

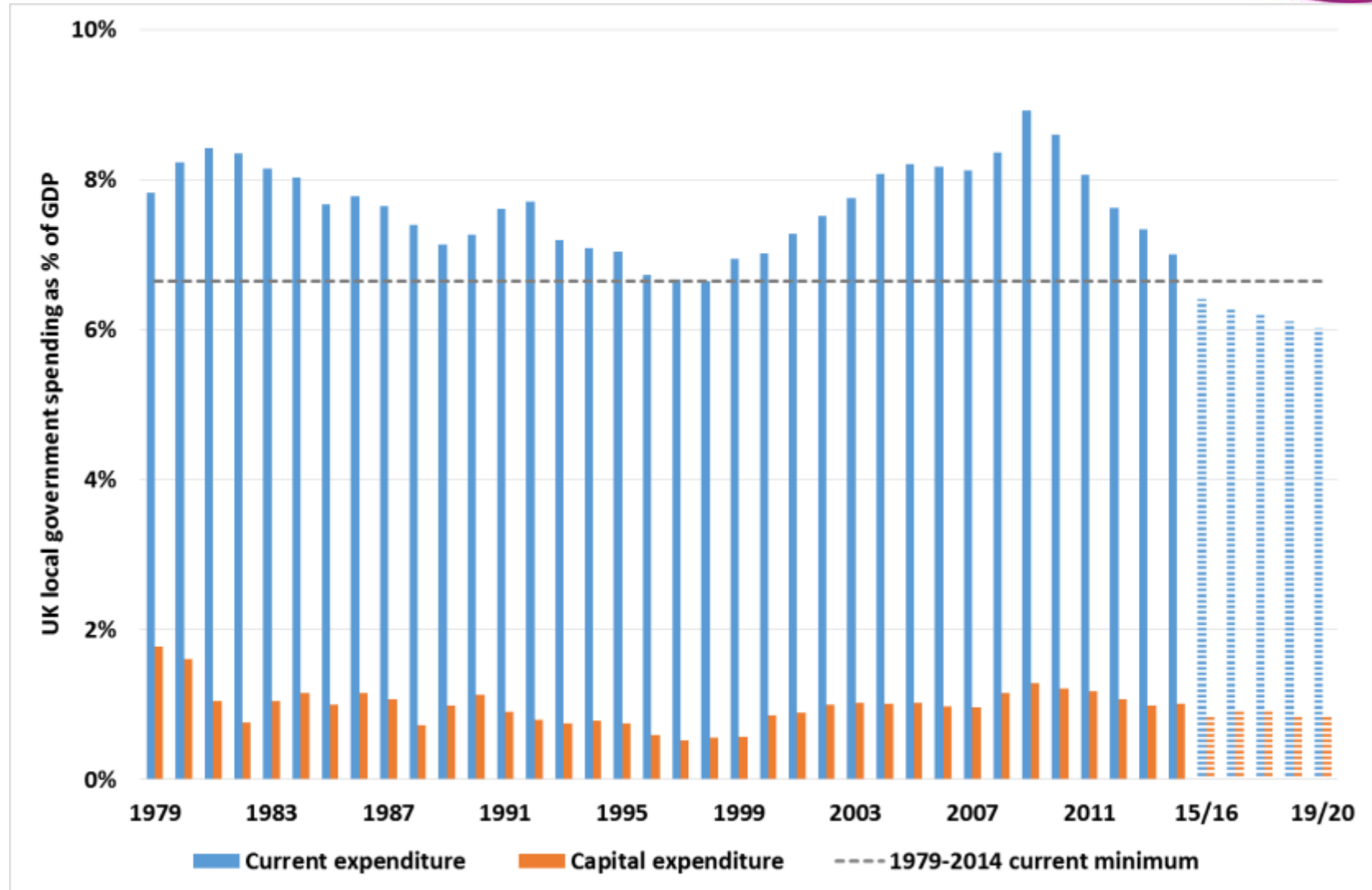


Demonstrating the impact of change

Wednesday 24 May 2017

Debbie Johns, Head of Performance Networks

UK local government spending as a share of GDP: current spending, already below the 1979-2014 minimum, is projected to go on falling to 2020



Grant settlement in Scotland



85% comes from Scottish Government

Council Tax rise 1st time in 10 years

24% real term decrease 2010/11 to 2014/15

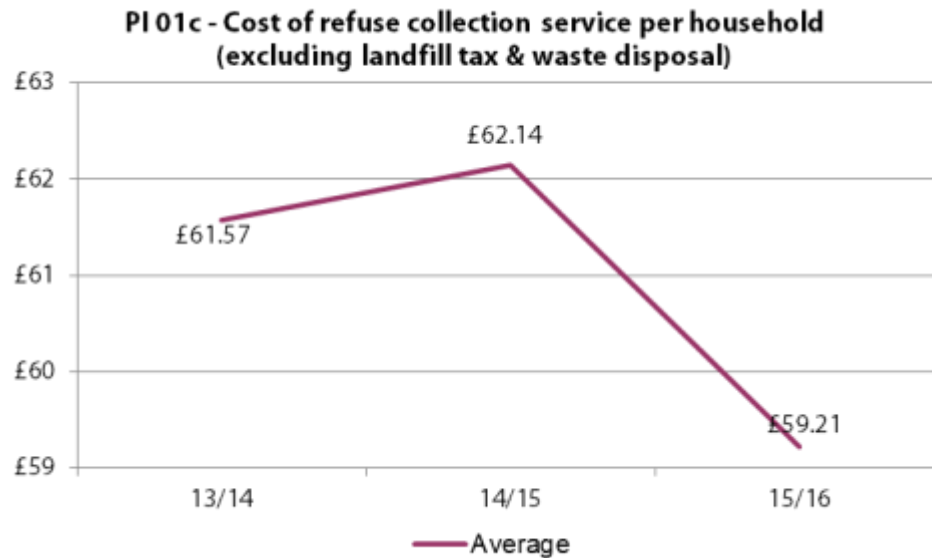
3.5% decrease 2016/17

£2B further cuts to public services by 2020?

