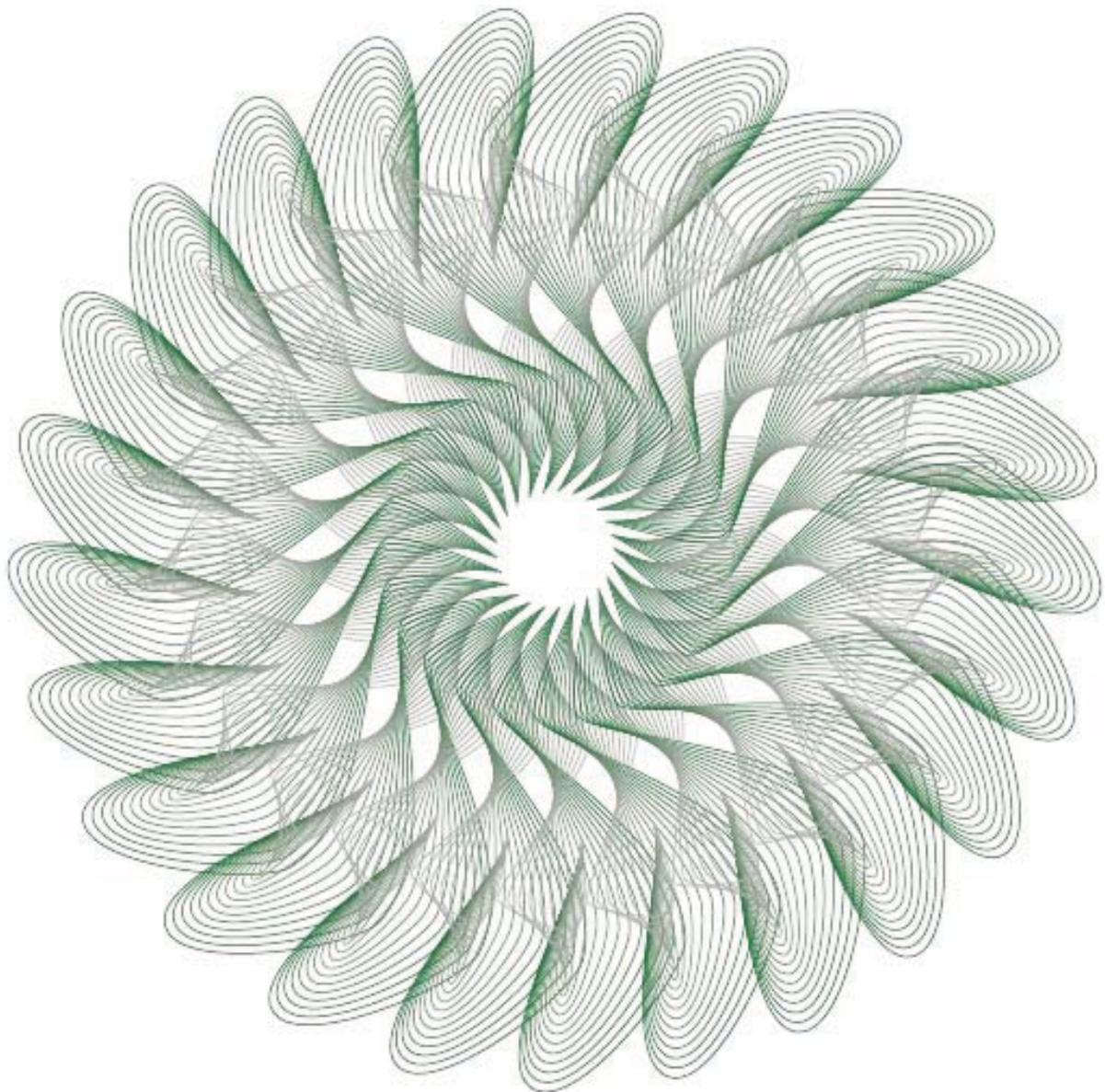


# **Parks, open spaces and horticultural services**

Performance report, 2008/09



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# The team

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For more information on APSE and performance networks, please visit our website at [www.apse.org.uk](http://www.apse.org.uk)

# Partnerships

## **IQ Software Systems**

IQ Software Systems have been contracted to provide IT support for the performance network service and database. IQ Software Systems are able to provide additional reports and analysis on behalf of APSE performance networks members, facilities, family groups or regions by consultation. In most cases, additional report commissions outside the APSE performance networks service agreement will incur an additional cost.

If you would like to discuss your requirements or receive further information, please contact Debbie Johns at the APSE office.

## **Beacon Dodsworth**

APSE performance networks and IQSS have enlisted the services of Beacon Dodsworth, a leader in the field of geographical information analysis and geo demographic socio-economic profiling. Beacon Dodsworth have provided APSE performance networks with the capacity to assess effectively the geo demographic profile of each local authority member through their Prospex software.

Enquiries for geo demographic profiling should be directed through Joe Furniss at the APSE office.

# Executive summary

## Overview

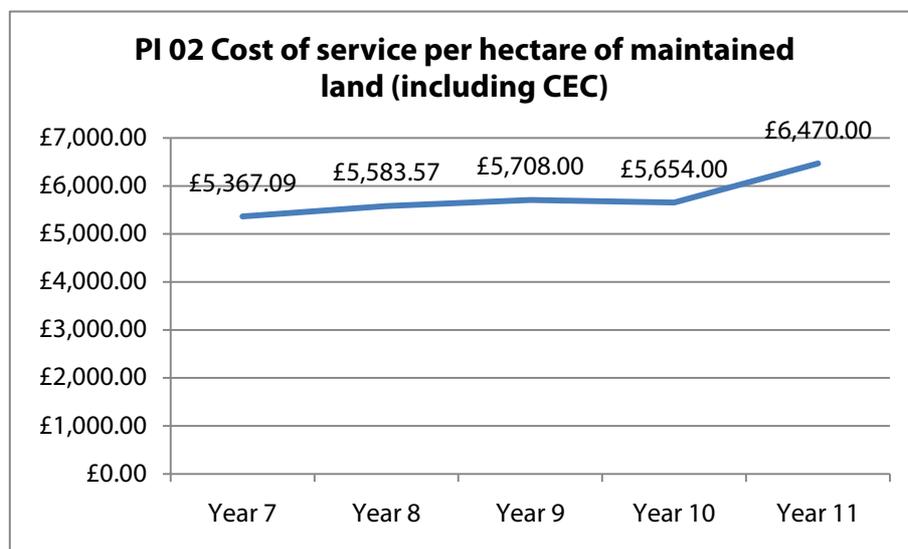
The APSE performance networks programme for parks, open spaces and horticultural services provides performance indicators for various dimensions of performance; such as the cost, productivity and quality. The following executive summary aims to provide participating authorities with a picture of what the service trends are; what this infers and what further activity and analysis individual authorities and the APSE benchmarking group could consider.

The analysis in this executive summary is based on averages across all family groups and so is service-wide for the last five years (2004/5, Year 7 to 2008/9, Year 11). This year's analysis is based on 69 participating authorities.

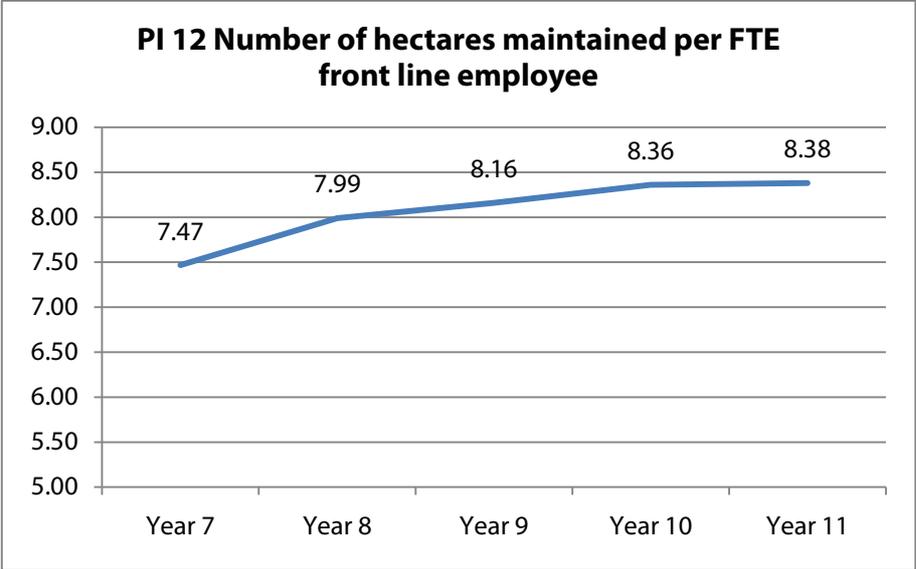
## Trend analysis

Particular points of interest from the trend data up to year 11 are as follows:

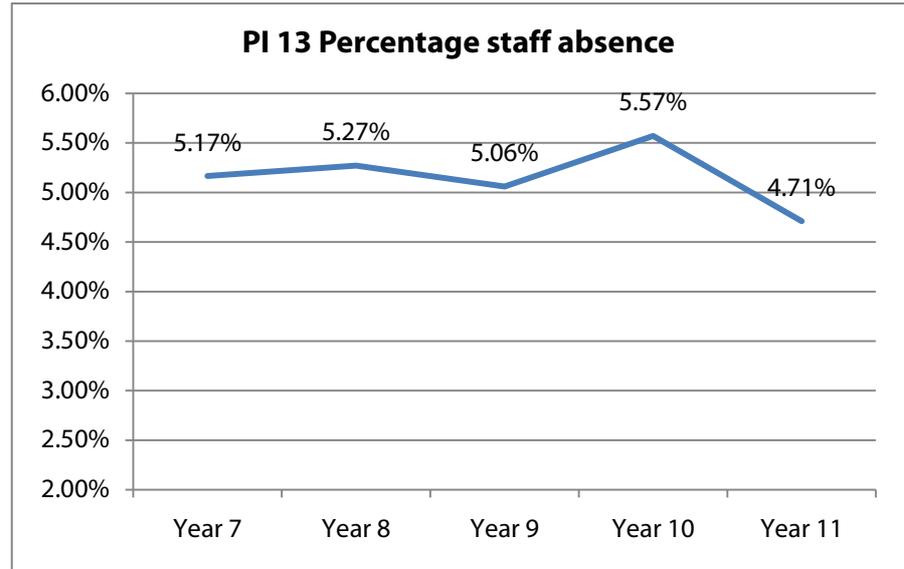
The headline cost per hectare of maintained land indicator (PI02) has increased to £6470 this year from £5654 last year, which may reflect greater investment in the parks service and more emphasis being placed on street scene services and the public realm by local authorities. This also follows previous years of local authorities controlling costs and therefore represents a shift from the previous trend.



The number of hectares maintained per full-time employee (PI12) has improved again this year, which could be due to the more efficient use of labour. This productivity indicator has increased significantly from 7.14 in year 1 (1998/99) to 8.38 in year 11 (2008/09).



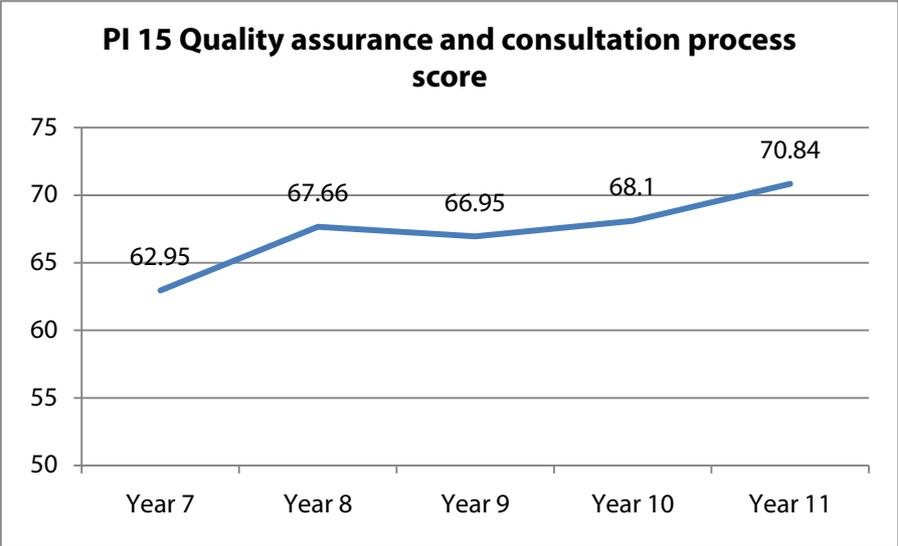
The percentage staff absence has also shown a large improvement this year (the lowest figure recorded in the last 5 years). Good practice examples such as more flexible working, occupational health support and better health and safety arrangements have led to reductions in absence levels and these examples need to be taken on board more widely.



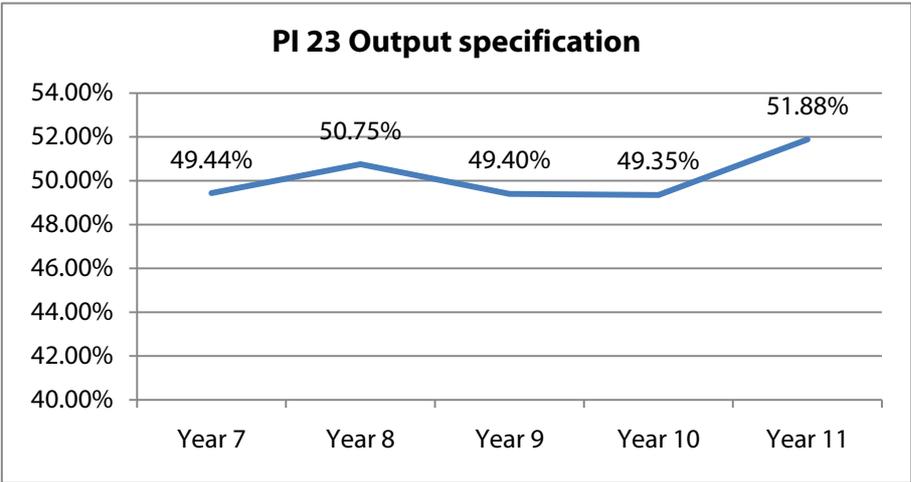
The performance indicator for human resources and people management (PI16), which measures the extent of investment in training, development and health and safety; continues to improve with an increase from 57.09 last year to 57.55 this year. As a result, the score achieved this year is the highest achieved to date in performance networks.



The performance indicator for quality assurance and consultation process score (PI15) which measures issues such as consultation, awards, quality processes and complaints; has also increased this year to 70.84.



The output specification indicator (PI23) measures three key factors; quality standards, frequency of operation and chemical control methods. Standards appear to have increased this year to over 51%, which is the highest level recorded in performance networks



## Interpretation of data

Analysis of these trends and other data tends to support the following key observations:

There is evidence of continuous improvement across a range of indicators including improvements in productivity and quality.

Costs have increased this year, but this investment in the service is paying dividends in terms of quality indicators such as human resources and people management; quality assurance and consultation; and output specification. For human resources and people management and output specification, the levels recorded this year are the best that have been achieved in the last 11 years.

Data has also been collected this year on skills, as part of Cabe's Skills to Grow strategy, to look at investment in apprenticeships and skills by local authorities. Next year, trend analysis will be undertaken on this data set. For this year, the analysis has been shown in the family group profile section of the reports.

## Future focus

In 2004 the Gershon efficiency agenda in England and Northern Ireland, paralleled with the Scottish Governments efficiency programme and Making the Connections in Wales, set out the process for creating greater efficiencies from public services. Since 2004, local government has over-reached the targets set and new targets of some £35 billion now exist for England, and in the next Spending Review period additional efficiencies to help support the economy and front-line services rising to £9 billion by 2013-14. The outcome of the Scottish Spending Review confirmed the Scottish target to deliver 2% increasing cash-releasing efficiencies each year, would amount to £1.6 billion in 2010-2011. Within Wales, the annual local government settlement discussions assume a 1% efficiency saving from the revenue support grant which equates to approximately £38m per annum. In order to achieve improvements in the quality and efficiency of public services in more challenging economic times, innovation and service redesign are deemed critical to achieving 'more for less'. Performance management within the public sector is seen as a means of ensuring the best use of limited resources and is therefore becoming more important to the future of local government.

The recent HM Treasury '**Operational Efficiency Programme**' has taken a close look at achieving greater efficiency in a number of cross-cutting areas. A number of themes emerged throughout the programme, building on the best of private and public sector practice to achieve:

- **consistent, comparable data** – organisations need consistent, comparable data to be able to benchmark their performance against others to know whether the services they deliver constitute good value for money. Both public and private sector best practice should be used to raise standards
- **incentives** – an effective system of incentives and sanctions across the public sector would create the right conditions for all organisations and individuals to maximise their contribution to the delivery of high quality public services in an efficient manner

- **structures and tools** – the right structures (e.g. shared service centres and professional buying organisations) and tools (such as software which allows access to collaborative procurement deals) need to be in place to help organisations and their staff achieve the savings they are being asked to achieve
- **accountability and performance management** – organisations should have the flexibility to decide on the most appropriate methods of delivering savings, suited to their circumstances, but all elements of the public sector must respond to the efficiency challenge. To maximise the benefits across the public sector, there is a need for robust, proportionate accountability mechanisms. With consistent, comparable data, those who are currently under-performing can be identified and supported to improve quickly

*Source: HM Treasury website, 2009*

In order to claim efficiencies under the Efficient Government initiative, Audit Scotland have reiterated the need for councils to demonstrate that service outcomes have been maintained or improved, and to evidence the link between resources and performance measurement. In Wales, the new local government (Wales) measure reinforces the importance of benchmarking and legislates for local authorities to have a duty to compare their performance using the most appropriate performance data. In Northern Ireland, Environment Minister Arlene Foster's statement to the Assembly in March 2008 on the future shape of local government highlights the need for performance management to deliver modern, high quality and efficient public services.

Across the UK, public sector performance management will form the basis of achieving efficiencies and value for money within local government. Performance management is about how the best use can be made of limited resources to maximise performance in terms of both cost and quality. Local robust performance measurement tools are increasingly being recognised as a means for improving services and as a result systems that have been developed and refined over the years by local authorities such as APSE's performance networks will be a more invaluable tool than ever.

### **Debbie Johns**

Principal Advisor, APSE

# Explanatory notes

## Report parameters

Most of the Performance Indicators (PIs) have set parameters which define the acceptable ranges for the calculated data for that PI (i.e. the calculated data must fall within the acceptable range for an authority to be included in and receive that particular PI).

These usually consist of a highest and lowest acceptable output calculation, although some PIs may only have one parameter and others may be unrestricted.

If your authority does not appear in a particular PI, it may be that you have been excluded because your data falls outside these parameters. To assist with checking this, the parameters used are listed on each performance indicator report.

## Family groups

The performance reports have been produced using a family group system, comparing 'like' authorities operating under similar circumstances to ensure a fair comparison can be made. In order to allocate authorities into family groups, an overall key driver score for each authority is calculated. The score is calculated by adding a series of weighted driver scores. Drivers are the factors that have been identified as important in assessing service delivery and are weighted to signify the relative importance of each driver. The drivers and weightings used in calculating the overall key driver score are shown below. The score ranges for the family groups are also shown below.

### Parks, open spaces and horticultural services key drivers

<b>Key driver</b>	<b>Secondary driver</b>	
<b>Service profile</b>	<b>Overall weighting</b>	<b>50%</b>
	Range of facilities maintained	50%
	Total aggregate hectarage of maintained	30%
	Ancillary services	20%
<b>Catchment/ demographic profile</b>	<b>Overall weighting</b>	<b>25%</b>
	Average distance travelled per annum	30%
	Climatic profile	30%
	Population profile	20%
	Population density	20%
<b>Standards/ requirements</b>	<b>Overall weighting</b>	<b>25%</b>
	Quality standards	45%
	Frequencies	45%
	Chemical control methods	10%

<b>Family group</b>	<b>Overall key driver score range</b>
H1	Under 5.00
H2	5.00 and under 5.5
H3	5.5 and under 6.0
H4	6.0 and under 6.5
H5	6.5 and under 7.0
H6	7.0 and above

# Family group profile - page 1 - area of land maintained and contracts

## Family group H6

PIN	Submitted total area of authority maintained land	Calculated total area of authority maintained land	In house core contracts / SLA's	Hectarage maintained in house	External core contracts / SLA's	Hectarage maintained externally	In house minor contracts	In house contracts partnership with private bodies
2087	627.72	506.72	54	506.72	1	0.00	2	Yes
2103	335.14	324.12	3	324.12	0	0.00	0	No
2112	380.18	260.05	1	260.05	0	0.00	0	No
2137	602.53	580.55	2	580.55	0	0.00	0	No
2149	476.96	404.27	5	404.27	0	0.00	0	No
2160	637.00	633.70	44	633.70	0	0.00	0	Yes
2188	296.28	217.50	1	217.50	0	0.00	0	No
2193	213.87	206.36	2	206.36	0	0.00	6	No
2239	602.05	596.55	4	591.05	1	5.50	0	No
2249	703.00	663.00	0	663.00	0	0.00	0	No
2256	398.00	305.55	3	305.55	0	0.00	0	No
2257	212.92	212.92	4	180.00	2	32.92	2	No
2272	0.00	0.00	0	0.00	0	0.00	0	No
2273	0.00	0.00	0	0.00	0	0.00	0	No
2275	159.00	146.65	1	146.65	0	0.00	18	No
2278	760.00	750.70	0	750.70	0	0.00	0	No

# Family group profile - page 2 - horticultural responsibilities

## Family group H6

PIN	Cemeteries	Beaches	Ranger service	Country parks	Woodland	City farms	Golf courses	Burials	Schools	Highways	Arboriculture	Tenants gardens	Landscape design
2087	Yes	No	No	No	No	No	No	Yes	Yes	Yes	Yes	No	Yes
2103	Yes	No	No	No	No	No	No	Yes	No	Yes	Yes	Yes	Yes
2112	Yes	No	No	No	Yes	No	No	Yes	No	Yes	Yes	Yes	Yes
2137	Yes	No	No	No	No	No	No	Yes	Yes	Yes	No	Yes	No
2149	No	No	No	Yes	Yes	No	No	No	Yes	Yes	Yes	Yes	No
2160	Yes	No	No	No	Yes	No	No	Yes	Yes	Yes	Yes	Yes	Yes
2188	Yes	No	Yes	Yes	Yes	No	Yes	Yes	No	Yes	Yes	No	Yes
2193	Yes	No	Yes	Yes	No	No	No	Yes	No	Yes	Yes	Yes	Yes
2239	No	No	Yes	No	No	No	Yes	No	Yes	Yes	Yes	No	No
2249	Yes	No	No	No	No	No	Yes	Yes	Yes	Yes	No	Yes	No
2256	Yes	No	Yes	No	Yes	No	Yes	No	No	Yes	Yes	No	Yes
2257	Yes	No	Yes	Yes	No	No	No	Yes	No	No	Yes	No	Yes
2272	No	No	No	No	No	No	No	No	No	No	No	No	No
2273	No	No	No	No	No	No	No	No	No	No	No	No	No
2275	No	No	No	No	Yes	No	No	No	No	No	Yes	No	Yes
2278	Yes	No	Yes	No	No	No	No	Yes	No	Yes	Yes	No	Yes

