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From data to service improvement

Debbie Johns | APSE Head of Performance Networks





Expenditure

		Since 19-20	Since 21-22
Building cleaning	Cost per scheduled input hour	+19%	+6%
Catering	Total cost per lunchtime meal - primary schools	+12%	+6%

Building maintenance spend....

	Operational employee costs	Expenditure on sub-contractors and specialist contractors	Expenditure on vehicles	Total annual expenditure
22-23	£5,285,251	£5,458,016	£756,579	£16,759,342
21-22	£4,692,196	£4,617,861	£720,618	£14,232,681
19-20	£4,408,901	£3,841,423	£657,331	£13,226,224



Benchmarking unit costs – carriageway planned maintenance schemes

22-23

14.3 million square metres treated for planned maintenance schemes
Cost of £284 million
£19.85 per square metre

21-22

18 million square metres treated for planned maintenance schemes
Cost of £288 million
£16.00 per square metre

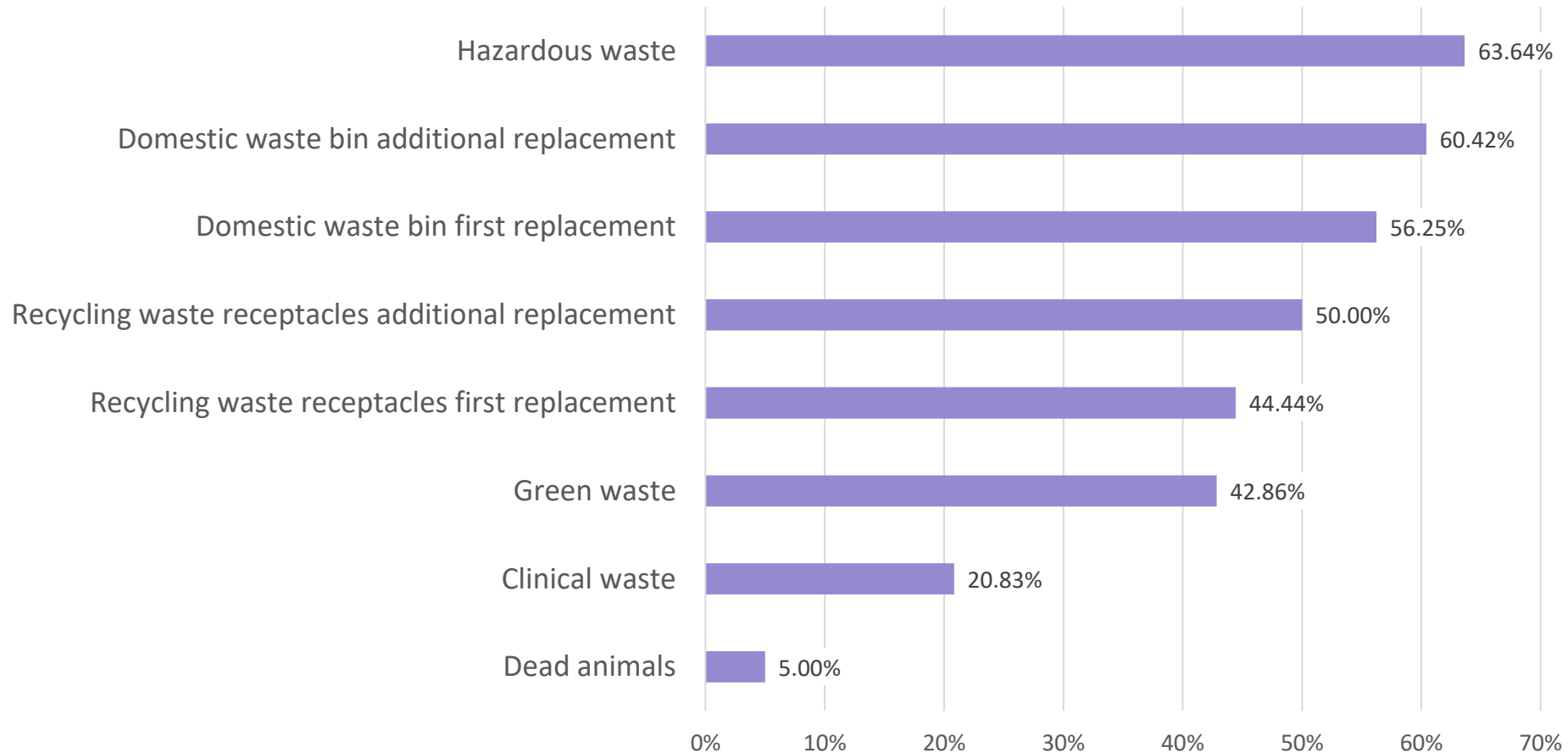
Comparison between the years

21% reduction in square metres of carriageway planned maintenance schemes
1% reduction in costs (budget)





% who charge for the following services (refuse collection)



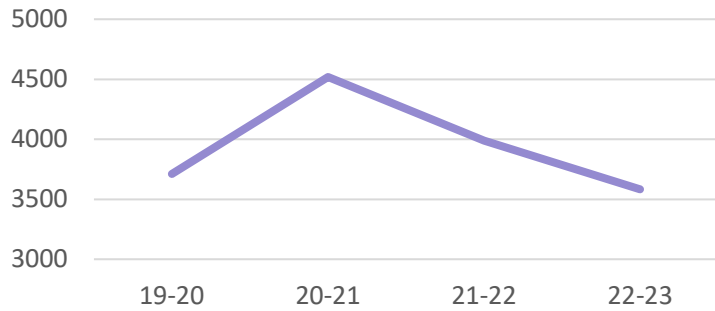
Since 21-22...