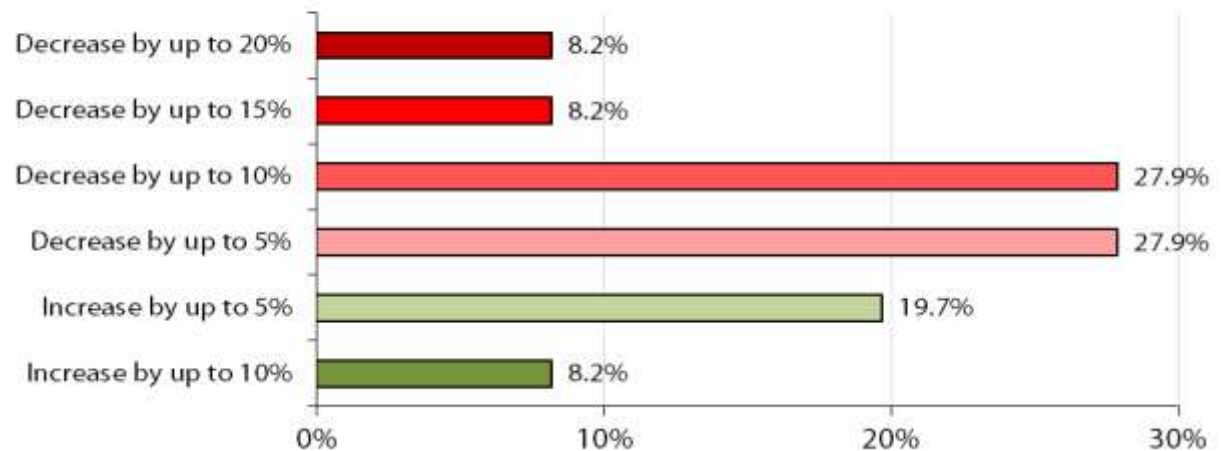


What is the evidence saying?

Refuse collection



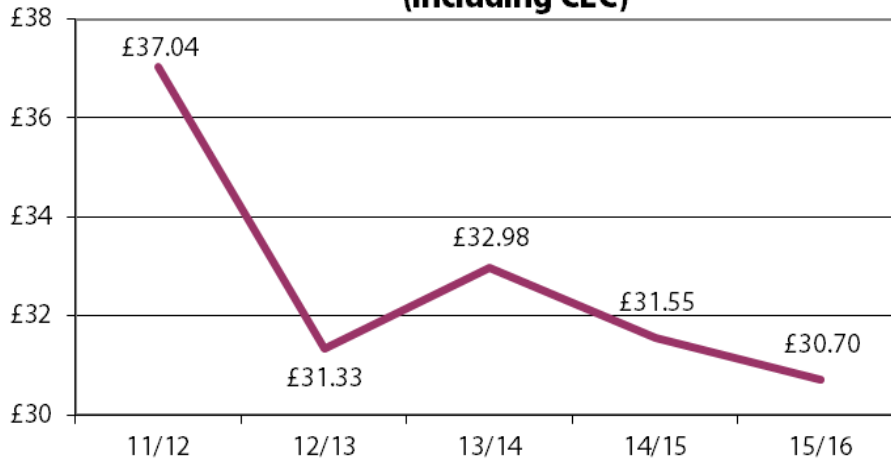
What is your expectation of the level of funding in your service budget in the coming five years?



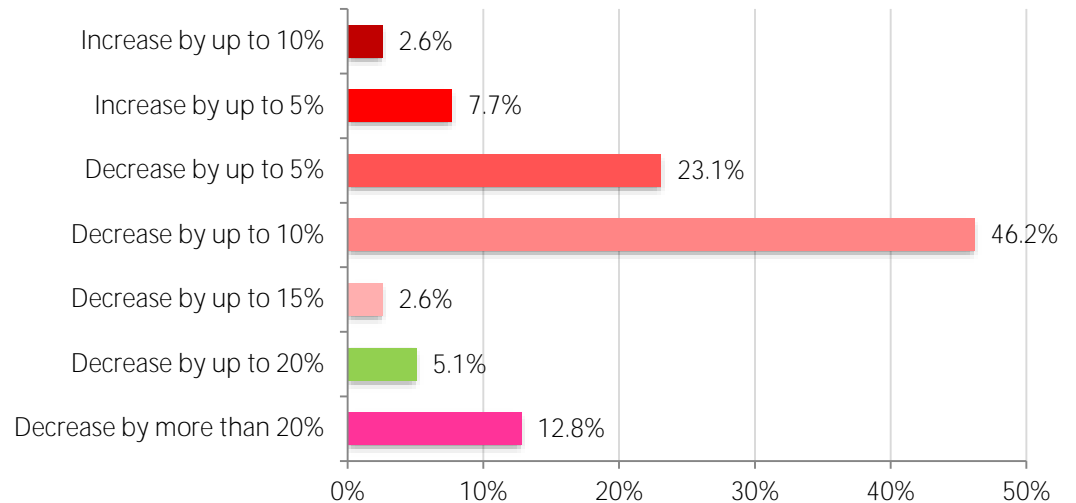
Street cleansing



PI 03 Cost of cleansing service per household (including CEC)



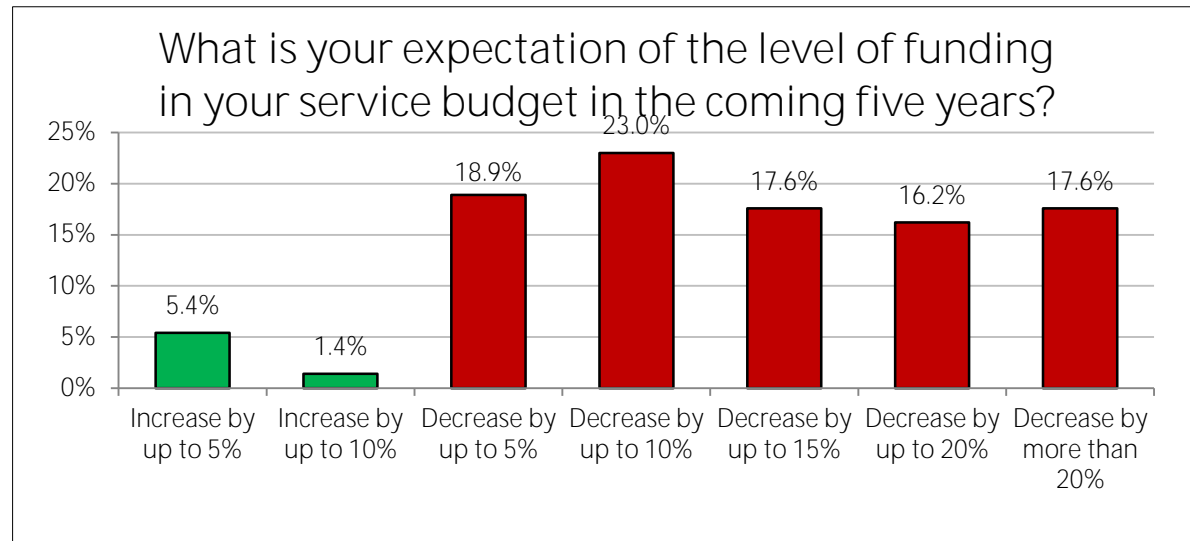
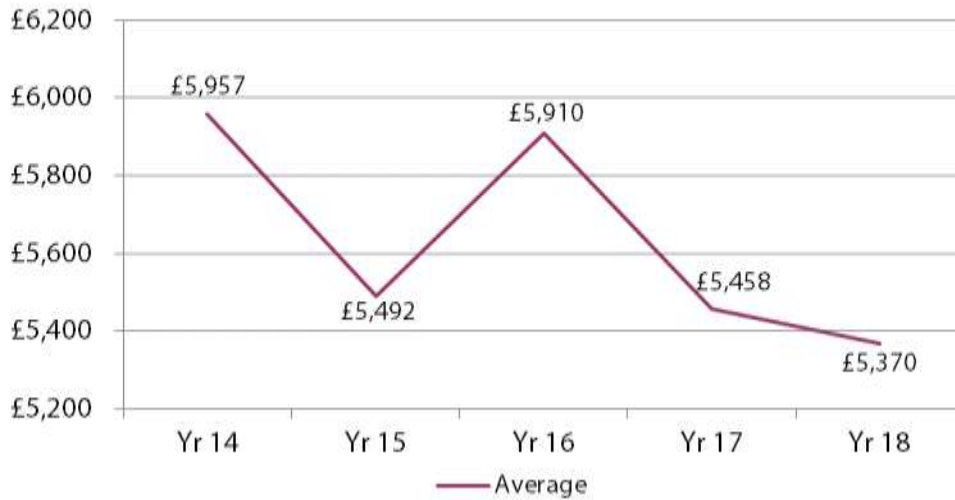
What is your expectation of the level of funding in your service budget in the coming five years?



