

Reports and information - what is available?

A guide to what you will receive from APSE performance networks



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Introduction

Local government is facing difficult and turbulent times with the prospects of ongoing financial constraints. The need for services to demonstrate their competitiveness, efficiency and cost effectiveness has never been greater. Performance information contained within APSE performance networks can support improvement, allow front line services to demonstrate their ability to deliver effective and efficient public services and assist local government in meeting these new challenges.

Performance networks allows local authorities to compare performance of front line services on cost, quality, environmental and productivity and outcomes with the performance of other local authorities throughout the UK. This valuable information can not only be used for internal performance reporting, target setting, informing priorities and budgeting but also to demonstrate the added value of local services and highlight areas of improvement over time. It provides public sector managers with a vital tool to scrutinise and use data to explain and explore differences in performance trends with others.

It is therefore important that you are aware of all of the different kinds of information that is available from APSE performance networks. Along with the standard reports that are produced and issued at certain times of the year, there is also lots of other information and reports that are available on request; this booklet is designed to tell you a little bit more about all the other reports that APSE performance networks can generate for you.

Service areas

APSE performance networks provides a benchmarking service across a range of 15 key front line services. As standard for all the benchmarking services the following data is provided:

- Cost of service
- Productivity
- Staff absence
- Customer satisfaction
- Human resources and people management
- Quality assurance and community consultation

Some of the service-specific indicators and projects for each service area are illustrated below:

1. Building cleaning

This service provides comparators for the cleaning of education and non-education buildings.

- Square metres cleaned (offices/libraries/schools/public conveniences)
- Cost indicators (labour/management /equipment/materials)
- Staff turnover

2. Building maintenance

This service provides detailed performance information on the maintenance of housing and civic buildings.

- Housing (void turnaround/time to re-let, gas servicing, target response times, number of jobs completed, value of jobs)
- Civic (cost of property management /incidents of vandalism/arson)
- Stores management
- Workforce data

3. Cemetery and crematorium services

This service provides benchmarking information for cemetery only, and cemetery and crematorium authorities including:

- Price of a traditional grave
- Price of an adult cremation
- Front line staff costs as % of total costs
- Net cost per disposal

4. Catering

This includes:

4a. Education catering

This service provides a benchmark for primary, secondary, special and dedicated all age schools. The focus is on:

- Free and paid meal uptake
- Nutrient based standards
- Subsidy/cost based indicators
- Meals served per staff hour

4b. Other (civic and commercial) catering

The model focuses on:

- Customer spend
- Operational recovery ratio
- Trading profit/ loss
- Vending income

5. Environmental health

This service has been developed in partnership with the Society of Chief Officers of Environmental Health in Scotland. Performance indicators include:

- Net cost of food standards service per head of population
- Total number of category A, B and C premises per FTE
- Inspection/operational staff cost per head of population
- Average time (days) for completion of a service request
- Net cost of noise service per head of population

6. LAMS

The Land Audit Management System (LAMS) is also included, which is a quality inspection system to monitor grounds maintenance, cemeteries and crematorium and/ or street cleansing quality. This includes:

- Quality index scores
- Dog fouling
- Fly tipping

7. Market operations

This service has been developed with NABMA on a facility by facility comparison. Performance indicators include:

- Occupancy levels
- % of businesses new to the market during the year
- Recycling rates
- Void levels (indoor)
- Number of indoor market visits per operating day
- Financial performance

8. Parks, open spaces and horticultural services

This covers all aspects of the grounds maintenance service.

- Maintenance cost
- Hectares maintained
- Charge per hectare
- Playgrounds/play value scores
- Environmental practices

9. Refuse collection

This focuses on waste collection services and recycling. Some of the data is extracted from Waste Data Flow to minimise data entry.

- Cost per household
- Recycling
- Transport and vehicle costs
- Number of missed bins
- Domestic and trade waste contracts

10. Roads, highways and winter maintenance

This service has been developed with the Society of Chief Officers in Scotland (SCOTS) and County Surveyors Society Wales (CSS Wales) to provide an asset management model covering:

- Carriageway
- Footway
- Traffic management
- Bridges and structures

11. Sports and leisure facility management

Up to 15 sports and leisure facilities per authority can participate in this service. Facilities are grouped by the type of facility and the type of service provider (e.g. in-house, trust, external provider).

The model focuses on:

- Subsidy per visit/opening hour
- Total usage
- Customer spend
- Catchment area analysis

12. Street cleansing

This service includes a focus on:

- Cleanliness standards achieved
- Cost: service/transport/staff
- Enforcement
- Education/publicity
- Fly-tipping and abandoned vehicles

13. Street lighting

This service looks at the performance of the local authority and electricity supplier.

The focus is on:

- Percentage of street lamps not working as planned
- Average time to restore lamps to working order
- Cost of maintaining street lights
- Energy cost per street lamp
- Routine faults as a percentage of street lighting stock

14. Trading standards

This service has been developed with the Society of Chief Officers of Trading Standards in Scotland (SCOTSS) and includes:

- Cost of standards service
- Customer/consumer relations
- Inspection and intervention for business premises and tobacco
- Staffing/staff development

15. Transport operations and vehicle maintenance

This service is also available in a template compatible with fleet management software.

The focus is on:

- Contract maintenance
- Direct maintenance cost
- Vehicle availability and servicing
- Prosecutions/penalties/notices issued
- Passenger transport


Standard reports

Once the data has been received and processed by APSE we then produce a number of reports as standard to display the data. This section will tell you a little about each of these.

Draft reports

The draft reports are one of the first reports that you will receive after you have submitted your data. The purpose of these reports is for error checking. They display all the results for each performance indicator (PI) and where this results is in a box, it means that you are being excluded from that PI. This will either be because the score falls outside of the set parameters (which determine the data limits in terms of what is an acceptable high or low) or because insufficient information has been provided for us to calculate that PI. Authorities will then have the opportunity to check the data they have submitted and make any changes where necessary.

An example of a draft report extract is shown below.