- Parks increased by 7%
- Refuse collection increased by 2%

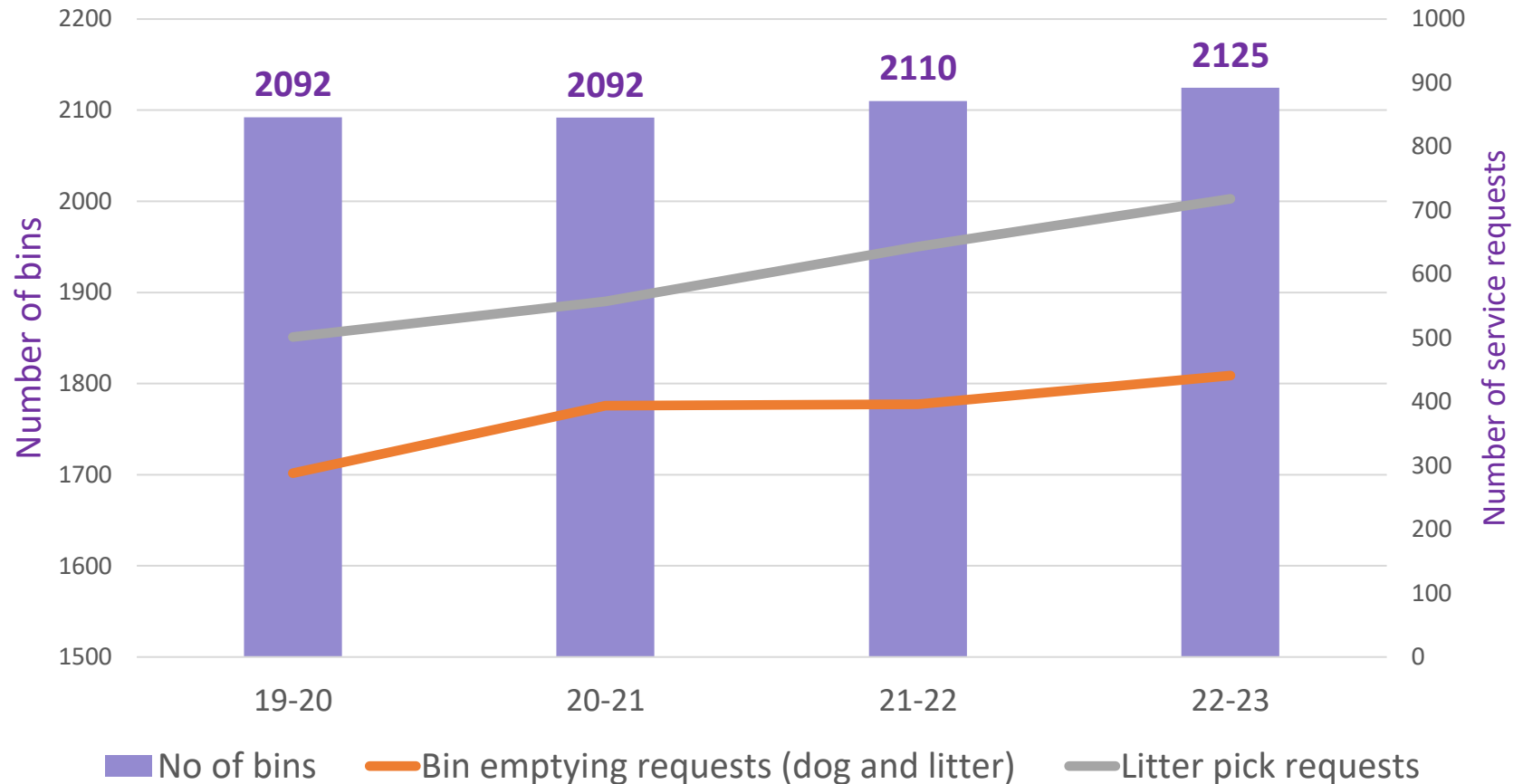


Street cleansing continuing demands on service

Fly-tipping incidents

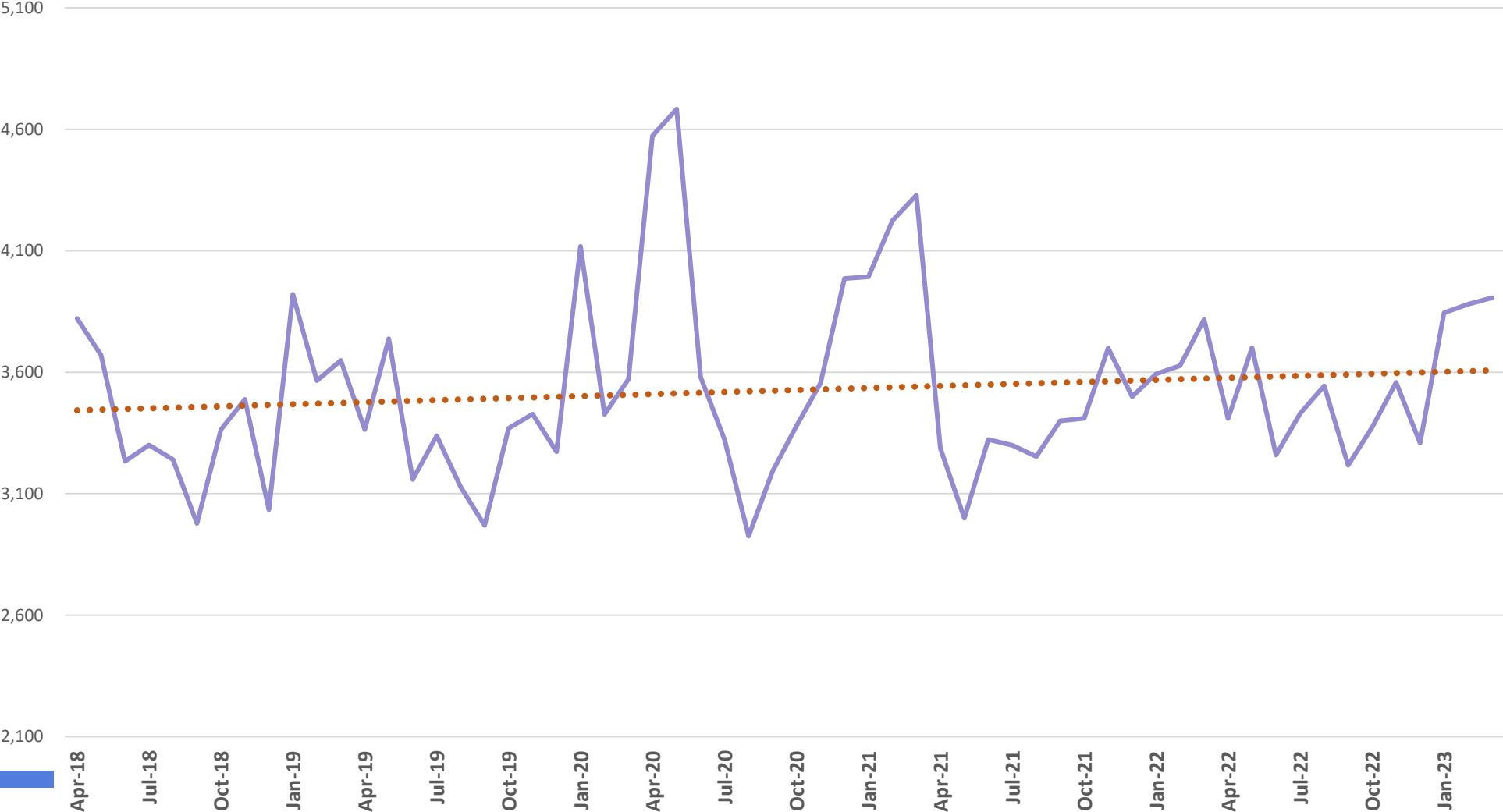


Dealing with litter and dog waste





Burials and cremations by month





The changing face of leisure

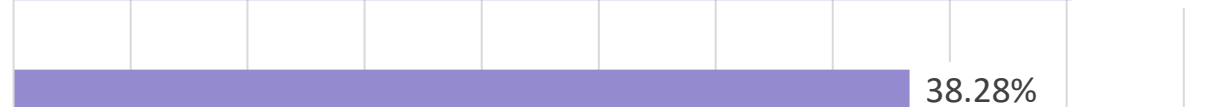


	19-20	21-22	22-23
Expenditure increase			21.75%
Energy cost rises	£127,202	£142,186	£291,843
Usage recovery	349,390	240,425	313,053
Income recovery	£994,973	£712,145	£982,484
Rationalised opening hours	4,652	4,570	4,456
Staffing hours	37,287	28,975	33,528
Change in energy consumption			-4.75%

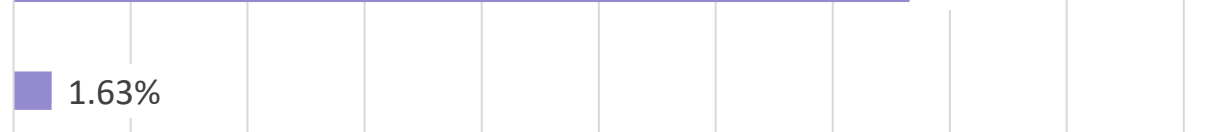
% swimming which is tuition



Fitness focused activity



% fitness activity under health referral and health inequality schemes (fitness focussed activity)

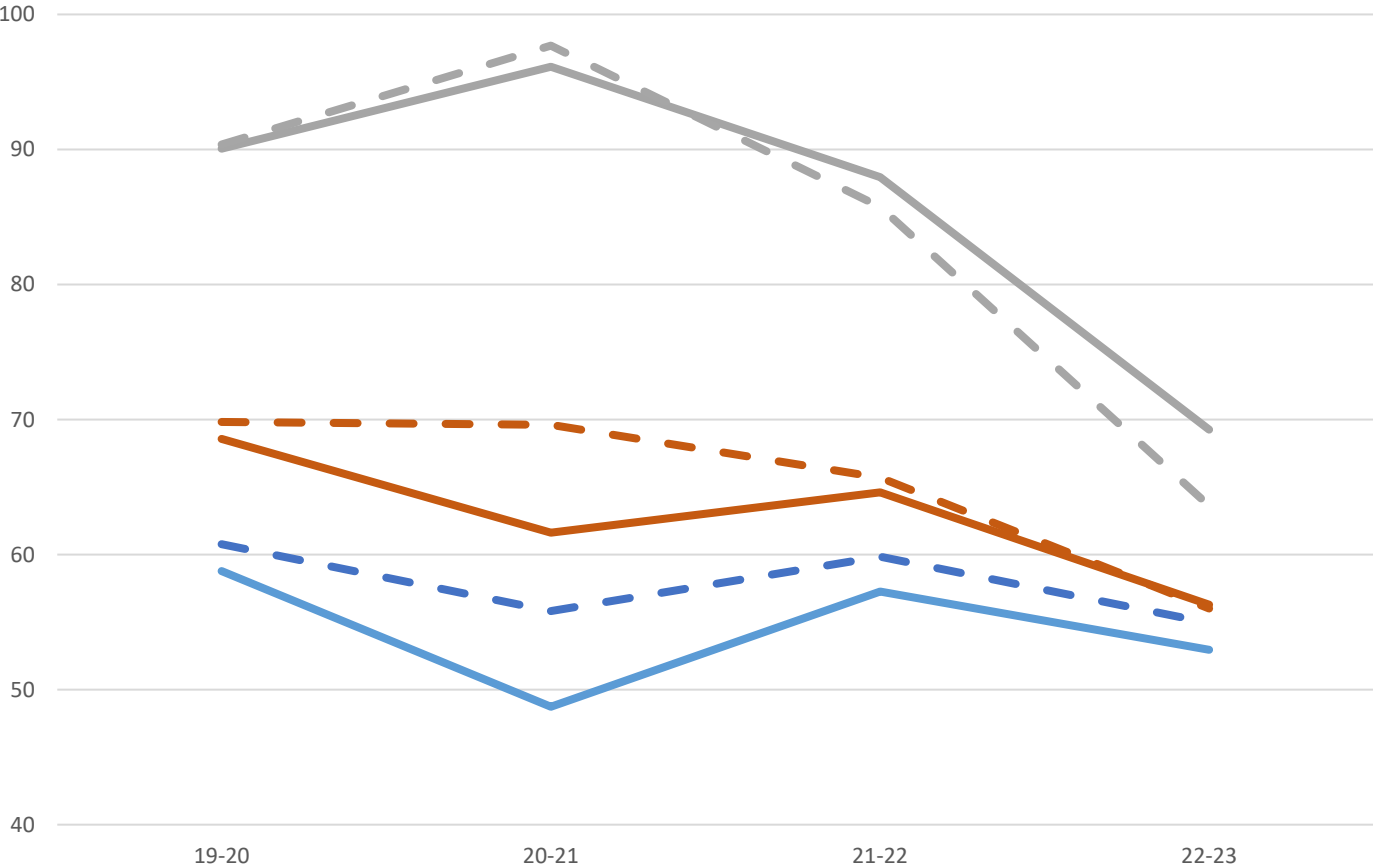


% fitness activity under health referral and health inequality schemes (total activity)





Missed bin collections



- Full year (all)
- Apr-Sept (all)
- Full year (residual)
- Apr-Sept (residual)
- Full year (recycling)
- Apr-Sept (recycling)

