

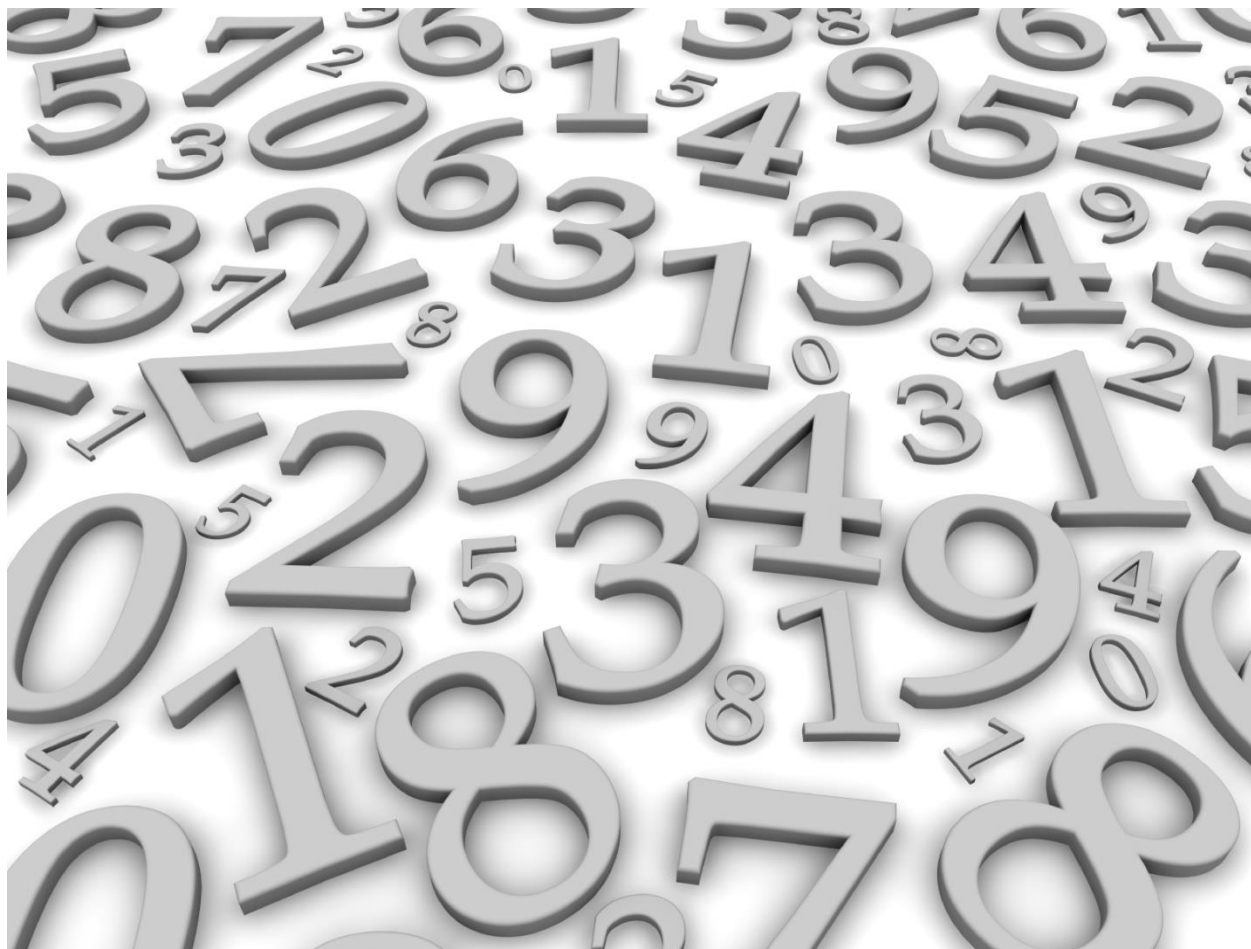


# Evidence-based transformation and improvement

