



The word on the street

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THE WORD ON THE STREET



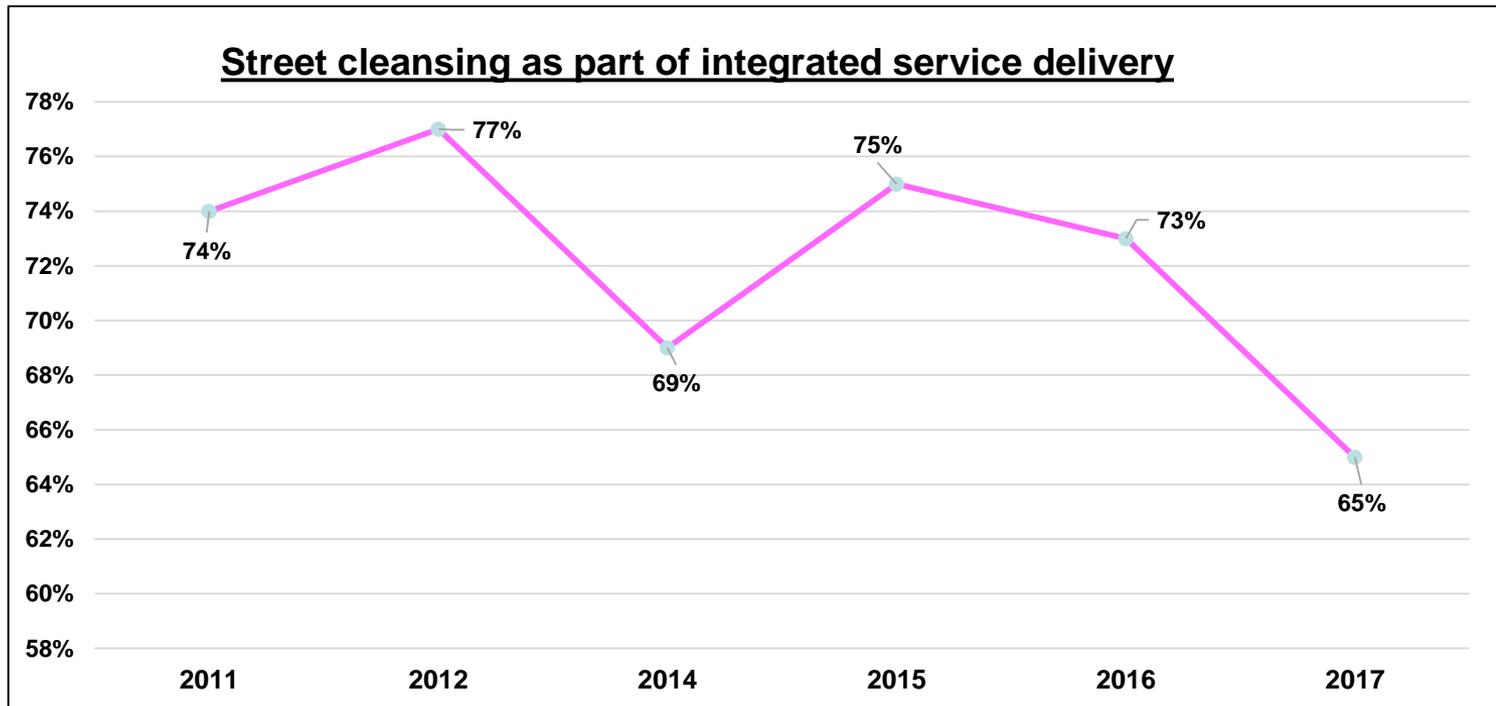
State of the Market Survey 2017

Local Authority Street Cleansing Services



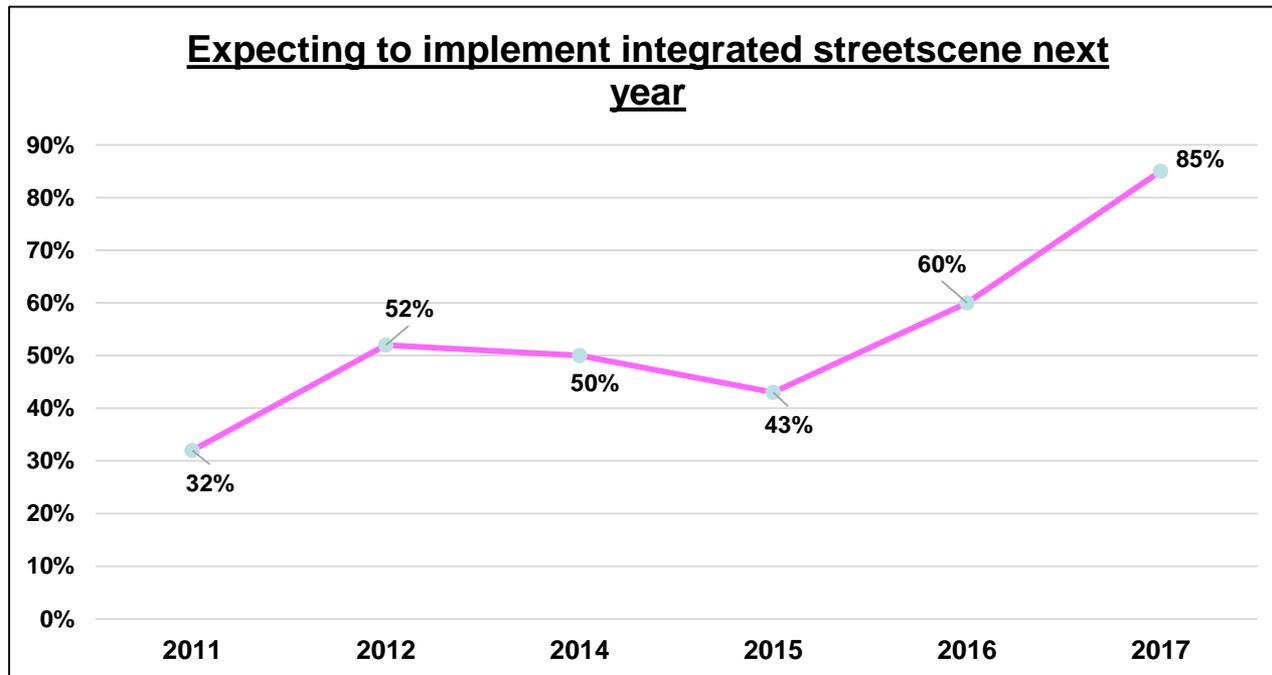
APSE State of the Market 2017

“**65%** indicated that they are part of an integrated streetscene service”



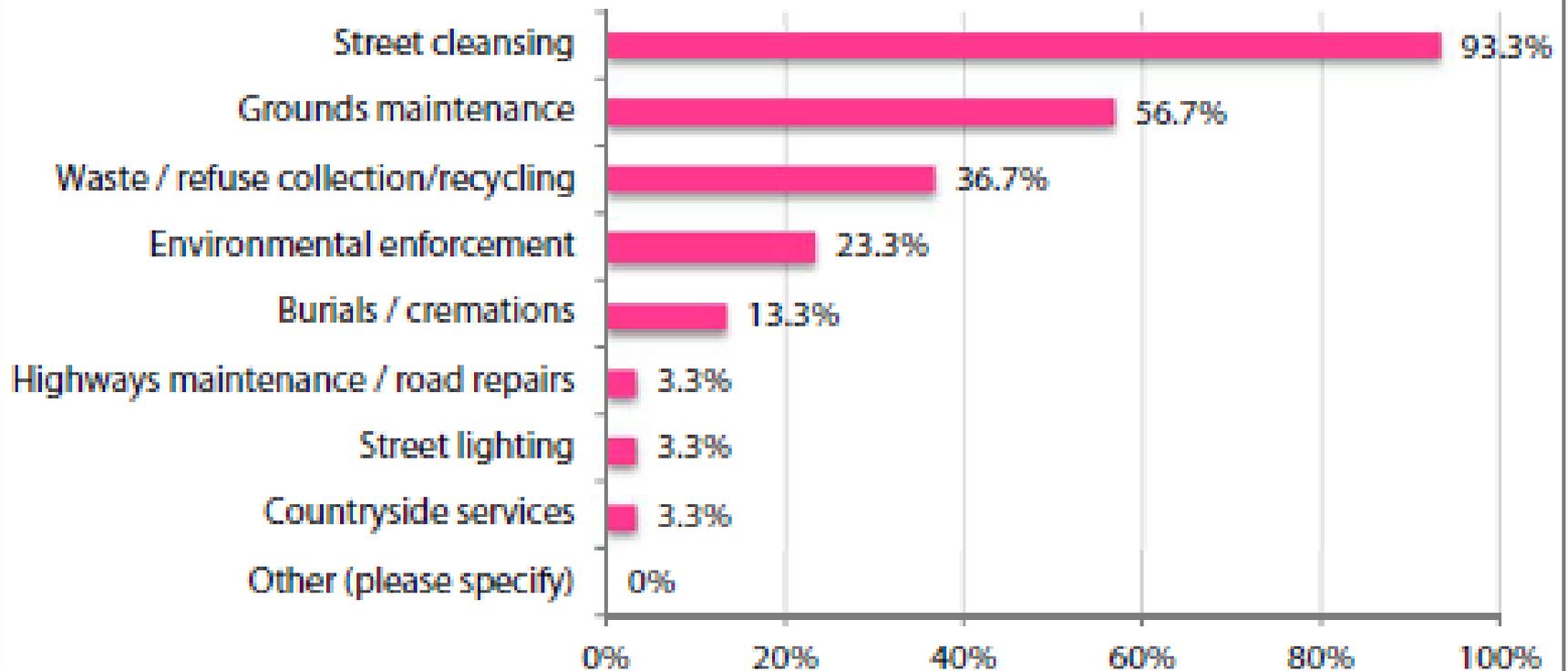
APSE State of the Market 2017

“Of those who stated that they were not already part of an integrated streetscene service, **85%** expected to become part of an integrated streetscene service in the near future,”



APSE State of the Market 2017

If yes, which services are jointly delivered by staff within your street scene 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**
 - NI 195 / LEAMS / LAMS
- **Is there a most effective streetscene model?**
 - Conclusions

What's the word on the street?



