

Agenda Item:

Report to:

Cabinet

Date:

4th. October 2004

Report from:

Executive Director, Leisure and Cultural Development

Title of report:

**PROCUREMENT OF SERVICE CONTRACTS GROUNDS
MAINTENANCE - SPECIFICATIONS**

Purpose of report:

To seek member approval for the Grounds Maintenance Specification and its core aims and objectives

Recommendations:

That members support the principles laid out in this report and the detailed specifications which promote this approach

1.0 Introduction:

1.1 The specifications for the first generation of Compulsory Competitive Tendering (CCT) contracts, drawn up in 1990, were essentially performance based. This meant that the Council chose to be prescriptive about the standard of work required but invited the Contractor to determine frequency of tasks and thus his resource requirements.

1.2 In the ultra competitive environment of the early 90's this led to 'lean' bidding and contractors taking risks to keep prices low. Upon the inception of client/contractor 'splits', expectations from the more rigorous clients led to contractor shortcomings. In this environment staff reductions became inevitable and training reduced; as a result the skills base declined nationally, clearly this needs to be reversed.

2.0 Brief outline of the two stage approach to procurement

2.1 This service is being procured under the Restricted Procedure contained in the Public Services Contract Regulations 1993. Simply put, this involves a two-stage approach to the procurement exercise.

2.2 Firstly, there is the screening stage. This stage enables the Council to draw up a short-list to be invited to tender. Applicants apply to the Council to be considered for short-listing by completing a pre-tender questionnaire, which gives the Council details of the applicants' financial standing and of referees for similar contracts

they are currently providing or have provided. The Council tests the financial strength of the applicant and takes references. Annexed to this report is the questionnaire to be sent to referees and scoring matrix for assessing the returns. Once this exercise is completed invitations to tender can be issued to the successful applicants. The number of applicants that can be invited to tender on this occasion is 8.

- 2.3 The second stage is the evaluation of the tenders. This involves a detailed examination of the tenders against a pre-determined scoring matrix, which takes into account the quality criteria the Council would wish to see demonstrated and of course the price. The principles of the evaluation-scoring model are also annexed to this report.
- 2.4 On this occasion, in order to give the Council some flexibility in what is otherwise a rather restrictive procedure, in the original OJEU Notice the Council stated that variants would be permitted. This enables the Council to structure the tender so the tenderer is pricing those matters that must be delivered, e.g. statutory and essential requirements but then also pricing optional extras above the minimum that enhance the service provision. On tender evaluation, the Council will then have some flexibility in whether or not it proceeds with the options.
- 3.0 Context:
 - 3.1 The significance and profile of open space and the part it can play in improving people's lives, has been recognised both nationally and locally.
 - 3.2 Locally residents have become more involved in influencing the way services are delivered for example through agreed action plans developed by Neighbourhood Forums.
 - 3.3 An open spaces audit and subsequent strategy being carried out this year, will inform our management priorities for the next 10 years or so. It will become clear that a more flexible approach to service delivery will be essential.
 - 3.4 Procurement is being seen not only as a means of delivering services, but as a mechanism for challenging existing services. Site by site, feature by feature we have repeatedly asked the question; "why do we do it that way?" Is there not a better way?
- 4.0 Coverage:
 - 4.1 The Contract broadly covers two main elements; Routine Maintenance – work that is required on a regular basis and Non – Routine where work is raised on an ad hoc basis by works order.
 - (Routine)
 - § Frontline and Town Centre displays
 - § Parks and Gardens
 - § Open Spaces
 - § Floral bedding displays
 - § Sports turf maintenance

- ⌘ Watercourse management, flood control
- ⌘ Cemetery Grounds maintenance and grave digging
- ⌘ Litter collection to EPA standards
- ⌘ Allotment maintenance
- ⌘ Containerised displays

(Non - routine)

- ⌘ Supply of seasonal bedding plants and bulbs
- ⌘ Support in the provision of events
- ⌘ Schedule of landscaping works

5.0 Exclusions:

5.1 The bulk of the estate management activity at Hastings Country Park will be excluded from this contract. An exception to this will be the large areas of amenity grass on East Hill and the Firehills.

5.2 The Ranger Service currently provided by our contractor will not be incorporated into the new contract, as recommended by the Enforcement Review Group.

6.0 Contract Specifications:

6.1 It is with the above points in mind and the key objective, to bring all our major open spaces up to Green Flag Award Criteria, that we have fundamentally reviewed our contract specification.

