

# Continuously improving your team's performance through benchmarking

Debbie Johns | APSE Head of Performance Networks





**Last year**



# Grounds Maintenance LAMS





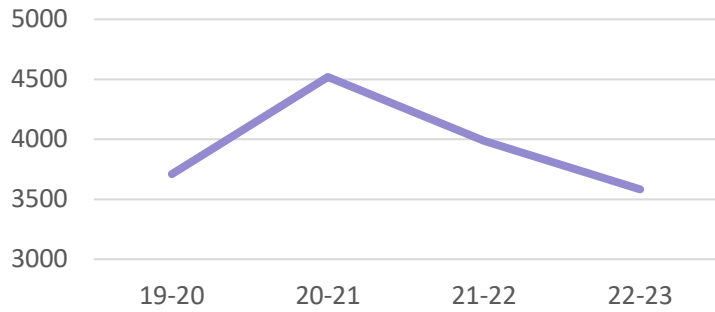
# Street Cleansing LAMS



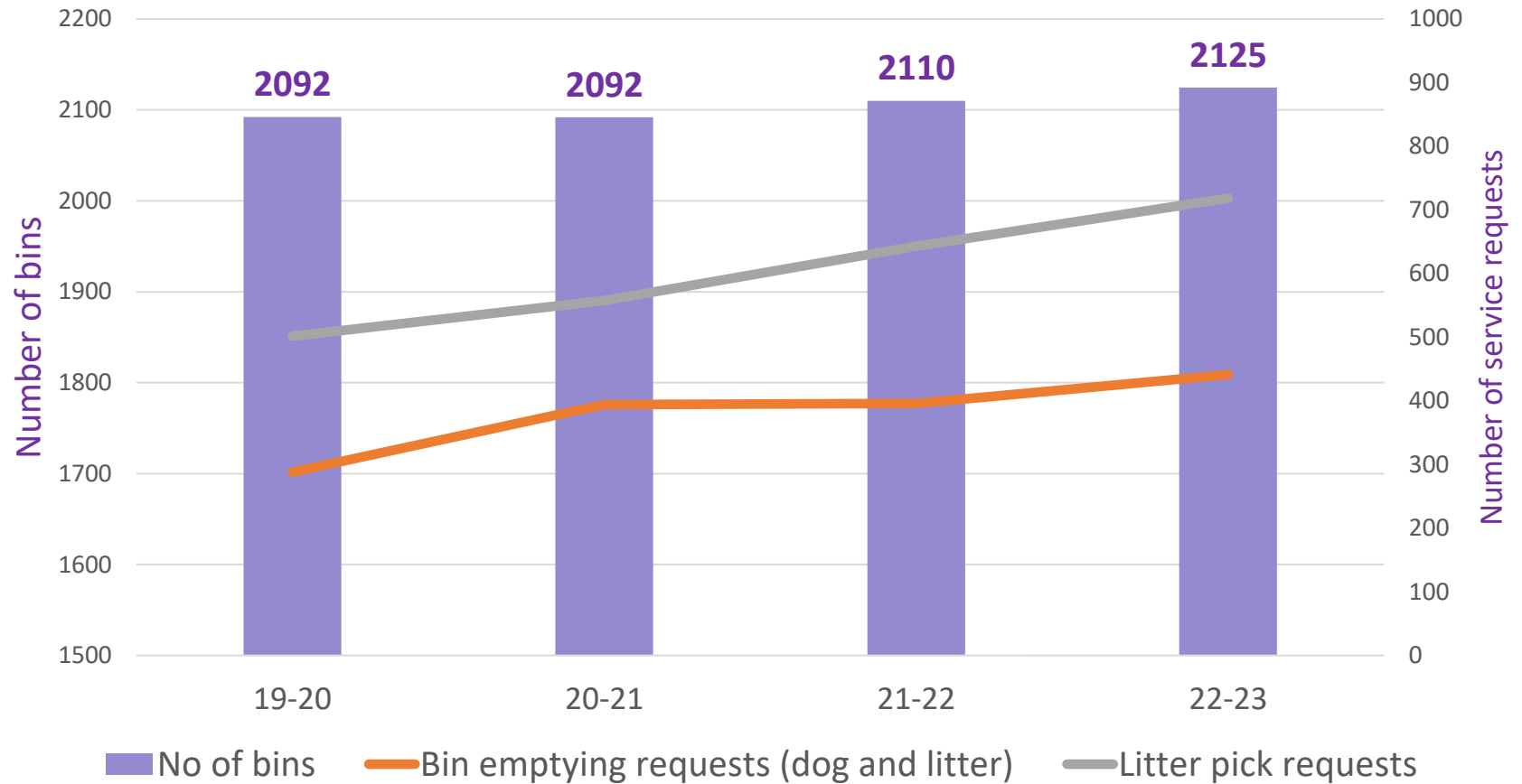


