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Association for public

service excellence

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What's happening in frontline services

Debbie Johns | APSE Head of Performance Networks







		Since 21-22
Building maintenance	Total annual expenditure	+22%
Street cleansing	Cost of street cleansing service per household	+19%
Refuse collection	Cost of refuse collection service per household	+18%
Parks	Maintenance investment per hectare of maintained land	+15%
Catering	Total cost per lunchtime meal - primary schools	+13%
Building cleaning	Cost per scheduled input hour	+11%
Street lighting	Cost per streetlight	-7%



Benchmarking unit costs – carriageway planned maintenance schemes

23-24

11.2 million sq meters treated for planned maintenance schemes Cost of £234 million £20.84 per sq meter

21-22

16.8 million sq meters treated for planned maintenance schemes Cost of £263 million £15.66 per sq meter

Comparison between the years

33% reduction in sq meters of carriageway planned maintenance schemes 11% reduction in budget



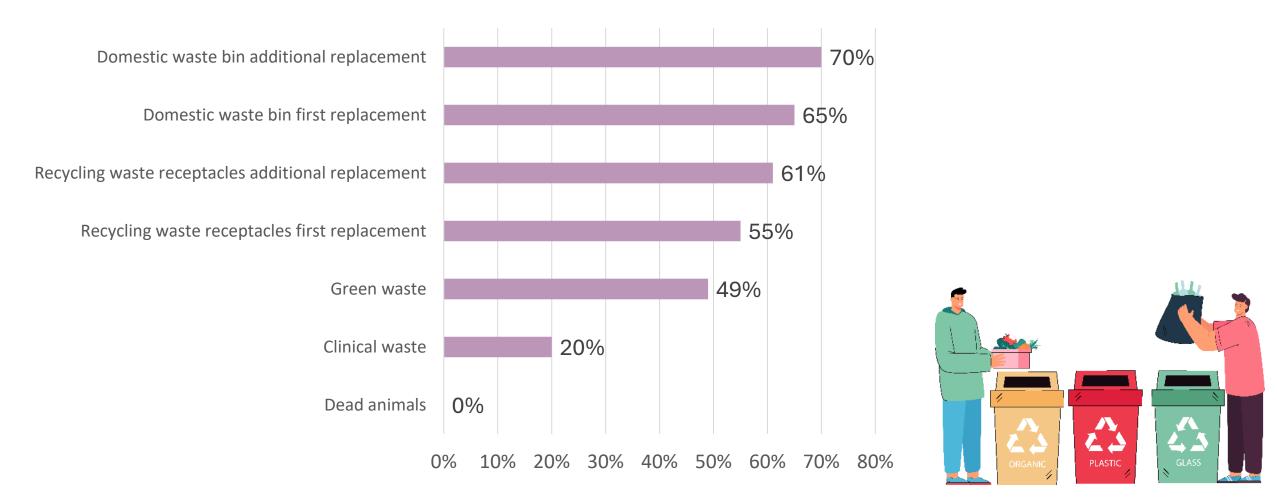


Building cleaning	% expenditure recovered through commercial income	2.65%
Parks	% operational expenditure covered by discountable income and external funding	11.68%
Street cleansing	% operational expenditure covered by discountable income	2.53%

Since 21-22									
Parks	Discountable / non-contract income	38%							
Refuse collection	Discountable / non-contract income	3%							
Education catering	Total income (cash / actual / free meal income)	14%							



% who charge for the following services (refuse collection)





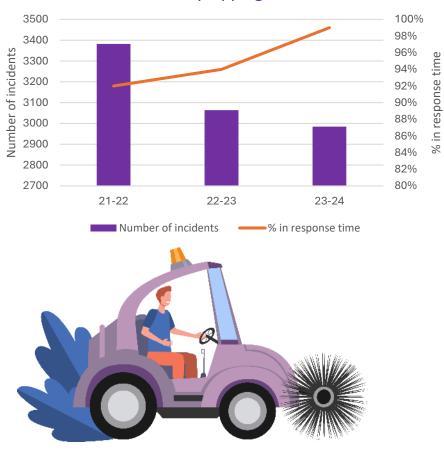
		21-22	22-23	23-24
Building cleaning	Total square metres cleaned per FTE employee	1417	1603	1673
Building maintenance	All jobs completed per full time operational employee	211	239	264
Catering	Primary and special school lunchtime meals served per staff hour	8.3	9.3	9.8
Roads/highways	Number of cat 1 defects (carriageways and footpaths)	23,220	27,581	29,853
	Number of the above dealt with in target time	21,827	25,357	26,055
Street lighting	Percentage of lamps restored to working condition within target time		82	84
Sports and leisure	Usage per staff hour	6.0	7.4	8.8

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Street cleansing continuing demands on service

Number of bins

Fly-tipping

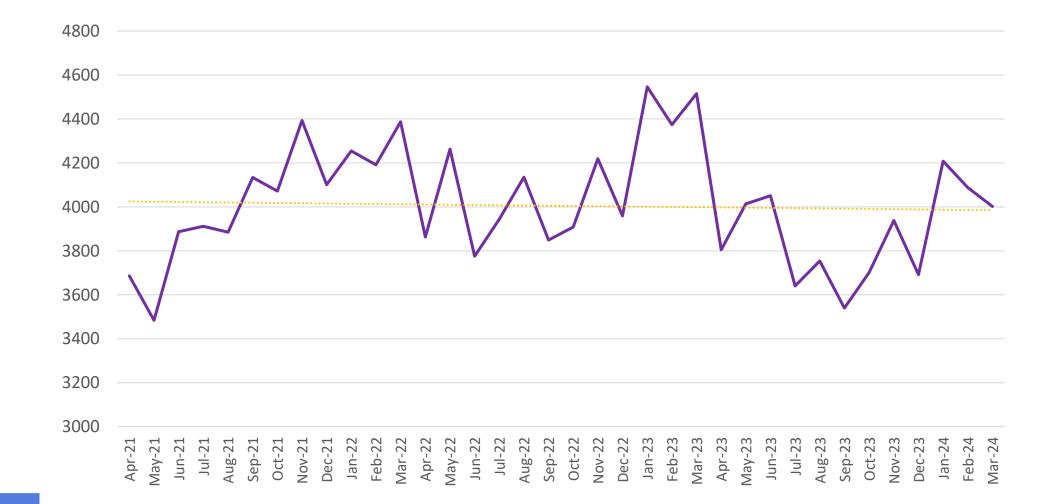


2200 1000 2010 900 2000 1866 1868 800 Number of service requests 1800 700 1600 600 500 1400 400 1200 300 1000 200 21-22 22-23 23-24 No of bins Bin emptying requests (dog and litter) -----Litter pick requests .