- **Three distinct groupings of authorities responding**
 - Full integrated streetscene service under one distinct manager with combined duties for staff (SS1)
 - Services amalgamated under one manager but continue to operate independently of each other (SS2)
 - No streetscene operation, services continuing to be managed and operate separately (SS3)

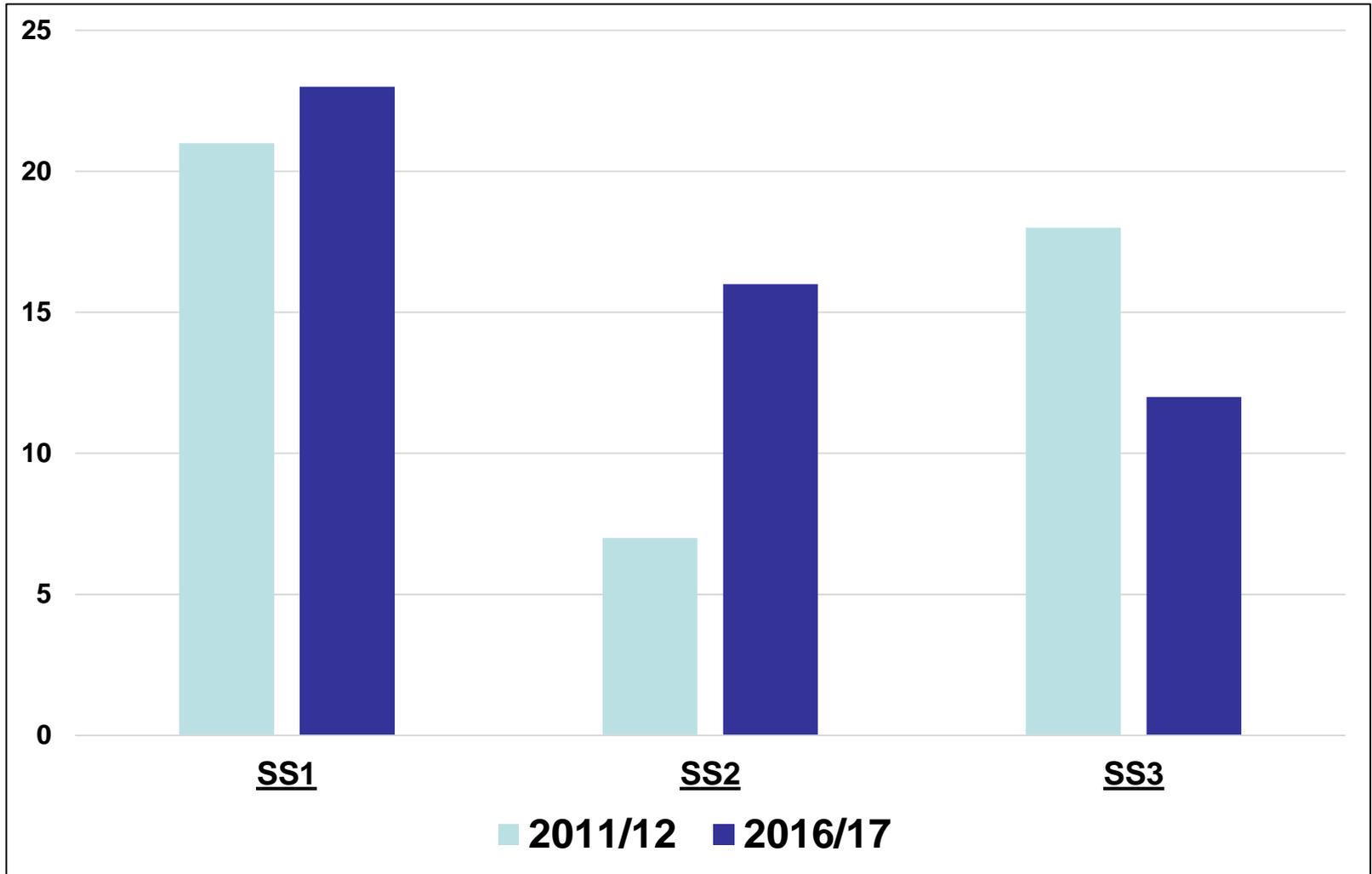


What APSE's performance data is telling us

2016/17 data analysis

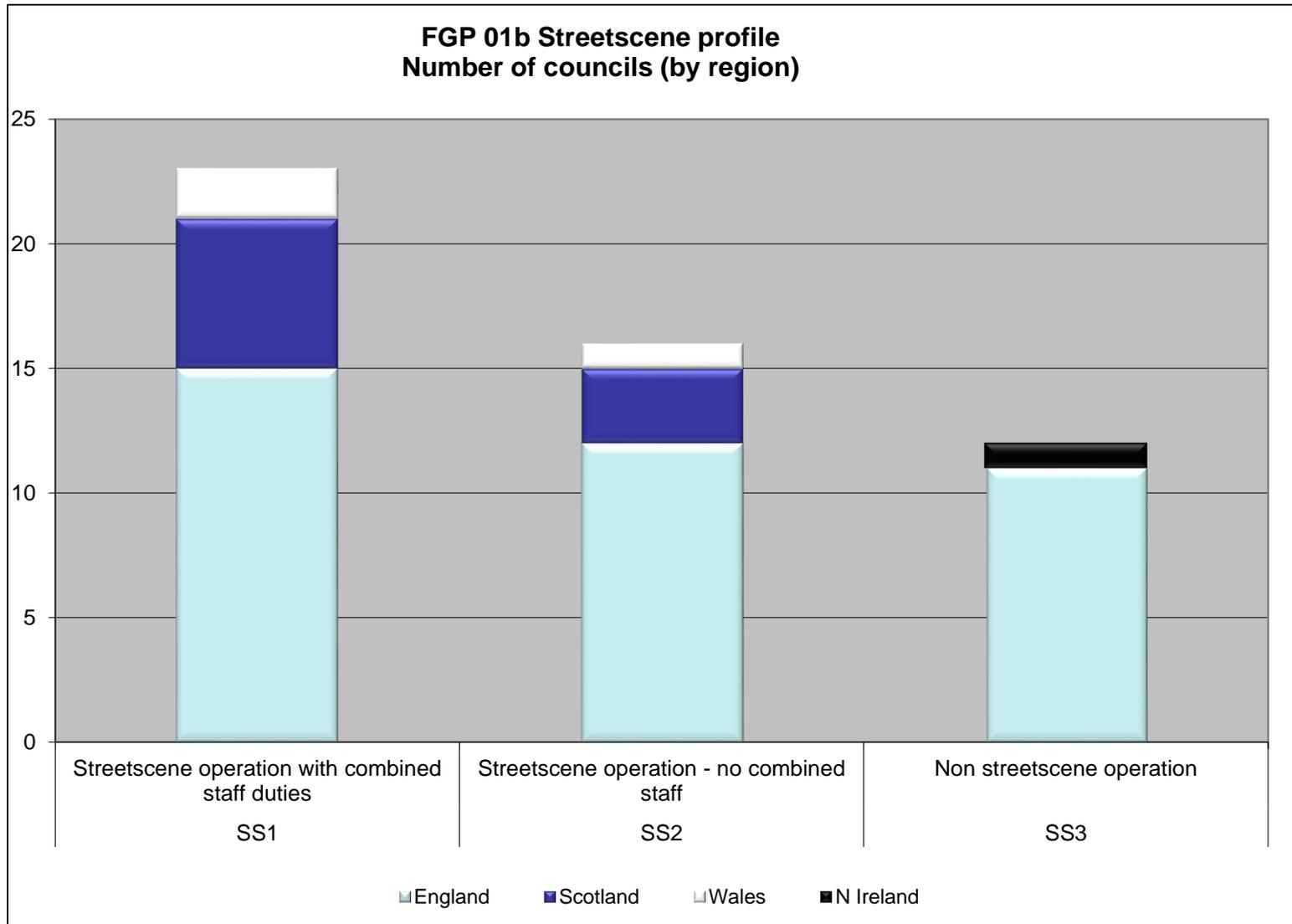
Profiles

Participants (by Streetscene Group)