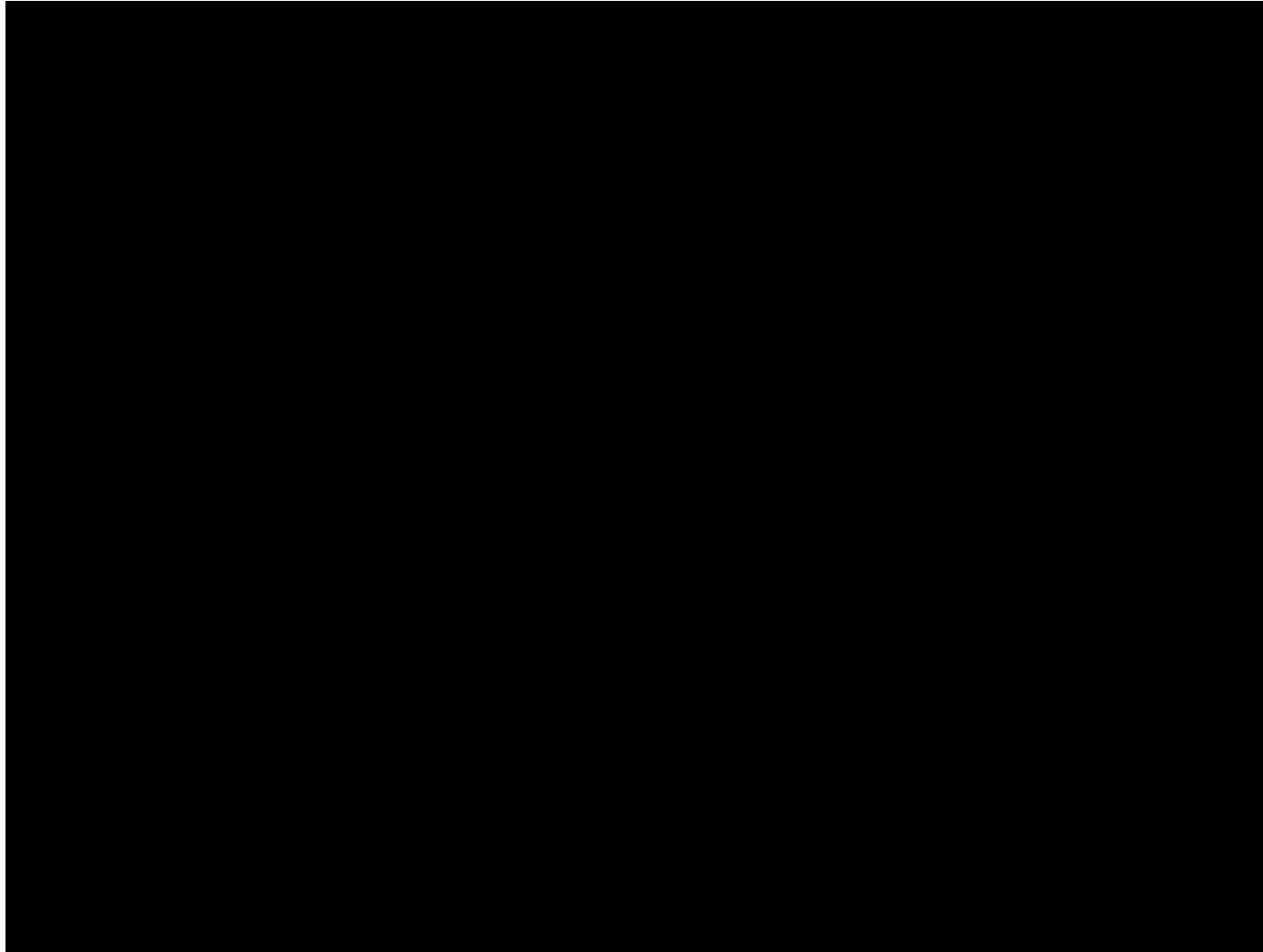
Debbie Johns, Head of  
Performance Networks, APSE

