

Supporting our councils undergoing this transition

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networks





What we will cover

- Resources and networking opportunities available
- Evidencing the impact of change
- 'Performance networks light' new module
- A diagnostic approach to service re-design to support your council's reorganisation journey



New network forum

Association for Public Service Excellence

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Armed Forces and Veterans Network
Building Cleaning and Facilities Management Network
Education Catering Network
Cemeteries and Crematoria Network
Climate Change and Renewable Energy Network
Highways, Street Lighting Network
Housing, Construction and Building Maintenance Network
Local Government Reorganisation and Devolution Network
Social Value, Procurement and Commercialisation Network
Parks, Horticulture and Grounds Maintenance Network
Special Purpose Task and Finish Group
Sports and Leisure Management Network
Fleet, Transport and Vehicle Maintenance Network
Waste Management, Refuse Collection and Street Cleaning Network

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Local Government Reorganisation and Devolution Network

The English Devolution White Paper set out reform to local government including the development of strategic authorities, combined authorities and new forms of local councils, turning some 'two tier' areas of Counties and Districts into single tier 'Unitary' councils. The new councils will carry out the same functions as other existing Unitary merging the services that are otherwise carried out by different tiers of local councils.

This new APSE Network will support local councils undergoing this transition.

Upcoming Dates:
Friday 21 November 2025 - 10:30am - 12:30pm

To view events in your area, [click here](#).

Network Queries

Briefings

Past Presentations

Upcoming Seminars

Sign up to this APSE Network

Authority Name



PN 'light' edition

- Evidencing the impact of change
- Over the next 3 years
- Previous performance networks' experience
- Views of members who have already gone through the transition
- Reduce the burden and provide value
- Avoid sensitivities
- Steering group input



Key Group comparison
Key Group comparison performance indicator standings

Family group

Performance Indicator

Key performance indicators

PI 20 - Ratio of square metres per household (including CSC)
PI 21 - APSE customer satisfaction survey
PI 22 - Customer satisfaction surveys
PI 23 - Quality assurance and consultation process
PI 24 - Customer perception and satisfaction
PI 25 - Percentage of surveying failing below grade B for cleanliness
PI 26 - Percentage of surveying failing below grade B for litter
PI 27 - Percentage of surveying failing below grade B for disorderly behaviour
PI 28 - Percentage of surveying failing below grade B for other survey type
LARs performance indicators

PI 29 - Percentage of LARs cleaned as acceptable (litter and debris)
PI 30 - Percentage of LARs cleaned as acceptable (litter only)
PI 31 - Percentage of LARs cleaned as acceptable (by post)
PI 32 - Percentage of LARs cleaned as acceptable (by vehicle)
PI 33 - Percentage of LARs cleaned as acceptable (litter and debris)
PI 34 - Percentage of LARs cleaned as acceptable (litter only)
PI 35 - Percentage of LARs cleaned as acceptable (by vehicle)
PI 36 - Percentage of LARs cleaned as unacceptable (litter and debris)
PI 37 - Percentage of LARs cleaned as unacceptable (litter only)
PI 38 - Percentage of LARs cleaned as unacceptable (by vehicle)
PI 39 - Percentage of LARs cleaned as unacceptable (other cleaning type)

Other cost performance indicators

PI 40 - Total cost as a percentage of total expenditure
PI 41 - Total cost as a percentage of total expenditure (excluding CSC)
PI 42 - Cost per square metre per head of population (including CSC)
PI 43 - Cost per square metre per head of population (excluding CSC)
PI 44 - Net cost per public convenience site
PI 45 - Cost per public convenience site
PI 46 - Percentage of street cleaning budget spent on education and publicity of cleanliness

Customer service performance indicators

PI 47 - Customer satisfaction survey
PI 48 - Human resources and people management

Sample Authority
S999
C2

Year
Number in: Highest in group: Average: Lowest in group: Year indicators: Standing in: Top-quartile month: Quartile achieved: Previous year score: High/low/

percentage of emergency (cat 1) defects made safe within response

Family group - HS

PI 36b All meal uptake (primary schools)

PI 13 Primary school lunchtime meals served per staff hour

PI 36b All meal uptake (primary schools)

PI 13 Primary school lunchtime meals served per staff hour

Authority profile
Type of operation

What services does the transport section provide?

Authority profile
Type of operation

APSE performance networks

Building cleaning performance at a glance

Sample Authority
S999

This page shows 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 the previous year is also displayed. You can click on the display this information for each individual indicator. If your authority is not currently part of a group then this page may need to be hidden. If 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 the PL meeting we are unable to produce a meaningful average score. The key to the icons are displayed below each table.