# Family group profile - page 3a - quality indicators/standards applicable

## Family group H6

PIN	ISO 9001: 2000	ISO 14001	BS 7370	Internal quality system	Charter Mark	Investors In People	Green Flag awards	EFQM business excellence	'Region in Bloom' entry	'Region in Bloom' winner	'Nation in Bloom' entry	'Nation in Bloom' winner	Visitors charter	'Positive about Disabilities'
2087	Yes	No	No	No	No	Yes	0	No	Yes	Yes	Yes	Yes	No	No
2103	No	No	No	No	No	Yes	2	No	No	No	No	No	No	Yes
2112	No	No	No	No	No	Yes	0	No	No	No	No	No	No	No
2137	Yes	No	No	Yes	No	No	0	No	No	No	No	No	No	No
2149	Yes	No	No	No	No	No	0	No	No	No	No	No	No	No
2160	No	No	No	No	Yes	Yes	1	No	Yes	Yes	No	No	No	No
2188	No	No	No	No	Yes	No	1	No	Yes	No	No	No	No	No
2193	No	No	No	No	No	Yes	1	No	No	No	No	No	Yes	Yes
2239	No	No	No	Yes	No	Yes	7	No	No	No	No	No	No	No
2249	No	No	No	No	Yes	No	1	No	Yes	No	No	No	No	No
2256	Yes	No	No	Yes	Yes	Yes	1	No	No	No	No	No	No	No
2257	No	No	No	No	Yes	Yes	4	No	Yes	No	No	No	No	No
2272	No	No	No	No	No	No	0	No	No	No	No	No	No	No
2273	No	No	No	No	No	No	0	No	No	No	No	No	No	No
2275	No	No	No	No	No	Yes	0	No	No	No	No	No	No	No
2278	No	No	No	No	No	No	4	No	Yes	Yes	Yes	Yes	No	No

# Family group profile - page 3b - quality indicators/standards applicable

## Family group H6

PIN	Parks strategy	Tree / woodland strategy	Woodland management plan	Charter for the bereaved	Childrens play strategy	Bio diversity action plan	Cleaner Greener Safer (ENCAMS) awards	ENCAMS 'People and Places Cleanliness Survey'	County standard sports events
2087	Yes	Yes	Yes	No	Yes	No	No	No	No
2103	Yes	No	Yes	No	Yes	Yes	No	Yes	Yes
2112	Yes	No	No	No	Yes	No	No	No	Yes
2137	No	No	No	No	No	No	No	No	No
2149	Yes	No	No	No	Yes	Yes	No	No	No
2160	Yes	Yes	Yes	Yes	Yes	Yes	No	No	No
2188	No	No	No	No	No	No	Yes	No	No
2193	Yes	Yes	No	No	Yes	Yes	No	No	No
2239	Yes	No	Yes	No	Yes	Yes	No	No	Yes
2249	No	No	No	Yes	No	No	No	No	No
2256	Yes	No	Yes	No	Yes	No	No	No	Yes
2257	Yes	No	No	No	Yes	Yes	No	No	No
2272	No	No	No	No	No	No	No	No	No
2273	No	No	No	No	No	No	No	No	Yes
2275	Yes	No	No	No	Yes	No	No	No	No
2278	Yes	Yes	No	Yes	Yes	No	No	No	No

# Family group profile - page 4 - service information

## Family group H6

PIN	Range of facilities maintained	Boundary area	Population	Total expenditure (excluding CEC)	Total sub contracting expenditure	Total central establishment charges	Best value review or inspection undertaken	Average number of grass cuts (parks)	Average number of grass cuts (other areas)
2087	199.87	24,050	139,500	£419,004	£0	£129,300	Yes	16	16
2103	388.80	8,028	109,100	£1,865,657	£337,757	£96,353	Yes	16	16
2112	724.50	27,605	97,300	£1,666,299	£2,240	£93,946	No	12	12
2137	726.27	43,709	150,537	£148,239,898	£0	£68,289	Yes	16	13
2149	579.79	28,500	130,800	£3,262,537	£84,693	£135,184	No	13	9
2160	317.52	9,390	91,400	£2,615,701	£220,373	£56,683	Yes	16	16
2188	237.59	20,435	103,700	£1,838,655	£66,170	£264,000	Yes	15	12
2193	384.51	12,003	111,700	£1,863,815	£367,134	£171,355	Yes	30	15
2239	563.07	34,223	161,100	£2,746,241	£0	£255,122	Yes	14	10
2249	345.50	19,840	99,177	£3,086,386	£22,402	£238,212	Yes	14	14
2256	405.35	39,368	143,400	£1,286,455	£0	£350,453	Yes	12	10
2257	222.94	65,402	112,600	£1,112,618	£69,451	£54,330	Yes	18	12
2272	0.00	8,028	55,000	£1,039,080	£0	£6,730	No	16	16
2273	0.00	5,641	254,373	£4,017,407	£0	£313,000	No	22	0
2275	116.49	28,418	63,000	£653,081	£19,400	£40,414	Yes	16	13
2278	369.62	21,096	122,600				Yes	26	18

Note: Blank entries represent non return of financial data

# Family group profile - page 5 - authority and contract information

## Family group H6

PIN	Data received before error checking meeting		Type of authority	Some services provided in partnership with private sector	Type of contract management arrangement
	Management	Accounts			
2087	No	No	Unitary Council	Yes	Mixed
2103	Yes	Yes	District Council	No	Internal
2112	Yes	Yes	District Council	No	Internal
2137	Yes	Yes	Unitary Council	No	Internal
2149	No	No	Unitary Council	No	Internal
2160	Yes	Yes	Unitary Council	Yes	Partnership
2188	Yes	Yes	District Council	No	Internal
2193	Yes	Yes	District Council	No	Internal
2239	No	No	Borough Council	No	Mixed
2249	No	No	Unitary Council	No	Internal
2256	Yes	Yes	Borough Council	No	Internal
2257	Yes	Yes	District Council	No	Mixed
2272	No	No	Borough Council	No	Not Stated
2273	Yes	Yes	Metropolitan Borough	No	Not Stated
2275	Yes	Yes	Borough Council	No	Internal
2278	No	No	Borough Council	No	Internal

# Family group profile - page 6 - children's play facilities

Family group		H6										
PIN	Number of under 14 playgrounds	Number of skate parks	Number of teen shelters	Number of multi use areas (MUGA's)	Total number of childrens / youth areas	Total hectarage of play areas	Childrens play strategy	Population of children under 14	Population of children under 18			
2087	64	4	7	4	79		Yes	26,110	36,700			
2103	33	5	4	9	51	14.69	Yes	16,984	22,609			
2112	67	3	6	5	81	4.07	Yes	15,490	19,360			
2137	158	6	7	10	181	35.32	No	24,689	32,782			
2149	96	3	4	0	103	5.15	Yes	23,800	28,150			
2160	11	2	2	1	16	0.68	Yes					
2188	36	4	4	6	50	2.50	No	17,819	23,175			
2193	32	5	5	12	54		Yes	18,433	24,018			
2239	105	3	8	10	126	5.25	Yes	29,333	39,013			
2249	28	2	0	0	30	4.03	No	18,000	24,400			
2256	75	3	6	3	87		Yes	25,609	33,849			
2257	35	2	3	4	44	1.75	Yes	20,000	25,000			
2272	37	5	7	8	57		No					
2273	28	2	1	3	34	1.40	No	47,977	61,917			
2275	27	0	0	1	28	1.35	Yes	10,676	13,832			
2278	55	12	13	10	90	1.84	Yes	18,520	25,673			

Note : Blank entries represent unconfirmed zero responses

# Family group profile - page 7 - job evaluation

## Family group H6

PIN	Job evaluation pay and grading implemented	NJC computerised scheme (PILAT)	NJC paper scheme	GLEA scheme	GLPC scheme	Peodesy scheme	Hay scheme	Another system
2087	No	No	No	No	No	No	No	No
2103	No	No	No	No	No	No	No	No
2112	Yes	Yes	No	No	No	No	No	No
2137	No	No	No	No	No	No	No	No
2149	No	No	No	No	No	No	No	No
2160	No	No	No	No	No	No	No	No
2188	No	No	No	No	No	No	No	No
2193	Yes	Yes	No	No	No	No	No	No
2239	No	No	No	No	No	No	No	No
2249	Yes	Yes	No	No	No	No	No	No
2256	Yes	No	No	No	No	No	Yes	Yes
2257	Yes	No	No	No	Yes	No	No	No
2272	No	No	No	No	No	No	No	No
2273	No	No	No	No	No	No	No	No
2275	Yes	Yes	No	No	No	No	No	No
2278	Yes	Yes	No	No	No	No	No	No

# Family group profile - page 8 - low maintenance area breakdown

## Family group All family groups

PIN	Total area maintained (including low maintenance)	Countryside areas		Parks and estates		Beaches		Woodland		Highways		Other low maintenance	
		Hectares	Charge	Hectares	Charge	Hectares	Charge	Hectares	Charge	Hectares	Charge	Hectares	Charge
2002	927.20			70.88				159.82		112.22	£39,244	34.00	
2004	1,247.39			230.23									
2006	1,013.00	302.00			57.00								
2008	619.70							117.40		21.10	£8,832	34.17	£12,716
2009	3,415.50			65.00	£19,926			435.60	£242,183	576.62	£395,177	92.50	
2017	1,980.00							790.00		97.00			
2018	1,909.06			585.85				137.66		49.10			
2029	968.38							21.38				27.38	
2045	1,432.00					50.00	£51,494			225.00			£2,378,728
2047	386.32			79.00				34.00	£9,434	21.00		6.70	
2054	1,620.63					121.00		67.85	£27,445	4.88	£230,413	65.12	
2063	1,536.09									60.83	£30,900	37.39	
2073	1,385.80			20.00						1.58			
2076	3,178.00	1,600.00						618.00	£250,000				
2077	1,665.63			38.95	£4,144			327.74	£88,103			61.40	
2084	889.00							80.00					
2087	627.72									108.40		12.60	
2093	360.77												
2094	1,005.26			135.98				100.00					
2103	335.14									11.02	£43,582		
2108	1,086.00			294.00				235.00					
2111	839.93			182.00				266.93		4.07			
2112	380.18							4.66	£3,270	115.47	£33,534		
2114	1,224.53							105.50		336.02			
2115	921.31							200.00		253.40			
2119	736.70					0.20		101.12				56.15	

Note : Blank entries represent unconfirmed zero responses

# Family group profile - page 8 - low maintenance area breakdown

## Family group All family groups

PIN	Total area maintained (including low maintenance)	Countryside areas		Parks and estates		Beaches		Woodland		Highways		Other low maintenance	
		Hectares	Charge	Hectares	Charge	Hectares	Charge	Hectares	Charge	Hectares	Charge	Hectares	Charge
2128	3,031.00	200.00	£180,000	256.00	£18,000	52.00	£150,000	242.00	£35,000	1,082.00	£363,000	99.00	£160,000
2137	602.53											21.98	£11,051
2139	1,183.52												
2141	254.95	14.90						14.90		56.38		3.00	
2147	351.46	23.57	£27,232	0.03	£3,458			49.88	£8,011	19.73	£11,713	5.19	
2149	476.96			4.11	£514			3.96		64.62	£53,013		
2151	1,097.84	221.74		111.69				90.00		4.50		297.76	
2152	1,351.05			64.79	£24,164			206.70			£245,509		£672,697
2155	591.67								£10,000				
2156	3,752.09	129.29		661.19		0.26		568.36		56.95		134.06	
2160	637.00							1.30		2.00			
2163													
2165	550.00								£223,493				
2171	559.34			26.50				90.00		10.00	£12,601	88.00	
2172	454.83							66.72	£11,525	1.87	£725	58.88	£20,049
2173	277.06										£15,450	31.04	
2174	1,916.00	300.00		300.00				170.00		400.00	£32,629	25.00	
2178	1,668.67		£5,516	75.00		38.03			£70,000	11.20	£138,825		
2185	648.29							223.70		15.31			
2186	1,795.00		£200,000					441.00	£5,000			70.00	£10,000
2187	1,898.62	3.54						39.84	£20,575	765.12	£156,378		
2188	296.28			46.14	£171,911			19.90	£70,729	12.74			£741,040
2189	402.71							30.15				81.22	
2193	213.87									1.01		6.50	
2204	1,147.23			40.77				45.46					
2209	272.87											2.40	

Note : Blank entries represent unconfirmed zero responses

# Family group profile - page 8 - low maintenance area breakdown

## Family group All family groups

PIN	Total area maintained (including low maintenance)	Countryside areas		Parks and estates		Beaches		Woodland		Highways		Other low maintenance	
		Hectares	Charge	Hectares	Charge	Hectares	Charge	Hectares	Charge	Hectares	Charge	Hectares	Charge
2235	546.63			90.96				7.86			£50,000		
2238	5,873.00	1,919.00		451.00		76.00	£108,665	489.00		430.00			
2239	602.05												5.50
2244	224.66			3.50						13.84			50.00
2249	703.00									40.00			
2250	236.00												4.00
2251	926.00												
2252	946.00		21.00										
2255	606.66							9.00					64.00
2256	398.00							66.43	£59,550				41.97
2257	212.92							31.40		3.49			57.57
2258	521.05							43.43		28.50	£5,306		
2269	199.08							5.00					9.63
2272									£61,000		£78,000		
2273													
2275	159.00							2.85					9.50
2278	760.00									9.30			

Note : Blank entries represent unconfirmed zero responses

# Family group profile - page 9 - recycling and green fuel

## Family group All family groups

PIN	Tonnes of green waste			Vehicles, ride-ons and tractors		Other hand held plant and pedestrian equipment	
	generated	recycled	using green fuel	ride-ons and tractors	using green fuel	plant and pedestrian equipment	using green fuel
2002	780.00	160.00	8	63	8	258	0
2004	0.00	0.00	0	0	0	0	0
2006	0.00	0.00	39	39	39	67	0
2008	540.00	540.00	44	44	44	199	0
2009	3,832.00	3,832.00	100	100	0	1,006	0
2017	0.00	0.00	0	0	0	0	0
2018	3,850.00	10.00	24	24	0	500	0
2029	0.00	698.00	19	19	0	23	0
2045	554.32	364.84	215	215	0	546	0
2047	587.00	587.00	30	30	15	115	3
2054	2,000.00	2,000.00	18	18	4	187	0
2063	0.00	0.00	102	102	70	331	0
2073	3,983.46	388.26	74	74	0	356	0
2076	1,400.00	950.00	80	80	3	360	127
2077	0.00	0.00	123	123	0	527	0
2084	835.00	835.00	70	70	0	243	0
2087	0.00	0.00	41	41	0	102	0
2093	0.00	0.00	0	0	0	0	0
2094	401.00	401.00	121	121	1	223	0
2103	738.73	738.73	19	19	0	178	0
2108	1,680.00	1,680.00	113	113	0	367	0
2111	0.00	0.00	14	14	0	111	0
2112	354.16	354.16	52	52	30	101	30
2114	847.46	847.46	91	91	0	217	0
2115	800.00	720.00	68	68	0	165	0
2119	0.00	0.00	130	130	0	238	0
2128	800.00	600.00	144	144	4	440	0

# Family group profile - page 9 - recycling and green fuel

## Family group All family groups

PIN	Tonnes of green waste generated	Tonnes of green waste recycled	Vehicles, ride-ons and tractors		Other hand held plant and pedestrian equipment	
			Number of vehicles, ride-ons and tractors	Number using green fuel	Number of other hand held plant and pedestrian equipment	Number using green fuel
2137	335.53	407.30	53	0	176	0
2139	0.00	0.00	57	57	175	0
2141	335.30	335.30	31	0	112	0
2147	1,465.54	1,267.54	45	0	114	0
2149	0.00	0.00	0	0	0	0
2151	2,741.00	2,741.00	19	0	102	0
2152	0.00	0.00	72	28	87	0
2155	1,230.00	630.00	80	0	416	0
2156	850.00	850.00	211	0	720	0
2160	0.00	540.00	37	0	140	0
2163	0.00	0.00	23	23	193	0
2165	180.00	180.00	49	7	225	0
2171	889.00	538.00	53	4	526	0
2172	261.42	261.42	46	0	150	0
2173	698.00	422.00	21	0	115	0
2174	312.00	307.16	44	0	78	0
2178	1,301.00	118.00	118	7	520	0
2185	0.00	0.00	22	0	97	0
2186	550.00	550.00	70	5	50	20
2187	488.00	183.16	95	95	297	0
2188	0.00	0.00	28	12	84	0
2189	0.00	0.00	108	0	227	0
2193	0.00	100.00	47	0	230	0
2204	0.00	0.00	22	0	152	0
2209	0.00	143.80	43	0	108	0
2235	628.00	628.00	70	46	160	0
2238	4,889.18	2,555.75	257	0	1,053	0

# Family group profile - page 9 - recycling and green fuel

## Family group All family groups

PIN	Tonnes of green waste generated	Tonnes of green waste recycled	Vehicles, ride-ons and tractors		Other hand held plant and pedestrian equipment	
			Number of vehicles, ride-ons and tractors	Number using green fuel	Number of other hand held plant and pedestrian equipment	Number using green fuel
2239	872.00	510.00	63	4	0	0
2244	800.00	600.00	25	0	110	0
2249	640.62	640.62	42	0	390	0
2250	4,200.00	4,200.00	44	6	118	0
2251	0.00	0.00	191	0	303	0
2252	631.70	631.70	80	0	248	0
2255	693.62	0.00	208	0	320	0
2256	150.00	100.00	14	0	50	0
2257	3,030.00	2,870.00	18	0	61	0
2258	632.00	632.00	47	0	120	0
2269	348.00	348.00	38	0	350	0
2272	0.00	0.00	16	7	10	10
2273	0.00	0.00	0	0	0	0
2275	39.76	39.76	12	0	23	0
2278	0.00	0.00	0	0	0	0

# Family group profile - page 10 - Number of sites owned/maintained/managed

## Family group      All family groups

### Number of sites owned/maintained/managed

<b>PIN</b>	<b>Woodland burial sites</b>	<b>SSSI sites</b>	<b>NNR sites</b>	<b>LNR sites</b>	<b>SINC sites</b>
2002	2	1	0	2	0
2004	0	0	0	0	0
2006	1	2	0	7	21
2008	0	6	0	1	66
2009	0	4	0	2	0
2017	0	10	0	14	0
2018	0	0	0	0	0
2029	0	0	0	1	40
2045	0	7	0	2	5
2047	0	0	0	1	0
2054	0	10	0	10	51
2063	0	1	5	3	0
2073	1	4	0	9	32
2076	1	3	0	0	189
2077	0	0	0	6	0
2084	0	0	0	10	18
2087	1	1	0	5	10
2093	0	0	0	0	0
2094	0	1	0	4	32
2103	0	0	0	8	9
2108	0	2	0	58	31
2111	1	0	0	0	0
2112	0	0	0	0	0
2114	0	0	0	0	0
2115	0	1	0	1	6
2119	0	4	0	1	36
2128	0	80	6	2	0
2137	0	0	0	0	0
2139	0	0	0	0	0
2141	1	0	0	0	0
2147	0	2	0	1	4
2149	0	0	0	0	0
2151	1	1	0	2	11
2152	0	1	0	0	12
2155	0	1	0	1	0
2156	0	4	0	2	300
2160	0	0	0	0	0
2163	0	1	1	2	0
2165	0	0	0	0	0
2171	0	1	0	0	0
2172	0	0	0	2	0
2173	0	1	0	0	0
2174	2	0	0	13	2

# Family group profile - page 10 - Number of sites owned/maintained/managed

## Family group      All family groups

### Number of sites owned/maintained/managed

<b>PIN</b>	<b>Woodland burial sites</b>	<b>SSSI sites</b>	<b>NNR sites</b>	<b>LNR sites</b>	<b>SINC sites</b>
2178	0	7	0	5	40
2185	0	0	0	0	0
2186	0	5	0	2	31
2187	0	44	1	12	0
2188	0	0	0	0	0
2189	0	0	0	0	0
2193	0	0	0	3	0
2204	1	0	0	6	0
2209	2	6	0	4	200
2235	0	6	0	3	0
2238	0	11	0	7	4
2239	0	1	0	2	0
2244	0	1	1	0	0
2249	0	0	0	7	18
2250	2	0	0	0	0
2251	0	0	0	0	0
2252	0	3	1	0	0
2255	1	0	0	0	0
2256	0	1	0	0	0
2257	0	0	0	3	2
2258	0	3	0	3	0
2269	1	4	1	7	0
2272	0	0	0	0	0
2273	0	0	0	0	0
2275	0	0	0	0	0
2278	0	3	0	4	0

# Family group profile - page 11 - front line employees

## Family group      All family groups

Actual number of front line employees aged within each age band (as at March 31st 2009)

PIN	Under 25	25-40	41-50	Over 50
2006	9	9	68	13
2008	1	9	40	22
2009	105	111	164	95
2017	24	93	83	60
2045	17	21	49	41
2047	0	8	11	12
2054	6	37	38	23
2063	25	39	70	77
2076	10	35	37	32
2077	3	42	48	62
2084	2	22	22	19
2094	6	41	42	20
2103	2	8	17	11
2108	16	80	80	63
2112	1	9	16	5
2114	3	9	25	15
2115	10	14	28	29
2119	5	49	38	36
2128	13	47	41	89
2139	2	9	30	26
2141	1	12	9	11
2147	6	17	10	13
2149	13	20	30	23
2152	3	16	50	21
2156	23	80	223	94
2160	3	9	27	18
2165	3	21	26	27
2172	11	12	28	8
2173	3	12	15	11
2174	5	8	15	17
2178	2	30	59	54
2185	5	23	31	22
2187	9	30	48	60
2188	0	7	14	10
2193	1	10	2	7
2204	0	18	24	14
2209	2	8	12	12
2235	8	28	20	17
2238	61	143	163	154
2239	9	16	14	17
2244	3	8	18	8
2250	1	10	13	16
2252	2	19	32	34
2255	4	15	34	29

# Family group profile - page 11 - front line employees

## Family group      All family groups

Actual number of front line employees aged within each age band (as at March 31st 2009)

<b>PIN</b>	<b>Under 25</b>	<b>25-40</b>	<b>41-50</b>	<b>Over 50</b>
2256	0	4	12	29
2257	2	9	5	2
2258	7	26	36	13
2269	0	16	12	9
2272	3	35	20	19
2275	0	5	7	11

