

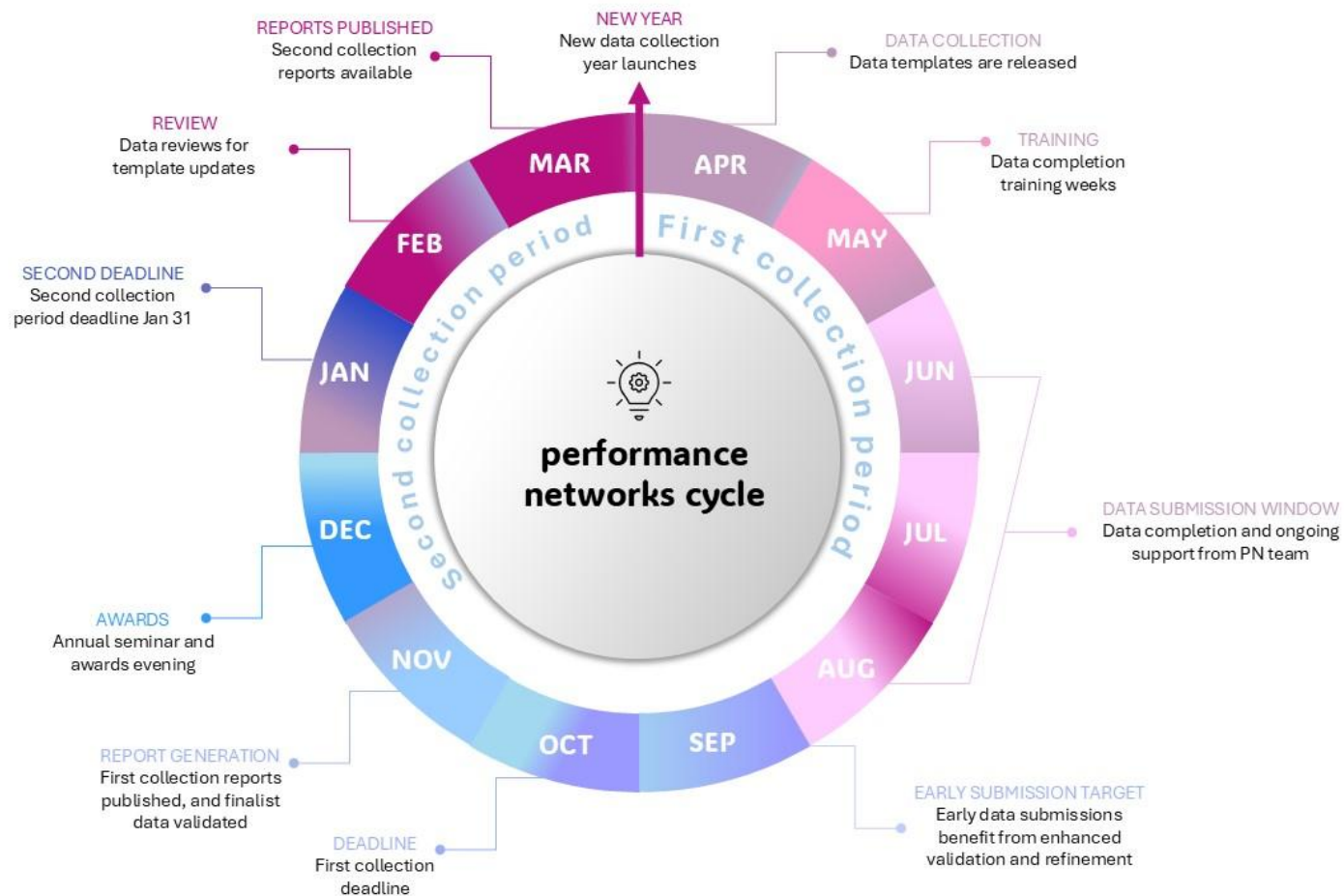
Performance, Sustainability and Biodiversity

Debbie Johns | APSE Head of Performance Networks





Performance Networks Membership Cycle





Types of reports

Family group comparison

Parks, open spaces and horticultural services performance indicator standings 2024/25

Name of authority PIN Family group Performance indicator	Sample authority									
	H1									
	Number in group	Highest in group	Average for group	Lowest in group	Your output/score	Standing in group	Top quartile mark	Quartile achieved	Previous year score	High/Low/Neutral
Key performance indicators										
PI 30 - Hectares of maintained public open space per 1,000 head of population	12	7.06	4.03	1.27	3.79	6	6.14	2	3.89	H
PI 31a - Hectares of maintained public open space per 100 households	12	1.62	0.99	0.33	1.01	6	1.40	2	-	H
PI 12 - Number of hectares maintained per FTE front line employee	5	22.58	13.55	7.71	7.71	5	-	-	8.43	H
PI 13a - Percentage staff absence (excluding Scotland)	8	7.07%	3.80%	0.00%	5.38%	7	0.59%	4	7.02%	L
PI 13c - Staff absence days (non covid only) (Scotland only)	-	-	-	-	-	-	-	-	-	L
PI 45a - Key Quality performance indicator	16	72.60%	35.63%	2.00%	72.60%	1	46.90%	1	71.70%	H
PI 47a - Quality assurance and consultation process score	15	80.00%	32.22%	13.33%	80.00%	1	40.00%	1	60.00%	H
PI 48a - Human resources and people management	11	69.00%	48.00%	20.00%	41.00%	8	60.00%	3	51.00%	H
PI 22b - APSE customer satisfaction	1	66.98%	66.98%	66.98%	66.98%	1	-	-	73.00%	H
PI 38b - Public satisfaction surveys undertaken	3	90.00%	85.25%	79.06%	86.68%	2	-	-	94.00%	H
PI 49a - Environmental practices	17	56.45%	26.90%	1.18%	43.53%	3	37.65%	1	38.82%	H
PI 18a - Local authority playgrounds per 1,000 children	12	5.81	3.04	0.86	3.32	5	3.88	2	3.39	H
PI 18b - Local authority and community playgrounds per 1,000 children	8	5.24	3.14	1.53	3.32	4	4.01	2	-	H
LAMS performance indicators										
PI L02 - Percentage of sites classed as acceptable (grounds maintenance)	4	98.17%	93.10%	81.37%	95.28%	3	-	-	97.04%	H
PI L10 - Percentage of sites classed as acceptable (grass cutting)	4	98.49%	92.57%	78.62%	95.61%	3	-	-	98.43%	H
PI L11 - Percentage of sites classed as acceptable (shrub bed maintenance)	3	97.44%	96.76%	96.02%	97.44%	1	-	-	-	H
PI L03 - Percentage of sites classed as acceptable (litter)	4	98.73%	93.77%	83.16%	96.84%	2	-	-	92.48%	H
PI L04 - Percentage of sites classed as grade A (fly tipping)	4	98.78%	77.06%	33.10%	82.28%	3	-	-	82.96%	H
PI L13 - Percentage of sites classed as grade A (fly posting)	4	100.00%	98.91%	96.47%	99.61%	2	-	-	100.00%	H
PI L05 - Percentage of sites classed as acceptable (dog fouling)	4	100.00%	97.30%	90.23%	100.00%	1	-	-	100.00%	H
PI L06 - Percentage of sites where bins were overflowing	2	9.62%	6.05%	2.48%	9.62%	2	-	-	-	L
PI L07 - Percentage of sites containing bins classed as acceptable (bin structure)	2	96.69%	92.62%	88.54%	88.54%	2	-	-	-	H



Case study report 2025

Best and most improved performer award finalists and winners





Types of reports



Parks, open spaces and horticultural services performance at a glance

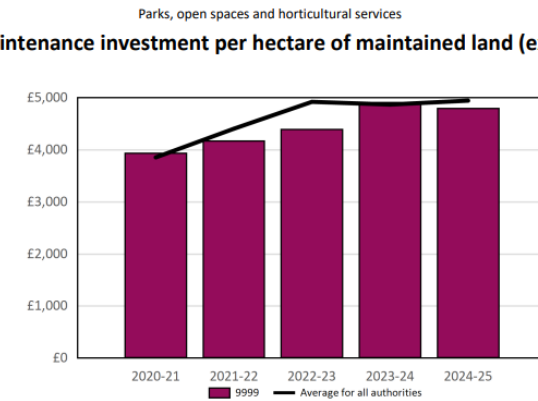
Sample Authority - H1

9999

These pages show your authority's performance for each performance indicator against the 2024/25 average performance of your family group. Whether your result has improved or not from 2023/24 is also shown. Icons are used to display this information and the idea of this report is that authorities can see 'at a glance' where improvements may need to be made. Where the box is blank, this indicates that there is no authority score available for this performance indicator or that there were less than three participants in this PI, meaning we are unable to produce a meaningful average score. The key to the icons are displayed below each table.