# Street cleansing continuing demands on service

### Fly-tipping incidents

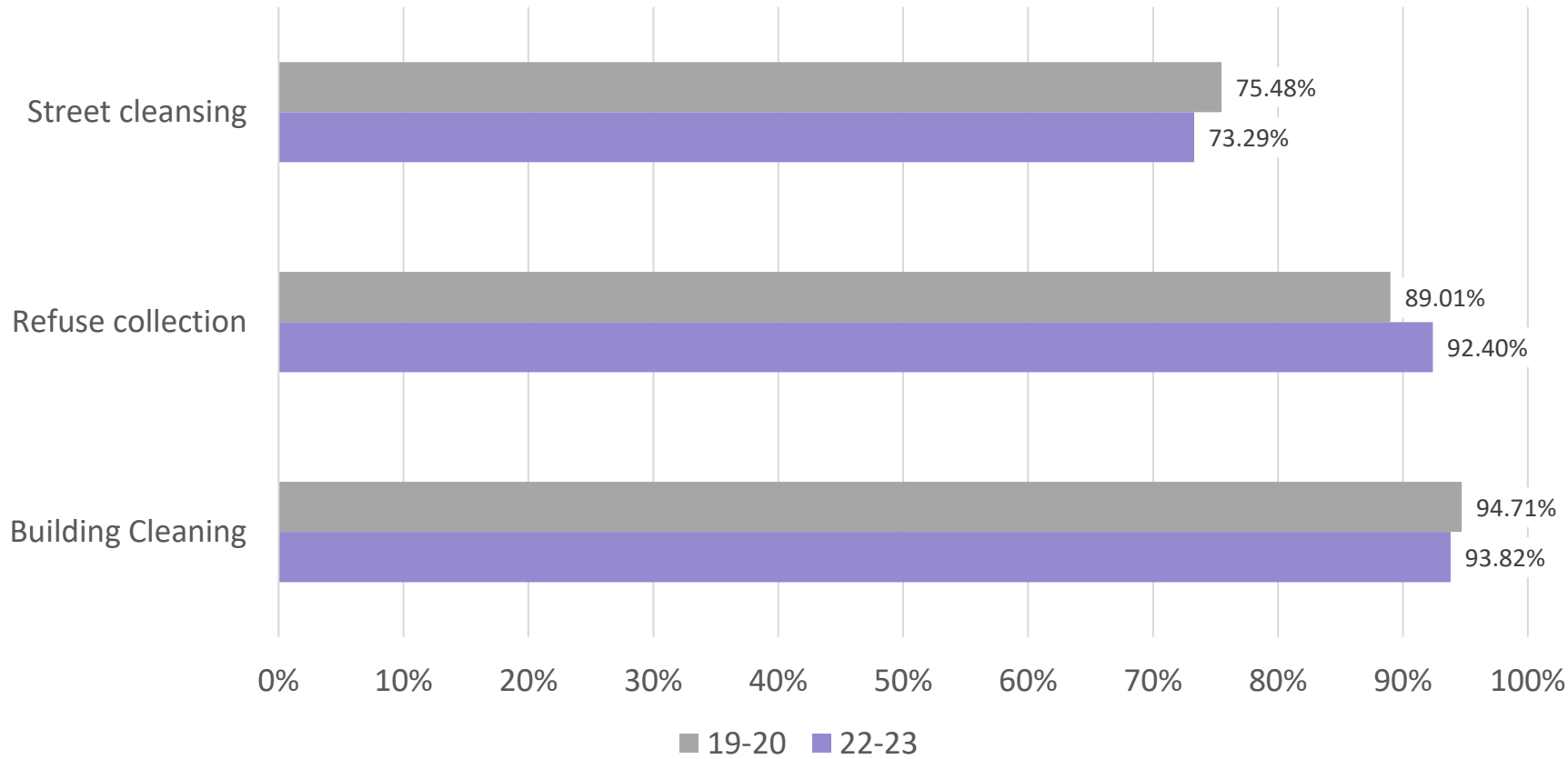


### Dealing with litter and dog waste





# Customer satisfaction





# Recruitment and retention



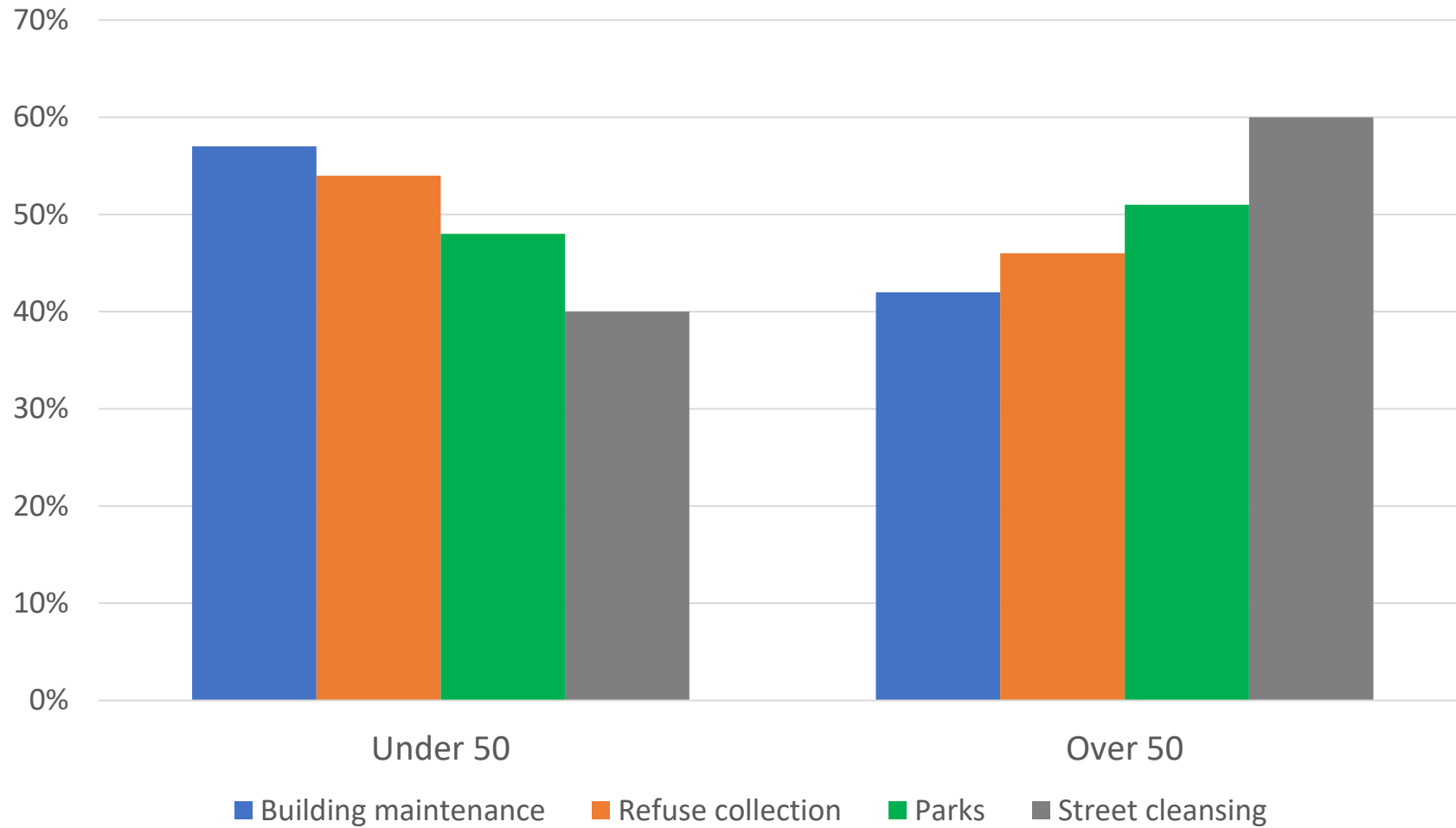
[www.apse.org.uk](http://www.apse.org.uk)