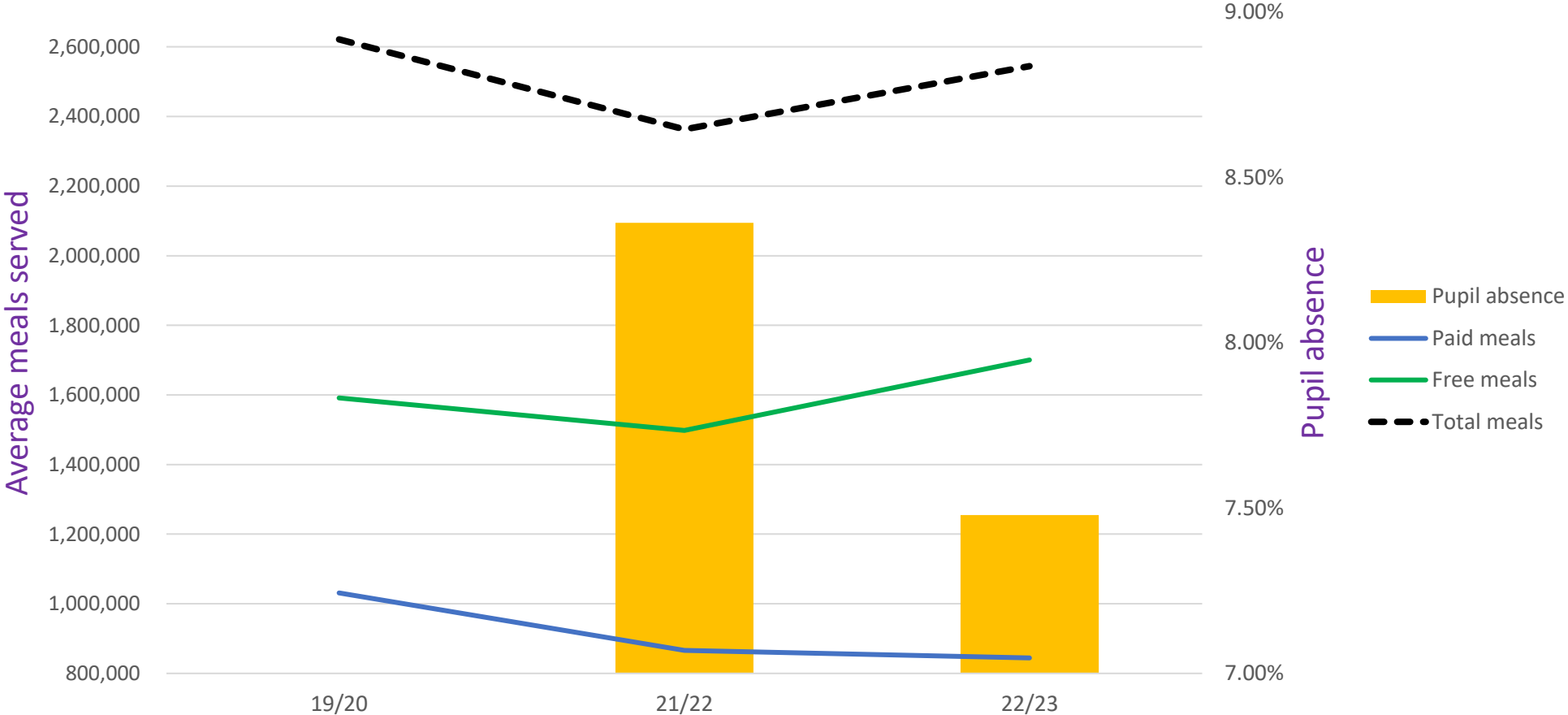




Catering primary school meals served



Primary school meals served





Roads, highways and street lighting

Carriageways

	19-20	22-23
% of emergency (cat 1) defects made safe within response times	89.63%	89.63%
% of safety inspections completed on time	94.34%	91.41%
% of planned KM of safety inspections completed	98.56%	98.78%

Footways

	19-20	22-23
% of emergency (cat 1) defects made safe within response times	91.21%	90.46%
% of safety inspections completed on time	86.63%	94.93%
% of planned KM of safety inspections completed	98.45%	99.13%

Overall

	19-20	22-23
% of customer enquiries/requests for service closed off within Council's own identified response times	80.31%	84.25%

Street lighting

	19-20	22-23
Number of calls/contacts from the public to report street lighting faults	3388	1346