				
Transport operations and vehicle maintenance exclusions report				
Name of authority - Sample Authority PIN - 3999 Type of file submitted - M				
Performance indicator	Lowest current parameter	Additional conditions	Highest current parameter	Your output / score
Qualitative performance indicators				
PI 66a - Number of weighted vehicle (units) maintained per fitter per annum	>90		<200	
PI 66b - Number of weighted vehicle (units - adjusted for direct maintenance) maintained per fitter per annum	>65		<200	
PI 72a - Number of weighted vehicle (units) maintained per fitter per annum (excluding miscellaneous group)	>90	Vehicles in 'miscellaneous' category >0 unless fitters dedicated to vehicles in 'miscellaneous' category only = 0	<250	
PI 72b - Number of weighted vehicle (units - adjusted for direct maintenance) maintained per fitter per annum (excluding miscellaneous group)	>55	Vehicles in 'miscellaneous' category >0 unless fitters dedicated to vehicles in 'miscellaneous' category only = 0	<250	
PI 67a - Percentage staff absence (fitters / tradesmen)	>0%		<10%	0.00%
PI 67b - FTE staff absence days (fitters / tradesmen) (Scotland only)	>0		<26	
PI 68 - Number of days hire vehicles' used (per vehicle on fleet) to cover for vehicles in workshop	>0	0 if confirmed	<5	0.00
PI 70 - Quality assurance and consultation	>0		≤200	15
PI 71 - Human resources and people management	>0		≤100	15
PI 78 - Good practice and consultation	>0%		≤100%	50.00%
Transport operations performance indicators				
PI 73b - Percentage of vehicles passing VOSA test first time (VOSA statistics)	>50%		≤100%	100.00%
PI 74 - Percentage of vehicles serviced within 7 days of schedule	>50%		≤100%	100.00%
PI 76 - Percentage of all workshop jobs completed within 24 hours	>30%		<100%	0.00%
PI 110 - Percentage of council vehicles requiring an Operators Licence	>5%	0 if confirmed	<70%	21.15%
PI 111 - Number of PG9 notices issued by VOSA per 100 council vehicles	>0	0 if confirmed	<2	0.00
PI 116 - Number of motor vehicle accidents/incidents reported per 100 vehicles	>0		<150	75.77
Notes: a. A yellow box in the authority score column shows that the authority is excluded from the indicator. -Where a yellow box is empty, this means that insufficient data has been supplied for the indicator to be calculated -Where a yellow box has a score, this means that the score falls outside of the set parameters b. Where there is no yellow box, this means that the score will be included in the final reports				

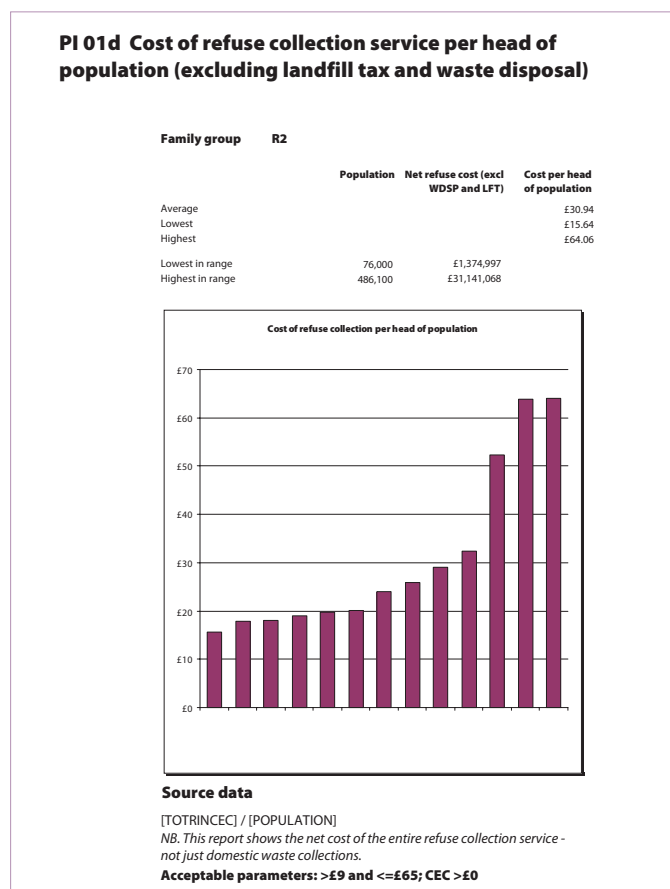
Performance reports

The performance reports are the first full report that you will receive containing the final checked data. These display the results for your authority, and also those in your family group (group of authorities providing similar services). The performance reports display the results in graphical format and there are some data tables, called profile pages which enable you to put the performance indicators in context, printed at the beginning of your report.

An example of performance report content is shown below.

Profile - children's play facilities									
Family group H1									
PIN	Number of under 14 playgrounds	Number of skate parks	Number of teen shelters	Number of multi use areas (MUGA's)	Total number of childrens / youth areas	Total hectareage of play areas	Childrens play strategy	Population of children under 14	Population of children under 18
146	6	11	26	66	189	7.75	Yes	30,648	38,001
244	4	3	10	31	312	49.20	Yes	51,486	62,097
264	7	31	17	23	124	12.86	Yes	20,691	26,707
174	13	10	17	214	8.10	Yes	29,000	39,000	
69	5	3	23	225	13.00	Yes	65,239	89,729	
175	10	13	6	57	3.05	Yes	22,400	28,300	
36	6	9	15	514	27.00	Yes	38,000	49,000	
447	16	30	19	121	4.90	No	25,990	33,813	
99	3	0	21	156	2.20	Yes			
131	1	3	38	246	9.00	Yes	55,450	7,230	
179	16	9	6	133	5.60	Yes	55,950	70,482	
112	6	7	8	72	7.00	Yes	26,527	34,320	
62	2	0	15	144	7.40	Yes	56,881	71,424	
109	4	16	32	184	9.50	Yes	65,852		
132	12	8	32	143	19.38	Yes	18,005	23,834	
78	15	17	7	76	10.30	No			
67	2	0	10	33	17.602	Yes	17,602	22,930	
122	12	10	4	166	81.30	Yes	22,778	29,115	
147	11	4	0	77	3.36	No	17,400	33,600	
56	3	8							


Note : Blank entries represent unconfirmed zero responses



Performance indicator standings reports

Along with the performance reports you will also receive a personalised performance indicator standings report. This report is in tabular format and shows your authority's score, where you stand in relation to others in your family group and also the whole service (every other organisation who has submitted data). Highest, lowest, average and top quartile figures are also shown in these reports and can highlight at a glance where performance is good and areas for improvement.

An example of a performance indicator standings report is shown below.