6.2 The specification now aims to accomplish a balance between 'quality of service' and affordability. Key elements include:

i. More sustainable practises being promoted such as:

- Replacing some seasonal planting with permanent displays with longer season interest, which are of similar or better value, but cheaper.
- Significant reduction in use of chemicals, through better husbandry and environmental alternatives.
- Use of environmentally sustainable alternative fuels for maintenance machinery, such as LPG and electric power.

ii. User friendly approach:

- Maintenance teams to liaise with the community to help monitor the service thereby leading to greater public satisfaction
- Contractor employees to help make the parks safer and friendlier places to be
- Contractor to be involved with user groups, Friends groups and help develop wider community involvement with Open Spaces.

iii. Investment in Human Resources:

- Stronger commitment to training
- Greater involvement of staff with developing improvements
- Further improvements in Health and Safety and reductions in third party accidents

- iv. Quality control and performance management:
 - Shared objectives and ownership of outcomes
 - Joint monitoring of performance and responsibility for meeting targets
 - Improved efficiency and effectiveness rewarded with shared benefits
 - Work together to assess quality of open space to Green Flag Criteria
 - Encourage key individuals to take responsibility and ownership of important sites and/or specialist activities.

- 6.3 The specification has evolved towards an outcome based approach, although few contracts in the UK have fully embraced this in principle. The specification, once prescriptive, sets the Council's overall benchmark standard around which the contractors are invited to demonstrate "added value". The 'added value' could take several forms; suggest better methodology/practise or a combination of a number of benefits. We see this as benchmarking the service and seeking added value (base +).
- 6.4 As an example: from the Summary Specification we highlight health as a key priority in Hastings, in the specification we indicate a benchmark standard for maintenance, based on Clean, Green, Safe and Active; we invite the contractors to demonstrate how they can "add value". Typically this might include assisting us to achieve Green Flag status; it might include investment in conjunction with the Primary Care Trust, in developing more guided walks.

- 7.0 Shortlisting and Evaluation Criteria:
- 7.1 Shortlisting at expressions of interest stage follows a simple matrix involving financial assessments and then detailed questionnaires being sent out to three Authorities. Each Authority is selected on the basis of the size and applicability of the contracts being serviced by the contractor in question. (Appendix A – the matrix).
- 7.2 A robust and detailed evaluation model is being devised in order to comprehensively evaluate contractor's tender submissions. As can be seen section A deals with the financial submission while section B evaluates a series of quality measures; the balance is 50% price and 50% quality. (Appendix B – Evaluation criteria draft).

- 8.0 Terms and Conditions:
- 8.1 Regular monitoring will be undertaken, often jointly with the contractor, to assess the quality of the site(s) and also the performance of the contractor. Quality judgements will match the criteria for the Green Flag Award, but also based on the needs of the local communities. A scoring matrix will be devised to achieve this.

- 8.2 Good performance will be recognised as well as poor performance. Consistently good performance will be capable of achieving financial reward whereas poor

performance will attract defaults. Judgements will be made at site level. Reward levels will be subject to capping in any given year.

- 8.3 It is proposed that the annual contract price review will be based on the Retail Price Index – excluding mortgage rates (RPIX)
- 8.4 The Depot in Alexandra Park is considered suitable as the future operational base for the Grounds Maintenance service; it will be made available to the successful contractor and will be the subject of substantial improvements.
- 8.5 During the contract period the Council will arrange regular Service Development Meetings to be jointly attended by the appropriate managers and Councillors from the Council and the contractor.
- 8.6 There are lots of other issues that will be addressed in the Conditions of Contract, which will form part of the final contract between the Council and the chosen service provider. Examples of such issues include: - paid leave for public duties, e.g. Justices of the Peace, school governors or local councillors; data protection; human rights; equalities; European monetary union.
- 9.0 Policy and Financial implications:
- 9.1 All tendering exercises carry a degree of financial risk. Earlier in this report 4.2 makes the point between quality and affordability. Every effort has been made to embrace Best Value, Green Flag Award Criteria and allow flexibility in the service specification, whilst simultaneously containing the potential cost.
- 9.2 It is hoped that through emphasising the quality of service and a shared approach to service/development/delivery, that this contract will represent an attractive proposition to tenders.
- 10.0 Recommendation:
- 10.1 That members support the principles laid out in this report and the detailed specifications which promote this approach.

Appendices:

A – Shortlisting criteria

B – Evaluation criteria

C – Summary specification

Policy implications

Please tick if this report contains any implications for the following:

Equalities & Community Cohesiveness

Crime and Fear of Crime (Section 17)	
Risk Management	
Environmental issues	X
Economic / Financial implications	X
Human Rights Act	
Organisational Consequences	

Any ticked areas should be referred to in the text of the report under the heading "policy implications"

Report written by:

Peter Mead - Amenities Manager



APPENDIX A – SHORTLISTING CRITERIA:

PRIVATE AND CONFIDENTIAL

Request for Reference in respect of:

1. Please give details of the service(s) provided by the above named contractor

.....