Street Cleansing LAMS



Grounds Maintenance LAMS

Bin structure

Flytipping

Bin cleanliness

Hard surface weeds

Dog fouling

Shrub bed maintenance

Flower bed maintenance

Bins overflowing

Litter

Grass cutting

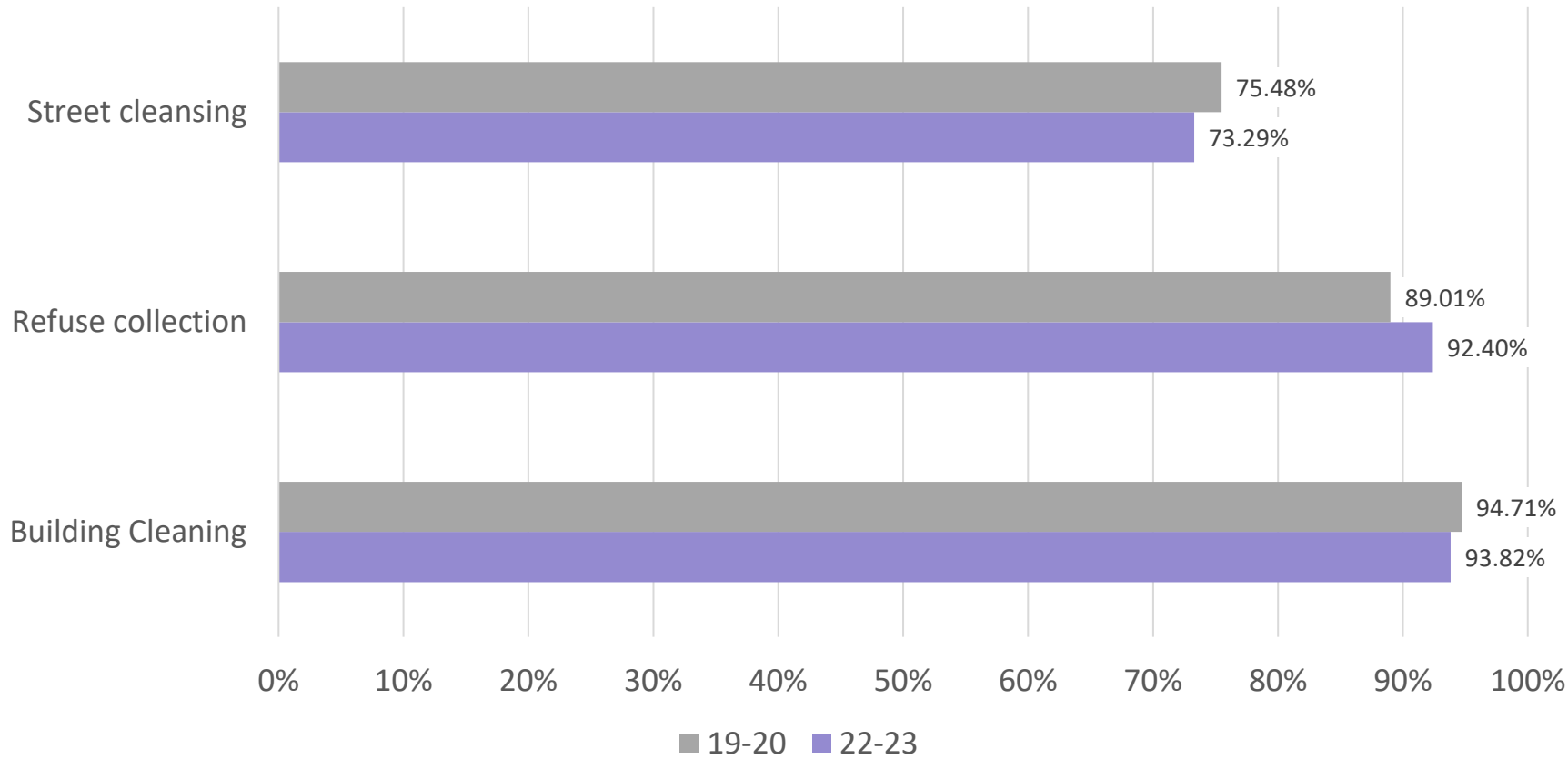
Fly posting

Grounds maintenance





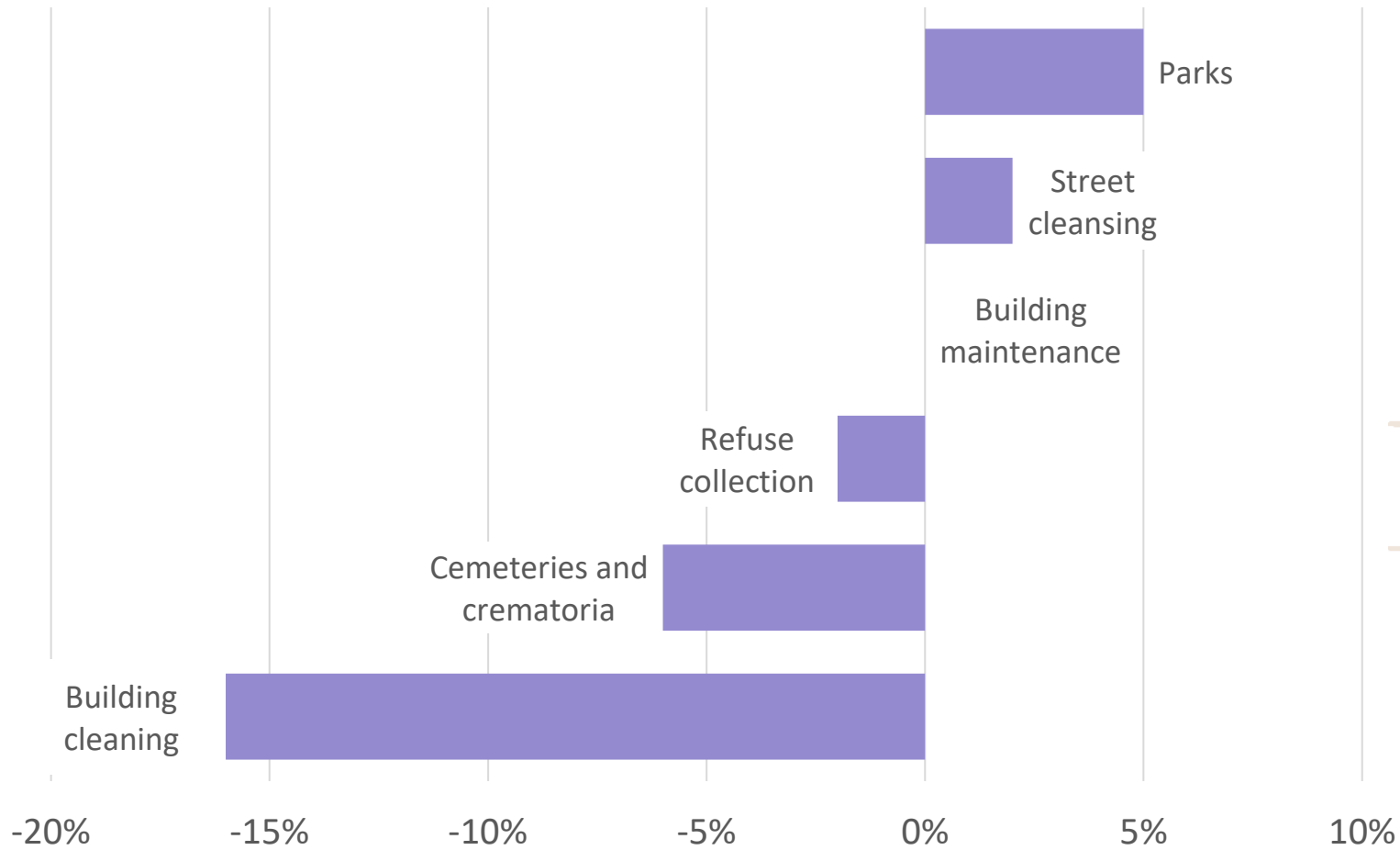
Customer satisfaction





Front line staff numbers

Front line staff numbers since 21-22





Recruitment and retention



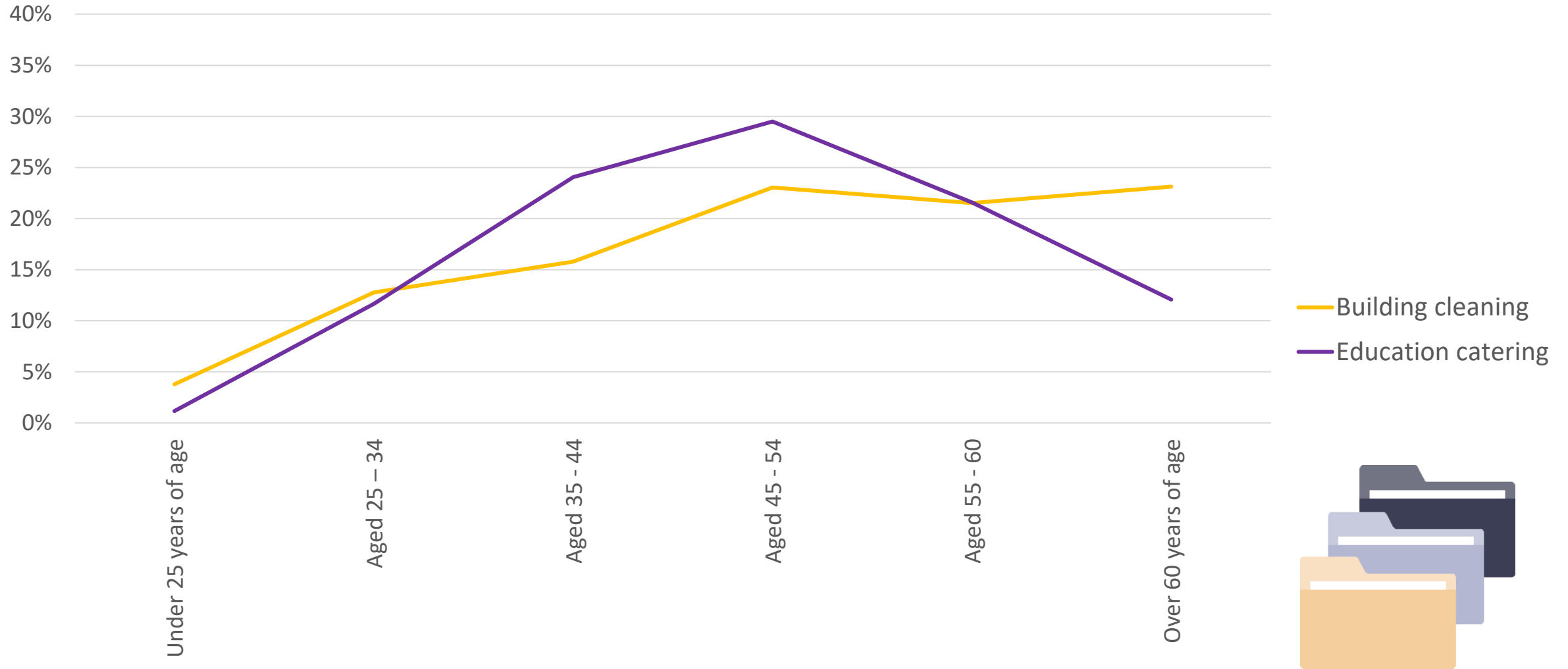
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	% vacancies	% filled	% stayed beyond probation, induction and training	% stayed at least 12 weeks
Parks	9%	*78%		
Refuse drivers	11%	75%		
Refuse loaders	14%	80%		
Street cleansing	12%	77%	99%	
Cemetery and crematorium	4%	81%	94%	
Leisure recreation assistants	34%	91%	92%	
Building cleaning	9%	56%		76%
Building maintenance	18%	67%		