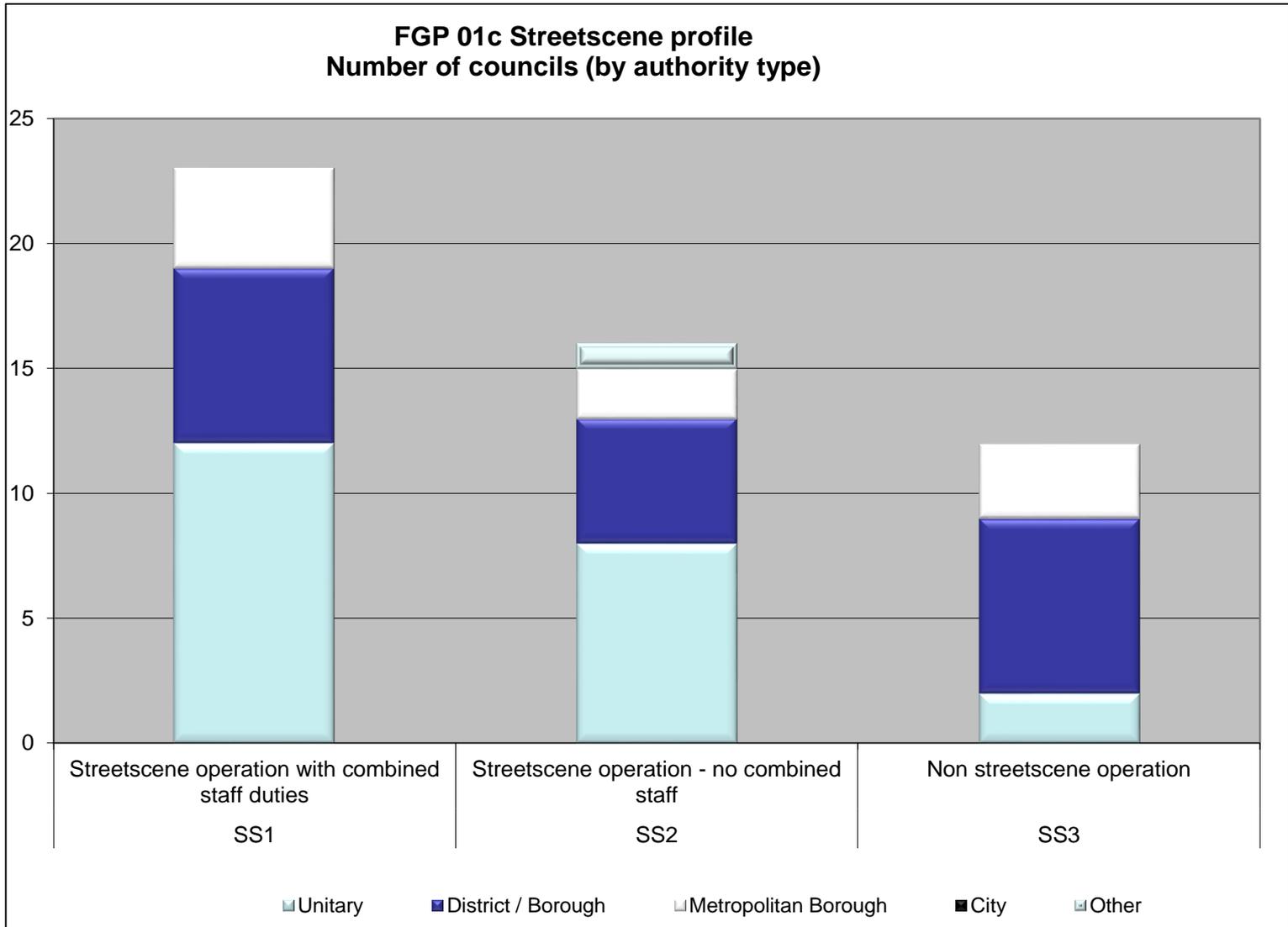
Profiles

FGP 01b streetscene profile - number of councils (by region)



Profiles

FGP 01c streetscene profile - number of councils (by type of authority)



Profiles

	SS1	SS2	SS3
Population	150,270	165,200	183,650

(using median (mid-point) of data range)

Profiles

	SS1	SS2	SS3
Population	150,270	165,200	183,650
Area (hectares)	21,096	23,655	17,947

(using median (mid-point) of data range)

Profiles

	SS1	SS2	SS3
Population	150,270	165,200	183,650
Area (hectares)	21,096	23,655	17,947
Population density	7.27	7.28	14.16

(using median (mid-point) of data range)

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	SS1	SS2	SS3
Population	150,270	165,200	183,650
Area (hectares)	21,096	23,655	17,947
Population density	7.27	7.28	14.16
FTE staff – street cleansing	50.95	50.58	34.50

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Population	150,270	165,200	183,650
Area (hectares)	21,096	23,655	17,947
Population density	7.27	7.28	14.16
FTE staff – street cleansing	50.95	50.58	34.50
No. of street cleansing vehicles	19.00	28.00	23.50

(using median (mid-point) of data range)

Profiles

	SS1	SS2	SS3
Population	150,270	165,200	183,650
Area (hectares)	21,096	23,655	17,947
Population density	7.27	7.28	14.16
FTE staff – street cleansing	50.95	50.58	34.50
No. of street cleansing vehicles	19.00	28.00	23.50
Average grass cuts (Parks)	15	14	18
Average grass cuts (Other)	13	12	13

(using median (mid-point) of data range)