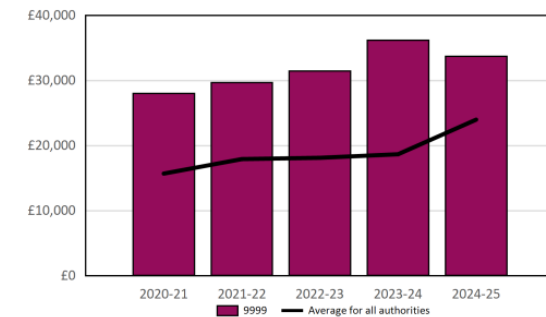
Key performance indicators	Performance in 2024/25	Improved since 2023/24?^
PI 30 Hectares of maintained public open space per 1,000 head of population	▲	■
PI 31a Hectares of maintained public open space per 100 households	●	
PI 12 Number of hectares maintained per FTE front line employee	◆	▼
PI 13a Percentage staff absence (excluding Scotland)	◆	▲
PI 45a Key Quality performance indicator	●	▲
PI 47a Quality assurance and consultation process score	●	▲
PI 48a Human resources and people management	▲	▼
PI 22b APSE customer satisfaction		▼
PI 38b Public satisfaction surveys undertaken	●	▼
PI 49a Environmental practices	●	▲
PI 18a Local authority playgrounds per 1,000 children	●	■
PI 18b Local authority and community playgrounds per 1,000 children	●	
LAMS performance indicators		
PI L02 Percentage of sites classed as acceptable (grounds maintenance)	●	■
PI L10 Percentage of sites classed as acceptable (grass cutting)	●	■
PI L11 Percentage of sites classed as acceptable (shrub bed maintenance)	●	
PI L03 Percentage of sites classed as acceptable (litter)	●	▲
PI L04 Percentage of sites classed as grade A (fly tipping)	●	■
PI L13 Percentage of sites classed as grade A (fly posting)	●	■
PI L05 Percentage of sites classed as acceptable (dog fouling)	●	■
PI L06 Percentage of sites where bins were overflowing		
PI L07 Percentage of sites containing bins classed as acceptable (bin structure)		
PI L08 Percentage of sites containing bins classed as acceptable (bin cleanliness)		
PI L09 Percentage of sites classed as unacceptable (hard surface weeds)	●	▲

Parks, open spaces and horticultural services PI 41b Maintenance investment per hectare of maintained land (excluding CEC)



This performance indicator measures the maintenance cost per hectare of maintained land. The indicator excludes discountable/non-contract income and non horticultural service provisions and excludes central recharges (CEC) such as central payroll, finance and IT support costs. Maintained land includes adopted land but excludes low maintenance areas.

PI 42b Maintenance investment per 1,000 head of population (excluding CEC)



This performance indicator measures the maintenance cost per 1,000 head of population. The indicator excludes discountable/non-contract income and non horticultural service provisions and excludes central recharges (CEC) such as central payroll, finance and IT support costs.



Environmental practices

PI 49a Environmental practices

Performance indicator methodology and scoring

1. Green Apple award	Score	Range code
If you received; Annual "Green Apple" award (The Green Organisation)	10	GAAAO
Maximum available score	10	
2. Biodiversity Action Plan / Parks Habitat Plan	Score	Range code
Does the organisation have a Biodiversity Action Plan (BAP) and/or a Parks Action Plan?	2	BPHAP
If yes, does it include targets for the parks/grounds maintenance service?	3	BPHIT
If yes, what percentage of those targets have been met by the parks/grounds maintenance service?		BPHPTC
Over 80%	10	
60% to 80%	7	
40% to 60%	4	
20% to 40%	2	
More than 0% but less than 20%	1	
Maximum available score	15	
3. Chemical control methods	Score	Range code
Residual or non residual chemicals only used for treatments to all edges & obstacles and shrub/flower beds	0	CCMHW
Residual or non residual chemicals used for treatments to either all edges & obstacles or shrub/flower beds and 6 or less visits for manual regime to other	1	CCM6M
Residual or non residual chemicals used for treatments to either all edges & obstacles or shrub/flower beds and 7 to 11 visits for manual regime to other	3	CCM7M
Residual or non residual chemicals used for treatments to either all edges & obstacles or shrub/flower beds and more than 11 visits for manual regime to other	5	CCM11M
No chemicals used with 4-6 visits for shrub /flower beds	7	CCM6F
No chemicals used with 7-10 visits for shrub /flower beds	9	CCM7F
No chemicals used with more than 10 visits for shrub /flower beds	10	CCM10F
Maximum available score	10	
4. Tonnage of waste recycled	Score	Range code

Percentage of green waste generated that is recycled (EITWR / EITWP) x 15

(EITWR / EITWP) x 15

Maximum available score **15**

5. Percentage of non-peat / reduced peat-based compost used **Score** **Range code**
Non-peat-based percentage (PNPBC x 15) **PNPBC x 15**

Maximum available score **15**

6. EMAS environmental policy **Score** **Range code**

Response

You have a formal, documented environmental policy 1 ENVPO

You have carried out a documented initial environmental review 5 ENVRV

You have a formal, documented environmental Management system (e.g. ISO 14001) 7 ENVMS

You have published an environmental statement 2 ENVST

You are registered with EMAS 5 EEMAS

Maximum available score **20**

Maximum available total score **85**

Your total score will be divided by the maximum score to give a percentage for this PI



Environmental sustainability



16% is the average current canopy
 96% of 225,000 new trees planted were new schemes



32% have a pollinator strategy
 79% have a Tree / Woodland strategy
 52% have a formal, documented woodland management plan
 62% of green waste is recycled
 19% re-use rainwater for landscape maintenance

What types of BNG projects?

- Wildflower Meadow/Grassland
- Pollinator
- Tree planting
- Habitat surveys



31% have any forms of renewable energy sources
 74% re-use energy generated by the cremation process
 80% manage grounds in a manner which promotes biodiversity
 26% have 'locally sourced / ecofriendly' memorials available
 51% offer a natural / green / woodland burial
 49% have dedicated green / woodland sites





Environmental sustainability

The average who....	Parks	Street cleansing	Roads/ highways
Have a weed control policy	63%	57%	50%
Use glyphosate	90%	83%	100%
Reduced the amount of glyphosate used from 5 years ago	71%	51%	
What has this on average reduced by?	34%	24%	



Expenditure

		Since 22-23
Building maintenance	Total annual expenditure	13%
Street cleansing	Investment in street cleansing service per household	13%
Building cleaning	Cost per scheduled input hour	11%
Refuse collection	Investment in refuse collection service per household	7%
Catering	Food only cost per lunchtime meal (primary and special schools)	7%
Parks	Maintenance investment per hectare of maintained land	-4%
Street lighting	Cost per streetlight	-6%



Income

Building cleaning	% expenditure recovered through commercial income	5.97%
Parks	% operational expenditure covered by discountable income and external funding	9.80%
Street cleansing	% operational expenditure covered by discountable income	3.94%