Performance indicators

Performance indicators	Performance in current year	Improved since previous year?
Key performance indicators		
PI 20 Cost per square metre for all areas cleaned (including CSC)	●	▬
PI 21 Cost per square metre for all areas cleaned (including CSC)	●	▬
PI 22 Ratio of square metres to annual scheduled hours (all offices)	●	▬
PI 23 Ratio of square metres to annual scheduled hours (libraries)	●	▬
PI 24 Ratio of square metres to annual scheduled hours (secondary schools)	●	▬
PI 25 Ratio of square metres to annual scheduled hours (primary schools)	●	▬
PI 26 Ratio of square metres to annual scheduled hours (special schools)	●	▬
PI 27 Ratio of square metres (including out-of-area) cleaned per FTE employee	●	▬
PI 28 PI 29 Staff absence (front line staff)	●	▬
PI 22 Customer satisfaction surveys	●	▬
PI 11 Quality assurance and consultation process	▲	▬
PI 13 Customer perception and satisfaction	●	▬
Other costs performance indicators		
PI 40 Cost per FTE front-line employee	●	▬
PI 41 Cost per square metre cleaned (including CSC)	●	▬
PI 42 Cost per scheduled hour (including CSC)	●	▬
PI 43 Charge per hour vinyl cleaned	▬	▬
Other productivity performance indicators		
PI 29 Ratio of square metres to annual scheduled hours (public conveniences)	▲	▬

APSE performance networks highways data

COST PER KM
£11,205

CAT 1 DEFECTS MADE SAFE WITHIN RESPONSE TIME
91%

CONDITION OF PRINCIPAL ROADS
3.58%

CONDITION OF NON-PRINCIPAL ROADS
6.34%

CONDITION OF UNECLASSIFIED ROADS
12.98%

SAFETY INSPECTIONS COMPLETED ON TIME
91%

% STAFF ABSENCE
3.93%

Case study report 2024
Best and most improved performer award finalists and winners



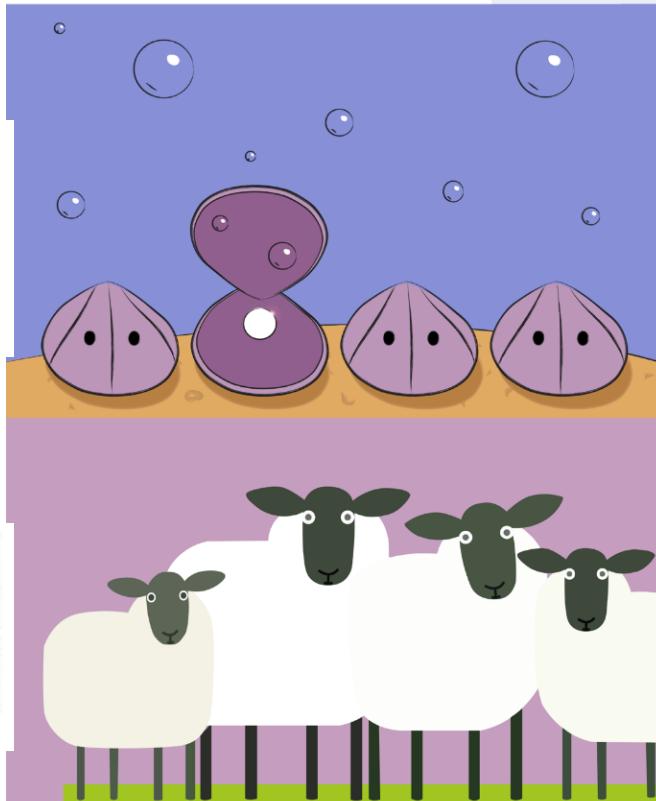
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bit.ly/APSELAMS



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bit.ly/3ZIOJMj



- Researched previous experiences with re-organisation
- What years are of interest?
 - Base year when decision has been made
 - Shadow LA year
 - Vesting day year
 - Post transition
- Core PI set rather than asking you to complete individual templates
 - Quality
 - Productivity
 - Cost



- Allow all the component parts to contribute data even if they're not current members – through a 'lead' council
- Ability to filter on the PI's you want to – what are your priorities?
- Proposal to narrow down the scope to the ***Benefits of re-organisation on neighbourhood services***
- Feedback – also need corporate measures
- There could be both amalgamation and splitting – roads/lighting/catering/TS/GM, BC and BM at county level could be split as well as the amalgamation of services from individual districts.