Dealing with litter and dog waste

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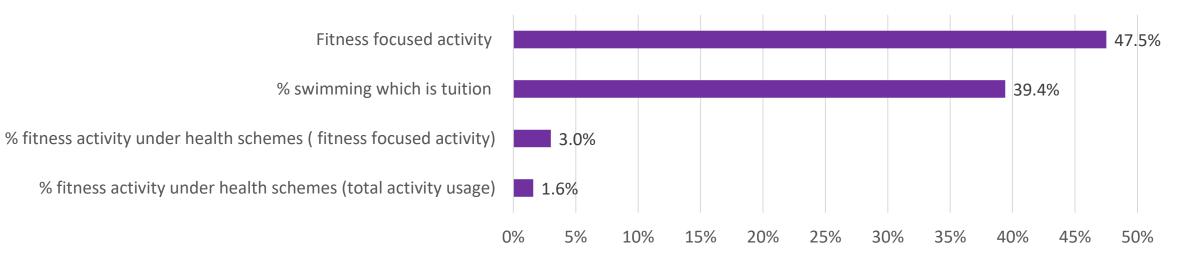




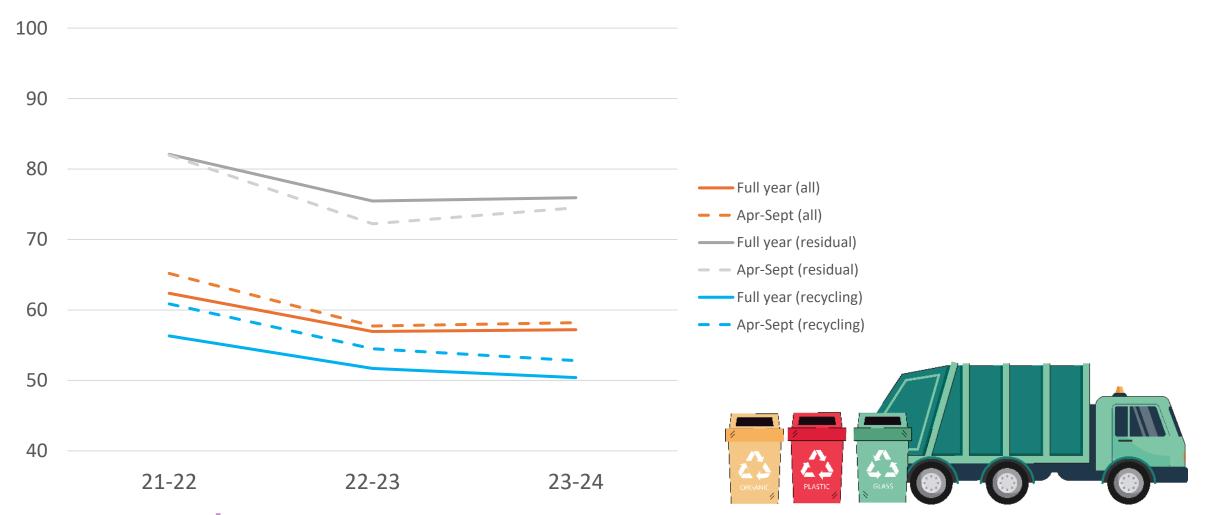
The changing face of leisure



	21-22	22-23	23-24
Expenditure increase			7.80%
Energy cost	£131,471	£270,921	£271,344
Usage recovery	223,841	302,633	332,139
Income recovery	£772,568	£1,048,570	£1,231,020
Opening hours	4,700	4,738	4,711
Staffing hours	37,230	38,507	37,911



