

PN Prospectus

A guide to APSE's UK wide benchmarking service



The need for high quality performance information has never been greater.

Local government continues to face many challenges. Increasing demand for services, ongoing financial constraints and achieving carbon reduction targets. The need for services to demonstrate their cost effectiveness, productivity and service performance has never been greater.

Performance networks allows local authorities to compare the performance of front line services with the performance of similar local authorities throughout the UK. Information and data provides intelligence which can be used for internal reporting, informing priorities and budgeting, as well as highlighting areas of improvement over time. It allows local authorities to assess the impact of service changes, to establish a starting point and to identify future targets. Performance measurement is also a mechanism to learn how other local authorities are meeting the challenges and to share best practice.

Benchmarking allows the comparison of performance against other local authorities and the sharing of best practice.

Join the largest voluntary local government benchmarking service in the UK

APSE performance networks is the largest voluntary public sector benchmarking service across England, Scotland, Wales and Northern Ireland. Used by over 180 local authorities it leads the way in local government benchmarking. The size of our membership gives added benefits to members by being able to offer a wide variety of comparator groups. As well as the standard family group comparator system, members have access to performance information by geographical area, type of authority as well as other customised groups.



Comparator groups are the groups of local authorities against which a comparison of performance is made.

Benchmarking across 15 front line service areas UK wide

APSE performance networks provides a benchmarking service across a range of key front line services. Local authorities can either join for individual services or for all 15 services.

1. Building cleaning
2. Building maintenance
3. Catering services
4. Cemetery and crematorium services
5. Core Highways
6. Environmental health
7. Market operations
8. Parks, open spaces and horticultural services
9. Refuse collection
10. Roads, highways and winter maintenance
11. Sports and leisure facility management
12. Street cleansing
13. Street lighting
14. Trading Standards
15. Transport operations and vehicle maintenance

Membership subscriptions offer real value for money, APSE member authorities also benefit from substantial discounts on the subscription rates.

As standard for all the benchmarking services the following data is provided:

- Cost of service
- Productivity
- Climate change/Carbon reduction
- Staff absence
- Customer satisfaction
- Human resources and people management
- Quality assurance and community consultation

Some of the service-specific indicators 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)
- Workforce data

3. Catering Services

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

4. 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

5. Core Highways

- Asset condition
- Maintenance costs
- Third party claims
- Defects completed within timescale
- Street lighting

6. 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
- Net cost of noise service per head of population

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
- Staffing/staff development

15. Transport operations and vehicle maintenance

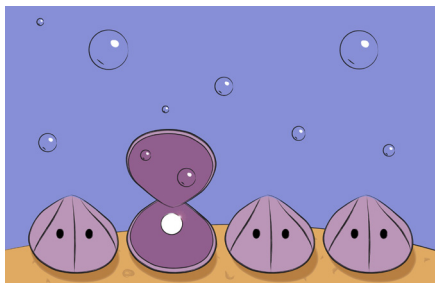
This service is also available in a template compatible with fleet management software.

The focus is on:

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

Inspection Apps

Performance Networks also offer a portfolio of Inspection Apps to enable our member authorities to use modern and efficient ways to carry out inspections. Compared to paper-based systems, our Apps reduce the duration of inspections, automatically identify the inspection location through GIS, include a photo facility and allow inspections to be submitted by the click of a button.



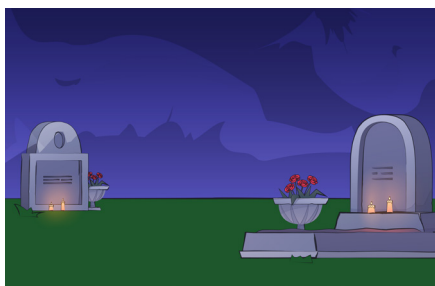
CLAMS

Cleaning Audit Management System



LAMS

Land Audit Management System



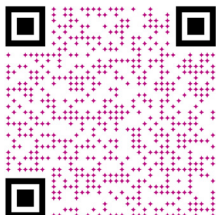
MIST

Memorial Inspection Safety Tool



PIMS

Play Inspection Management System



Developed by practitioners

The APSE performance networks model is unique in that it was developed and is continually reviewed by a working group of practitioners. This, combined with working partnerships with most leading bodies, including the County Surveyors Society (CCS) in Wales, the Society of Chief Officers of Transportation in Scotland (SCOTS), the National Association of British Market Authorities (NABMA), the Society of Chief Officers of Environmental Health in Scotland (SoCOEHS) and the Society of Chief Officers of Trading Standards in Scotland (SCOTSS) ensures that the model continues to be the most relevant, user friendly and responsive of its kind.

The series of performance indicators are a combination of compulsory/recommended measures suggested by the national audit bodies and local performance measures agreed by practitioners. These include cost, income, productivity, customer satisfaction, quality, carbon reduction measures and human resource management giving a comprehensive view of performance.

Performance indicators (PIs) are pieces of information selected to measure performance.

Compare yourself with 'like' authorities

APSE performance networks use a 'like-for-like' system to group authorities, ensuring a fair indication of performance can be made.

The 'like-for-like' system draws on factors such as local policy, demography and size and type of operation to form a series of driver scores. The family groups are formed when participating authorities generate an overall key driver score within the same range.

Demonstrating value

There is more of a need than ever to know your service as local authorities continue with their review and transformation programmes. The scale of the challenge being faced means that local authorities throughout the UK are seeking further efficiencies, income generation opportunities and are managing demand for their services.