	<b>% vacancies</b>	<b>% filled</b>	<b>% stayed beyond probation, induction and training</b>	<b>% stayed at least 12 weeks</b>
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

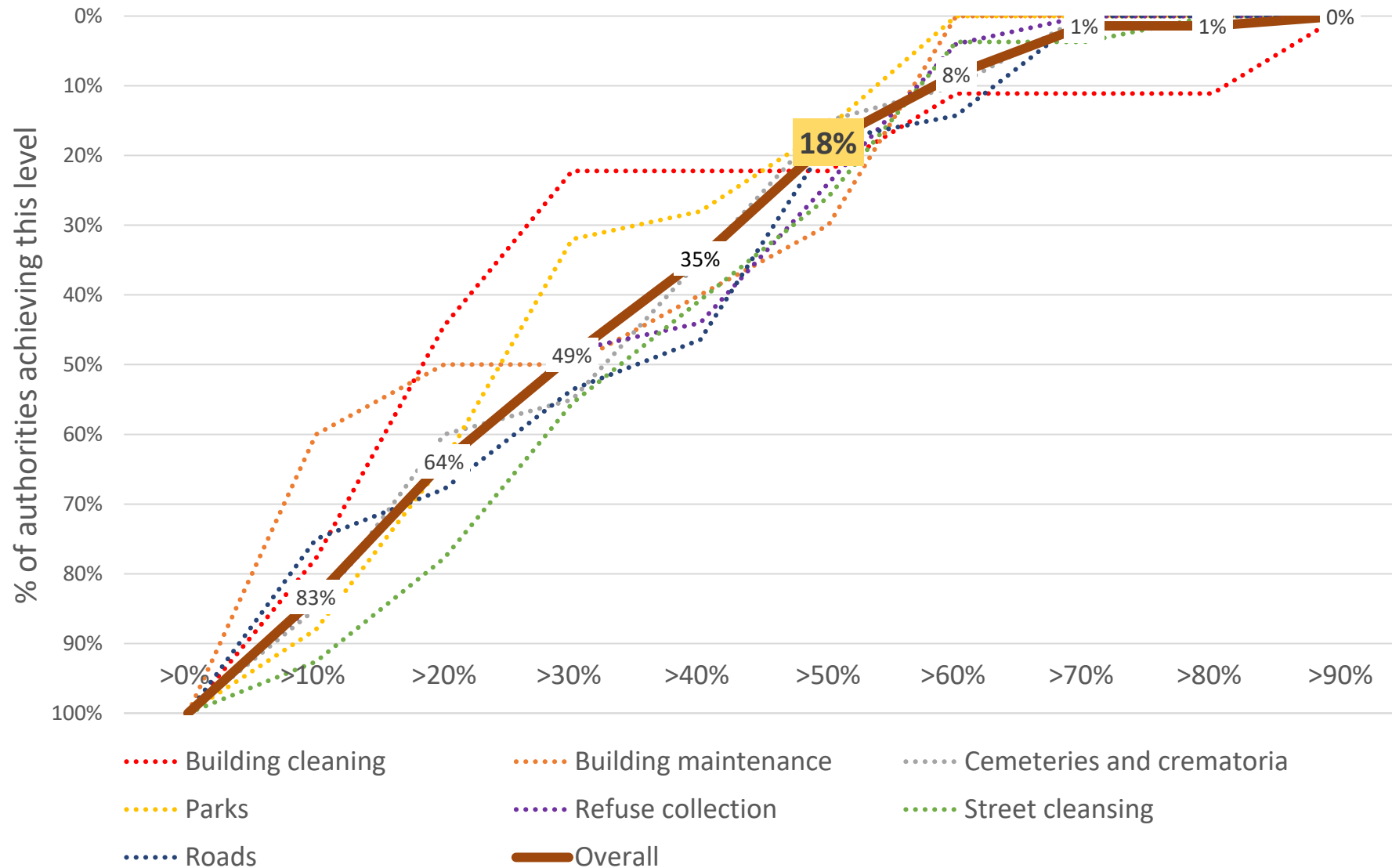


# Age profile of the workforce



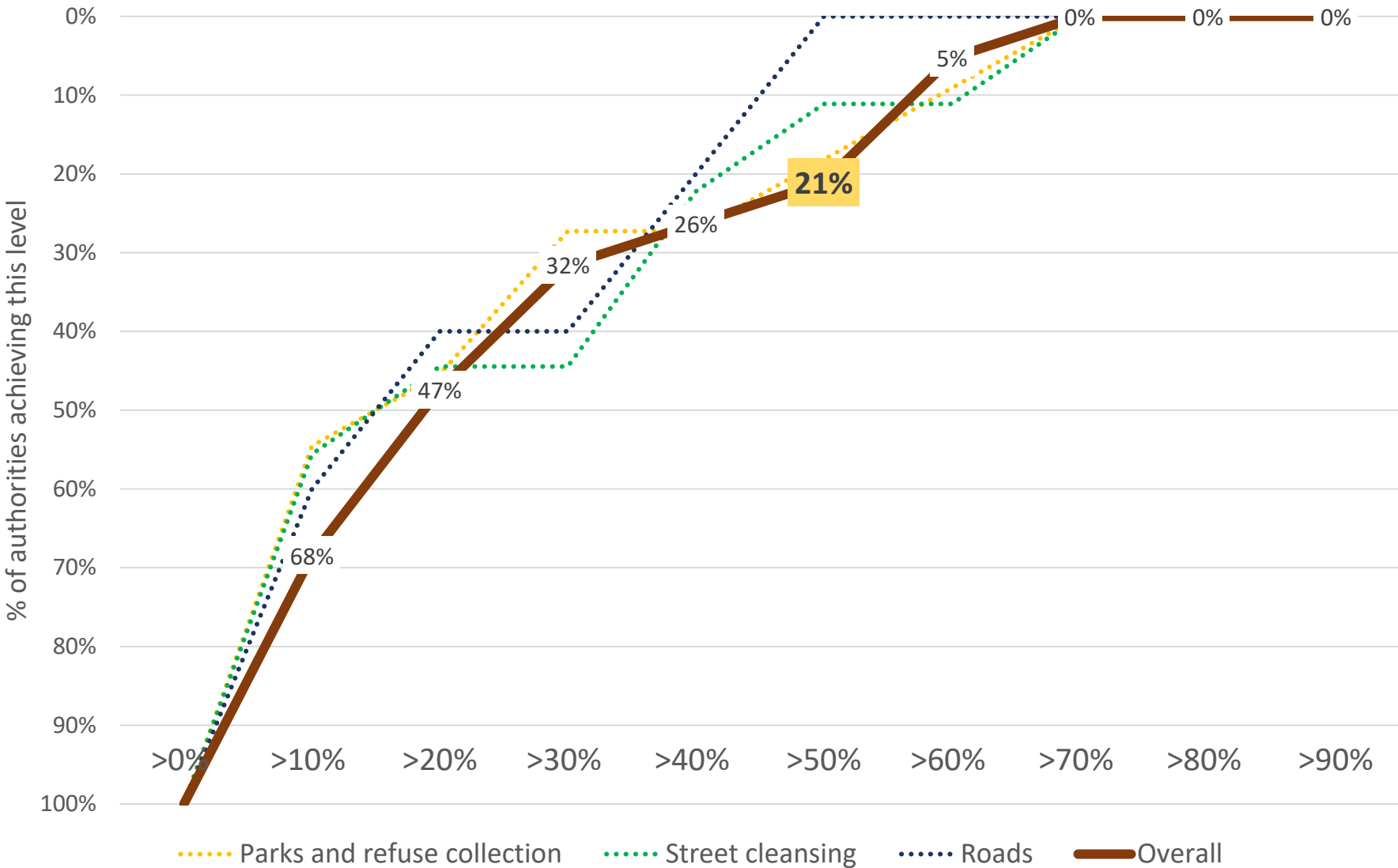


# Progress against carbon reduction targets





# 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

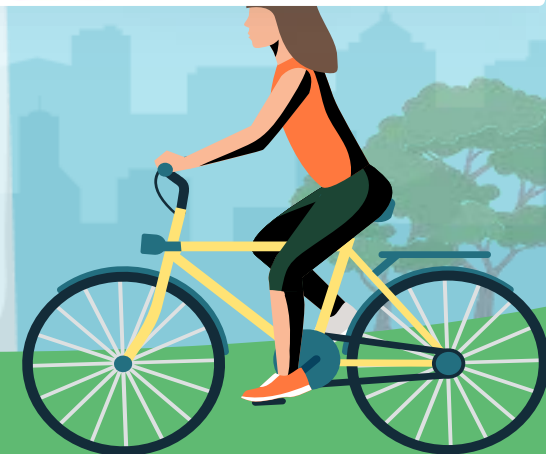


Since 19-20:

- 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%



# Climate change data - Parks

Percentage of staff who have undergone formal 'Carbon Literacy' training - Management / Admin / Technical / Professional – 9%

Percentage of staff who have undergone formal 'Carbon Literacy' training - Front Line / operatives / Team Leaders / Charge Hands – 1%

Have a Tree / Woodland strategy – 82%

Have a formal, documented woodland management plan – 70%

Have a formal, documented environmental policy – 60%

Have carried out a documented initial environmental review – 40%

Comply with a formal, documented environmental management system (e.g. ISO 14001) – 20%

Have published an environmental statement – 59%

Estimated total amount of area (in hectares) covered by ongoing and new BNG projects – 6 hectares average

# Climate change data - Parks

Glyphosate is used as a means of controlling weeds – 91%

Have reduced the amount of glyphosate used from 5 years ago – 71%

What percentage has your usage reduced by – 53%

Have you found an effective alternative to glyphosate – 7%

Percentage of composting material used which is non peat-based – 80%

Use alternatives to petrol or diesel for equipment used including vehicles and plant – 69%

Have a 'Pollinator' strategy – 27%

Have an identified budget for

- Climate Change related strategies – 51%
- Biodiversity – 56%
- Tree & Woodland Strategies – 67%
- Tree Maintenance – 71%

% green waste recycled – 86%

# Climate change data – Street cleansing

Percentage of staff who have undergone formal 'Carbon Literacy' training - Management / Admin / Office / Professional / Support – 8%

Percentage of staff who have undergone formal 'Carbon Literacy' training - Front Line operatives / Operational Supervisors / Team Leaders – 1%

