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What's happening in frontline services

Debbie Johns | APSE Head of Performance Networks

Expenditure

		Since 22-23
Building maintenance	Total annual expenditure	13%
Street cleansing	Investment in street cleansing service per household	13%
Building cleaning	Cost per scheduled input hour	11%
Refuse collection	Investment in refuse collection service per household	7%
Catering	Food only cost per lunchtime meal (primary and special schools)	7%
Parks	Maintenance investment per hectare of maintained land	-4%
Street lighting	Cost per streetlight	-6%

Baseline unit costs - carriageways

	Surface dressing only	Surface dressing (including base patching / prep works)	Thin / micro surface (up to 25mm)	Thin in-lay (less than 60mm)	Moderate in-lay (60mm to 100mm)	Structural in-lay (>100mm)	Thin over-lay (>25mm and less than 60mm)	Moderate over-lay (60mm to 100mm)	Structural over-lay (>100mm)	Planned patching	Reconstruction
2022-23	£5.39	£15.32	£11.46	£31.71	£39.65	£60.13	£27.54	£37.84	£53.63	£47.37	£120.62
2023-24	£5.65	£16.81	£12.10	£34.10	£40.25	£69.19	£27.55	£45.06	£69.60	£48.56	£142.44
2024-25	£5.12	£15.08	£11.66	£34.57	£43.03	£70.64	£27.35	£31.59	£57.52	£45.90	£134.71
% change	-5%	-2%	2%	9%	9%	17%	-1%	-17%	7%	-3%	12%

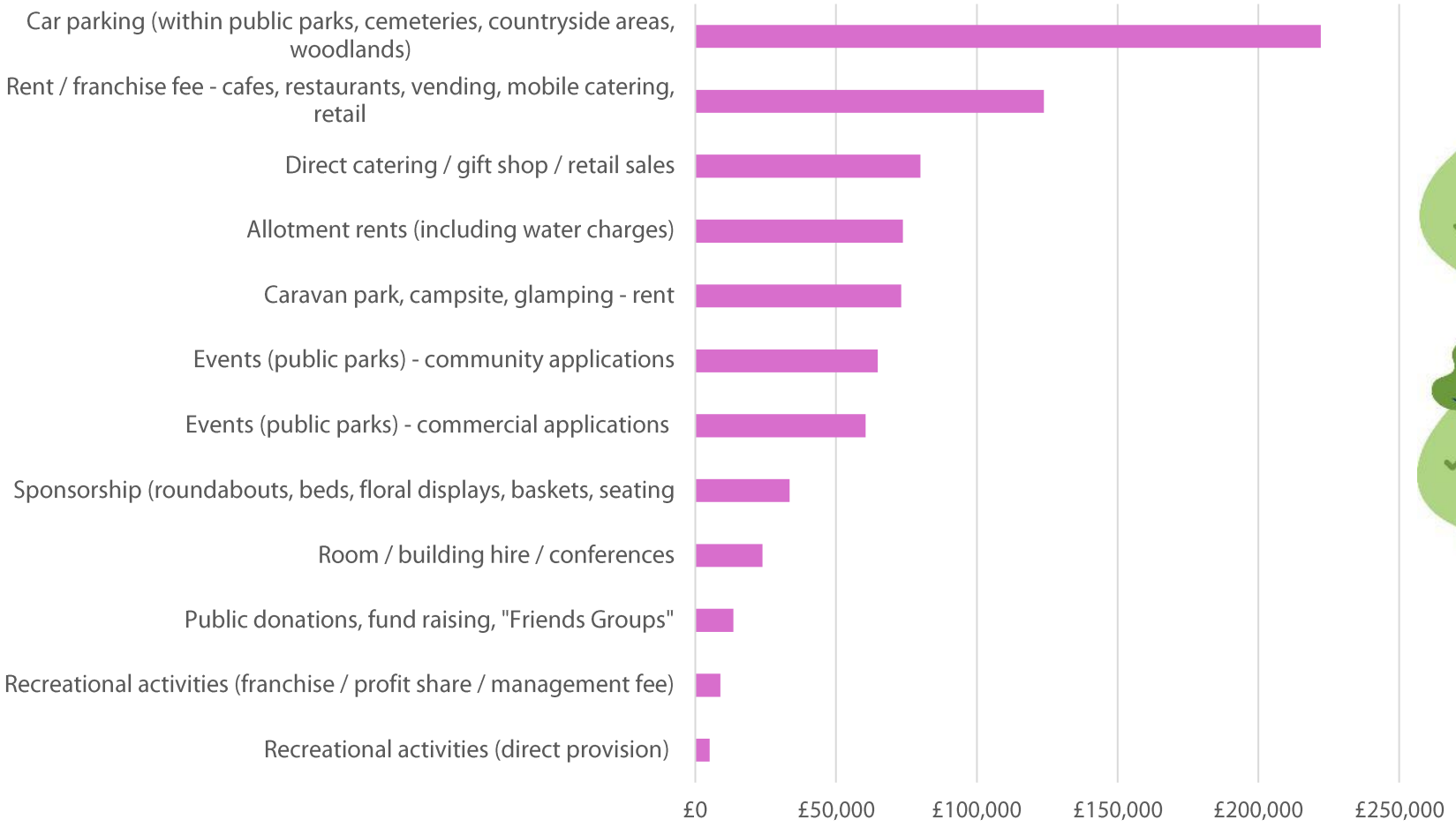
Income

Building cleaning	% expenditure recovered through commercial income	**5.97%**
Parks	% operational expenditure covered by discountable income and external funding	**9.80%**
Street cleansing	% operational expenditure covered by discountable income	**3.94%**

Since 22-23		
Parks	Discountable / non-contract income	**4%**
Refuse collection	Discountable / non-contract income	**21%**
Education catering	Total income (cash / actual / free meal income)	**14%**

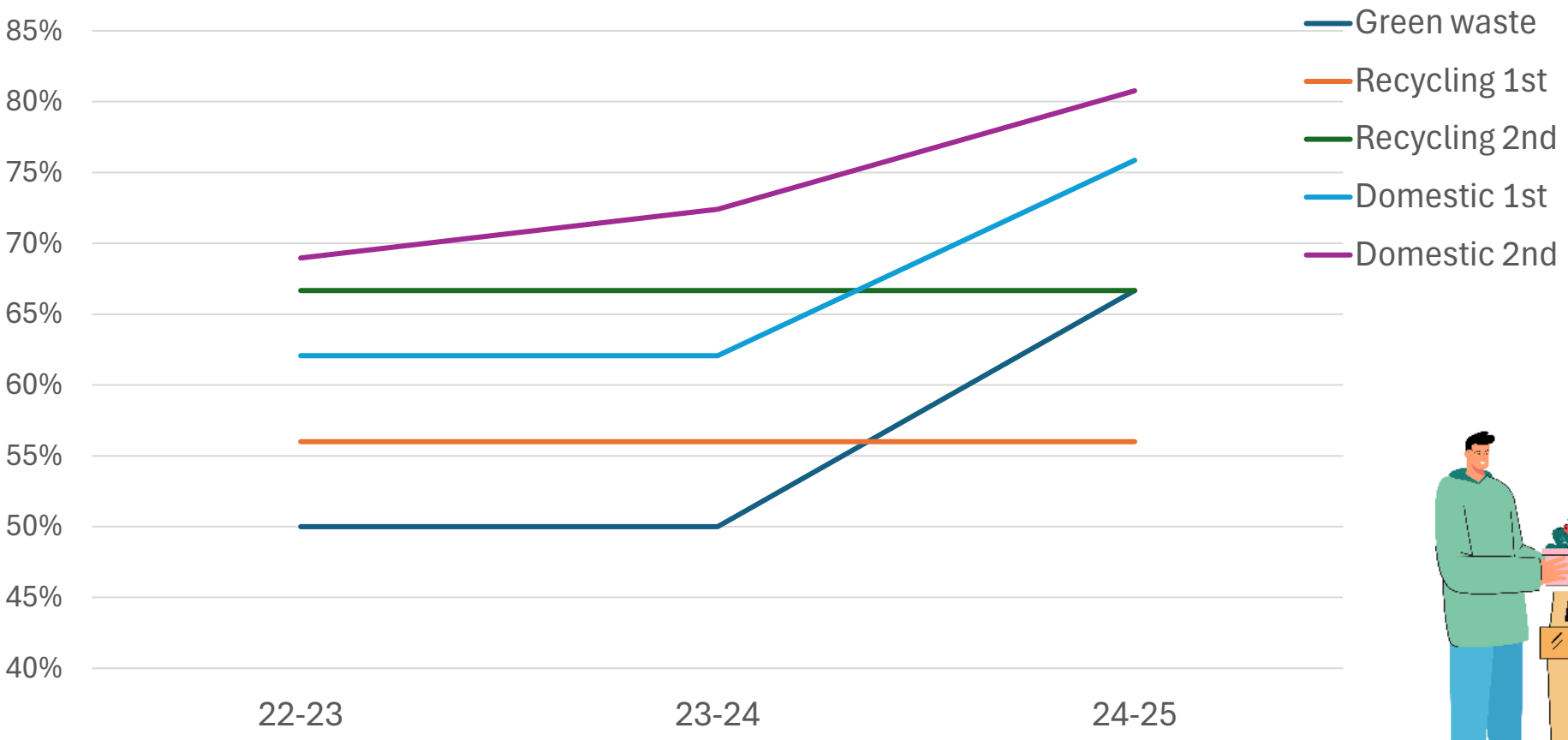
Income

Income generated from the Parks Service



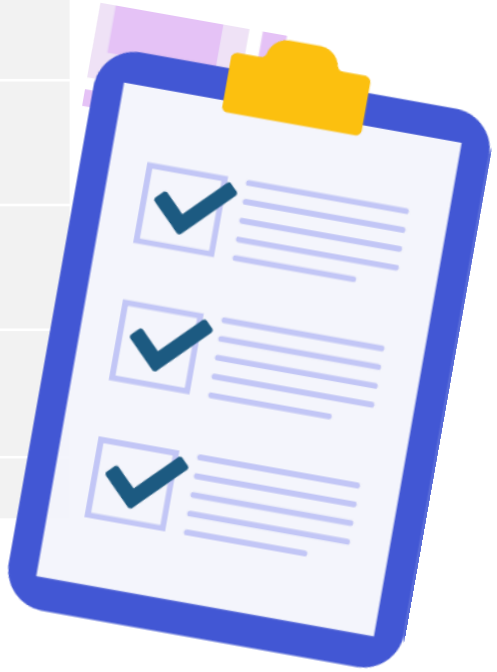
Income

% who charge for the following services (refuse collection)