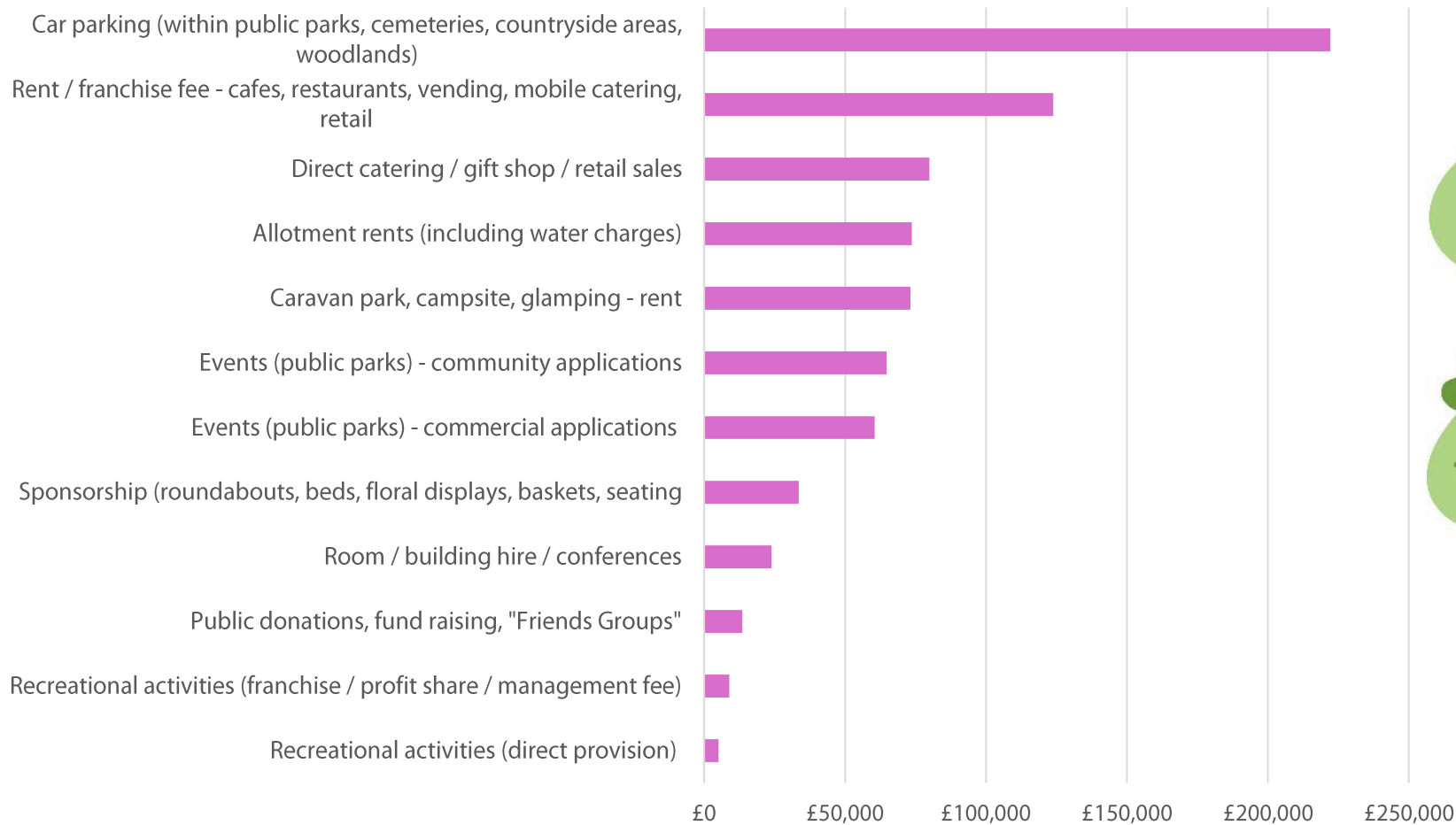
Since 22-23

Parks	Discountable / non-contract income	4%
Refuse collection	Discountable / non-contract income	21%
Education catering	Total income (cash / actual / free meal income)	14%



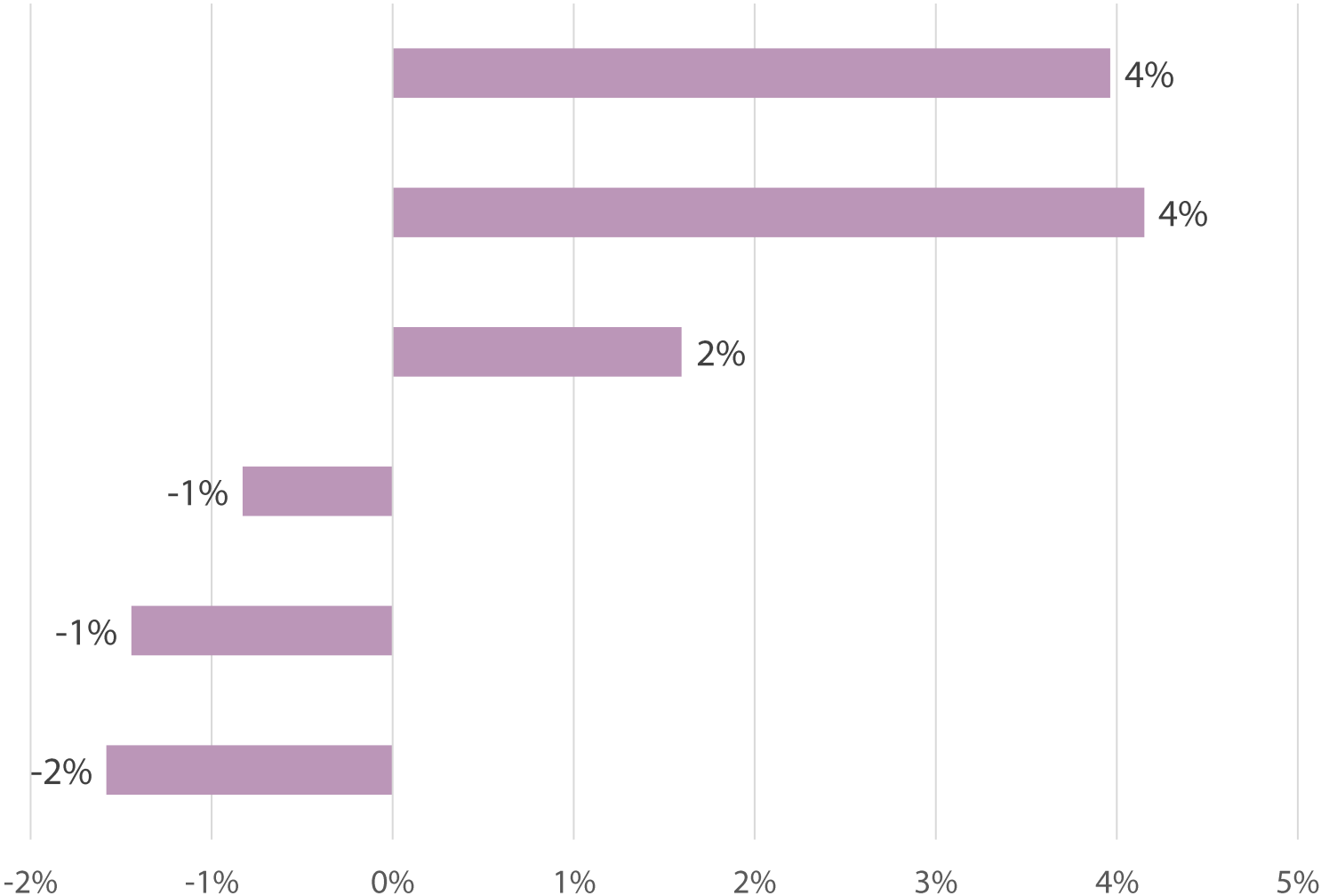
Income

Income generated from the Parks Service





Front line staff numbers



Building maintenance

Street cleansing

Refuse collection

Parks

Sports and leisure

Building cleaning





Recruitment and retention

	% vacancies	% filled	% stayed beyond probation, induction and training	% stayed at least 12 weeks	% leavers
Parks	13%	*90%	95%		7%
Refuse drivers	9%	79%			
Refuse loaders	9%	87%			
Street cleansing	7%	70%	96%		9%
Cemetery and crematorium	7%	71%	83%		6%
Leisure recreation assistants	29%	82%	83%		
Building cleaning	9%			82%	15%
Building maintenance	8%	61%	43%		