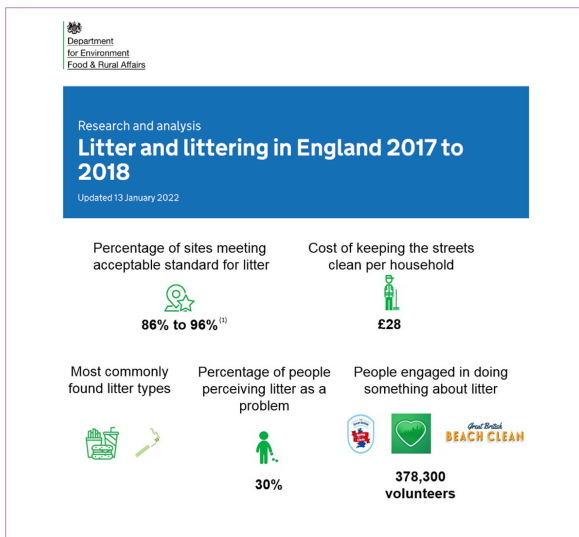
In demonstrating value, APSE performance networks can be used to:

- Set a clear baseline on which competitiveness, efficiency and value for money can be measured
- Assess the quality, cost and productivity of the service
- Identify inefficiencies such as poor productivity and high cost
- Help to report data in a meaningful way to elected members and the public
- Support service improvement through process benchmarking and sharing best practice examples
- Identify direction of travel and pace of change
- Identify the impact of service changes and interventions

A recognised and robust source of performance data

APSE performance networks is recognised as a trusted and robust source of performance data within local government. The model met all criteria in an assessment of consistency, reliability and comparability of data required by the Audit Commission. The Department for Culture, Media and Sport reported “APSE methodology meets all the Audit Commission criteria”. The model has also been described as “well established and trusted to deliver information” by an independent validation by the Institute of local government studies (Inlogov) at the University of Birmingham.

Performance networks’ data undergoes a rigorous error checking and three stage validation procedure to ensure that its data is robust.



The data has also been used by Defra in the litter dashboard for England, in national studies by Audit Scotland on unit costs, and by the Welsh Government on the cost of school meals.

“APSE methodology meets all the Audit Commission criteria”

Department for Culture, Media and Sport

Links to national performance networks

APSE performance networks is a local performance management tool. However, performance networks data can increasingly be used as evidence within national frameworks:

In **England** the focus is primarily on a sector-led self-improvement system with the support of OFLOG. This means that local authorities are responsible for their own performance and improvement and are accountable to local communities. There is an emphasis on open data, with a focus on data transparency and the use of data to hold public authorities to account. It is clear that the drive for performance improvement and publishing meaningful data on performance is designed around greater data transparency and public accountability at a local level.

In **Scotland** There is a requirement to report the SOLACE benchmarking indicators (referred to as the Local Government Benchmarking Framework), which are a set of high level indicators covering major service areas. APSE and SCOTS have been working with the Improvement Service in relation to collecting and providing data required for the national Local Government Benchmarking Framework, in particular on roads financial data. The purpose of this is to reduce the burden on councils of providing data to multiple national bodies and using existing reliable, established benchmarking models where possible.

In **Wales**, as part of the Local Government and Election Act 2021, local authorities are now expected to self-assess their performance with additional peer reviews to also be undertaken. External assurance and challenge is provided mainly through the audit, inspection and regulatory regime coordinated by the Auditor General for Wales. This voluntary, decentralised approach is similar to the approach taken in England which has created a greater need for information at a local level to measure value for money and to ensure accountability.

In **Northern Ireland** under the Local Government Act (Northern Ireland) 2014, there is a duty on each council to secure continuous improvement in the exercise of its functions, to collect information relating to performance and to assess performance in previous financial years and as far as practicable, against the performance of other councils. APSE have been working with local councils in Northern Ireland to ensure that performance networks can meet the responsibilities councils have under the Act. APSE continue to liaise with the Department for Communities over this development work.

Comprehensive support to guide you through the process

The benchmarking process can appear daunting, particularly for local authorities who have never undertaken benchmarking before. APSE performance networks offers second to none support throughout to ensure local authorities have a smooth transition into the process of benchmarking and are able to utilise its benefits fully.

As part of the service, free data completion training sessions and data usage training sessions are provided. These can be provided remotely via MS Teams or on site if you prefer. The range of guidance and support available demonstrates our commitment to supporting our members in the benchmarking process:

- Comprehensive guidance notes
- Dedicated support line during the data completion process
- Free data completion and validator training sessions
- Peer support visits or assistance from experienced members from other local authorities
- One to one training and on-site visits from APSE principal advisors
- Free 'using your data for value for money' training sessions

The peer support programme uses experienced members from other local authorities to support newer members in the process.

Real opportunities to share best practice

The real benefit of benchmarking is the ability to learn from those authorities that have performed particularly well in order to improve service delivery and from those authorities who have instigated change. APSE provides the opportunity for members to network with one another and encourages sharing best practice through:

- Providing peer contact details
- Advisory groups across 12 different service areas
- Improvement networks
- APSE performance networks seminar attended by over 300 delegates from different service areas
- Mass email query service with over 20,000 contacts at the touch of a button

The APSE principal advisors have experience and expertise in facilitating the sharing of best practice throughout the APSE membership.



Recognise your achievements

Each year the best and most improved performers are recognised and publicised in the reports for each service area.

The annual awards ceremony is held at the APSE performance networks seminar. This is a high profile event to recognise and celebrate improvements in services. Winners of the annual performance awards are publicised in the press, the APSE website and in various publications.