Parks, open spaces and horticultural services



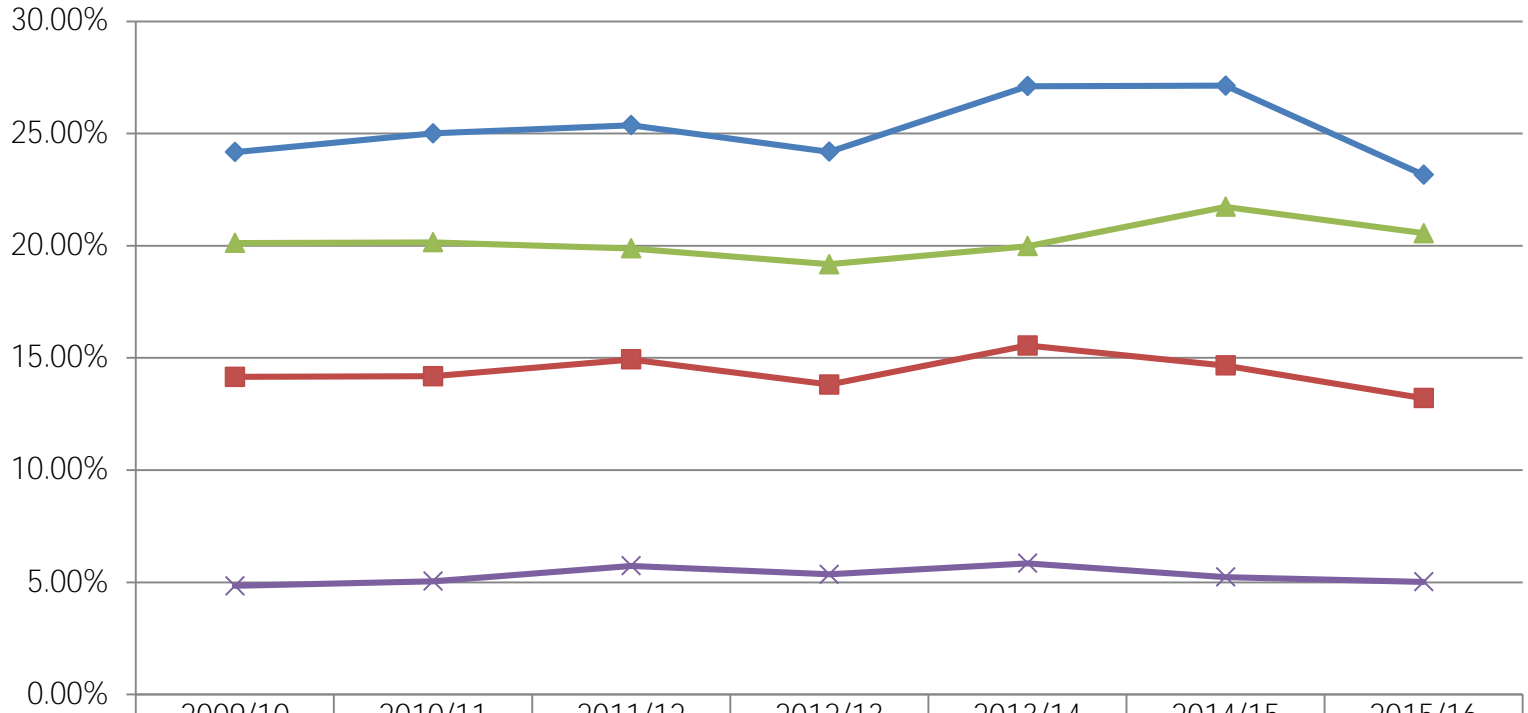
PI 02 Cost of service per hectare of maintained land (including CEC)



Transport operations and vehicle maintenance



Transport costs as a percentage of total costs



	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
Refuse	24.17%	25.01%	25.37%	24.19%	27.11%	27.13%	23.16%
Parks	14.15%	14.18%	14.93%	13.81%	15.55%	14.66%	13.21%
Street cleansing	20.12%	20.15%	19.88%	19.17%	19.98%	21.73%	20.56%
Building maintenance	4.84%	5.05%	5.73%	5.35%	5.85%	5.23%	5.02%

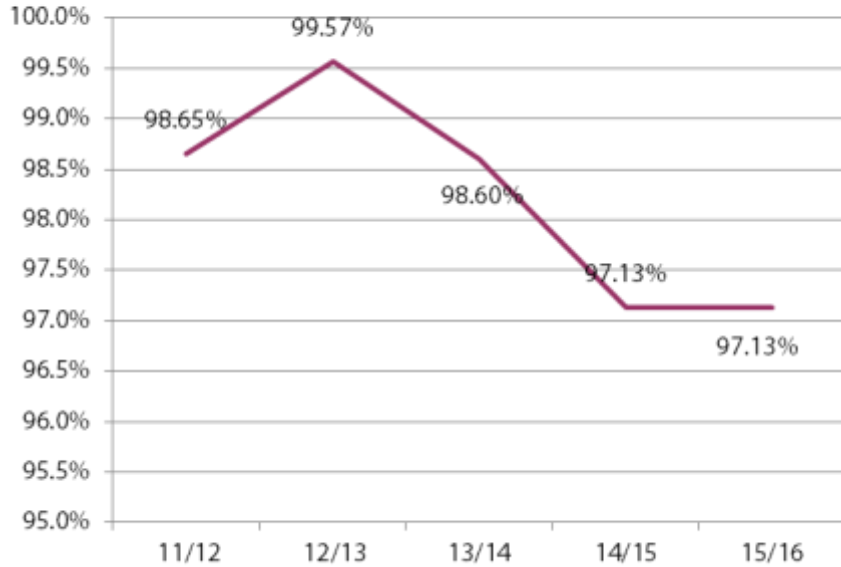
◆ Refuse ■ Parks ▲ Street cleansing ✕ Building maintenance