# Know your numbers!

apse



**Keep an eye on where you're going....**





# What has changed in these services?



# **ENVIRONMENTAL**

REPORT

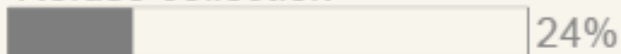
2008-09 to 2013-14

# Inputs, process and outcomes

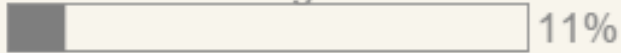
Parks



Refuse collection



Street cleansing



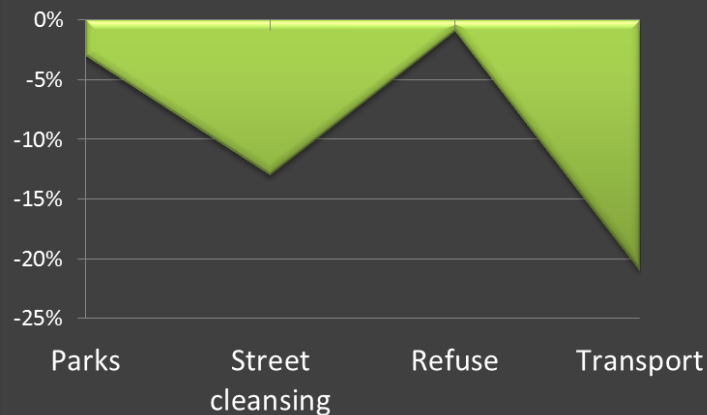
Expenditure reductions

What do the public think?