12% of councils have 12 tonne sweepers which are neither petrol or diesel  
10% of the total fleet make up those vehicles

22% of councils have under 12 tonne sweepers which are neither petrol or diesel  
13% of the total fleet make up those vehicles

Have an integrated weed control policy – 60%

Glyphosate used as a means of controlling weed – 84%

Reduced the amount of glyphosate used from 5 years ago – 56%

Percentage usage has reduced by – 54%

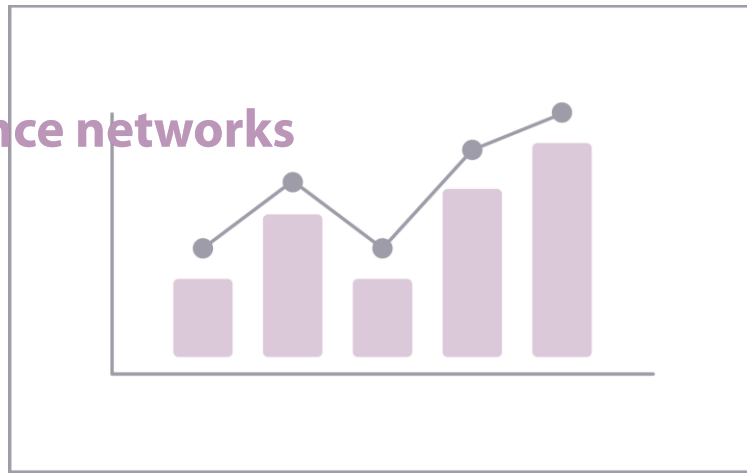
Number of weed treatments applied during the year – average is 2



**This year**



performance networks



# What's happening?

First deadline 21 October 2024

Award validations 28 October – 15 November

Annual event 5-6 December 2024

Second deadline 31 January 2025



[www.apse.org.uk](http://www.apse.org.uk)





# performance networks

Why join Performance Networks?

Performance Networks  
 Member Directory  
 2022/23 Year 25  
 2021/22 Year 24  
 2020/21 Year 23  
 2019/20 Year 22

Why join performance networks?

As local authority leaders to focus on efficiency, income generation and innovative working, performance networks and management continue to be at the core of public sector reform. Performance Networks harness local and global knowledge of best practice and proven solutions.

Dr David Green (Chairman APSE) Head of Performance Networks

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Click here to visit the Performance Networks Members Portal

What is performance benchmarking?

Performance benchmarking is the first step in identifying performance gaps – it allows you to find out current levels in your area and compare future levels depending on your desired performance. The level of insight allows you to consider your progress over time and assess whether or not you are meeting your goals. Performance Networks can support you in this analysis – your benchmarking for individual data ranges, training and support materials, wherever you need it.

Members of performance networks will only require 20 minutes to consider they own performance but provide far longer support after that with the sharing from its local and worldwide steps to improve work culture. Current members have described the following value of their benchmarking as the most valuable benefit.

Association for Public Service Excellence

Home / Performance Networks / Performance Networks Training / Data Completion Training

Data Completion Training

Service specific data support sessions  
 Data Analysis Training  
 CLASH Training  
 CLASH Training

Data Completion Training Sessions - June 2024  
 Data Completion Training - Northern Ireland  
 Data Completion Support Session online

Data Completion Training

If you have recently joined Performance Networks or would like some help to get to grips with the data templates, we offer free data completion training via MS Teams. This training session helps in both understanding the performance networks reports and activities, as well as more technical learning on completing the data templates. Clicked a [link here](#) to find out more.

Our expert trainers will share training materials and use virtual screen sharing technology, to ensure you are fully up to date on all aspects of data completion training.

Click here to visit the Performance Networks Members Portal


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PN Induction and introduction to data completion training

APSE Year 25 (2022/23)

Ian Jones, APSE Associate

www.apse.org.uk



Home / Performance Networks / Performance Networks Training / Data Completion Training

Performance Networks Training

Service specific data support sessions  
 Data Analysis Training  
 CLASH Training  
 CLASH Training

Data Completion Training  
 Service specific data support sessions  
 Data Analysis Training

Data Completion Training

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# Reports

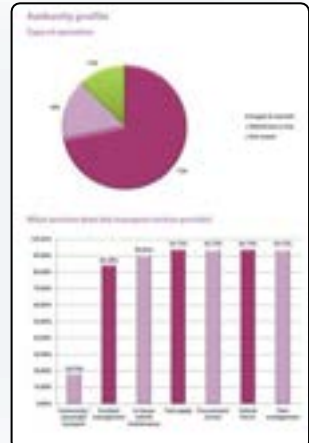
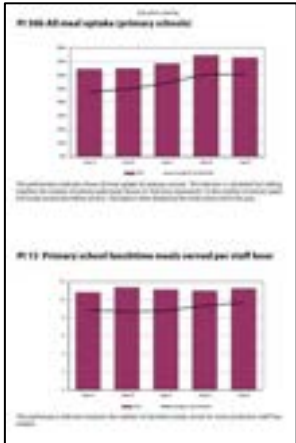
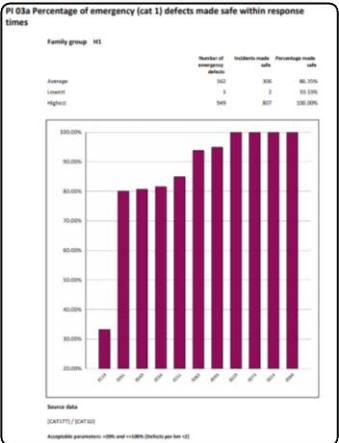
**Family group comparison**  
 Please cleaning performance indicator: **Building cleaning performance at a glance**

