



# Streetscene – How are we performing?

**Debbie Johns**

**Head of APSE Performance Networks**

# THE WORD ON THE STREET



## **State of the Market Survey 2021**

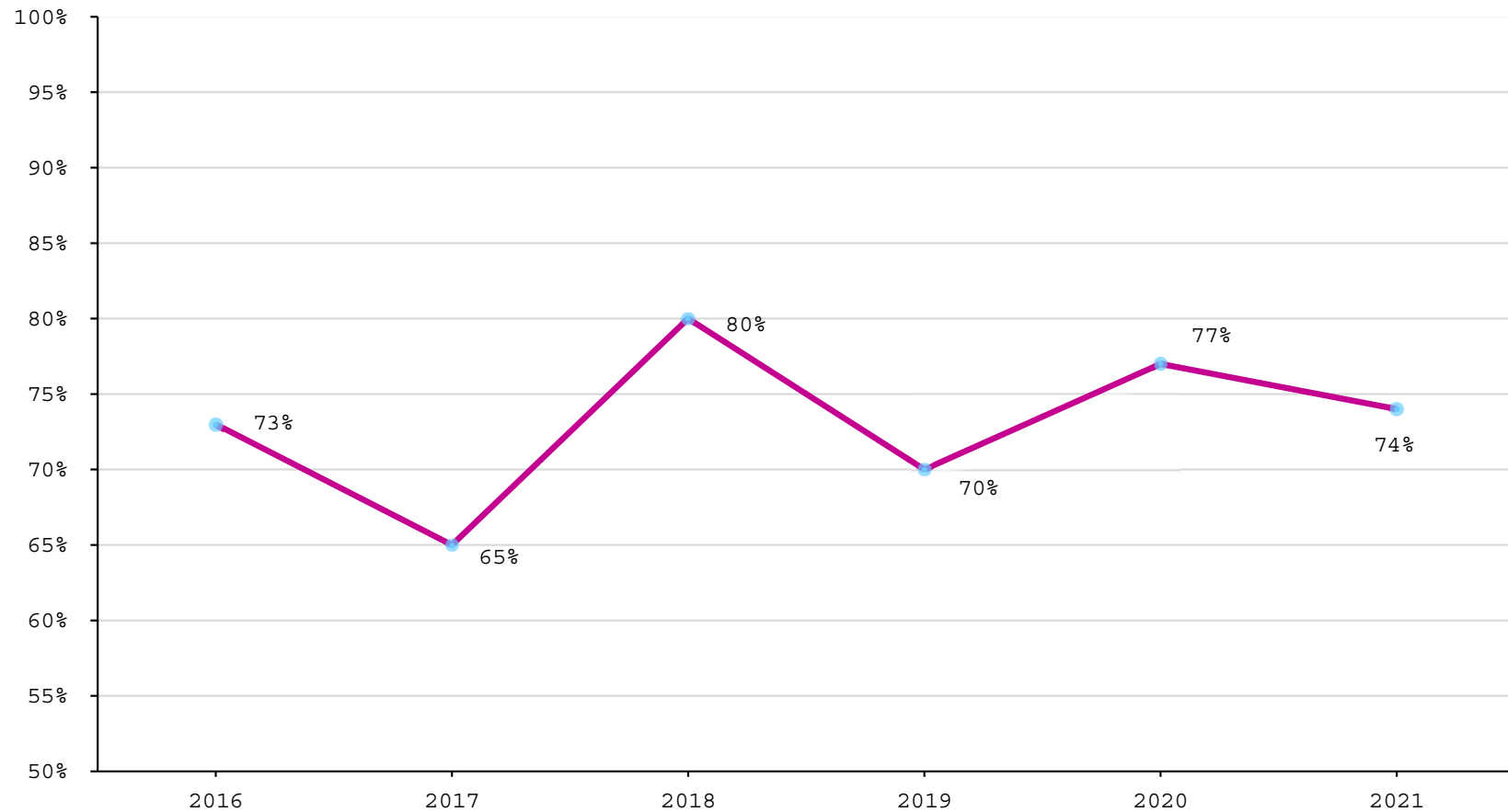
### **Local Authority Street Cleansing Services**