*from those advertised

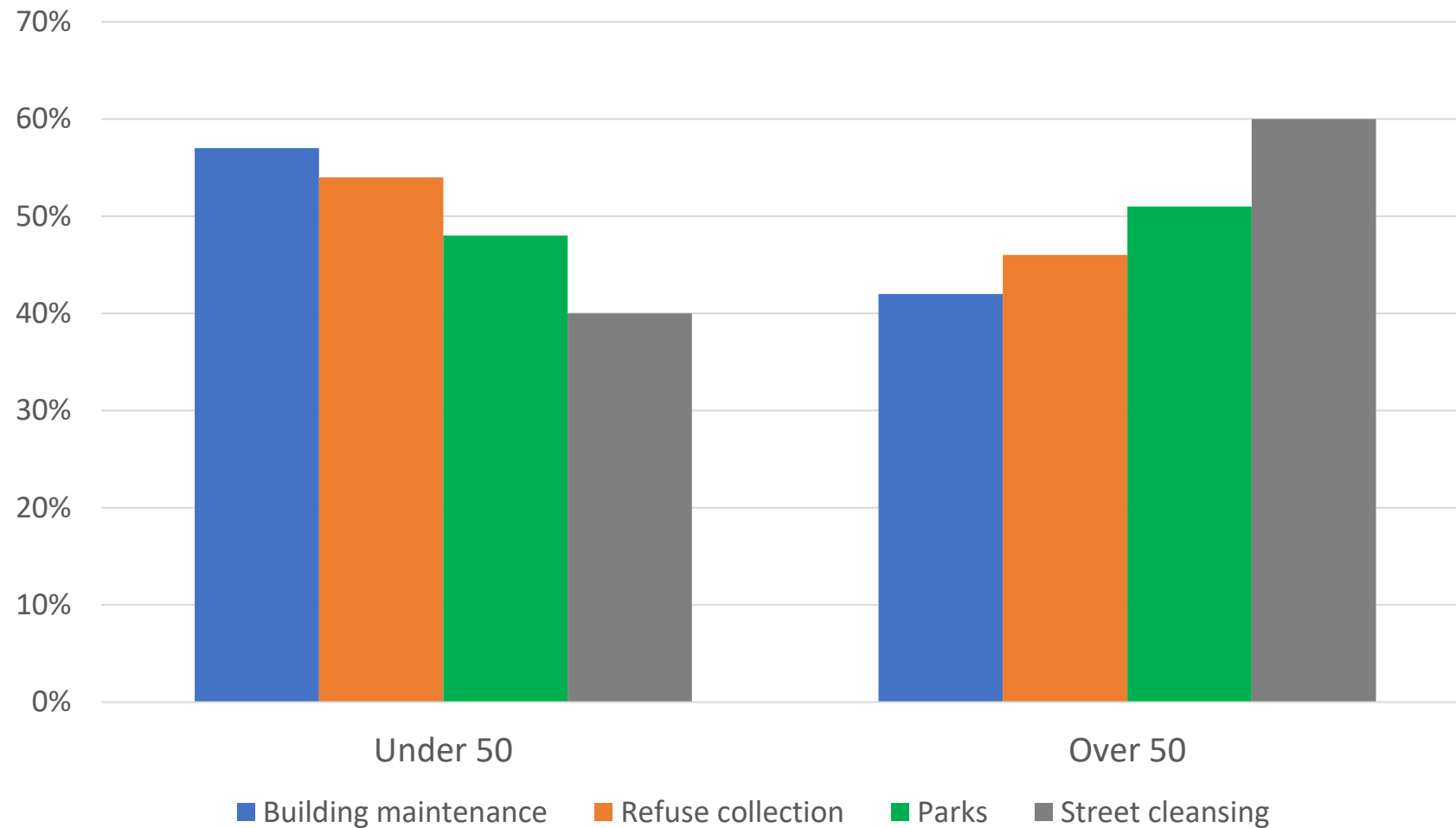


Age profile of the workforce – catering and cleaning



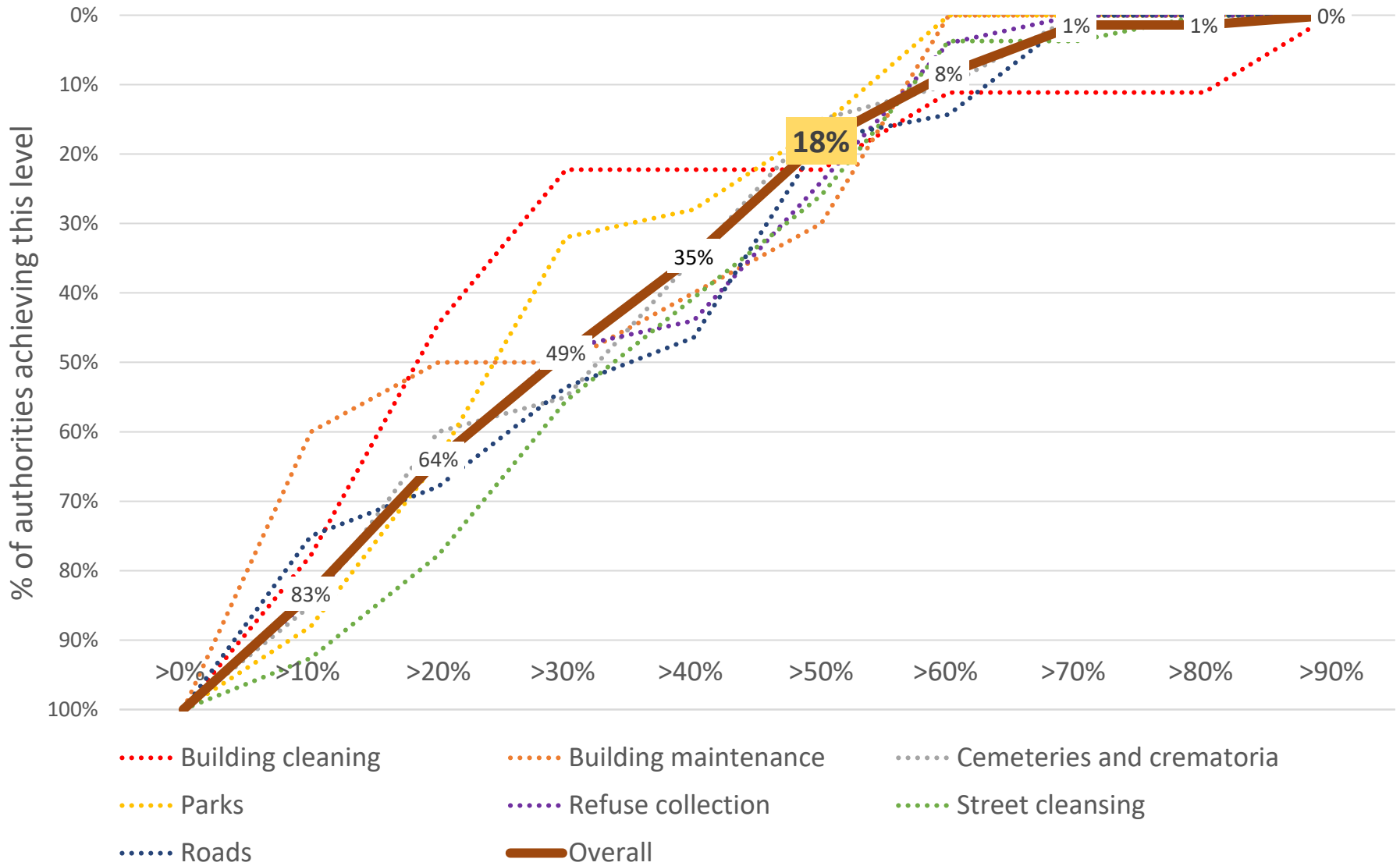


Age profile of the workforce



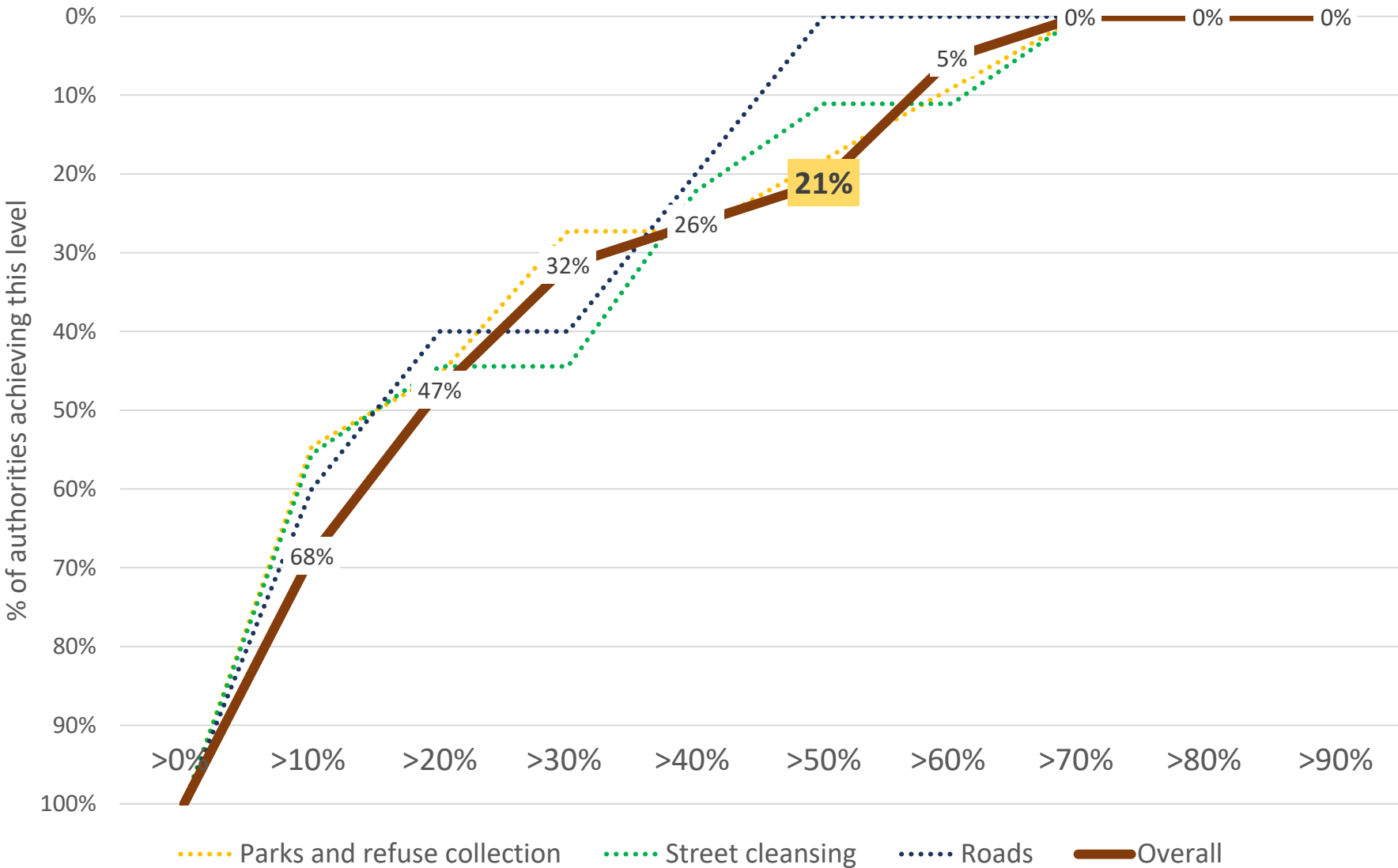


Progress against carbon reduction targets





Progress against ecological targets





Environmental Sustainability



13% Utilising equipment with reduced energy consumption



28% Provisions purchased / sourced from local suppliers



38% Use any form of renewable energy sources
100% Recycle metal body parts left after cremation
69% Re-use energy from cremation process



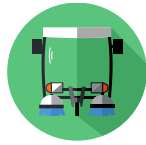
69% Cover any/all swimming pools with pool covers at night
37% Use 'heat recycling pump' technology to recycle heat/energy from pool halls



53% Have target for moving to Electric Vehicles or other non-petrol/diesel
8% Vehicles are currently Electric Vehicles or other non-petrol/diesel



71% Reduced the amount of glyphosate used from 5 years ago
80% Composting material used which is non-peat based



12% Have 12 tonne sweepers which are neither petrol or diesel
10% Total fleet make up those vehicles



3% Refuse fleet on alternative fuels
20% Have at least 1 electric vehicle



£17,236 Average cost of road drainage scheme
22% Use thermal mapping data

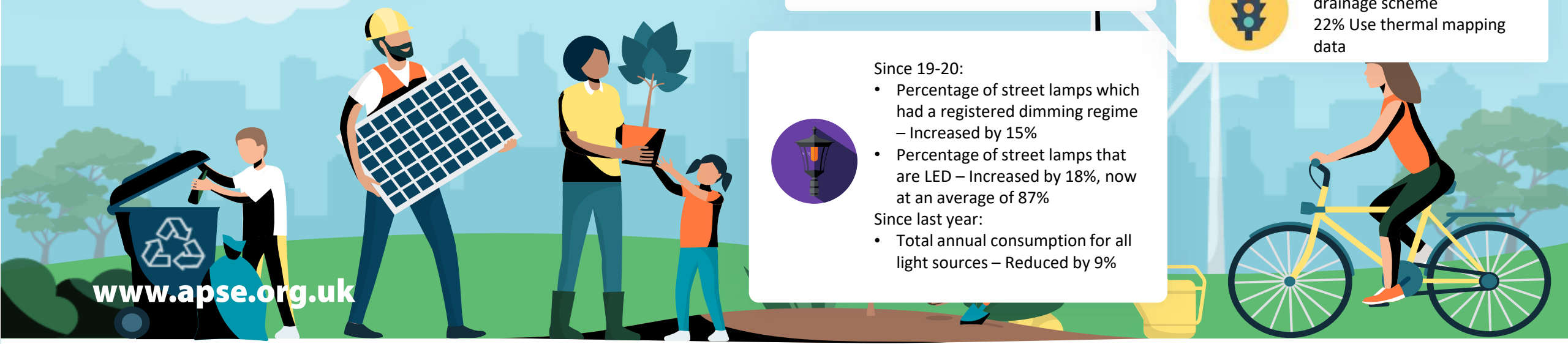


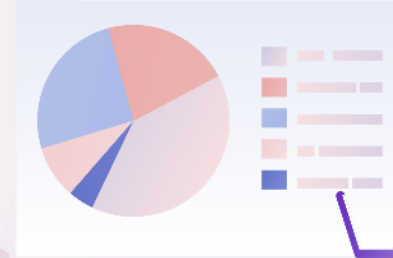
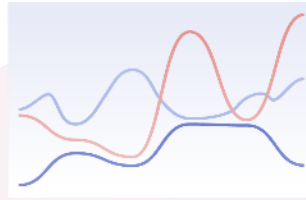
Since 19-20:

- Percentage of street lamps which had a registered dimming regime – Increased by 15%
- Percentage of street lamps that are LED – Increased by 18%, now at an average of 87%

Since last year:

- Total annual consumption for all light sources – Reduced by 9%



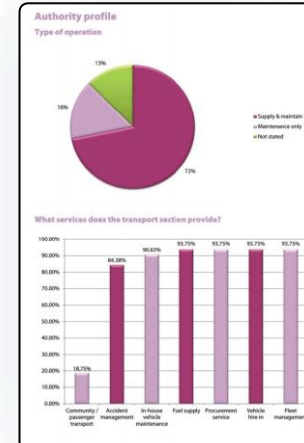
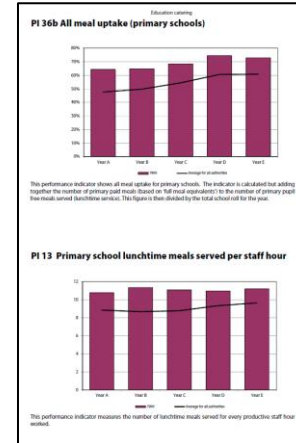
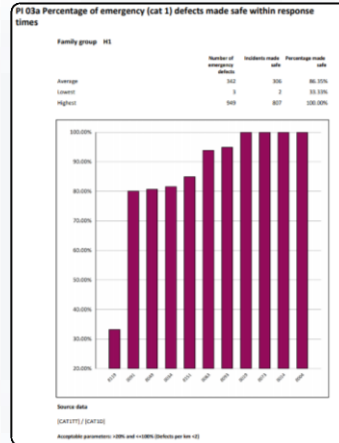


Progress Report

Family group comparison
Street cleansing performance indicator standings

Name of authority
4099
Family group
C2

Performance indicator	Number in group	Highest in group	Average for group	Lowest in group	Year outputs/costs	Standing in group	Top quartile mark	Quartile	Previous year score	High/Low/Neutral
Key performance indicators										
PI 04 - Cost of street cleansing service per household (excluding CEC)	17	£81.59	£30.89	£6.92	£45.46	15	£18.34	4	£45.47	L
PI 20a - APSC customer satisfaction survey	3	96.00%	78.50%	61.00%	-	-	-	-	-	H
PI 20b - Community customer survey undertaken	20	100.00%	53.65%	3.00%	75.50%	7	75.50%	2	75.50%	H
PI 20c - Quality inspectors	13	92.50%	44.83%	9.00%	42.50%	7	54.25%	2	40.50%	H
PI 40a - Key Quality performance indicator	1	10.50%	10.50%	10.50%	-	-	-	-	-	L
PI 21a - Percentage of sites surveyed falling below grade 1 for cleanliness (England only) (LeqPho survey carried out with requisite numbers)	6	10.26%	3.45%	0.66%	1.25%	3	-	-	7.5%	L
PI 21b - Percentage of sites surveyed falling below grade 1 for cleanliness (England only) (LeqPho survey with reduced survey numbers or other survey type)	6	10.26%	3.45%	0.66%	1.25%	3	-	-	7.5%	L
LMS performance indicators										
PI 02 - Percentage of sites classed as acceptable (combined litter and debris)	4	99.99%	99.01%	98.34%	98.73%	3	-	-	90.42%	H
PI 04 - Percentage of sites classed as acceptable (litter)	4	99.83%	99.19%	97.79%	98.67%	2	-	-	97.48%	H
PI 05 - Percentage of sites classed as grade A fly tipping	4	100.00%	98.13%	88.56%	98.63%	3	-	-	92.94%	H
PI 14 - Percentage of sites classed as acceptable (fly tipping)	4	100.00%	99.85%	99.63%	99.79%	3	-	-	99.00%	H
PI 16 - Percentage of sites classed as acceptable (dog fouling)	4	100.00%	99.95%	99.89%	99.89%	4	-	-	99.89%	H
PI 27 - Percentage of sites classed as acceptable (bin overflowing)	4	4.40%	2.20%	0.00%	1.54%	3	-	-	3.85%	L
PI 08 - Percentage of sites classed as acceptable (bin structure)	4	100.00%	99.07%	98.63%	98.63%	4	-	-	93.22%	H
PI 09 - Percentage of sites classed as acceptable (bin cleanliness)	4	99.00%	98.29%	97.14%	98.55%	1	-	-	95.54%	H
PI 10 - Percentage of sites classed as unacceptable (hard surface weeds)	4	4.00%	2.41%	0.52%	1.79%	2	-	-	8.10%	L
PI 11 - Percentage of sites classed as unacceptable (debris)	4	2.17%	1.19%	0.66%	2.17%	4	-	-	16.82%	L
PI 12 - Percentage of sites classed as unacceptable (graffiti)	4	0.66%	0.22%	0.00%	0.22%	3	-	-	1.14%	L
PI 13 - Percentage of sites classed as unacceptable (staining / gum)	4	1.11%	0.59%	0.00%	0.22%	3	-	-	3.81%	L
Other cost performance indicators										
PI 06 - Total staff costs as a percentage of total expenditure	15	15.59%	70.25%	49.71%	86.42%	-	-	-	87.70%	N
PI 08 - Transport costs as a percentage of total expenditure	14	97.44%	19.18%	9.79%	67.70%	-	-	-	11.02%	N
PI 21 - Front line staff costs as a percentage of total staff costs	11	97.29%	87.14%	79.24%	-	-	-	-	-	N
PI 20 - Cost of street cleansing service per head of population (including CEC)	17	£36.40	£13.38	£3.14	£19.14	15	£7.85	4	£19.25	L
PI 26 - Front line staff costs as a percentage of total expenditure	14	86.42%	61.57%	44.25%	86.42%	-	-	-	-	N
PI 15 - Net cost per public convenience site	3	£5.05	£4.50	£2.50	-	-	-	-	£3.70	L
PI 14 - Cost per gully per annum	6	18.31%	5.59%	1.32%	-	-	-	-	0.40%	H
PI 4 - Percentage of street cleansing budget spent on education and publicity of residents	6	18.31%	5.59%	1.32%	-	-	-	-	0.40%	H
Customer service performance indicators										
PI 40a - Quality assurance and community consultation	18	60.00%	26.93%	3.33%	40.00%	7	40.33%	2	36.00%	H
PI 40b - Human resources and people management	14	85.00%	48.43%	25.00%	49.00%	7	61.00%	2	64.00%	H



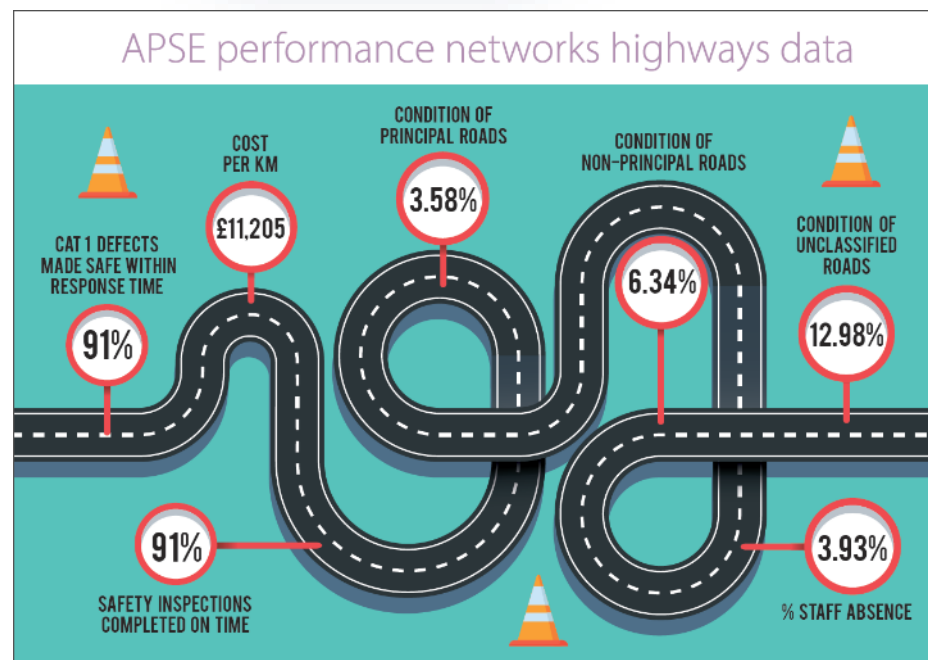
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Building cleaning performance at a glance

Sample Authority
5999

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 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.

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)	●	→
PI 11 Ratio of square metres to annual scheduled hours (secondary schools)	●	→
PI 23 Ratio of square metres to annual scheduled hours (primary schools)	●	→
PI 26 Ratio of square metres to annual scheduled hours (special schools)	●	→
PI 16 Total square metres (excluding outdoor areas) cleaned per FTE employee	●	→
PI 20a / PI 20c Staff absence (front line staff)	●	→
PI 22 Customer satisfaction surveys		
PI 14 Quality assurance and consultation process	●	→
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 outdoor 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	●	→
PI 30 Ratio of square metres to annual scheduled hours (public conveniences)	●	→



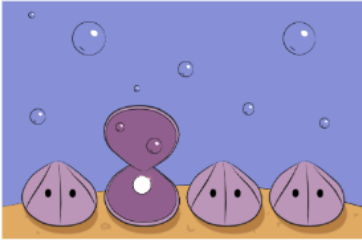



New Interactive report – filter page

Please note that filters applied on this page will affect the rest of the report

Inspection date ▼

01/03/2021: 19/01/2021:



89
Number of inspections

Building Type ▼

Attended

Not attended

Ward Name ▼

Ward 1	Ward 14	Ward 19	Ward 23	Ward 7
Ward 10	Ward 15	Ward 2	Ward 3	Ward 8
Ward 11	Ward 16	Ward 20	Ward 4	Ward 9
Ward 12	Ward 17	Ward 21	Ward 5	
Ward 13	Ward 18	Ward 22	Ward 6	

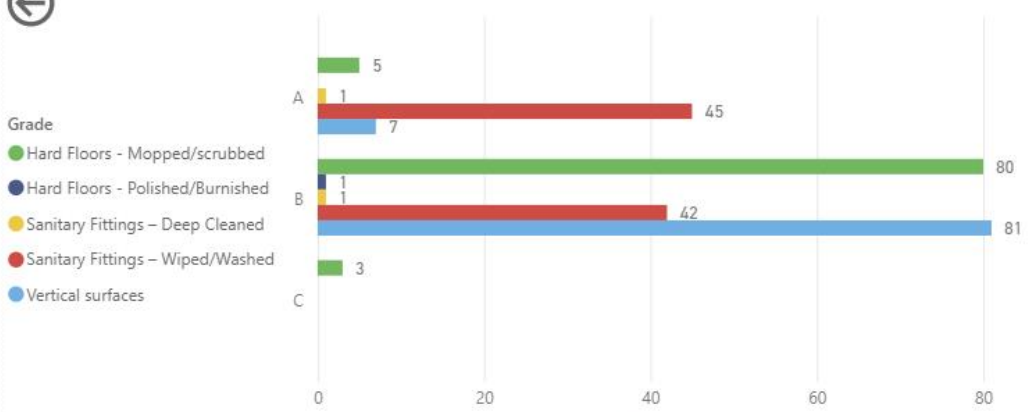
UserEmail

Inspector 1	Inspector 12	Inspector 15	Inspector 18	Inspector 20	Inspector 23	Inspector 5	Inspector 8
Inspector 10	Inspector 13	Inspector 16	Inspector 19	Inspector 21	Inspector 3	Inspector 6	Inspector 9
Inspector 11	Inspector 14	Inspector 17	Inspector 2	Inspector 22	Inspector 4	Inspector 7	