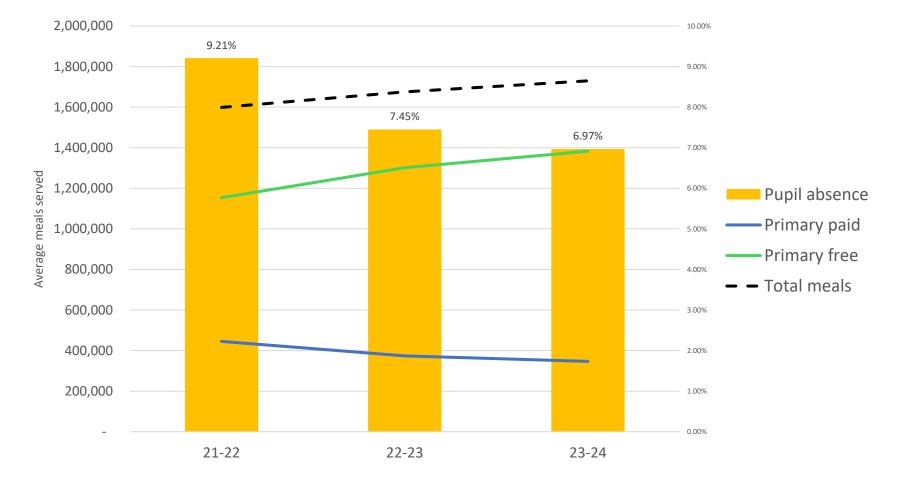




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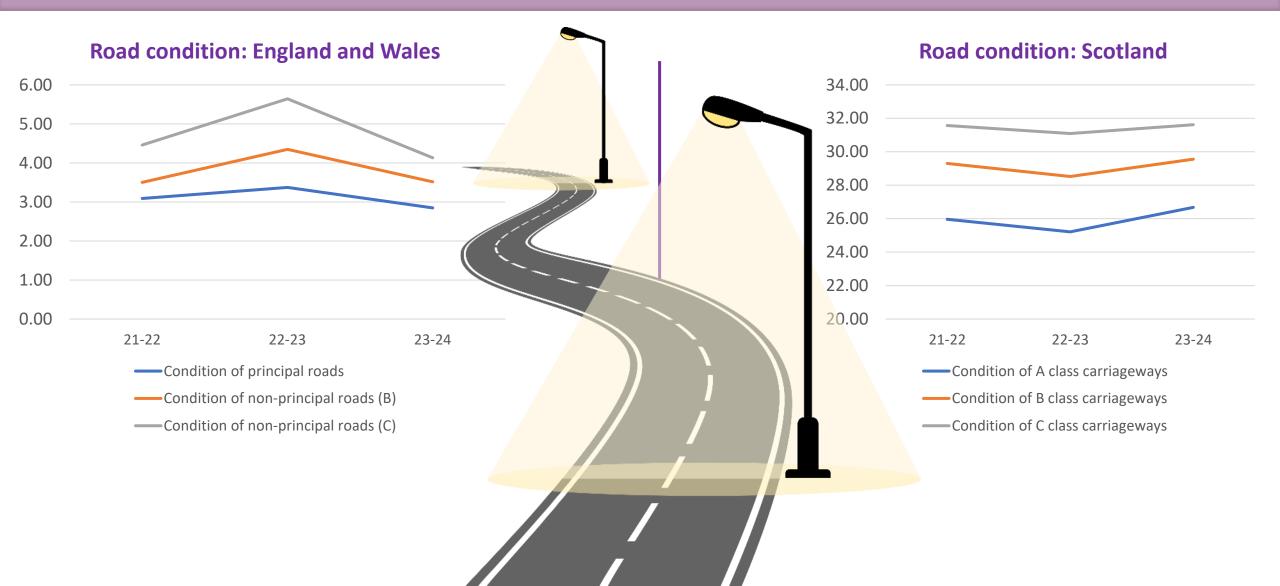






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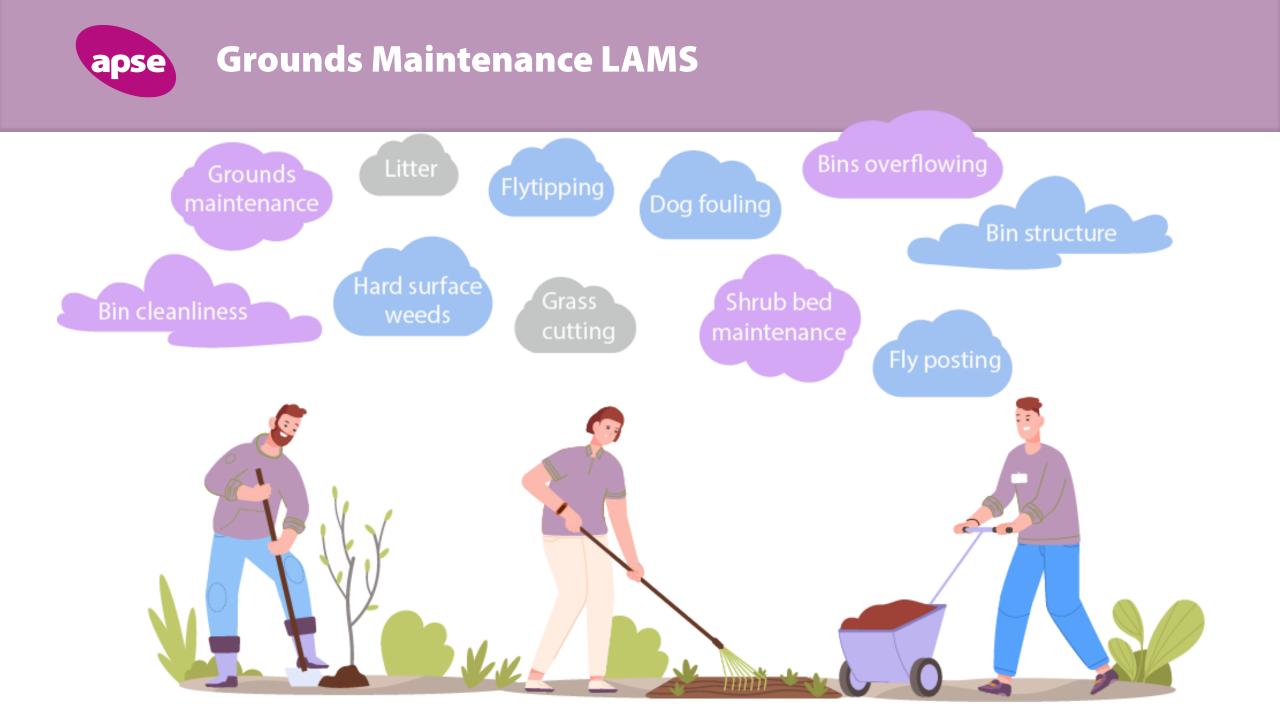




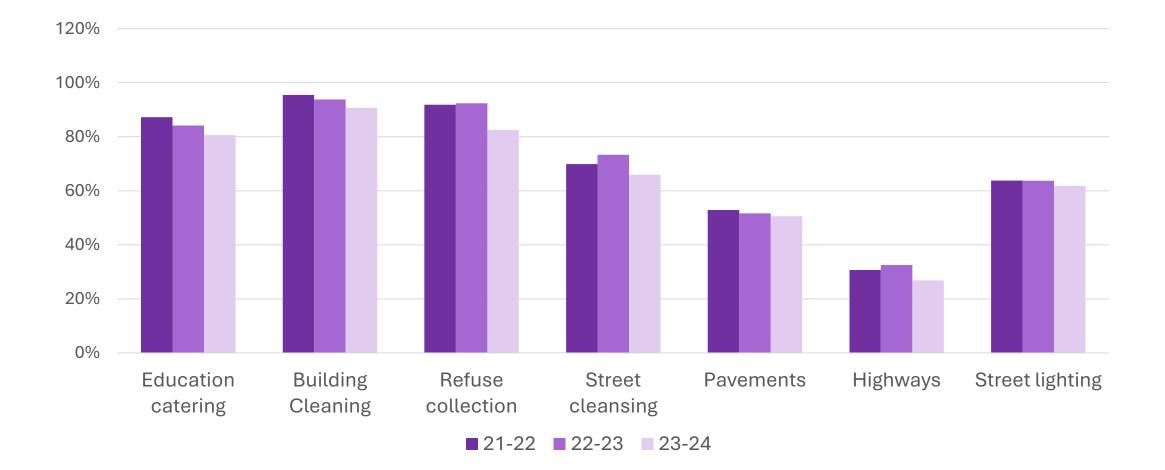


Street Cleansing LAMS









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Dealing with complaints scores