The case studies on how the winners achieved their successes are also written up into a publication and emailed out to all members.

The performance awards include best and most improved performers for each service area.

Identify areas for improvements

APSE performance networks is a valuable tool in the improvement process. An example of a best performer case study from APSE performance networks is described below:

Parks, open spaces and horticultural services

Best performer finalist

Overview

Parks, Open Spaces & Horticultural Services operate within the Street Scene service of Gateshead Metropolitan Borough Council, which covers a 55.5 square miles area with 92,000 households south of the River Tyne opposite Newcastle.

Improvements made and good performance

Working practices have been revised such as the introduction of annualised hours for some areas. There has been a review of routes, vehicles and plant. In the past, some areas have been maintained but are privately owned and should have been maintained by the landowner. We have identified these areas and worked with the landowner to ensure that they maintain them instead. We introduced a zonal working arrangement to carry out priority maintenance works within a set area – areas are now timetabled rather than addressed in an ad hoc approach and this is more efficient. There has been training of staff, improved PPE and equipment, with a new out of hours arrangement that improves safety. Requests have been prioritised. There has been an implementation of the playing pitch strategy to rationalise bowls and football pitch provision. Work continues with bowls and sports clubs to encourage and develop self-support and management models and a number of initiatives are completed or ongoing. Closer working with bowls representatives, and scheduling of works has increased satisfaction with the service. Use has been made of specialised equipment to improve football pitch condition. There has been improved liaison with the technical team to improve football pitch condition, and soil analysis to help steer the correct treatment for bowls lawns.

How has using PN data improved your performance?

By monitoring and measuring specific areas performance levels are easily compared year-on-year. Additionally,

comparison to other council performance levels encourages exchange of good practice and innovation. We have been taking part in the APSE benchmarking exercise for many years and use the performance reports published to see where we can improve our processes. Comparison to others allows us to see how external factors are affecting our services and how we compare to the market. The APSE data has helped with service reviews and allows understanding of costs to facilitate decision-making.

Future areas of focus

We are always focussed on costs, whilst at the same time focussing upon key service areas. We need to continue to focus on what we can achieve whilst maintaining our high standards and performance. Our residents' expectations are important to us, and we need to continue to deliver. Continued data collection, evidence and benchmarking will improve outcomes for service planning alongside modernising how we work to improve processes. This will result in reduced costs, overall efficiency, and high standards of service delivery.

We will carry on working with APSE and its members, in an effort to continue best practice and strive for improvement, we all have lessons to learn, and change can be and is a good thing. Performance networks is an excellent example of what can be achieved by following examples of good practice. Working with APSE gives authorities the opportunity to tap into expertise and knowledge, talk to recognised experts within the industry, and not be afraid to ask questions. By enhancing digital processes for management and recording processes and consulting with our customers, we can not only prevent unproductive activity but continue to improve and learn and be effective and efficient.

Value for money analysis

Bespoke value for money analysis can be produced in conjunction with our consultancy arm, APSE solutions.

APSE solutions carry out service diagnostics, which is a high-level review that is able to pinpoint opportunities for cost savings or service improvements. APSE solutions can carry out this exercise with as little as 6 days consultancy input for those authorities who submit information to APSE performance networks. Why?

Because if you are a member of the APSE performance networks service and you submit data then we can already access the data needed for the review and APSE solutions can jump straight into analysing it. APSE solutions have helped councils to save millions of pounds over the last few years with this approach.

Here are some of the consultancy offerings APSE solutions employ:

- Value for money/efficiency savings review
- Service diagnostics
- Systems thinking methodology
- Single service reviews
- Work study/time and motion study
- Charging and trading workshops and advice
- Surveys

Measure your progress on environmental targets

Performance Networks has embedded a wide range of climate change indicators in the models so as to reflect the environmental and ecological commitments made by local authorities over the past few years. These include:

- Service-specific measures such as route optimisation, biodiversity, types of fuel, etc
- Scored environmental indicators for each service to compare performance and identify good practice
- Measuring investment in staff training on carbon literacy and quality systems such as ISO.

This enables local authorities to compare their current performance, identify trends over time and identify good practice within the network. These measures will feature in the benchmarking events to facilitate learning and improvement across environmental indicators.

Measure your progress on climate change: A free tool for APSE members

We have launched a new module to enable you to accurately monitor how your council's emissions are changing and compare with others. Councils are grouped together who have similar characteristics, taking into account local natural resources, carbon challenges and socio-economic factors. This enables you to benchmark your performance with like-for-like authorities. Measuring how well your authority is adapting to the climate emergency is the first step in improving it.

Measures captured

The new climate change module collects and compares easy-to-obtain data on the following aspects although local authorities don't have to complete every section:

- Climate emergency
- Carbon budget
- Emissions
- Buildings
- Energy efficiency (in whole building stock)
- Vehicles
- Energy usage
- Energy purchased
- Climate adaptation
- Ecological emergency
- Renewable generation
- Ecological / carbon sequestration
- Carbon Offsetting
- Water
- Single use plastics
- Climate awareness and education

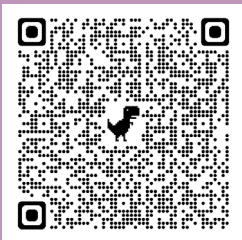
Performance Networks Apps

Performance Networks are now pleased to offer a suite of Apps to enable members to use modern and efficient ways to carry out inspections. The results from participating authorities can be benchmarked throughout the year, so that you can compare the quality of service, thus becoming an invaluable management tool producing meaningful data. This can be used to prove value for money and to promote how effective your service is. Not only is this data available 'live' via the cloud but also feeds into the performance indicator reports and can contribute to the awards criteria.