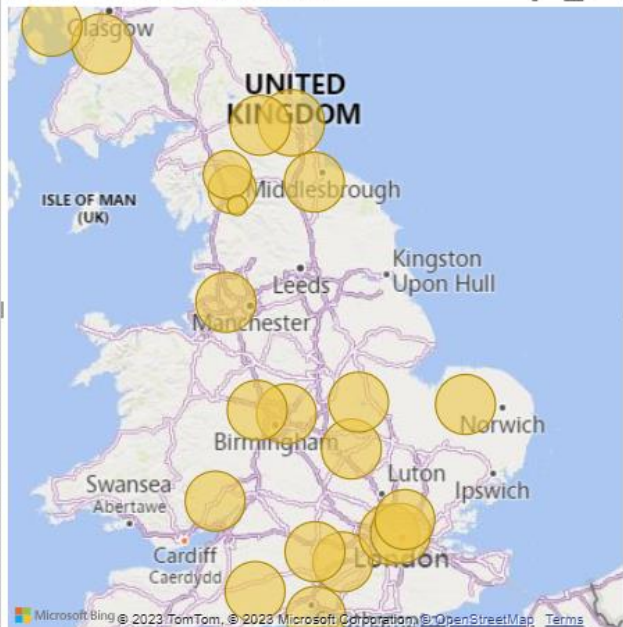


New Interactive report - content

Count of gradings by surface type



Total Toilet Cubicle Gradings by location



95.49%
Toilet Cubicles Pass Rate

Toilet Cubicles - Total Grade A, B, C

Name	Toilet Cubicles Pass Rate	A	B	C	Total Toilet Cubicles Gradings	Number of pictures	Number of inspection
Toilet 9	100.00%	2	10	0	12	3	
Toilet 8	83.33%	1	9	2	12	4	
Toilet 7	100.00%	3	9	0	12	4	
Toilet 6	100.00%	3	9	0	12	2	
Toilet 5	83.33%	3	7	2	12	4	
Toilet 4	100.00%	1	11	0	12	4	
Toilet 3	100.00%	4	8	0	12	3	
Total	95.49%	58	196	12	266	81	8

Image Room/Area Name Were all soap dispensers/hand towels/toilet cubicles fully stocked? Comments Date of inspection

	All PC cubicles	Yes	cleaner not been in yet today. All walls starting to go black again.	29 September 2022
	tougal	Yes		21 June 2022
	tougal	Yes		21 June 2022

Pass rate by surface type



Building Cleaning Profile Report



Type of Authority

- Select all
- Borough Council
- County Council
- District Council
- London Borough
- Metropolitan Borough
- Other
- Unitary Council

Financial Year

- Select all
- 2018/19
- 2019/20
- 2020/21
- 2021/22
- 2022/23

Households

0

762000



Population

22540

1811000



Family Group

C1

C2

Region/Area

Central



Northern



Northern Ireland



Scotland



Southern



Wales





The Transition from Print to Online

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Sports and leisure facility management 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 in the box that best represents what you think, if the question is applicable.

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

Staff and information	Not applicable	Excellent	Good	Acceptable	Poor	Very poor
Friendliness of staff	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Helpfulness of staff	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Knowledge of staff	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Information provided	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Prices clearly displayed	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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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; or if the site(s) that you use do not contain these amenities.

	Not applicable	Excellent	Good	Acceptable	Poor	Very poor
Satisfaction with clearing street litter & detritus	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Satisfaction with clearing footway litter, detritus & dog fouling	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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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.

Staff and relations	Not applicable	Excellent	Good	Satisfactory	Poor	Very Poor
Responsiveness of on-site catering staff	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Access to c: site manager to resolve issues	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Care shown by catering staff to pupils	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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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.

Staff and relations	Not applicable	Excellent	Good	Satisfactory	Poor	Very Poor
Good understanding of customer requirements	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Cleaning service provider communications	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Responsiveness of cleaning service provider	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Satisfactory resolution of problems	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Efficiency of cleaning staff	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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

Enjoyment of the activity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Value for money from the activity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Catering / vending value for money	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Procedures

The facility queuing system / time	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Speed and efficiency of booking system	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Satisfaction with street lighting	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Satisfaction with gully (road drain) emptying	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Overall satisfaction with the standards of road maintenance that you experience in your local authority area	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

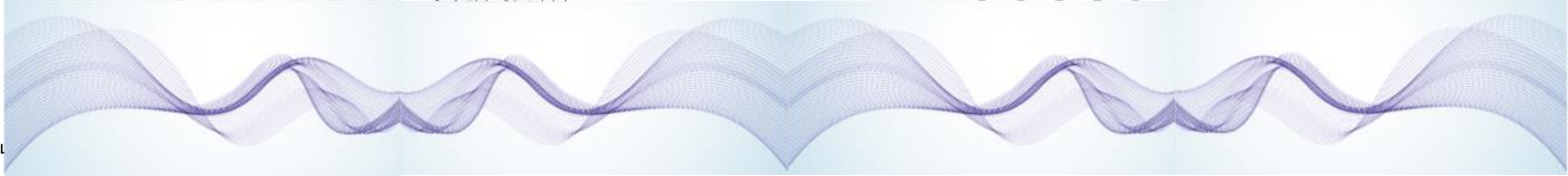
Service development

Value for money of the lunchtime service	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Maximising free meal uptake	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Maximising paid meal uptake	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Addressing environmental considerations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Promotion of the school meal service	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Invoicing *

Invoicing process for cleaning services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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* not included in performance score

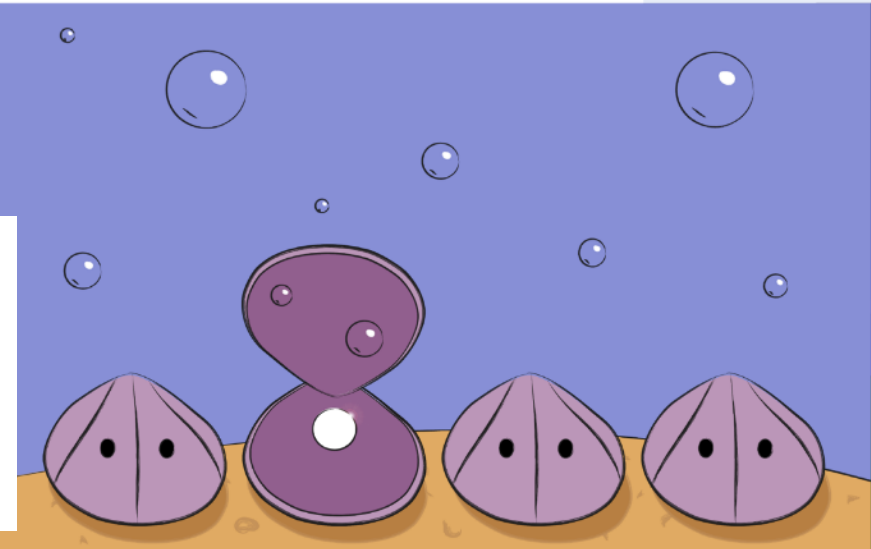




Inspection Apps



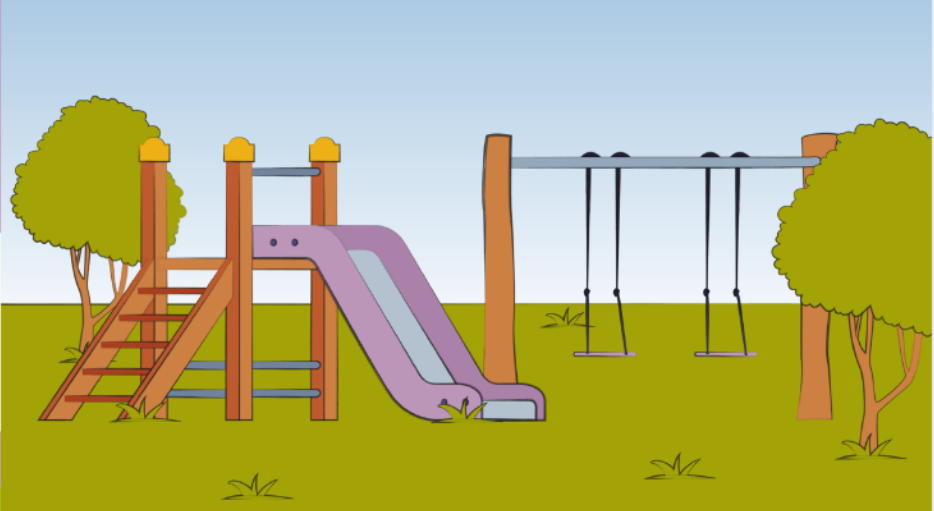
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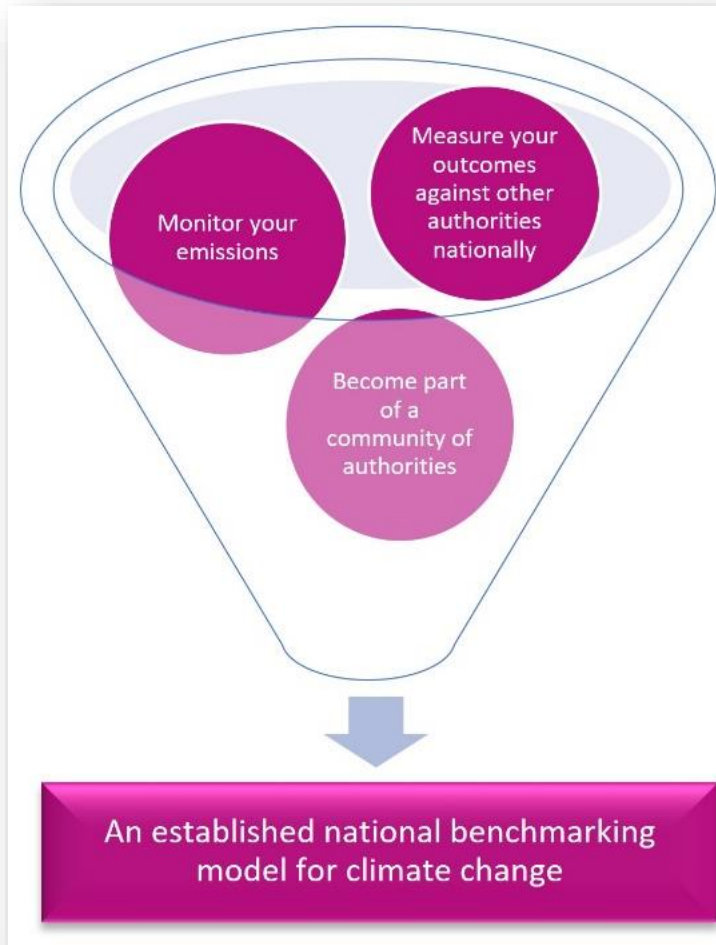
bit.ly/40Cjptr