Building cleaning65% to 55%Refuse collection26.5% to 26.3%



Complaints dealt with in target time

Street cleansing 94% to 93%

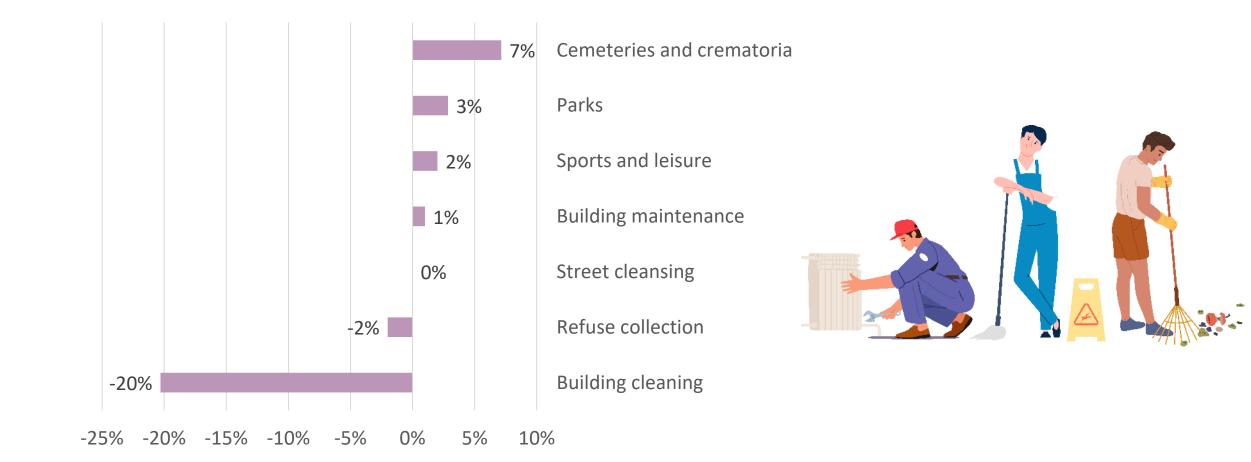




Enquiries dealt with in target time

Roads/highways 82% to 77%







Recruitment and retention

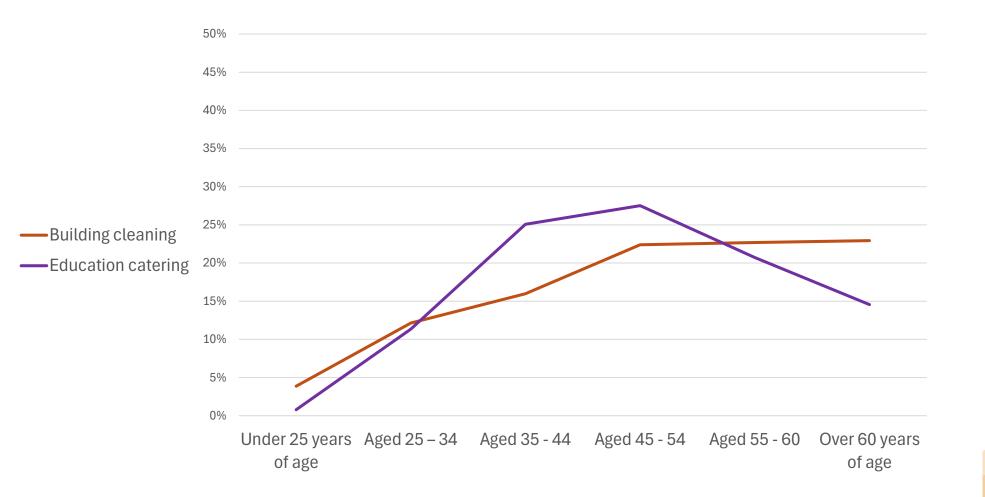
De dus	% vacancies	% filled	% stayed beyond probation, % induction and training	5 stayed at least 12 weeks	% leavers
Parks	12%	*96%	97%		6%
Refuse drivers	11%	71%			
Refuse loaders	12%	63%			
Street cleansing	16%	63%	98%		12%
Cemetery and crematorium	5%	63%	100%		7%
Leisure recreation assistants	31%	83%	86%		
Building cleaning	5%			85%	13%
Building maintenance	7%	55%	55%		



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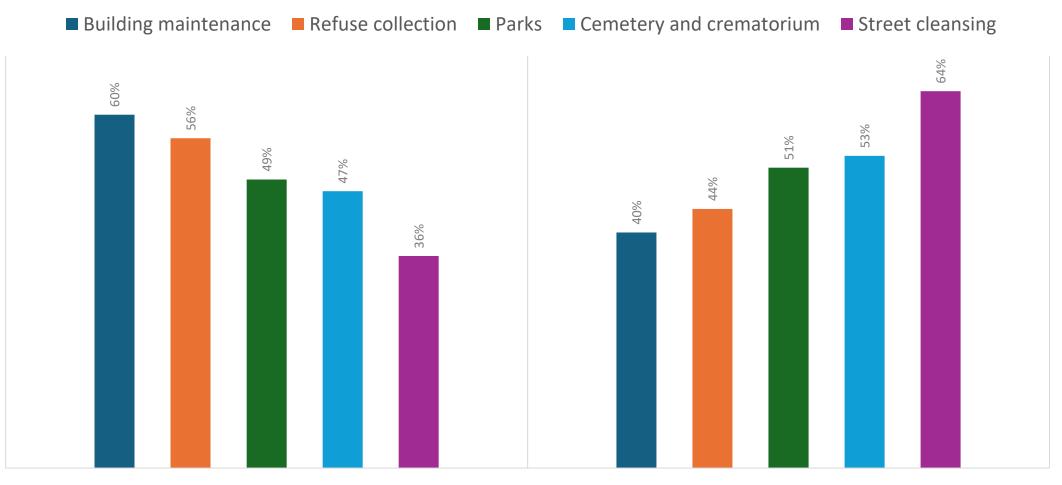
*from those advertised

apse Age profile of the workforce – catering and cleaning









UNDER 50

OVER 50



All services

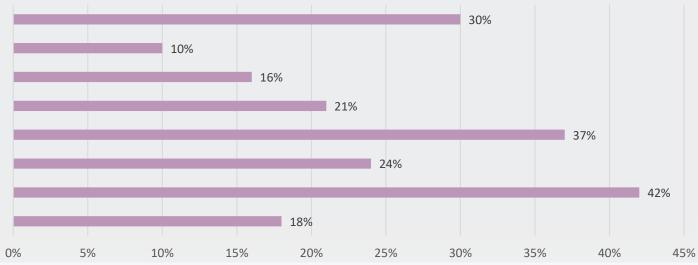
5% of service teams are a certified 'Carbon Literate' organisation