*Parks - High of 82%*

*Street cleansing - First reduction to 6g%*

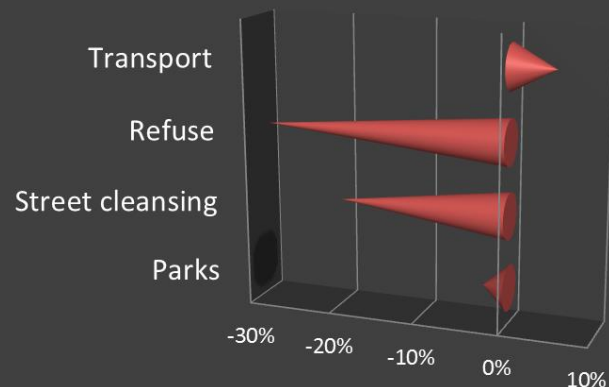
Resources



Productivity

**Hectares per FTE +16%**  
**Weighted vehicles per fitter +18%**

Quality



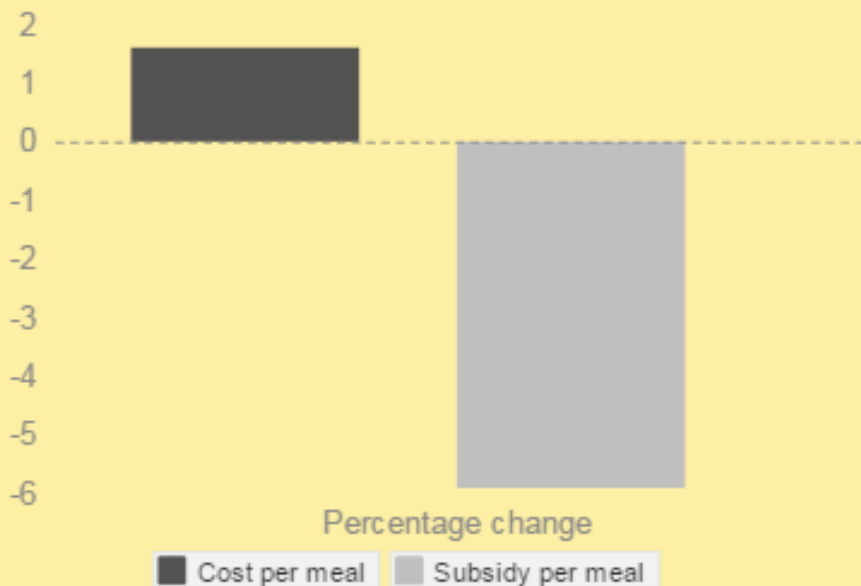


# **SOFT FM**

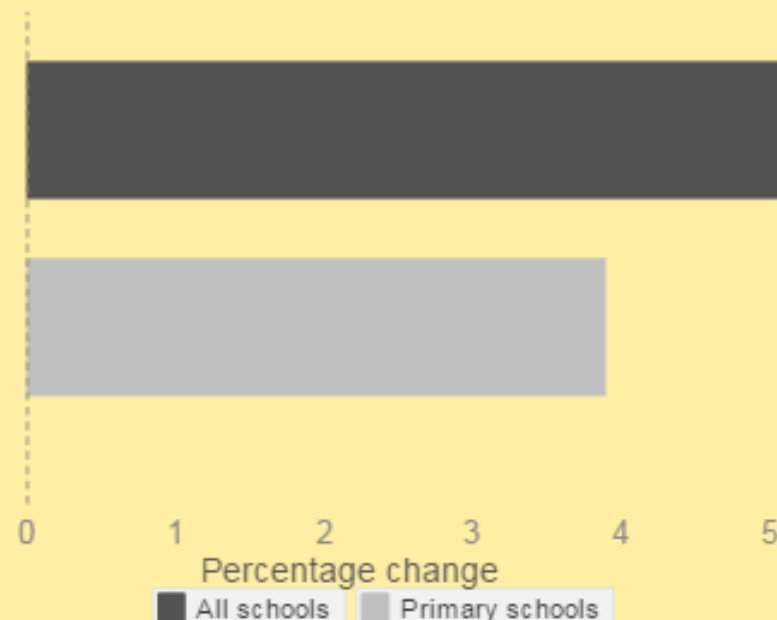
————— **REPORT** —————

**2008-09 to 2013-14**

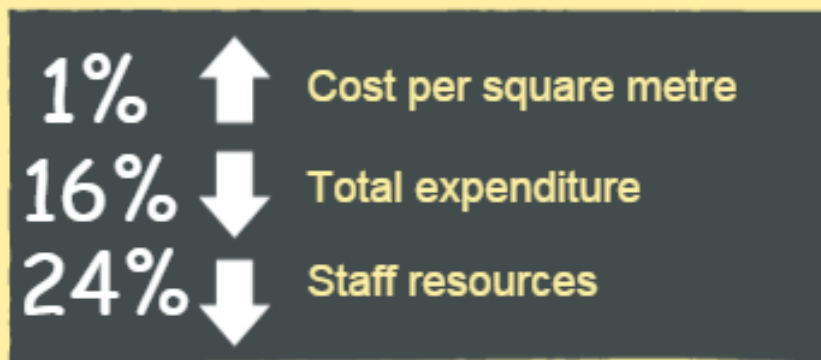
## Education Catering financial data



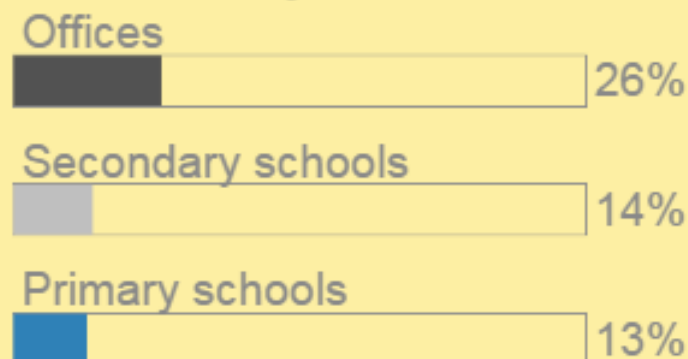
## Outcomes in meal uptakes



## Building cleaning financial data



## Productivity







# **SPORTS & LEISURE**

REPORT

2008-09 to 2013-14

2008-09

vs.