# Family group profile - page 12 - skills survey

## Family group H6

PIN	Net cost of service including CECs excluding low maintenance	Number of FTE front line staff	Number of apprentices	Annual cost of each apprentice	Average salary of each apprentice	Is funding received	From which source
2087	£548,304	44.00	0			No	
2103	£1,871,449	38.00	0			No	
2112	£1,600,553	32.12	0			No	
2137	£148,281,479	0.00	0			No	
2149	£2,838,212	66.40	0			No	
2160	£2,506,807	68.00	2	£11,002	£9,202	No	
2188	£980,179	28.15	0			No	
2193	£1,916,967	28.88	2		£11,995	No	
2239	£2,904,880	56.00	1	£2,000	£12,000	No	
2249	£3,260,525	50.20	1			No	
2256	£1,521,280	45.00	0			No	
2257	£1,145,558	16.95	0			No	
2272	£855,810	0.00	2	£7,500	£7,500	No	
2273	£4,214,207	27.00	1	£2,400	£14,000	No	
2275	£611,262	10.41	0			No	

# Family group profile - page 13 - skills survey

## Family group H6

PIN	Apprentice scheme	Externally managed	Number trained in horticulture	Frequency of recruitment	Length of scheme	Percentage completing scheme	Percentage employed after scheme	Number of apprentices required
2087	No	No						
2103	No	No						4
2112	No	No						
2137	No	No						
2149	No	No						
2160	Yes	No	1	Less frequently than annually	3 years	100%	100%	
2188	No	No						
2193	Yes	No	2	Annually	1 year	100%	100%	
2239	Yes	No	1	Annually	3 years	100%	100%	1
2249	No	Yes	1					
2256	No	No						
2257	No	No						
2272	Yes	No	1	Less frequently than annually	3 years			
2273	Yes	No	1	Less frequently than annually	2 years			
2275	No	No						
2278	Yes	No	3	Less frequently than annually	2 years	66%	100%	

# Family group profile - page 14 - skills survey

## Family group H6

What areas do apprentices receive training in:

PIN	Cemeteries	Landscapes	General maintenance	Fine turf	Glass house	Arboriculture	Plant identification	Environmental management / biodiversity	Sports turf	Play areas	Landscapes design	Community engagement	Other
2087													
2103													
2112													
2137													
2149													
2160		Yes	Yes	Yes	Yes	Yes	Yes		Yes		Yes	Yes	
2188													
2193	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes			
2239			Yes	Yes	Yes		Yes	Yes	Yes			Yes	Play equipment inspections
2249		Yes	Yes	Yes			Yes		Yes			Yes	
2256													
2257													
2272	Yes		Yes	Yes			Yes		Yes				
2273		Yes	Yes	Yes			Yes		Yes		Yes		
2275													
2278		Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	

# Family group profile - page 15 - skills survey

## Family group H6

PIN	Formal classroom training	On the job training	Own training facilities	Own nurseries	NVQ /SVQ level 1	NVQ /SVQ level 2	City and Guilds	RHS certificate level 2	RHS certificate level 3	Time off given for training	Training provider used
2087			Yes								None
2103											None
2112											None
2137			Yes								None
2149											None
2160	Yes	Yes	Yes	Yes		Yes	Yes			Yes	Houghal college
2188					Yes	Yes				Yes	None
2193	Yes	Yes	Yes		Yes	Yes				Yes	None
2239	Yes	Yes	Yes	Yes						Yes	Writtle Agricultural College
2249	Yes	Yes	Yes	Yes	Yes	Yes				Yes	Houghal College, Durham
2256			Yes		Yes	Yes				Yes	None
2257											None
2272		Yes	Yes		Yes	Yes	Yes		Yes	Yes	None
2273	Yes	Yes			Yes	Yes				Yes	Capel manor
2275					Yes	Yes	Yes	Yes		Yes	None
2278	Yes	Yes	Yes		Yes	Yes		Yes	Yes	Yes	Reaseheath College

# Family group profile - page 16 - skills survey

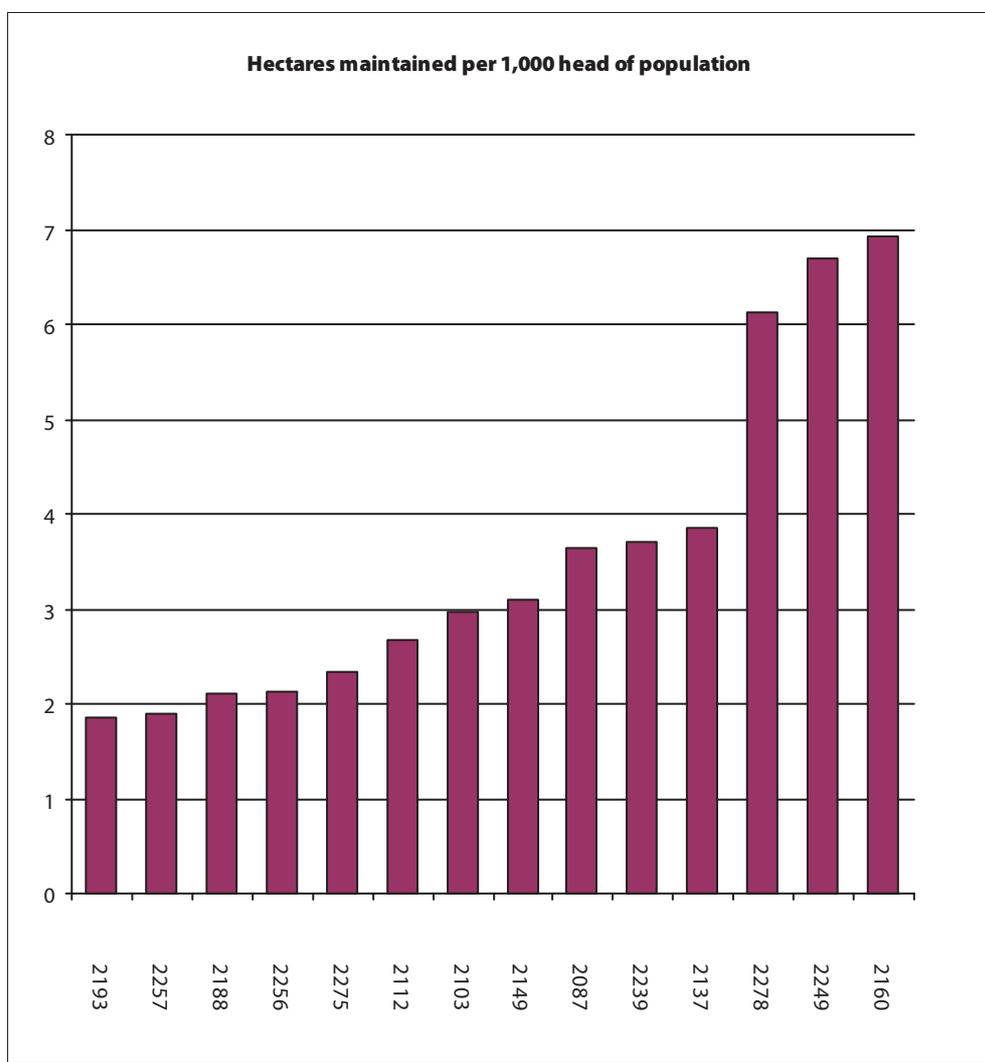
## Family group H6

PIN	Number of apprentices:					How a career in parks is promoted:						
	Under 18	18 to 19	20 to 23	24 to 40	41 to 50	Over 50	Presentations in Schools	Careers advisors	Roadshows / campaigns	Newspapers / media	Other	
2087												
2103												
2112												
2137												
2149												
2160		2					Yes			Yes		
2188												
2193	1		1									
2239		1						Yes	Yes	Yes		
2249		1					Yes		Yes			
2256										Yes		
2257												
2272		2										
2273		1					Yes		Yes			
2275												
2278		2	1					Yes		Yes		

# PI 30 Hectares of maintained public open space per 1,000 head of population

Family group H6

	Maintained area	Population	Hectares maintained per 1,000 head of population
Average			3.57
Lowest			1.85
Highest			6.93
Lowest in range	146.65	63,000	
Highest in range	750.70	161,100	



## Source data

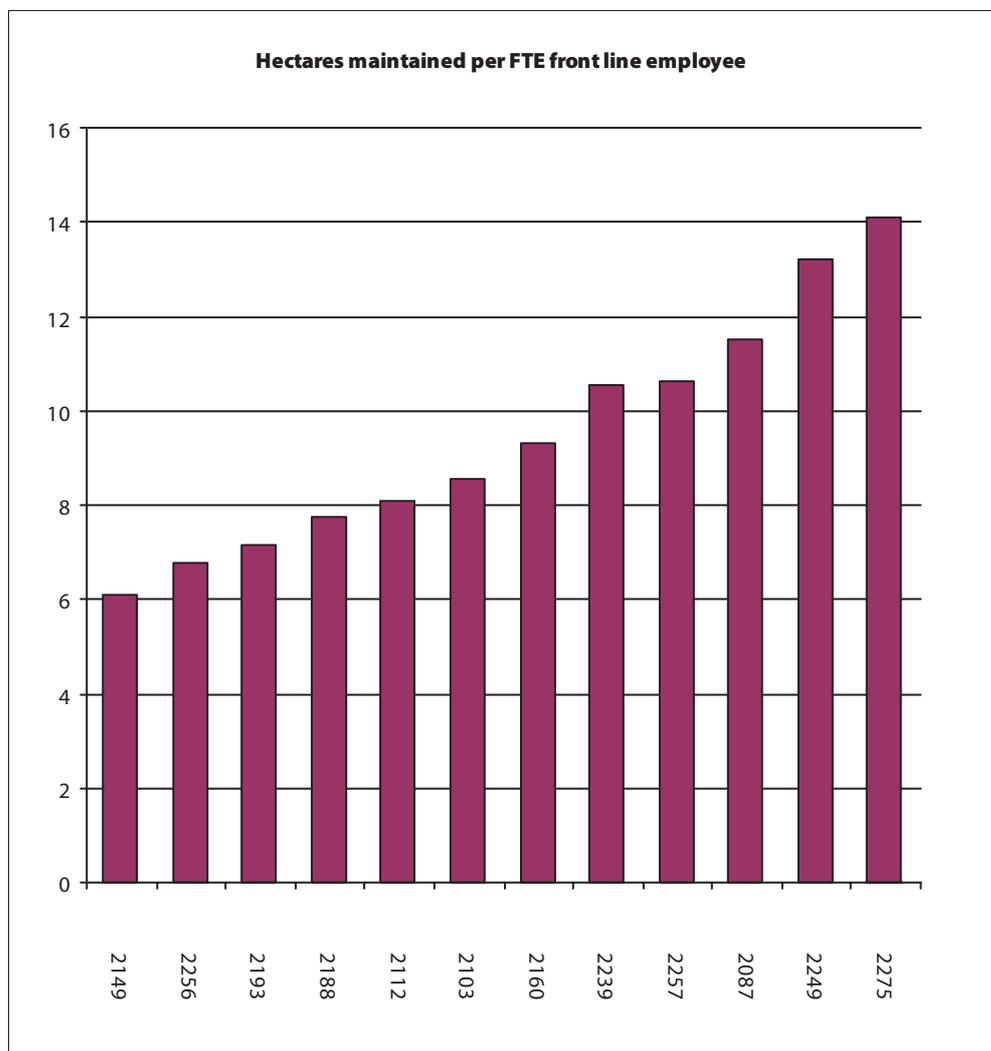
[TALAM] / [POPULATION] / 1000

**Acceptable parameters: >0.75 and <10 Hectares**

# PI 12 Number of hectares maintained per FTE front line employee

**Family group H6**

	Maintained area (excl low maintenance)	Front line employees (FTE)	Hectares maintained per FTE front line employee
Average			9.47
Lowest			6.09
Highest			14.08
Lowest in range	146.65	10.41	
Highest in range	663.00	68.00	



## Source data

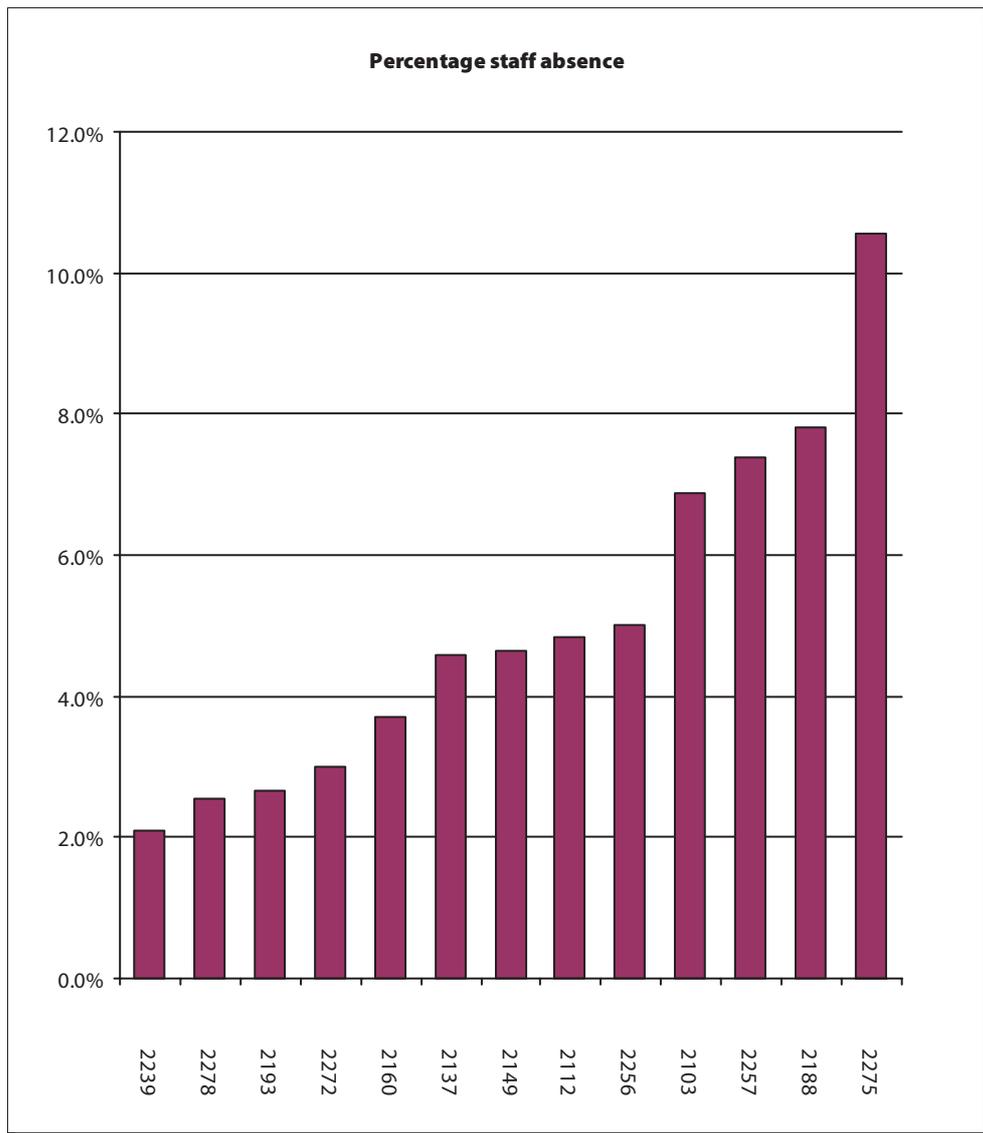
$([TALAM] - [TALAE]) / [FTFLE]$

**Acceptable parameters: >2 and <22 hectares**

# PI 13a Percentage staff absence

**Family group H6**

	<b>Percentage absence (industrial injury only)</b>	<b>Percentage staff absence (including industrial injury)</b>
Average	0.23%	5.06%
Lowest	0.00%	2.10%
Highest	2.18%	10.55%



## Source data

[STSIC]

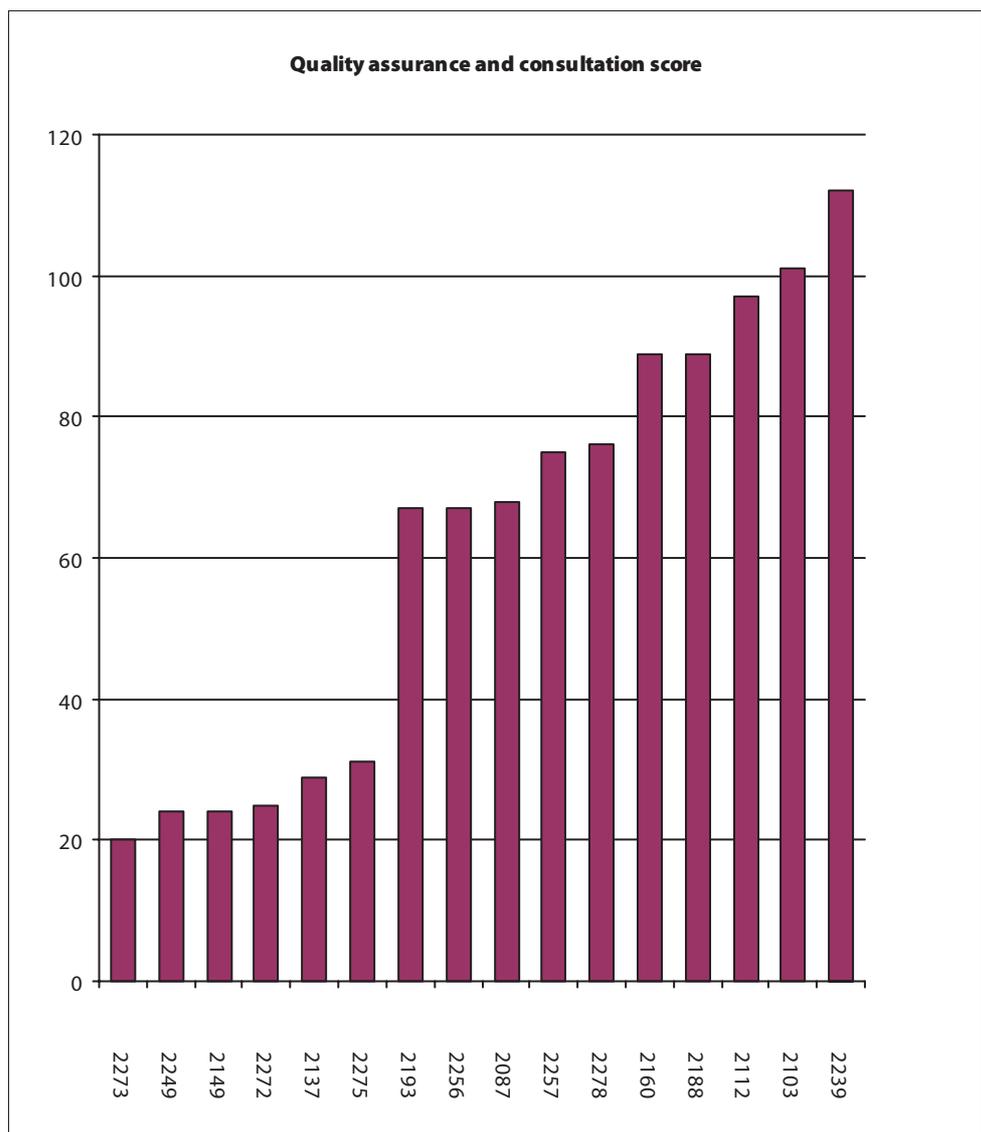
**Acceptable parameters: >0% and <=16%**

# PI 15 Quality assurance and consultation process score

Family group H6

## Quality assurance and consultation process score

Average	62.13
Lowest	20
Highest	112



### Source data

See attached explanatory notes

**Acceptable parameters: >0**

# PI 15 Quality assurance and consultation process score

## Performance indicator methodology and scoring

### 1. Customer consultation

What customer consultation methods are used?

Criteria	Score
a. External organisations	15
b. Internal organisations (not parks section)	8
c. Postal questionnaires	8
d. Internal organisations (parks section)	3
e. Comment cards/forms	3
f. Friends/resident groups	3
<b>Maximum available score</b>	<b>40</b>

### 2. Quality systems/procedures

Has your organisation been awarded/accredited the following?

Criteria	Score
a. ISO 9000/2	10
If not but working towards ISO9000/2	4
b. ISO 14001	10
If not but working towards ISO14001	4
c. Chartermark	10
d. IIP	10
If not but commitment lodged	4
e. Documented internal quality system	4
<b>Maximum available score</b>	<b>44</b>

### 3. Participation and awards

Do you have any of the following? Have you taken part in or won any of the following?

Criteria	Score
a. BS 7370 for sports pitch maintenance	3
If not but working towards it	1
b. Green flag awards	5
c. EFQM business excellence model status	5
d. Taken part in a regional in bloom competition	2

e. Won a regional in bloom competition	5
f. Won a nations in bloom competition	5
g. Visitors charter	1
h. Positive about disabilities award	5
i. Parks strategy	3
j. Tree/woodland strategy	1
k. Charter for the bereaved	3
l. Children's play strategy	2
m. Bio diversity action plan	2
n. Tidy Britain group (ENCAMS) awards	5
o. TBG people and places cleanliness survey	1
p. Host any county standard sports events	1

**Maximum available score** **49**

#### **4. Publication of service standards/quality procedures/complaints procedures**

How does your authority publish its' service standards/quality procedures/complaint procedures?

<b>Criteria</b>	<b>Score</b>
a. Distribution to every resident/household	15
b. Local press adverts	8
c. Leaflets in public buildings	8
d. Notices/posters in public buildings/areas	8
e. On request	1

**Maximum available score** **40**

#### **5. Complaints procedure**

What is your target time for rectifying formal complaints?

<b>Criteria</b>	<b>Score</b>
a. Within 1 working day	40
b. Within 2 working days	30
c. Within 3 working days	20
d. Within 5 working days	10
e. Over 5 working days	5

What percentage of formal complaints was rectified within your target time?