Profiles

	SS1	SS2	SS3
Population	150,270	165,200	183,650
Area (hectares)	21,096	23,655	17,947
Population density	7.27	7.28	14.16
FTE staff – street cleansing	50.95	50.58	34.50
No. of street cleansing vehicles	19.00	28.00	23.50
Average grass cuts (Parks)	15	14	18
Average grass cuts (Other)	13	12	13
Hectares maintained per 1000 head of population	3.87	3.17	2.95
<small>(using median (mid-point) of data range)</small>			

Profiles

SS1 – Streetscene operation with combined staff duties

- Typically have the lowest population and population density
- Highest number of full-time equivalent staff employed on Street Cleansing by a small margin
- However, the number of street cleansing vehicles and number of grass cuts per annum remains the lowest.
- Hectares maintained per 1000 head of population has remained lower than the SS2 group, with multi-tasking teams covering less overall area but significantly more tasks
- *Of the 23 authorities in this group this time, 15 of them (65%) have a population of between 100,000 and 200,000. Only 1 of them has less than 100,000*

Profiles

SS2 – Streetscene operation - no combined staff

- Previously the lowest median population and boundary area but the highest population density. This has changed over recent years
- 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
- *Of the 16 authorities in this group this time, 7 of them (44%) have a population greater than 200,000. 3 of the 16 have a population of less than 100,000*

Profiles

SS3 – Non streetscene operation

- Average population density has remained high, despite having the highest populations, as there are some big city councils amongst them.
- Also backed up by the additional number of grass cuts in high-profile Parks
- But the lowering of cuts in other areas shows where budget deficits are having an effect.
- *Of the 12 authorities in this group this time, 5 of them (42%) have a population greater than 200,000. 2 of the 12 have a population of less than 100,000.*

Data Analysis

Costs

	SS1	SS2	SS3
	£	£	£
Parks – median cost per household	39.06	32.75	35.67
Street cleansing –median cost per household	30.01	28.46	24.13
Total median cost per household	71.40	58.96	60.11

=====

- SS3 used to be the lowest cost, now SS2 as councils move into the Streetscene groups

Data Analysis

Costs

	SS1	SS2	SS3
	£	£	£
Parks – median cost per household	39.06	32.75	35.67
Street cleansing –median cost per household	30.01	28.46	24.13
Total median cost per household	71.40	58.96	60.11
=====	=====	=====	=====
Median management costs as % of total costs	7.01%	6.61%	5.88%

- SS1 has the highest cost and the highest management cost, but both these figures are reduced from last time

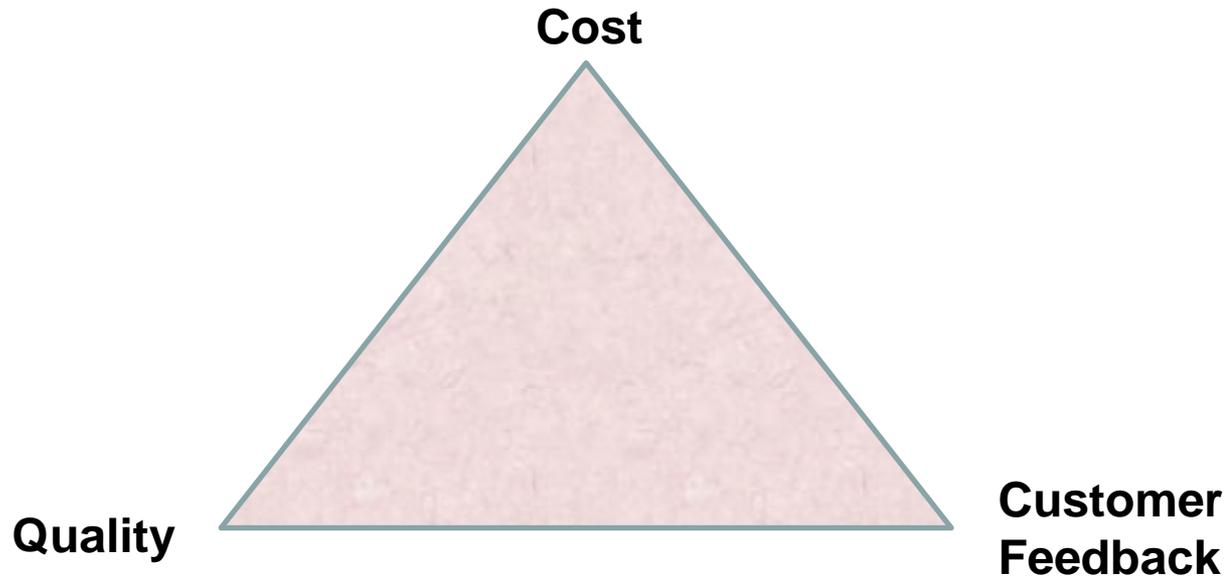
Data Analysis

Costs

- Previously, data showed that having an integrated Streetscene service, being the most expensive, has no benefit in terms of efficiency savings.
- But this does not account for cost prior to integration and whether savings had already been achieved by integrating.
- Reductions in the totals for both Streetscene groups this year against a slight increase for the non-Streetscene group (SS3) may also suggest that year-on-year savings continue to be realised by joint-working or at least by joint-management.