Comparator groups

- Service delivery models
- Similar sized unitary and key drivers – what would you expect?
 - Population density
 - Urban/rural
 - Population centres
 - Deprivation
 - Factors for specific services



Proposed measures

Corporate services

Net cost of council service per head of population

Total energy costs per annum (annual council expenditure on energy) per head of population

Percentage customer satisfaction with the overall service provided by the authority

Refuse collection and recycling

Investment per household excluding trade waste costs

Tonnes of domestic waste recycled per household

Total domestic waste collected (Recycled and residual) excluding trade waste per household

Total municipal waste collected (Recycled and residual) excluding trade waste per 1000 head of population

Refuse collection customer satisfaction surveys



Street cleansing

Annual investment in street cleansing service per household

Percentage of sites surveyed falling below grade b for cleanliness

Street cleansing customer satisfaction surveys

Parks

Maintenance investment per household

Cleanliness of open spaces e.g. LAMS

Parks customer satisfaction surveys

Environmental services

Nuisance vehicles reported, inspected, assessed as abandoned, removed and notices issued

Graffiti removal and monitoring

Environmental health

Net investment in service per head of population

Net investment in community protection and antisocial behaviour service per head of population

Average time (in days) to respond to service requests (noise) where a visit was necessary from the date of receipt



Highways

Total expenditure (all assets) by carriageway network length

Total carriageway maintenance investment expenditure by carriageway network length

Percentage of emergency (cat 1) defects made safe within response times (roads)

Condition of principal roads

Condition of all non-principal roads

Highways customer satisfaction surveys

Street lighting

Total investment per street light

Percentage of streetlamps restored to working condition within target time

Average time to restore lamps to working order

Street lighting customer satisfaction survey



Housing and Building maintenance

Percentage of all housing repairs completed within government time limits

Overall percentage of customer satisfaction

Catering

Primary schools free meal uptake

Special schools free meal uptake

Secondary schools free meal uptake

Total cost per lunchtime meal - primary and special schools

Customer perception and satisfaction

Leisure

Subsidy per visit

Usage per opening hour

Health & fitness usage percentage

Customer satisfaction surveys



Next steps

Create the data collection module

Publicise and promote the new service offering

Create marketing and publicity information offering the service to relevant members

Other APSE support

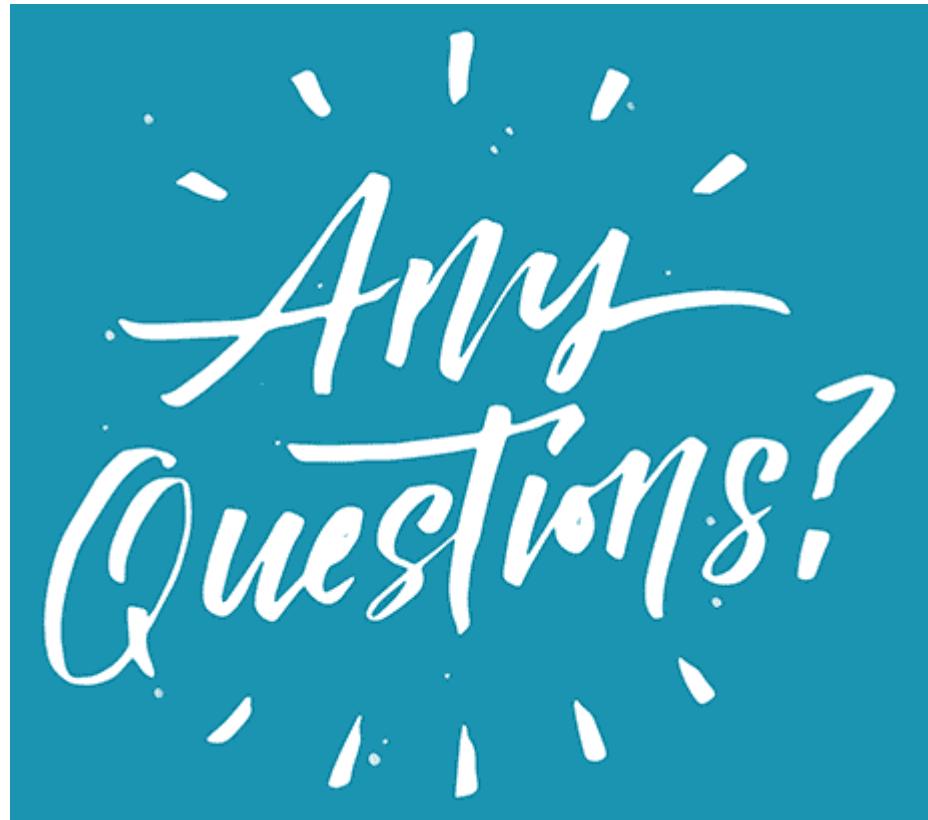
Can access further in-depth consultancy work and/or training.



apse solutions

**A diagnostic approach to
service re-design to support
your council's reorganisation
journey**







APSE

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