LAMS – land audit management system

The LAMS (Land Audit Management System) is a quality inspection system to monitor grounds maintenance, street cleansing and/or cemetery land. If you are a member of APSE's performance networks you will be able to use LAMS to measure the quality of your own localities, and at the same time benchmark these against other local authorities. The app also features a randomiser; it randomly selects sites to be inspected and also has a mapping and route planning facility for the inspections. There is also the option of adding on the API so that inspection scores from LAMS can feed into back office scheduling systems.

LAMS can be a useful tool to senior managers who have to justify green space and street scene budgets; it can be used as a marketing tool when applying for new contract work; and is also a great way to publicise the work the council does in maintaining its local environment to residents and businesses.



Items monitored are:

	Grounds maintenance	Street cleansing	Cemetery and crematorium services
Grounds maintenance	✓		✓
Grass cutting	✓		✓
Shrub bed maintenance	✓		✓
Flower bed maintenance	✓		✓
Surface weeds	✓	✓	✓
Litter	✓	✓	✓
Detritus		✓	
Fly tipping	✓	✓	✓
Fly posting	✓	✓	
Dog fouling	✓	✓	✓
Bins over flowing	✓	✓	✓
Bin structure	✓	✓	✓
Bin cleanliness	✓	✓	✓
Vandalism/damage			✓
Graffiti		✓	
Staining/gum		✓	

Here is a sample of the reports:

LAMS (Land Audit Management System) Sample Authority

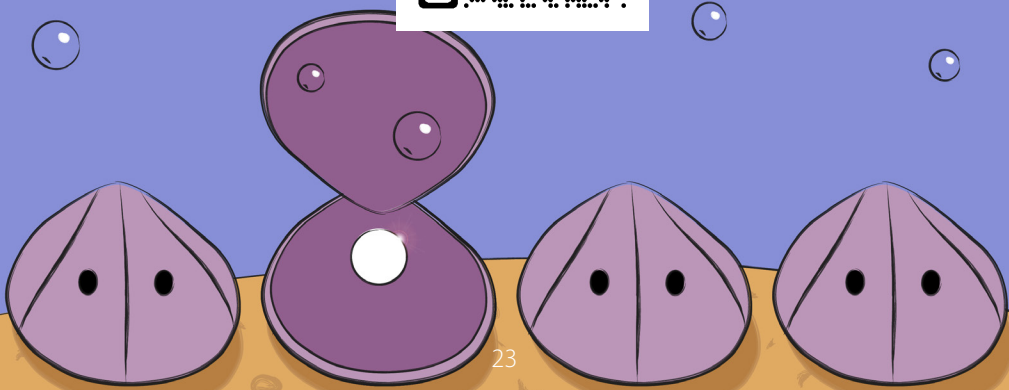
N° of inspections recorded

	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Total
GROUNDS MAINTENANCE													
Random inspections	292	315	269	259	230	325	310	342	307	321	269	296	3,535
Grounds maintenance	292	315	269	259	230	325	310	342	307	321	269	296	3,535
Grass cutting	283	295	258	249	222	312	294	328	298	307	257	280	3,383
Shrub bed maintenance	54	70	53	65	39	52	47	57	52	55	55	76	675
Flower bed maintenance	5	2	1	5	3	7	5	4	3	2	0	5	42
Zone 1	0	0	0	0	2	0	0	0	1	0	0	0	3
Zone 2	304	317	270	264	245	324	319	347	311	338	274	299	3,612
Zone 3	4	13	5	9	6	11	2	10	13	7	10	12	102
Hard surface weeds	282	299	260	253	220	314	301	324	293	309	263	283	3,401
Litter	292	315	269	259	230	325	310	342	307	321	269	296	3,535
Fly tipping	292	315	269	259	230	325	310	342	307	321	269	296	3,535
Fly posting	291	314	267	256	230	324	308	342	307	320	268	295	3,522
Dog fouling	291	314	269	259	230	325	310	342	307	320	268	295	3,530
Bins over flowing	35	37	40	37	20	40	37	33	36	37	44	53	449
Bin condition - structural	33	37	39	36	20	39	38	33	35	35	44	49	438
Bin condition - cleanliness	33	37	39	36	20	39	38	33	35	35	44	50	439

CLAMS – cleaning audit management system

CLAMS is a quality inspection system to benchmark your building cleaning.

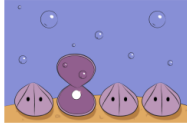
The App includes surveys to inspect cleaning in the following buildings:



Please note that filters applied on this page will affect the rest of the report

Inspection date

01/03/2022 12/01/2023



89
Number of inspections

Building Type

Attended

Not attended

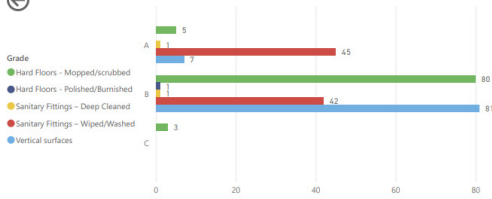
Ward Name

Ward 1	Ward 14	Ward 19	Ward 23	Ward 7
Ward 10	Ward 15	Ward 2	Ward 3	Ward 8
Ward 11	Ward 16	Ward 20	Ward 4	Ward 9
Ward 12	Ward 17	Ward 21	Ward 5	
Ward 13	Ward 18	Ward 22	Ward 6	