bit.ly/APSELAMS



bit.ly/3ZIOJMj



Measure your progress on climate change: A free tool for APSE members

Benefits of participation

Participatory councils will enjoy:

- ❖ Compare with similar UK-wide authorities in your family group
- ❖ Option for you to select your own list of authorities to compare with
- ❖ Identify good practice
- ❖ Raise the profile of any groundbreaking innovations
- ❖ Compare emissions
- ❖ Demonstrate your progress over time and how you compare with peers
- ❖ Drill into the individual service areas which APSE already monitor
- ❖ Receive comparative reports
- ❖ Become part of a community within networking groups



Collaborations and partnerships



Defra dashboard

Percentage of sites meeting acceptable standard for litter



Cost of keeping the streets clean per household



Most commonly found litter types



Percentage of people perceiving litter as a problem



People engaged in doing something about litter



(1) Based on figures from Keep Britain Tidy and Association for Public Service Excellence



Collaborations and partnerships





Power Data

ASSOCIATES



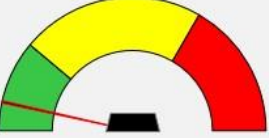
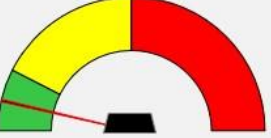
hHums

HALF HOURLY UNMETERED SYSTEM





Monthly Energy Report for: [REDACTED] Data to end of: September 2023

September Energy Consumption	September Carbon Emissions	Oldest Current Inventory	Defaulting CMS Assets
 <h3>2.4%</h3> <p>a Decrease compared with September last year</p> <p>Total for September 2023</p> <h2>636,084 kWh</h2>	 <h3>4.1%</h3> <p>an Increase compared with September last year</p> <p>Total for September 2023</p> <h2>142 tonnes CO₂</h2>	 <h2>18 days</h2> <p>Effective from: 12/09/2023</p>	 <h2>1% all month</h2> <p>966 out of 69,212 assets</p>


Contents

- Annual Energy** - total energy table and graph
- Annual Carbon** - total carbon emissions table and graph
- Power Demand Profile** - showing average consumption over a month
- Daily Total** - graph showing daily total consumptions over month
- PECU Burn Hours** - graph showing daily burn hours for each cell type (where applicable)
- Inventory Headline** - summary and key parameters
- Inventory Overview** - summary of equipment within inventory
- Inventory** - listing of all equipment from summary and control files
- CMS Under Reporting** - listing of CMS IDs not reporting within month (where applicable)
- CMS Over Reporting** - listing of CMS IDs reporting but not in control file (where applicable)
- Energy Breakdown** - breakdown of energy and carbon by Sub Meter and MPAN
- DUoS Breakdown** - breakdown on energy by Distribution Use of System (DUoS) time bands
- HH Data** - listing of half hourly data by Sub Meter

Contact

ums@PowerDataAssociates.com
01525 601201
www.PowerDataAssociates.com
[LinkedIn](#)
[Click here to meet the PDA team!](#)
We are happy to explain any aspect of this report

working in collaboration with*

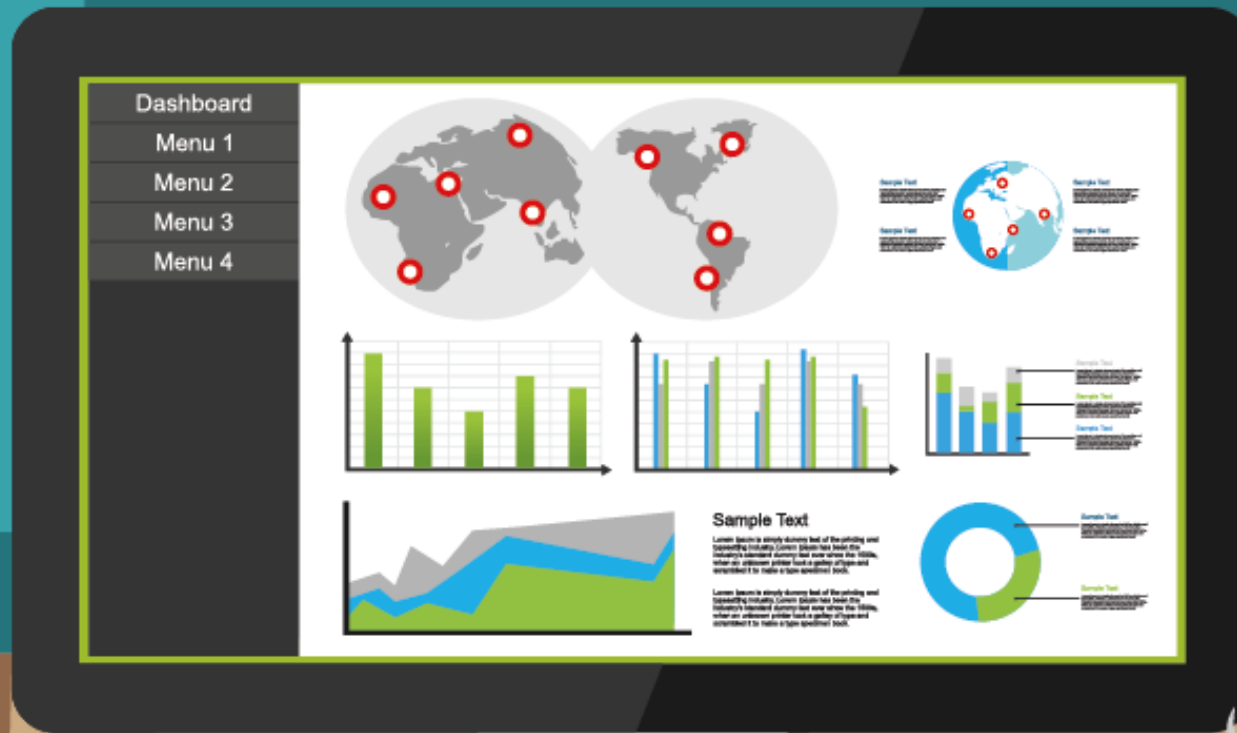


Association for Public Service Excellence

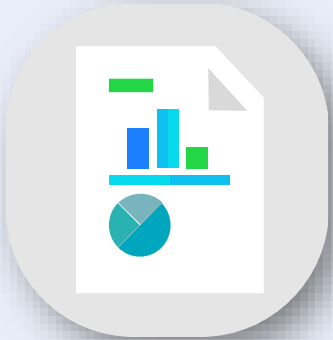
*APSE do not contribute to or validate the data within this report

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

Data completion training week



You said....

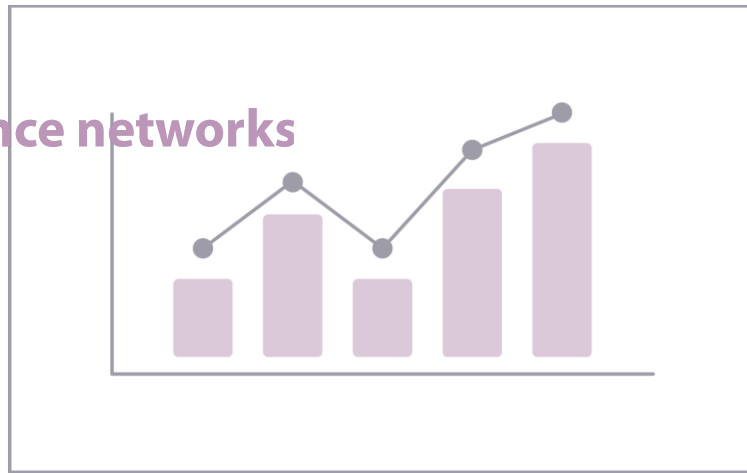


....we did
(or are about to do)





performance networks

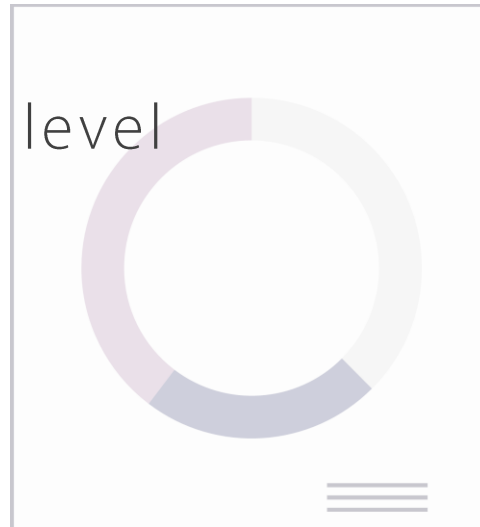


Final words from me

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

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INVESTORS IN PEOPLE™
We invest in people Gold