<b>Criteria</b>	<b>Score</b>
a. More than 95%	100%
b. 90% up to 95%	80%
c. 85% up to 90%	60%
d. 75% up to 85%	40%
e. Less than 75%	20%

Note: The two response scores are multiplied, for example:

Example

Target time = within 1 working day (score =40)

Rectification within target = 87% (score=60%)

Complaints procedure score= 40 x 60% = 24

**Maximum available score 40**

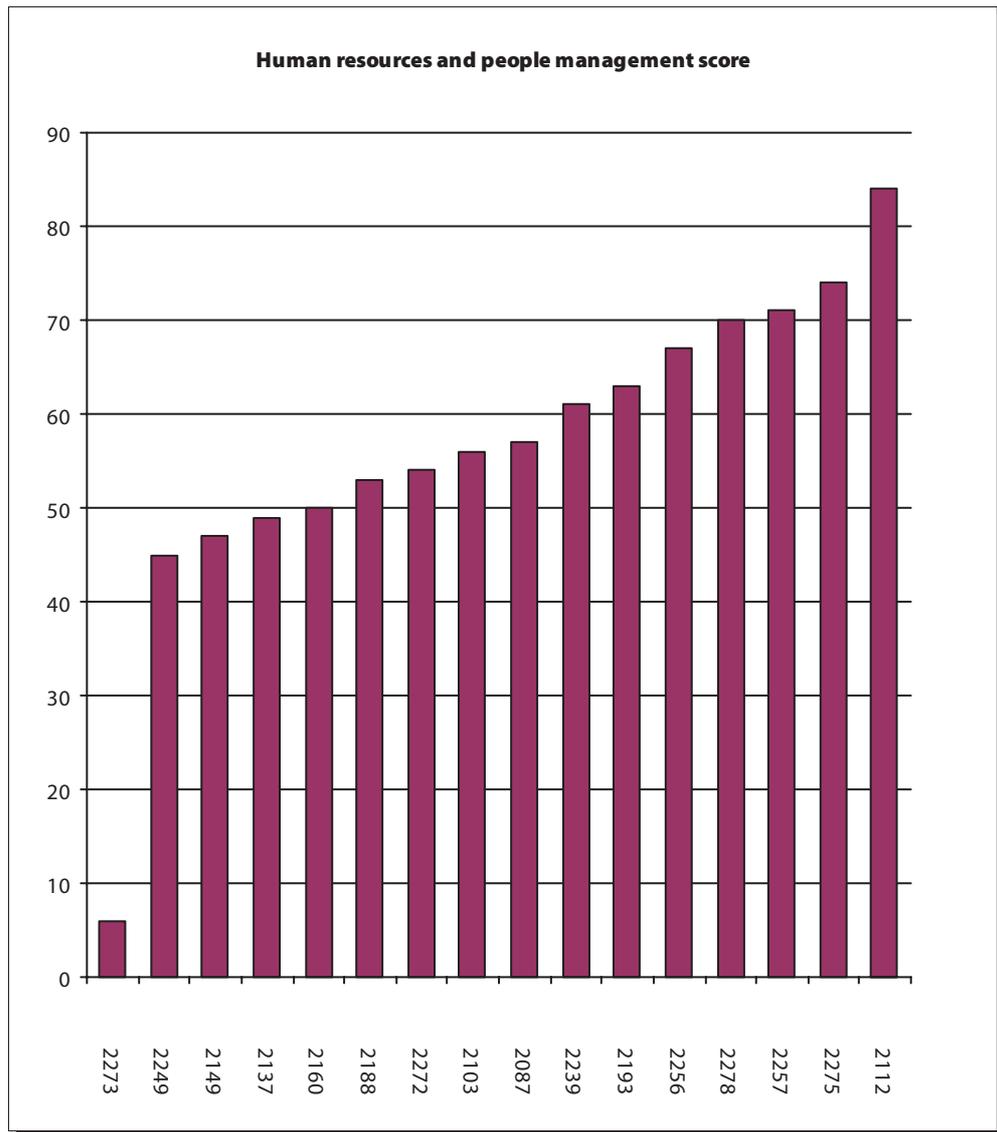
**Maximum available total score 213**

# PI 16 Human resources and people management

**Family group H6**

**Human resources and people management score**

Average	56.69
Lowest	6
Highest	84



## Source data

See attached explanatory notes

**Acceptable parameters: >0**

# PI 16 Human resources and people management score

## Performance indicator methodology and scoring

### 1. Investors in people (IIP)

a. What percentage of staff has an agreed personal development plan?

<b>Response</b>	<b>Score</b>
Less than 25%	2
Less than 50%	4
Less than 75%	6
75% and above	8

b. Does your organisation have a formal appraisal system for all staff?

<b>Response</b>	<b>Score</b>
Yes	6
No	0

c. Does your organisation have a formal team briefing procedure?

<b>Response</b>	<b>Score</b>
Yes	6
No	0

d. Has your organisation been awarded IIP status?

<b>Response</b>	<b>Score</b>
Yes	6
No but commitment lodged	2
No	0

**Maximum available score** **26**

### 2. Training investment

a. Indicate the average number of days training per year per permanent employee.

<b>Response</b>	<b>Score</b>
Up to 1 day	2
Up to 2 days	4
Up to 3 days	6
Up to 4 days	8
Up to 5 days	10
Over 5 days	12

b. Indicate the total number of training placements, expressed as a percentage of the number of FTE permanent employees.

<b>Response</b>	<b>Score</b>
>0% but <2% placements	2
>2% but <4% placements	4
>4% but <6% placements	6
>6% but <8% placements	8
>8% but <10% placements	10
>10% placements	12

**Maximum available score** **24**

### 3. Qualification levels

a. Indicate the percentage of the permanent workforce holding, or working towards, NVQ Level II or equivalent in a relevant discipline

<b>Response</b>	<b>Score</b>
Up to 20%	3
Over 20% up to 40%	6
Over 40% up to 60%	9
Over 60% up to 80%	12
Over 80%	15

b. Indicate the percentage of the permanent workforce holding, or working towards, NVQ Level III or equivalent in a relevant discipline

<b>Response</b>	<b>Score</b>
Up to 5%	2
Over 5% up to 10%	4
Over 10% up to 15%	6
Over 15% up to 20%	8
Over 20%	10

**Maximum available score** **25**

### 4. Health and safety

a. Indicate the average number of days lost per annum per employee as a result of reportable accidents under RIDDOR

<b>Response</b>	<b>Score</b>
Up to 1 day	10
Over 1 day up to 2 days	8
Over 2 days up to 3 days	6
Over 3 days up to 4 days	4
Over 4 days	2

b. Indicate the percentage of activities covered by a documented risk assessment

<b>Response</b>	<b>Score</b>
Up to 20%	2
Over 20% up to 40%	4
Over 40% up to 60%	6
Over 60% up to 80%	8
Over 80%	10

c. Indicate the percentage of goods/materials covered by a documented COSHH assessment

<b>Response</b>	<b>Score</b>
Up to 20%	1
Over 20% up to 40%	2
Over 40% up to 60%	3
Over 60% up to 80%	4
Over 80%	5

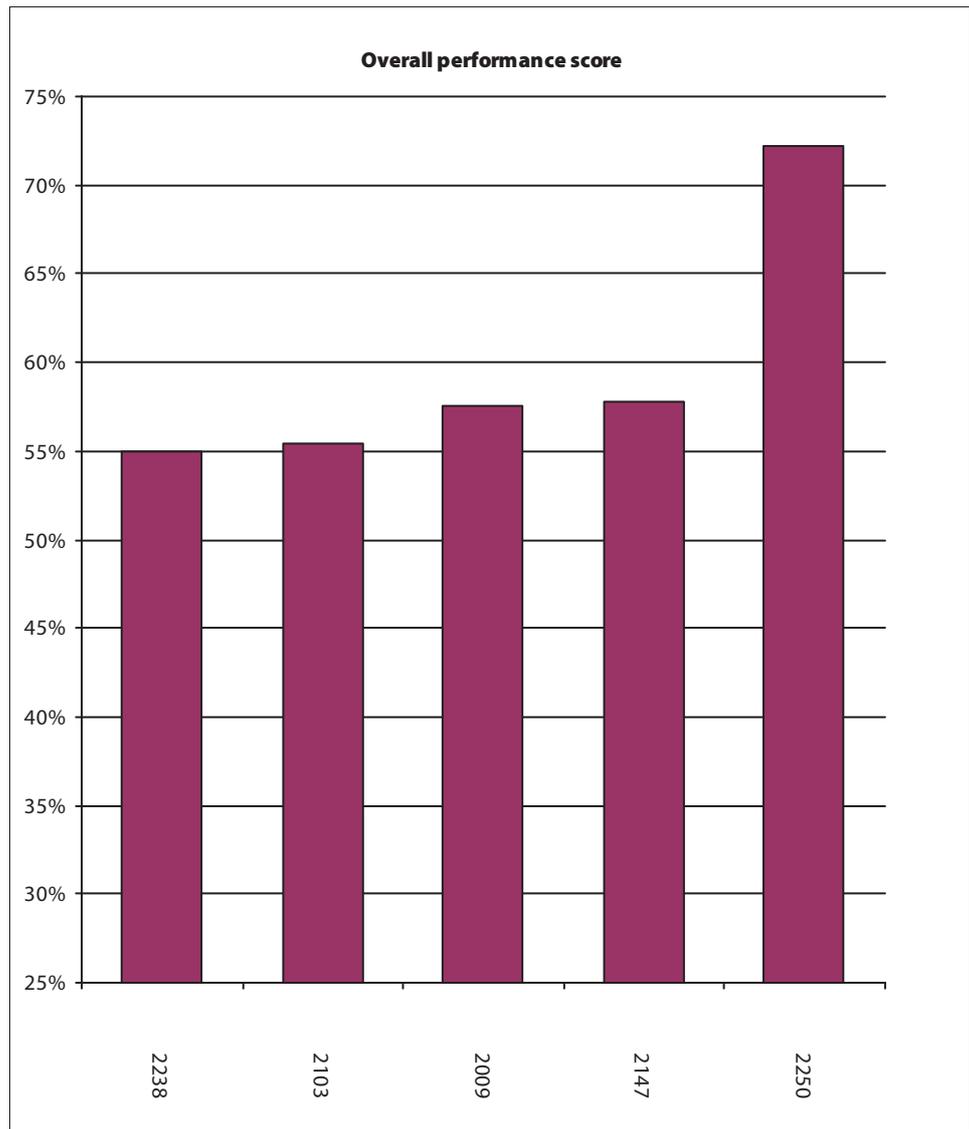
**Maximum available score** **25**  
(Note: no response scores as zero).

**Maximum available total score** **100**

# PI 22 Customer satisfaction performance indicator

## Family group All family groups

	Staff and information	Services provided	Service standards	Overall performance score
Average	62.40%	62.16%	57.21%	59.59%
Lowest	55.24%	57.05%	50.57%	55.02%
Highest	68.87%	74.99%	72.38%	72.17%



### Source data

See attached explanatory note

**Acceptable parameters: No parameters**

# PI 22 Customer satisfaction surveys

## Performance indicator methodology and scoring

Results for the customer satisfaction survey performance indicator reports are calculated in the following way. Questions are divided into three sections as follows:

### Staff and information

- a. Friendliness/co-operation of staff
- b. Presentation of staff
- c. Ease of obtaining information/help
- d. Ease of reporting deficiencies/making complaints

### Services provided

- e. Provision of flower beds/floral displays in public areas
- f. Provision of outdoor sports pitches/playing fields
- g. Provision of children's play areas
- h. Provision of public parks

### Service standards

- i. High standard of maintenance of public grass areas
- j. High standard of litter clearance in horticultural areas
- k. High standard of maintenance of children's play areas
- l. High standard of maintenance of outdoor pitches/playing fields
- m. Feeling of personal safety in public parks
- n. Organised events in public parks
- o. Keeping public parks clear from dog fouling
- p. Ensuring that dogs are kept under control on leads in parks
- q. Provision of public toilets in parks.

The average score (between 0 and 5) for importance for each question is calculated and converted to a percentage to give an importance weighting for each question. The average score (between 0 and 5) for performance for each question is calculated and then multiplied by the importance weighting to give a weighted performance score, e.g.

Friendliness/co-operation of staff	
Average importance score	= 4.4 (88%)
Average performance score	= 4.15
Weighted performance score	= 4.15 x 88%
	= 3.652

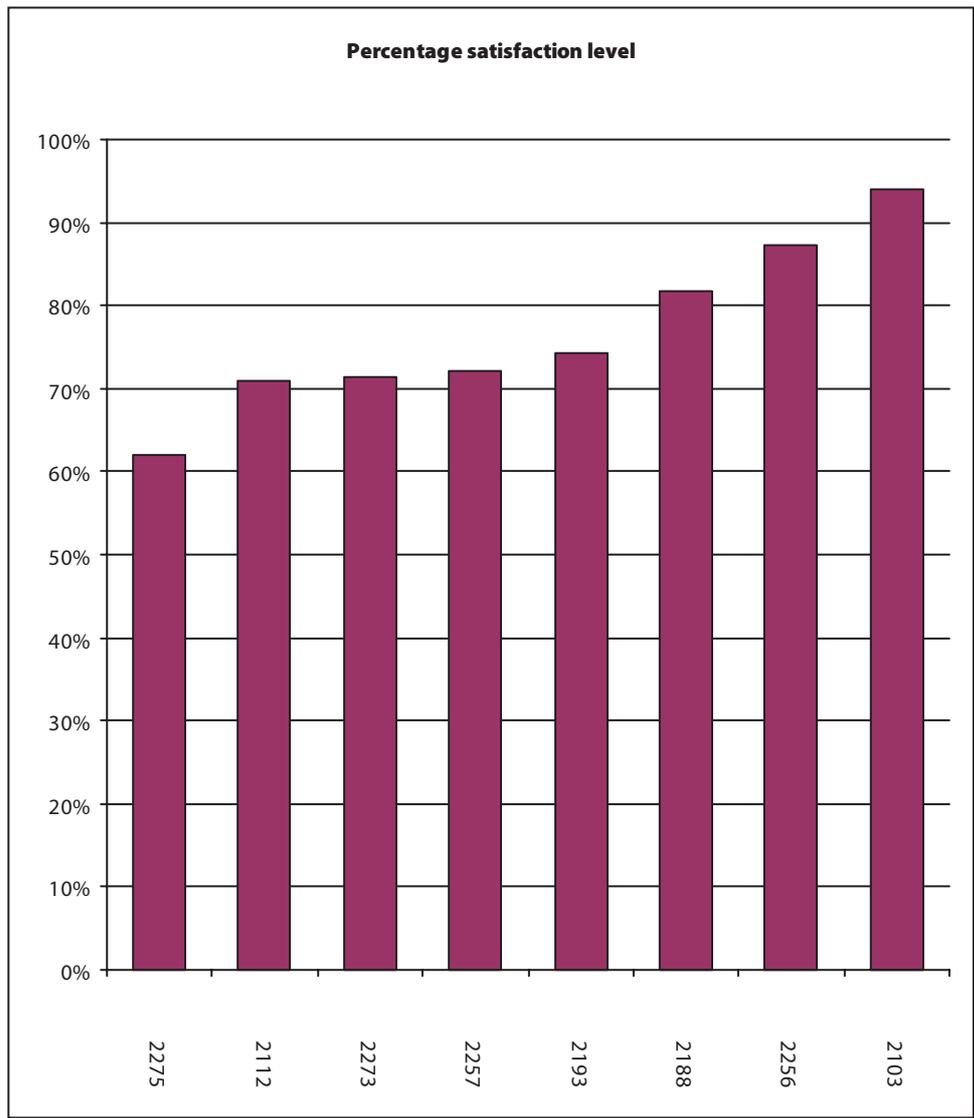
The weighted performance scores for all questions in each of the three sections are added together and divided by the number of questions in that section to produce an average weighted performance score for the whole section. This is then converted into a percentage for presentation in the performance indicator report.

To obtain the overall customer satisfaction indicator (CSI) score the weighted performance scores for all questions are added together and divided by the total number of questions to produce an overall average weighted performance score. This is also converted into a percentage for presentation in the performance indicator report.

# PI 38 Community / customer surveys undertaken

Family group H6

	Percentage satisfaction level
Average	76.69%
Lowest	62.10%
Highest	94.00%



## Source data

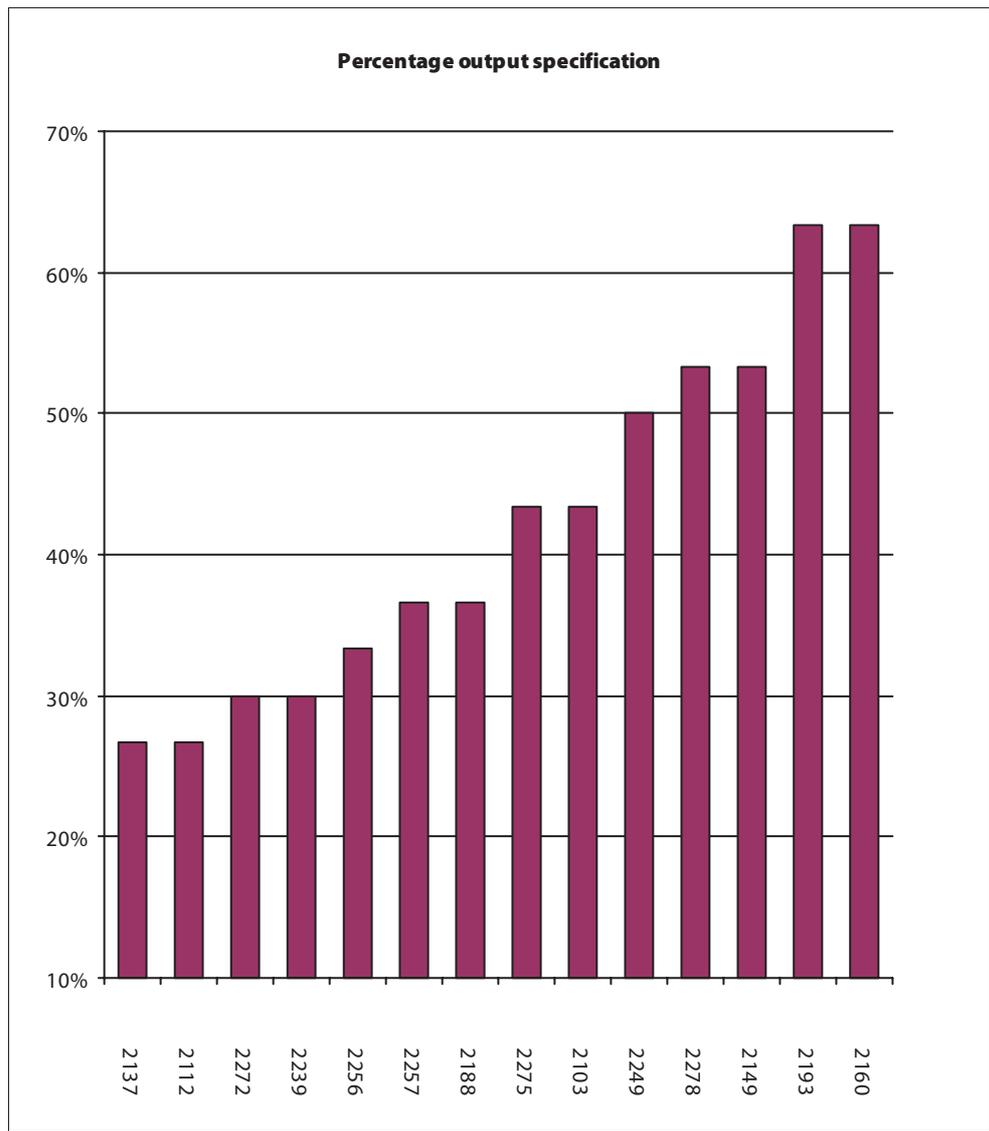
[CSPSC]

**Acceptable parameters: >0%; minimum of 100 respondents**

# PI 23 Output specification

**Family group H6**

	<b>Percentage output specification</b>
Average	42.14%
Lowest	26.67%
Highest	63.33%



## Source data

See attached explanatory note

**Acceptable parameters: All standards/requirements secondary drivers >0**

# PI 23 Output specification

## Performance indicator methodology and scoring

The methodology and scoring for the output specification performance indicator, is detailed below. Output specification is calculated by adding the following secondary driver scores together.

### 1. Quality standard secondary driver

Total area of maintained land has been abbreviated to TALAM. This refers to calculated TALAM and therefore excludes low maintenance areas.

#### Score 1

< 1% of TALAM constitutes ornamental/fine turf

< 1% of TALAM constitutes shrub beds

Provide less than 5,000 square metres of flower beds/floral displays

#### Score 2

< 1% of TALAM constitutes ornamental/fine turf

> 1% of TALAM constitutes shrub beds

Provides less than 5,000 square metres of flower beds/floral displays

#### Score 3

> 1% of TALAM constitutes ornamental/fine turf

< 1% of TALAM constitutes shrub beds

Provide less than 5,000 square metres of flower beds/floral displays

#### OR:

< 1% of TALAM constitutes ornamental/fine turf

< 1% of TALAM constitutes shrub beds

Provides at least 5,000 square metres of flower beds/floral displays

#### Score 4

> 1% of TALAM constitutes ornamental/fine turf

> 1% of TALAM constitutes shrub beds

Provide less than 5,000 square metres of flower beds/floral displays

#### OR:

< 1% of TALAM constitutes ornamental/fine turf

> 1% of TALAM constitutes shrub beds.

Provide at least 5,000 square metres of flower beds/floral displays

#### Score 5

> 1% of TALAM constitutes ornamental/fine turf

< 1% of TALAM constitutes shrub beds.

Provide at least 5,000 square metres of flower beds/floral displays

#### Score 6

> 1% of TALAM constitutes ornamental/fine turf

> 1% of TALAM constitutes shrub beds

Provide at least 5,000 square metres of flower beds/floral displays

#### Score 7

> 3% of TALAM constitutes ornamental/fine turf

< 5% of TALAM constitutes shrub beds

Provide less than 20,000 square metres of flower beds/floral displays

**OR:**

< 3% of TALAM constitutes ornamental/fine turf

< 5% of TALAM constitutes shrub beds.

Provide at least 20,000 square metres of flower beds/floral displays

**Score 8**

> 3% of TALAM constitutes ornamental/fine turf

> 5% of TALAM constitutes shrub beds

Provide less than 20,000 square metres of flower beds/floral displays

**OR:**

< 3% of TALAM constitutes ornamental/fine turf

> 5% of TALAM constitutes shrub beds

Provide at least 20,000 square metres of flower beds/floral displays

**Score 9**

> 3% of TALAM constitutes ornamental/fine turf

< 5% of TALAM constitutes shrub beds

Provide at least 20,000 square metres of flower beds/floral displays

**Score 10**

> 3% of TALAM constitutes ornamental/fine turf

> 5% of TALAM constitutes shrub beds

Provide at least 20,000 square metres of flower beds/floral displays

**Maximum score**

**10**

**2. Frequency of operation secondary driver**

	<b>Score</b>
Less than 10 general/amenity grass cuts and only 1-2 shrub bed maintenance visits per annum	1
Less than 10 general/amenity grass cuts and 3-6 shrub bed maintenance visits per annum	2
Less than 10 general/amenity grass cuts and more than 7 shrub bed maintenance visits per annum	3
10-15 general/amenity grass cuts and less than 7 shrub bed maintenance visits per annum	4
10-15 general/amenity grass cuts and more than 7 shrub bed maintenance visits per annum	5
16-20 general/amenity grass cuts and less than 7 shrub bed maintenance visits per annum	6
16-20 general/amenity grass cuts and 7-11 shrub bed maintenance visits per annum	7
16-20 general/amenity grass cuts and more than 12 shrub bed maintenance visits per annum	8
More than 20 general/amenity grass cuts and less than 11 shrub bed maintenance visits per annum	9

More than 20 general/amenity grass cuts and  
more than 12 shrub bed maintenance visits per annum 10

**Maximum score 10**

### **3. Chemical control methods secondary driver**

Note: growth control to edges and obstacles within grassed areas (EO) weed control within shrub, rose and herbaceous beds (BEDS).