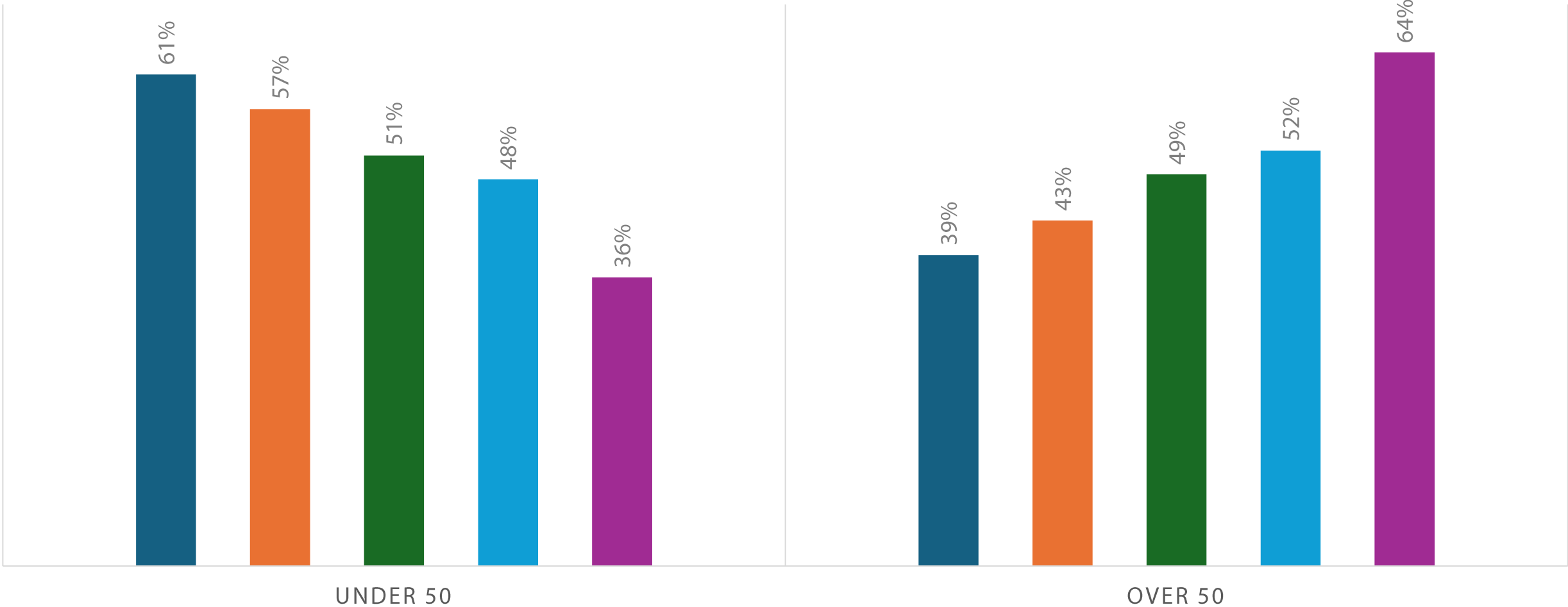
*from those advertised





Age profile of the workforce

■ Building maintenance ■ Refuse collection ■ Cemetery and crematorium ■ Parks ■ Street cleansing

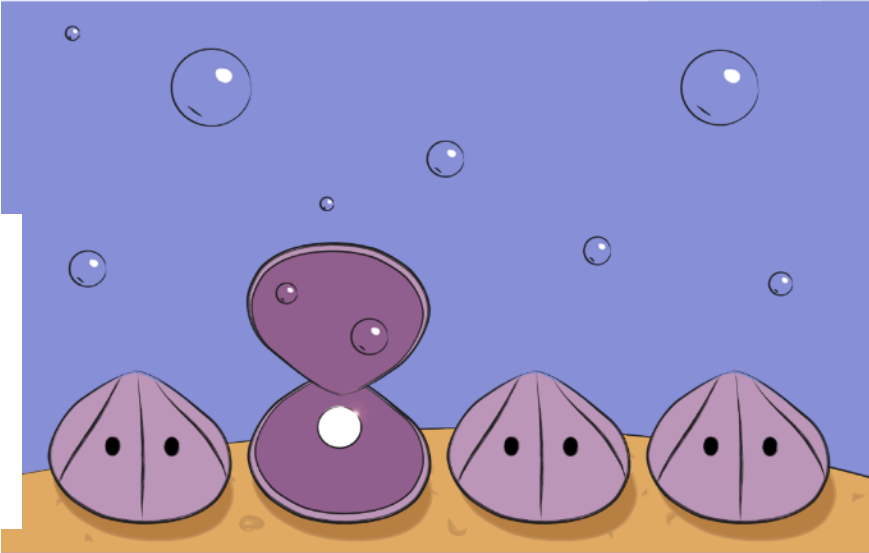


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Inspection Apps



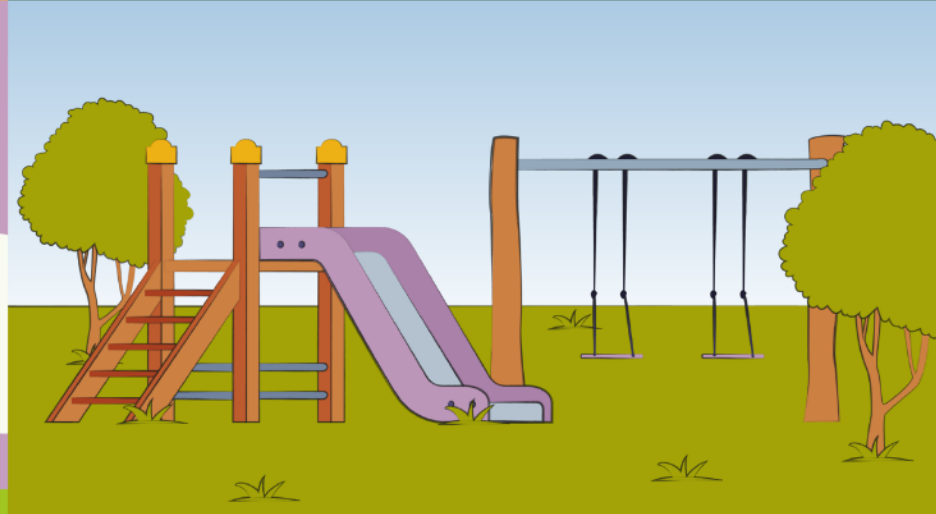
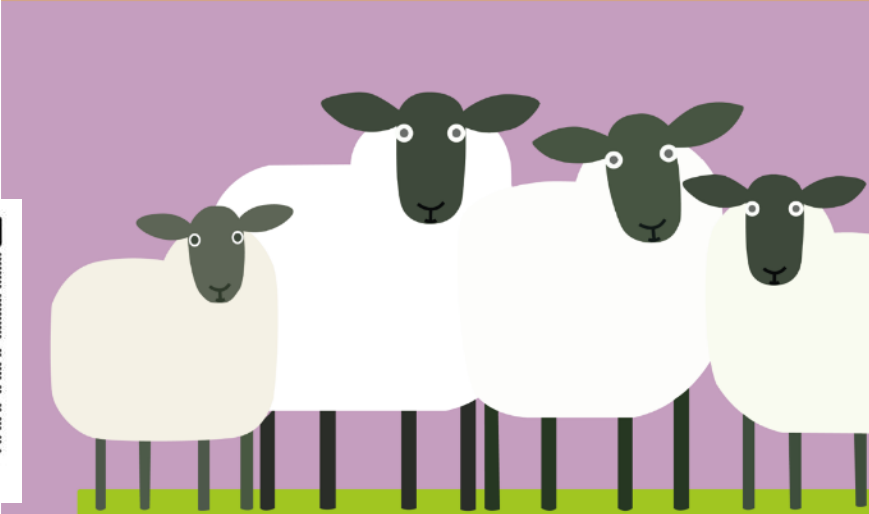
bit.ly/APSECLAMS