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?



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



Measuring Cleanliness

Grade A



A Grade A area has no litter or refuse, it is the standard which thorough conventional sweeping/litter-picking should achieve.

Measuring Cleanliness

Grade B



A Grade B area is predominantly free of litter and refuse apart from a few small items.



What APSE's performance data is telling us

**2016/17 data analysis
- continued**

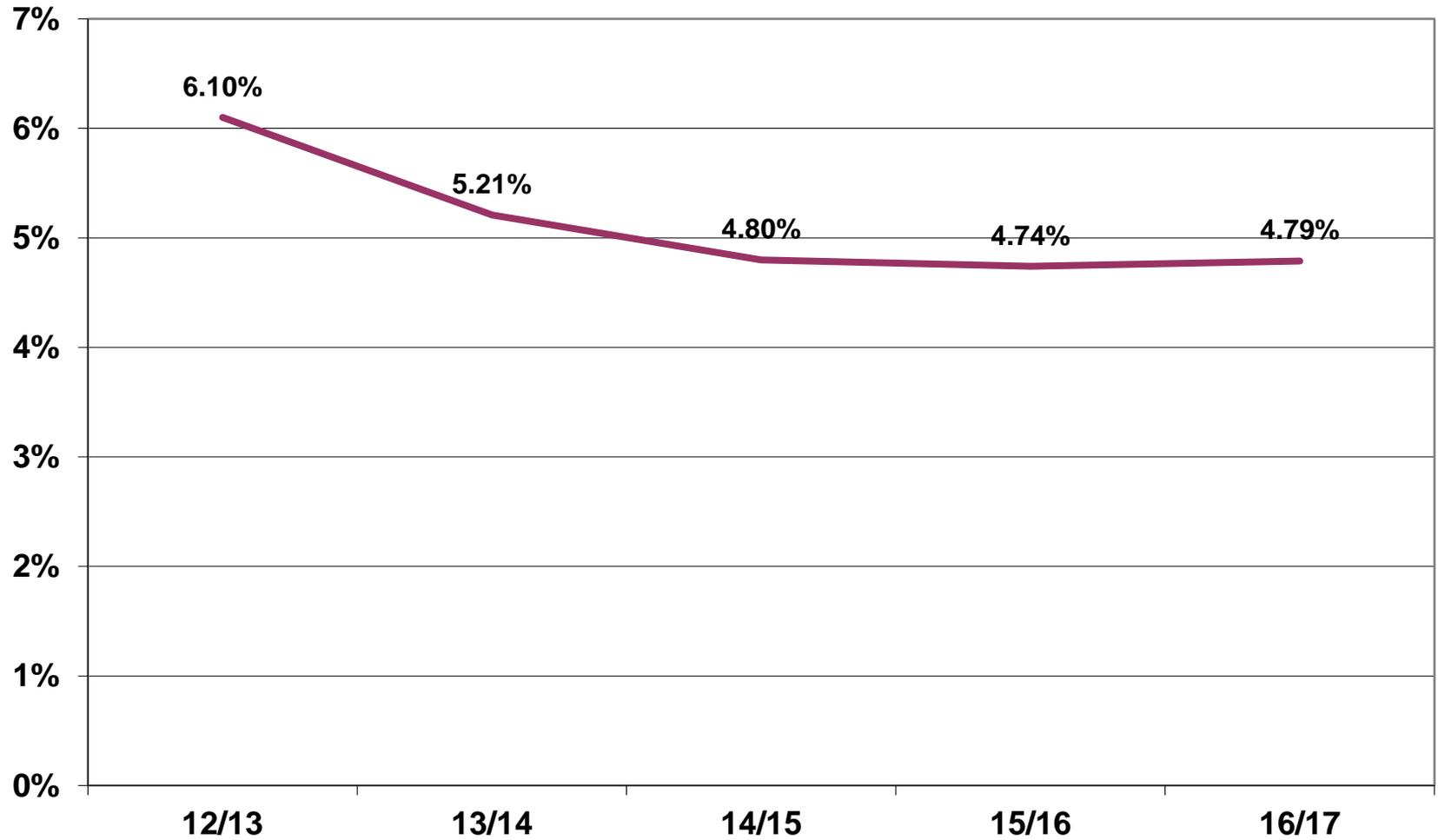
Data Analysis

Quality – ex NI 195 inspections

2016/17	SS1	SS2	SS3
	%	%	%
Cleanliness: street cleansing (median %)	3.50	4.75	6.45
	(previous)	(1.92)	(8.45)
No. of authorities	9	7	7

- SS1 now has the lowest % of inspected sites that were unacceptable standard (i.e. below Grade B)
- SS1 & SS2 are above average for Street Cleansing
- Samples for Scotland & Wales are too small