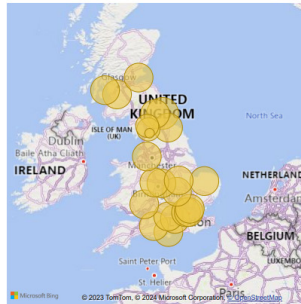
Inspector Name

Inspector 1	Inspector 12	Inspector 15	Inspector 18	Inspector 20	Inspector 23	Inspector 5	Inspector 8
Inspector 10	Inspector 13	Inspector 16	Inspector 19	Inspector 21	Inspector 3	Inspector 6	Inspector 9
Inspector 11	Inspector 14	Inspector 17	Inspector 2	Inspector 22	Inspector 4	Inspector 7	

Chart of gradings by surface type



Total Toilet Cubicle Gradings by location

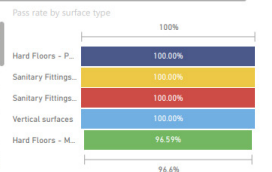


95.49%
Toilet Cubicles Pass Rate

Toilet Cubicles - Total Grade A, B, C

Name	Toilet Cubicles Pass Rate	A	B	C	Total Toilet Cubicles	Total Toilet Gradings	Number of pictures	Number of Inspector
Toilet 9	100.00%	2	10	0	12	3		
Toilet 8	83.33%	1	9	2	12	4		
Toilet 7	100.00%	3	9	0	12	4		
Toilet 6	100.00%	3	9	0	12	2		
Toilet 5	83.33%	3	7	2	12	4		
Toilet 4	100.00%	1	11	0	12	4		
Toilet 3	100.00%	4	8	0	12	3		
Total	95.49%	58	196	12	266	81		8

Image	Room/Area Name	Were all soap dispensers/hand towels/toilet cubicles fully stocked?	Comments	Date of inspection
	All PC cubicles	Yes	cleaner not been in yet today. All walls starting to go black again.	29 September 2022
	tougal	Yes		21 June 2022
	tougal	Yes		21 June 2022



PIMS – play inspection management system

The PIMS app is a simple and effective play inspection system which enables you to inspect a whole playground and / or individual pieces of equipment. If you are a member of APSE's performance networks for parks and open spaces, you will be able to use PIMS to measure the quality of your playgrounds and simultaneously benchmark these against other local authorities.

No additional resources required. Unlimited users can simply install the app onto a portable device and complete the inspections electronically, rather than using paper based systems. This allows for faster reporting and real time data collection.

Inspection system for play equipment. This measures:

**PLAYGROUND
ASSETS**

(skatepark, tennis court)

**PLAYGROUND
EQUIPMENT**

PLAY VALUE

QUALITY



MIST – memorial inspection safety tool

Burial authorities have a general duty under LACO to maintain the burial ground in good order and do all that is reasonably practicable to ensure that visitors and those working in burial grounds are not exposed to risks to their health and safety. The traditional paper based methods of monitoring and recording this data can be very time consuming.

The MIST App is a simple and effective memorial inspection safety tool for burial grounds and enables a much more efficient process in inspections. With options to automate tasks, users can work in real time rather than having to wait to get back to the office to upload information collated on site.

Inspection systems for memorials. The App allows for the following options:

- Option 1 – Complete an overall inspection of the burial ground (including gates pathways, signage, bins, access etc.)
- Option 2 – Complete a detailed individual inspection of each memorial scheduled.
- Option 3 – Complete a simplified memorial survey (with some information on the cemetery and memorial being pre-loaded onto the form)



Tools to test stakeholder satisfaction

Customer satisfaction surveys are provided and processed as part of the APSE performance networks service. This allows local authorities to measure outcomes alongside cost and efficiency performance indicators giving a comprehensive view of overall performance of each front line service area.

apse

Building Cleaning Customer Satisfaction Survey DRAFT - XYZ Council

Staff and Relations

2. Please tell us how you think the building cleaning operation is performing with regards to each of the following aspects.

	Not applicable	Excellent	Good	Average	Poor	Very Poor
Good understanding of customer requirements	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Service provider communication	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Responsiveness of the cleaning service provider	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Satisfactory resolution of problems	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Friendly attitude of cleaning staff	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Reliability/punctuality of cleaning staff	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Flexibility of cleaning staff	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

2

Example: section of the building cleaning services customer satisfaction survey.

In addition APSE provide bespoke user/satisfaction surveys and consultation exercises through APSE's survey solutions.

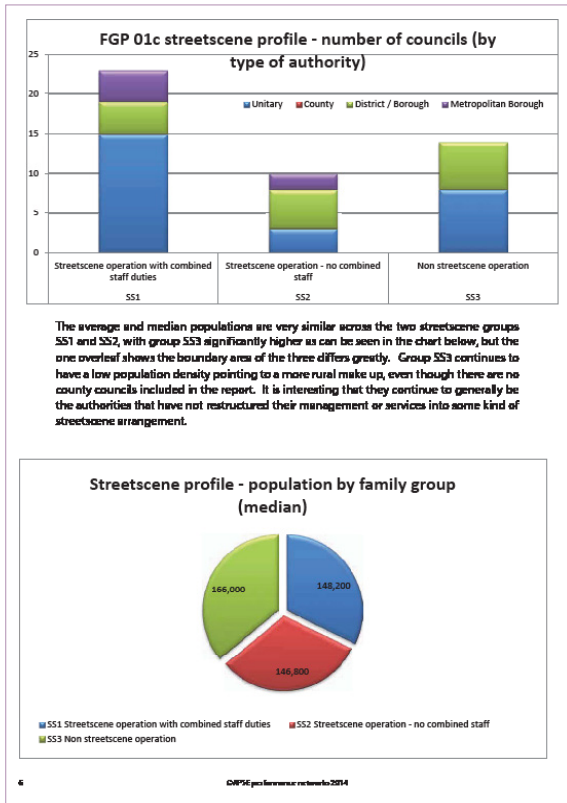
Standard customer satisfaction surveys are provided and processed by APSE performance networks free of charge.