Productivity and quality indicators

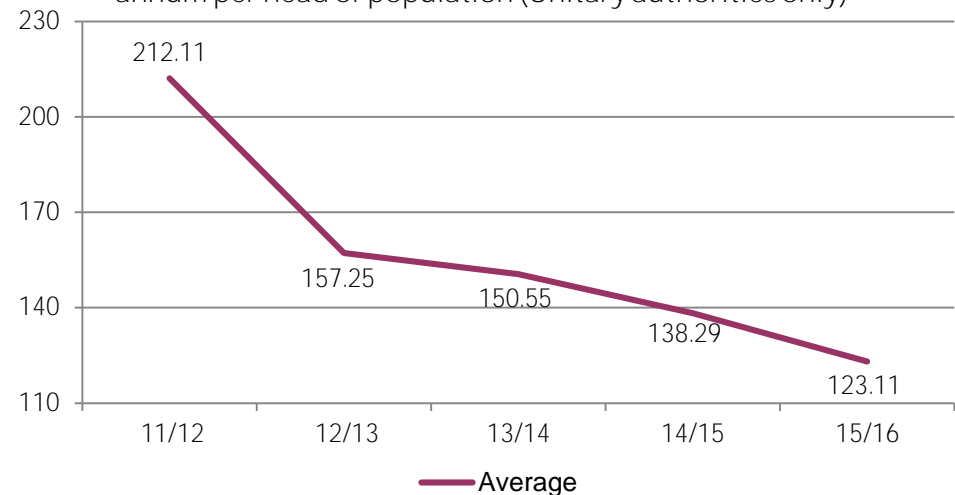
Refuse collection



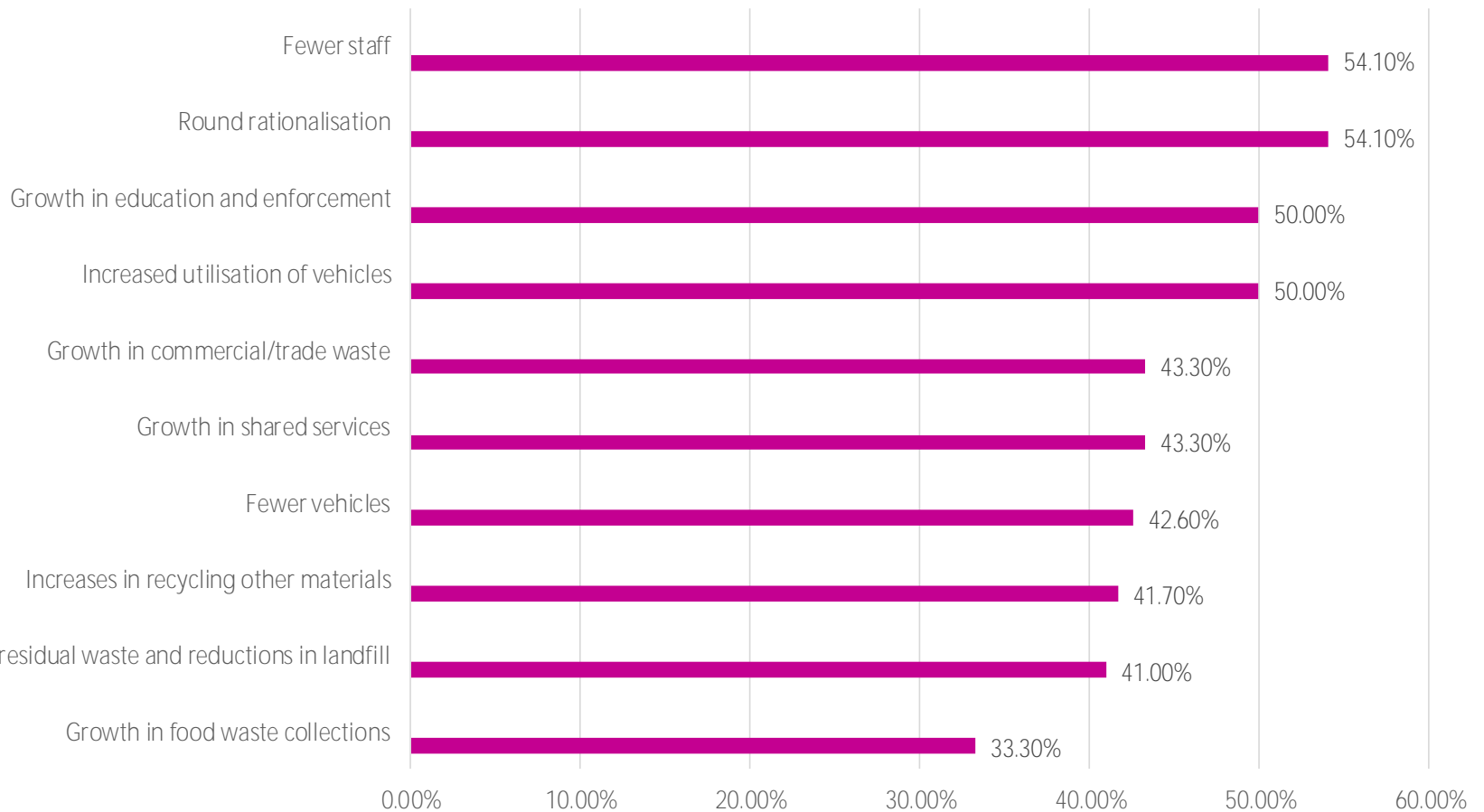
PI 11 - Percentage of households covered by kerbside recycling collections



PI 32a Kg of residual household waste landfilled per annum per head of population (Unitary authorities only)



