



BENCHMARKING

Streetscene Services

2015 Reports

Dave Henrys

Associate Consultant

APSE Solutions

Integrated Streetscene Services



- What are the ways and means?
- How does it impact on performance?
- What are we learning from APSE Performance Networks?
- Conclusions?

Performance Networks

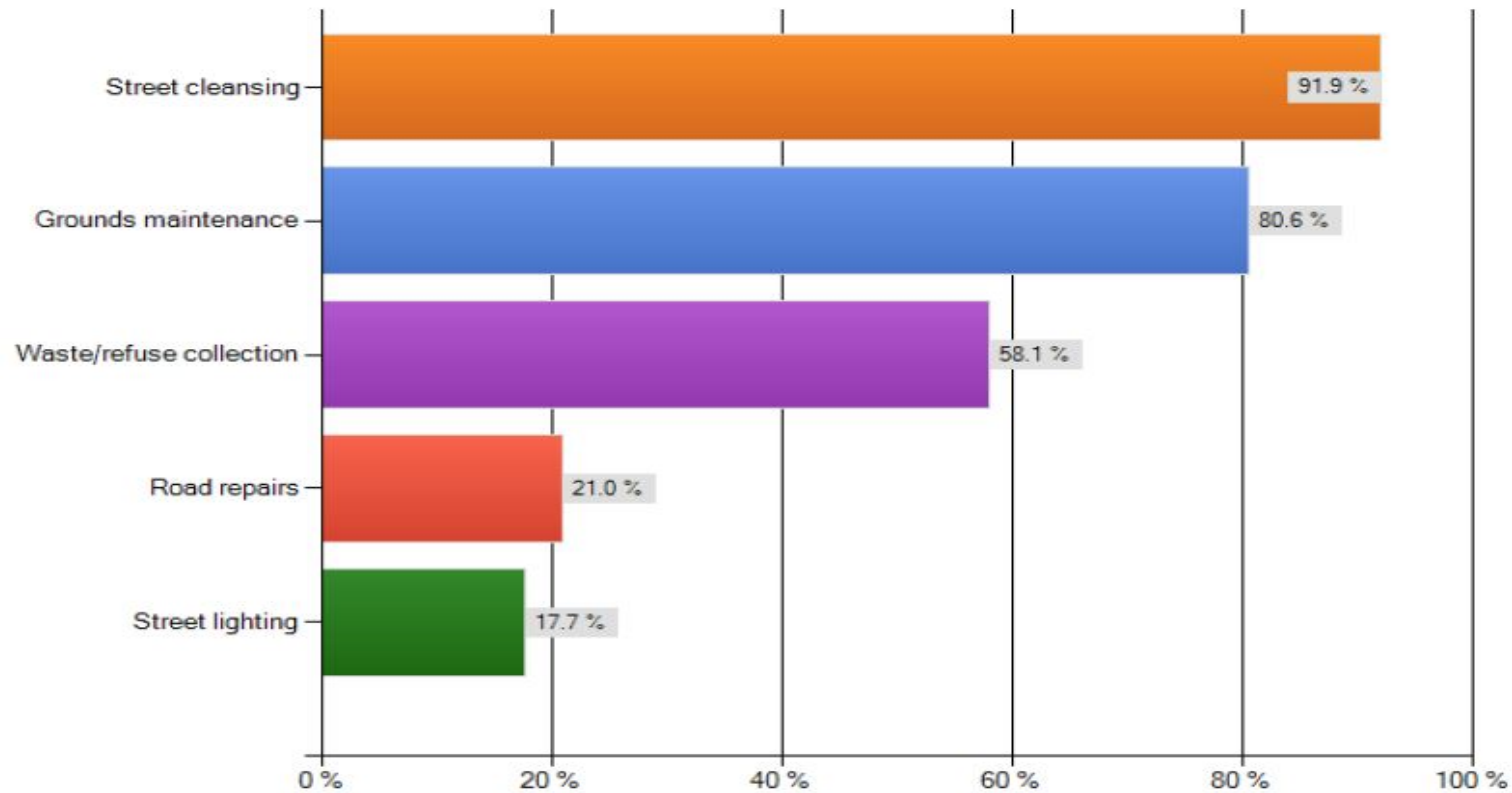


- Dynamic performance measurement model
- Established in 1998
- Largest voluntary public sector benchmarking model of its kind
- Over 200 local authorities currently in membership across 14 front-line services
- 16 years of management information available
- Developed and led by practitioners

Streetscene Services



- APSE State of the Market 2012



Why integrate services?



- Reducing budgets
- Multi-tasking opportunities
- Potential for upskilling
- Public perceptions of quality / cleanliness etc.
- Consistency of standards
- Neighbourhood pride
- Community involvement