Performance measurement at a higher level

APSE performance networks has developed an additional report for street scene which involves no additional data collection. The report incorporates multi-dimensional analysis as well.

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



The streetscene report collates performance information across the street cleansing and parks, open spaces and horticultural services templates.

Performance reports

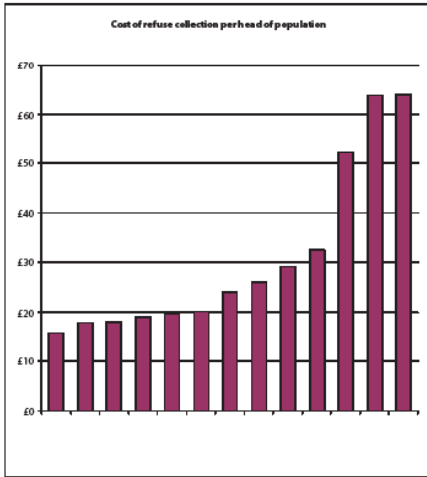
Performance Indicator (PI) scores are presented in a clear graphical format, along with the highest, lowest, average and range of scores across the family group. The graphs are supplemented with data tables showing the raw data feeding into the reports.

An extract from a street cleansing performance report is shown below.

PI 01d Cost of refuse collection service per head of population (excluding landfill tax and waste disposal)

Family group R2

	Population	Net refuse cost (excl WOSP and LFT)	Cost per head of population
Average			£30.94
Lowest			£15.64
Highest			£64.06
Lowest in range	76,000	£1,374,997	
Highest in range	496,100	£31,141,068	



Source data

[TOTRINCEC] / [POPULATION]

NB: This report shows the net cost of the entire refuse collection service - not just domestic waste collections.

Acceptable parameters: >£9 and <=£65; CEC >£0


Data outputs

are also available in Microsoft Excel spreadsheets detailing the actual scores and outputs contained in the performance reports.

Personalised Performance Indicator standings reports

A personalised tabular report presents positioning information and scores relative to data drawn from both the family group and the service wide data set.

An extract from a street cleansing PI standings report is shown below. The report can highlight areas where performance can be improved.

											
Family group comparison Street cleansing performance indicator standings											
Name of authority PIN Family group	Sample Authority 40999 C2										
	Number in group	Highest in group	Average for group	Lowest in group	Your output/score	Standing in group	Top quartile mark	Quartile achieved	Previous year score	High/Low/Neutral	
Key performance indicators											
PI 04 - Cost of street cleansing service per household (excluding CEC)	17	£81.59	£30.89	66.92	£45.46	15	£18.36	4	£45.67	L	
PI 20 - APSE customer satisfaction surveys	-	-	-	-	-	-	-	-	-	H	
PI 39a - Community / customer surveys undertaken	3	96.00%	78.50%	61.00%	-	-	-	-	-	H	
PI 44a - Quality inspectors	20	100.00%	53.65%	3.00%	75.50%	7	79.00%	2	75.50%	H	
PI 46a - Key Quality performance indicator	13	92.50%	44.83%	9.00%	42.50%	7	56.25%	2	40.50%	H	
PI 37a - Percentage of sites surveyed falling below grade b for cleanliness (England only) (LeqPro survey carried out with requisite numbers)	1	10.50%	10.50%	10.50%	-	-	-	-	-	L	
PI 37b - Percentage of sites surveyed falling below grade b for cleanliness (England only) (LeqPro survey with reduced survey numbers or other survey type)	6	10.26%	3.45%	0.66%	1.25%	3	-	-	7.57%	L	
LAMS performance indicators											
PI L02 - Percentage of sites classed as acceptable (combined litter and detritus)	4	99.59%	99.01%	98.34%	98.75%	3	-	-	98.42%	H	
PI L04 - Percentage of sites classed as acceptable (litter)	4	99.83%	99.19%	97.79%	99.07%	2	-	-	97.46%	H	
PI L05 - Percentage of sites classed as grade A (fly tipping)	4	100.00%	96.13%	88.56%	96.63%	3	-	-	92.94%	H	
PI L14 - Percentage of sites classed as acceptable (fly posting)	4	100.00%	99.85%	99.63%	99.78%	3	-	-	99.09%	H	
PI L06 - Percentage of sites classed as acceptable (dog fouling)	4	100.00%	99.95%	99.89%	99.89%	4	-	-	99.89%	H	
PI L07 - Percentage of sites where bins were overflowing	4	4.44%	2.30%	0.00%	3.54%	3	-	-	3.85%	L	
PI L08 - Percentage of sites classed as acceptable (bin structure)	4	100.00%	99.07%	98.63%	98.63%	4	-	-	93.82%	H	
PI L09 - Percentage of sites classed as acceptable (bin cleanliness)	4	99.55%	98.29%	97.14%	99.35%	1	-	-	95.58%	H	
PI L10 - Percentage of sites classed as unacceptable (hard surface weeds)	4	4.00%	2.41%	0.52%	1.78%	2	-	-	8.10%	L	
PI L11 - Percentage of sites classed as unacceptable (detritus)	4	2.17%	1.18%	0.66%	2.17%	4	-	-	16.63%	L	
PI L12 - Percentage of sites classed as unacceptable (graffiti)	4	0.66%	0.22%	0.00%	0.22%	3	-	-	1.14%	L	
PI L13 - Percentage of sites classed as unacceptable (staining / gum)	4	1.11%	0.36%	0.00%	0.22%	3	-	-	3.81%	L	
Other cost performance indicators											
PI 08 - Total staff costs as a percentage of total expenditure	15	93.59%	70.25%	49.71%	86.42%	-	-	-	85.70%	N	
PI 08 - Transport costs as a percentage of total expenditure	14	37.14%	19.18%	6.75%	6.75%	-	-	-	11.00%	N	
PI 21 - Front line staff costs as a percentage of total staff costs	11	97.09%	87.14%	79.24%	-	-	-	-	-	N	
PI 05 - Cost of street cleansing service per head of population (excluding CEC)	17	£36.69	£13.38	£3.16	£19.14	15	£7.85	4	£19.25	L	
PI 33 - Front line staff costs as a percentage of total expenditure	14	86.42%	61.57%	44.25%	86.42%	-	-	-	-	N	
PI 15 - Net cost per public convenience site	3	£6,005	£4,580	£2,204	-	-	-	-	£3,870	L	
PI 14 - Cost per gully per annum	-	-	-	-	-	-	-	-	-	L	
PI 40 - Percentage of street cleansing budget spent on education and publicity of initiatives	6	18.31%	5.59%	1.32%	-	-	-	-	0.40%	H	
Customer service performance indicators											
PI 47a - Quality assurance and community consultation	18	60.00%	26.93%	3.33%	40.00%	7	45.33%	2	36.00%	H	
PI 48a - Human resources and people management	14	85.00%	48.43%	25.00%	49.00%	7	61.00%	2	64.00%	H	