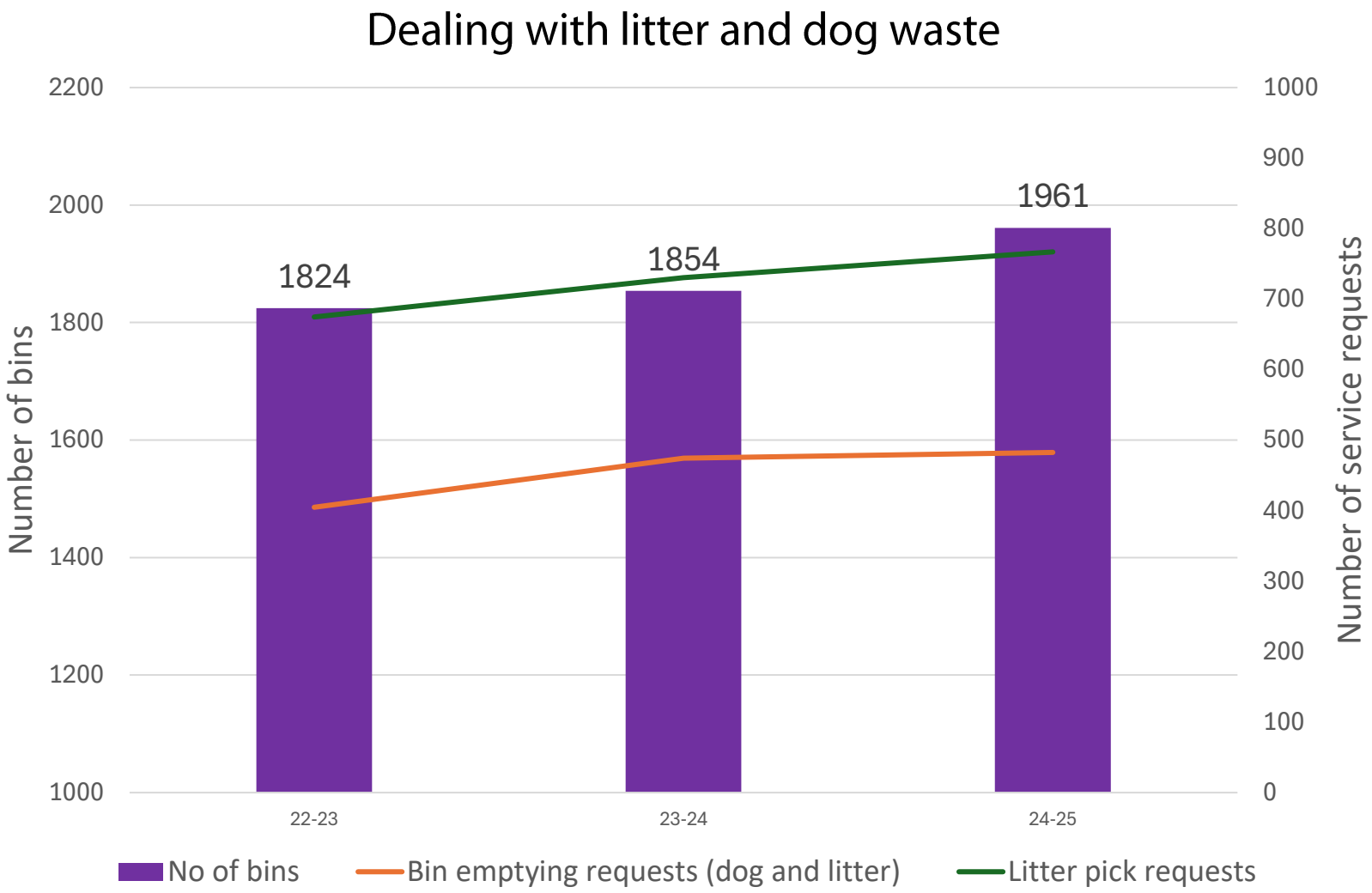


Productivity

		22-23	23-24	24-25
Building cleaning	Total square metres cleaned per FTE employee	**1566**	**1603**	**1605**
Building maintenance	All jobs completed per full time operational employee	**285**	**305**	**286**
Catering	Primary and special school lunchtime meals served per staff hour	**9.4**	**10.2**	**10.8**
Roads/highways	Number of cat 1 defects (carriageways and footpaths)	**24,292**	**33,078**	**32,280**
	% dealt with in target time	**90%**	**88%**	**90%**
Street lighting	Percentage of lamps restored to working condition within 7 days	**83**	**78**	**81**
Sports and leisure	Usage per staff hour	**7.3**	**8.5**	**9.0**

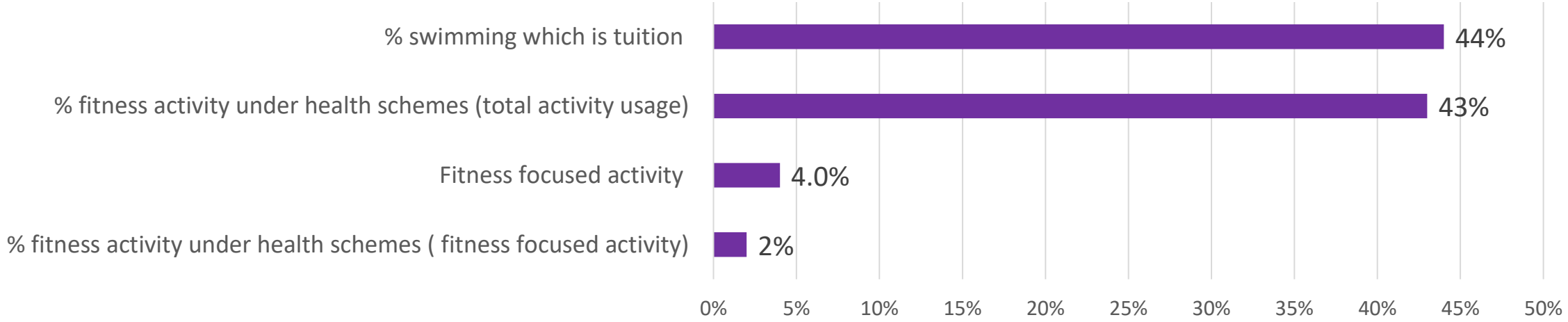


Street cleansing continuing demands on service

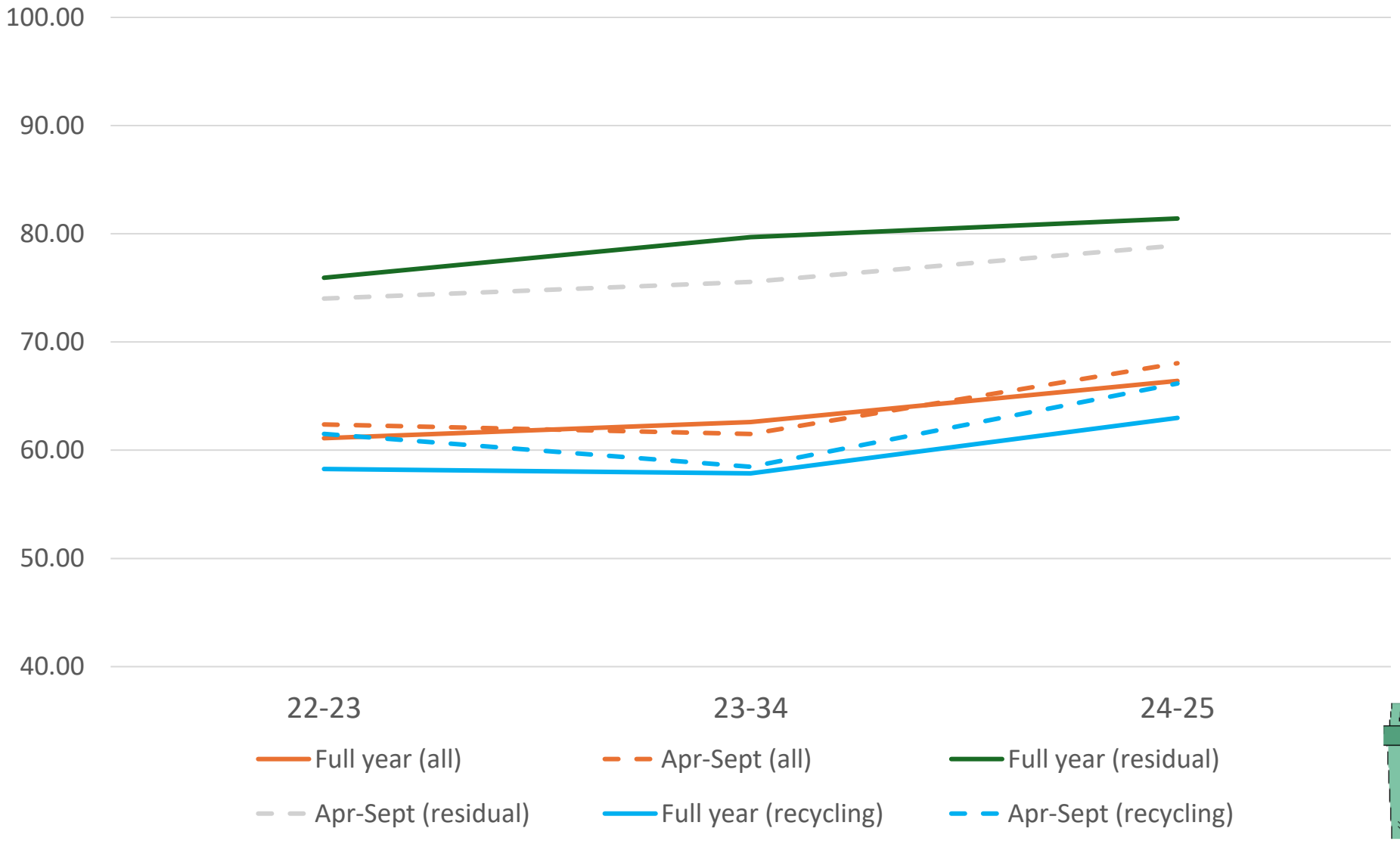


The changing face of leisure

	22-23	23-24	24-25
Expenditure increase			4.39%
Energy cost	£246,411	£242,964	£184,596
Usage	315,833	346,993	347,931
Income	£1,109,479	£1,297,409	£1,364,336
Opening hours	4,745	4,773	4,747
Staffing hours	40,304	40,020	37,744



Missed bin collections



Street Cleansing LAMS

Litter

Fly tipping

Graffiti

Bin structure

Dog fouling

Detritus

Bins over flowing

Hard surface weeds

Fly posting

Combined litter and detritus

Staining / gum

Bin cleanliness

Grounds Maintenance LAMS

Bin cleanliness

Fly tipping

Grass cutting

Bin structure

Dog fouling

Litter

Bins over flowing

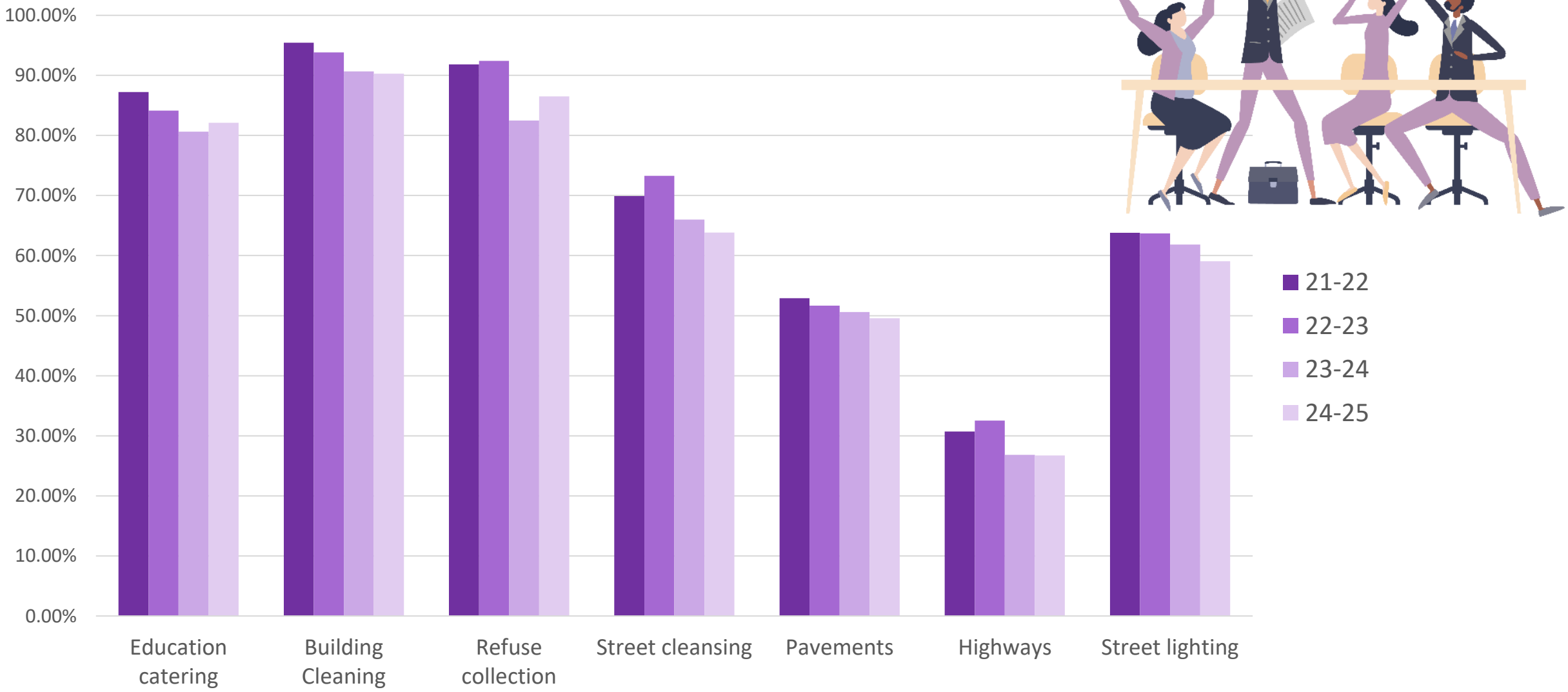
Hard surface weeds

Fly posting

Shrub bed maintenance

Grounds maintenance

Customer/stakeholder satisfaction



Customer complaints and enquiries

Dealing with complaints score	% improvement
Building cleaning	+1.3%
Refuse collection	+1.2%