# APSE State of the Market 2021

**“74% indicated that they are part of an integrated streetscene service”**

**Street cleansing as part of integrated service delivery**



# APSE State of the Market 2021

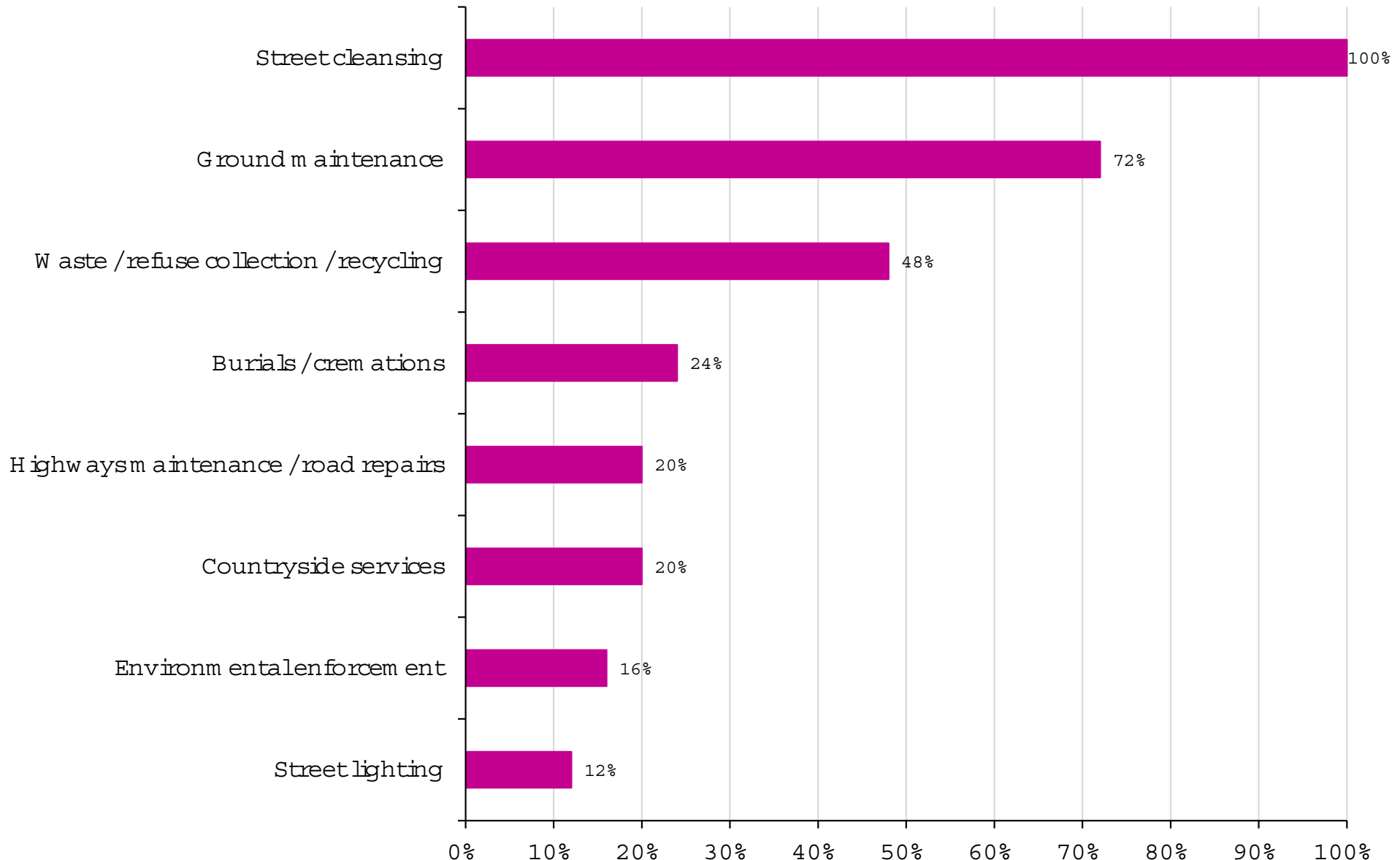
**“Of those who stated that they were not already part of an integrated streetscene service, **27%** expected to become part of an integrated streetscene service in the near future,”**

Expecting to implement integrated streetscene next year



# APSE State of the Market 2021

If yes, which services are jointly delivered by front-line staff within your streetscene department



# What's the word on the street?

- **Does service structure really make a difference?**
  - **Streetscene benchmarking data**
- **How do we measure and ensure quality**
  - **LAMS/LEAMS**
- **Is there a most effective streetscene model?**
  - **Conclusions**

# What's the word on the street?

## Three distinct groupings of authorities responding

- **SS1** - Fully integrated, Streetscene service
- **SS2** - Integrated service at management level
- **SS3** - Separate service areas