Management / Admin / Office / Professional / Support 9.2% have undergone formal 'Carbon Literacy' training and a further 7.2% have done climate awareness training

<u>Front line/operational employees</u> 2.1% have undergone formal 'Carbon Literacy' training and a further 4% have done climate awareness training

Building cleaning

Equipment operating on reduced energy consumption Equipment/machinery manufactured from recycled materials Use cleaning consumables/disposables manufactured from recycled materials Reduced water consumption Use Bio/Eco products Use electromagnetic equipment Use other environmentally sustainable cleaning materials Use other environmentally sustainable equipment/machinery







75% have an identified budget for tree maintenance

94% of a quarter of a million new trees planted were new schemes

18% is the average current canopy

22% is the average target canopy



43% councils have new or ongoing BNG projects

67% intend to go fully peat free 36% have a 'Pollinator' strategy



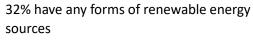
14% sweepers (vehicles) are neither petrol or diesel

42% of motorised pedestrian sweepers are electric or battery



9% of refuse fleet is on alternative fuels

20% have at least 1 electric vehicle



81% re-use energy generated by the cremation process

82% manage grounds in a manner which promotes biodiversity

14% have 'locally sourced / ecofriendly' memorials available

46% offer a natural / green / woodland burial

43% have dedicated green / woodland sites



The average who	Parks	Street cleansing	Roads/ highways
Have a weed control policy	58%	63%	47%
Use glyphosate	88%	81%	100%
Reduced the amount of glyphosate used from 5 years ago	73%	56%	
What has this on average reduced by?	55%	54%	





10% increase in the number of streetlamps that are LED

89% are now LED

Since 21-22.....

Average annual electricity consumption per streetlight reduced by 19%

13% increase in streetlamps which had a registered dimming regime

Now 62% on CMS or dimming regime



34% use thermal mapping data

Average number of flooding incidents resulting from highway surface water issues is 232



53% have target for moving to Electric Vehicles or other nonpetrol/diesel vehicles

9% vehicles are currently Electric Vehicles or other nonpetrol/diesel vehicles

Two thirds targeting getting 100% onto electric vehicles



30% of provisions purchased / sourced from local suppliers

45% schools have set targets for reductions in energy consumption

55% have a policy for recycling food waste in Primary Schools

45% have a policy for recycling food waste in Secondary Schools

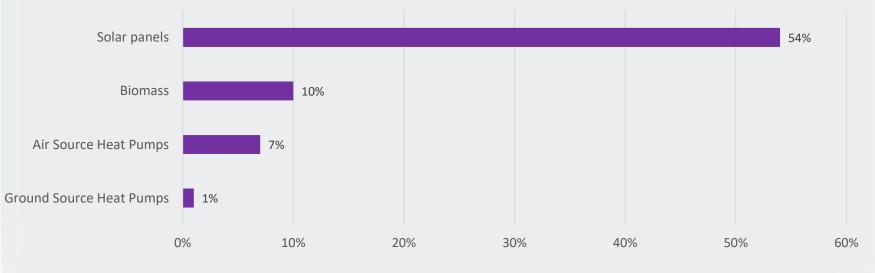


61% use renewable energy sources

75% cover swimming pools at night

31% use 'Heat recycling pump' technology

Sports and leisure renewable energy sources





Progress Report

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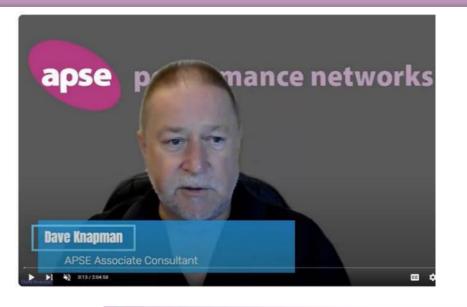