bit.ly/40Cjptr



bit.ly/APSELAMS



bit.ly/3ZIOJMj

LAMS is

- Land Audit Management System.
- Introduced 2015 – digitised 2018.
- Monitor grounds maintenance, also be applied to street cleansing for a total street scene quality score.
- Can be used for cemetery/crematoria grounds.
- Simple and effective performance measuring system.
- ‘what the public would see’ rather than requiring a technical inspection.
- May be used by volunteers.
- Around 50 member L/A’s using the system (including several Core Cities)

APSE Land Audit Management System (LAMS)

A quality inspection tool to benchmark your grounds maintenance, cemetery land and wider street scene service





- Grass cutting
- Shrub bed maintenance
- Flower bed maintenance
- Overall grounds maintenance (in accordance with a scorecard)
- Number of flowers occurring naturally in a 1 square metre area only (in line with Plantlife initiative)
- Pollinators within a shrub bed
- Pollinators within a meadow
- Hard surface weeds
- Litter (in accordance with a scorecard)
- Detritus
- Fly tipping
- Fly posting
- Dog fouling
- Bins overflowing (not a grade but Yes/No)
- Bin structure
- Bin cleanliness
- Vandalism
- Graffiti



Annual report (accumulative through the year)

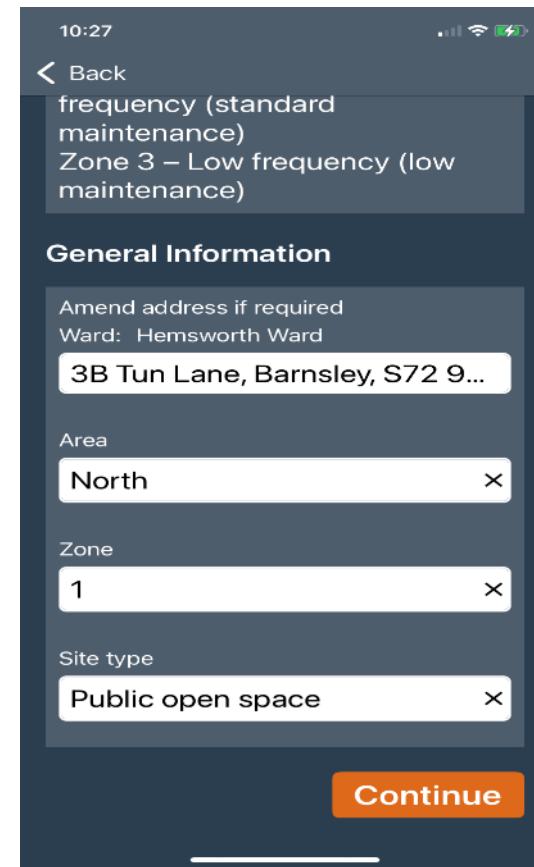
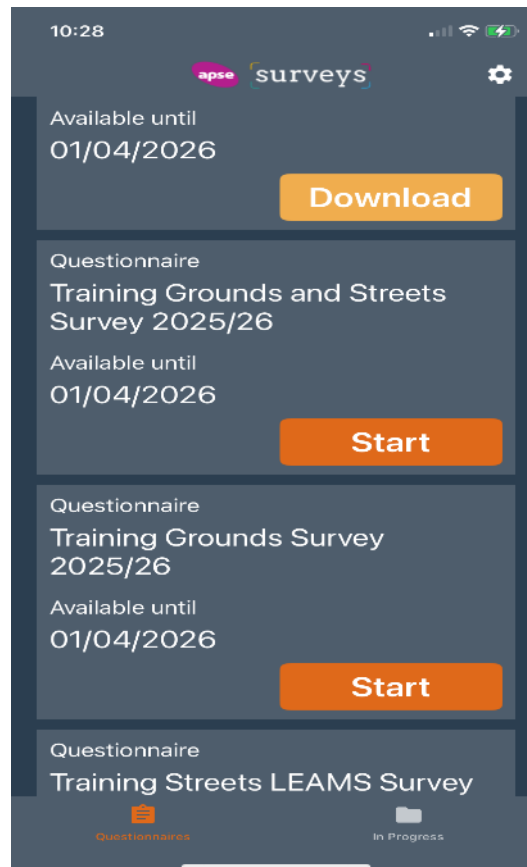
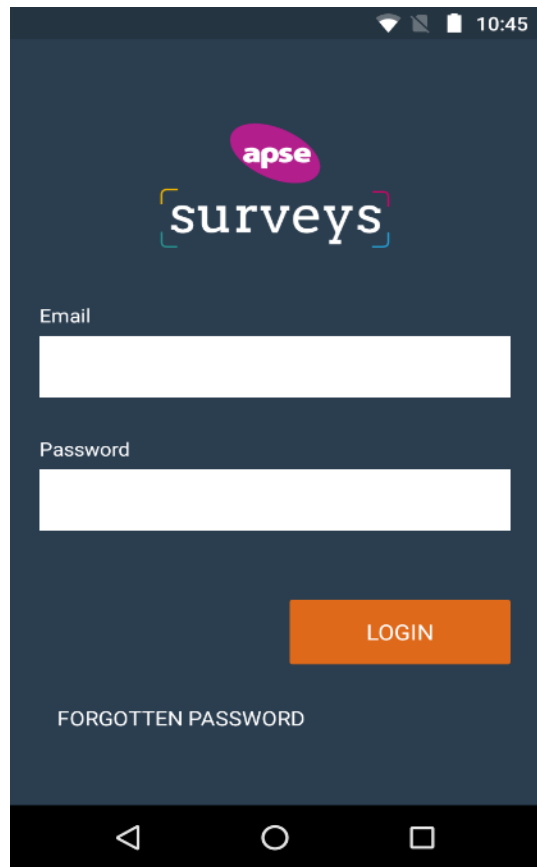
apse performance networks

Whole service comparison
LAMS grounds maintenance PI standings

Performance indicator	Number in service	Highest in service	Average for service	Lowest in service	Your output/score	Standing in service	Top quartile mark	Quartile achieved
PI L02 - Percentage of sites classed as acceptable (grounds maintenance)	28	100.00%	95.49%	87.41%	100.00%	1	99.18%	1
PI L10 - Percentage of sites classed as acceptable (grass cutting)	26	100.00%	96.10%	87.07%	100.00%	1	99.55%	1
PI L11 - Percentage of sites classed as acceptable (shrub bed maintenance)	23	100.00%	88.86%	61.54%	96.97%	8	97.65%	2
PI L12 - Percentage of sites classed as acceptable (flower bed maintenance)	18	100.00%	95.01%	84.78%			100.00%	
PI L03 - Percentage of sites classed as acceptable (litter)	28	100.00%	95.85%	81.82%	100.00%	1	98.85%	1
PI L04 - Percentage of sites classed as grade A (fly tipping)	28	100.00%	94.27%	80.88%	97.40%	10	98.85%	2
PI L13 - Percentage of sites classed as grade A (fly posting)	27	100.00%	99.81%	98.68%	98.68%	27	100.00%	4
PI L05 - Percentage of sites classed as acceptable (dog fouling)	28	100.00%	99.55%	96.92%	100.00%	1	100.00%	1
PI L06 - Percentage of sites where bins were overflowing	27	13.04%	4.30%	0.00%	5.41%	20	0.93%	3
PI L07 - Percentage of sites containing bins classed as acceptable (bin structure)	25	100.00%	96.20%	78.72%	93.94%	19	100.00%	3
PI L08 - Percentage of sites containing bins classed as acceptable (bin cleanliness)	25	100.00%	96.30%	78.72%	87.50%	24	100.00%	4
PI L09 - Percentage of sites classed as unacceptable (hard surface weeds)	28	42.54%	12.18%	0.00%	4.41%	8	4.41%	2