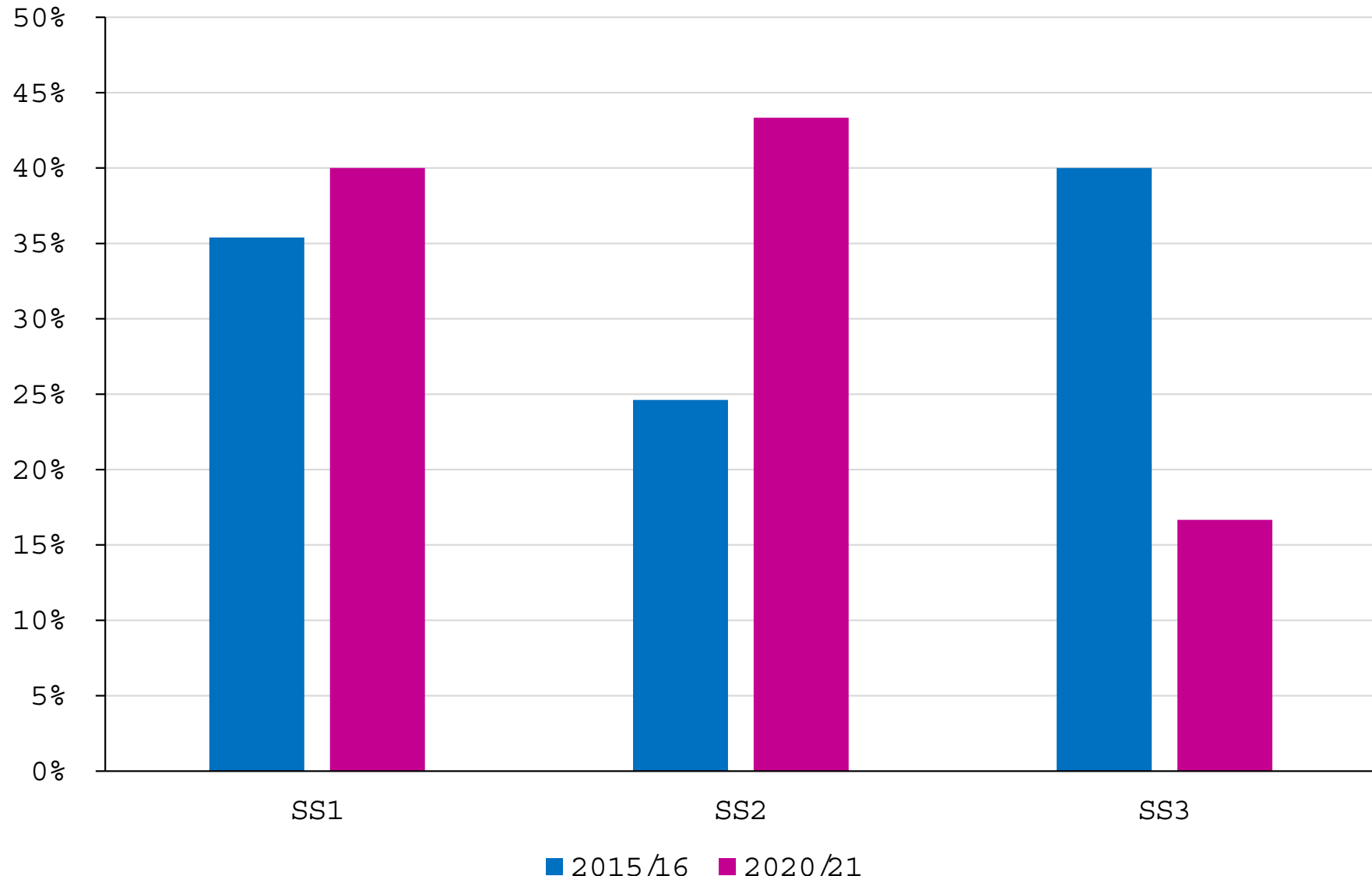


# **What APSE's performance data is telling us**

## **2020/21 data analysis**

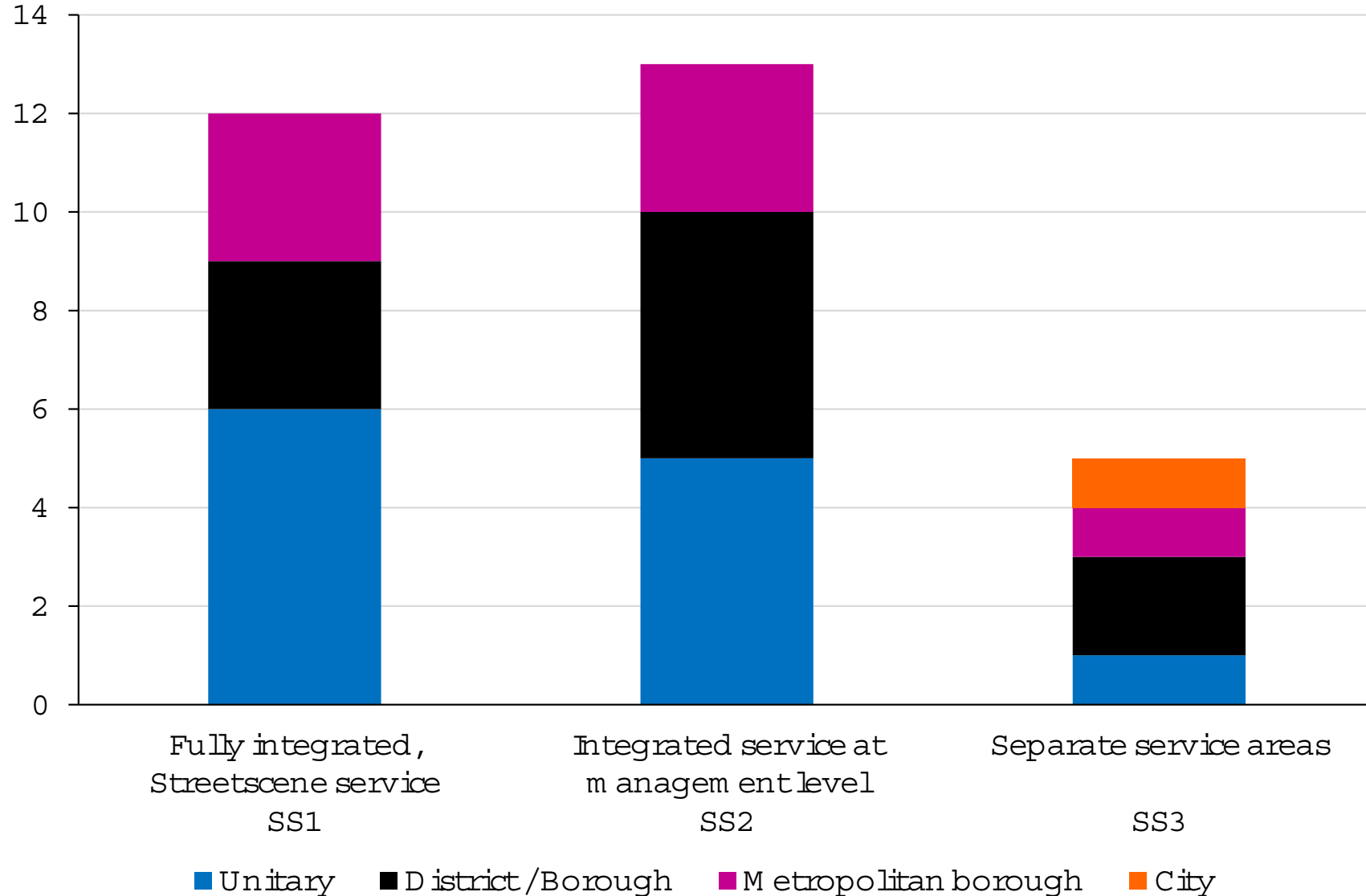
# Profiles

## Proportion of participants by Streetscene Group



# Profiles

## Streetscene profile - number of councils (by type of authority)



# Profiles

Using median (mid-point) of data range)

	SS1	SS2	SS3
Population	143,070	222,412	178,985
Area (hectares)	31,855	14,229	27,560
Population density	4.77	10.38	5.43
FTE staff - street cleansing	24.66	49.99	30.28
No. of street cleansing vehicles	13.35	22.00	14.00
Average grass cuts (Parks)	15	15	15
Average grass cuts (other)	12	14	12
Hectares maintained per 1,000 head of population	2.69	4.86	3.41

# Profiles

## **SS1 – Fully integrated, Streetscene service**

- Typically have the lowest population and population density.
- Of the 12 authorities in this group this time, 9 of them (75%) have a population of between 100,000 and 200,000. Only 1 of them has less than 100,000.
- They tend to be on average the largest authorities in terms of area covered (hectares).
- Lowest number of full-time equivalent staff employed on Street Cleansing.
- The number of street cleansing vehicles remain the lowest.

# Profiles

## **SS2 – Integrated service at management level**

- Previously the lowest median population and boundary area but the highest population density. This has changed over recent years and this group now has the highest population on average.
- Of the 13 authorities in this group this time, 7 of them (54%) have a population greater than 200,000. 1 of the 13 have a population of less than 100,000.
- It appears to potentially reflect moves by some of the larger authorities into a jointly-managed but not jointly-operated service.
- This is also reflected in the increased numbers of staff and vehicles employed, significantly higher than the other two groups.

# Profiles

## **SS3 – Separate service areas**

- Average population density has reduced, as more of the big city councils move to integrated services at management level.
- Of the 5 authorities in this group this time, 2 of them (40%) have a population greater than 200,000. 1 of the 5 have a population of less than 100,000.
- The number of grass cuts in high-profile Parks is similar throughout the family groups.
- The lowering of cuts in other areas shows where budget deficits are having an effect.

# Data Analysis

## Costs

	SS1	SS2	SS3
Parks - median cost per household	-	£32.07	£28.97
Street cleansing - median cost per household	-	£26.43	£26.31
Total median cost per household	£77.20	£63.76	£50.87
=====	=====	=====	=====
Median management cost as a % of total costs	9.50%	6.62%	9.23%