ANALYSIS

Performance Indicator (PI) standings reports allow an overall picture of performance to be seen.

Performance at a glance

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



Roads, highways and winter maintenance performance at a glance

Sample authority

8999

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.

Carriageway asset performance indicators Safety	Performance in current year	Improved since previous year?A
PI 03a Percentage of emergency (cat 1) defects made safe within response times	●	■
PI 03b Percentage of emergency (cat 1) and "find & fix" defects made safe within response times	●	
PI 39a Percentage of safety inspections completed on time	●	▲
PI 39b Percentage of planned km of safety inspections completed	●	■
PI 114 Percentage of maintained network subject to salting regime	◆	▼
Carriageway asset performance indicators Condition/Asset preservation		
PI 02d Condition of 'A' class carriageways (Scotland only)	◆	▼
PI 02h Condition of 'B' class carriageways (Scotland only)	▲	▲
PI 02i Condition of 'C' class carriageways (Scotland only)	▲	▲
PI 02j Condition of unclassified carriageways (Scotland only)	▲	■
PI 28 Number of emergency (cat 1) defects per km of maintained carriageway	●	▼
PI 34 Percentage of urgent (cat 2 high) defects repaired within timescale	●	■
Carriageway asset performance indicators Third party claims		
PI 31b Percentage change in number of non repudiated third party claims in last 3 years compared to previous 3 year period (carriageways)	◆	▲
Carriageway asset performance indicators Financial		
PI 32 Service cost per gully	●	■
PI 57a Total cost per kilometre of carriageway travelled for precautionary treatment	●	▲
PI 57b Total cost per kilometre of carriageway treated for precautionary salting	●	▲
PI 36b Ratio of annual carriageway claims costs to structural expenditure (pence per £)	●	▲
Footway asset performance indicators Safety		
PI 45a Percentage of emergency (cat 1) defects made safe within response times	●	■
PI 46a Percentage of safety inspections completed on time	▲	▼
PI 46b Percentage of planned kilometres of safety inspections completed	●	■
PI 113 Percentage of total footways subject to precautionary salting treatment	●	■

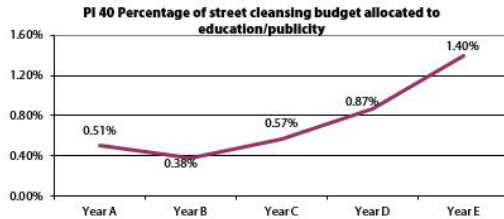
Summary reports

An overview of the years' performance information is provided for each service area, detailing trend analysis, the data ranges and top quartile marks for each performance indicator. Data is shown across the service and by country.

An extract from a street cleansing summary report is shown below

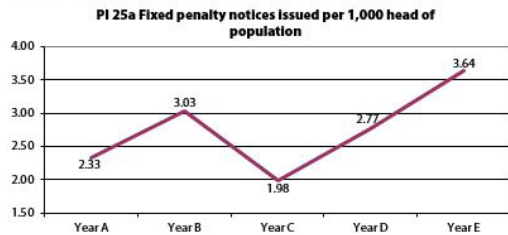
Productivity

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.



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.