PI 37a NI 195 percentage of sites that fall below grade B (England only - full inspections)



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 now rolling 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

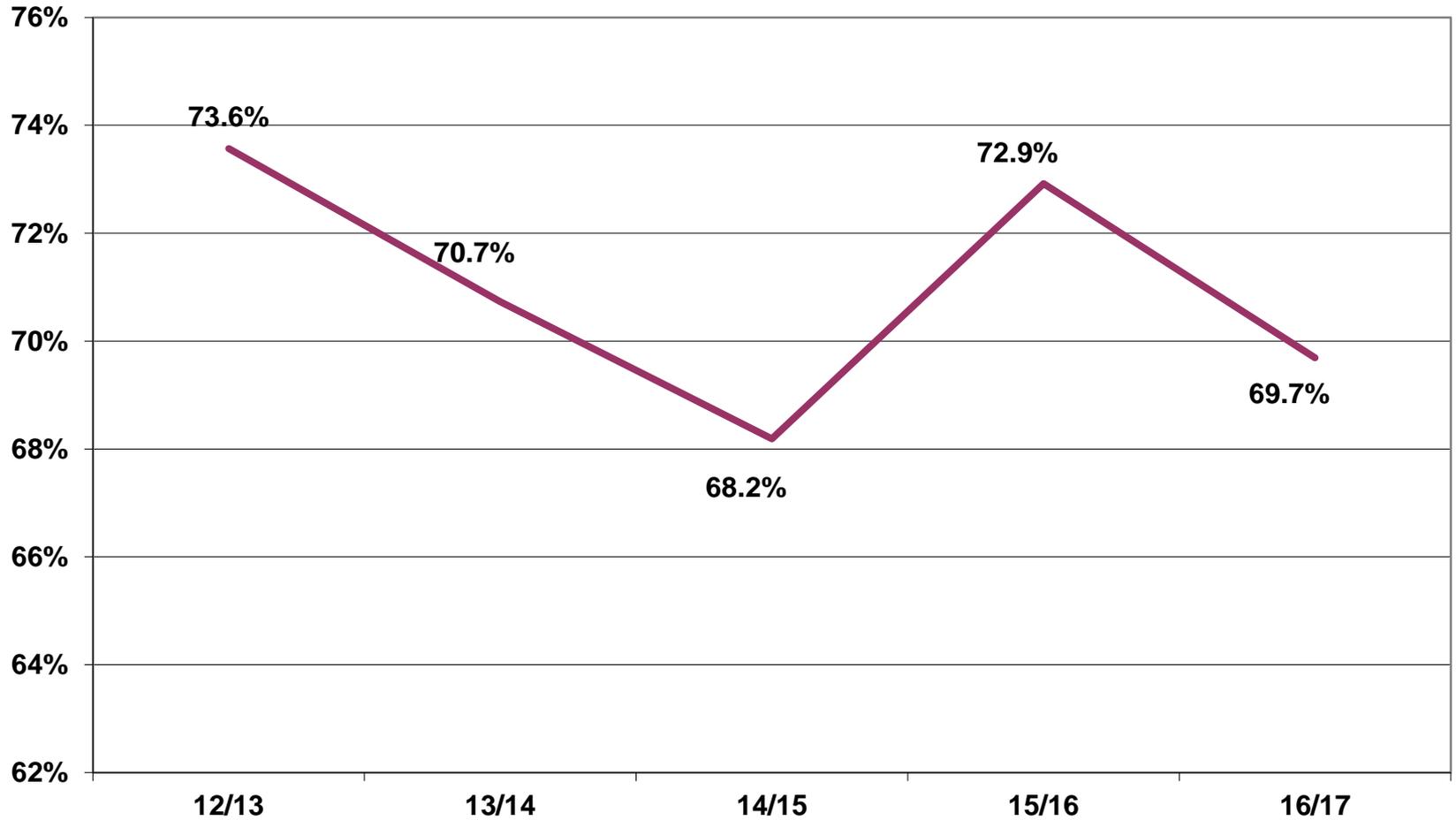
Data Analysis

Customer Satisfaction Surveys

	SS1	SS2	SS3
	%	%	%
Customer satisfaction: street cleansing (median %)	76.5	60.7	84.0
	(previous) (72.2)	(72.0)	(64.0)
Customer satisfaction: parks (median %)	70.0	76.4	92.0
	(previous) (75.0)	(82.0)	(88.0)

- SS2 & SS3 originally had the best scores but SS1 authorities had improved in both areas last year
- SS1 & SS3 are above average for Street Cleansing

PI 39 Community / customer surveys undertaken satisfaction levels



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 city councils are moving towards integrated solutions in order to meet austerity targets**
- **SS1 has improved quality and customer satisfaction results while delivering cost savings**
- **APSE to continue to monitor relationships between cost, quality and customer satisfaction**

THE WORD ON THE STREET

**THE
LAST
WORD.**

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