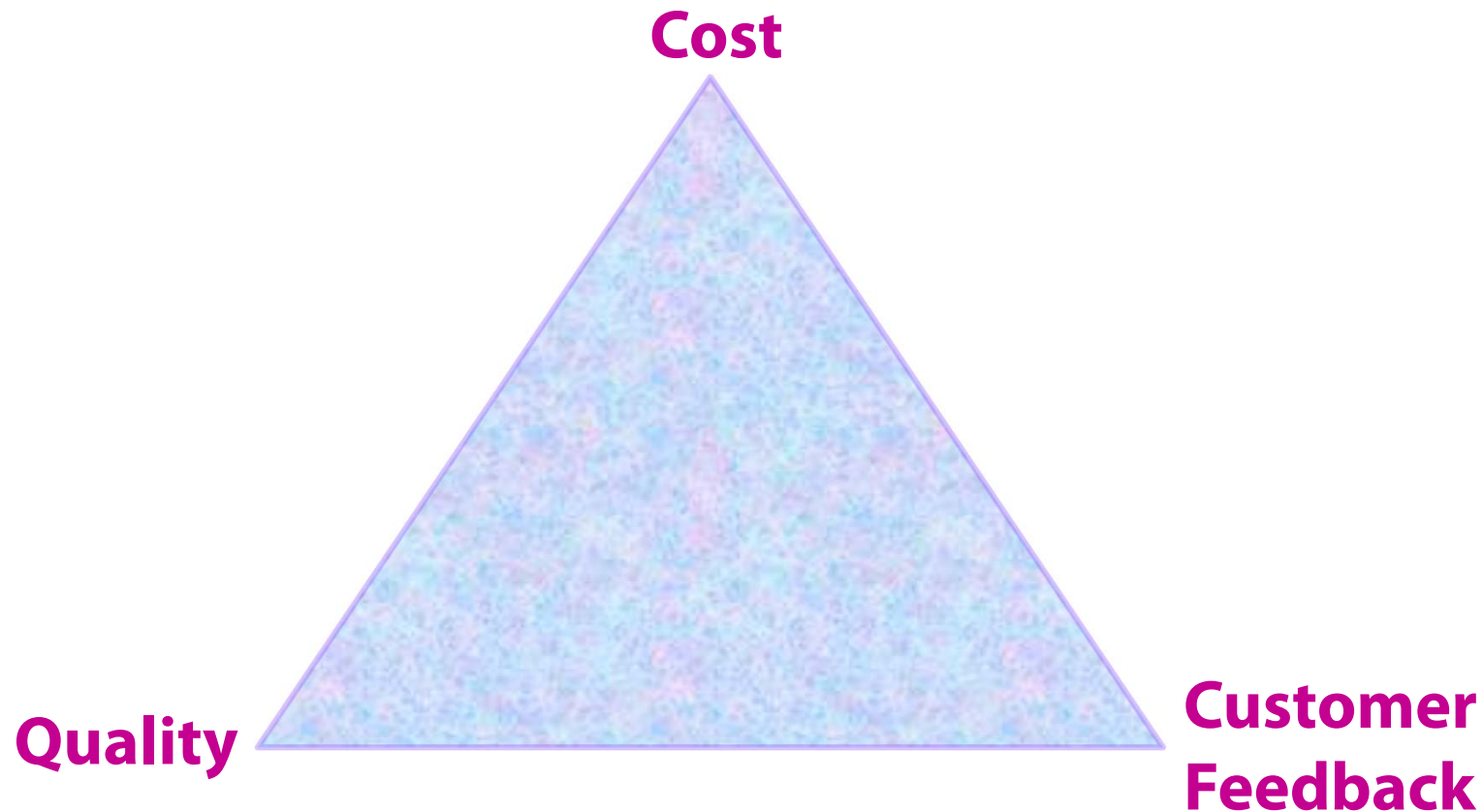
# Data Analysis

## Costs

- Previously, the data has shown that having an integrated Streetscene service, being the most expensive, has no benefit in terms of efficiency savings.
- But this did not account for cost prior to integration and whether savings had already been achieved by integrating.
- The new model collects total streetscene costs so other services aside from street cleansing and parks could be in this total. Hence, why it may be more expensive.
- Need to look at other factors such as supervisory needs

# Data Analysis

**'Balanced scorecard' – it's not just about cost!**





**How do we measure and  
ensure quality?**



**Whatever the approach, how do you know if it's working?**



apse

If you can't  
**MEASURE** it  
you can't **MANAGE** it.





# What APSE's performance data is telling us

**2020/21 data analysis  
- continued**

# Data Analysis

## Percentage of sites classed as acceptable (combined litter and detritus)

	SS1	SS2	SS3
2020/21 Cleanliness: street cleansing (median %)	96.26%	98.75%	93.31%
2019/20 Cleanliness: street cleansing (median %)	94.85%	96.45%	91.10%

# Land Audit Management System (LAMS)

**apse** performance networks

**Benchmark your grounds maintenance and wider street scene services through the use of APSE's Land Audit Management System (LAMS)**