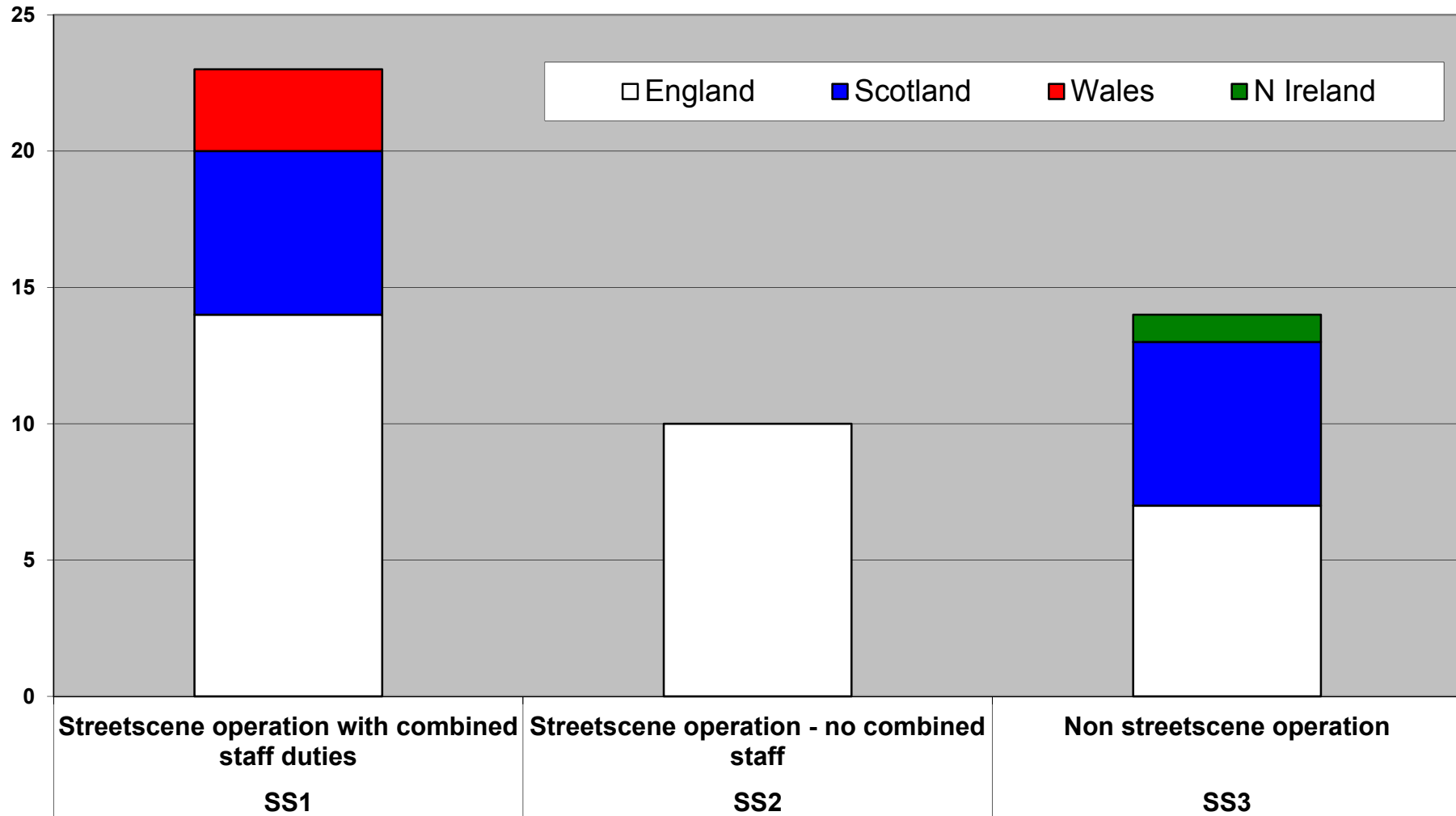
Ways & Means



- **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)

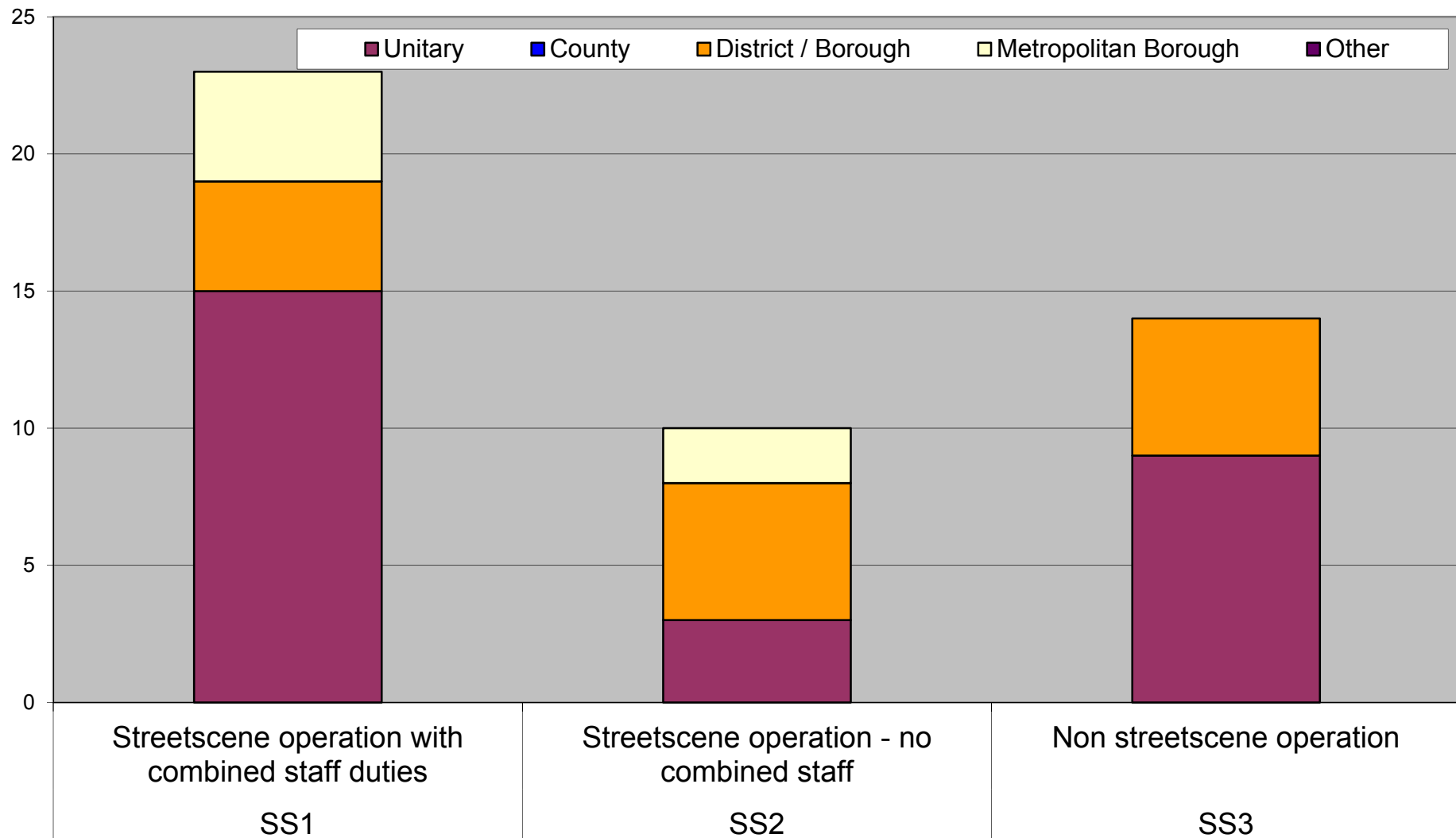
Profiles

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



Profiles

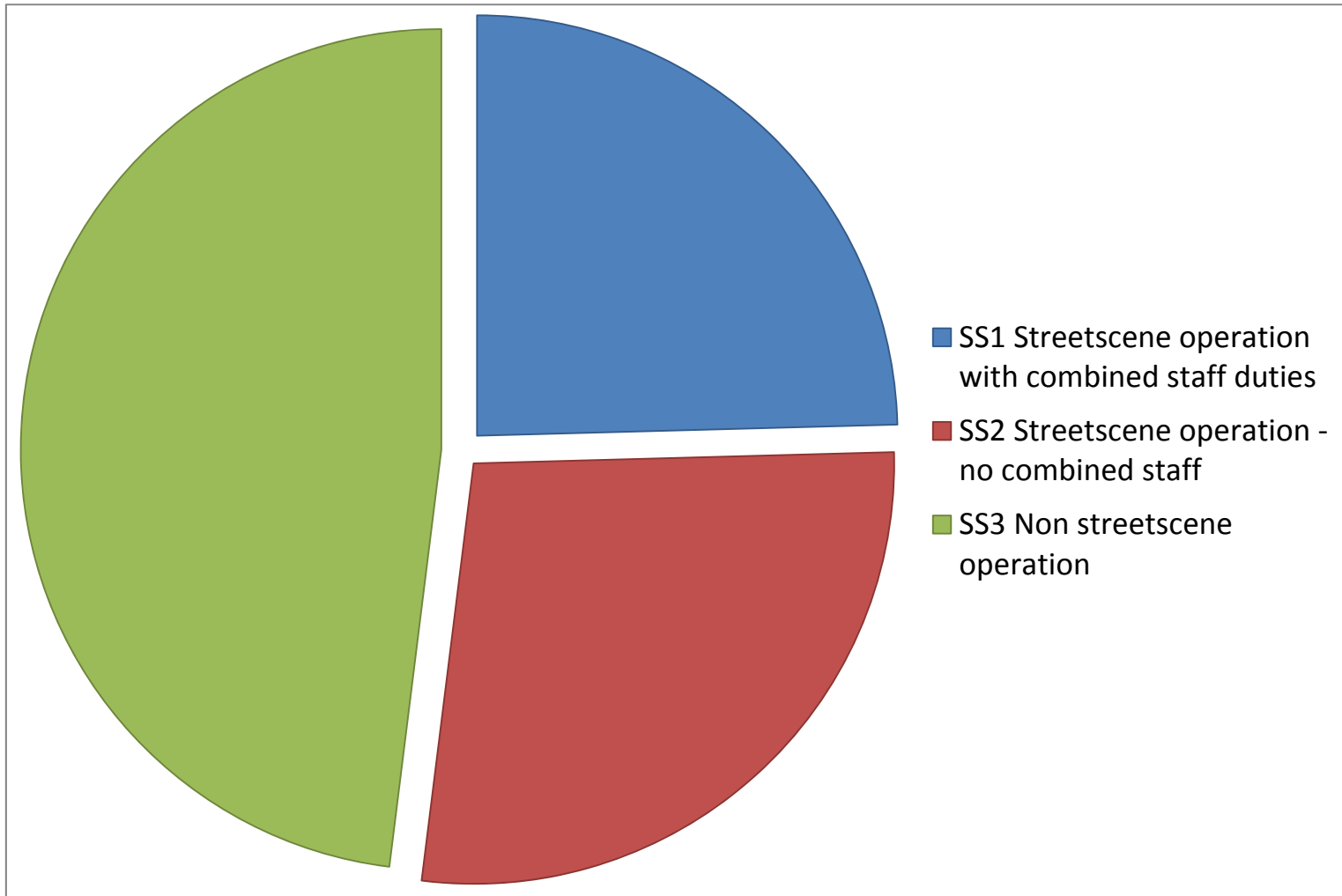
FGP 01c streetscene profile - number of councils (by type of authority)