										
Building cleaning performance indicator standings: Family group report										
Name of authority	Sample Authority									
PIN	5999									
Family group	C1/2									
Performance indicator	Number in group	Highest in group	Average for group	Lowest in group	Your output/score	Standing in group	Top quartile mark	Quartile achieved	Ten percentile mark	High/Low/Neutral
Key performance indicators										
PI 01 - Cost per square metre for all areas cleaned (excluding CEC)	10	£22.23	£14.74	£8.60	£15.34	6	£11.34	3	£10.83	L
PI 02 - Cost per square metre for all areas cleaned (including CEC)	10	£22.37	£15.54	£9.12	£16.88	7	£11.59	3	£11.00	L
PI 09 - Ratio of square metres to annual scheduled hours (large offices)	7	1.27	1.05	0.84	1.19	3	-	-	1.25	H
PI 12 - Ratio of square metres to annual scheduled hours (small offices)	8	1.00	0.60	0.29			0.73		0.81	H
PI 13 - Ratio of square metres to annual scheduled hours (all offices)	11	1.79	1.08	0.66	1.22	3	1.22	1	1.25	H
PI 10 - Ratio of square metres to annual scheduled hours (libraries)	10	1.77	1.06	0.47	1.25	4	1.42	2	1.73	H
PI 11 - Ratio of square metres to annual scheduled hours (secondary schools)	8	1.47	1.02	0.79	0.79	8	1.37	4	1.40	H
PI 23 - Ratio of square metres to annual scheduled hours (primary schools)	9	1.29	0.93	0.66	0.66	9	0.98	4	1.22	H
PI 26 - Ratio of square metres to annual scheduled hours (special schools)	6	1.31	0.85	0.37	0.74	5	-	-	1.16	H
PI 16 - Total square metres (excluding outdoor areas) cleaned per FTE employee	11	2,071	1,625	1,450	1,554	7	1,710	3	1,740	H
PI 20a - Percentage staff absence (front line staff)	6	10.06%	5.53%	3.54%	5.12%	5	-	-	4.07%	L
PI 20c - FTE Staff absence days per FTE (front line staff) - Scotland	3	14.09	11.15	8.12			-		8.74	L
PI 24a - Percentage staff absence (all employees)	7	10.33%	4.67%	0.00%	5.00%	6	-	-	2.04%	L
PI 24c - Staff absence days per FTE (all employees) - Scotland	3	13.87	11.06	8.13			-		8.74	L
PI 22 - Customer satisfaction surveys	-	-	-	-			-		-	H
PI 14 - Quality assurance and consultation process	11	162	102.36	26	135	3	135	1	146	H
Other cost performance indicators										
PI 03 - Cost per FTE front-line employee	11	£22,936	£19,266	£15,985	£21,567	10	£18,221	4	£16,865	L
PI 17 - Front line staff cost per square metre cleaned (excluding outdoor areas)	9	£14.09	£12.32	£10.47	£13.65	7	£11.06	3	£10.91	L
PI 27 - Cost per scheduled input hour (excluding CEC)	5	£14.46	£12.61	£10.38	£11.61	2	-	-	£10.87	L
PI 06 - Cleaning materials cost as a percentage of total cost	9	4.77%	2.38%	1.22%	3.05%	-	-	-	-	N
PI 07 - Cleaning equipment cost as a percentage of total cost	11	2.59%	1.10%	0.13%	0.42%	-	-	-	-	N
PI 29 - Materials and equipment cost as a percentage of total cost	9	7.36%	3.61%	1.36%	3.46%	-	-	-	-	N
PI 32 - Charge per housing void cleaned	2	£106.74	£97.85	£88.97	£88.97	1	-	-	£90.75	L
Notes:										
a. The authority will only be ranked in family group if it has shown an output / score within the set parameters for the performance indicator.										
b. Quartile / percentile marks are only shown for those performance indicators for which there is a desirable achievement.										
c. Quartile marks are only shown for those performance indicators for which there are a minimum of 8 outputs / scores within the set parameters.										

Summary reports

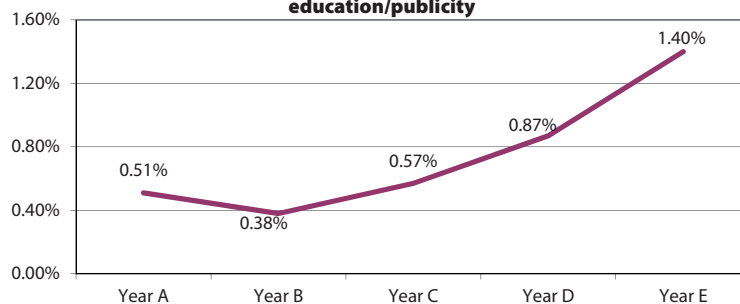
The summary reports contain an overview of the years performance information and a report is produced per service area, A detailed trend analysis, highest, lowest, average figures and data by country is included in these reports. They also contain a full list of participants and best performers for the year.

An extract from a summary report is shown below.

Productivity

APSE have always championed the need for reducing the demand for the street cleansing service through education and publicity campaigns, particularly against littering and dog fouling. When budgets first started tightening under austerity measures, the amount of budget being set aside for this significantly reduced. It is pleasing to see the reversal continue, a further increase of 61% showing on last year's average taking the percentage figure to 1.40% of street cleansing budget now being allocated to education and publicity, the highest that it has been for 10 years.

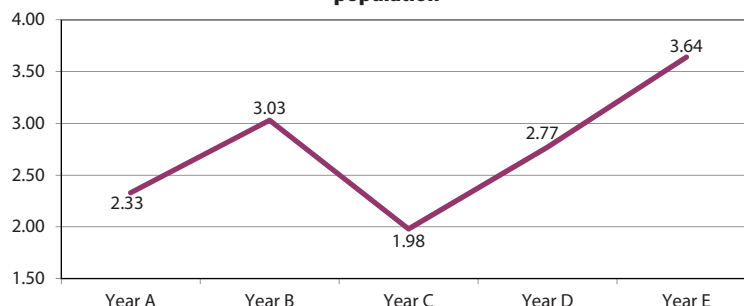
PI 40 Percentage of street cleansing budget allocated to education/publicity



Alongside education, enforcement has been viewed as providing a deterrent to further reduce demand on the service, and there has been a notable increase in the amount of fixed penalty notices issued by participating authorities over the past few years. This trend certainly continued last year with a further 56.2% rise in FPN's issued per 1,000 head of population. In a number of cases this has been fuelled by the use of private enforcement companies being employed to police environmental crime of the streets.