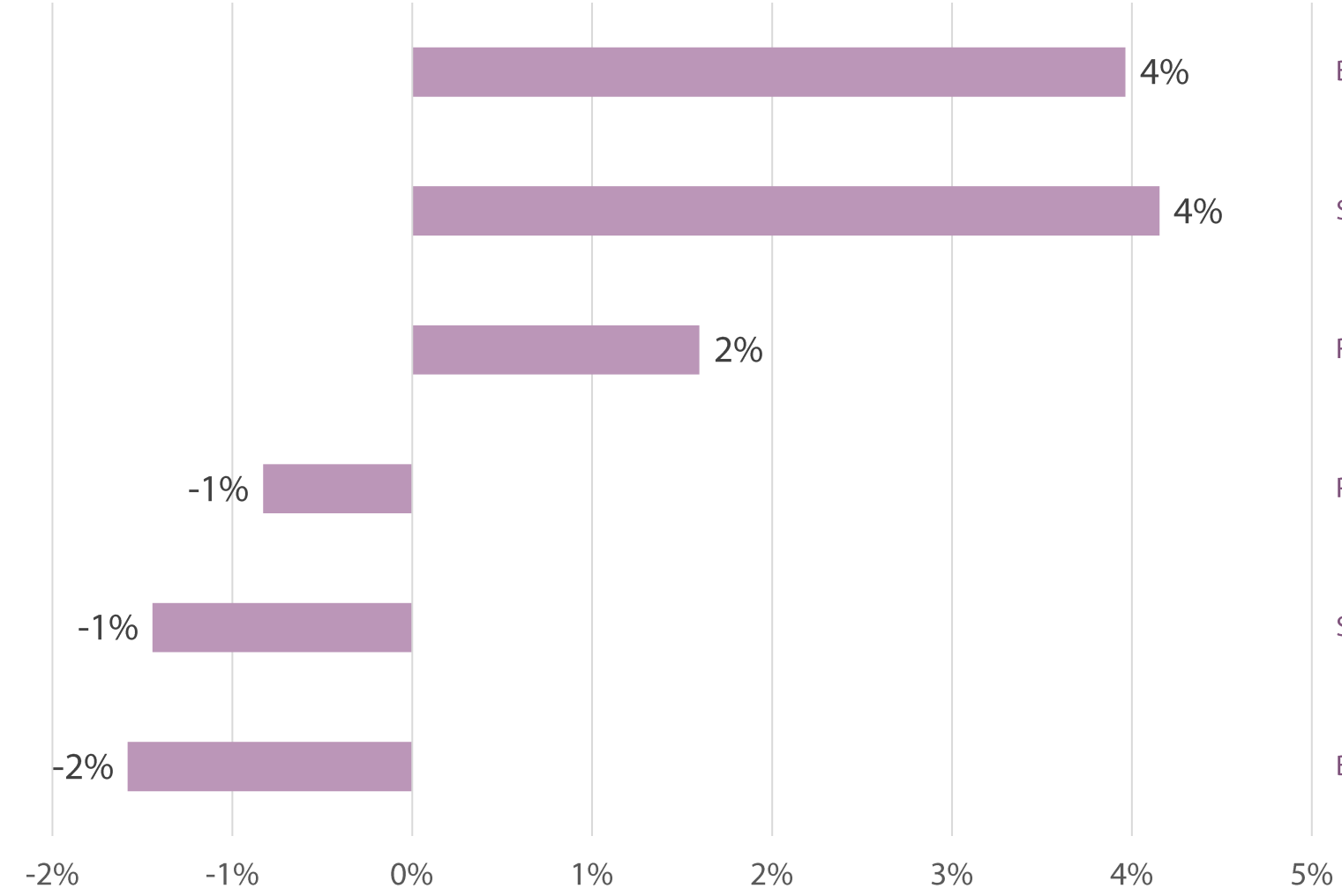
Complaints dealt with in target time	22-23	24-25	% change
Street cleansing	95.89%	97.70%	+1.8%

Enquiries dealt with in target time

Roads	78.78%	80.52%	+1.7%

Number of enquiries - Increased by 13%

Front line staff numbers

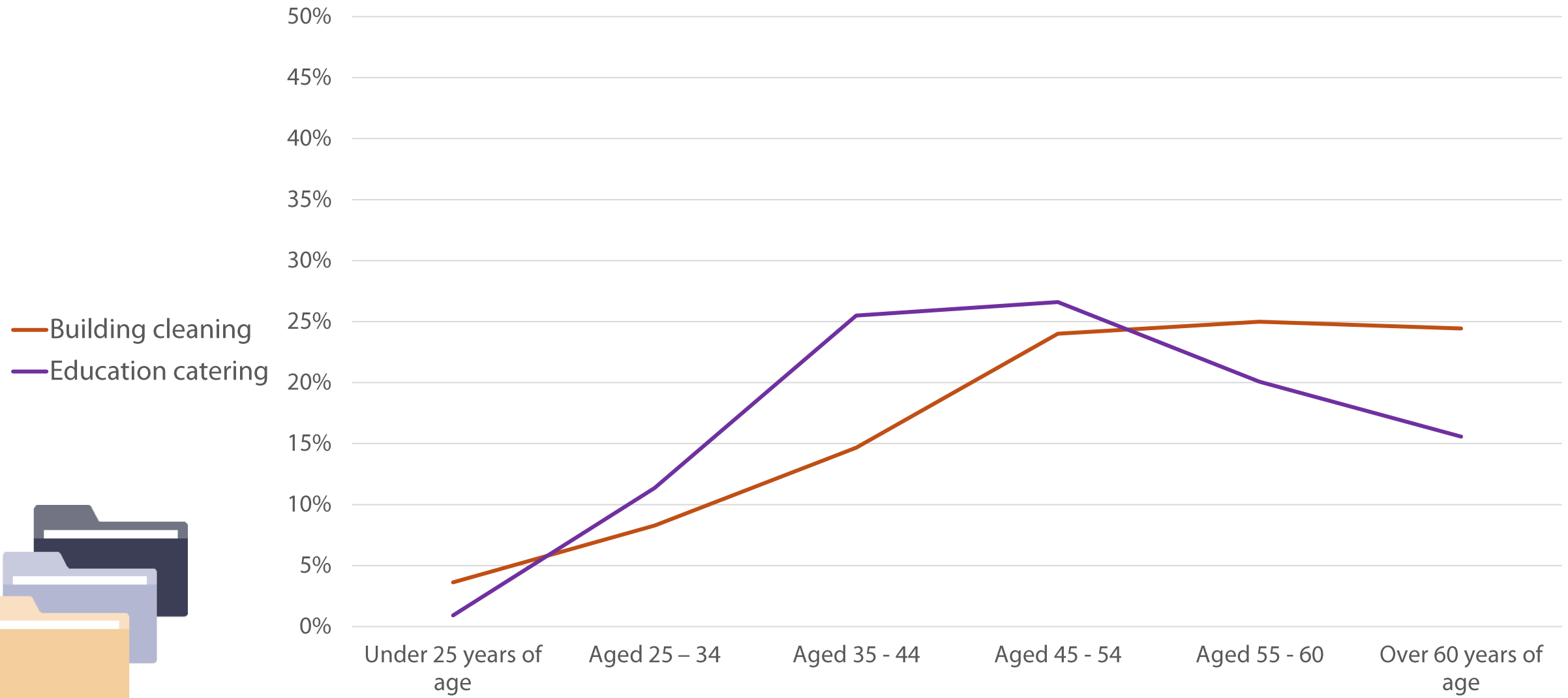


Recruitment and retention

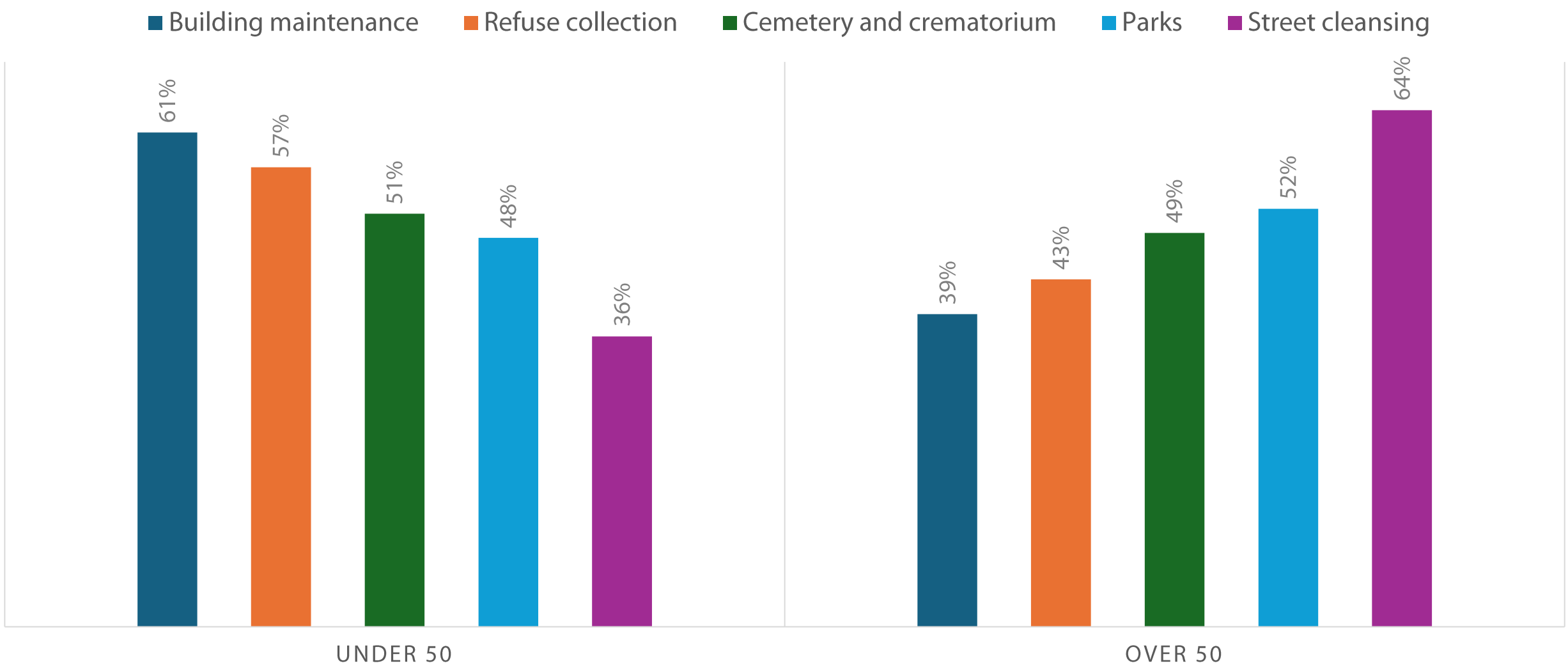
	% vacancies	% filled	% stayed beyond probation, induction and training	% stayed at least 12 weeks	% leavers
Parks	13%	*90%	95%		7%
Refuse drivers	9%	79%			
Refuse loaders	9%	87%			
Street cleansing	7%	70%	96%		9%
Cemetery and crematorium	7%	71%	83%		6%
Leisure recreation assistants	29%	82%	83%		
Building cleaning	9%			82%	15%
Building maintenance	8%	61%	43%		