Two parts to the process for all our systems

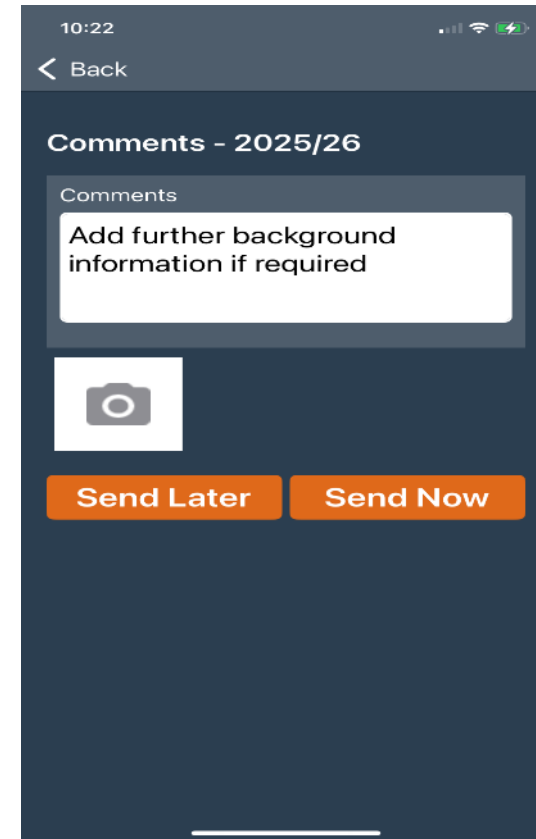
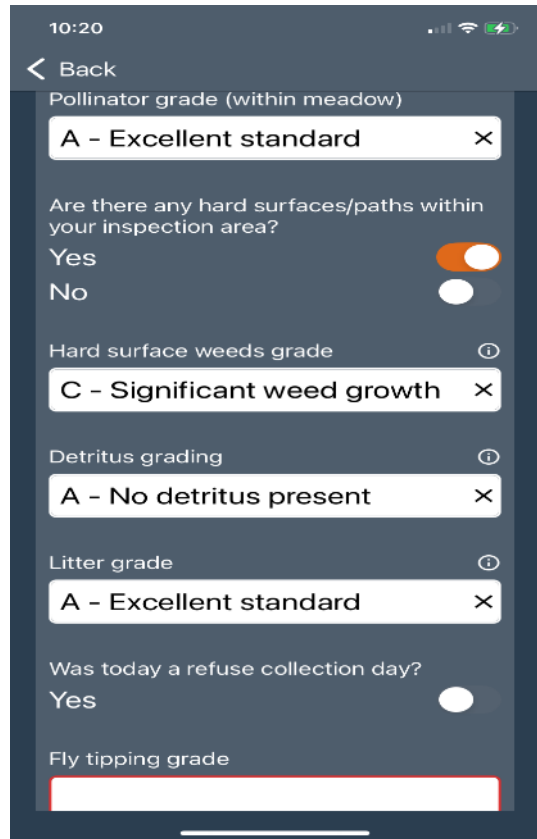
Part 1 - Inspections – using the App - out in the field.





Two parts to the process for all our systems

Part 1 - Inspections – using the App - out in the field.



Two Parts to the Process

Part 2. Approvals – reviewing and exporting the data – using the dashboard at your workspace.

surveys Surveys Organisation Hello Helen Taylor Logout

Survey data for approval

Review your answer sets for your surveys below. Expand each answer set to view answers and take appropriate action

+/- Show or hide answer set

+/- Show or hide answer set

Actions	Location	Select a ward -	Zone	Land Type	Grounds Maintenance Grading	Hard surface weeds grading	Litter Grading	Detritus Grading	Fly Tipping Grade	Dog Fouling Grade	Bins Overflowing	Bin structural Grade	Bin Cleanliness Grade	Graffiti Grade	Staining Grade	Ground Condition Grade	Wat Grad
<input type="radio"/> Approve <input type="radio"/> Not approved	3B Tun Lane, Barnsley, S72 9BZ	Abram Ward	1	MR	C	C	A	A	A	A	N/A	-	-	A	C	-	-

+/- Show or hide answer set

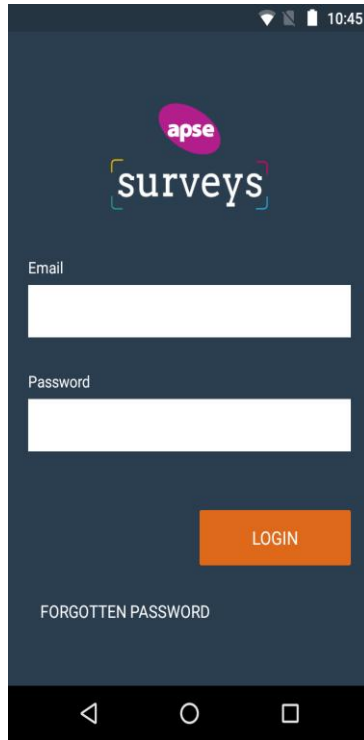
+/- Show or hide answer set

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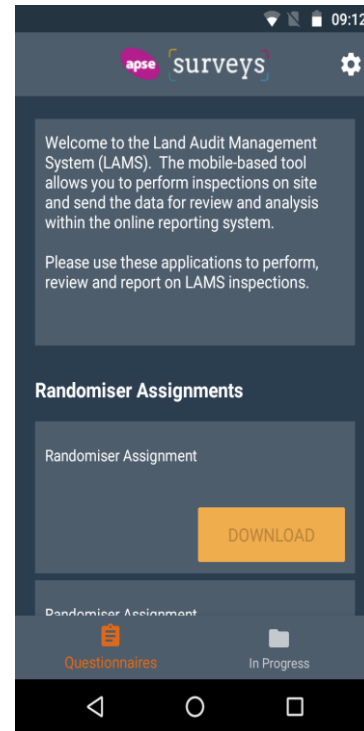
© 2018 - Bbits Survey v1.0.17



USING THE APSE RANDOMISER IN THE APP



On opening the app, login with the email and password you normally do.



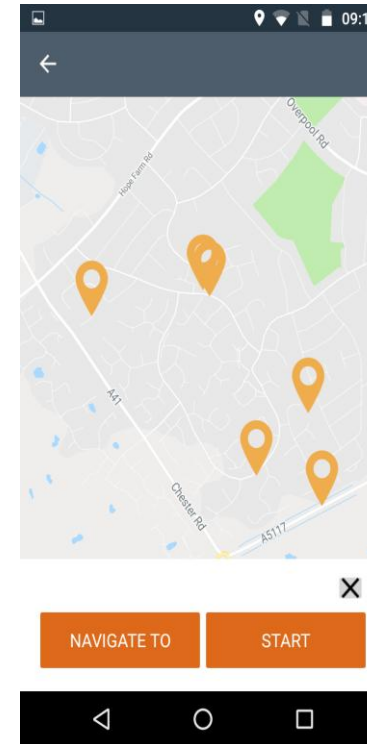
If you have been assigned any randomiser sets of locations they will show above your Questionnaires.