For some councils in England, there is a correlation between a higher level of enforcement and good quality scores under the old NI 195 indicator (PI 37a). However, overall analysis of the two indicators actually shows that those authorities who issue less FPN's (below the average 3.64 per 1,000 head of population) also average just 0.70% of sites inspected that are below an acceptable standard, whereas those that are above the 3.64 figure have a significantly larger 6.28% of their sites below grade B. It must be noted that this figure is the composite one for both litter and detritus though and the latter can sometimes be the reason for more sites being graded unacceptable.

PI 25a Fixed penalty notices issued per 1,000 head of population

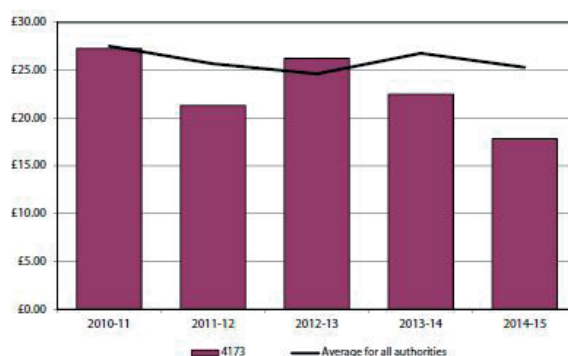


Direction of travel reports

A direction of travel reports is provided for each authority and shows a 5 year trend analysis for key performance indicators. A local authority's performance is shown as a bar chart for each year that an authority has submitted data to APSE performance networks. An average for the service is depicted as a line on each graph which each authority can use as a comparison. Direction of travel reports are available to view on the members only portal and a printed copy is sent out to each corporate contact at the end of each benchmarking year.

An example of an extract from a direction of travel report is shown below:

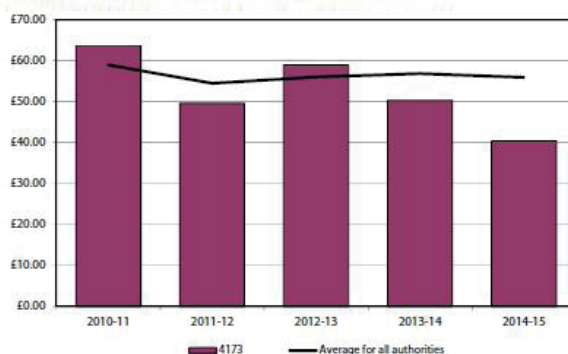
PI 02d Cost of refuse collection service per head of population (excluding landfill tax & waste disposal & CEC)



This performance indicator measures the cost of the refuse collection service per population. The cost includes staff costs, vehicle costs, plant costs and other direct expenditure minus discountable/non-contract income. This performance indicator does not include central recharges (CEC), landfill tax or waste disposal costs.

NB// Some data included in this chart is extracted from Waste Data Flow

PI 02c Cost of refuse collection service per household (excluding landfill tax & waste disposal & CEC)



This performance indicator measures the cost of the refuse collection service per household. The cost includes staff costs, vehicle costs, plant costs and other direct expenditure minus discountable/non-contract income. This performance indicator does not include central recharges (CEC), landfill tax or waste disposal costs.

Performance at a glance

A dashboard of key performance indicators is provided showing individual performance compared to current averages and previous performance.



Parks performance at a glance

Sample Authority

2999

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.

Key Performance indicators	Performance in current year	Improved since previous year? *
PI 30 Hectares of maintained public open space per 1,000 head of population	▲	▬
PI 12 Number of hectares maintained per FTE front line employee	▲	▼
PI 13a / 13c Staff absence - all staff	●	▲
PI 15 Quality assurance and consultation process score	◆	▲
PI 16 Human resources and people management	▲	▼
PI 22 Customer satisfaction		
PI 38 Community/customer surveys undertaken		
PI 23 Output specification	▲	▬
PI 34 Environmental practices indicator	◆	▼
PI 18a LA playgrounds per 1,000 children	●	▬
PI 18b LA and community playgrounds per 1,000 children	●	▬
Key costs performance indicators		
PI 43 Maintenance cost per household (including CEC)		
PI 41 Maintenance cost per hectare of maintained land (including CEC)		
PI 42 Maintenance cost per 1,000 head of population		
Secondary performance indicators		
PI 13b / PI 13d Staff absence (excluding long term)	▲	▲
PI 32 Hectareage of local nature reserves (LNR) per 1,000 head of population	◆	▬
PI 37 Average NPFA play value score of children's playgrounds	●	▬
PI 40 Number of public events per 1,000 head of population	◆	▼
PI 39 Countryside management performance indicator	◆	▼

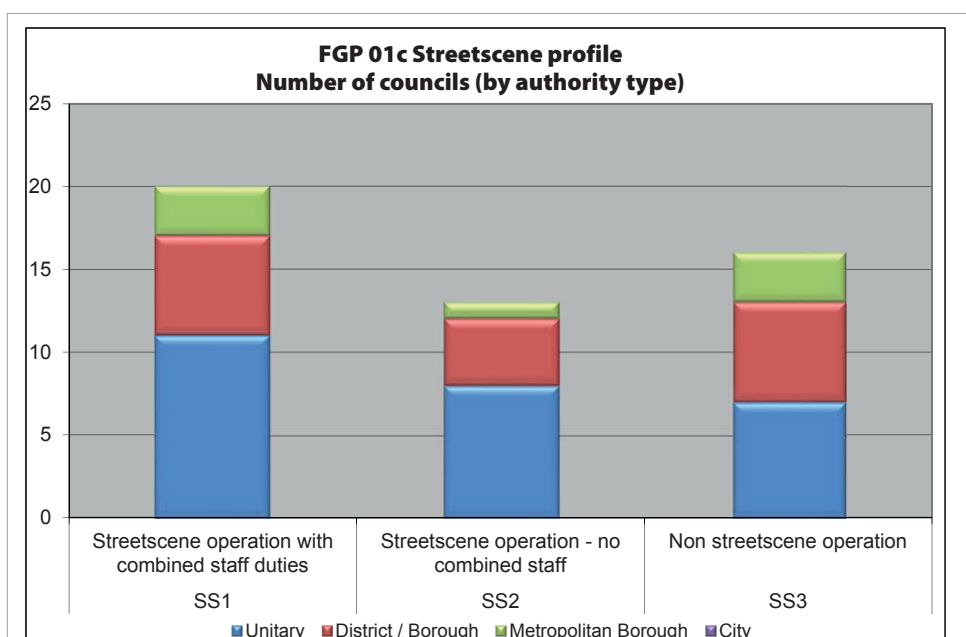
- Performance for current year is better than the family group average
- ▲ Performance for current year is within 25% of the family group average
- ◆ Performance for current year is not as good as the family group average range above
- ▲ Performance for current year has improved from the previous year result
- ▬ Performance for current year is within 5% of the previous year result
- ▼ Performance for current year has deteriorated from the previous year result