Expectations

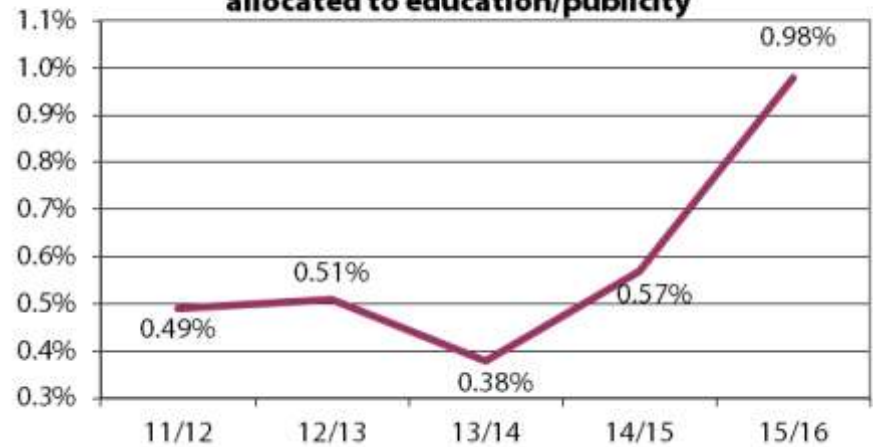


Street cleansing

PI 39 Community / customer surveys undertaken satisfaction levels



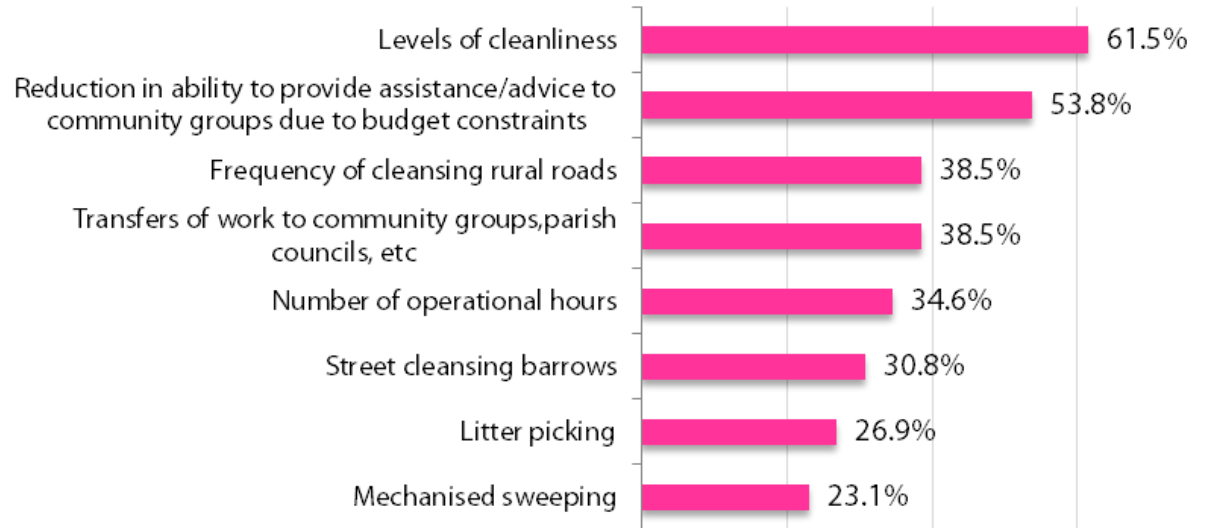
PI 40 Percentage of street cleansing budget allocated to education/publicity



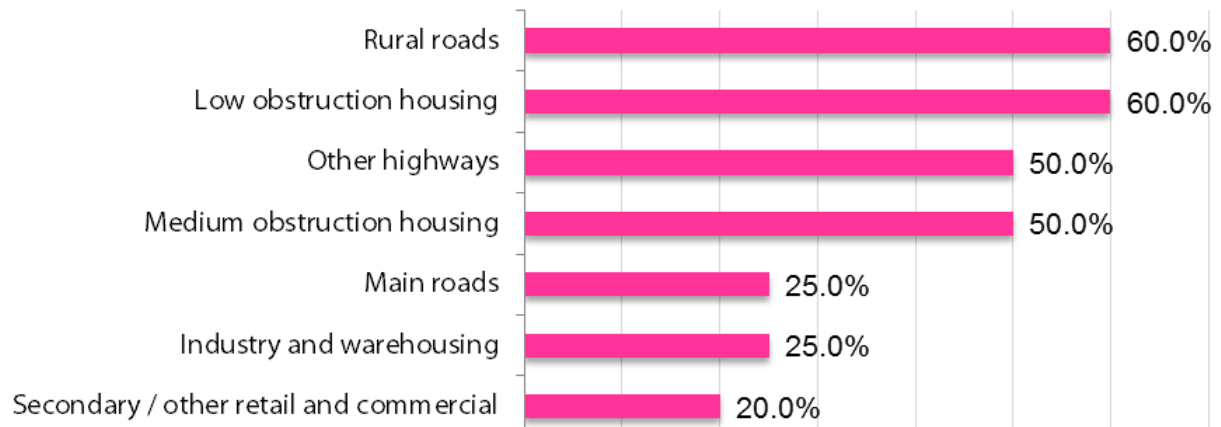
Misaligned expectations?



Where do you see future decreases in work for the service?



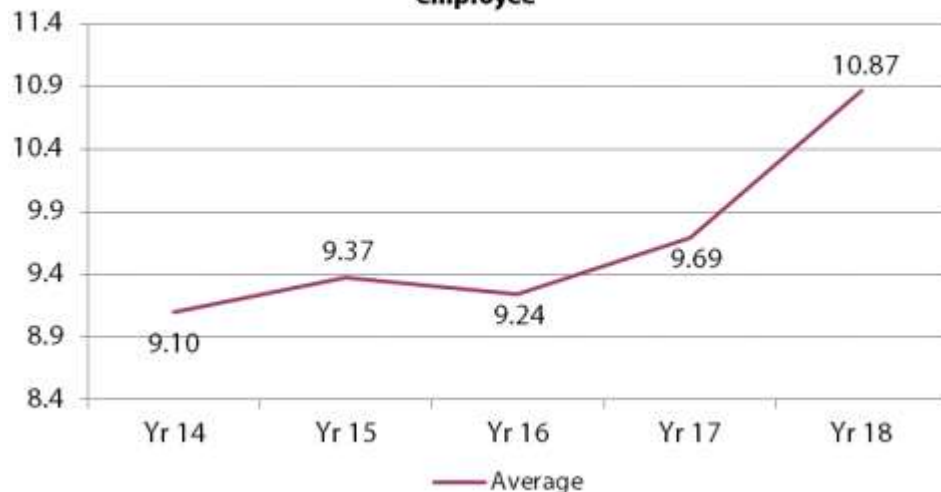
If you are anticipating future reductions in sweeping and litter picking work, which areas of land do you think this will relate to?



Parks, open spaces and horticultural services



PI 12 Number of hectares maintained per FTE front line employee



PI 23 Output specification



PI 38 Community/customer surveys undertaken



Where do you see future decreases in work for the service?