*from those advertised

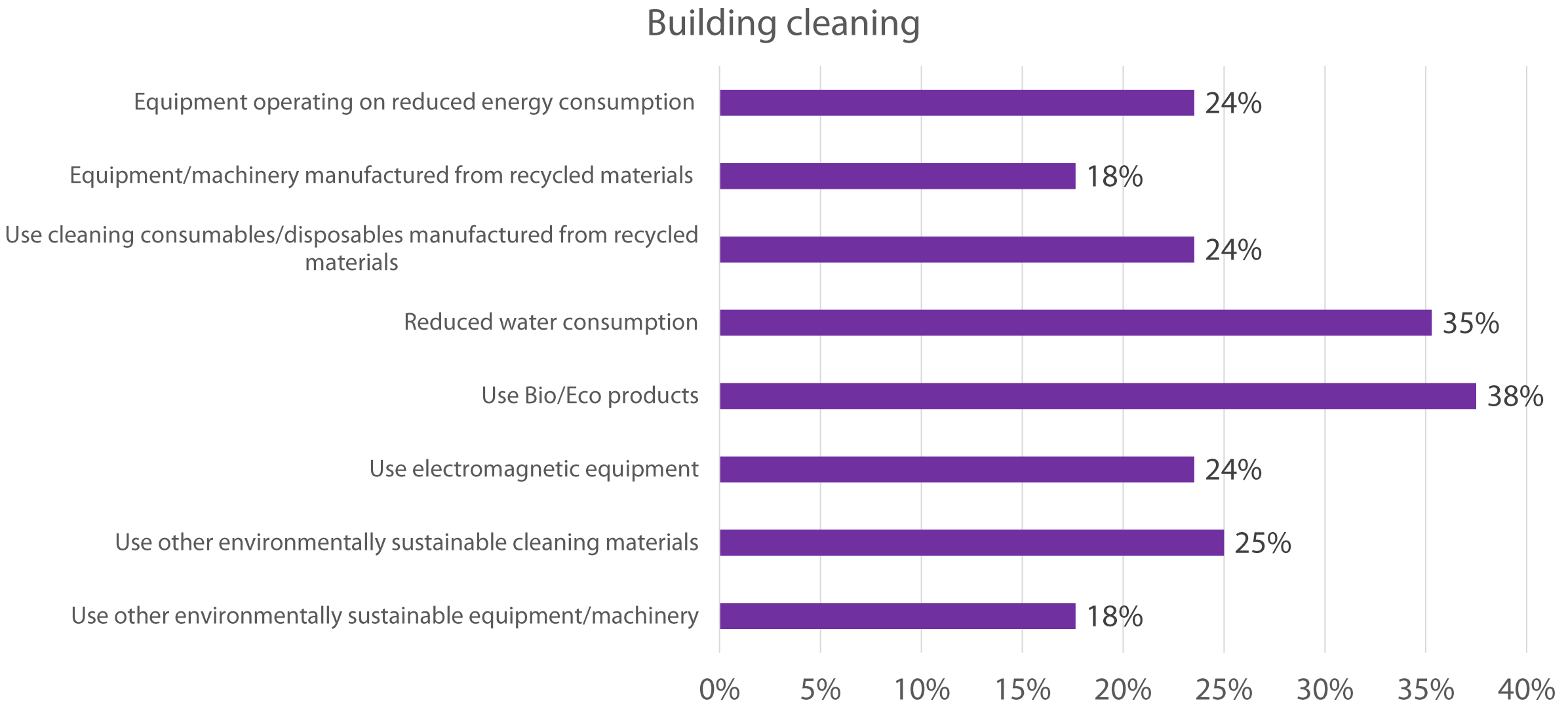
Age profile of the workforce – catering and cleaning



Age profile of the workforce



Environmental sustainability



Environmental sustainability

16% is the average current canopy

96% of 225,000 new trees planted were new schemes

12% sweepers (vehicles) are neither petrol or diesel

44% of motorised pedestrian sweepers are electric or battery

32% have a pollinator strategy

62% of green waste is recycled

31% have any forms of renewable energy sources

74% re-use energy generated by the cremation process

80% manage grounds in a manner which promotes biodiversity

26% have 'locally sourced / ecofriendly' memorials available

51% offer a natural / green / woodland burial

49% have dedicated green / woodland sites

Environmental sustainability

The average who….	Parks	Street cleansing	Roads/ highways
Have a weed control policy	63%	57%	50%
Use glyphosate	90%	83%	100%
Reduced the amount of glyphosate used from 5 years ago	71%	51%	
What has this on average reduced by?	34%	24%	

Environmental sustainability

8% of refuse fleet is on alternative fuels

30% using alternative fuels

30% use thermal mapping data

53% have target for moving to Electric Vehicles or other non-petrol/diesel vehicles

18% vehicles are currently Electric Vehicles or other non-petrol/diesel vehicles

32% of provisions purchased / sourced from local suppliers

59% have a policy for recycling food waste in schools

77% use no disposable cutlery or crockery

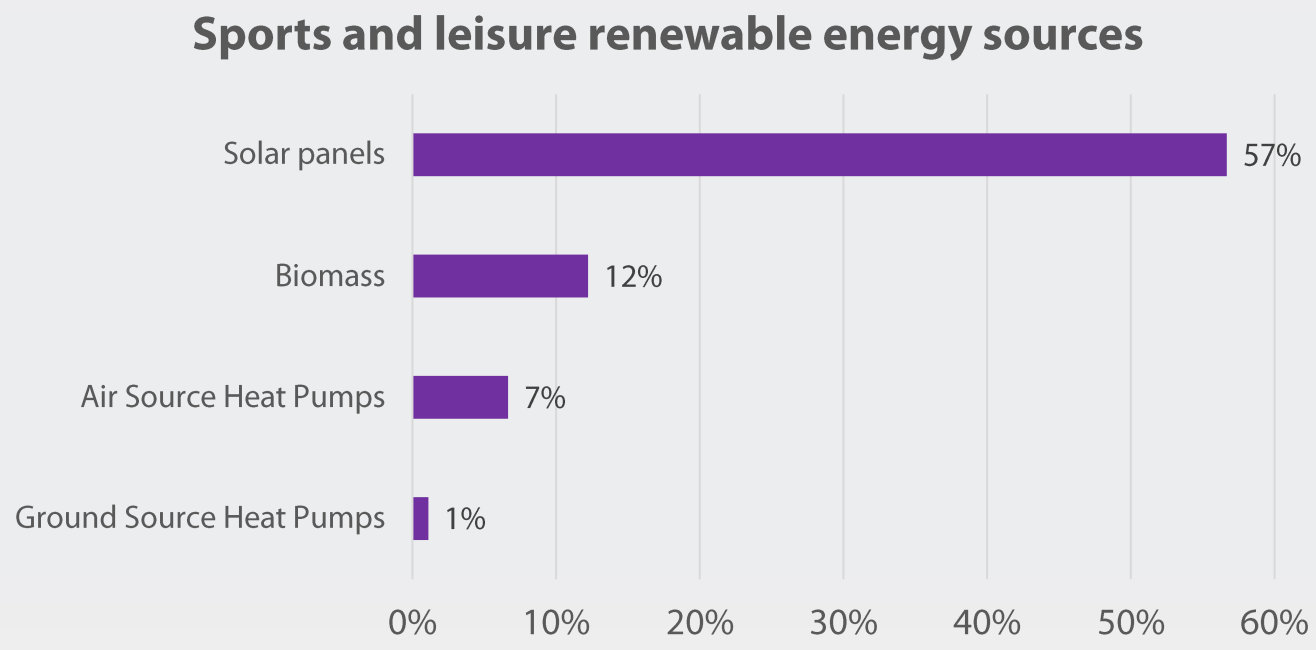
Of those who do, 91% are now using environmentally friendly alternatives

Environmental sustainability

68% use renewable energy sources

54% cover swimming pools at night

25% use 'Heat recycling pump' technology



Environmental sustainability - street lighting

	22-23	23-24	24-25	% change
% street lamps that are LED	82%	88%	90%	10%
Annual electricity consumption per street light (KWH)	182	170	161	-12%
% street lamps with registered dimming regime	61	62	66	9%
Average time in days to restore lamps (authority only)	6	7	9	

New LGOF for England

Advantages

- *Streamlined*
- *Use of existing data sets*
- *Resource issue*
- *Outcomes focussed*
- *Local priorities*

Considerations

- *Role of wider public sector*
- *Comparisons need to consider context*
- *Narrative needed*
- *Budgets*
- *New monitoring requirements*
- *Is it comprehensive enough?*

Northern Ireland LGPIWG

Northern Ireland Core Performance Indicators

Scotland National Performance Framework

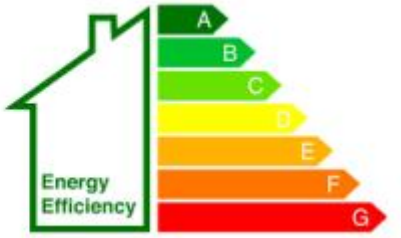
What are the proposed changes?

Current	Proposed
	Care
Children and Young People	Children and Young People
	Climate Action
Communities	Communities
Culture	Culture
Economy	
Education	Education and Learning
Environment	Environment
Fair Work and Business	
Health	Health
	Housing
Human Rights	Equality and Human Rights
International	International
Poverty	Reduce Poverty
	Wellbeing Economy and Fair Work

Change

New Outcome · Amended Outcome · Combination of Economy and Fair Work

Scottish Housing Regulator



SAPD resource for Welsh councils

Local Government and Elections (Wales) Act 2021

Local authority performance requirements:

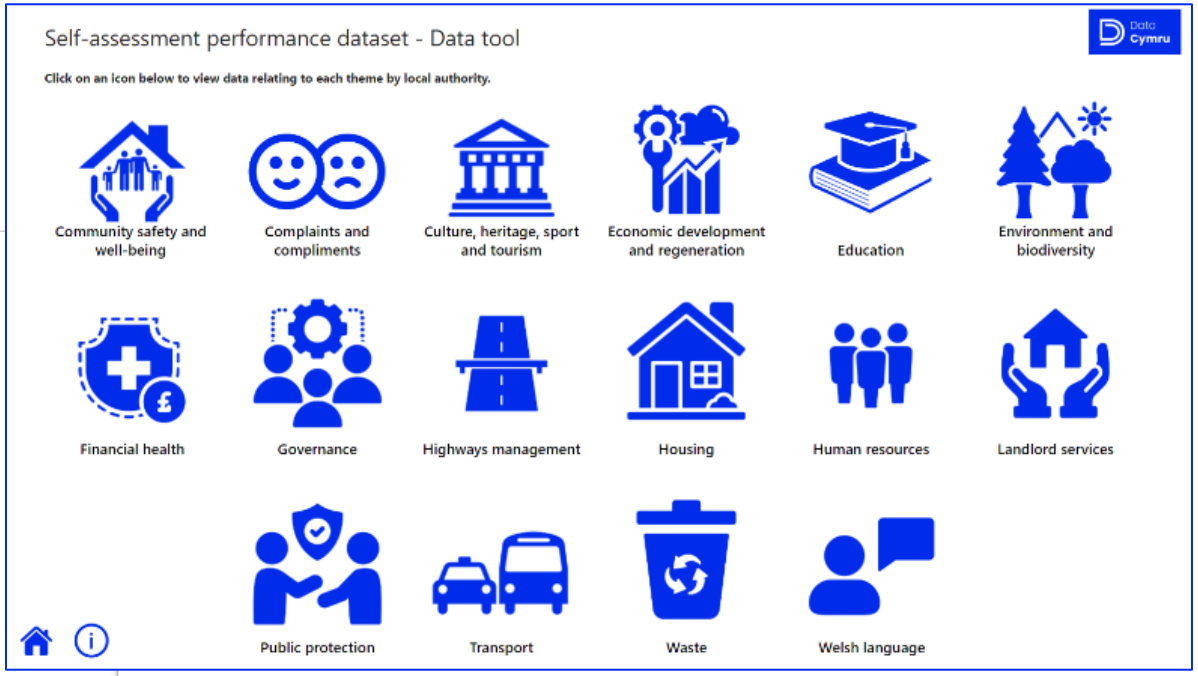
To exercise its functions correctly
i.e. to ensure the council's functions are successful in producing its stated desired outcomes.