	<b>Score</b>
Residual action chemicals only used for treatments to all EO and BEDS	1
Residual or non residual chemicals used for treatments to all EO and BEDS	2
Residual or non residual chemicals used for treatments to either EO or BEDS and 6 or less visits for manual regime to other	3
Residual or non residual chemicals used for treatments to either EO or BEDS and 7 to 11 visits for manual regime to other	4
No chemicals used and less than 11 visits in total for manual regime carried out to both EO and BEDS	5
Residual or non residual chemicals used for treatments to either EO or BEDS and more than 11 visits for manual regime to other	6
No chemicals used with 4-6 BED visits and 8-13 EO visits	7
No chemicals used with 7-10 BED visits and 8-13 EO visits	8
No chemicals used with 7-10 BED visits and more than 13 EO visits	9
No chemicals used with more than 10 BED visits and more than 13 EO visit.	10

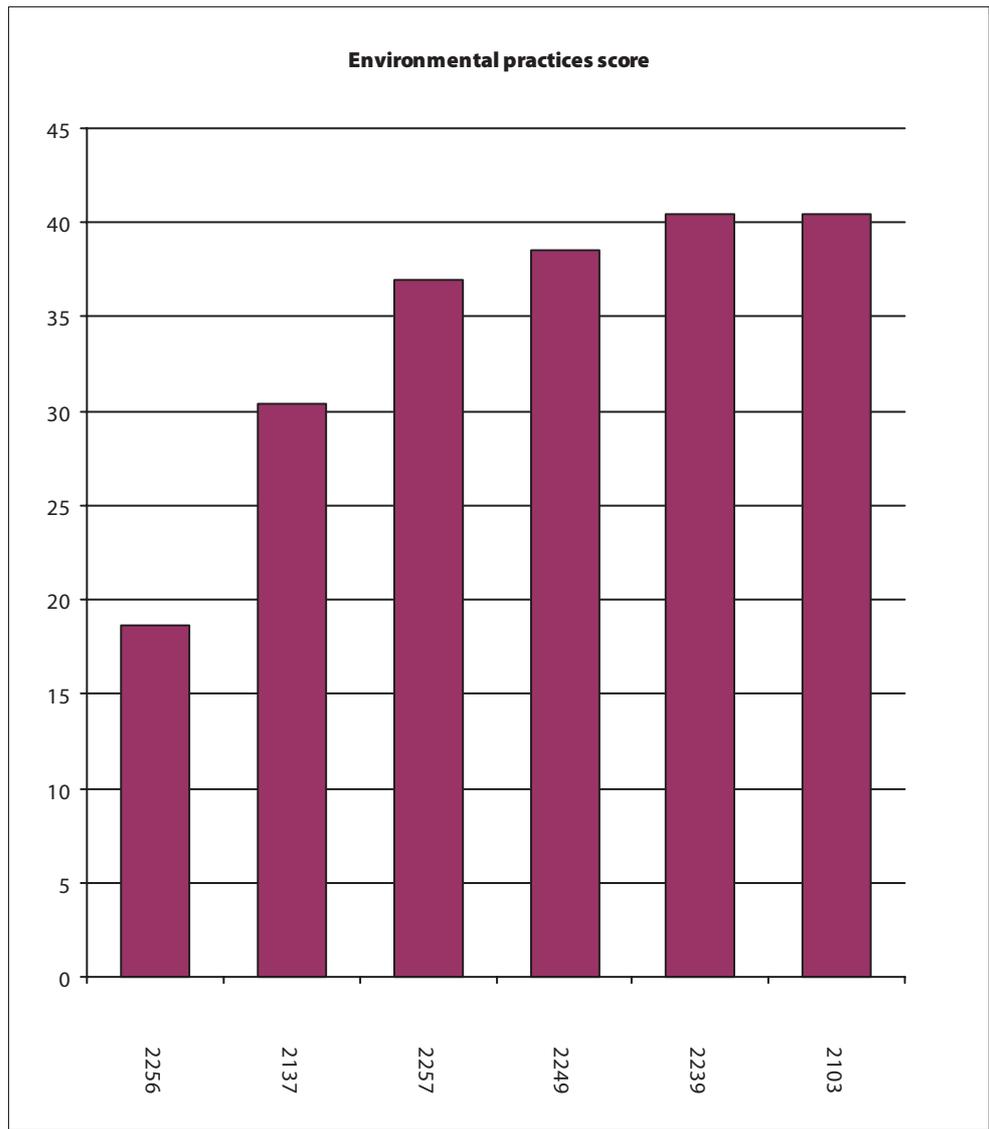
**Maximum score 10**

**Total maximum available score 30**  
**(Note: this score is shown as a percentage)**

# PI 34 Environmental practices indicator

Family group H6

	Environmental practices score
Average	34.24
Lowest	19
Highest	41



## Source data

See attached explanatory note

**Acceptable parameters: No parameters**

# PI 34 Environmental practices indicator

## Performance indicator methodology and scoring

### 1. Chemical control methods

11 minus the submitted secondary driver score for range code SFCCM

**Maximum available score** **10**

### 2. Tonnage of waste recycled

Percentage of green waste generated that is recycled  $(EITWR \div EITWP) \times 10$

**Maximum available score** **10**

### 3. Percentage of non-peat based compost used

PNPBC x 10

**Maximum available score** **10**

### 4. Percentage of vehicles run on green fuels

Percentage of vehicles run on green fuels  $(EINVG \div EINVU) \times 10$

**Maximum available score** **10**

### 5. Percentage of plant and machinery run on green fuels

Percentage of plant and machinery run on green fuels  $(EINOP \div EINOP) \times 5$

**Maximum available score** **5**

### 6. Materials covered by COSHH assessments

COSHH percentage x 5

**Maximum available score** **5**

### 7. Classified nature sites

#### a. Local nature reserves **Score**

If NCLNR <4	1
If NCLNR <7	2
If NCLNR <10	3
If NCLNR <13	4
If NCLNR >13	5

#### b. Other local designations **Score**

If NCSIN + NCSSS <26	1
If NCSIN + NCSSS <51	2
If NCSIN + NCSSS <76	3
If NCSIN + NCSSS <101	4

If NCSIN + NCSSES <126	5
If NCSIN + NCSSES <151	6
If NCSIN + NCSSES <176	7
If NCSIN + NCSSES <201	8
If NCSIN + NCSSES <226	9
If NCSIN + NCSSES >225	10

**Maximum available score 15**

### 8. EMAS environmental policy

Response	Score
You have a formal, documented environmental policy	1
You have carried out a documented initial environmental review	5
You comply with a formal, documented environmental management system (e.g. ISO 14001)	7
You have published an environmental statement	2
If you are registered with EMAS	5

**Maximum available score 20**

### 9. Parks habitat action plan

If you have a documented and actioned parks habitat action plan and;

Response	Score
You have achieved more than 50% of PHAP targets	10
You have achieved between 25% and 50% of PHAP targets	7
You have achieved less than 25% of PHAP targets	5

**Maximum available score 10**

### 10. Bio diversity action plan

Response	Score
If you have a bio diversity action plan	5

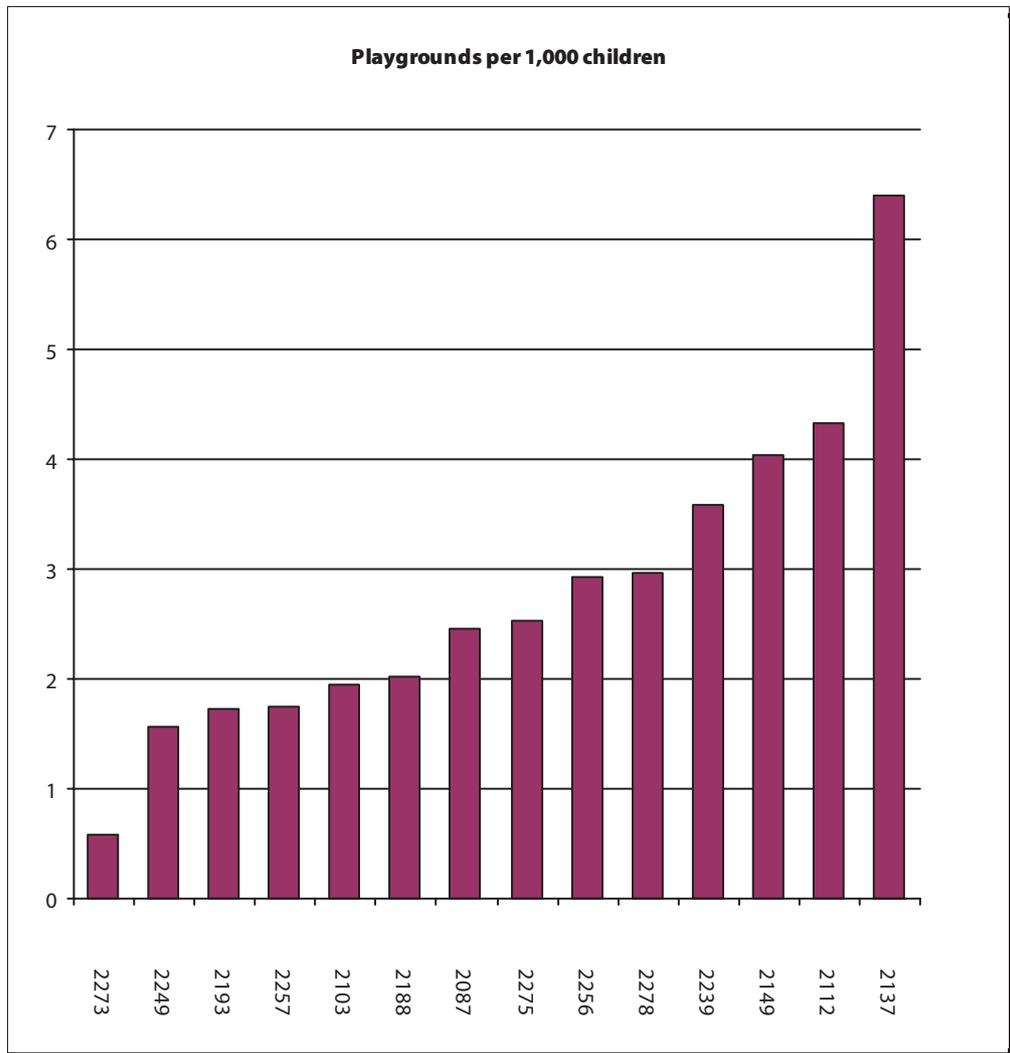
**Maximum available score 5**

**Maximum available total score 100**

# PI 18 Playgrounds per 1,000 children

## Family group H6

	Under 14's in authority	Total playgrounds	Playgrounds per 1,000 children
Average			2.77
Lowest			0.58
Highest			6.40
Lowest in range	10,676	27	
Highest in range	47,977	158	



### Source data

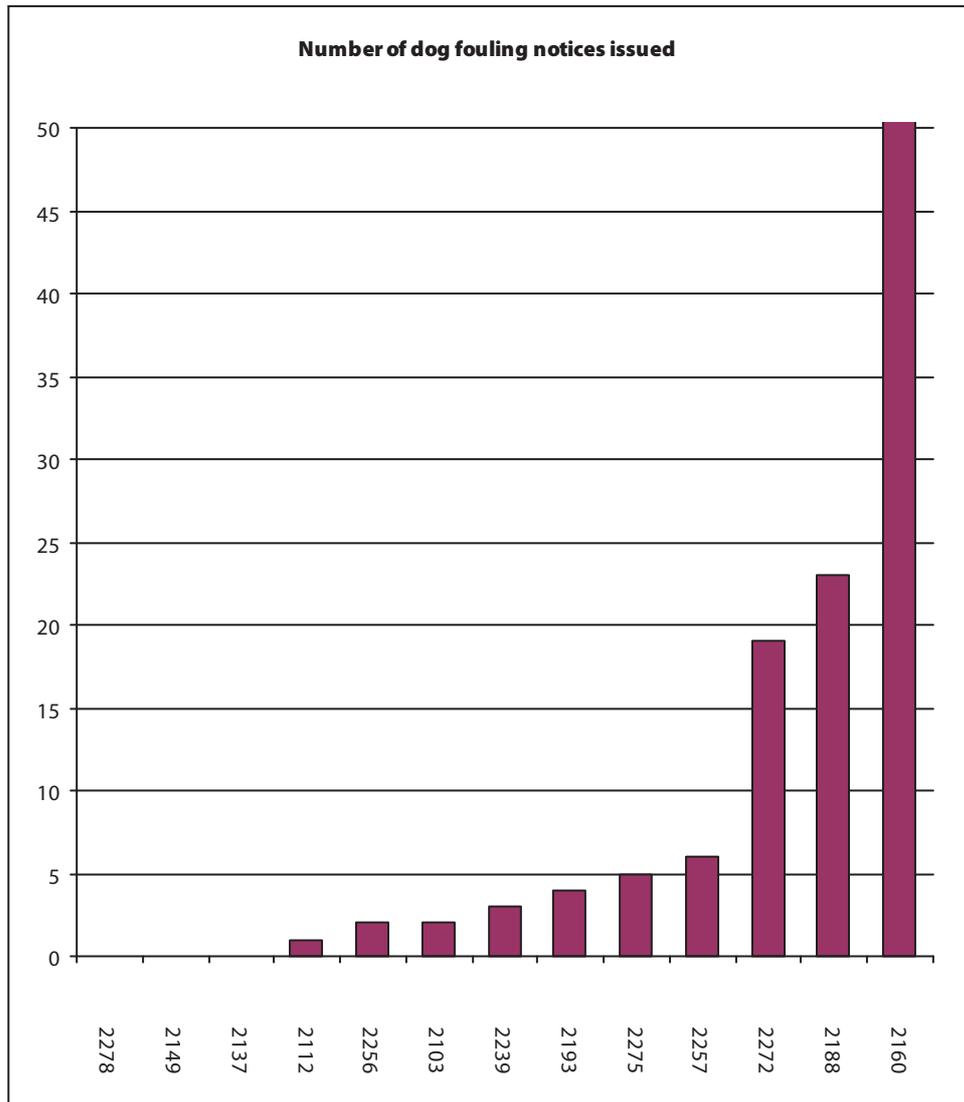
[NOPLY] / ([NOU14] / 1000)

**Acceptable parameters: <14**

# PI 36 Number of dog fouling penalty notices issued

Family group H6

	Number of dog fouling notices issued
Average	23.23
Lowest	0
Highest	237



## Source data

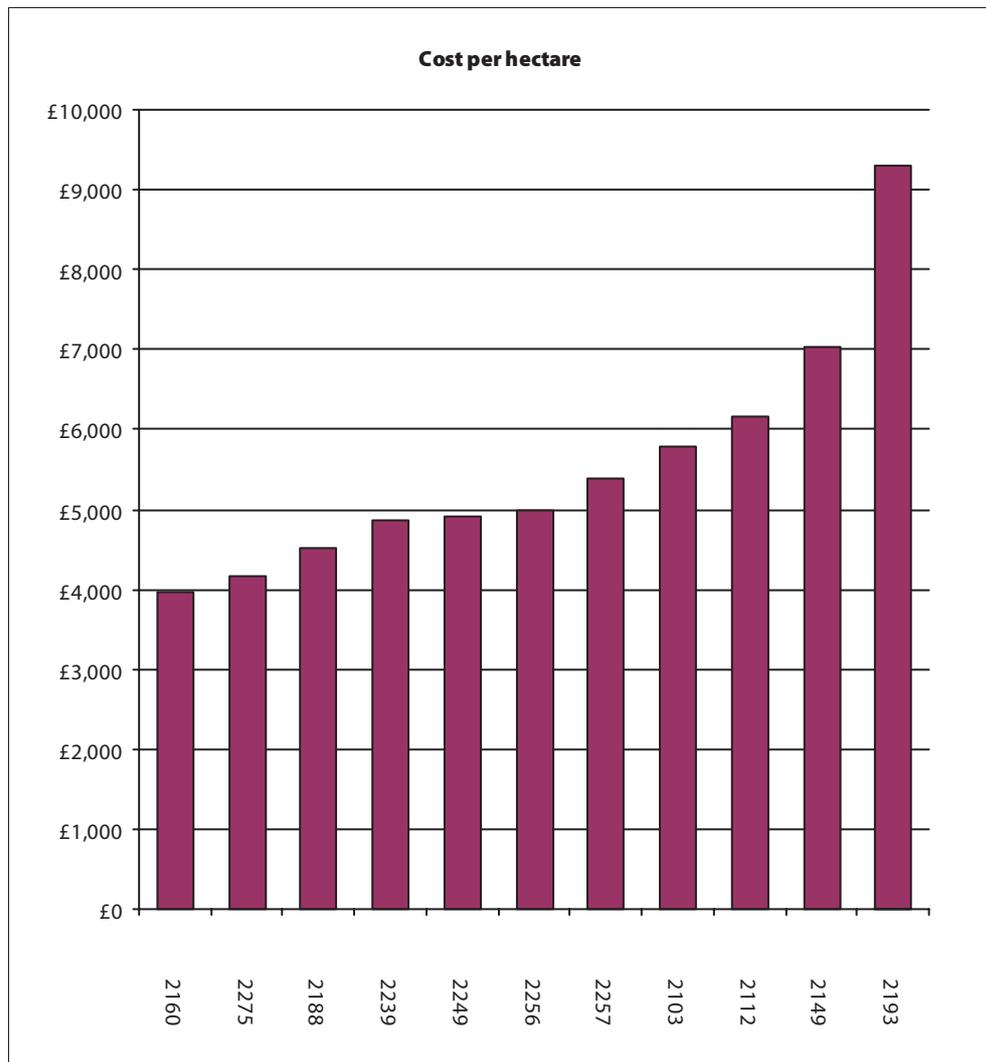
[DFPNI]

Acceptable parameters: >0; 0 if confirmed

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

## Family group H6

	Maintained area (excl low maintenance)	Total net cost (incl CEC)	Cost per hectare
Average			£5,547
Lowest			£3,956
Highest			£9,289
Lowest in range	146.65	£611,262	
Highest in range	663.00	£3,260,525	



### Source data

$(([\text{NCOSI}] - [\text{NCSTF}] - [\text{NHOTH}]) - [\text{CHLOW}]) / [\text{TALAM}]$

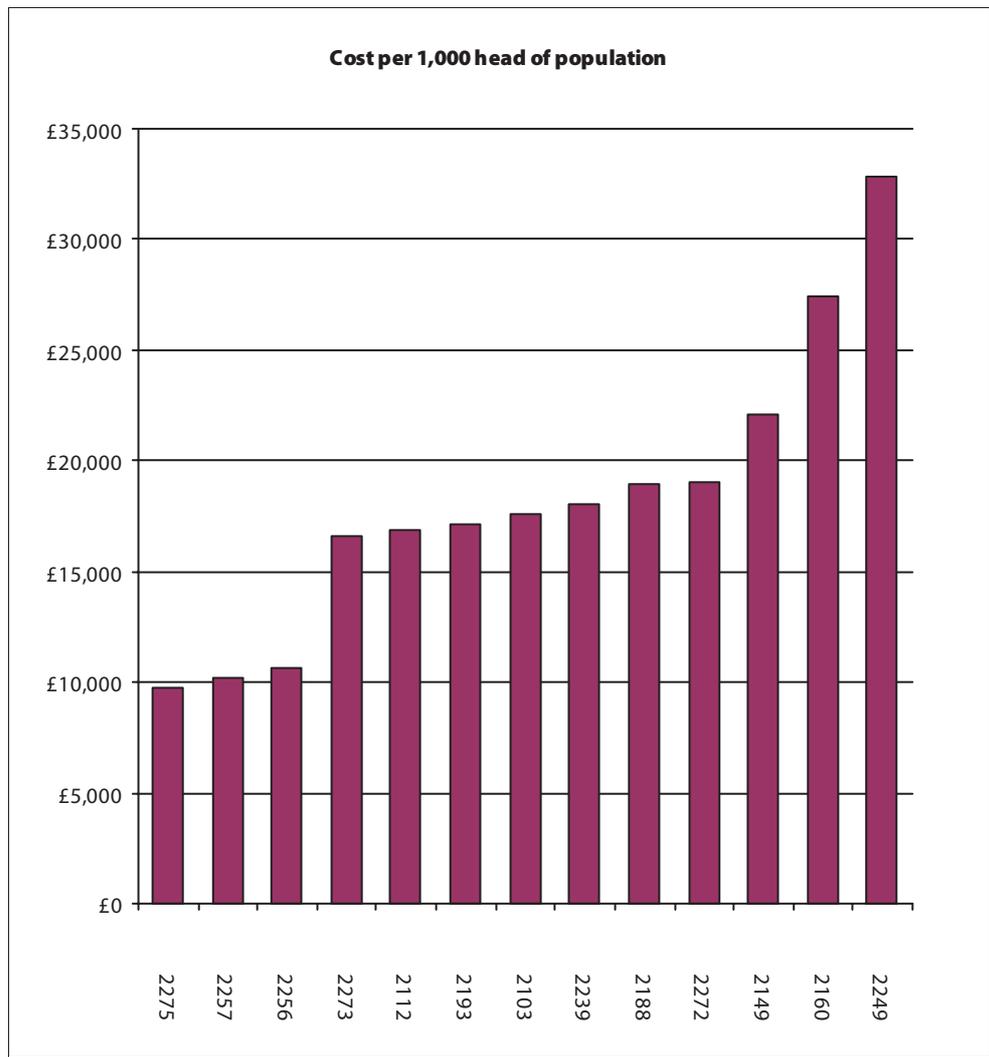
Note: This performance indicator should not be viewed in isolation - but in the context of the 'Family Group Profile' and other performance indicator reports.