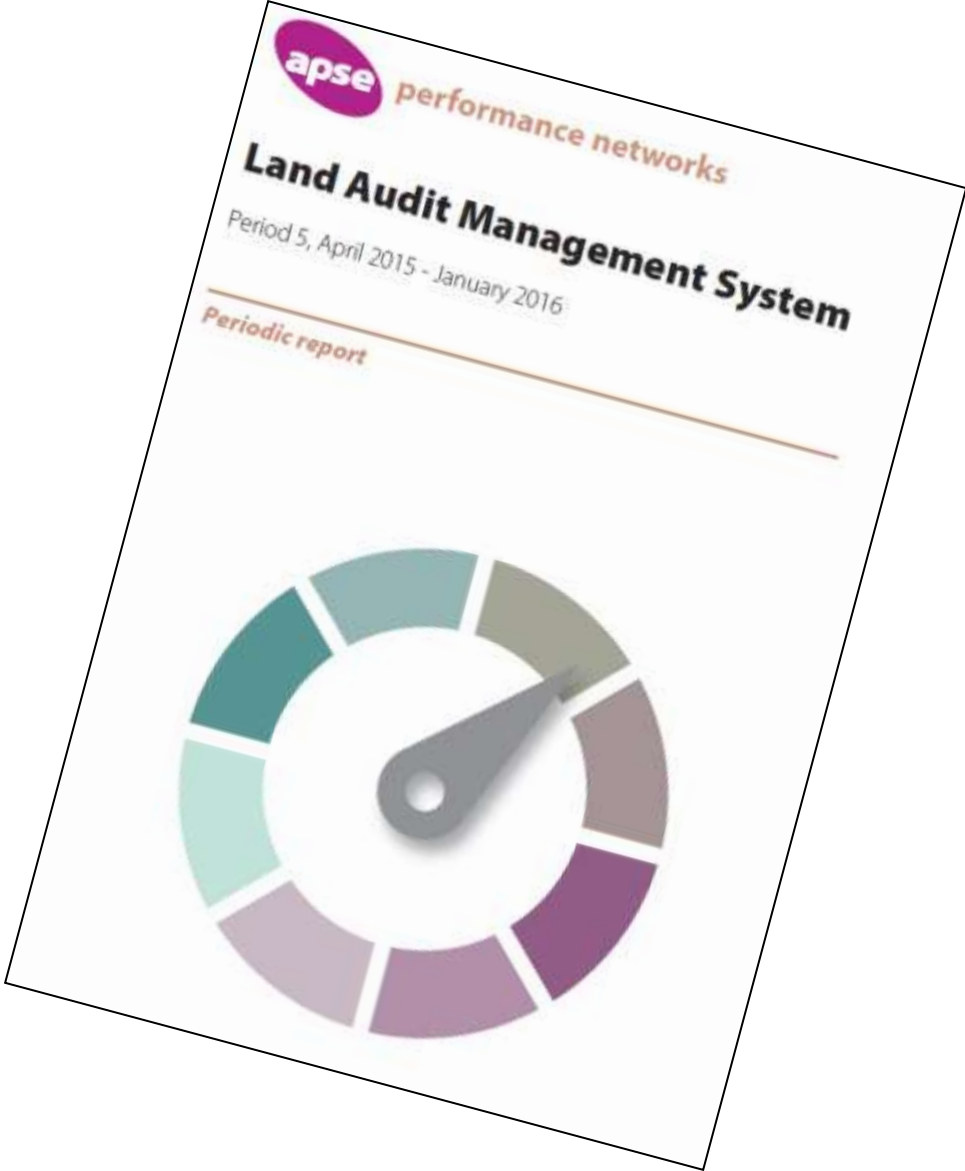
Reduced maintenance or frequency of maintenance of grounds	81.5%
Bedding, floral displays, regional shows, ornamental grass cutting, bowling greens, high amenity areas	81.5%
Reduction in service or standards	78.5%
Transfer of assets	40.0%
Fewer parks and facilities	35.4%
Achievement in awards	35.4%
Landscaping and country parks	30.8%
Sports provision	30.8%
New development projects/capital investment schemes e.g. play area refurbishment	30.8%
Ranger service	29.2%
Parks development activity	27.7%
Litter picking	26.2%
Cemeteries and closed churchyards	20.0%

Where do you see growth for the service over the next 12 months?



Community involvement/engagement	67.2%
Partnership working with other public bodies	62.7%
Sharing services with other local authorities	50.7%
Conservation and management of climate change	22.4%
Events in parks	43.3%
Offering a maintenance service to external organisations/private work	37.3%
Offering a maintenance service to other local authorities	28.4%
Additional open space from housing developments	46.3%
Children's play	22.4%
Capital projects (e.g. section 106)	34.3%
Allotments/community gardens	23.9%
Nursery production	6.0%
Training	17.9%

Land Audit Management System (LAMS)



Land Audit Management System (LAMS)



- A consistent quality audit of grounds maintenance standards
- Trigger for immediate intervention at local level
- Data source for comparative Performance Indicators at national level (real time & annual)
- Balance against cost & productivity PIs
- Simple to undertake & administer
- Will contribute to annual performance awards

Land Audit Management System (LAMS)



LAMS requirements and local options:

Local	National
Frequency of inspections set locally	Bi-monthly data input timetable must be met
Number of inspections (transects) per period/annum	Agreed minimum requirement of 10 inspections per area per period
Intervention levels / times	Grading standards using Guidance Manual

National picture 2016-17



55 incidents



2 incidents



9 incidents



8 incidents



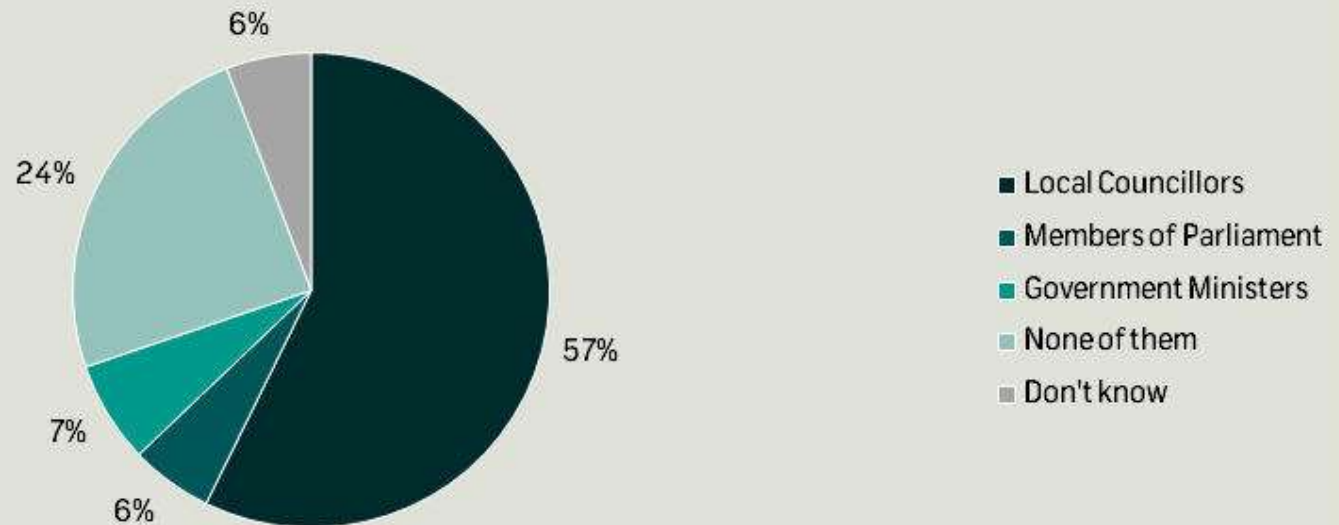
Range from 65% to 100%

Do the public trust us to deliver?