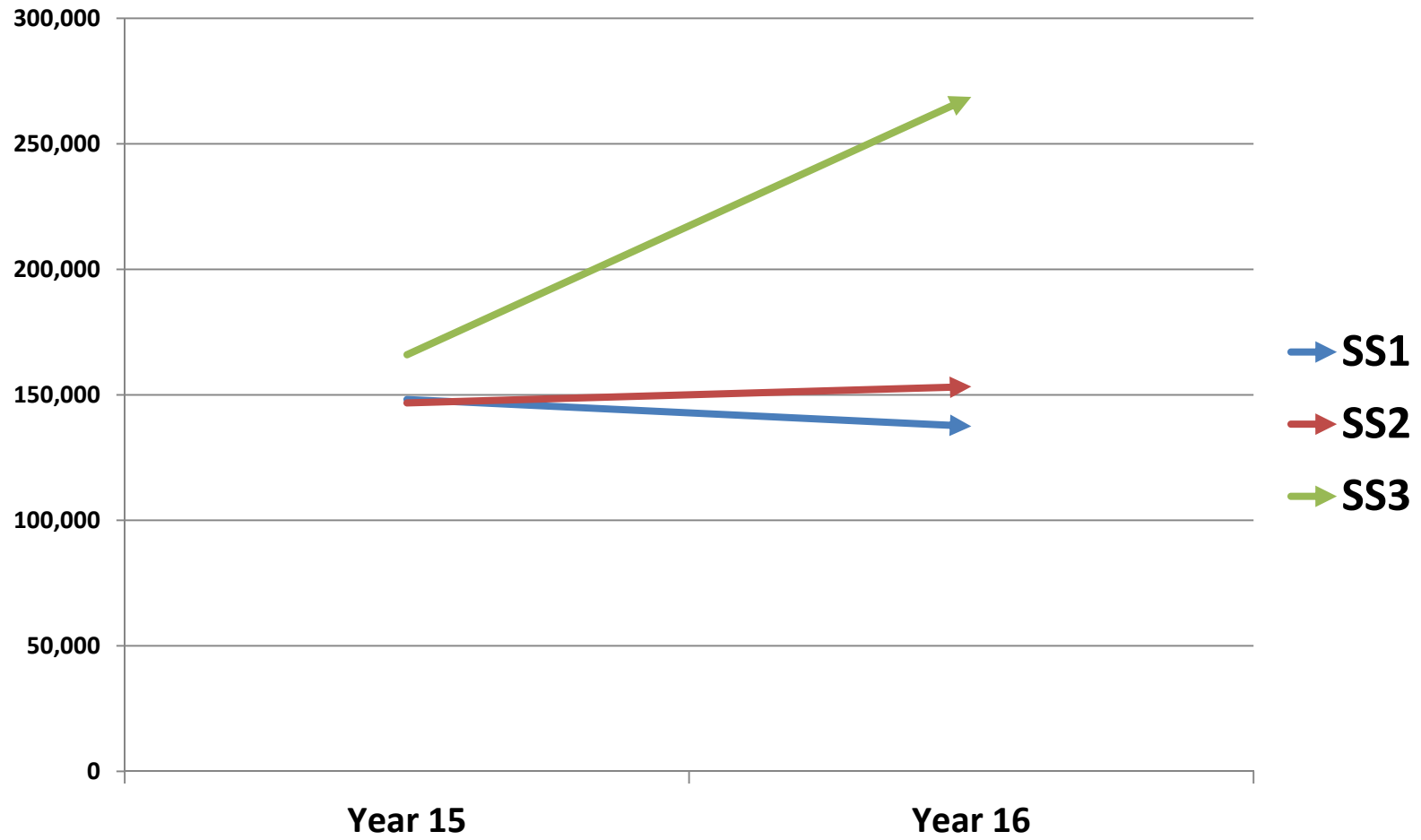
Profiles

	SS1	SS2	SS3
Population	137,500	153,300	268,700
Area (hectares)	20,634	13,701	17,735
Population density	5.29	10.78	6.89
FTE staff – street cleansing	47.59	71.00	80.00
No. of street cleansing vehicles	17	25.5	36
Average grass cuts (Parks)	16	15	16
Average grass cuts (Other)	15.5	14	13
Hectares maintained per 1000 head of population	3.77	2.83	3.39
(using median (mid-point) of data range)			