To use its resources economically, efficiently and effectively
i.e. to ensure the council is using its resources (financial, human, physical and technological) to deliver value for money.

To have effective governance in place to secure the above
i.e. to ensure their governance arrangements are effective in supporting the achievement of their well-being objectives and value for money.

"Considering the extent to which the council is meeting the performance requirements is a corporate, organisational assessment rather than an assessment of individual services."
Statutory guidance on Part 6, Chapter 1, of the Local Government and Elections (Wales) Act 2021

Data Cymru



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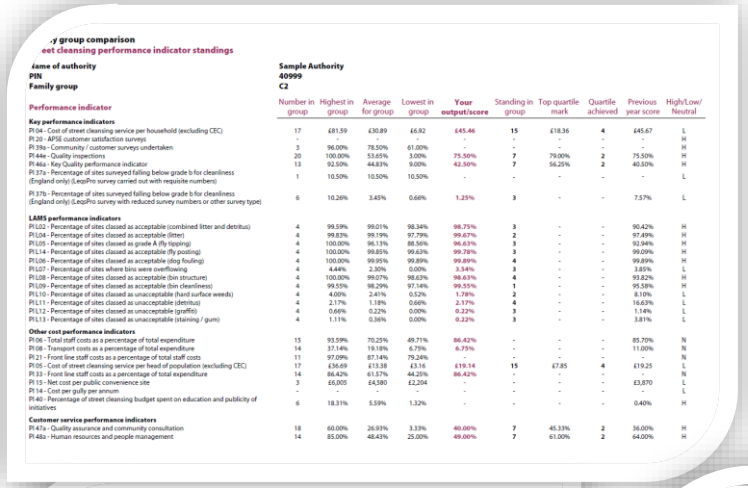
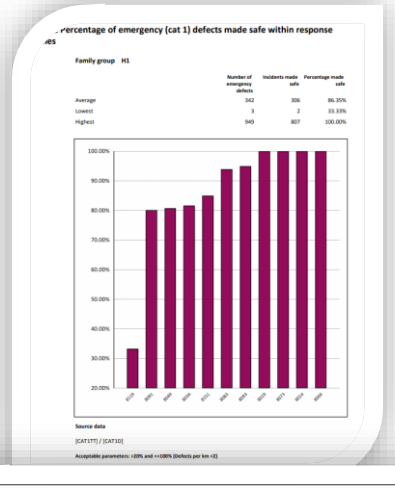
Recent developments

Reports


.y group comparison
eet cleansing performance indicator standings

Name of authority: Sample Authority
PIN: 40999
Family group: C2

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	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	£6.92	£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 44e - Quality inspections	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) (LeqsPro 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) (LeqsPro 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	-	-	90.42%	H
PI L04 - Percentage of sites classed as acceptable (litter)	4	99.83%	99.19%	97.79%	99.67%	2	-	-	97.49%	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%	99.55%	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 06 - 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


ercentage of emergency (cat 1) defects made safe within response
es

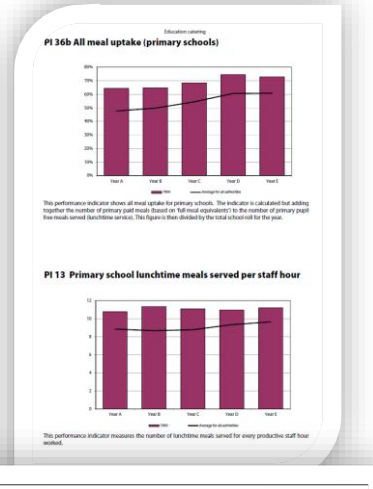
Family group H1

	Number of emergency defects	Incidents made safe	Percentage made safe
Average	342	306	86.35%
Lowest	3	2	33.33%
Highest	949	807	100.00%

Source data

[CAT1TT] / [CAT1D]

Acceptable parameters: >20% and <=100% (Defects per km =2)

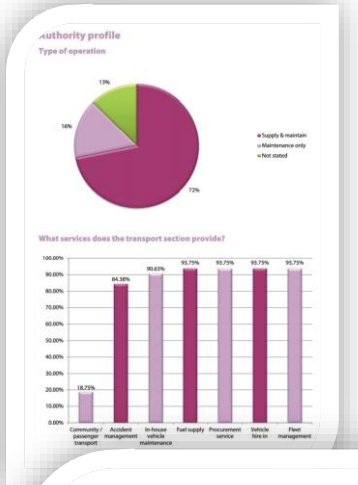

Education catering

PI 36b All meal uptake (primary schools)

This performance indicator shows all meal uptake for primary schools. The indicator is calculated but adding together the number of primary paid meals (based on 'full meal equivalents') to the number of primary pupil free meals served (lunchtime service). This figure is then divided by the total school roll for the year.

PI 13 Primary school lunchtime meals served per staff hour

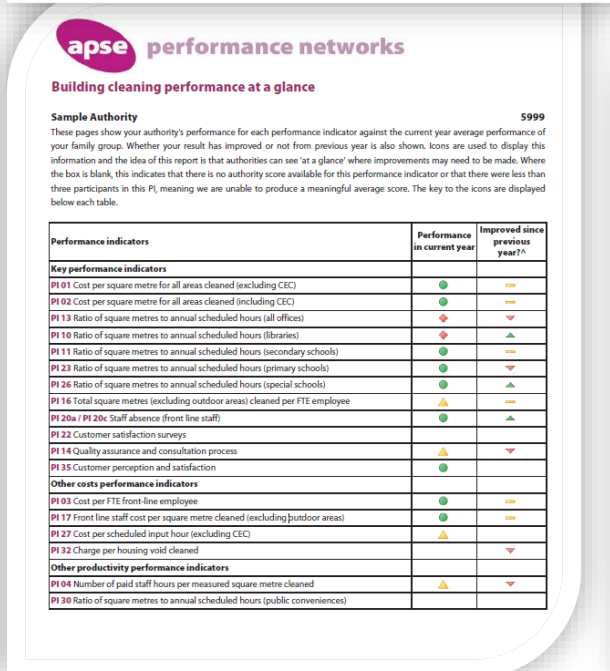
This performance indicator measures the number of lunchtime meals served for every productive staff hour worked.


uthority profile

Type of operation

What services does the transport section provide?

Community / passenger transport
Accident management
In-house vehicle maintenance
Fuel supply
Procurement service
Vehicle hire in
Fleet management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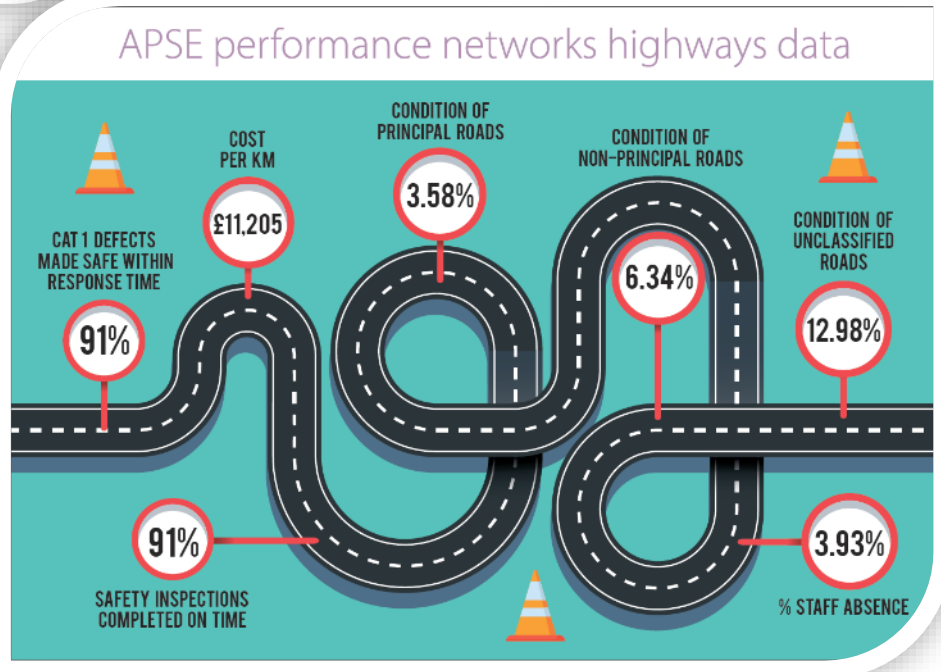
Building cleaning performance at a glance

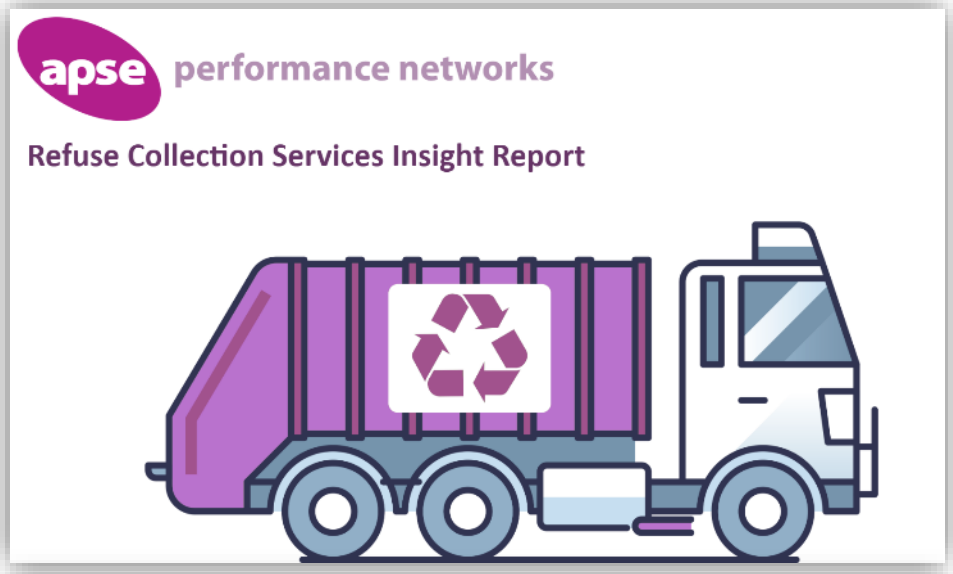
Sample Authority 5999

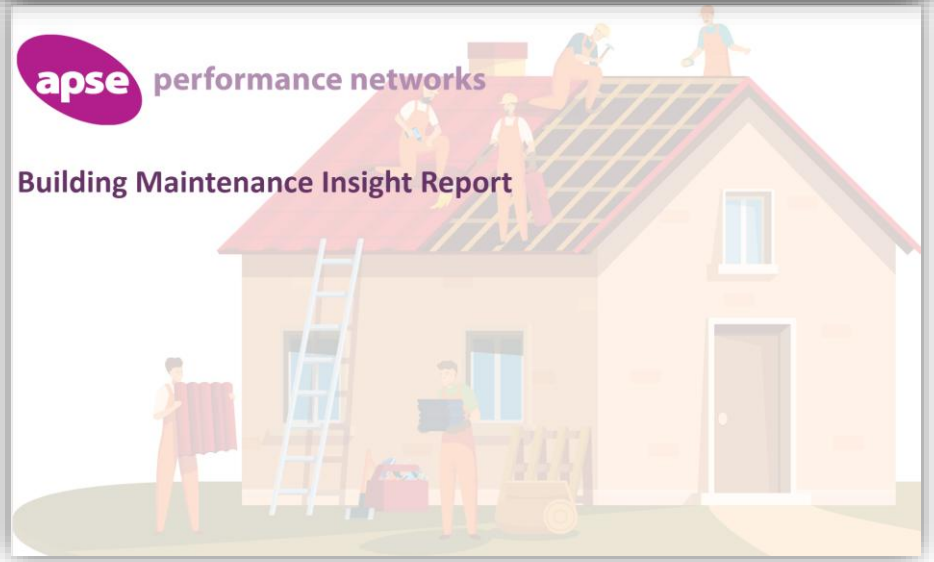
These pages show your authority's performance for each performance indicator against the current year average performance of your family group. Whether your result has improved or not from previous year is also shown. Icons are used to display this information and the idea of this report is that authorities 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.