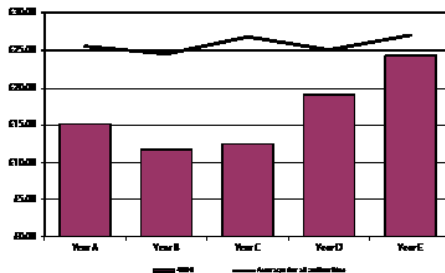
For some councils in England, there is a correlation between a higher level of enforcement and good quality scores under the old NI 195 indicator (PI 37a). However, overall analysis of the two indicators actually shows that those authorities who issue less FPN's (below the average 3.64 per 1,000 head 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.



Direction of travel

A direction of travel report is provided for each service which is a 5-year trend analysis. It shows a local authority's performance as a bar chart for each year that the authority has submitted data to APSE, compared against the average for the service, depicted as a line on the graph.

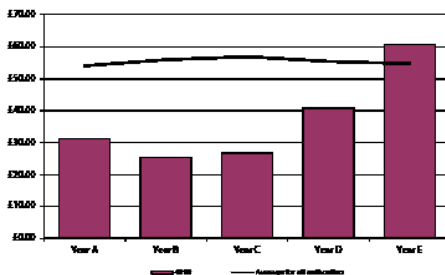
Refuse collection PI 02d Cost of refuse collection service per head of population (excluding landfill tax & waste disposal & CEC)



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.

NR// 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.

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

Members only portal

APSE performance networks hosts a secure on-line web portal which allows you to access reports, direction of travel information, case studies from best and most improved performers and other documents used for process benchmarking.

APSE Performance Networks members portal

Hello

APSE performance networks is the largest voluntary public sector benchmarking service across England, Scotland, Wales and Northern Ireland. The network has been collecting performance data on key frontline service areas since 1999. Used by over 200 local authorities it leads the way in local government benchmarking. The size of our memberships gives added benefits to members by being able to offer a wide variety of comparator groups.



Data completion



Reports



Process benchmarking



Training



Frequently asked questions



Contact us



Customer satisfaction surveys



Upload data

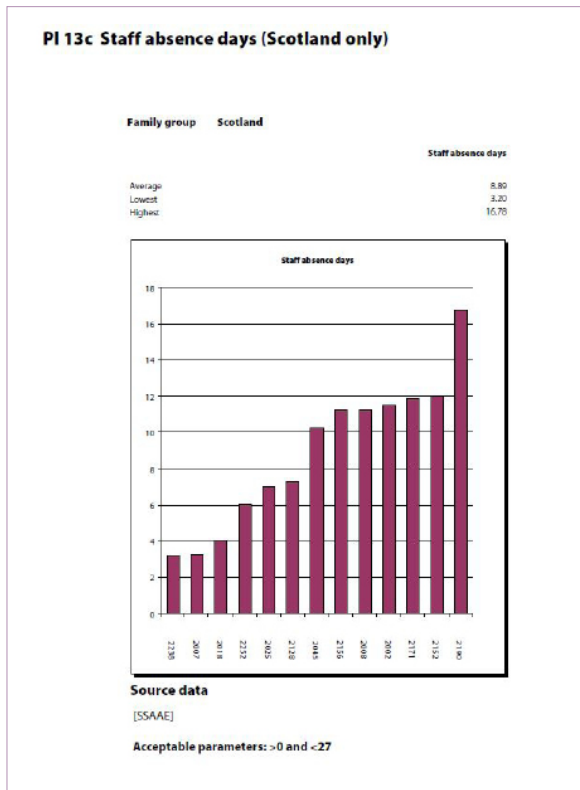


Dates for your diary

Bespoke analysis

In addition to the comprehensive standard analysis produced, APSE can provide bespoke analysis on request to meet the individual needs of local authorities. This may include analysis against a different comparator group (e.g. all London Boroughs, County Councils, Scotland only etc), trend analysis or analysis across a number of services.

An example of bespoke analysis is shown below



Bespoke analysis is available to meet individual needs of local authorities.

Data analysis training

Data analysis training is provided on request once the reports have been issued. We have developed different training options to enable you to:

- Look at the different performance data held within performance networks
- Information from the data – where are you at the moment?
- New types of reports – where do you want to be?
- Use the data internally
- Use the data externally
- To monitor contracts from other providers
- To prove you are delivering value for money when you are challenged

Value for money: the real benefit of benchmarking

By joining APSE performance networks, you will be joining a network with data from over 200 local authorities in the UK. Authorities are able to join for individual benchmarking services or all 15 service areas, allowing the cost to be distributed across several service areas, providing real value for money.

For authorities that are APSE members, membership of performance networks is offered at a considerable discounted rate.

For detailed pricing information, please contact APSE directly.

APSE performance networks is a membership service. Authorities are able to join either for single services or to all 15 services providing the authority with real value for money.

APSE membership

APSE also offers a range of services in delivering its aims of excellence in public services. At the forefront of promoting excellence in front line service delivery, the range of services provided by APSE is unique.

As a member of APSE you will receive a range of high quality services included as part of your local authority or organisation annual subscription. These include:

- Briefings service on current local government issues
- Network queries to allow you to source information using our extensive email contacts
- Advisory groups over a range of 12 different service areas
- Presentations from leading speakers throughout the UK
- Principal advisor support and advice
- Access to regional groups covering all UK
- Regular copies of our newsletter and APSE Direct.
- Press and media releases and briefings provided to your organisation and local press on request

And preferential rates for the following services:

- Performance networks
- Solutions
- Interim management
- Energy
- Surveys
- Training
- Seminars and events

Promoting excellence in public services APSE is the foremost specialist in local authority front line services, hosting a network for front line service providers.

Find out more

For more information, please contact a member of APSE.

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