2. Give the start date and the contract term

3. What is the approximate annual value of the contract?.....

4. Please rate the quality of service provision in the following areas:

(Rated as follows: VP = Very poor; P = Poor; A = Average; G = Good; E = excellent).

Management

	VP	P	A	G	E
Quality and responsiveness of senior management					
Quality, skill and responsiveness of local management					
Pro-activity in managing performance					
"Partnership" approach – working together to promote improvement					

Resources

	VP	P	A	G	E
Skill and experience of staff					

Commitment to staff development, including training					
Quality of machinery and equipment utilised on the contract					
Availability of staff during absenteeism or peaks of activity					
Adequate staff levels in meeting the requirements of the specification					

Statutory duties

	VP	P	A	G	E
Compliance with Health & Safety and provision of risk assessments					
Observance of COSHH and other relevant legislation in the use of pesticides					
Record on employment legislation such as equal opportunities					

Technical capabilities

	VP	P	A	G	E
Horticultural expertise demonstrated within Parks and Gardens					
Sports turf maintenance including fine turf					
Quality of floral displays, including containerised planting					

Customer interface

	VP	P	A	G	E
Efficiency and effectiveness in responding to client instructions					
Efficiency and effectiveness in dealing with customer complaints					
Image created by contractor whilst operating in public areas					
Customer satisfaction level (numbers of complaints/compliments)					

Contract administration

	VP	P	A	G	E
Quality of reporting procedures					
Invoice reconciliation and resolution of accounts enquiries					
Validity of claims submitted					

5. Have defaults been applied? Never/seldom/often

6. Has the contract required higher levels of client monitoring than originally anticipated? Yes/No

- 7. Would you have reservations about employing this contractor again?
Yes/No
- 8. Please detail any other information that might be of help to us.

9. Signature

Contact name

Position

Local Authority

Address

.....

.....

.....

Tel

E Mail

APPENDIX B:

Evaluation Criteria

The tender will be judged on the basis of the “most economically advantageous offer”. Tenders will be evaluated based on price (50%) and quality (50%). Contractors are invited to complete a questionnaire demonstrating their credentials/proposals to assist the evaluation process and based on the criteria set out below:

- § Price
- § Quality Control measures
- § Management proposals
- § Human resource management inc. staff development
- § Best Value principles
- § Method statements demonstrating continuous improvement
- § Health & Safety

Tender Evaluation Criteria

- Price
 - Factored
- Quality
 - Demonstrated accreditation
 - Other specific achievements
 - Sustainability proposals
- Management Proposals
 - Supervisory approach
 - Performance management techniques
 - Service review in pursuing improvement
- Staff Development
 - Training proposals
 - Staff involvement/interaction
- Best Value/performance management
 - Contractor's proposals in meeting Best Value
 - Performance plan objectives
 - Reference to list (page 4)
- Method Statements
 - Added value proposals
 - Strength of method statement in ensuring quality service
- CPA – (Clean, Green, Safe and active) and continuous improvement
 - Service improvements
 - Improved customer interface
- Resources inc. Qualifications and Experience
 - Numbers of employees
 - Existing or planned qualifications
 - Experience relevant to service

- Proposed depot improvements (capital investment)
(See section B – part 6 below).

It should be noted that contractors should provide an indicative timetable for implementation where relevant.

APPENDIX C – SUMMARY SPECIFICATION:

Section A - Part 1

Parks and Open Spaces

Grounds Maintenance - Service Objectives

The Grounds Maintenance Contract will be a “stand alone” contract procured through specialist suppliers. It will be of a 7-year term with optional 2-year extension, (determined by the Council).

Contractors will be asked to assist the Council in pursuing initiatives outlined in the Best Value Performance Plan (described below) and in securing improved quality of service for residents and visitors using our Parks and Open Spaces. The Council has a Community Strategy, Cultural Strategy and is developing an Open Space Strategy during 2004/5 and will look to develop a management plan within the next few years. The Grounds Maintenance Contractor will be invited to contribute, as asset management/maintenance is considered an important component in delivering most of the Council’s key objectives.