Performance indicators	Performance in current year	Improved since previous year?^
Key performance indicators		
PI 01 Cost per square metre for all areas cleaned (excluding CEC)	●	=
PI 02 Cost per square metre for all areas cleaned (including CEC)	●	=
PI 13 Ratio of square metres to annual scheduled hours (all offices)	◆	▼
PI 10 Ratio of square metres to annual scheduled hours (libraries)	◆	▲
PI 11 Ratio of square metres to annual scheduled hours (secondary schools)	●	=
PI 23 Ratio of square metres to annual scheduled hours (primary schools)	●	▼
PI 26 Ratio of square metres to annual scheduled hours (special schools)	●	▲
PI 16 Total square metres (excluding outdoor areas) cleaned per FTE employee	▲	=
PI 20a / PI 20c Staff absence (front line staff)	●	▲
PI 22 Customer satisfaction surveys		
PI 14 Quality assurance and consultation process	▲	▼
PI 35 Customer perception and satisfaction	●	
Other costs performance indicators		
PI 03 Cost per FTE front-line employee	●	=
PI 17 Front line staff cost per square metre cleaned (excluding outdoor areas)	●	=
PI 27 Cost per scheduled input hour (excluding CEC)	▲	
PI 32 Charge per housing void cleaned		▼
Other productivity performance indicators		
PI 04 Number of paid staff hours per measured square metre cleaned	▲	▼
PI 30 Ratio of square metres to annual scheduled hours (public conveniences)		



New Interactive reports





New Interactive report – filter pages

New Interactive report - content

Focus on Education Campaigns

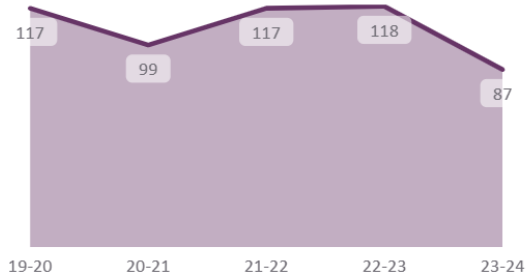
apse performance networks

Navigation Page | Staff Absence | Workforce Composition | Kerbside Recycling | Trade Recycling | WEEE | Education Campaigns

PIN selection — Go to filters

All

Total number Local of campaigns by financial year

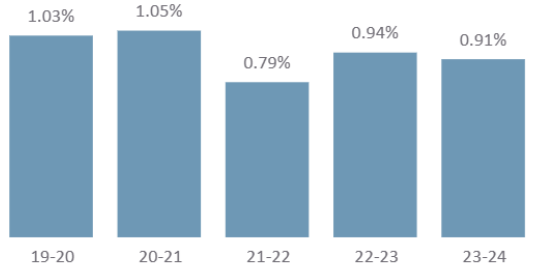


538

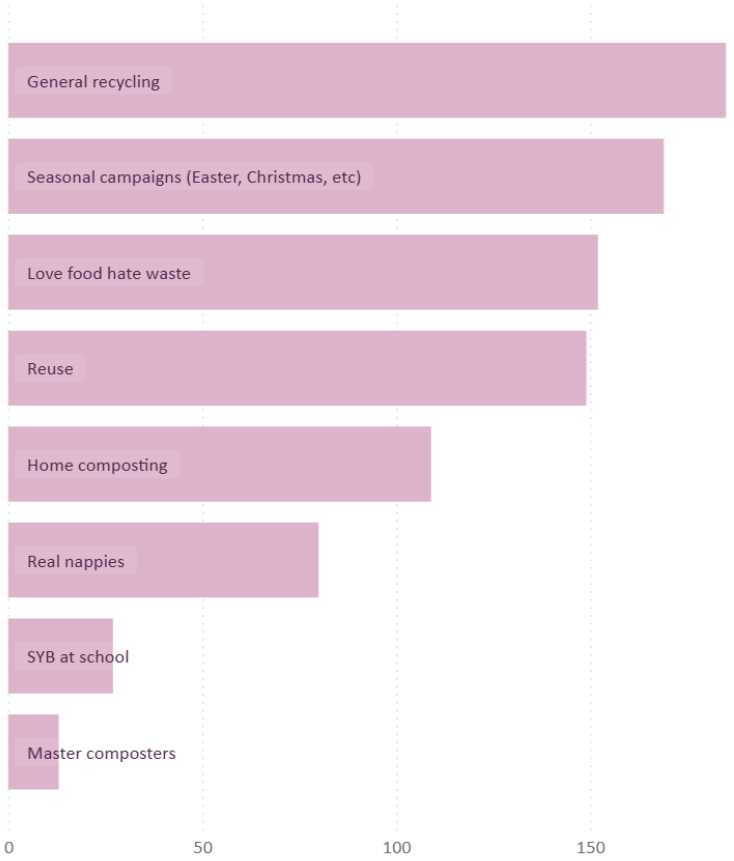
Number of Local Campaigns

Type of Local Campaign Word Cloud

Average percentage of waste budget spend on education



Number of authorities that ran each National Campaign



New Interactive report - content

Recruitment and Retention - Apprenticeships

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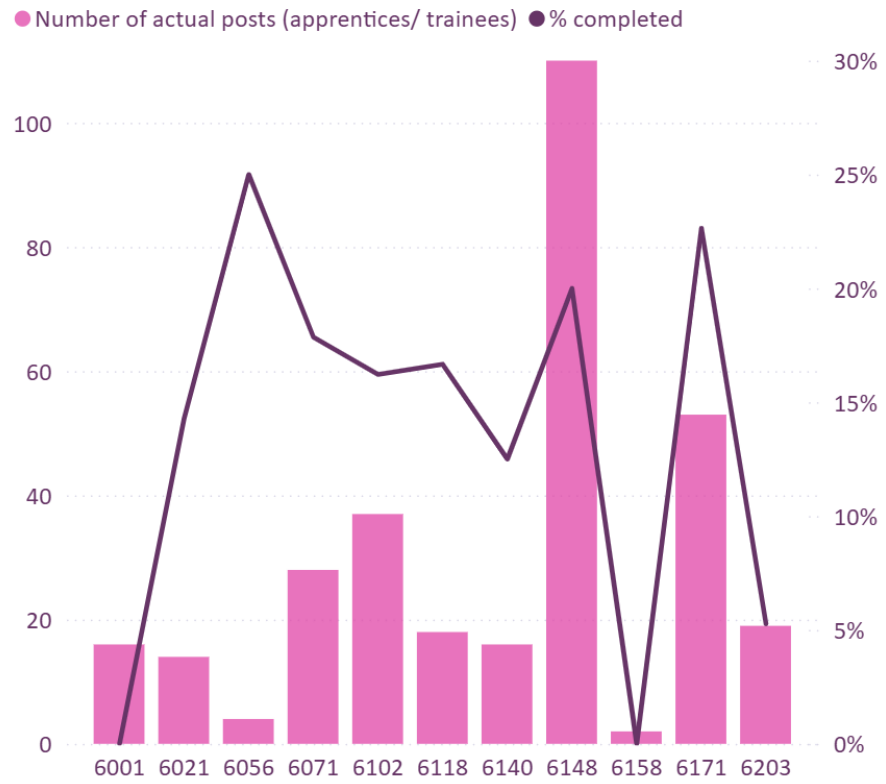
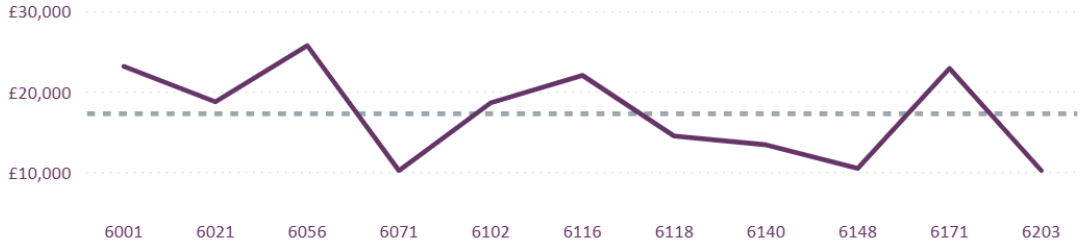
Report Navigation | Number of posts | Vacancies | Workforce Profile | **Apprenticeships** | Retirement | Pay Rates

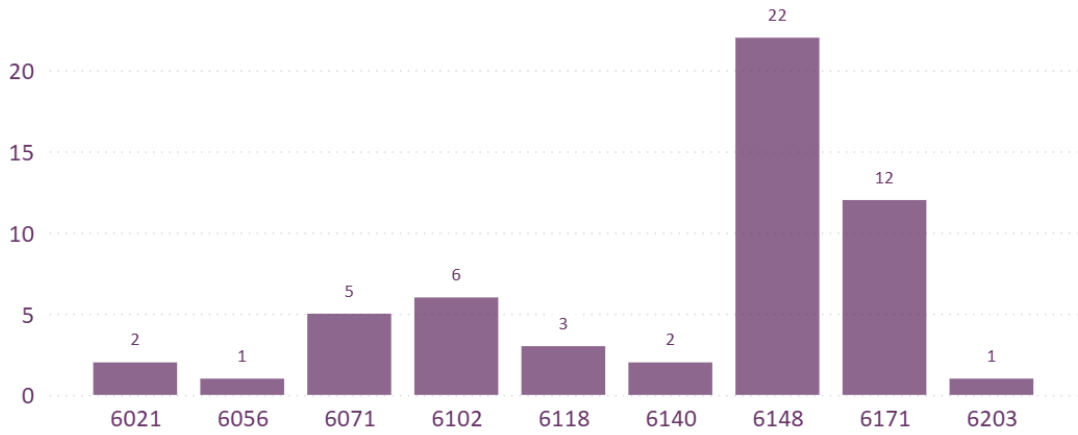
Percentage of Apprenticeships which were fully completed by the apprentice



Average starting salary for Apprentices



Number of Apprenticeships which resulted in recruitment into the Building Maintenance service during the year