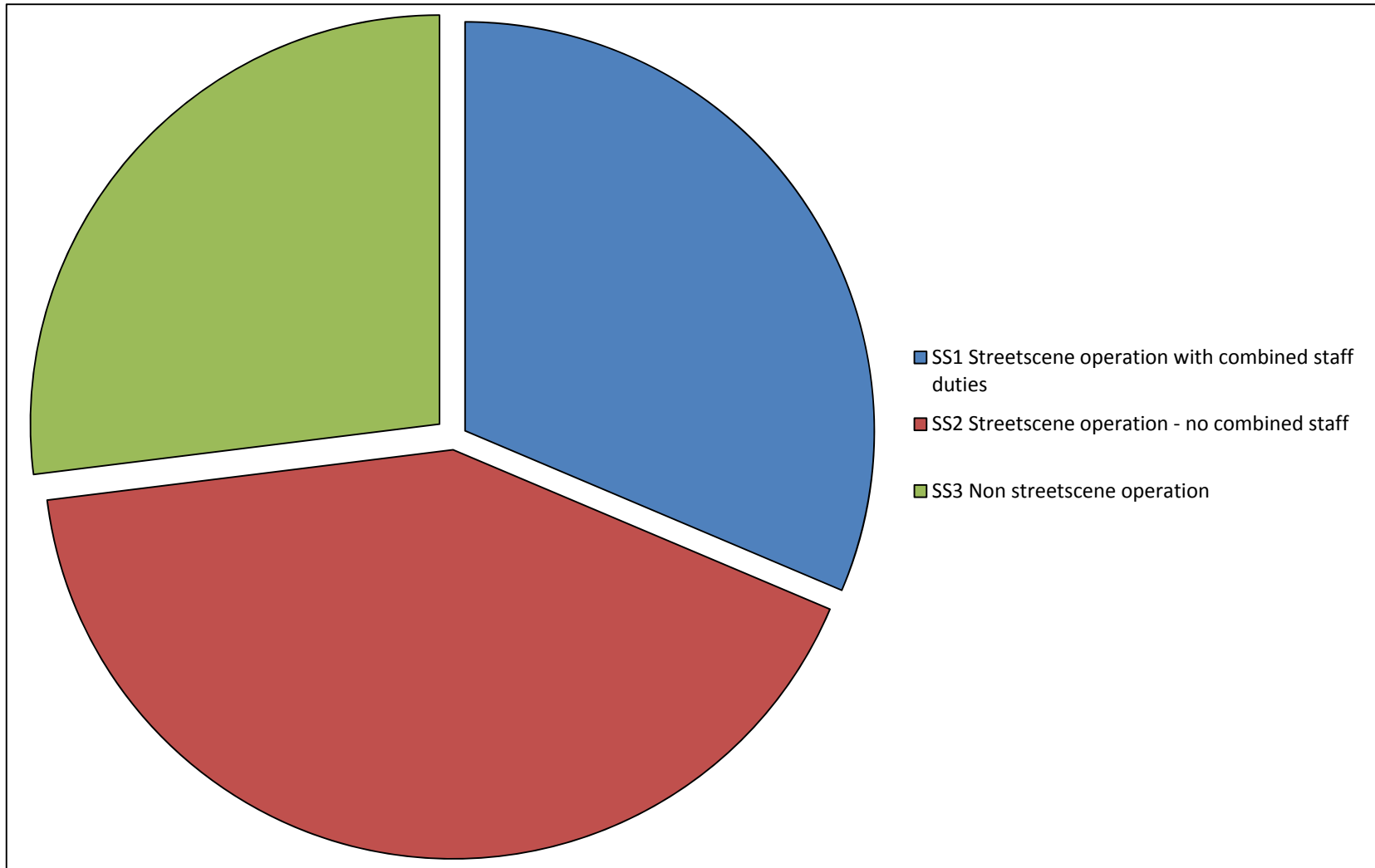
Population



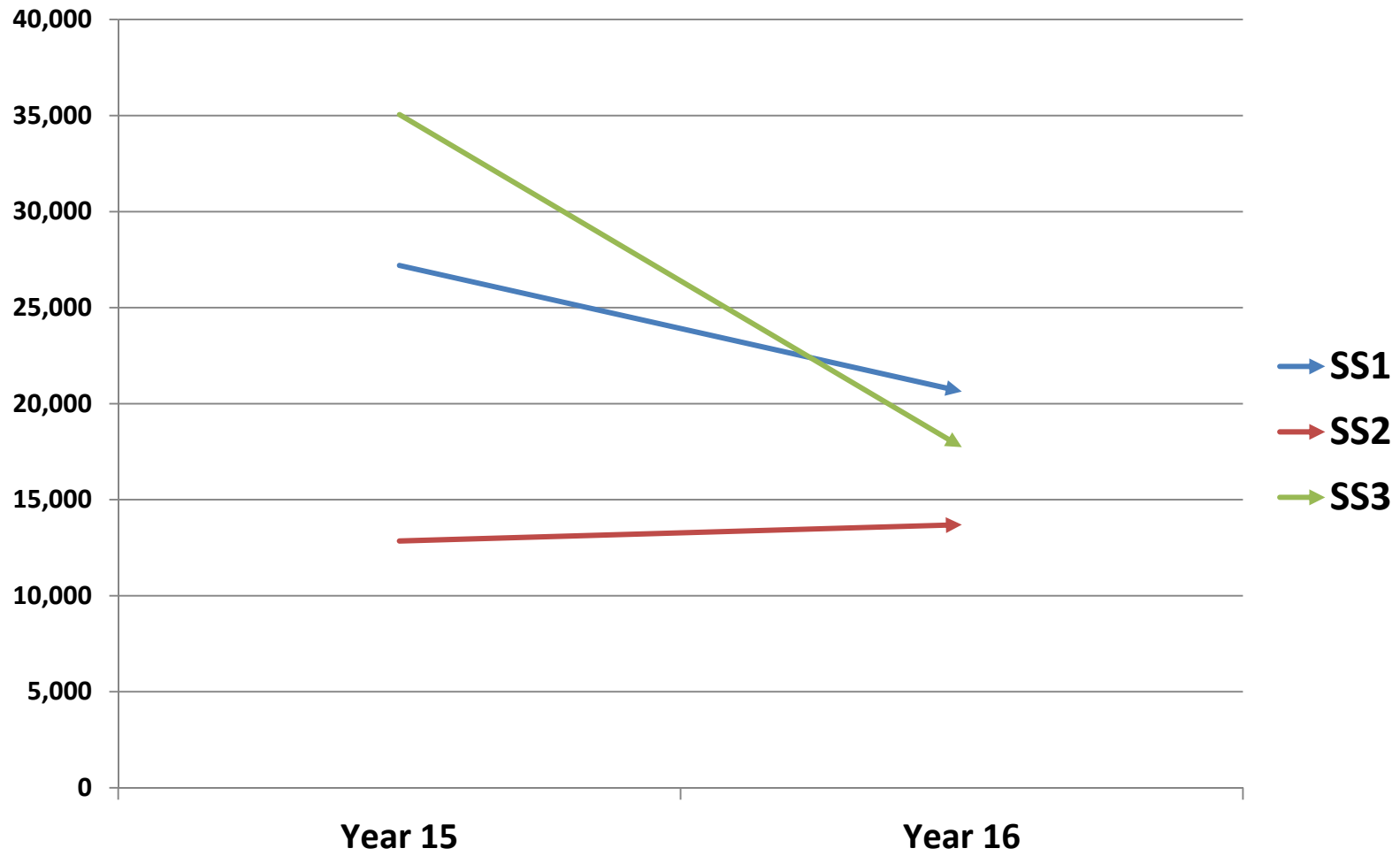
Population



Area



Area



Data Analysis

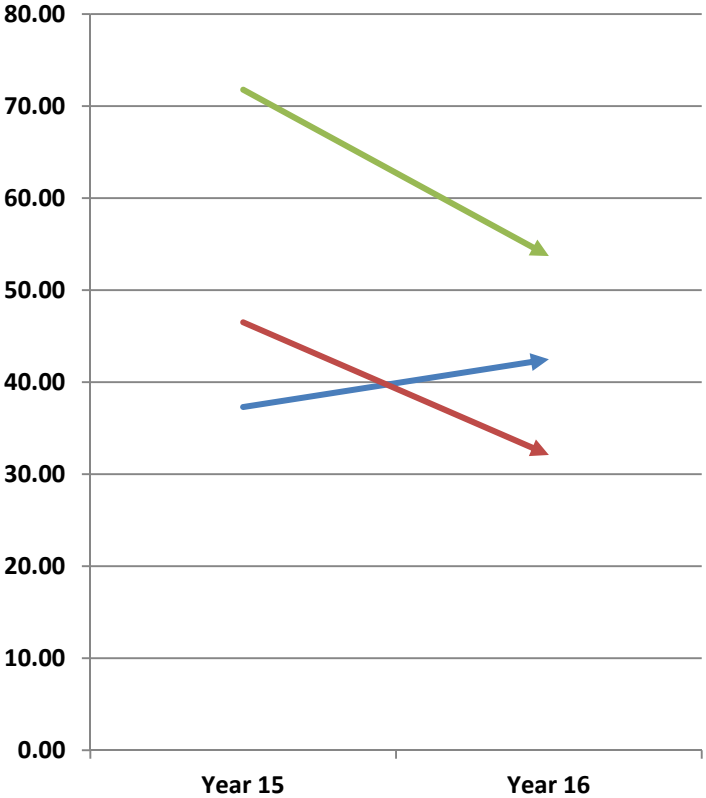
Costs

- Could include costs from elements outside of streetscene classification (e.g. enforcement, arboriculture) ... **HOWEVER :-**

	SS1 £	SS2 £	SS3 £
Parks – cost per household	42.49	32.11	53.72
Street cleansing – cost per household	32.72	31.30	33.63
Total of above cost per household	78.52	61.68	83.55