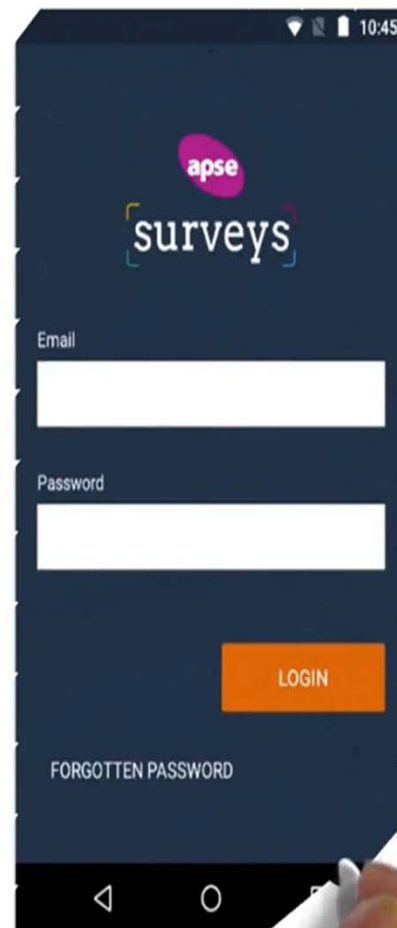




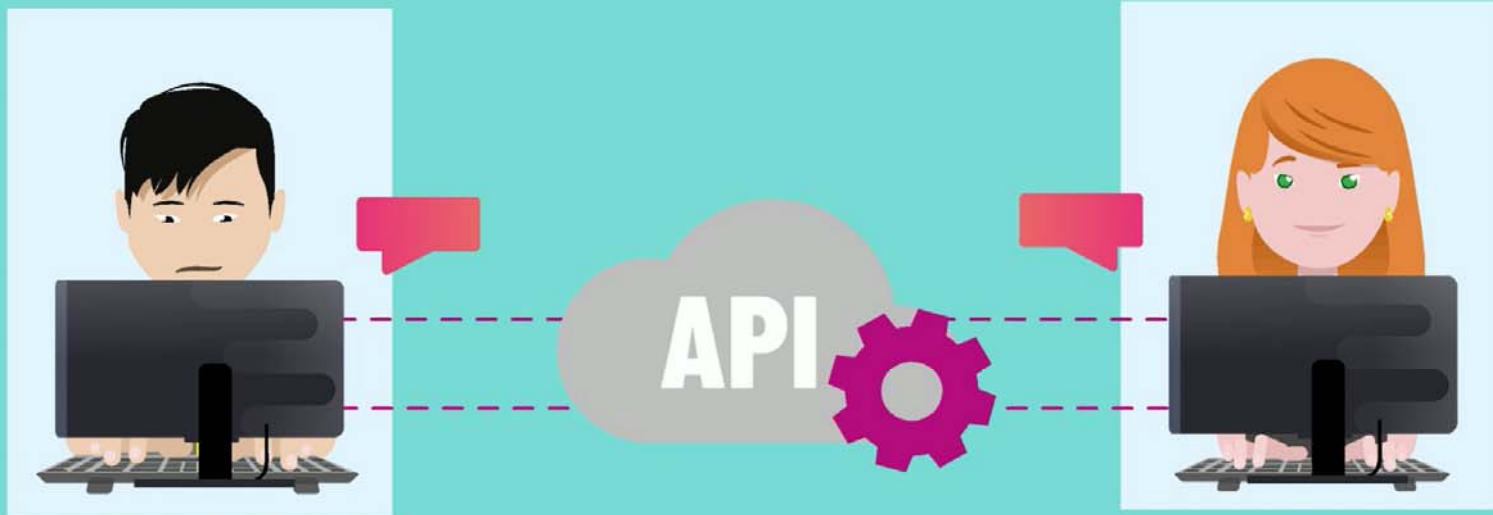
# Land Audit Management System (LAMS)

- A consistent quality audit of grounds (and streets) maintenance standards
- Developed in Scotland and rolled out on a UK wide basis
- Monitor grounds maintenance, also can be applied to street cleansing for a total street scene quality score
- Simple and effective performance measuring system
- 'what the public would see' rather than requiring a technical inspection

# Land Audit Management System (LAMS)



# Integrating with your existing systems



# Data Analysis

## Customer Satisfaction Surveys

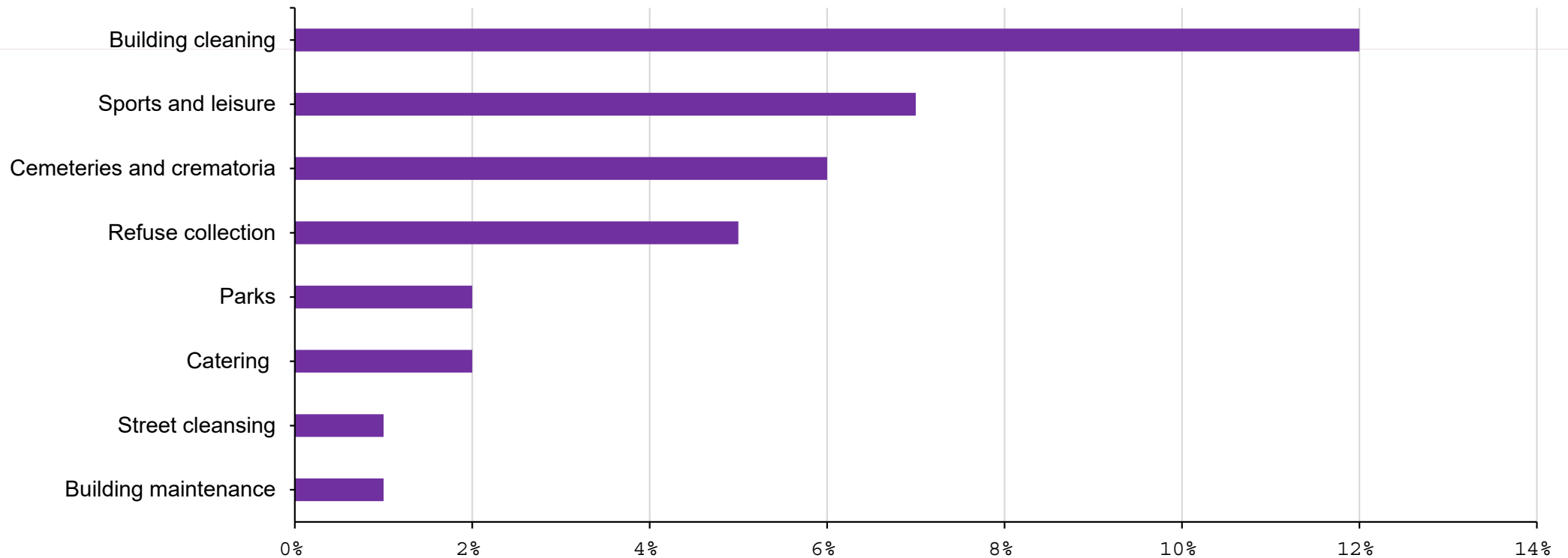
	SS1	SS2	SS3
2020/21 Customer satisfaction: street cleansing (median %)	98.34%	61.00%	68.00%
2019/20 Customer satisfaction: street cleansing	63.00%	82.80%	68.00%
2020/21 Customer satisfaction: parks (median %)	97.91%	82.00%	77.05%
2019/20 Customer satisfaction: parks	98.80%	77.00%	67.00%