Sample Authority: **1234**

Source of authority: **1234**

Family group: **1234**

Performance indicator	Number of family groups	Average for group	Standard deviation	Target	Sample Authority	Standard deviation	Target	Standard deviation
PI 01: Cost per square metre for all areas cleaned (excluding LSC)	12	£11.205	£1.205	£10.000	£11.205	£1.205	£10.000	£1.205
PI 02: Cost per square metre for all areas cleaned (including LSC)	12	£12.500	£1.500	£11.000	£12.500	£1.500	£11.000	£1.500
PI 03: Ratio of square metres to annual scheduled house visit	12	1.000	0.100	1.000	1.000	0.100	1.000	0.100
PI 04: Ratio of square metres to annual scheduled house visit	12	1.000	0.100	1.000	1.000	0.100	1.000	0.100
PI 05: Ratio of square metres to annual scheduled house visit	12	1.000	0.100	1.000	1.000	0.100	1.000	0.100
PI 06: Ratio of square metres to annual scheduled house visit	12	1.000	0.100	1.000	1.000	0.100	1.000	0.100
PI 07: Ratio of square metres to annual scheduled house visit	12	1.000	0.100	1.000	1.000	0.100	1.000	0.100
PI 08: Ratio of square metres to annual scheduled house visit	12	1.000	0.100	1.000	1.000	0.100	1.000	0.100
PI 09: Ratio of square metres to annual scheduled house visit	12	1.000	0.100	1.000	1.000	0.100	1.000	0.100
PI 10: Ratio of square metres to annual scheduled house visit	12	1.000	0.100	1.000	1.000	0.100	1.000	0.100
PI 11: Ratio of square metres to annual scheduled house visit	12	1.000	0.100	1.000	1.000	0.100	1.000	0.100
PI 12: Ratio of square metres to annual scheduled house visit	12	1.000	0.100	1.000	1.000	0.100	1.000	0.100
PI 13: Ratio of square metres to annual scheduled house visit	12	1.000	0.100	1.000	1.000	0.100	1.000	0.100
PI 14: Ratio of square metres to annual scheduled house visit	12	1.000	0.100	1.000	1.000	0.100	1.000	0.100
PI 15: Ratio of square metres to annual scheduled house visit	12	1.000	0.100	1.000	1.000	0.100	1.000	0.100
PI 16: Ratio of square metres to annual scheduled house visit	12	1.000	0.100	1.000	1.000	0.100	1.000	0.100
PI 17: Ratio of square metres to annual scheduled house visit	12	1.000	0.100	1.000	1.000	0.100	1.000	0.100
PI 18: Ratio of square metres to annual scheduled house visit	12	1.000	0.100	1.000	1.000	0.100	1.000	0.100
PI 19: Ratio of square metres to annual scheduled house visit	12	1.000	0.100	1.000	1.000	0.100	1.000	0.100
PI 20: Ratio of square metres to annual scheduled house visit	12	1.000	0.100	1.000	1.000	0.100	1.000	0.100
PI 21: Ratio of square metres to annual scheduled house visit	12	1.000	0.100	1.000	1.000	0.100	1.000	0.100
PI 22: Ratio of square metres to annual scheduled house visit	12	1.000	0.100	1.000	1.000	0.100	1.000	0.100
PI 23: Ratio of square metres to annual scheduled house visit	12	1.000	0.100	1.000	1.000	0.100	1.000	0.100
PI 24: Ratio of square metres to annual scheduled house visit	12	1.000	0.100	1.000	1.000	0.100	1.000	0.100
PI 25: Ratio of square metres to annual scheduled house visit	12	1.000	0.100	1.000	1.000	0.100	1.000	0.100
PI 26: Ratio of square metres to annual scheduled house visit	12	1.000	0.100	1.000	1.000	0.100	1.000	0.100
PI 27: Ratio of square metres to annual scheduled house visit	12	1.000	0.100	1.000	1.000	0.100	1.000	0.100
PI 28: Ratio of square metres to annual scheduled house visit	12	1.000	0.100	1.000	1.000	0.100	1.000	0.100
PI 29: Ratio of square metres to annual scheduled house visit	12	1.000	0.100	1.000	1.000	0.100	1.000	0.100
PI 30: Ratio of square metres to annual scheduled house visit	12	1.000	0.100	1.000	1.000	0.100	1.000	0.100

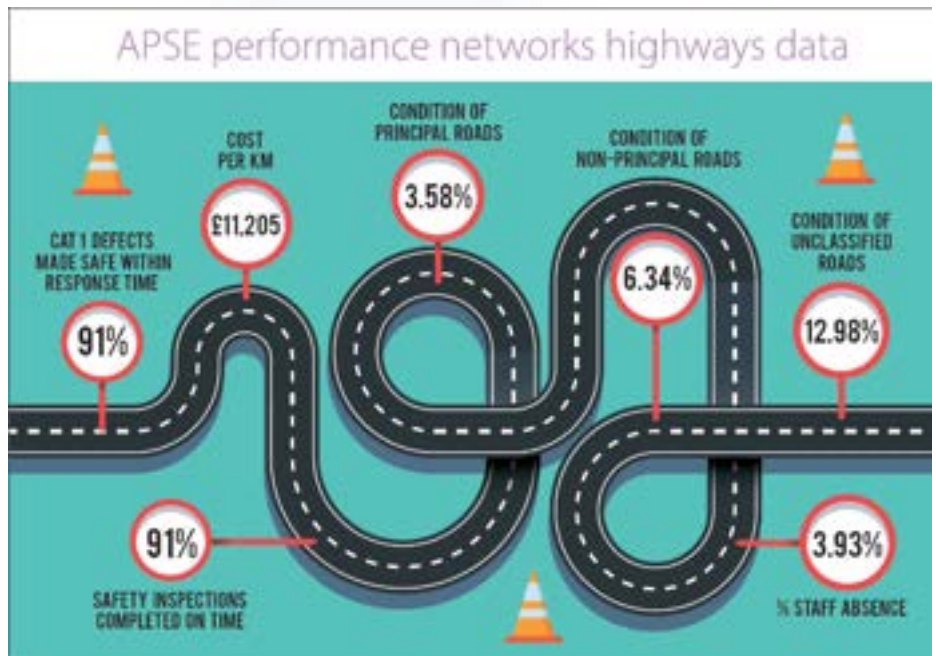


**apse performance networks**  
 Building cleaning performance at a glance

Sample Authority: **1234**

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 the information and the size of the report in the authority can use it to present where improvements may need to be made. Where the icon 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 resulting in an inability to produce a meaningful average score. The key to the icons are displayed below each table.