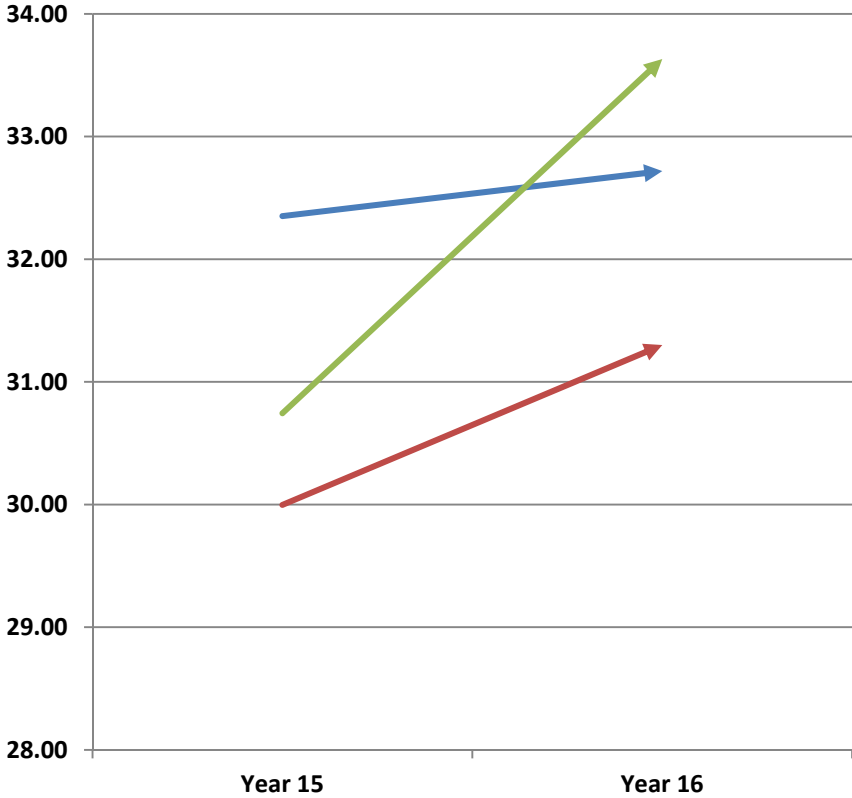
Costs

Parks

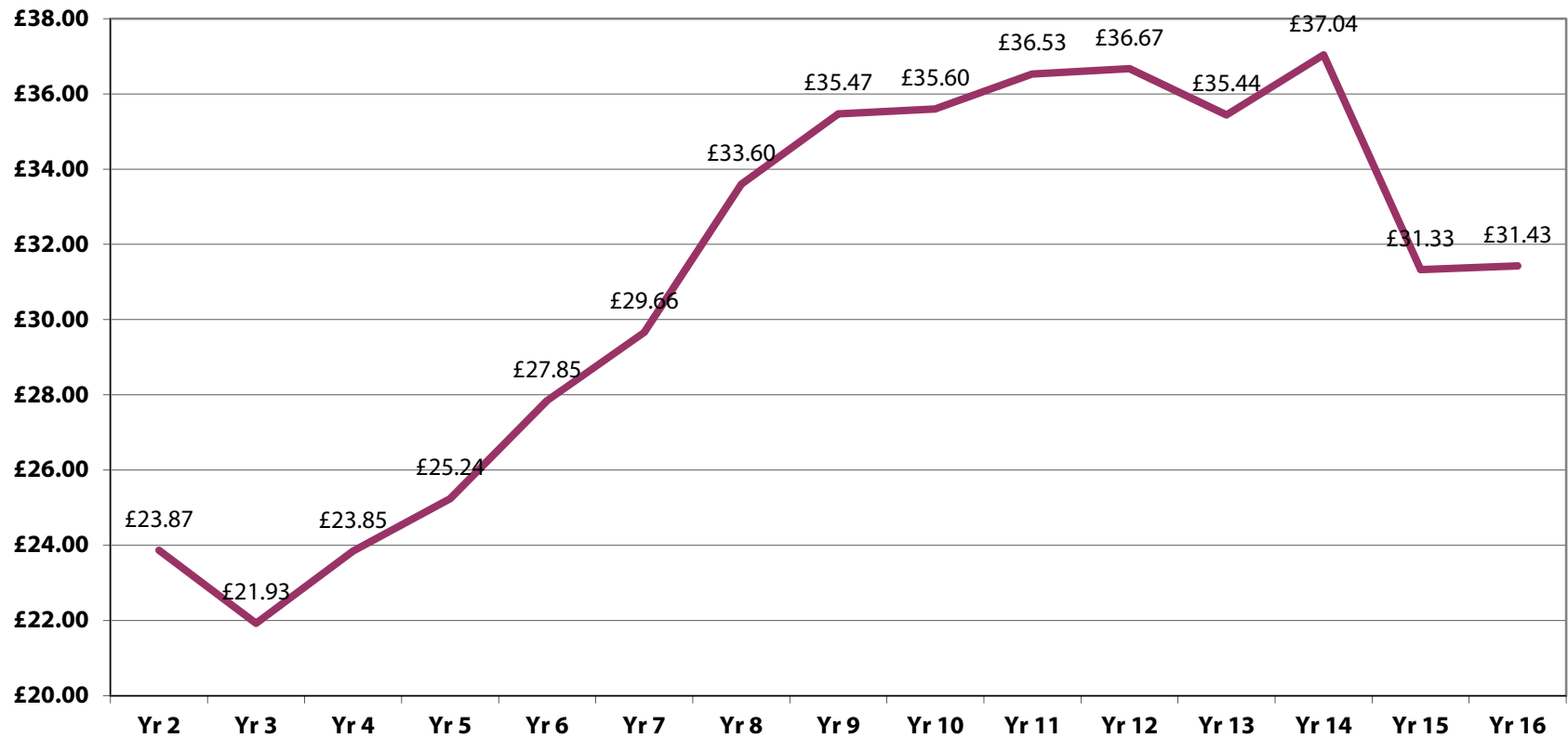


- SS1
- SS2
- SS3

Street Cleansing

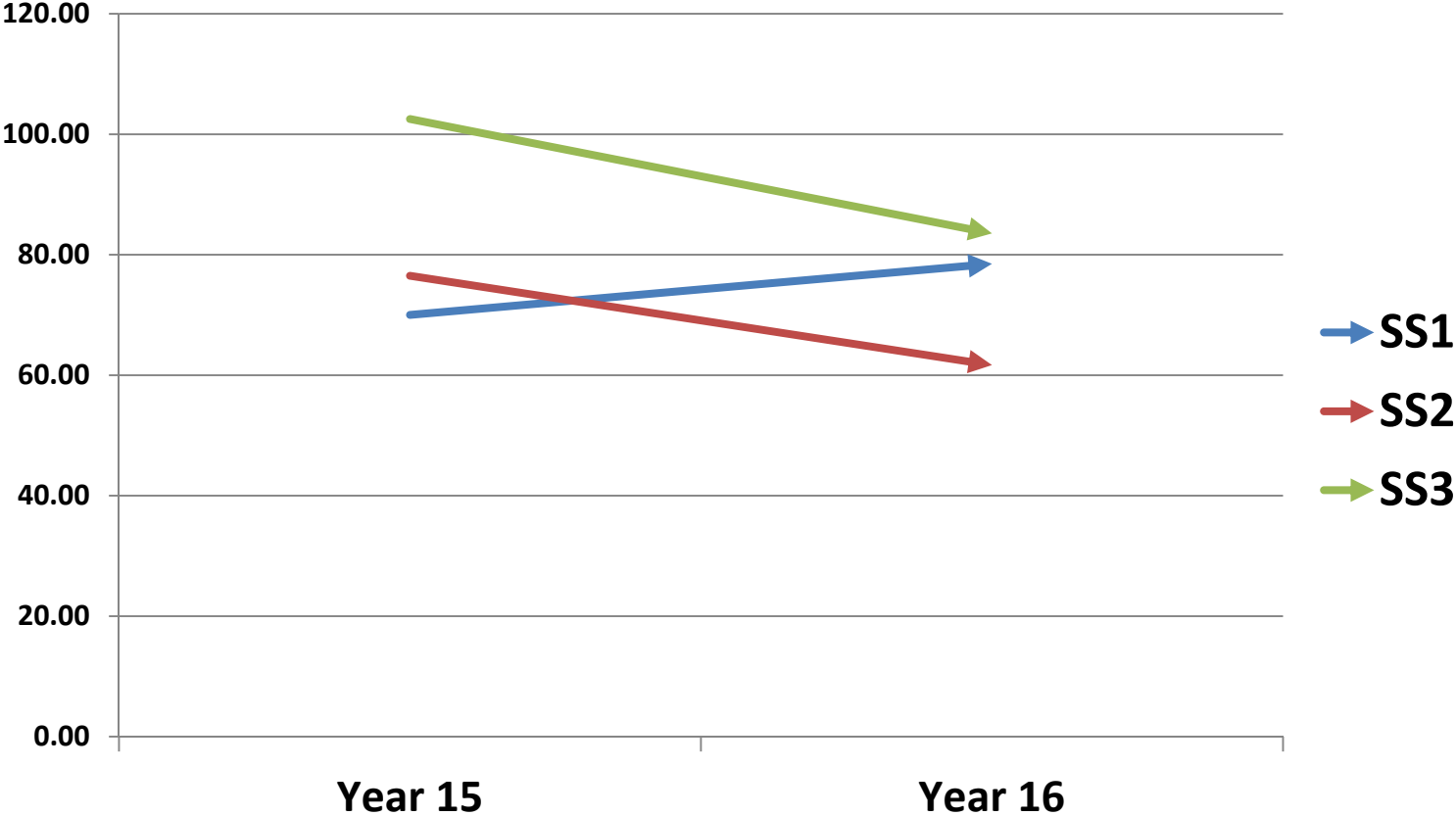


