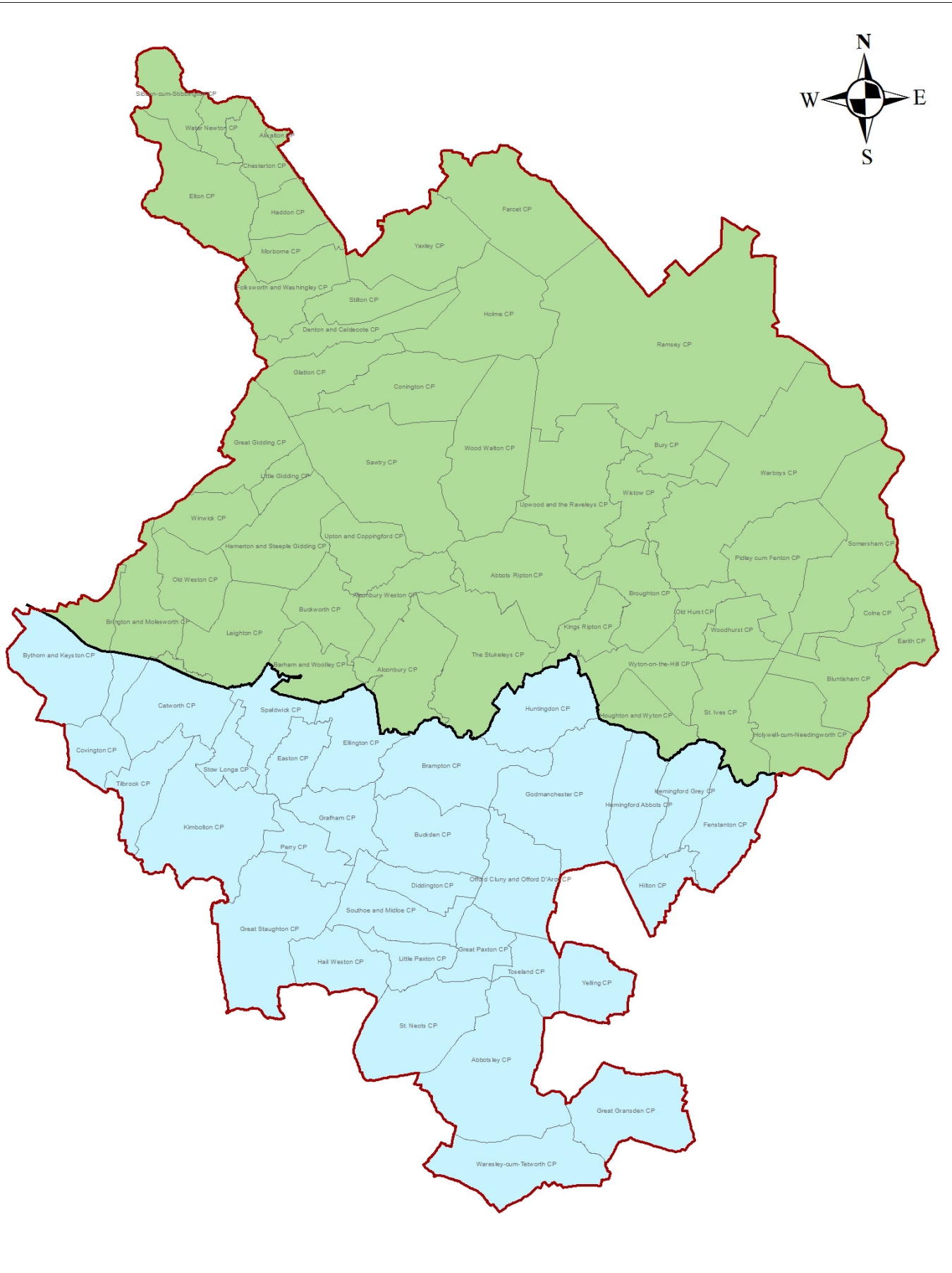
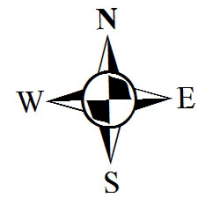
## **CONTACT OFFICER**