Performance indicator	Performance in current year	Target previous year (%)
PI 01: Cost per square metre for all areas cleaned (excluding LSC)	£11.205	£10.000
PI 02: Cost per square metre for all areas cleaned (including LSC)	£12.500	£11.000
PI 03: Ratio of square metres to annual scheduled house visit	1.000	1.000
PI 04: Ratio of square metres to annual scheduled house visit	1.000	1.000
PI 05: Ratio of square metres to annual scheduled house visit	1.000	1.000
PI 06: Ratio of square metres to annual scheduled house visit	1.000	1.000
PI 07: Ratio of square metres to annual scheduled house visit	1.000	1.000
PI 08: Ratio of square metres to annual scheduled house visit	1.000	1.000
PI 09: Ratio of square metres to annual scheduled house visit	1.000	1.000
PI 10: Ratio of square metres to annual scheduled house visit	1.000	1.000
PI 11: Ratio of square metres to annual scheduled house visit	1.000	1.000
PI 12: Ratio of square metres to annual scheduled house visit	1.000	1.000
PI 13: Ratio of square metres to annual scheduled house visit	1.000	1.000
PI 14: Ratio of square metres to annual scheduled house visit	1.000	1.000
PI 15: Ratio of square metres to annual scheduled house visit	1.000	1.000
PI 16: Ratio of square metres to annual scheduled house visit	1.000	1.000
PI 17: Ratio of square metres to annual scheduled house visit	1.000	1.000
PI 18: Ratio of square metres to annual scheduled house visit	1.000	1.000
PI 19: Ratio of square metres to annual scheduled house visit	1.000	1.000
PI 20: Ratio of square metres to annual scheduled house visit	1.000	1.000
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PI 25: Ratio of square metres to annual scheduled house visit	1.000	1.000
PI 26: Ratio of square metres to annual scheduled house visit	1.000	1.000
PI 27: Ratio of square metres to annual scheduled house visit	1.000	1.000
PI 28: Ratio of square metres to annual scheduled house visit	1.000	1.000
PI 29: Ratio of square metres to annual scheduled house visit	1.000	1.000
PI 30: Ratio of square metres to annual scheduled house visit	1.000	1.000



# 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





# The Transition from Print to Online

THIS IS A DRAFT FORM. THIS IS A DRAFT FORM. THIS IS A DRAFT FORM. THIS IS A DRAFT FORM. PRINT

**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"/>
Other (please describe)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**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 cleaning street litter & debris	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Satisfaction with cleaning footway litter, debris & dog fouling	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**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 Take manager to make loans	<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"/>

**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"/>
Importance 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"/>
Professionalism 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"/>
<b>Procedures</b>						
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"/>
<b>Service development</b>						
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"/>
Maintaining free meal uptake	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Maintaining 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"/>
Provision of the school meal service	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Investing *</b>						
Investing process for cleaning services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
* not included in performance score						