PI 03 Cost of cleansing service per household (including CEC)



Costs

Streetscene Total



Data Analysis

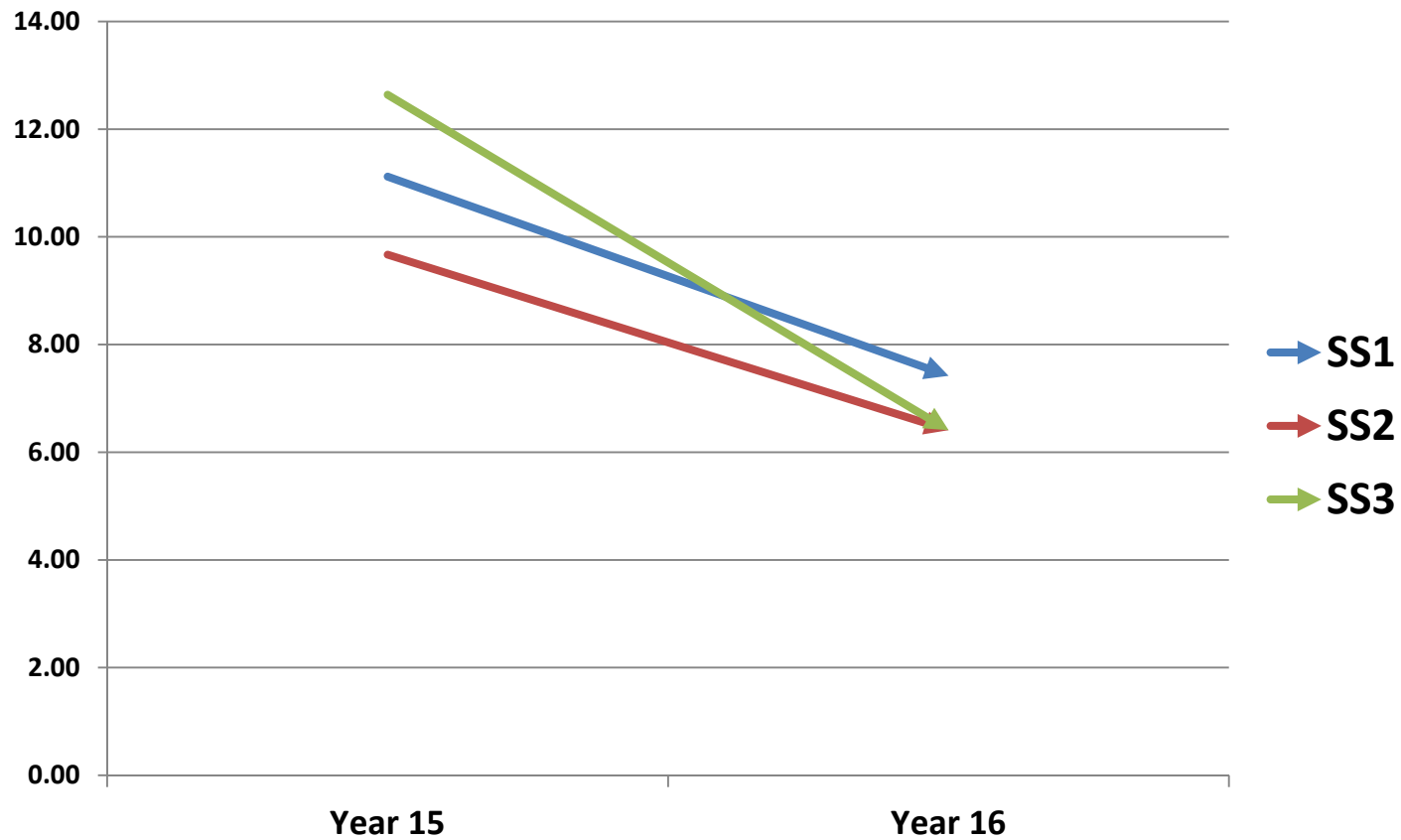
Costs (cont'd)