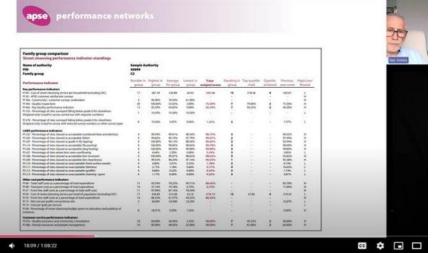
On-line video library







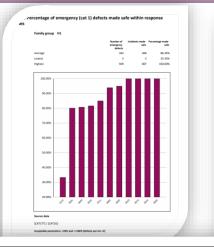


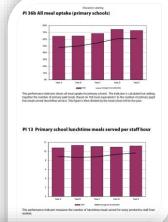


Reports

y group comparison eet cleansing performance indicator standings										
éame of authority PIN Family group	Sample Au 40999 C2	athority								
Performance indicator	Number in group	Highest in group	Average for group	Lowest in group	Your output/score	Standing in group	Top quartile	Quartile	Previous year score	High/Low Neutral
Gev performance indicators	group	g. c. op	to: group	Areada	output/score	Acceb		benereo	Jean Jean	
104 - Cost of street cleansing service per household (excluding CEC)	17	681.59	\$30.89	46.92	\$45.46	15	618.36	4	645.67	L
20 - APSE customer satisfaction surveys										н
39a - Community / customer surveys undertaken	3	96.00%	78.50%	61.00%				-		н
44e - Quality inspections	20	100.00%	53.65%	3.00%	75.50%	7	79.00%	2	75.50%	н
146a - Key Quality performance indicator	13	92.50%	44.83%	9.00%	42.50%	7	56.25%	2	40.50%	н
137a - Percentage of sites surveyed falling below grade b for cleanliness ingland only) (LeqsPro survey carried out with requisite numbers)	1	10.50%	10.50%	10.50%		-	-	-		L
37b - Percentage of sites surveyed falling below grade b for cleanliness ingland only) (LeqsPro survey with reduced survey numbers or other survey type)	6	10.26%	3.45%	0.66%	1.25%	3	-		7.57%	L
AMS performance indicators										
1L02 - Percentage of sites classed as acceptable (combined litter and detritus)	4	99 59%	99.01%	98 34%	98.75%	3			90.42%	н
I L04 - Percentage of sites classed as acceptable (litter)		99,81%	99,19%	97,79%	99.67%	2		-	97.49%	H H
L05 - Percentage of sites classed as grade A (fly tipping)	-	100.00%	96.13%	88.56%	96.63%	î			92,94%	н
L14 - Percentage of sites classed as acceptable (fly posting)	4	100.00%	99.85%	99.63%	99,78%	3		-	99.09%	H
106 - Percentage of sites classed as acceptable (dog fouling)	4	100.00%	99.95%	99,89%	00.80%	4			99,89%	н
1107 - Percentage of sites where bins were overflowing	4	4.44%	2.30%	0.00%	3.54%	i			3,85%	ï
1208 - Percentage of sites classed as acceptable (bin structure)	4	100.00%	99.07%	98.63%	98.63%	4			93.82%	Ĥ
IL09 - Percentage of sites classed as acceptable (bin cleanliness)	4	99.55%	98,29%	97,14%	99.55%	1			95.58%	н
L10 - Percentage of sites classed as unacceptable (hard surface weeds)	4	4.00%	2.41%	0.52%	1.78%	2			8.10%	L
E11 - Percentage of sites classed as unacceptable (detritus)	4	2.17%	1.18%	0.66%	2.17%	4			16.63%	L
L12 - Percentage of sites classed as unacceptable (graffiti)	4	0.66%	0.22%	0.00%	0.22%	3	-	-	1,14%	i.
L13 - Percentage of sites classed as unacceptable (staining / gum)	4	1.11%	0.36%	0.00%	0.22%	3			3.81%	L
ther cost performance indicators										
06 - Total staff costs as a percentage of total expenditure	15	93.59%	70.25%	49.71%	86.42%		-	-	85.70%	N
108 - Transport costs as a percentage of total expenditure	14	37.14%	19.18%	6.75%	6.75%				11.00%	N
21 - Front line staff costs as a percentage of total staff costs	11	97.09%	87.14%	79.24%			-	-		N
05 - Cost of street cleansing service per head of population (excluding CEC)	17	£36.69	£13.38	£3.16	£19.14	15	£7.85	4	£19.25	L
33 - Front line staff costs as a percentage of total expenditure	14	86.42%	61.57%	44.25%	86.42%					N
15 - Net cost per public convenience site	3	£6,005	£4,580	£2,204				-	£3,870	L
14 - Cost per gully per annum		-						-		L
140 - Percentage of street cleansing budget spent on education and publicity of itiatives	6	18.31%	5.59%	1.32%					0.40%	н
ustomer service performance indicators										
147a - Quality assurance and community consultation	18	60.00%	26.93%	3.33%	40.00%	7	45.33%	2	36.00%	н
48a - Human resources and people management	14	85.00%	48.43%	25.00%	49.00%	7	61.00%	2	64.00%	н

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Building cleaning performance at a glance

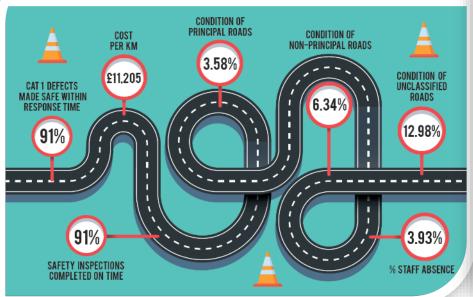
Sample Authority

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These pages show your authority's performance for each performance indicator against the current year average performance of your family group. Whether your result has improved or not from previous year is also shown. Icons are used to display this information and the idea of this report in that authorities can set 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 bolow each table.

Performance indicators	Performance in current year	Improved since previous year?^
Key performance indicators		
PI 01 Cost per square metre for all areas cleaned (excluding CEC)		-
PI 02 Cost per square metre for all areas cleaned (including CEC)	•	-
PI 13 Ratio of square metres to annual scheduled hours (all offices)		-
PI 10 Ratio of square metres to annual scheduled hours (libraries)	•	A
PI 11 Ratio of square metres to annual scheduled hours (secondary schools)		-
PI 23 Ratio of square metres to annual scheduled hours (primary schools)		A
PI 26 Ratio of square metres to annual scheduled hours (special schools)	•	A
PI 16 Total square metres (excluding outdoor areas) cleaned per FTE employee	A	-
PI 20a / PI 20c Staff absence (front line staff)	•	A
PI 22 Customer satisfaction surveys		
PI 14 Quality assurance and consultation process	<u> </u>	▼
PI 35 Customer perception and satisfaction		
Other costs performance indicators		
PI 03 Cost per FTE front-line employee		
PI 17 Front line staff cost per square metre cleaned (excluding butdoor areas)	•	-
PI 27 Cost per scheduled input hour (excluding CEC)		
PI 32 Charge per housing void cleaned		•
Other productivity performance indicators		
PI 04 Number of paid staff hours per measured square metre cleaned	<u> </u>	▼.
PI 30 Ratio of square metres to annual scheduled hours (public conveniences)		