* Please note that the cost performance may be affected by inflation and this should be taken into account

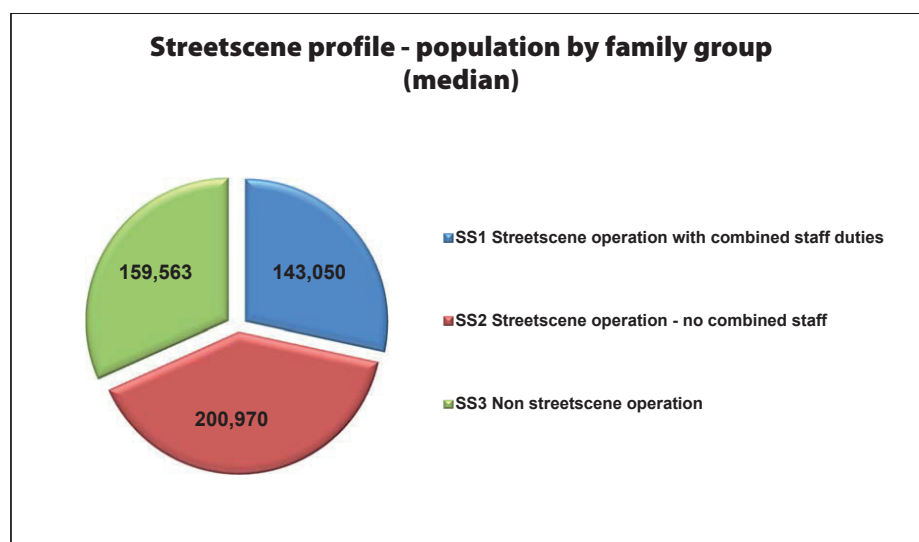
Performance measurement at a higher level

The growing emphasis on themes such as street-scene, asset management and soft facilities management brings new dimensions to performance measurements. APSE performance networks has developed additional reports for these themes which involve no additional data collection..The reports incorporate multi-dimensional analysis as well.

An example of the multi-dimensional analysis is shown below.



The populations of all three groups are broadly similar across the three groups, although the boundary area of the three differs enough to make the average population density stand out for each. This shows changes from the first two reports where group SS3 included a number of larger authorities, either by population or by area covered, who have since introduced new arrangements that have seen them moved to a different family group.



Extra Analysis

Most of the reports in the previous pages may be familiar to you, however, did you know that APSE performance networks can also produce a number of other reports/analysis for you on request and the majority of these reports will be free of charge? As long as we collect the data, we can produce the analysis for you. Here are just a few of the types of reports/analysis we have produced on request.

Data tables

The data tables are available to all member authorities and are now also included in the email version of the performance report. They contain all of the 'raw' data and details for each of the performance indicators. By this we mean that they display the figures for each element of the calculation as well as the PI result. We produce these per family group and also across the whole service but you can request different groupings if these are needed i.e. area based tables or tables by type of authority.

An example of the data tables are shown below.

PRIMARY CATEGORY	PI 01			PI 02			PI 03		
	Total Net Cost of Service (excl CEC and OMCP charges)	Total Sq M Cleaned (excl OMCP)	PI 01	Total Net Cost of Service (incl CEC but excl OMCP)	Total Sq M Cleaned	PI 02	Front Line Staff Cost	No of Front Line Staff	PI 03
C5	£4,621,273.00	355,403.00	£13.00	£4,621,273.00	355403	£13.00	£4,313,840.00	224.08	£19,251.70
C3/4	£3,451,155.00	183,424.00	£18.82	£3,517,703.00	183424	£19.18	£2,998,080.00	145.51	£20,603.94
C1/2	£2,054,357.00	125,044.00	£16.43	£2,326,381.00	125044	£18.60			
C1/2	£3,417,570.00	319,394.82	£10.70	£3,484,276.00	319394.82	£10.91	£3,051,276.00	145.69	£20,944.18
C1/2	£3,468,688.00	227,298.31	£15.26	£3,589,132.00	227298.31	£15.79	£2,939,562.00	169.00	£17,393.86
C1/2	£1,878,633.99	102,358.93	£18.35	£1,924,942.99	102358.93	£18.81	£1,750,628.00	94.00	£18,623.70
C1/2									
C3/4	£2,125,786.00	187,430.58	£11.34	£2,173,135.00	187430.58	£11.59	£1,962,761.00	107.72	£18,220.95
C3/4	£1,372,411.00	159,526.73	£8.60	£1,454,171.00	159526.73	£9.12	£1,575,344.00	93.41	£16,864.83
C1/2	£1,471,415.00	66,459.68	£22.14	£1,532,541.00	66459.68	£23.06	£1,231,577.00	55.62	£22,142.54
C3/4	£1,318,265.00	78,987.25	£16.69	£1,318,265.00	78987.25	£16.69	£874,774.00	38.14	£22,935.87
C5	£3,428,963.42	281,125.00	£12.20	£3,550,863.42	281125	£12.63			
C3/4							£1,512,853.00	94.64	£15,985.34
C1/2									
C5	£2,082,785.00	191,560.00	£10.87	£2,382,796.00	191560	£12.44	£1,596,140.00	100.76	£15,841.01
C5	£1,936,288.00	138,695.57	£13.96	£2,014,021.00	138695.57	£14.52	£1,897,525.00	95.56	£19,855.94
C3/4	£4,345,543.23	257,825.21	£16.85	£5,313,081.23	257825.21	£20.61	£3,632,163.12	176.00	£20,637.29
C1/2	£1,313,901.00	100,572.24	£13.06	£1,414,805.00	100572.24	£14.07	£1,328,439.00	65.30	£20,343.63
C3/4	£3,846,265.00	250,707.00	£15.34	£4,232,090.00	250707	£16.88	£4,122,224.00	191.14	£21,566.95
C1/2	£3,635,782.00	224,349.91	£16.21	£3,635,782.00	224349.91	£16.21			
C3/4	£13,236,091.00	595,344.53	£22.23	£13,318,024.00	595344.53	£22.37	£7,511,949.00	401.03	£18,731.64
C3/4	£6,785,904.00	612,568.98	£11.08	£6,867,845.00	612568.9789	£11.21	£7,627,938.00	402.62	£18,945.75
C5	£3,277,788.00	221,786.79	£14.78	£3,591,583.00	221786.79	£16.19	£3,090,519.00	148.15	£20,860.18
C5	£1,963,171.00	204,203.10	£9.61	£2,025,317.00	204203.1	£9.92	£1,909,853.00	107.90	£17,700.21
C1/2	£1,304,381.00	69,207.86	£18.85	£1,412,381.00	69207.86	£20.41	£1,201,285.00	57.45	£20,910.10
C1/2	£2,349,012.00	164,065.01	£14.32	£2,562,030.00	164065.01	£15.62	£1,861,667.00	112.39	£16,564.41
C3/4	£3,452,356.00	261,597.86	£13.20	£3,779,957.00	261597.86	£14.45	£2,893,539.00	158.00	£18,313.54