Fully launched

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Climate Change report

New Interactive report - content

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Climate Change

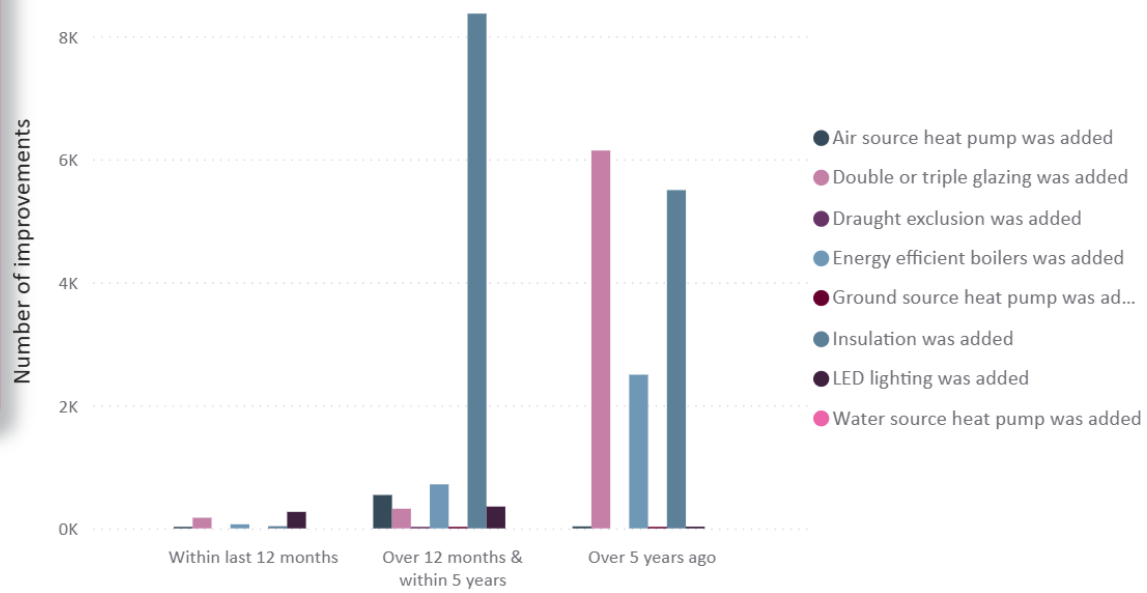
PIN selection

All

Energy efficiency (in whole building stock)

Energy efficient improvement	Within last 12 months	Over 12 months & within 5 years	Over 5 years ago	Total
Air source heat pump was added	25	543	33	**601**
Double or triple glazing was added	173	320	6141	**6634**
Draught exclusion was added	0	1	0	**1**
Energy efficient boilers was added	67	716	2498	**3281**
Ground source heat pump was added	0	1	12	**13**
Insulation was added	36	8366	5498	**13900**
LED lighting was added	269	355	29	**653**
Water source heat pump was added	0	0	0	**0**
Total	**570**	**10302**	**14211**	**25083**

Total energy efficiency improvements by period



The Transition from Print to Online

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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	☐	☐	☐	☐	☐	☐
Helpfulness of staff	☐	☐	☐	☐	☐	☐
Knowledge of staff	☐	☐	☐	☐	☐	☐
Information provided	☐	☐	☐	☐	☐	☐
Prices clearly displayed	☐	☐	☐	☐	☐	☐
Enjoyment of the activity	☐	☐	☐	☐	☐	☐
Value for money from the activity	☐	☐	☐	☐	☐	☐
Catering / vending value for money	☐	☐	☐	☐	☐	☐
Procedures						
The facility queuing system / time	☐	☐	☐	☐	☐	☐
Speed and efficiency of booking system	☐	☐	☐	☐	☐	☐

THIS IS A DRAFT FORM. THIS IS A DRAFT FORM. THIS IS A DRAFT FORM. THIS IS A DRAFT FORM. THIS I

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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 clearing street litter & detritus	☐	☐	☐	☐	☐	☐
Satisfaction with clearing footway litter, detritus & dog fouling	☐	☐	☐	☐	☐	☐
Satisfaction with street lighting	☐	☐	☐	☐	☐	☐
Satisfaction with gully (road drain) emptying	☐	☐	☐	☐	☐	☐
Overall satisfaction with the standards of road maintenance that you experience in your local authority area	☐	☐	☐	☐	☐	☐

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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 Pr
Responsiveness of on-site catering staff	☐	☐	☐	☐	☐	☐
Access to cT site 'management' to resolve issues	☐	☐	☐	☐	☐	☐
Care shown by catering staff to pupils	☐	☐	☐	☐	☐	☐
Service development						
Value for money of the lunchtime service	☐	☐	☐	☐	☐	☐
Maximising free meal uptake	☐	☐	☐	☐	☐	☐
Maximising paid meal uptake	☐	☐	☐	☐	☐	☐
Addressing environmental considerations	☐	☐	☐	☐	☐	☐
Promotion of the school meal service	☐	☐	☐	☐	☐	☐

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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	☐	☐	☐	☐	☐	☐
Cleaning service provider communications	☐	☐	☐	☐	☐	☐
Responsiveness of cleaning service provider	☐	☐	☐	☐	☐	☐
Satisfactory resolution of problems	☐	☐	☐	☐	☐	☐
Invoicing *						
Invoicing process for cleaning services	☐	☐	☐	☐	☐	☐

** not included in performance score*

Social Media Real Time Access E-version KPI's Comparative Reports

New Interactive report

Sports and Leisure Customer Satisfaction Survey Report

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Staff and Information

Facility Presentation

Value for Money

Procedures

Overall and NPS

Leisure Facility

Select all | Facility 1 | Facility 2 | Facility 3 | Facility 4 | Facility 5 | Facility 6

804

Total number of respondents

New Interactive report

Staff and information

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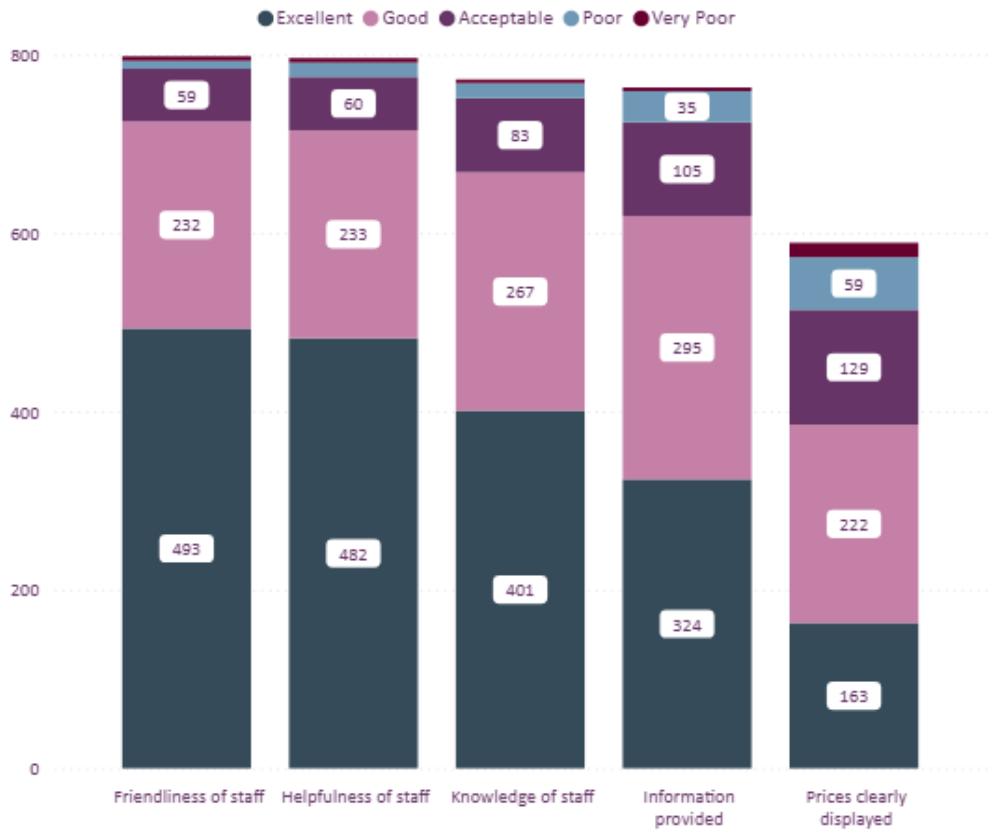
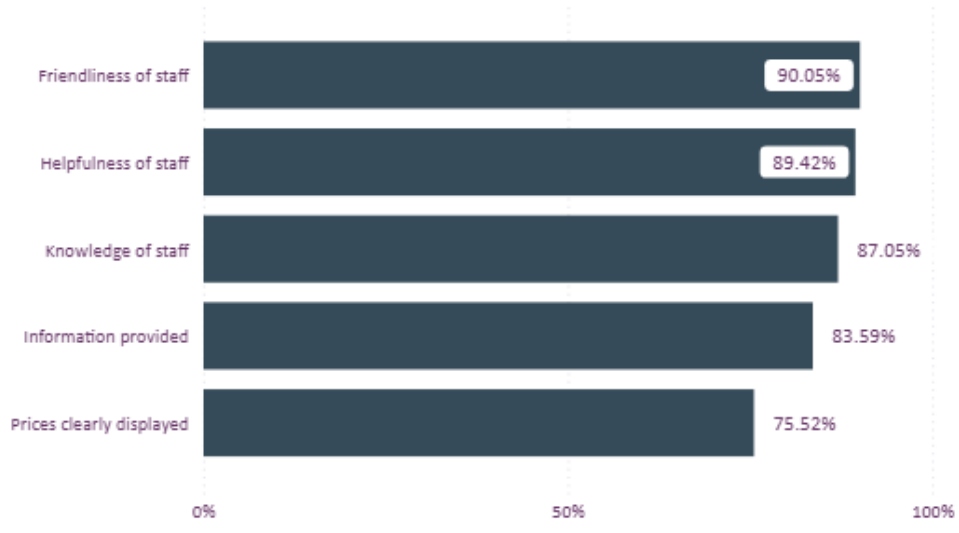
Number of responses by question and answer



Customer Satisfaction



Average Score

85.66%

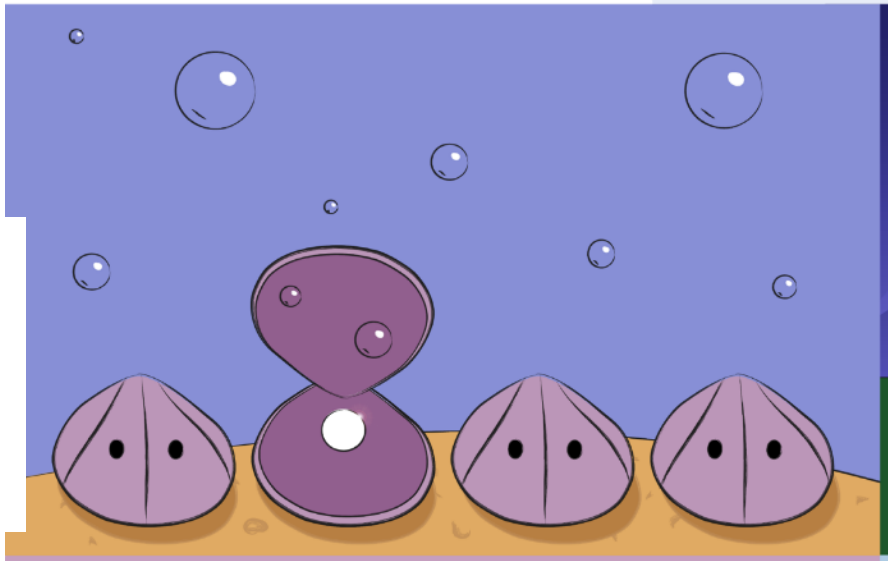
Staff and Information Sectional Score

Scoring

Excellent - 5, Good - 4, Acceptable - 3, Poor - 2, Very poor - 1

Inspection Apps

bit.ly/APSECLAMS



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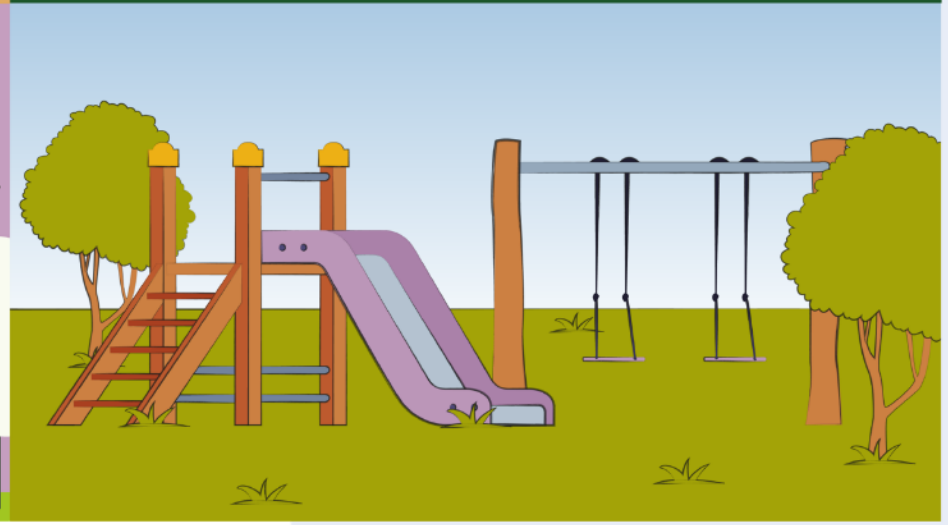
bit.ly/APSELAMS