APSE performance networks highways data



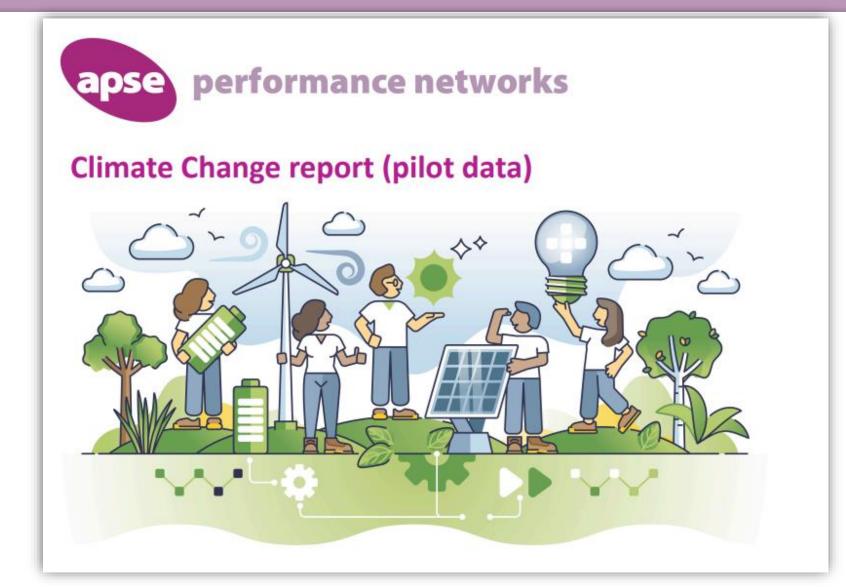
performance networks Case study report 2024 Best and most improved performer

e Supply & maintain u Maintenance only u Not stated

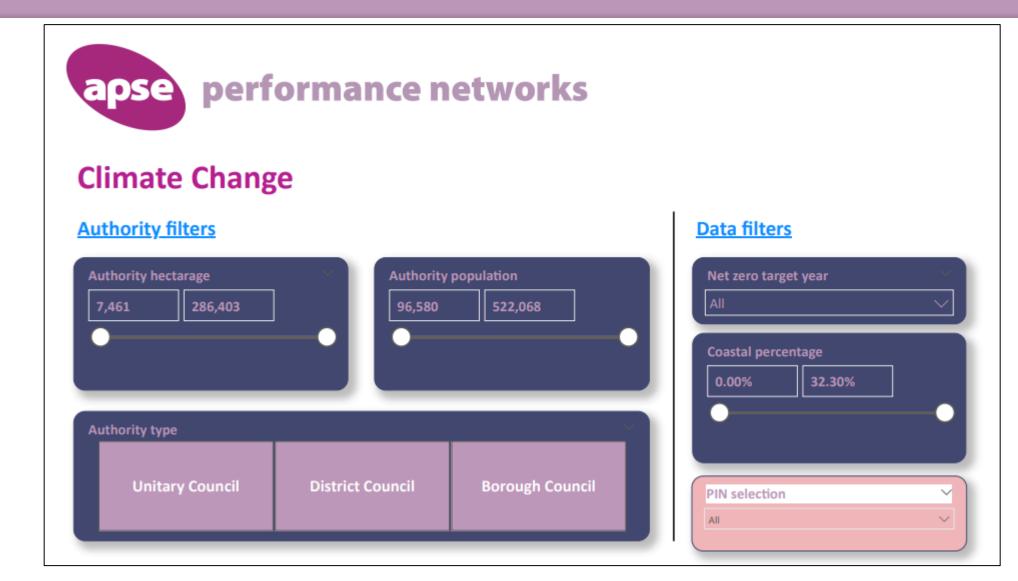
Authority profile Type of operation













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Climate Change

PIN

31001

31003

31006

31007

31008

31009

31010

31011

Total

PIN

31001

31003

31006

31007

31008

31009

Base Year

61,403

41,222

5,370

105,645

7,001

4,209

13,100

6,039

% change in

emissions

to 2021/22

-10.62%

-29.90%

-1.97%

-56.74%

-22.66%

295,303

A summary of all emissions

2021/22

54,884

28,897

5,264

45,704

5,415

5,406

5,114

198,948

from Baseline from Baseline

0

% change in

emissions

to 2022/23

-12.54%

-44.50%

-7.58%

-60.46%

-7.43%

-10.86%

2022/23

53,701

22,880

4,963

41,773

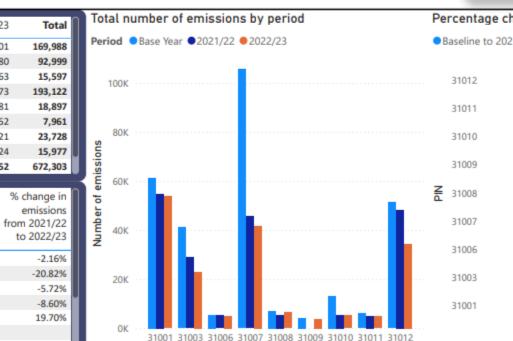
6,481

3,752

5,221

4,824

178,052



Percentage change in emissions between years

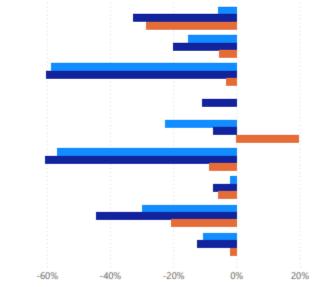
Scope selection

Scope 1

Baseline to 2021/22 Baseline to 2022/23 2021/22 to 2022/23

Scope 2

Scope 3





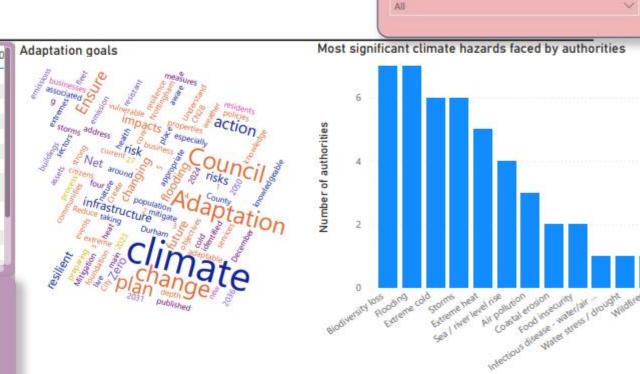
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Climate Change

Climate adaptation

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Climate Hazard	31001	31003	31006	31007	31008	3100
Air pollution	-	Y	-	N	N	N
Biodiversity loss	-	Y	_	Y	Y	Y
Coastal erosion	-	N		Y	Y	N
Extreme cold	-	Y	-	Y	Y	Y
Extreme heat	-	Y		Y	N	N
Flooding	-	Y	-	Y	Y	Y
Food insecurity	-	Y	-	N	N	N
Infectious disease - water/air borne	-	N	-	N	N	N
Mass movement of people	-	N	2	N	N	N
Other	-					
Sea / river level rise	_	N	_	N	Y	Y
and the second s						



PIN selection

Number of authorities with adaption goals



Sports and leisure facility management

customer satisfaction survey

How do you think that we are doing?