Customer satisfaction surveys

APSE performance networks have developed a customer satisfaction survey that authorities can use. This involves emailing the form through to you. Once you have the recommended number of completed surveys you can send them back to APSE. We will then process these forms for you and send you a report analysing the results; the results will also appear in the performance reports for that service area. These are part of your membership and are therefore free of charge. They can be used as another dimension of performance to support service improvement. If authority's have extra questions that they would like to ask then we can add these to the form also.

Extracts from the customer satisfaction form and analysis are shown below.

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Sports and leisure facility management customer satisfaction survey

For each question please place a cross X within the box that best represents what you think.

Section one : what is important to you?

Please tell us how important to you each of the following things are

	Extremely important	Very important	Important	Not very important	Not at all important	Not applicable
Staff and information						
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"/>
Facility presentation						
Cleanliness of changing rooms/toilets	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Temperature / quality of pool water *	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Disabled Access	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Feeling of a safe environment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Quality of fitness/gym equipment *	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Quality of other equipment used	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Value for money						
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"/>

Section two : 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

	Excellent	Good	Average	Poor	Very poor	Not applicable
Staff and information						
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"/>
Facility presentation						
Cleanliness of changing rooms/toilets	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Temperature / quality of pool water *	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Disabled Access	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Feeling of a safe environment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Quality of fitness/gym equipment *	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Quality of other equipment used	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Value for money						
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"/>

Do you have a leisure card / pass? Yes ☐ No ☐

* Answer 'Not applicable' if the site does not contain these facilities.

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PIN 2999

Parks and open spaces stakeholder satisfaction surveys

	Importance rating			Performance rating		
	No of responses	Average score	Importance weighting	No of responses	Average score	Weighted score (of 5)
Staff and information						
Friendliness/co-operation of staff	422	4.21	84.27%	319	4.39	3.70
Presentation of staff	422	4.19	83.84%	319	4.40	3.69
Ease of obtaining information/help	421	4.19	83.90%	300	4.39	3.68
Ease of reporting deficiencies/making complaints	421	4.21	84.13%	298	4.39	3.69
Services provided						
Provision of flower beds/floral displays in public areas	423	4.46	89.27%	323	4.55	4.07
Provision of outdoor sports pitches/playing fields	423	4.48	89.65%	320	4.54	4.07
Provision of children's play areas	423	4.53	90.69%	321	4.55	4.13
Provision of public parks	423	4.51	90.12%	322	4.56	4.11
Service Standards						
High standard of maintenance of public grass areas	423	4.53	90.59%	323	4.61	4.18
High standard of litter clearance in horticultural areas	423	4.54	90.87%	323	4.56	4.14
High standard of maintenance of children's play areas	423	4.57	91.30%	321	4.60	4.20
High standard of maintenance of outdoor pitches/playing fields	423	4.55	91.06%	319	4.59	4.18
Feeling of personal safety in public parks	423	4.56	91.25%	323	4.53	4.14
Organised events in public parks	423	4.51	90.21%	321	4.42	3.99
Keeping public parks clear from dog fouling	423	4.58	91.54%	323	4.38	4.01
Ensuring that dogs are kept under control on leads in parks	423	4.58	91.58%	323	4.39	4.02

For Sectional and Overall Customer Satisfaction Survey Scores please see graphical report

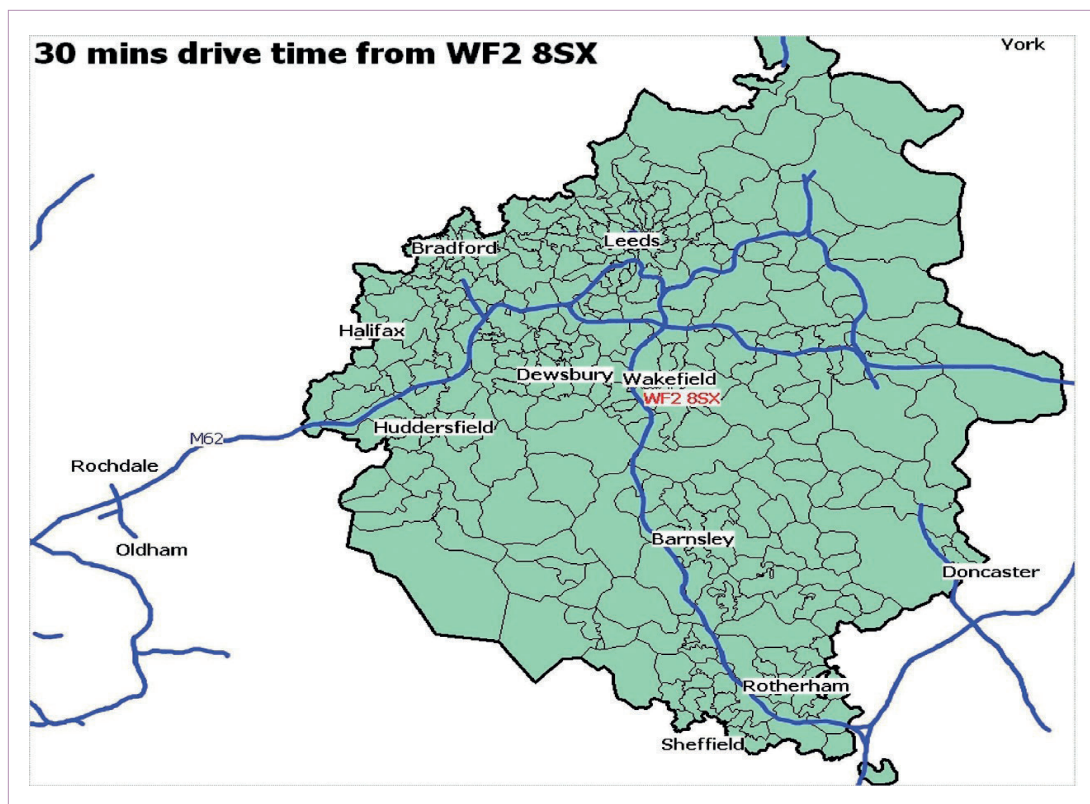
Responses exclude "Don't Know / Not Applicable"

Prospex GIS analysis

Geo-demographic profiling is used as standard in the benchmarking of the parks, open spaces and horticultural services, refuse collection, sport and leisure facility management and civic, cultural and community venues services. It can also be used in any additional analysis that is required.