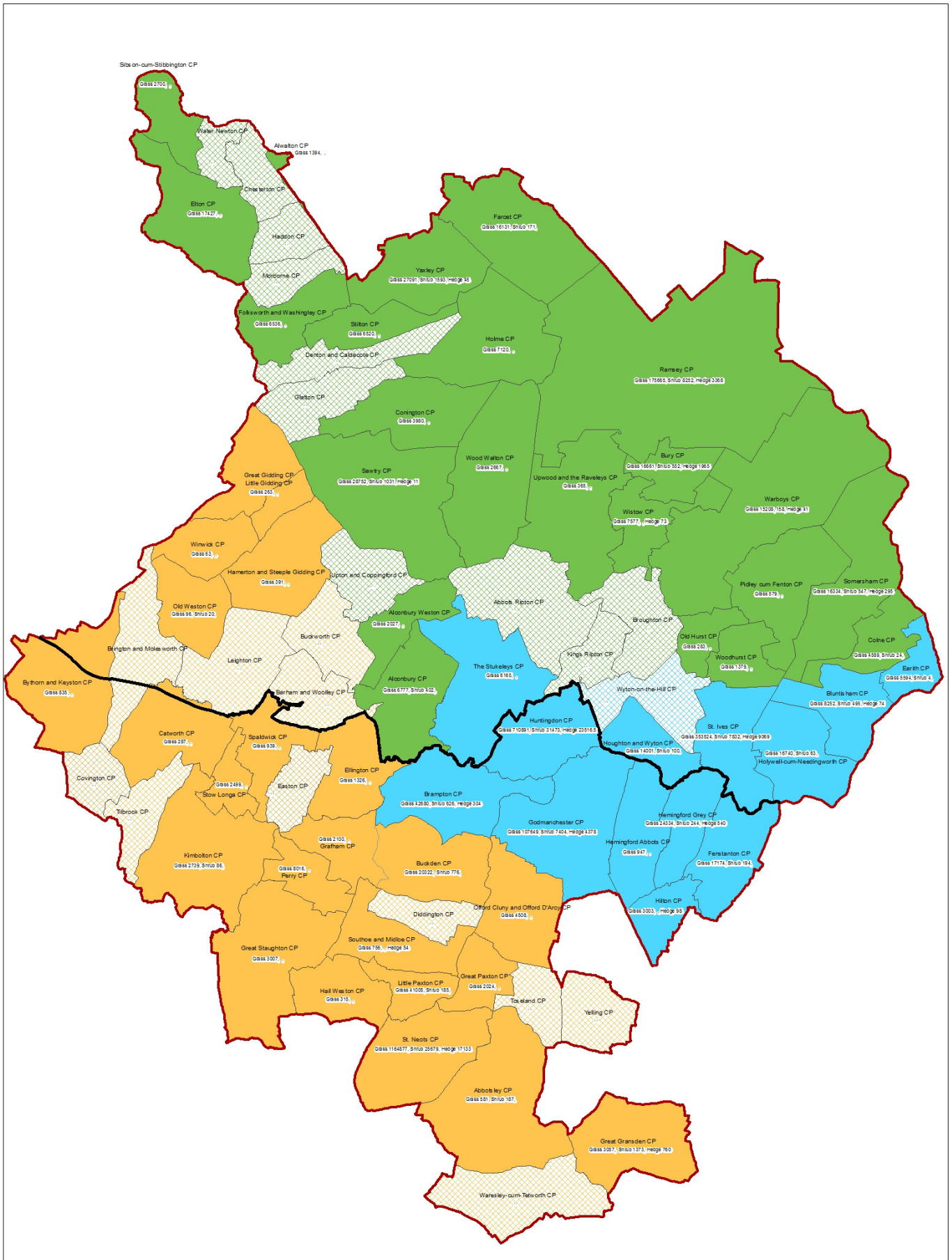
Name/Job Title: Alistair Merrick – Interim Head of Service (Operations)  
Tel No. 388635