**Acceptable parameters: >£1,100 and <£13,000**

# PI 17 Cost of service per 1,000 head of population (including CEC)

## Family group H6

	Total population	Total net cost (incl CEC)	Cost per 1000 head of population
Average			£18,230
Lowest			£9,703
Highest			£32,876
Lowest in range	55,000	£611,262	
Highest in range	254,373	£4,214,207	



### Source data

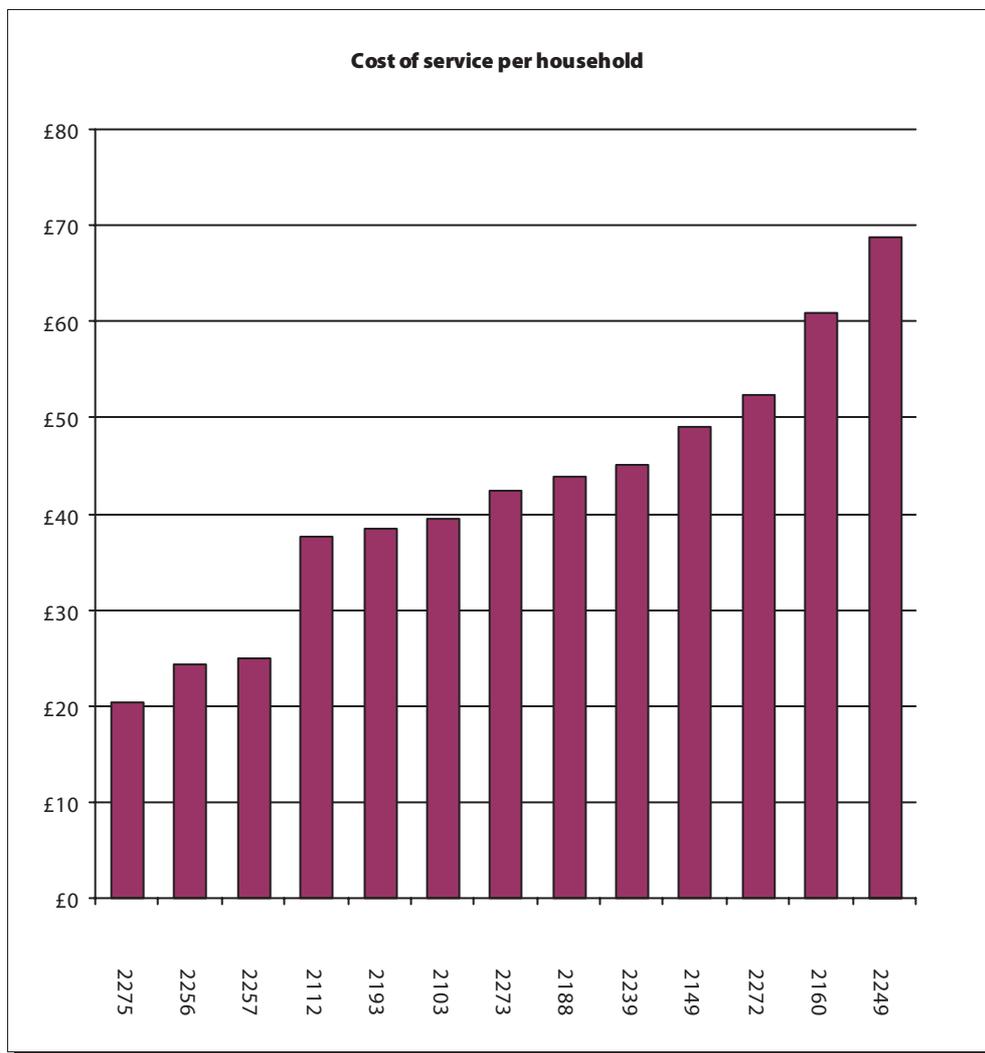
$$\frac{([NCOSI]-[NCSTF]-[NHOTH])}{([Population]/1000)}$$

**Acceptable parameters: >£6,000 and <£80,000**

# PI 21 Cost of service per household (including CEC)

## Family group H6

	Total households	Total net cost (incl CEC)	Cost of service per household
Average			£42.08
Lowest			£20.38
Highest			£68.86
Lowest in range	20,000	£611,262	
Highest in range	99,546	£4,214,207	



### Source data

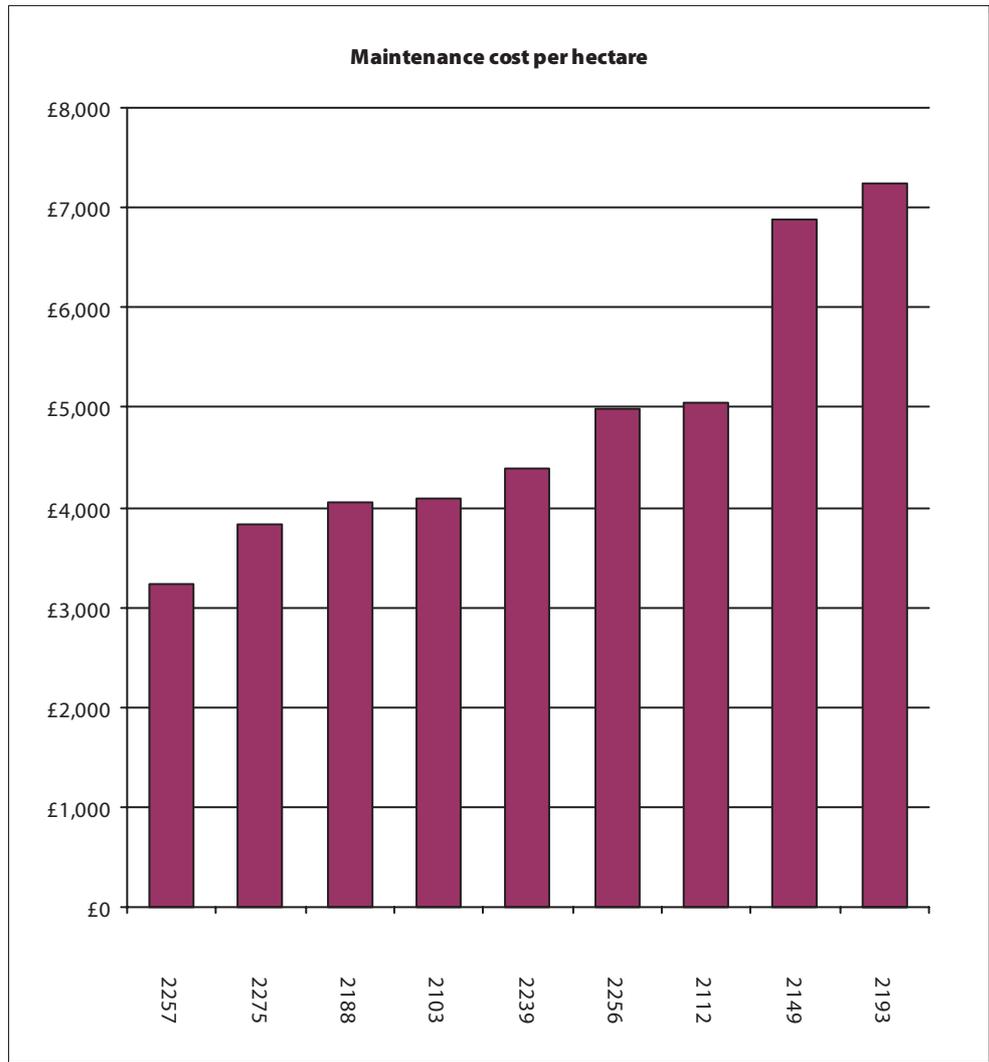
$$\frac{(([\text{NCOSI}] - [\text{NCSTF}] - [\text{NHOTH}]))}{[\text{Number of Households}]}$$

**Acceptable parameters: >£10 and <£200**

# PI 41 Maintenance cost per hectare of maintained land (including CEC)

**Family group H6**

	Maintained area (excl low maintenance)	Net cost (incl CEC)	Maintenance cost per hectare
Average			£4,861
Lowest			£3,228
Highest			£7,246
Lowest in range	146.65	£562,361	
Highest in range	596.55	£2,781,448	



## Source data

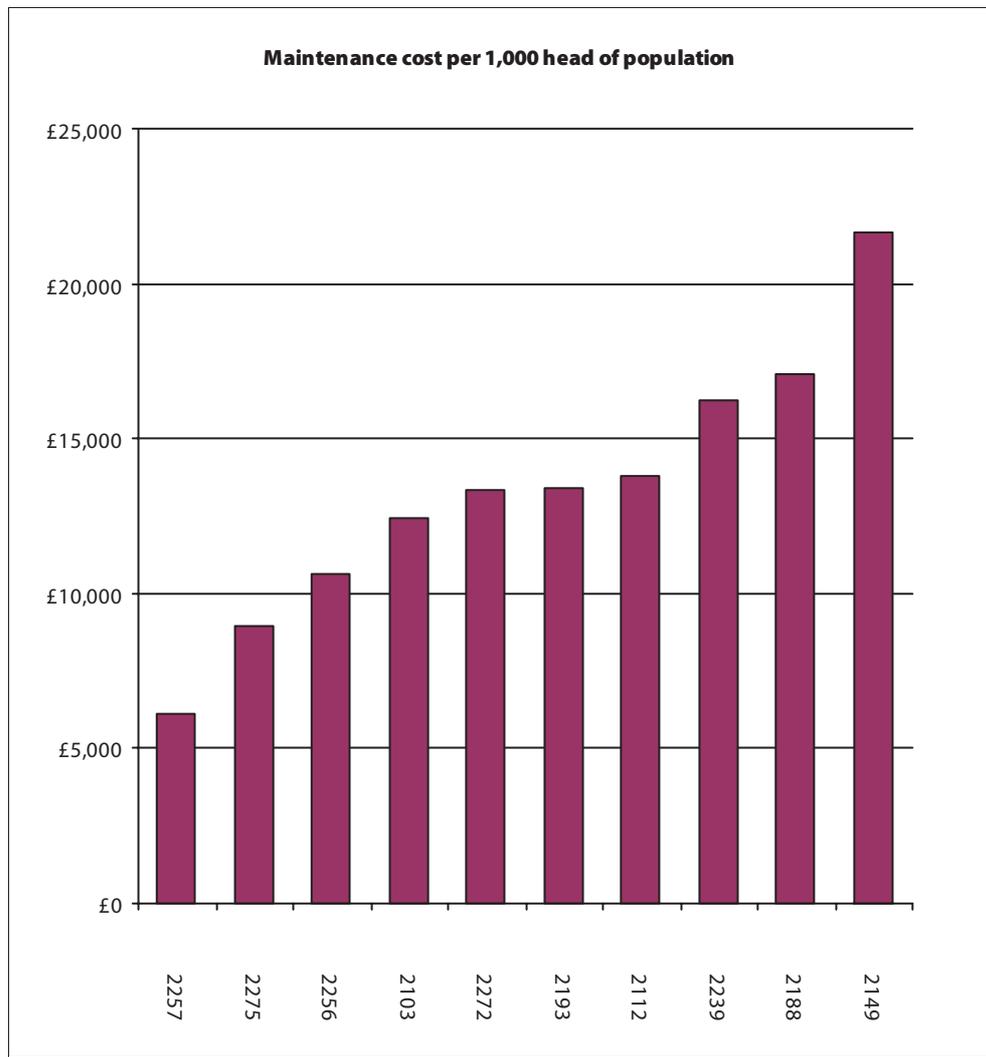
$$(( [NCOSI] - [NCSTF] - [NHOTH] ) - [CHLOW] ) * [NCAGM] ) / [TALAM]$$

**Acceptable parameters: >£700 and <£11,000**

# PI 42 Maintenance cost per 1,000 head of population (including CEC)

## Family group H6

	Total population	Net cost (incl CEC)	Maintenance cost per 1,000 head of population
Average			£13,352
Lowest			£6,104
Highest			£21,666
Lowest in range	55,000	£562,361	
Highest in range	161,100	£2,833,904	



### Source data

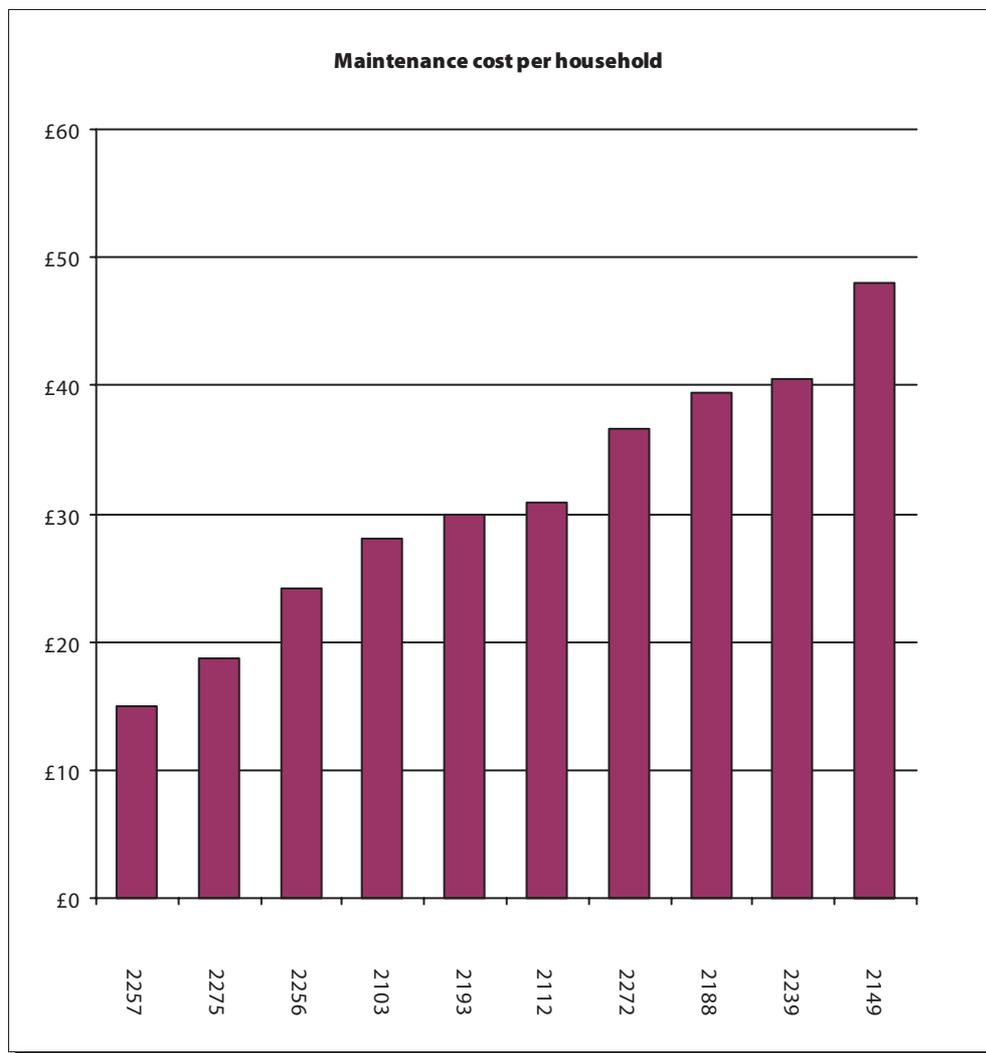
$$(( [ NCOSI ] - [ NCSTF ] - [ NHOTH ] ) * [ NCAGM ] ) / ( [ Population ] / 1000 )$$

**Acceptable parameters: >£4,000 and <£60,000**

# PI 43 Maintenance cost per household (including CEC)

## Family group H6

	Total households	Net cost (incl CEC)	Maintenance cost per household
Average			£31.12
Lowest			£14.93
Highest			£48.05
Lowest in range	20,000	£562,361	
Highest in range	64,564	£2,833,904	

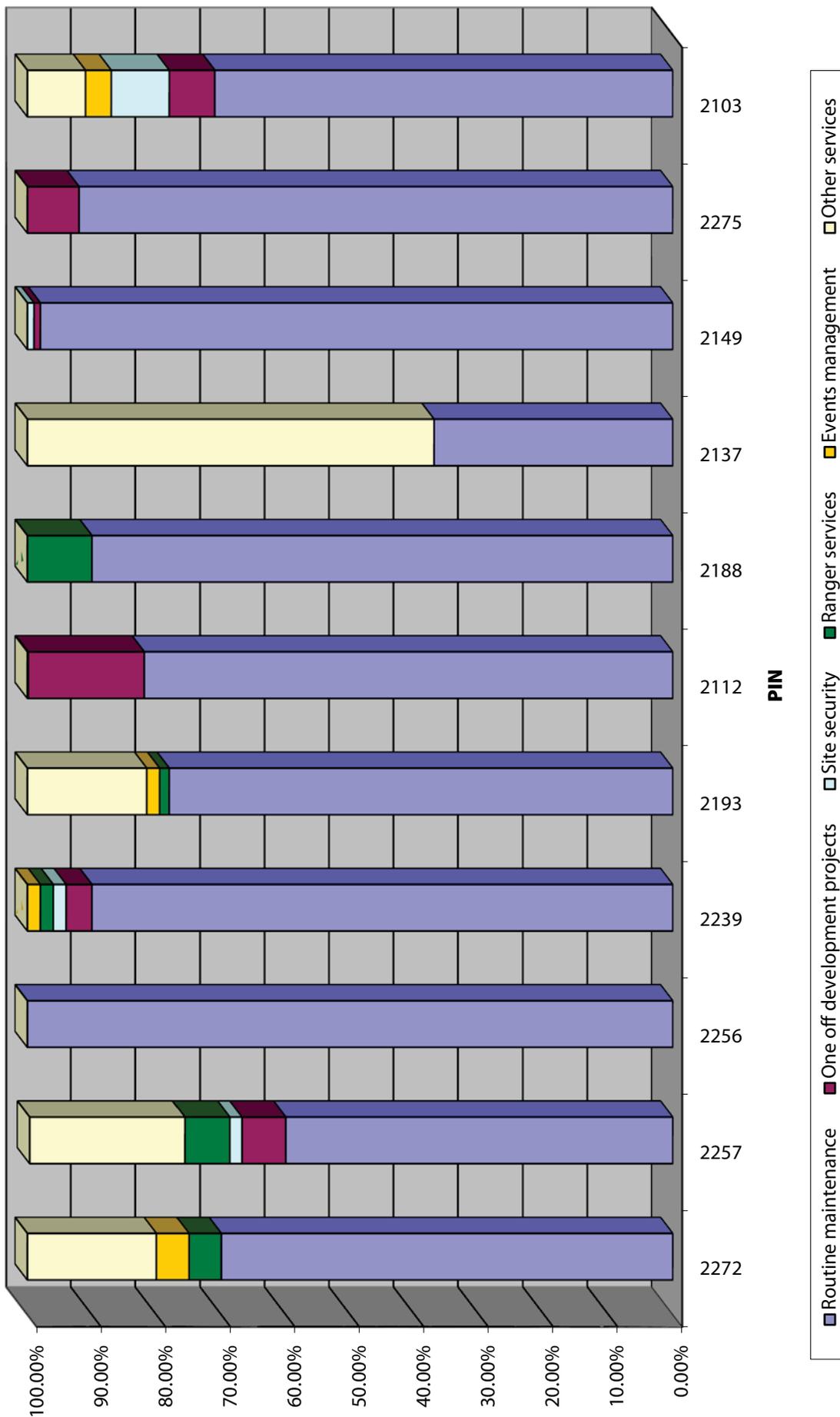


### Source data

$$(([\text{NCOSI}] - [\text{NCSTF}] - [\text{NHOTH}]) * [\text{NCAGM}]) / [\text{Number of Households}]$$

**Acceptable parameters: >£10 and <£150**

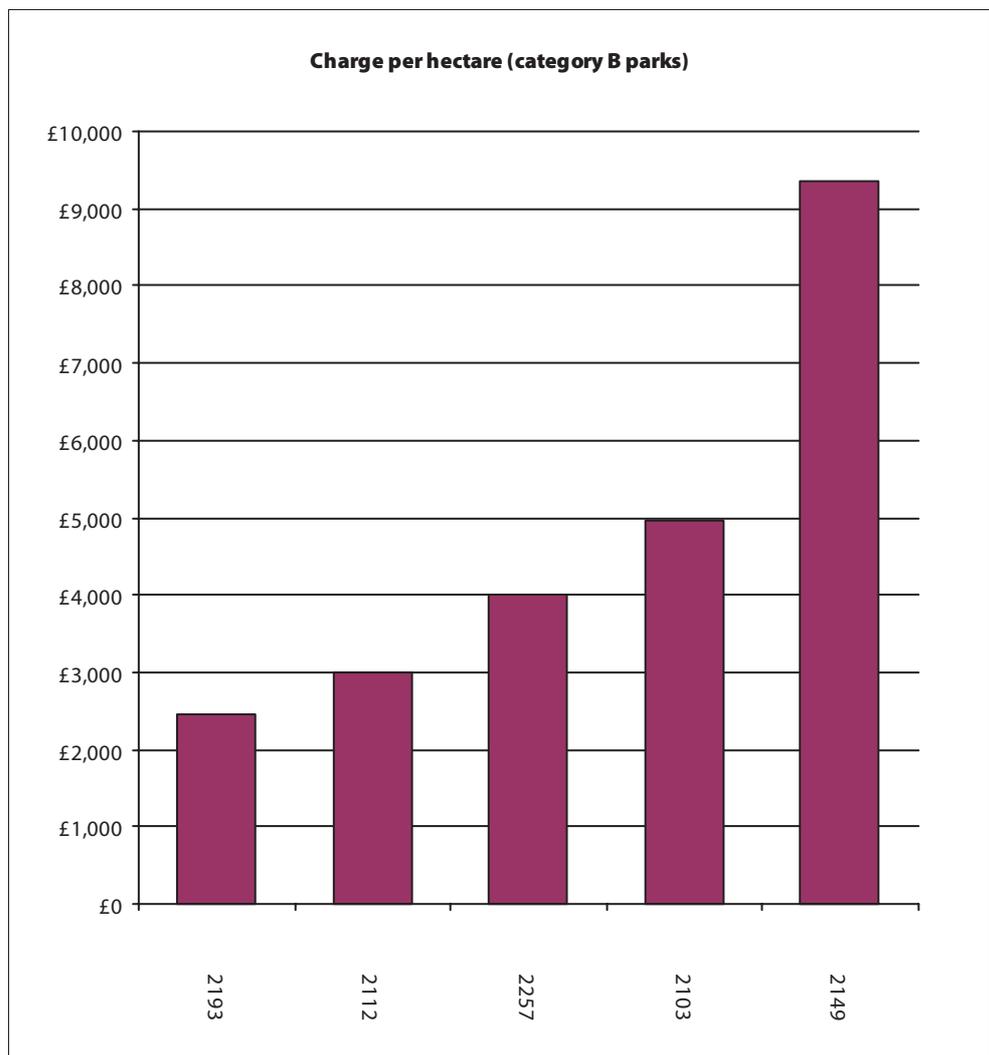
# PI 44 Apportionment of net cost of service - family group H6



# PI 07 Charge per hectare (category B parks)

## Family group H6

	Total charge for maintenance	Hectares of category B parks	Charge per hectare
Average			£4,758
Lowest			£2,451
Highest			£9,365
Lowest in range	£70,069	23.36	
Highest in range	£442,596	110.50	