Examples of what the geo-demographic profiling can be used for include:

- Drive-time catchments (see below example)
- Deprivation data
- Climatic data (average rainfall/sunshine hours per annum)
- Population density
- Average household incomes



Target reports

APSE performance networks are able to produce target reports. Contained within the reports are 3 year targets based on trends drawn from historic data in performance networks. These targets are illustrative only and should be taken into account alongside local factors which will impact on the performance; either in terms of demographics, organisational and operational constraints and local policy considerations.

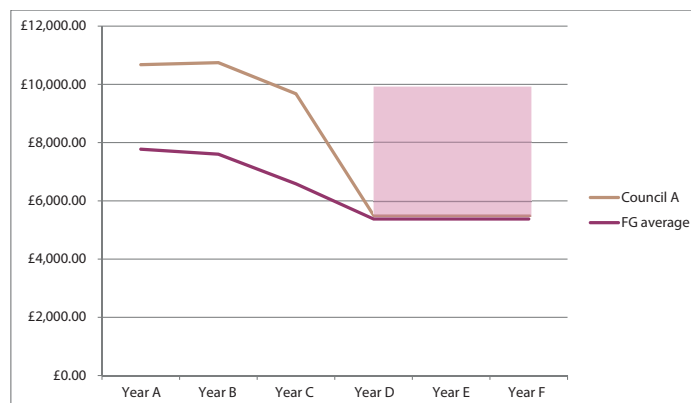
They can be used as a guide to set targets for in the future.

An example of a target report is shown below.

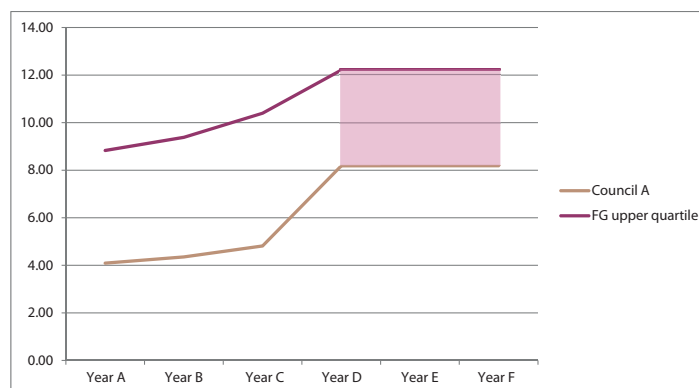
Parks

The trend charts below shows a council's result, and the upper quartile or the average for the family group, for the last 4 years and shows a continuation of a trend for the next 2 years. The shaded area is where the council should aim to stay for these years.

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



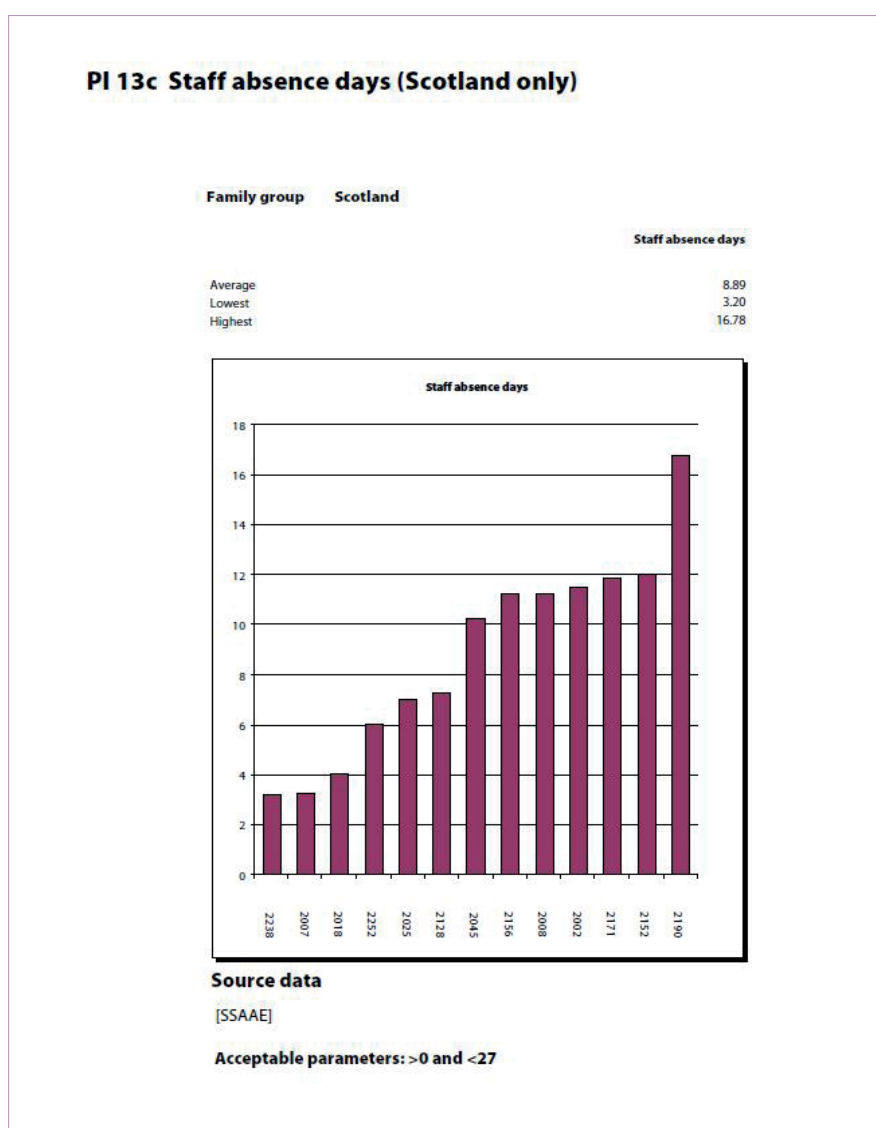
PI 12 Number of hectares maintained per FTE front line employee



Bespoke reports

Bespoke reports can be produced to meet each individual authorities needs. These will be adaptations of the standard reports to include different comparator groups. All standard reports are produced in family groups but there will be occasions where authorities would like to be compared against other groups of authorities. These may be types of authority (unitary, borough councils etc.) area based reports (northern, southern etc.) similar population or a group of choice. For the facility based models, it is also possible to have a performance report or PI standings report showing the performance of all of your facilities. Members are able to obtain one bespoke report free per service area.