2013-14

Operational recovery ratio

61%



Operational recovery ratio

70%

Usage per opening hour

48



Usage per opening hour

47

Customer satisfaction

70%



Customer satisfaction

73%



# **BUILDING MAINTENANCE**

REPORT

2008-09 to 2013-14

# Financial

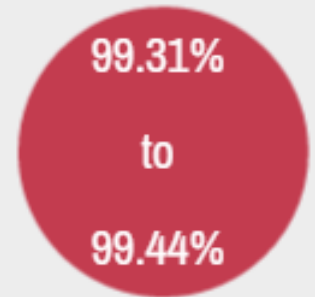


■ Total expenditure ■ Value of work per FTE

Percentage change

# Quality

Right first time



# Customer satisfaction



# What ComRes told APSE



# Can we raise more income?



PUBLIC UNDERSTANDING OF THE CHALLENGE?

57% not happy to accept less from local council to help pay national debt

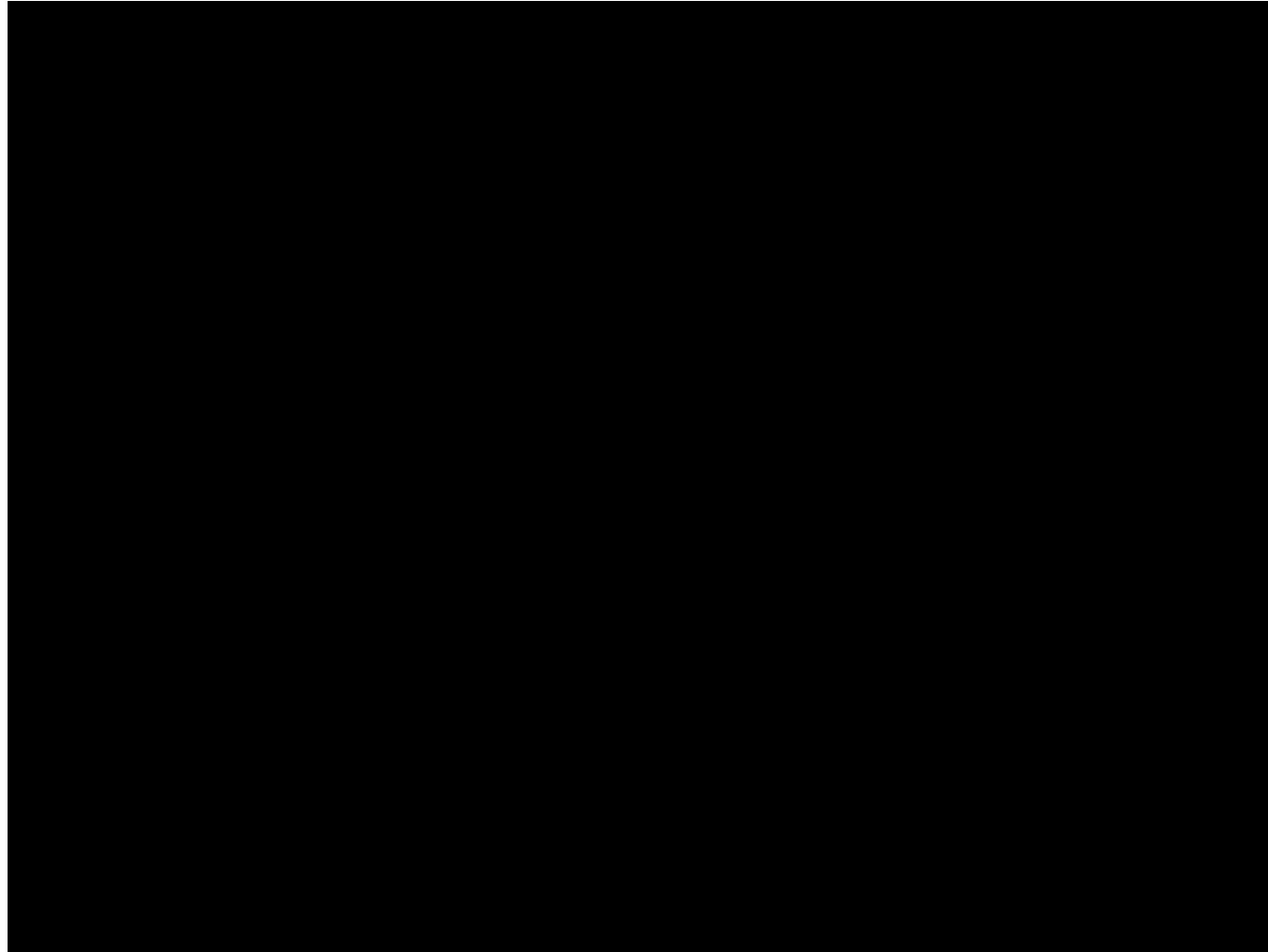
64% not happy to pay more council tax to maintain current services