Click the Download opens the map displaying all your locations – it also starts the timer for 48 hours to complete the list.



A randomiser list opens the map with all the locations in the list plotted.

Select a pin, the nearest to your location (shown as a blue dot). And you get a Navigate and Start button.



Navigate – takes you out to your native mapping application and directions.

Start – starts and opens (as if from the front screen) the relevant survey for the location you selected to complete the inspection.



Grounds Maintenance LAMS - findings

Bin cleanliness

Fly tipping

Grass cutting

Bin structure

Dog fouling

Litter

Bins overflowing

Hard surface weeds

Fly posting

Shrub bed maintenance

Grounds maintenance





Climate change module



Climate Change report



Climate Change

Authority filters

Authority hectareage

Authority population

Authority type

Unitary Council

Metropolitan
Borough

London Borough

District Council

Data filters

Net zero target year

Coastal percentage

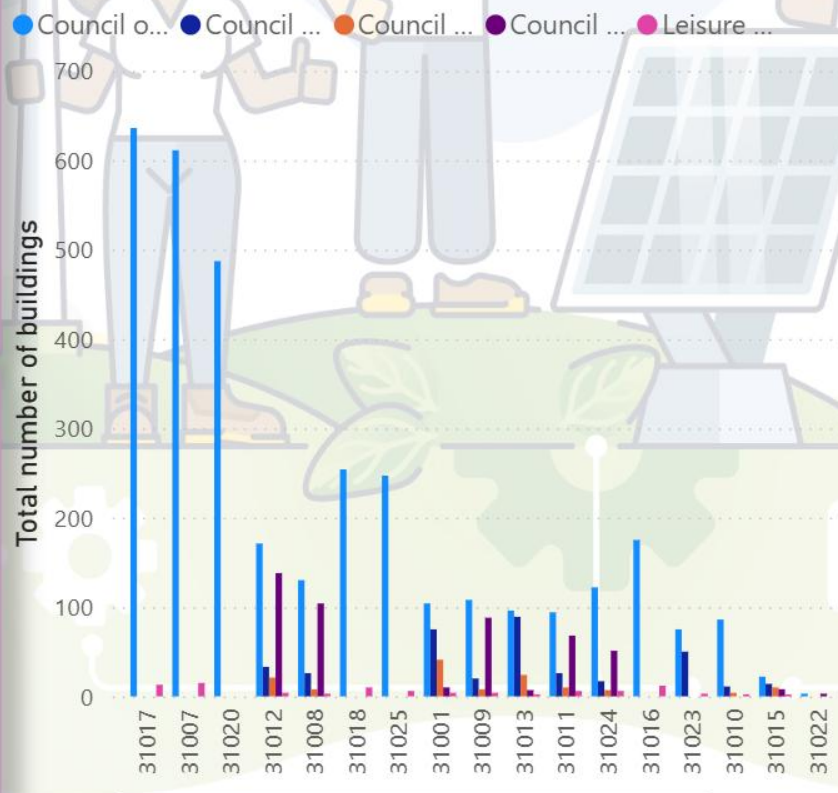
Climate Change

Council Buildings

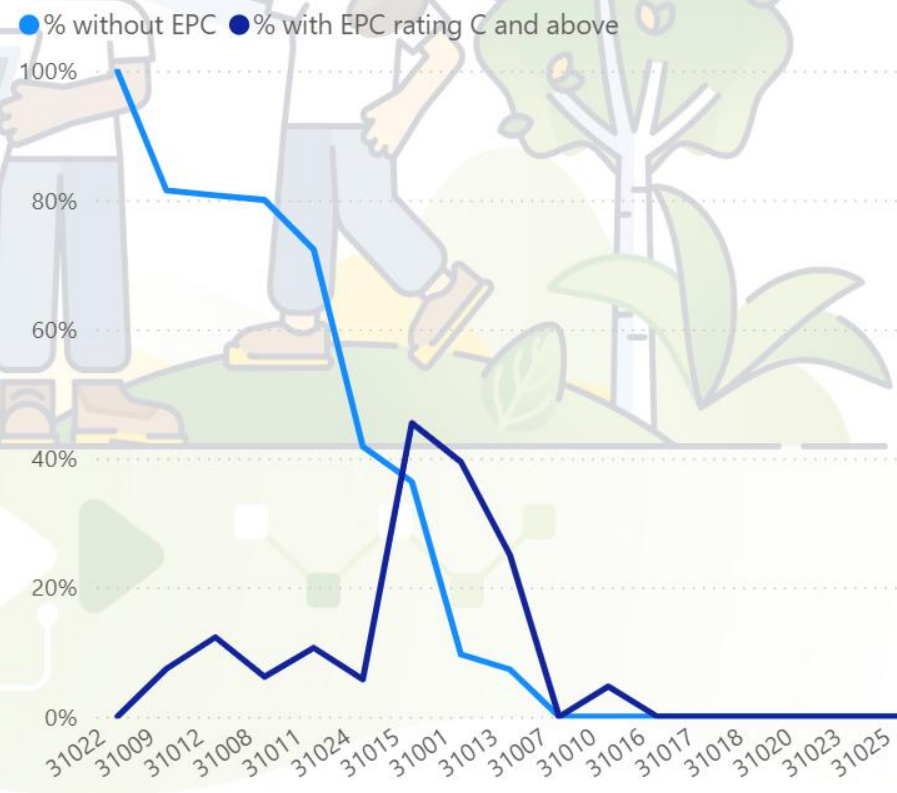
PIN	Council owned non-domestic buildings	Council owned non-domestic buildings with EPC	Council owned non-domestic buildings with EPC rating C or above
31001	104	75	4
31007	611	0	0
31008	130	26	0
31009	108	20	0
Total	3421	361	13

PIN	% of council owned non-domestic buildings with an EPC rating of C and above	% of council owned non-domestic buildings without an EPC
31001	39.42%	9.62%
31007	0.00%	0.00%
31008	6.15%	80.00%
31009	7.41%	81.48%
31010	4.65%	0.00%
31011	10.64%	72.34%
Total	3.89%	13.94%