# Conclusions

- **More councils are moving towards fully integrated or jointly-managed Streetscene arrangements**
- **Demographics generally shows certain types of authority favouring this approach**
- **BUT ... more larger councils are moving towards integrated solutions in order to meet austerity targets**
- **SS1 has improved quality and customer satisfaction results**
- **APSE to continue to monitor relationships between cost, quality and customer satisfaction**

# Impact of Covid – where are we going?

% additional spend on PPE and other Covid related costs



## Increases in....

### Building cleaning

Cost per scheduled input hour 4% increase

### Catering

% change in trading deficit 60% increase

### Parks

% change in cost per household for maintenance 3% increase

### Refuse collection

% change in net operational expenditure 12% increase

## Decreases in....

### Roads and highways (planned maintenance)

Spend on carriageways 26% less than budgeted

Spend on footways 16% less than budgeted

### Street lighting

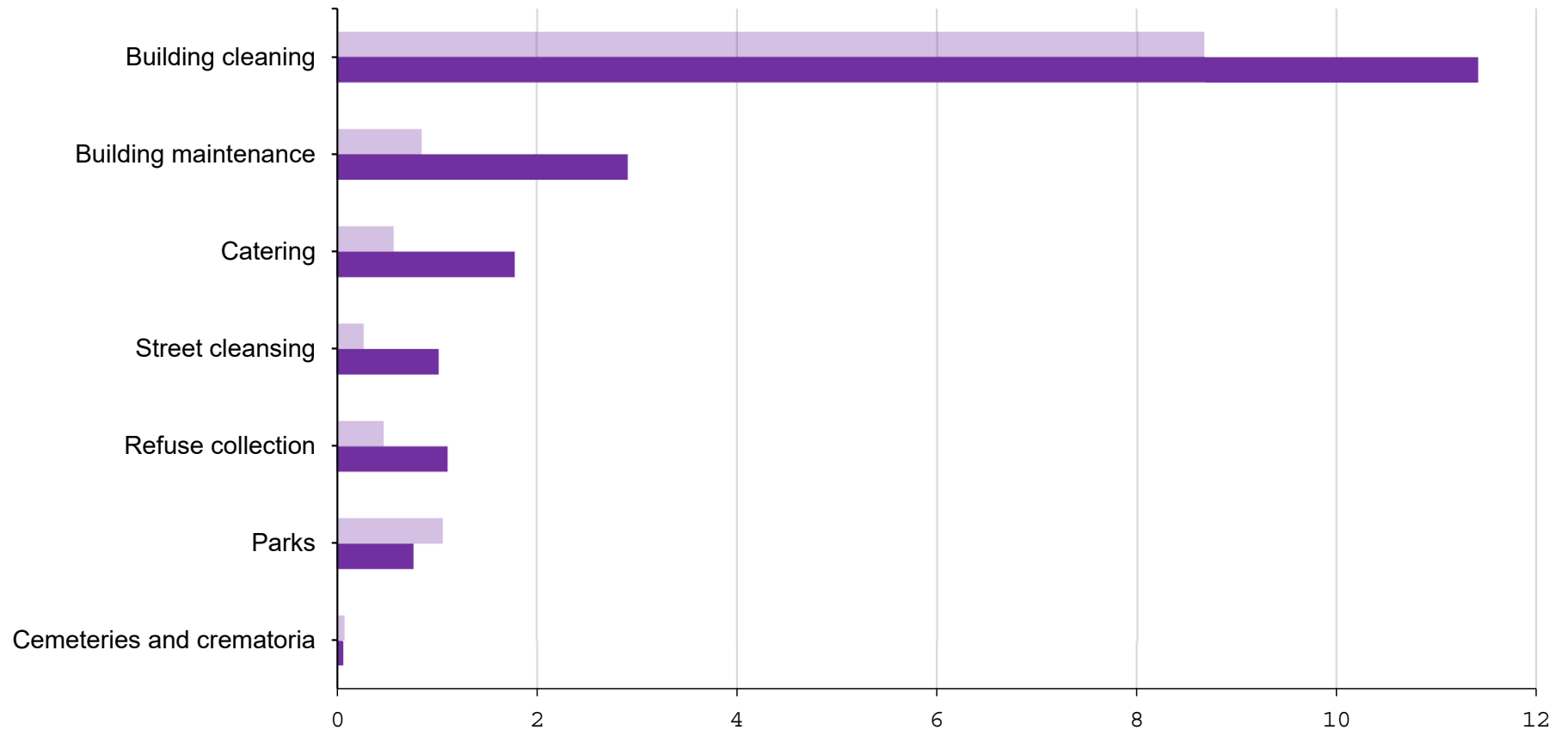
Cost of maintaining street lights 3% reduction