Trust in decision making?

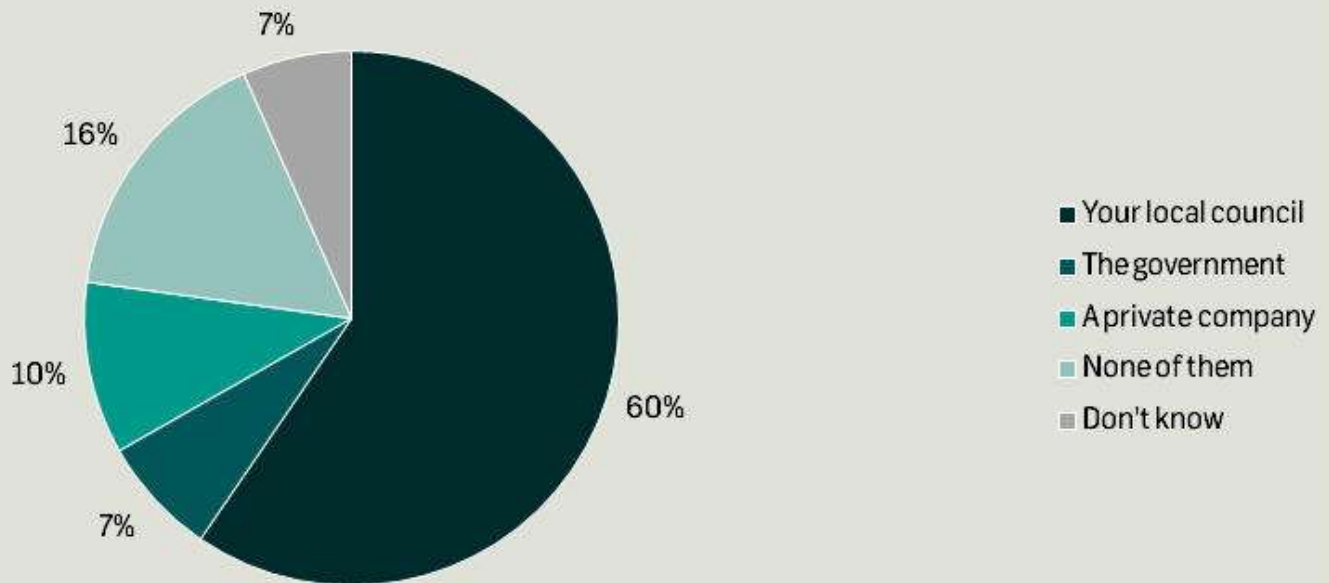
Who do you trust the most to make decisions about how services are provided in your local area?



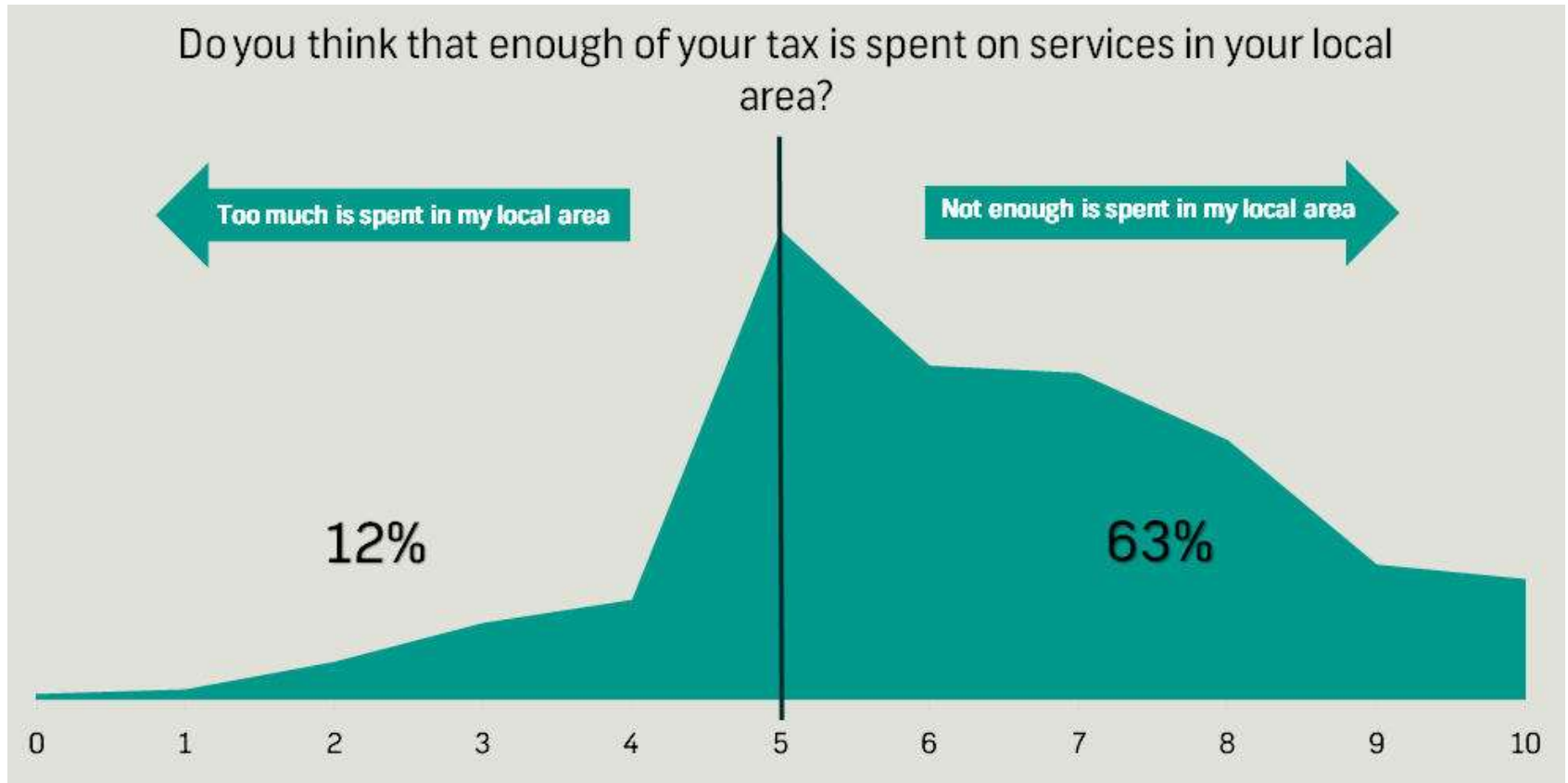
Trust in service delivery?