Total number of buildings by type



% of council owned non-domestic buildings by EPC status



Climate Change

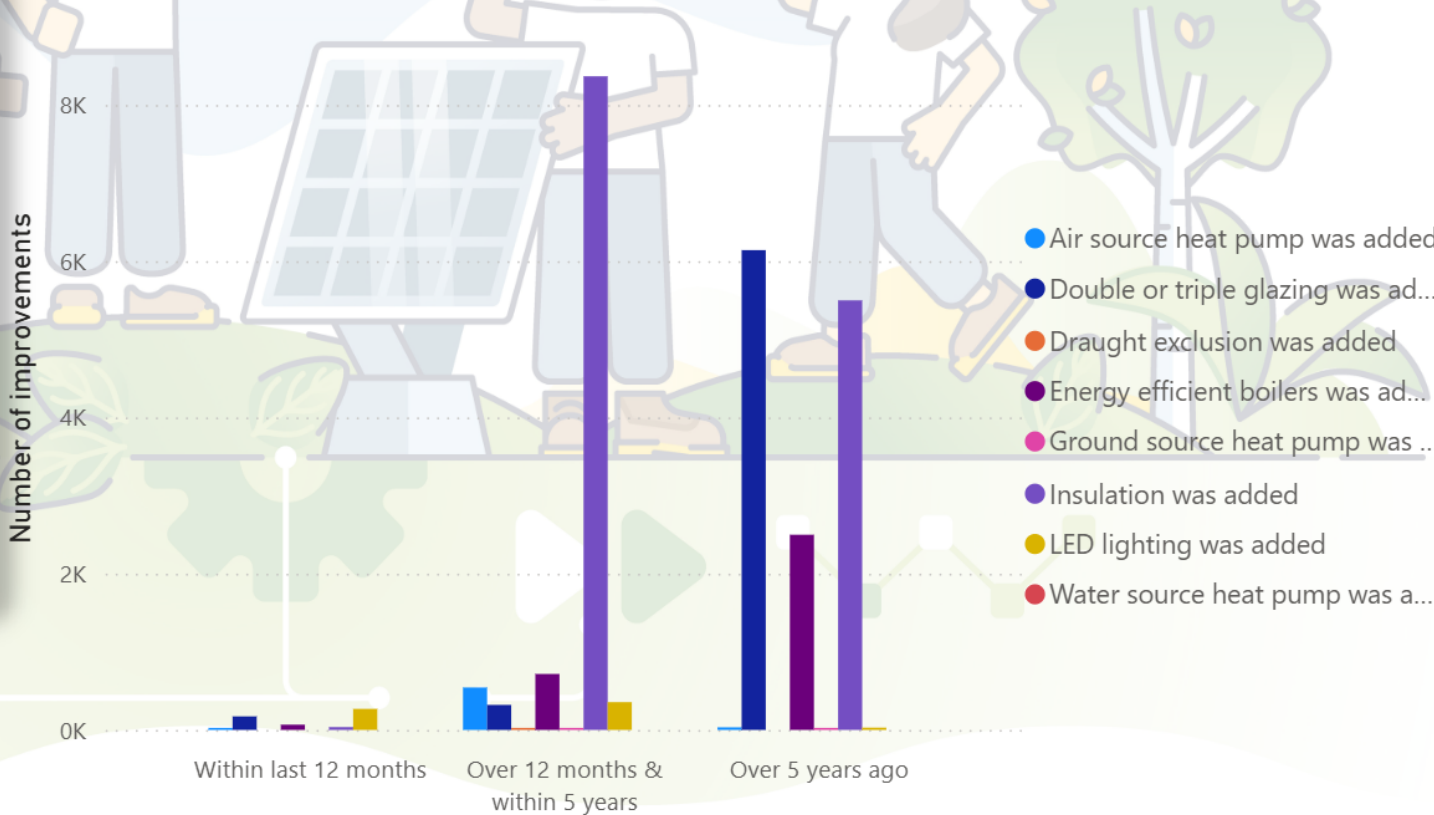
Energy efficiency (in whole building stock)

PIN selection ▼

All ▼

Energy efficient improvement	Within last 12 months	Over 12 months & within 5 years	Over 5 years ago	Total
Air source heat pump was added	25	543	33	601
Double or triple glazing was added	173	320	6141	6634
Draught exclusion was added	0	1	0	1
Energy efficient boilers was added	67	716	2498	3281
Ground source heat pump was added	0	1	12	13
Insulation was added	36	8366	5498	13900
LED lighting was added	269	355	29	653
Water source heat pump was added	0	0	0	0
Total	570	10302	14211	25083

Total energy efficiency improvements by period





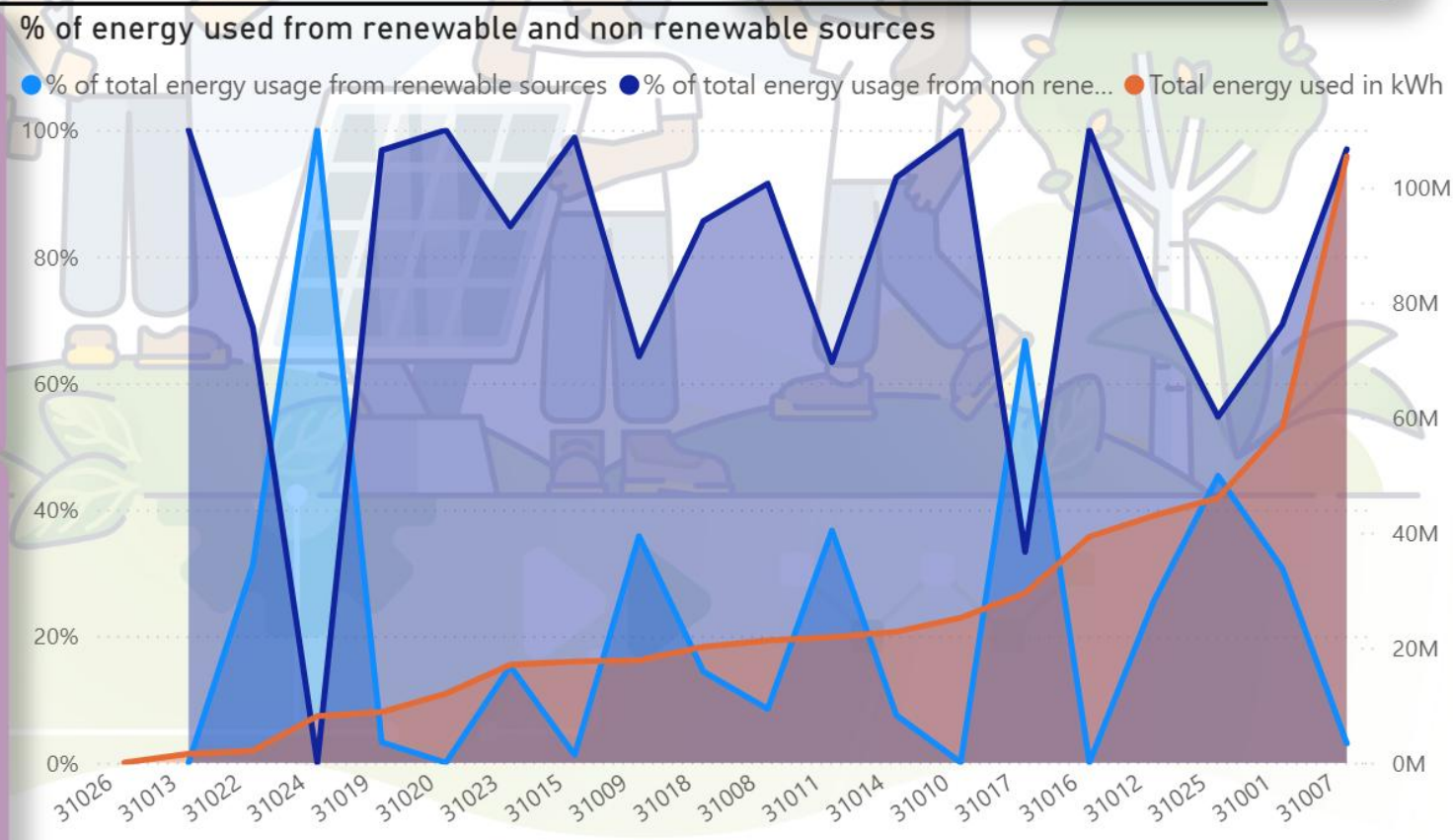
performance networks

Climate Change

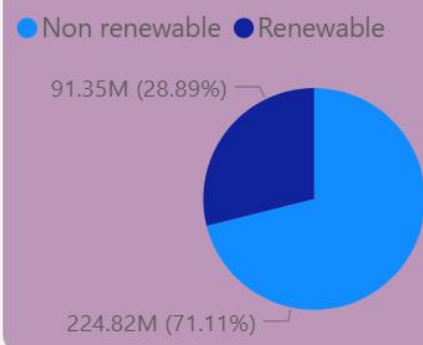
Renewable energy

PIN selection

Renewable energy source	Electricity Exported	Electricity Used	Heat Exported	Heat Used
Biogas (all including CHP)	0	0	0	0
Biomass	0	657,240	0	4,000,000
Hydro	296,615	2,244	0	0
Landfill gas CHP	13,819,256	66,424	0	0
Other	0	0	0	0
Solar PV	12,153,335	9,678,273	0	0
Solar thermal	0	0	0	0
Wind	3,180,279	9,074	0	0
Total	29,449,485	10,413,256	0	4,000,000



Energy purchased from external supplier by type



518M
Total energy usage in kWh

NEW MUNICIPALISM

Delivering for local people and local economies

Contact Details

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