### Sports and leisure

% change in expenditure 39% reduction

# Impact on staff

FTE staff lost as a result of .....



	Cemeteries and crematoria	Parks	Refuse collection	Street cleansing	Catering	Building maintenance	Building cleaning
■ Advisory shielding	0.08	1.06	0.47	0.27	0.57	0.85	8.67
■ Covid positive test, Track and Trace / advisory self isolation, quarantine, business closure	0.06	0.77	1.11	1.02	1.78	2.91	11.42

**Change in front line staff numbers  
(includes agency and casual)**

Parks -5%  
 Refuse collection -1%  
 Street cleansing 0%  
 Cemeteries and crematoria (total staff) 3%

# Changes in service provision

## Service suspensions

### Refuse collection

Overall % councils who suspended any services

69%

% suspended green waste collections

50%

% suspended food waste collections

17%

% suspended dry recyclables collections

17%

% suspended bulky household collections

46%

## Service requests

### Street cleansing

% change in

Fly tipping

45%

Emptying litter bin requests

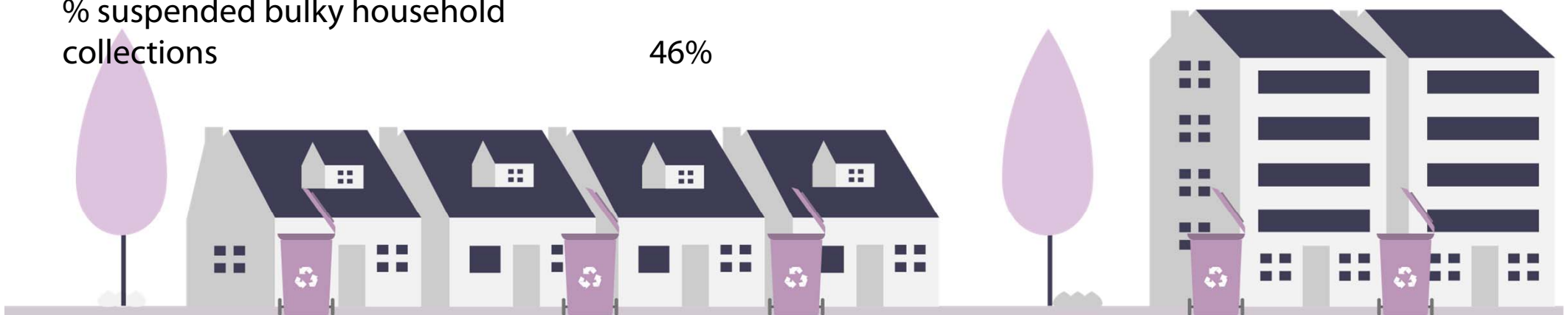
32%

Emptying dog bin requests

31%

Litter pick requests

2%





# Street Cleansing LAMS

Litter

Dog Fouling

Bin structure

Graffiti

Fly posting

Flytipping

Overflowing  
Bins

Bin  
cleanliness

Staining/Gum

Weeds

Detritus



# Grounds Maintenance LAMS

Grounds Maintenance

Fly Tipping

Bin structure

Grass Cutting

Flower Beds

Litter

Overflowing Bins

Bin cleanliness

Shrub Beds

Fly posting

Dog Fouling

Hard surface Weeds



# THE WORD ON THE STREET

THE  
LAST  
WORD.

# **NEW MUNICIPALISM**

Delivering for local people and local economies

# Contact Details

Debbie Johns  
Head of performance  
networks

DJohns@apse.org.uk  
07834334193



**Association for Public  
Service Excellence  
3rd Floor, Trafford House,  
Chester Rd, Stretford,  
Manchester,  
M32 0RS**

**telephone:** 0161 772 1810  
**web:** [www.apse.org.uk](http://www.apse.org.uk)