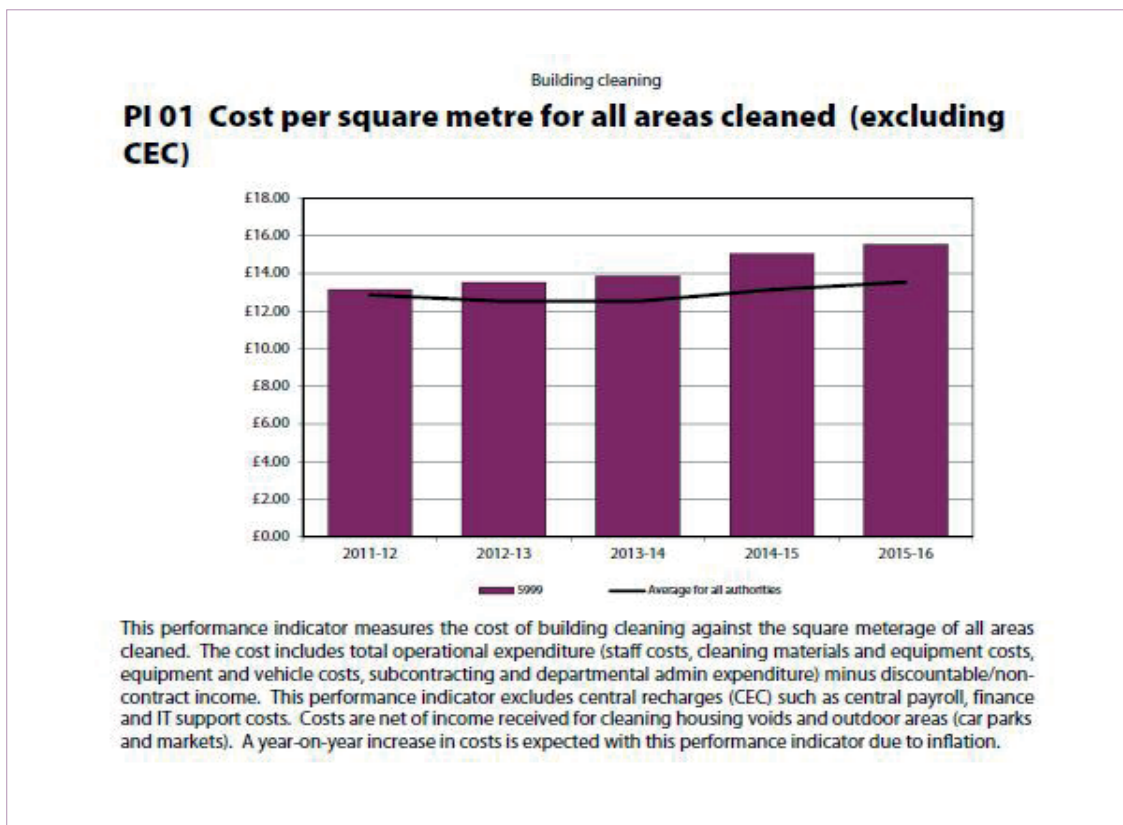
Examples of bespoke reports are as follows.



Bespoke direction of travel reports

The standard direction of travel reports use a set list of performance indicators and show the results for the last five years against the service average. Some authorities may find it useful to have this information for other performance indicators not on the standard list or to show their information against their family group average instead of the service average. Direction of travel reports can be adapted to different groups or different time frames. Members are able to obtain one bespoke direction of travel report free per service area.

An example of a bespoke direction of travel report is shown below.



Data from the templates

All the data that we ask for is stored on a database. There may be times when authorities would like to know the results for certain questions that are asked for on the template and not just the results of each PI. This is most certainly obtainable so if you wish to know the data of other authorities for example on the number of front line employees for parks, or the costs recorded for cleaning materials for building cleaning then just give us a call. All data can be broken down into your family group, by area or other bespoke groupings. We can work out averages, highest and lowest values for anything that is asked for on the templates. As long as we ask for the information on the templates then we can extract this information and perform any bespoke calculation that you need.

An example of a bespoke request is as follows.

Fixed penalty notices - dog fouling															
	All			Borough Councils			District Councils			Metropolitan Borough Councils			Unitary Councils		
	Highest	Lowest	Average	Highest	Lowest	Average	Highest	Lowest	Average	Highest	Lowest	Average	Highest	Lowest	Average
2007/08	232	0	34	76	2	39	63	0	13	226	0	33	232	0	41
2008/09	237	0	44	65	3	33	76	1	15	212	6	65	237	0	52
2009/10	333	0	44	32	0	20	47	0	14	158	1	43	333	3	60
2010/11	626	0	47	73	0	19	23	0	8	56	0	23	626	0	79

The team

Please direct all comments and enquiries to:

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Lancastrian Office Centre
32 Talbot Road, Old Trafford
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Telephone: 0161 772 1810

Email: performance.networks@apse.org.uk

For more information on APSE and performance networks, please visit our website at www.apse.org.uk

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- Parks, open spaces and horticultural services
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Partnerships

IQ Software Systems

IQ Software Systems help to provide consultancy and IT support for the performance network service. If you would like to discuss your requirements or receive further information or additional reports, please contact a member of the performance networks team.

Beacon Dodsworth

Beacon Dodsworth have provided APSE performance networks with the capacity to assess effectively the geo demographic profile of each local authority member through their Prospex software. Enquiries for geo demographic profiling should be directed through a member of the performance networks team at the APSE office.

LOCAL SERVICES LOCAL SOLUTIONS



INVESTORS
IN PEOPLE

Gold
Until 2020

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