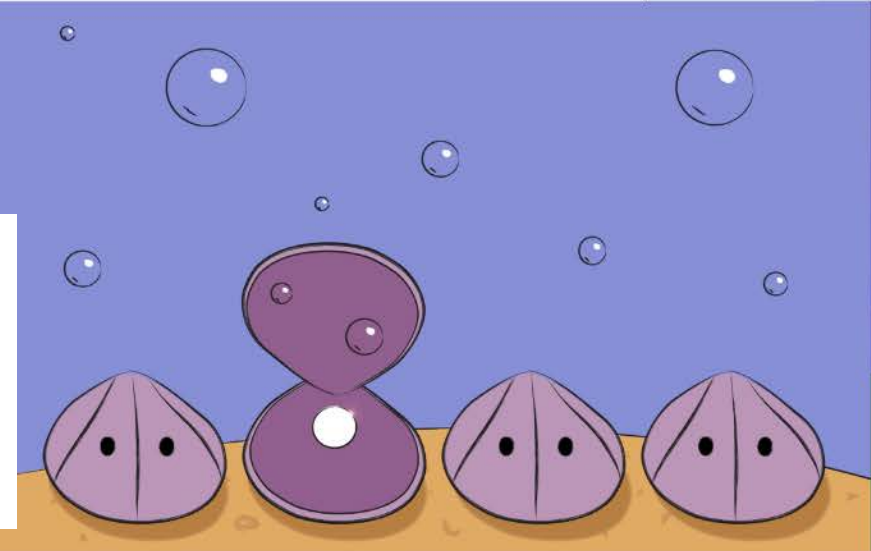




# Inspection Apps



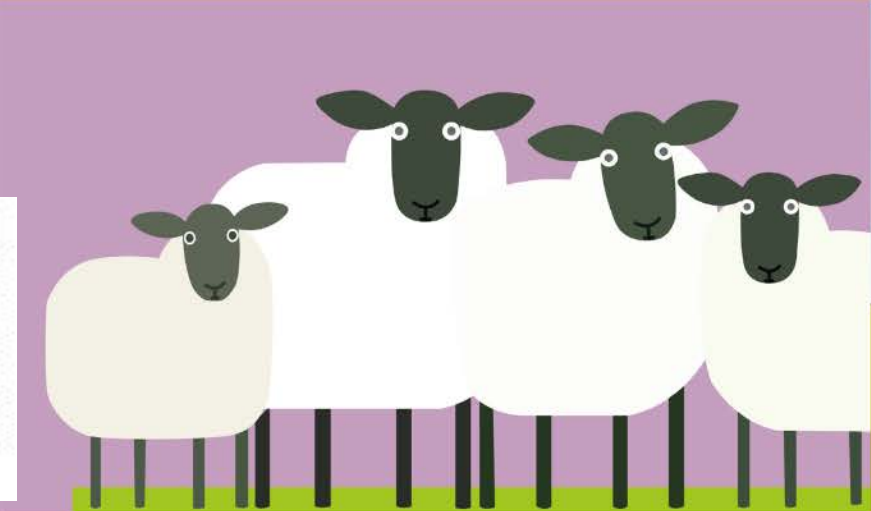
[bit.ly/APSECLAMS](https://bit.ly/APSECLAMS)



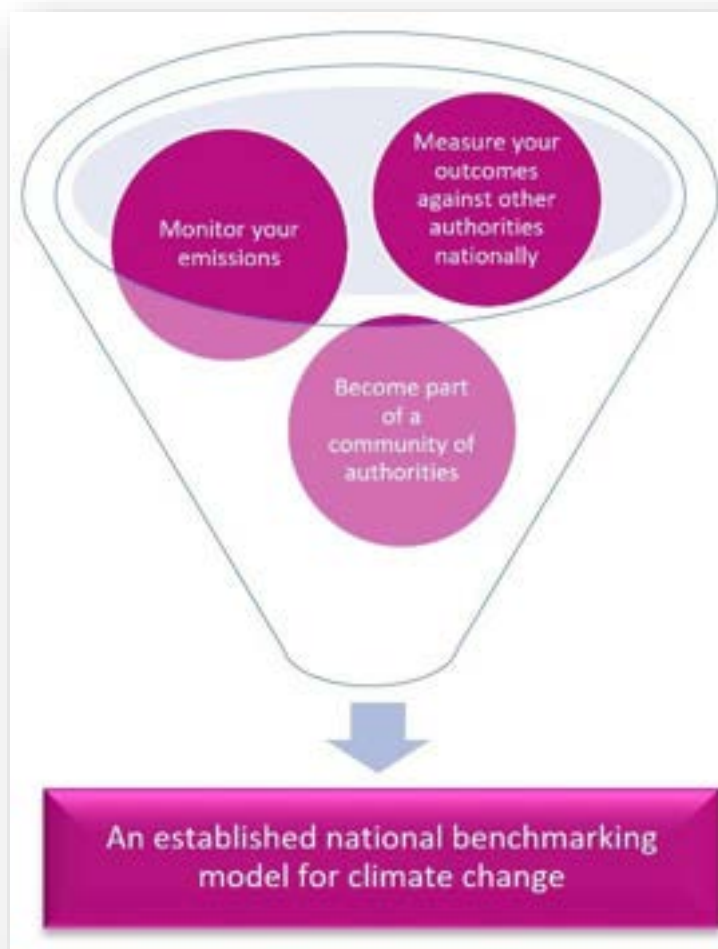
[bit.ly/40Cjptr](https://bit.ly/40Cjptr)



[bit.ly/APSELAMs](https://bit.ly/APSELAMs)



[bit.ly/3ZIOJMj](https://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



# Blackpool 5-6 December 2024

- **Climate change and environmental cleanliness in Stockholm** - Jonathan Pertot, Manager of Street Operations; Sofia Nordström, Communications and Sara Henrikson, System Administrator, City of Stockholm
- **Statistical insight including environmental issues, net zero and sustainability** - Jennet Woolford, Director of Public Policy Analysis, Office for National Statistics (ONS)
- **Post-election – what do the public think about public service spending and the economy?** – Damian Lyons-Lowe, Chief Executive, Survation
- **Proving Value for Money in financially difficult times** – Andy Vaughan, APSE associate
- **Local government finance: financial outlook and key challenges following the October Budget and Spending Review** – David Phillips, Associate Director, Institute of Fiscal Studies
- **Panel: post-election, what's the direction of local government front-line services?**
  - Climate change, energy and net zero - Patrick Allcorn, Head of Local Net Zero Delivery and Demonstration, DESNZ
  - Workforce issues – President of the PPMA, Pam Parkes
  - Local government finance – David Phillips, Associate Director, Institute of Fiscal Studies
  - Digitalisation and technology - David Ogden, Engagement Director, SOCITM
  - Managing demand and productivity – Mike Cockburn, Assistant Director – Climate Emergency & Environment, Wirral Council
  - Impact on culture and leisure – Iain Varah, Chief Executive, Vision Redbridge Culture and Leisure

## Workshop D – Parks, street cleansing and streetscene

- **Highland Council Amenities Review** - Debbie Sutton, Amenities Manager (South), Highland Council
- **Play value scores and green space index** - Tamsin Fudge, Head of Projects and Stewardship, Alison McCann, Research and Policy Manager, Fields in Trust
- **Hull's Journey with Biodiversity Net Gain** - Adam McArthur, Assistant Head of Service, Hull City Council
- **Streetscene trend analysis** - Dave Henrys, APSE Associate
- **Parks trend analysis** - Matt Ellis, APSE Principal Advisor
- **Update on the Land Audit Management System (LAMS) and PIMS** - Ian Jones, APSE Associate

# **NEW MUNICIPALISM**

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# Contact Details

**Debbie Johns**

Head of performance networks

DJohns@apse.org.uk

07834334193



**Association for Public Service Excellence**  
**3rd Floor, Trafford House,**  
**Chester Rd, Stretford,**  
**Manchester,**  
**M32 0RS**

**telephone:** 0161 772 1810

**web:** [www.apse.org.uk](http://www.apse.org.uk)