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Local government re-organisation

Steering group
April 2025

Core PI set
Corporate measures
Neighbourhood measures
3 transition years
Aid transformation
Comparators

PN light edition
December 2025
– January 2026

Who we work with

Government and audit bodies

defra

Department for Transport

Department for Energy Security & Net Zero

sepa

Department for Infrastructure | An Roinn Bonneagair | Deapartment fur Infrastructure

Department for Communities | An Roinn Pobal | Deapartment fur Commonities

Ministry of Housing, Communities & Local Government

Data Cymru

Suppliers

Camms.

bbits

esri

Professional bodies

SPORT ENGLAND

Keep Scotland Beautiful

improvement service

SCOTSS Trading Standards

Power Data ASSOCIATES

SCOTS – connecting communities – Scottish Collaboration of Transportation Specialists

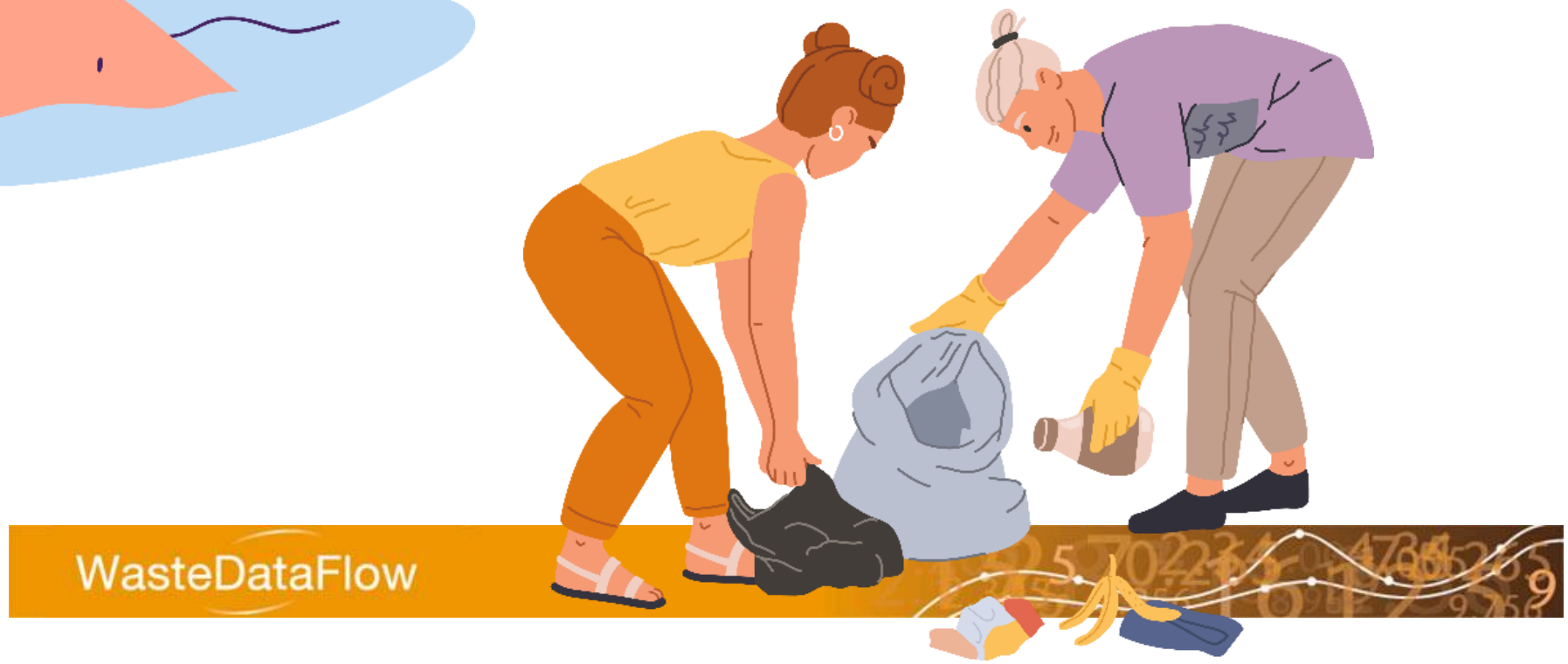
Core Highways

CSS (Cymru)

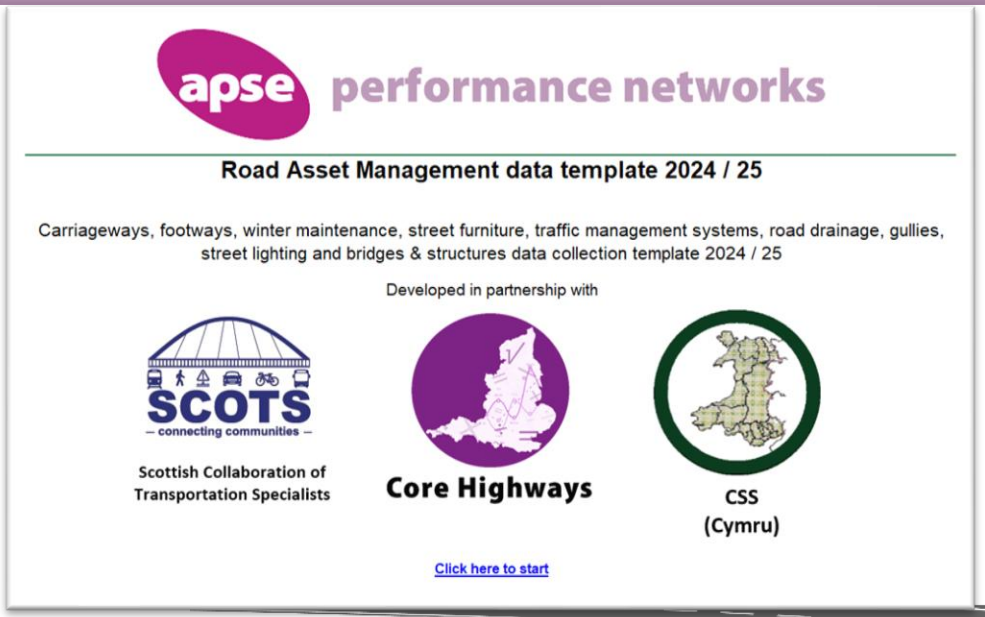
SOCIETY OF CHIEF OFFICERS OF ENVIRONMENTAL HEALTH IN SCOTLAND

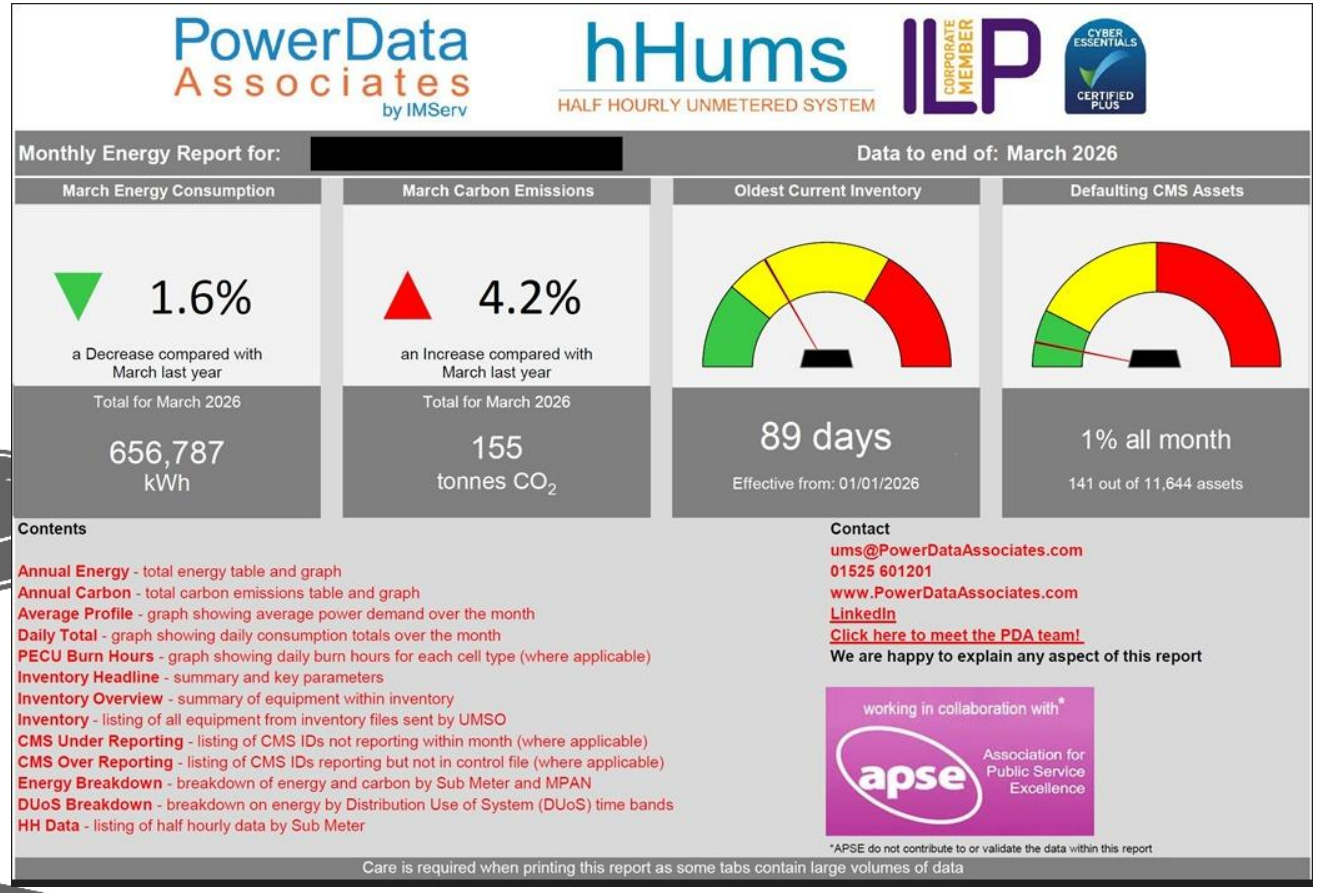
Collaborations and partnerships

Moving Communities



Collaborations and partnerships





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Data completion training week – w/c 12 January 2026

@apseevents #APSEPN

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Final words from me

Leading performance management tool for local government in the UK

Well-recognised at a national level

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web: www.apse.org.uk

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ISO 27001 REGISTERED FIRM GB 14074