## Appendix 1: Organisational Structure of Environmental Services





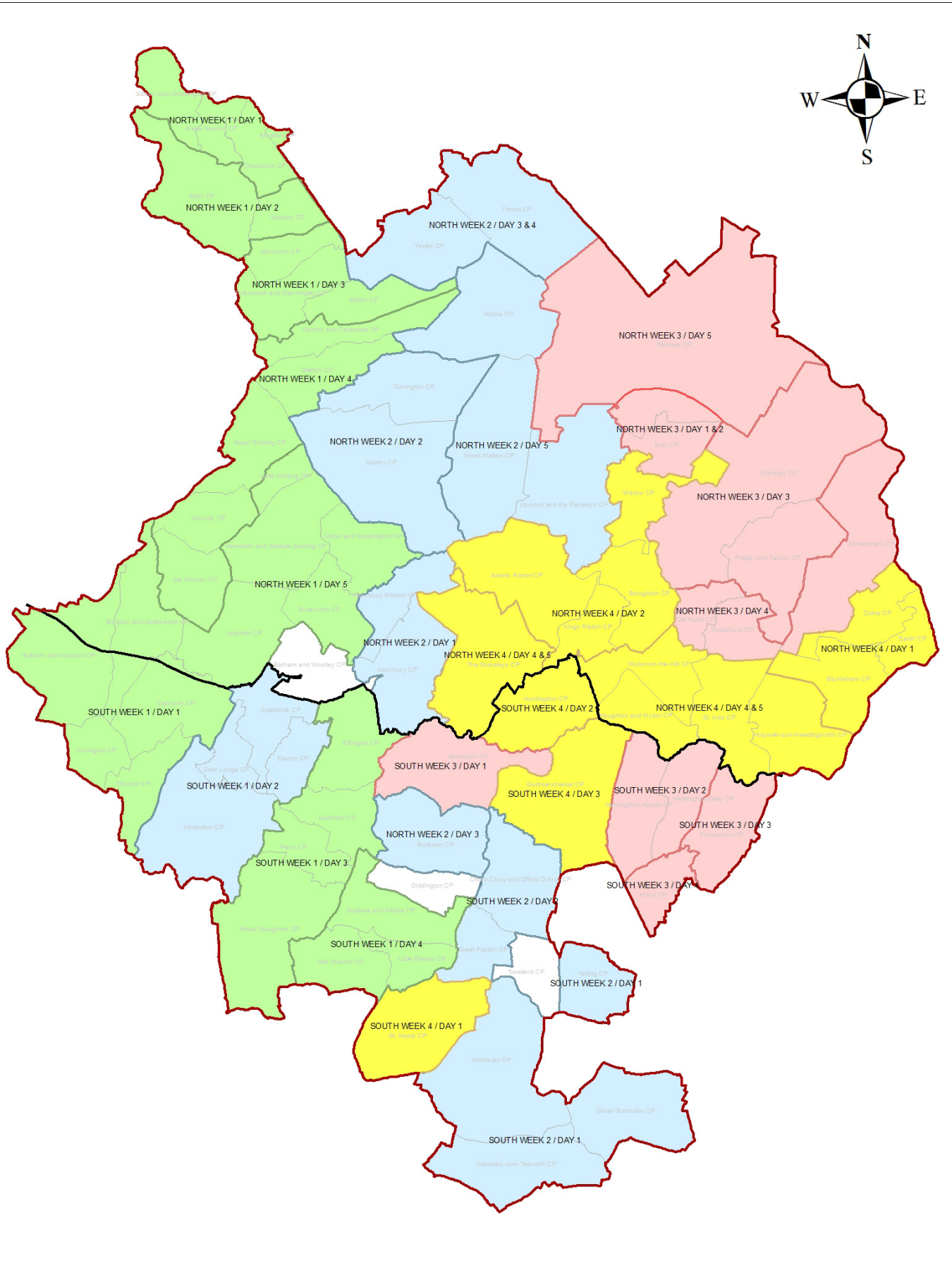
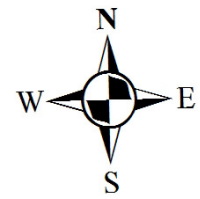


N  
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Date Created: 30/03/2016

Appendix 3  
North / South Grounds Maintenance Deployment



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N  
Scale = 1:94,644  
Date Created: 30/03/2016

Appendix 4  
4 Weekly Road Programme for Road Sweeper

  
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