# But they are worried..!



# Change





**“If a man sees a fly, he aims at it”**

***“Schhpillage was down by 80%...”***



# Changing behaviour



- Original experiment in Copenhagen reduced littering by 46%



**Case studies on change:**

**Maintaining performance with  
reduced budgets**

# Efficiency



Aberdeenshire Council –  
use of lean and six sigma  
for building cleaning

Edinburgh City Council  
building maintenance –  
mobile working and  
better scheduling

Waveney & Suffolk DC  
building maintenance –  
planning capital  
investment programmes

Sunderland Council –  
managing food contracts  
within education catering  
through procurement

Rhondda Cynon Taf Council  
– productivity structure  
based on meal numbers for  
education catering

West Lothian Council –  
integrated FM approach

Chelmsford City Council –  
leisure capital investment  
on 'invest to save'  
schemes

Northumberland Council –  
saved 40% in leisure centre  
through saving on energy  
consumption

Preston City Council – front-  
line leisure staff multi-  
tasking

# Efficiency cont'd



North Lanarkshire Council parks service – alternative working patterns across grounds and street cleansing staff to give 7 day a week cover

Hull City Council refuse collection – route optimisation and task and finish removed

Sunderland City Council refuse collection – four day working week

Conwy Council street cleansing – brought together street cleansing, parks and green spaces and highway maintenance

# Generating income



Bridgend Council building cleaning – power washing, glass cleaning & carpet cleaning

Kirklees Council building maintenance installing energy products and systems

Gedling Borough Council parks service – offering arboriculture, landscaping and grounds maintenance to residents and local businesses

North Tyneside Council parks – catering provision in parks, room hire and environmental education visits

Chelmsford Council parks – sponsorship and introduction of conservation hay making sold as a commercial crop

# Demand management



Inverclyde Council – pre-order system for education catering

Ashfield District Council – review of leisure opening hours, rotas etc. to suit customer/business requirements

North Tyneside Council leisure – increased demand through gym taster sessions for primary schools

North Tyneside Council parks – education and enforcement in street cleansing including area based Environmental wardens

Gedling Borough Council – prohibiting side waste (refuse rounds transposed onto street cleansing rounds)

West Dunbartonshire Council street cleansing – education awareness campaigns

# Innovation



Aberdeenshire Council – online payments and cashless catering in all secondary kitchens

Vision Redbridge Culture and Leisure – e-marketing through on-line booking options and use of social media

Nottingham City Council – use of social media in local campaigns and citizen engagement

Stirling Council – recycling all mechanical sweeper waste and treated compost resold to business and free to community

East Riding of Yorkshire Council street cleansing – used GIS mapping to produce schedules and appropriate frequencies and map books in vehicles



**LOCAL SERVICES**

**LOCAL SOLUTIONS**



## Contact details

**Debbie Johns, Head of Performance Networks**

**Email: [djohns@apse.org.uk](mailto:djohns@apse.org.uk)**

**Association for Public Service Excellence**

2nd floor Washbrook House, Lancastrian Office Centre, Talbot Road,  
Old Trafford, Manchester M32 0FP.

**telephone:** 0161 772 1810

**fax:** 0161 772 1811

**web:** [www.apse.org.uk](http://www.apse.org.uk)



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