- Cost elements – expect management cost ratio to be lowest on services where management has been integrated **BUT ...**

	SS1 %	SS2 %	SS3 %
Staff costs as % of total costs	67.11	65.37	67.15
Front line staff costs as % of total costs	57.50	58.17	59.87
Management costs as % of total costs	7.42	6.41	6.41

Costs

Management Costs as % of Total Costs



Data Analysis

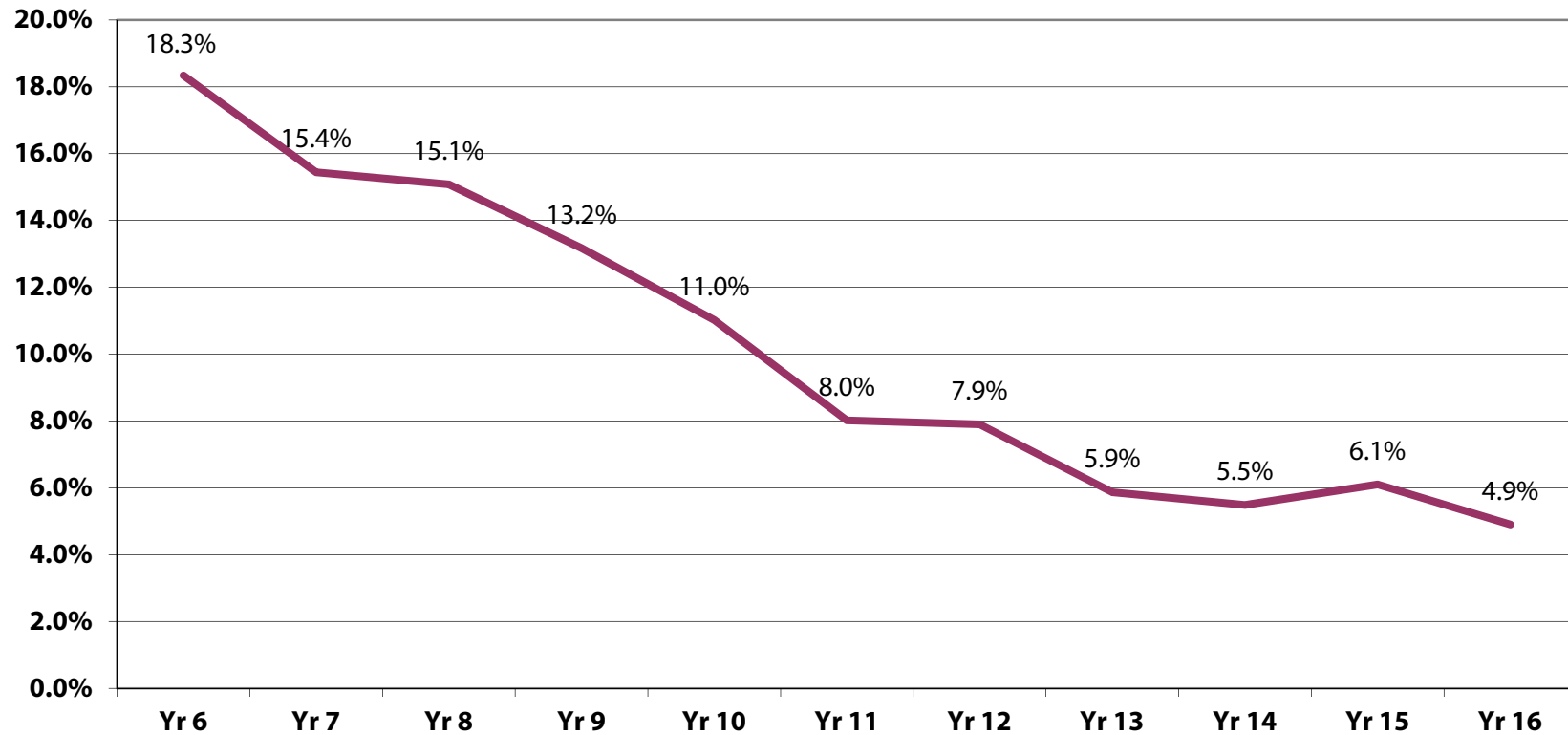
Quality

- Quality – Sample sizes are small
- Too small to draw conclusions?

	SS1	SS2	SS3
	%	%	%
Cleanliness: street cleansing	4.19	1.92	8.45
No. of authorities	5	5	5

- Scotland – LEAMS Scores: **SS1 74%** / **SS3 75%**

PI 37a NI195 percentage of sites that fall below grade B (England only - full inspections)