Please answer 'Not applicable' if the site does not contain these facilities or if the question asked is not relevant to

applicable Excellent

Good

Acceptable

Poor

Very poor

Please tell us how you think we are performing with regard to each of the following aspects. For each question

please place a X in the box that best represents what you think, if the question is applicable.

Not

erformance networks

you.

Staff and information

Eriendliness of staff

Helpfulness of staff

Knowledge of staff .

Information provided

The Transition from Print to Online

THIS IS A DRAFT FORM. THIS I

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Public Realm (Parks and Streets) customer satisfaction survey

For each question please place a cross X within the box that best represents what you think.

How do you think that we are doing?

Please tell us how you think we are performing with regard to each of the following aspects

Please answer 'Not applicable' if you have not had any direct experience of any of the questions asked; of if the site(s) that you use do not contain these amenities.

Satistaction with clearing street litter &	Not applicable	Excellent	Good	Acceptable	Poor	Very poor	
detritus							
Satisfaction with clearing footway litter, detritus & dog fouling							

performance networks

Staff and relations

Responsiveness of on-site catering staff

Access to o'T site management to resolve issu

Care shown by catering staff to pupils .

Education catering services customer satisfaction survey For each question please place a cross X within the box that best represents what you think.

How do you think that we are doing? Please tell us how you think we are performing with regard to each of the following aspects.

Please answer 'Not applicable' if you have not had any direct experience of any of the questions asked.



Building cleaning services customer satisfaction survey

How do you think that we are doing?

Please tell us how you think we are performing with regard to each of the following aspects. For each question please place a X within the box that best represents what you think, if the question is applicable.

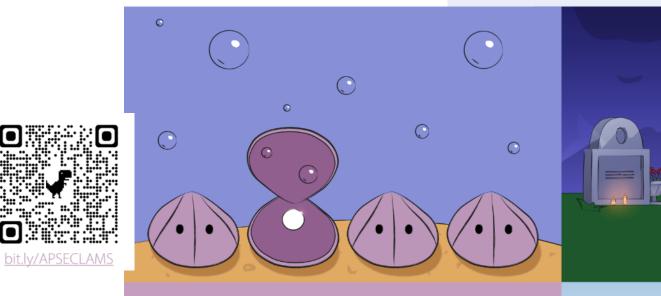
Please answer 'Not applicable' if the question asked is not relevant to you.

	Not applicable	Excellent	Good	Satisfactory	Popr	Very Pr	Staff and relations	Not applicable	Excellent	Good	Satisfactory	Pour	Very Poor
							Good understanding of customer requirement	ents. 🗖					
f							Cleaning service provider communications						
sues							Responsiveness of cleaning service provide	n 🗆					
22.22							Satisfactory resolution of problems						
							Existed water and a state of the state			-			

Social Media Real Time Access E-version KPI's Comparative Reports

Enjoyment of the activity						source model of appointmentation	-	-	 100	
Value for money from the activity						Satisfaction with street lighting				Service development
Catering / vending value for money						Satisfaction with gully (road drain)				
Duration						emptying		-		Maximising free meal uplake
Procedures						Overall satisfaction with the standards of				Maximising paid meat uptake
The facility queuing system / time						road maintenance that you experience in				
Speed and efficiency of booking system						your local authority area				
	100	100	100	1940	1000					Promotion of the school meal service
1										









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bit.ly/3ZlOJMj

Who we work with

Government and audit bodies



Ministry of Housing, Communities & Local Government

apse



Suppliers

Camms.

bbits

esri

Professional bodies











Scottish Collaboration of Transportation Specialists

CSS (Cymru)



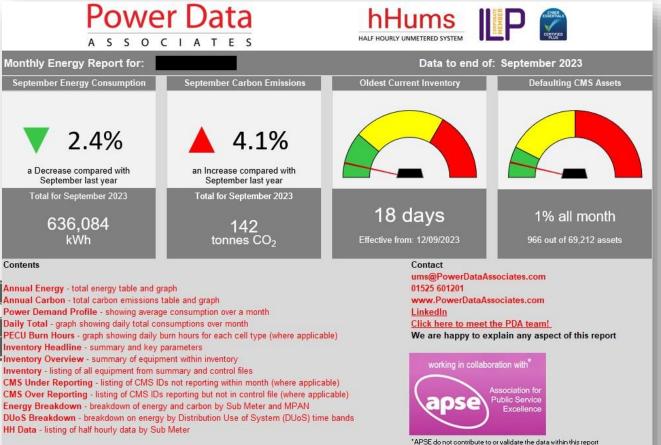
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SOCIETY OF CHIEF OFFICERS OF ENVIRONMENTAL HEALTH IN SCOTLAND



Collaborations and partnerships





Care is required when printing this report as some tabs contain large volumes of data

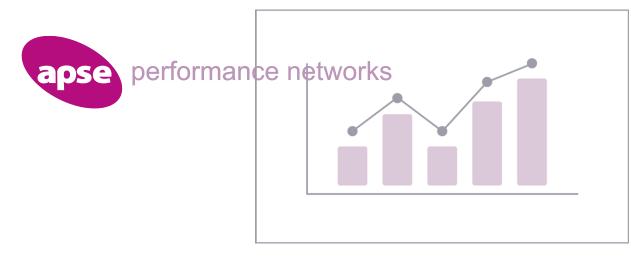
Scottish Collaboration of Transportation Specialists

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Data completion training week – w/c 13 January 2025





Final words from me

Leading performance management tool for local government in the UK

Well-recognised at a national level

Progressive and responsive





NEW MUNICIPALISM

Delivering for local people and local economies



Contact Details

Debbie Johns

Head of performance networks

ISO 14001

REGISTERED FIRM

GB 11409

ISO 9001

REGISTERED FIRM

GB 11132

ISO 27001

REGISTERED FIRM

GB 14074

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We invest in people Gold

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