Who do you trust most to deliver services to your local area?

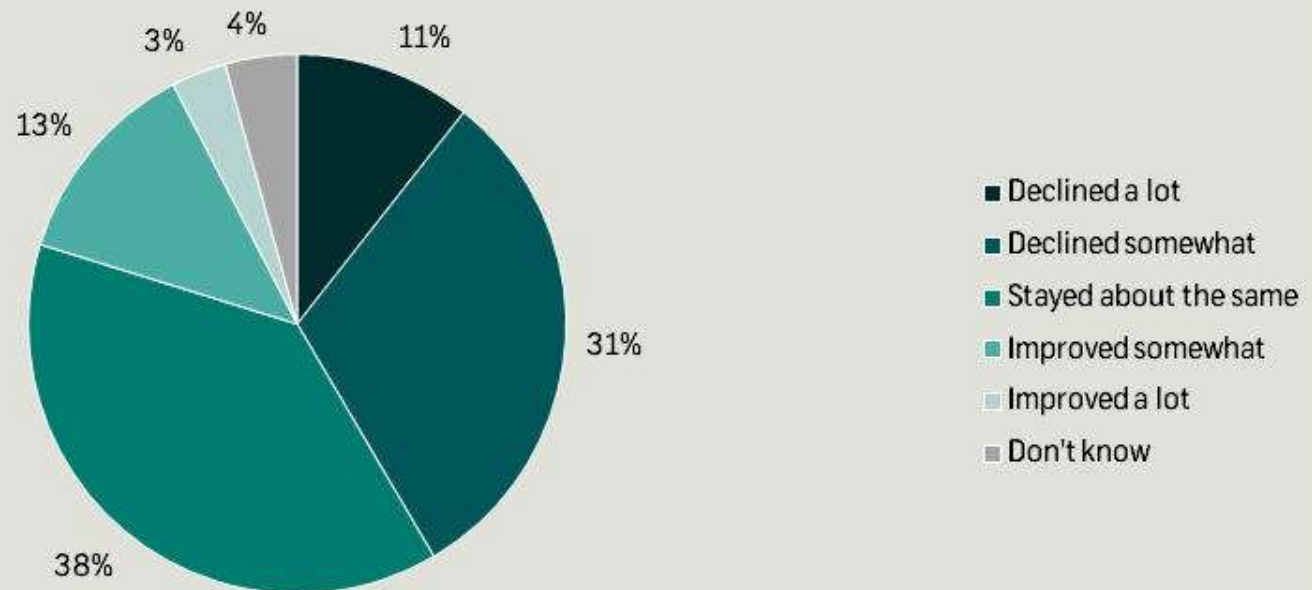


Is enough of your tax spent?



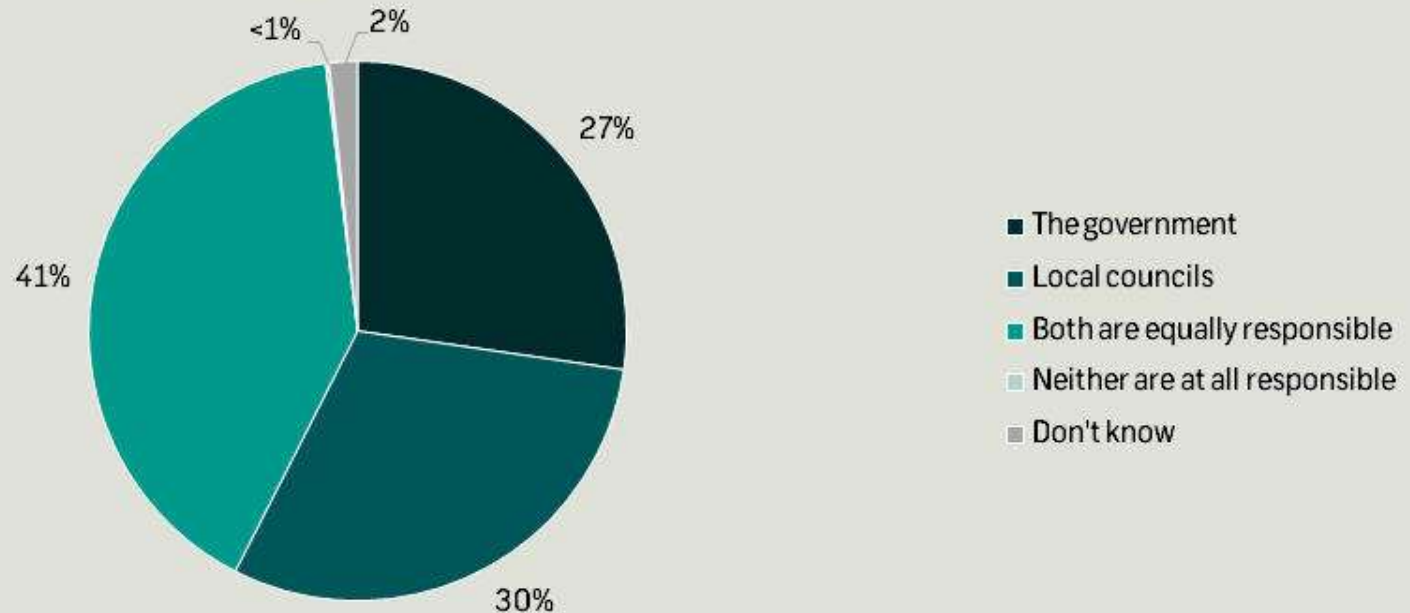
Have services declined?

Do you think that local services have declined or improved in your local area in recent years?



Who is to blame for a decline in services?

Who do you think is the most responsible for the declining services in your local area?





Our survey said

- Waste and recycling and parks had the highest satisfaction scores
- The public have seen a decline in local services but..
- **Don't fully relate that easily to central government cuts** *'Its the council'*
- Victims of our own success?
- Public satisfaction is high but...
- Public are starting to see the impact of austerity
- APSE will continue to provide intelligence on front line services



Contact details

Debbie Johns, Head of Performance Networks

Email: djohns@apse.org.uk

Mobile: 07834 334193

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



INVESTOR IN PEOPLE



ISO 14001
REGISTERED FIRM

GB 11409



ISO 9001
REGISTERED FIRM

GB 11132



ISO 27001
REGISTERED FIRM

GB 14074