Data Analysis

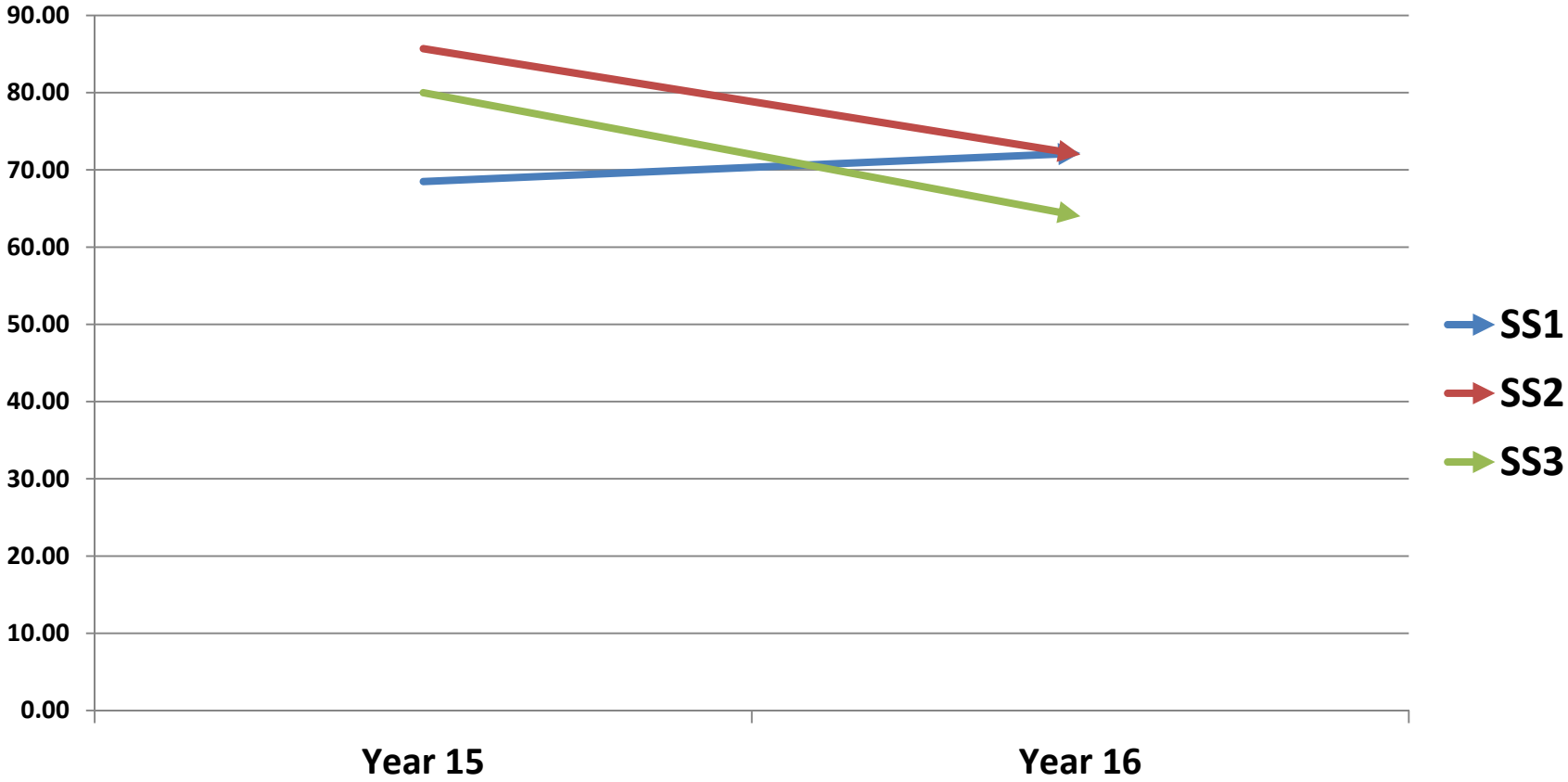
Customer Satisfaction

- Customer Satisfaction – SS2 & SS3 previously had the best scores but SS1 authorities have improved in both areas

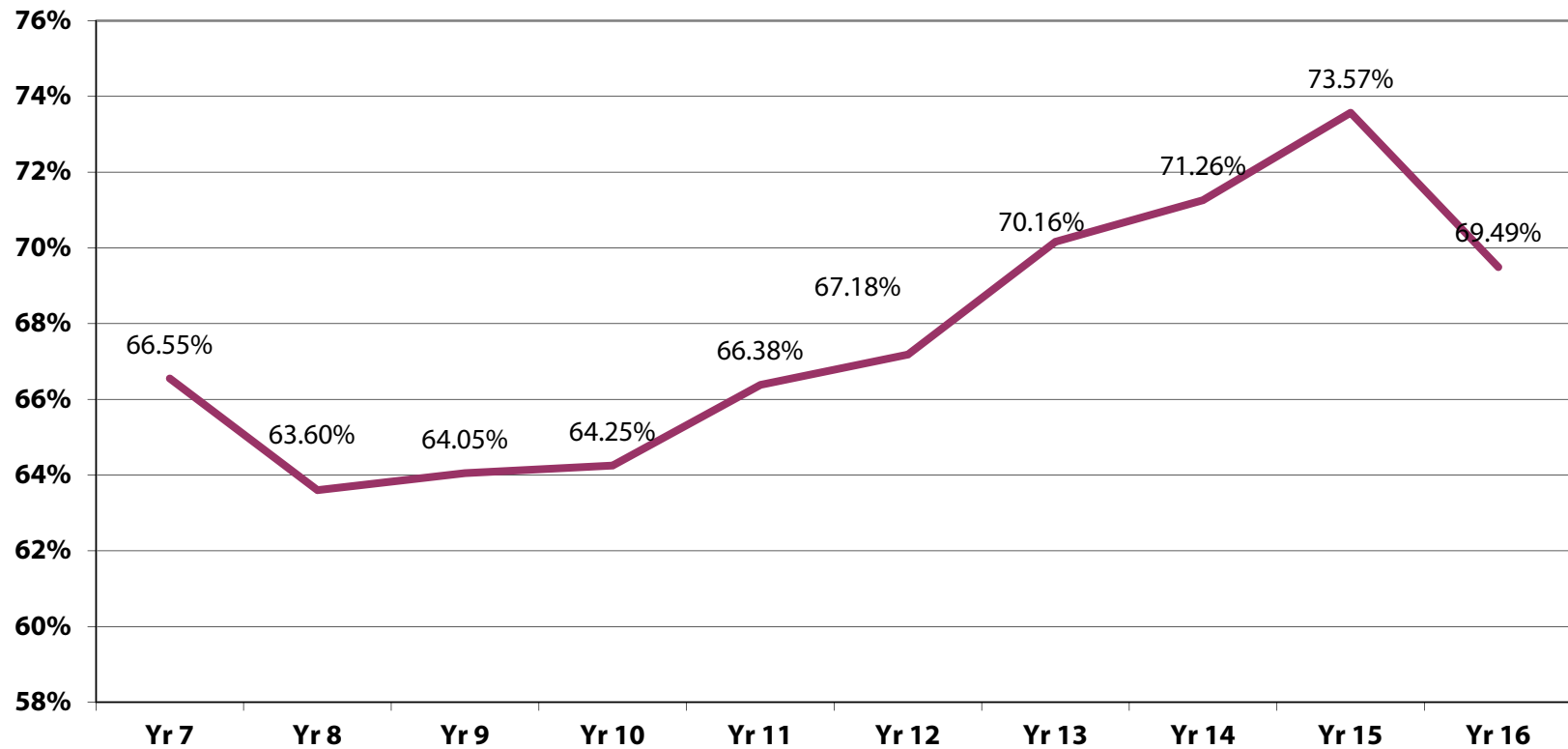
	SS1	SS2	SS3
	%	%	%
Customer satisfaction: street cleansing	72.18	72.00	64.00
Customer satisfaction: parks	75.00	82.00	88.00

Data Analysis

Customer Satisfaction – Street Cleansing



PI 39 Community / customer surveys undertaken satisfaction levels



CONCLUSIONS

- **Fully integrated Streetscene is generally limited to particular types of authority depending on geography and demographics**
- **Probably suits smaller authorities with higher proportion of green space but smaller workforce**
- **No evidence that full integration has delivered cost savings, particularly as other groups were able to reduce management costs just the same**
- **SS1 improved customer satisfaction but still at low end of the 3 groups**
- **SS2 had the best cleanliness quality scores – dedicated street cleansing team retained**
- **Still early days for trend analysis – APSE to continue to monitor**

LOCAL SERVICES

LOCAL SOLUTIONS



Contact details

Dave Henrys, Associate

Email: mail@eqip.co.uk

For APSE Solutions enquiries please contact

Andy Mudd, Principal Consultant

Email: amudd@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



INVESTOR IN PEOPLE



GB 11409



GB 11132



GB 14074