### Source data

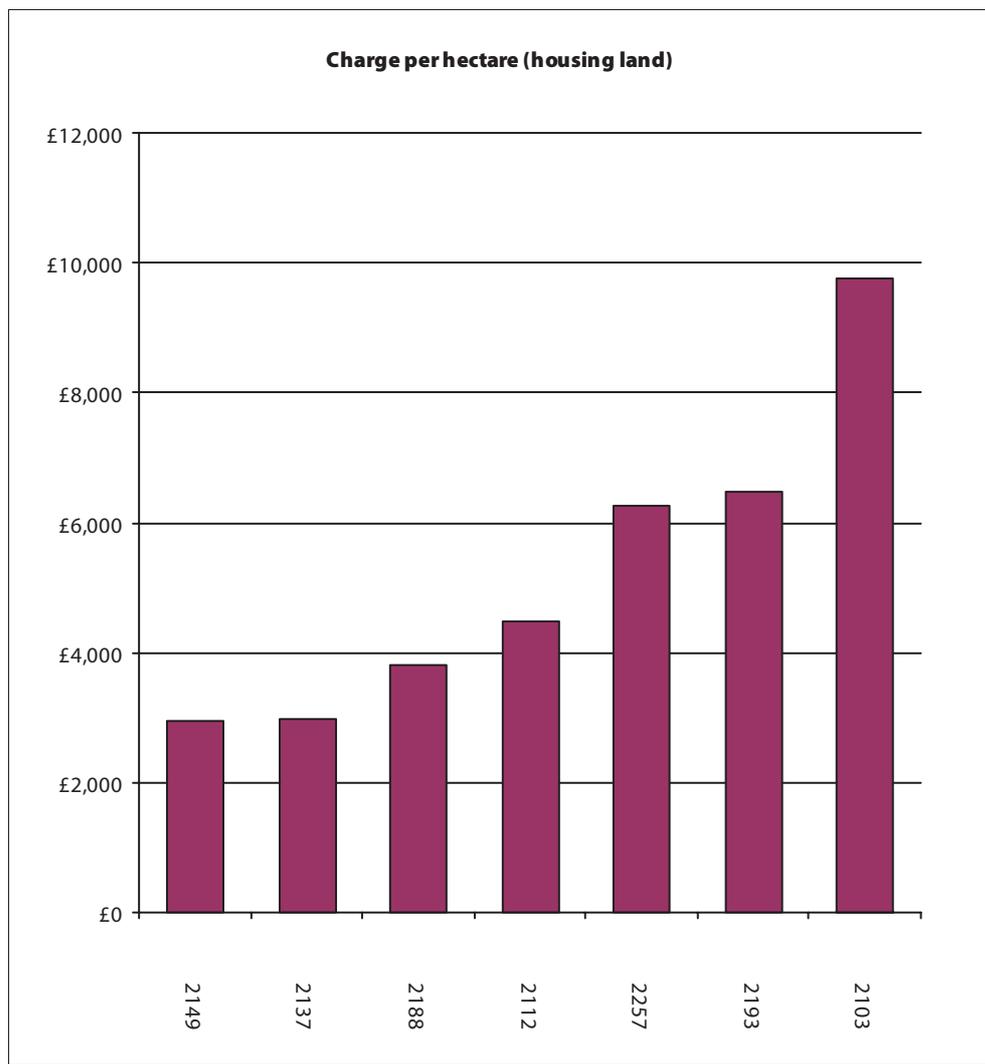
[CHDPK] / [HECBK]

**Acceptable parameters: >£1,500 and <£13,000**

# PI 10 Charge per hectare (housing land)

## Family group H6

	Total charge for maintenance	Hectares of housing land	Charge per hectare
Average			£5,241
Lowest			£2,952
Highest			£9,760
Lowest in range	£90,000	16.92	
Highest in range	£575,211	128.36	



### Source data

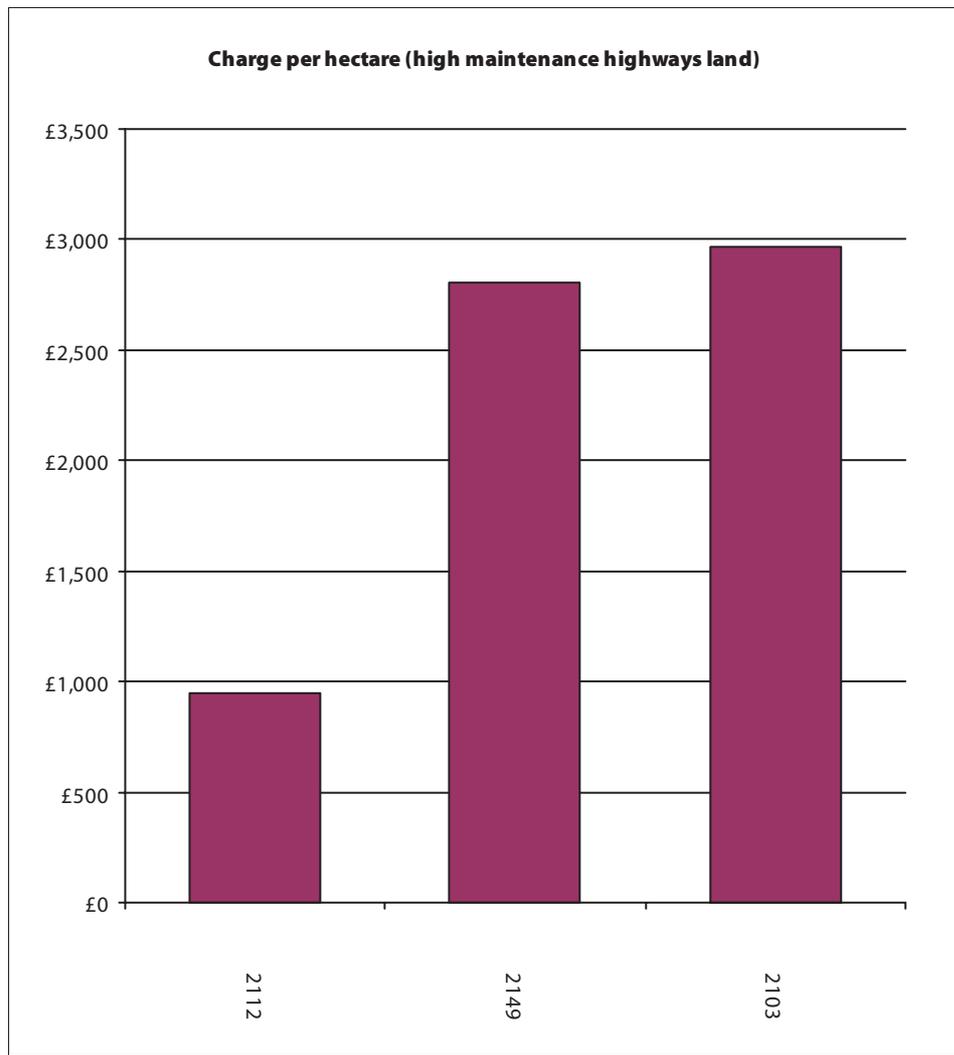
[CHCHO] + [CHSCG] / [HEHOL]

**Acceptable parameters: >£1,000 and <£10,000**

# PI 11 Charge per hectare (high maintenance highways land)

## Family group H6

	Total charge for maintenance	Hectares of highways land	Charge per hectare
Average			£2,241
Lowest			£950
Highest			£2,965
Lowest in range	£130,745	44.09	
Highest in range	£180,040	165.68	



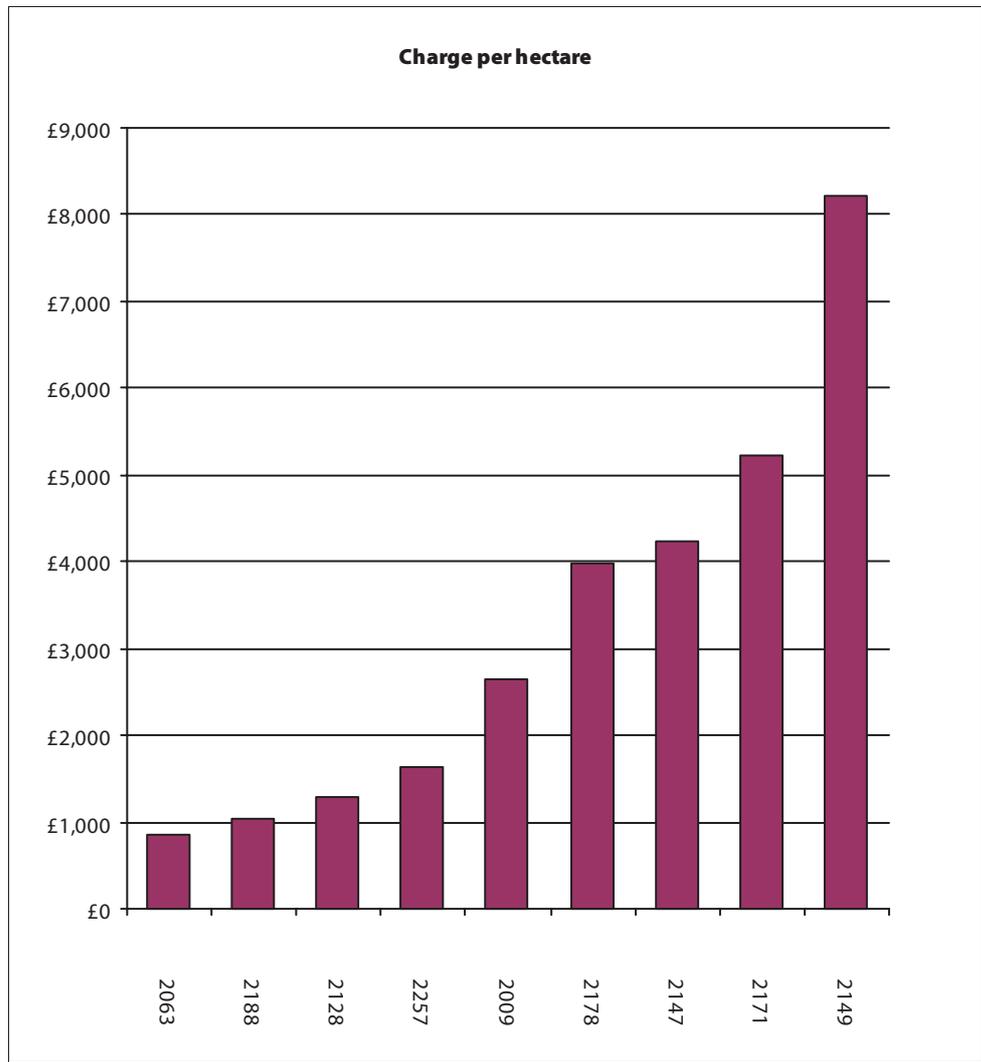
### Source data

[CHCHI] / [HEHIL]

**Acceptable parameters: >£750 and <£10,000**

# PI 25 Charge per hectare (high maintenance country parks and estates)

Family group	All family groups		
	Total charges for maintenance	High maintenance country parks and estates	Charge per hectare
Average			£3,235
Lowest			£844
Highest			£8,223
Lowest in range	£4,000	3.05	
Highest in range	£127,286	77.89	



## Source data

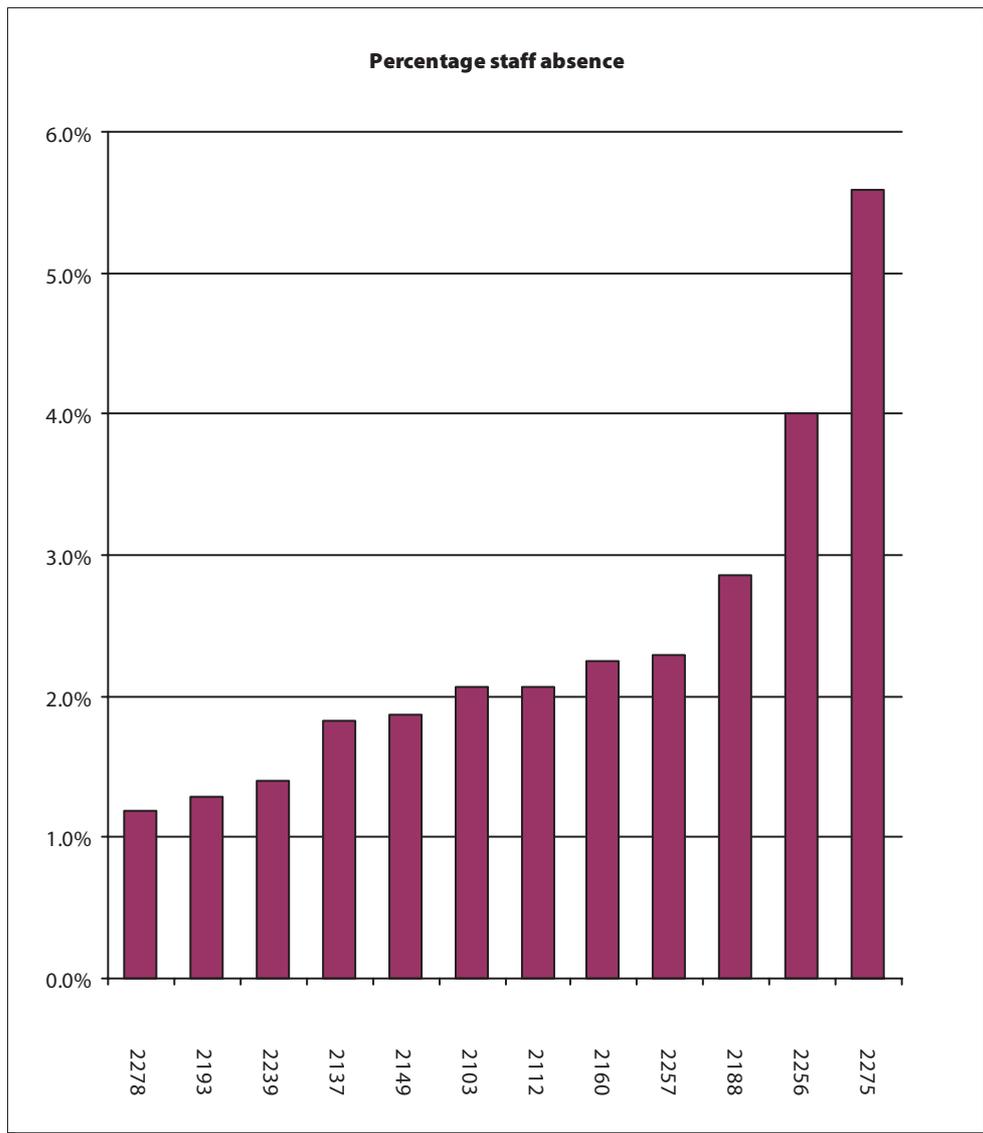
[CHPEH] / [HEPEH]

**Acceptable parameters: >£800 and <£10,000**

# PI 13b Percentage staff absence (excluding long term)

**Family group H6**

	<b>Percentage staff absence (including industrial injury)</b>
Average	2.39%
Lowest	1.19%
Highest	5.59%



## Source data

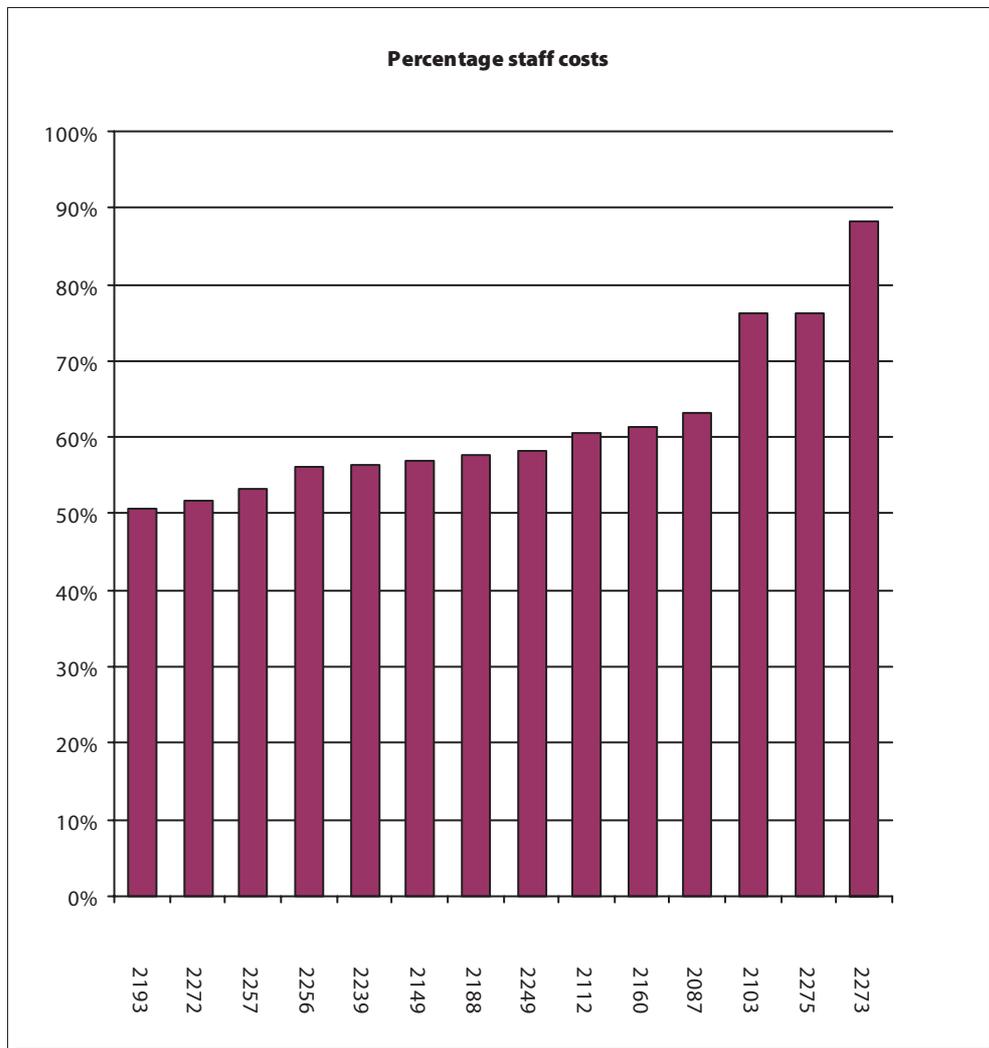
[STSIE]

**Acceptable parameters: >0% and <15%**

# PI 14 Total staff costs as percentage of total cost

**Family group H6**

	<b>All staff costs</b>	<b>Total service cost excl CEC</b>	<b>Percentage staff costs</b>
Average			61.90%
Lowest			50.66%
Highest			88.17%
Lowest in range	£32,000	£62,000	
Highest in range	£2,801,544	£3,177,844	



## Source data

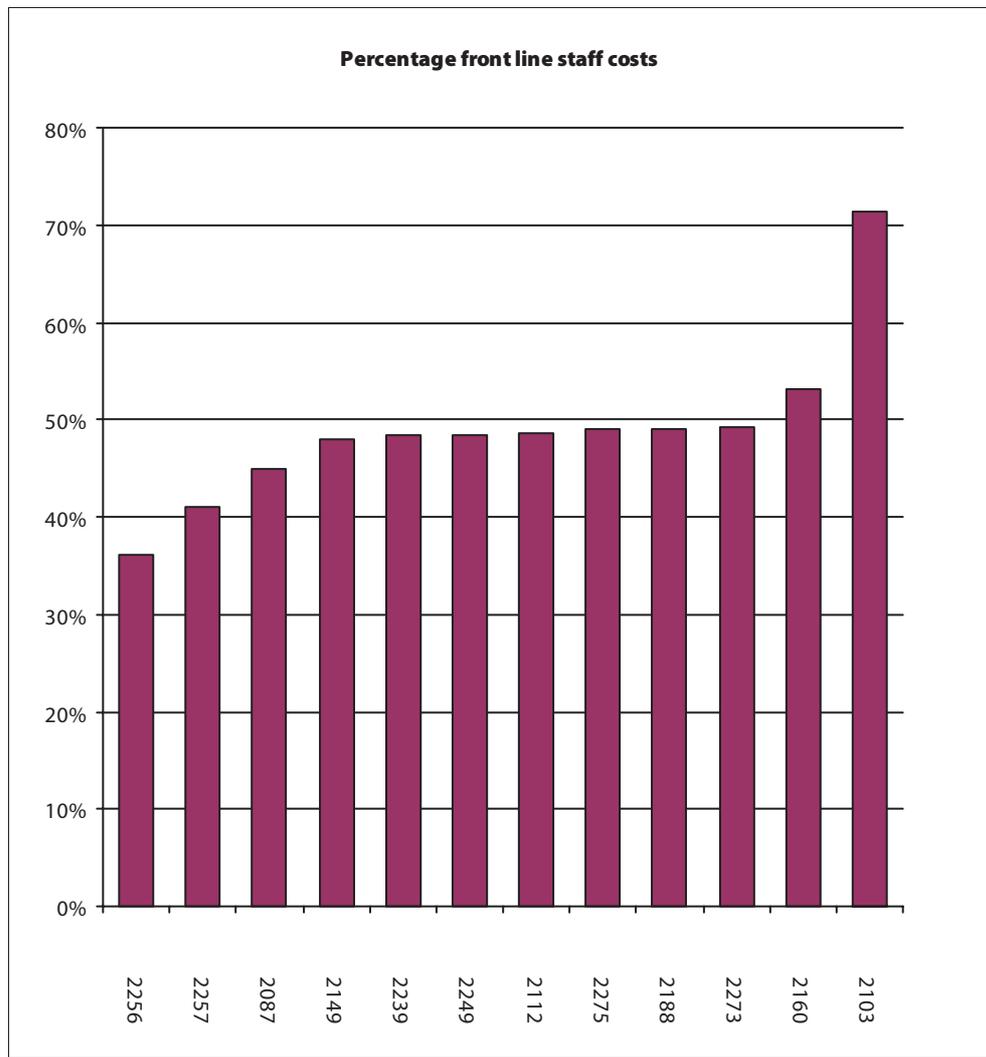
$$\frac{([SPFST] + [SPMAA] + [SPOST])}{([TCOSE] - [CNOUT] - [SPSUB] - NCSTF] - [NHOTH])}$$

**Acceptable parameters: >35% and <90%**

# PI 26 Front line staff costs as a percentage of total cost

## Family group H6

	Front line staff costs	Total service costs excl CEC	Percentage front line staff costs
Average			48.93%
Lowest			36.11%
Highest			71.34%
Lowest in range	£187,886	£419,004	
Highest in range	£1,567,356	£3,177,844	



### Source data

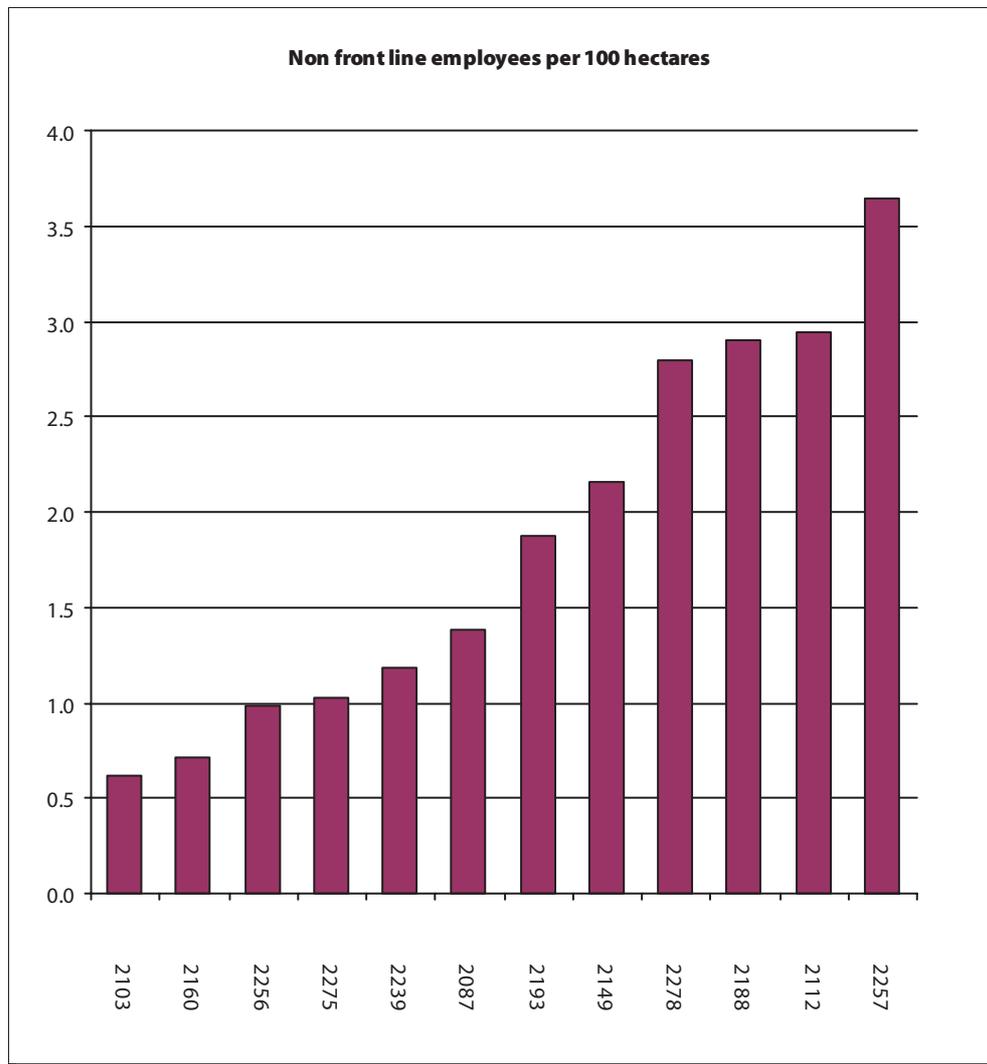
[SPFST] / ( [TCOSE]-[NCSTF]-[SPSUB]-[CNOUT]-[NHOTH] )

**Acceptable parameters: >25% and <75%**

# PI 27 Number of FTE non front line employees per 100 hectares maintained

## Family group H6

	Maintained area (excluding low maintenance)	Non front line employees (FTE)	Non front line FTE employees per 100 hectares
Average			1.85
Lowest			0.62
Highest			3.64
Lowest in range	146.65	1.51	
Highest in range	750.70	21.00	



### Source data

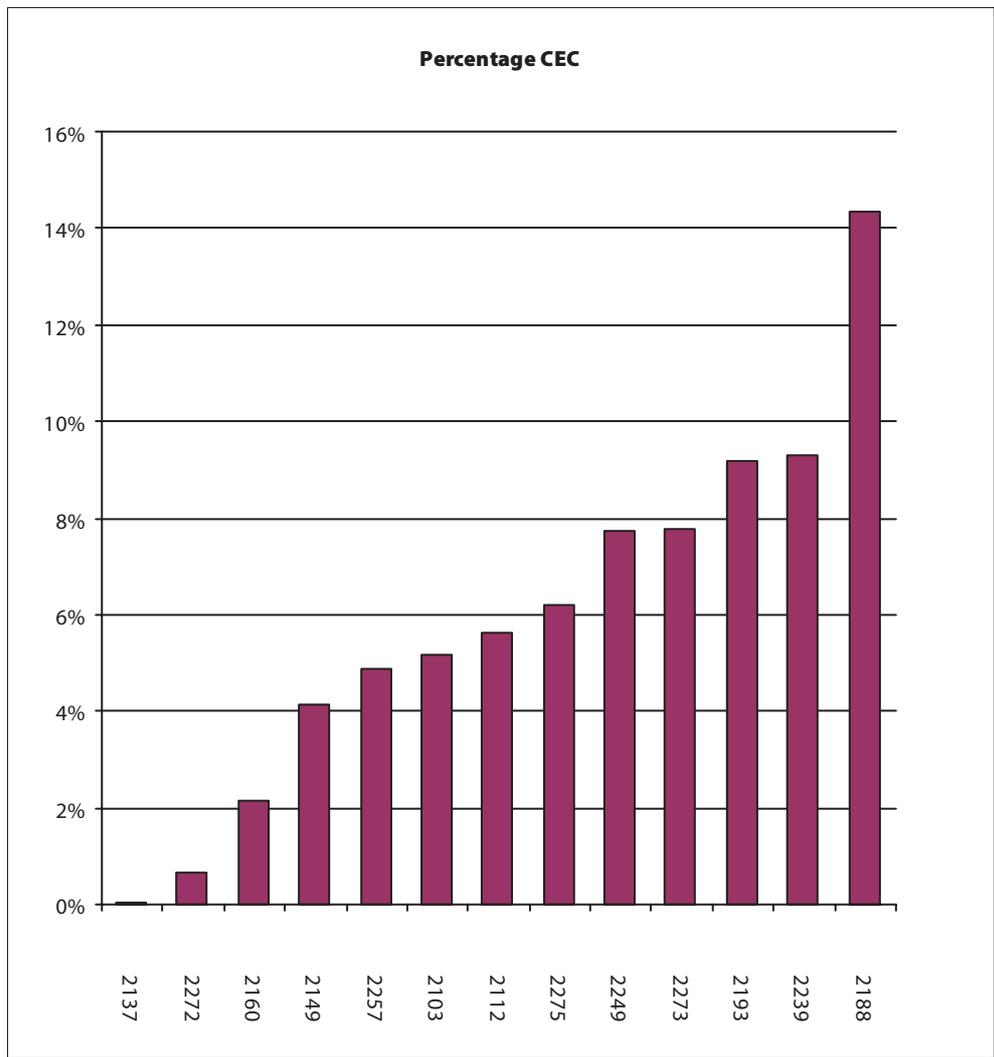
$$([SPMSA] + [MOMSA] + [AOOST]) / ([TALAM] - [TALAE] / 100)$$

**Acceptable parameters: >0.5 and <14**

# PI 31 Central establishment charges as a percentage of total expenditure

## Family group H6

	Total direct costs (excl CEC)	Total CEC	Percentage CEC
Average			5.94%
Lowest			0.05%
Highest			14.36%
Lowest in range	£653,081	£6,730	
Highest in range	£148,239,898	£313,000	



### Source data

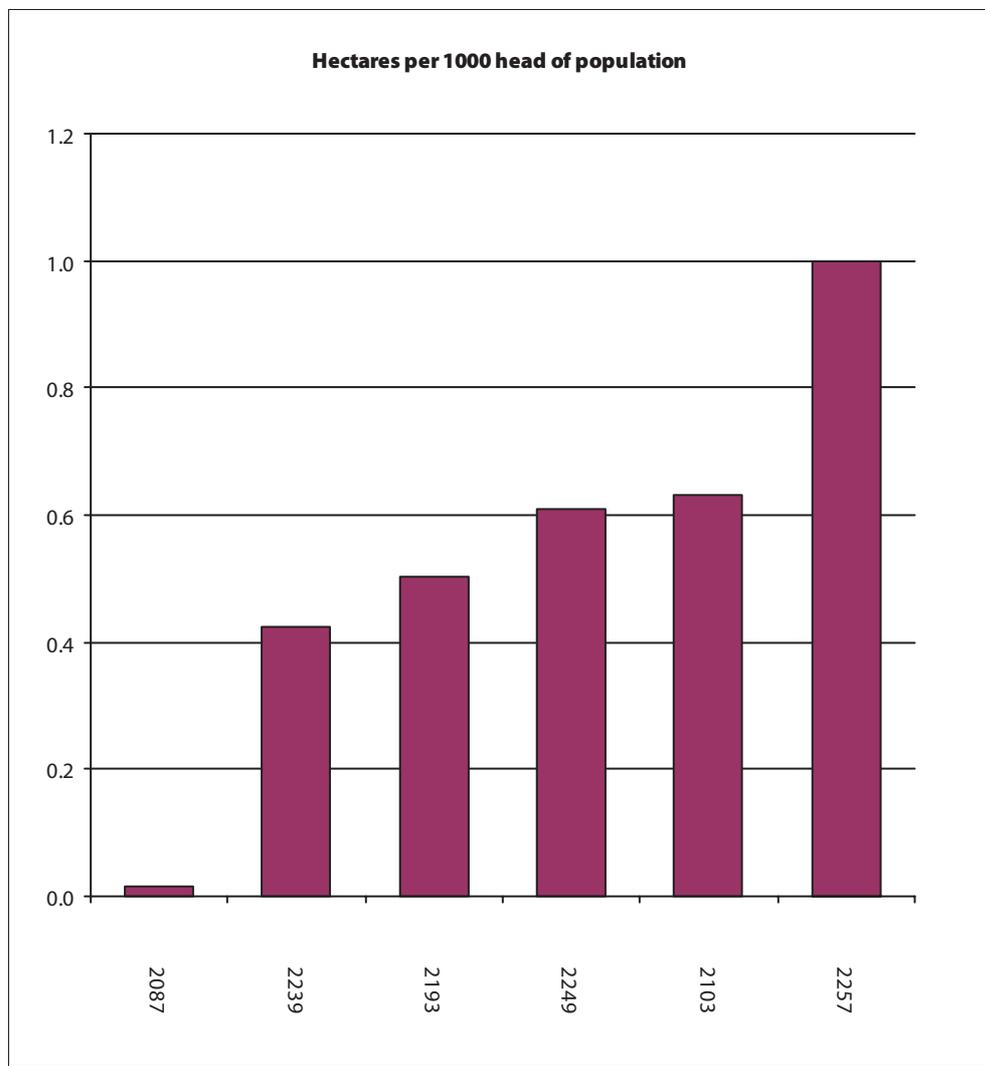
$$[\text{TOTCS}] / ([\text{TCOSE}] - [\text{NCSTF}])$$

**Acceptable parameters: >0% and <25%**

# PI 32 Hectarage of local nature reserve (LNR) per 1,000 head of population

**Family group H6**

	Hectares of LNR	Population	Hectares per 1,000 head of population
Average			0.53
Lowest			0.01
Highest			1.00
Lowest in range	1.99	99,177	
Highest in range	112.50	161,100	



## Source data

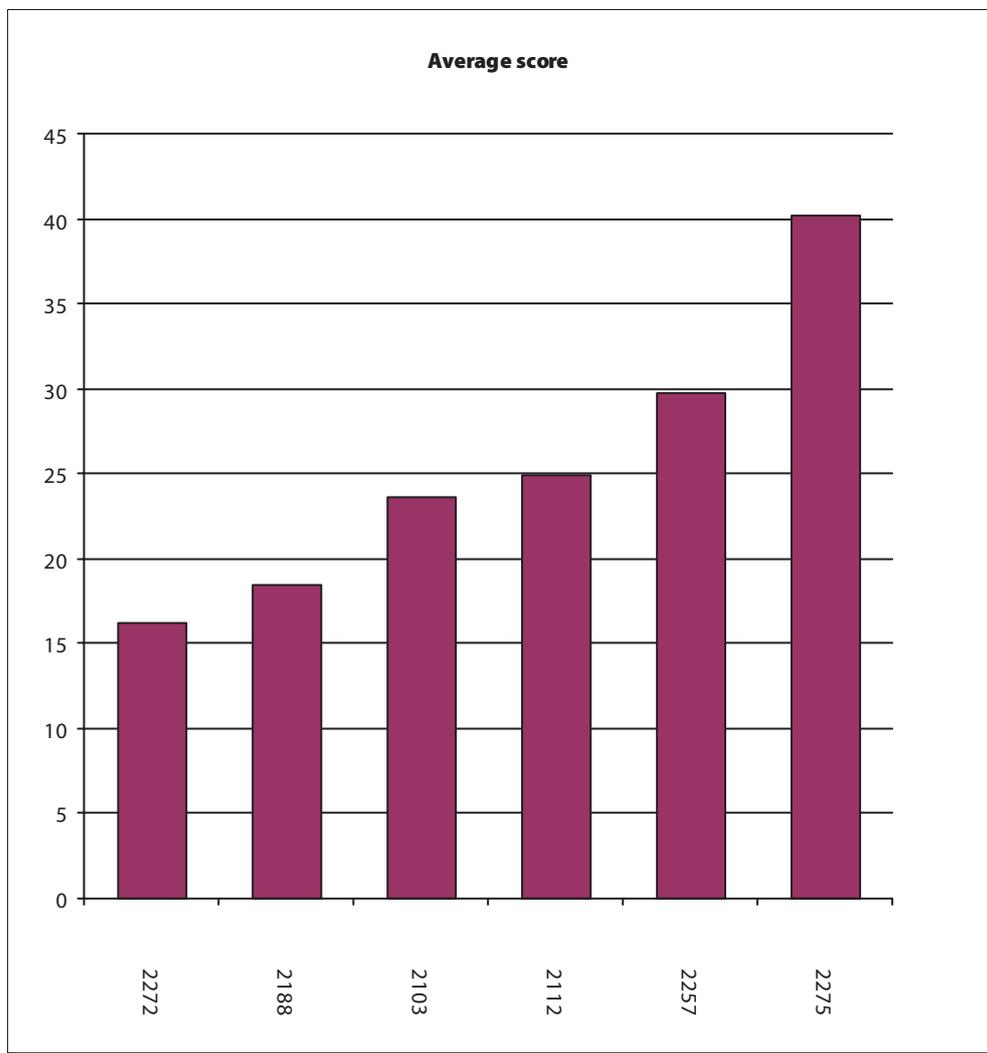
$[\text{HELNR}] / ([\text{Population}] / 1000)$

**Acceptable parameters: >0**

# PI 37 Average NPFA play value score of children's playgrounds

**Family group H6**

	<b>Number of playgrounds</b>	<b>Average score</b>
Average		25.52
Lowest		16.27
Highest		40.22
Lowest in range	27	
Highest in range	67	



## Source data

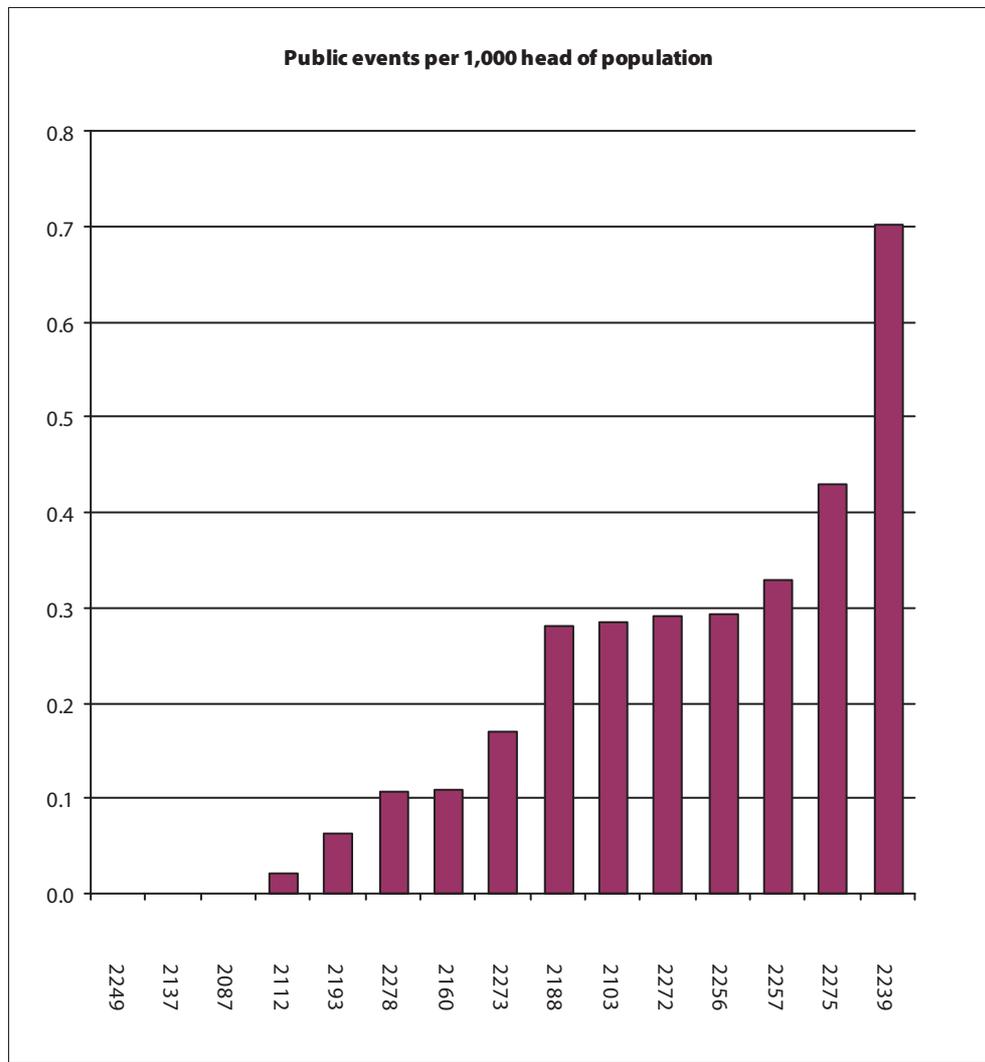
[AVPLS]

**Acceptable parameters: >5**

# PI 40 Number of public events per 1,000 head of population

**Family group H6**

	Number of events	Population	Public events per 1,000 head
Average			0.20
Lowest			0.00
Highest			0.70
Lowest in range	0	55,000	
Highest in range	113	254,373	



## Source data

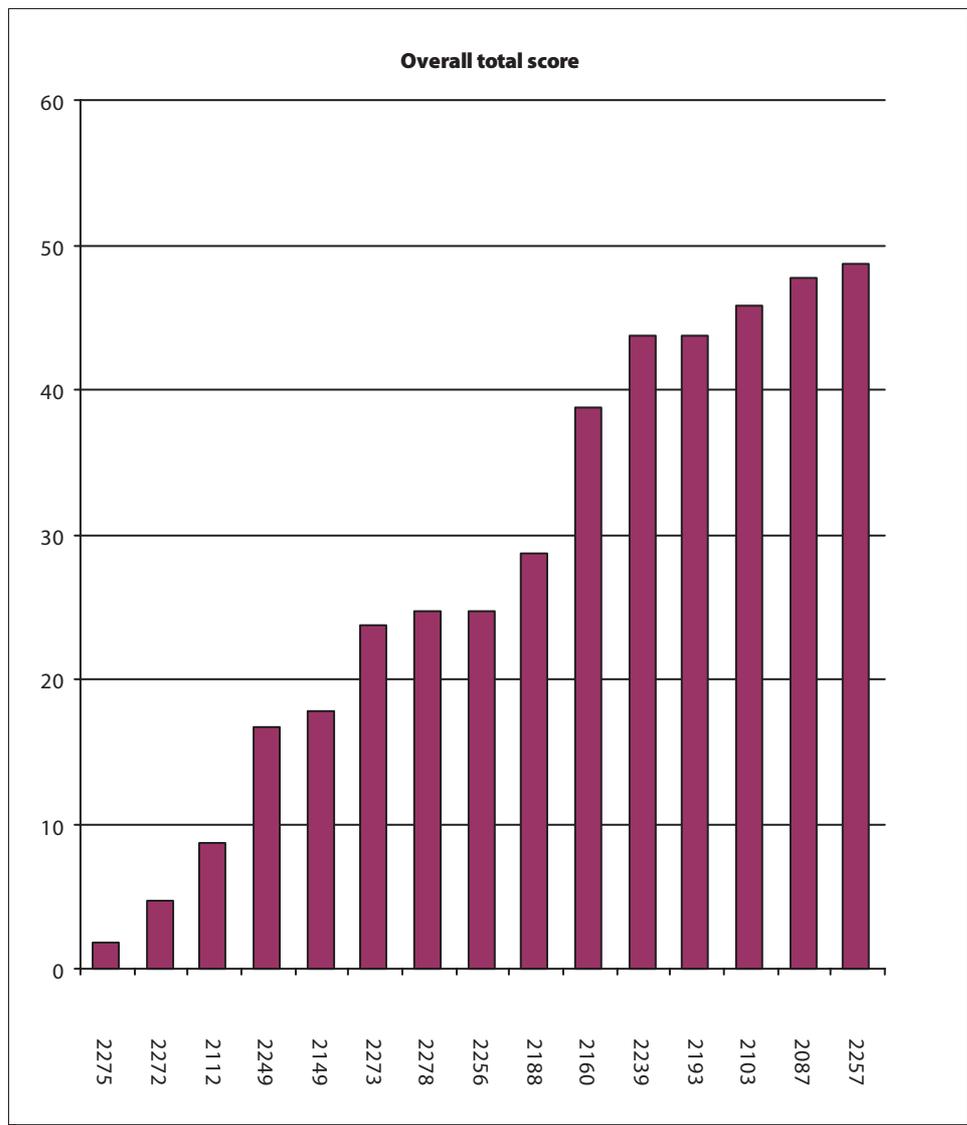
[NOPES] / ( [Population] / 1000 )

**Acceptable parameters: >0; 0 if confirmed**

# PI 39 Countryside management performance indicator

## Family group H6

	Overall total score
Average	28
Lowest	2
Highest	49



### Source data

See attached explanatory note

**Acceptable parameters: No parameters**

# PI 39 Countryside management performance indicator

## Performance indicator methodology and scoring

The following scoring methodology details how the countryside services performance indicator is scored. This indicator uses information provided on both the management data template and the service profile table.

### **1. Countryside and woodlands provision** **Score**

(Information taken from the service profile table)

High maintenance country park / estate areas maintained 4

Low maintenance country park / estate areas maintained 2

Countryside areas maintained (excluding parks / estates) 2

Woodland areas managed / maintained 2

**Maximum available score 10**

### **2. Other area provision (owned or managed by authority)** **Score**

(Information taken from the service profile table)

SSSI sites / areas 5

NNR sites / areas 5

LNR sites / areas 5

SINC sites / areas 5

Woodland cemeteries / burial sites owned/  
managed/maintained by the authority 5

**Maximum available score 25**

### **3. Ranger services** **Score**

(Information taken from the management data template)

Ranger services are part of the parks, open spaces  
and horticultural service provided 5

National curriculum based ranger led environmental,  
educational events/sessions are held 5

Informal ranger led environmental, educational  
events/sessions are held 5

Percentage of FTE employees allocated to countryside ranger/warden duties	
If FTCRW =0%	0
If FTCRW >0 and <1%	1
If FTCRW > 1% and <2%	2
If FTCRW > 2% and <3%	3
If FTCRW > 3% and <4%	4
If FTCRW >4% and <5%	5
If FTCRW >5% and <7.5%	6
If FTCRW >7.5% and <10%	7
If FTCRW >10% and <15%	8
If FTCRW >15% and <20%	9
If FTCRW >=20%	10

**Maximum available score 25**

**4. Strategic planning (authority has the following) Score**

(Information taken from the service profile table)

Tree / woodland strategy 10

Bio diversity action plan 10

Formal documented woodland management plan 10

**Maximum available score 30**

**5. Footpaths Score**

Percentage of total length of footpaths/rights of way that are "easy to use" (BVPI 178 Score) (range code ROWEU)

BVPI 178 = 0%	0
BVPI 178 >0 < 20%	1
BVPI 178 >20% and < 30%	2
BVPI 178 >30% and <40%	3
BVPI 178 > 40% and <50%	4
BVPI 178 >50% and <60%	5
BVPI 178 >60% and <70%	6
BVPI 178 >70% and <80%	7
BVPI 178 > 80% and <90%	8
BVPI 178 > 90% and <100%	9
BVPI 178 =100%	10

**Maximum available score 10**

**Maximum available total score 100**