Section A - Part 2

Parks and Open Spaces

Grounds Maintenance Overview

1. Geographical location and demographics:

Hastings is located on the south coast in the County of East Sussex. It has a population of 85,000, living in a mixture of older terraced properties near the town centre and newer developments around the fringes of the Borough. Hastings has also attracted large grants targeted at re-generating the town’s economy and improving the quality of life for residents. Overall the Town covers 2,970 hectares; out of this 305 hectares are maintained as Park or Public Open Space, (this figure excludes areas not currently under maintenance). **Appendix A - Hastings location on regional map.**

The economy consists mainly of Light Commercial, Public Services and Tourism. The town is situated in the “Heart of 1066 Country”, is steeped in history and benefits through the many visitors it attracts. The amount and diversity of green space within the

town is a huge asset, which serves in enriching the quality of life of its residents and visitors. For these reasons we are determined to provide a high standard of maintenance within our Parks and Open Spaces now and into the future.

2. Management/organisational arrangements:

The principal client role is through the Amenities Section of the Leisure and Cultural Services, within Hastings Borough Council. The management structure is demonstrated in the organisational chart. **Appendix D - Parks and Open Spaces team organisational structure.** Two contract officers manage and monitor performance of Grounds Maintenance as part of their overall responsibilities.

3. Activities:

The area of activity of this contract is summarised below and an idea of the spread of Parks and Open Spaces is shown on the enclosed town map. **Appendix E- Town plan showing open space.**

Diversity of the work is detailed in the summary specification and main specification, it includes:

(Routine)

- § Frontline and Town Centre displays
- § Parks and Gardens
- § Floral bedding displays
- § Sports turf maintenance
- § Watercourse management, flood control
- § Cemetery Grounds maintenance and grave digging
- § Litter collection to EPA standards
- § Allotment maintenance
- § Containerised displays

(Non - routine)

- § Supply of seasonal bedding plants and bulbs
- § Support in the provision of events
- § Schedule of landscaping works

Section A - Part 3

Best Value - Continuous Improvement

Hastings Borough Council sees procurement, not only as a means of delivering services but also as a mechanism in challenging existing services. We are keen to explore new models for service delivery, but recognise the importance of maintaining a clear customer focus. The specification attempts to meet this aim, but allows bidding contractors flexibility in proposing further improvements.

A Best Value Review of Parks and Open Spaces was undertaken during 2001/2. Some significant issues were raised through consultation with stakeholders and through comparison with other providers; these are reflected in a five-year action plan (Performance Improvement Plan). This contract addresses many of those actions and requires a process of continuous improvement. Key to this is in ensuring that residents

and visitors become significantly more involved with and get more value from Parks and Open Spaces. Some of the more noteworthy initiatives include:

- § Acquire the Green Flag for key Parks and enhance all other spaces towards that standard
- § A fundamental review of outdoor sports provision and events to cater for a wider cross section of the community
- § Challenging the need for over-prescriptive maintenance, where stakeholders realise little or no benefit
- § More sustainable planting and naturalisation, including the promotion of biodiversity
- § Designing and maintaining to promote community safety
- § Condition survey and strategy to move from reactive to proactive maintenance
- § Community involvement, including the promotion of user groups, friends of groups and volunteer activity
- § Better interpretation and image through quality signage, educational activity, organised walks and other events
- § Parks and Open Spaces to be fully inclusive with improved access (reference to DDA).

The Council will be looking to work closely with the successful tenderer in drawing up joint proposals for successfully implementing these core objectives. It will be our intention to introduce a two pronged quality audit in conjunction with the contractor to incentivise the drive for improvement. These will be based on our joint quality control inspections, customer survey model and quality self-assessment model; which will continue to be developed after the start date of this contract.

Section A - Part 4

Community Strategy and PPG 17

1. Community Strategy

Hastings Borough Council has adopted a series of targets deriving from the Community Strategy; the most relevant being:

20. "To give 90% of households access to open space such as Parks, Local Nature Reserves, public gardens, play areas or the beach, within 300m of their homes by 2013".

The target is likely to be reviewed during the winter of 2004/5, following the open space audit; emphasis is likely to be placed on quality and community value.

2. PPG 17 – Objectives

2.1 A network of accessible, all-inclusive, safe, high quality spaces that meet the needs of residents and visitors, that are fit for purpose

2.2 An appropriate balance between new provision and the enhancement of existing open space

- 2.3 Clarity and reasonable certainty for developers and landowners in relation to the requirements and expectations of local planning authorities, in respect of open space and sports and recreational provision

Section B - Part 1

Scope of Service and Summary Specifications

1. Scope of the service:

The service includes maintenance of Parks, Open Spaces, Sports and Recreation Grounds, Industrial sites, Playgrounds and Watercourses.

The core contract contains Routine Work based on a performance type specification; the Contractor will be required to provide a method statement in supporting/enhancing the maintenance requirement for each feature. The Contract also includes non-routine elements, for which there is a schedule of rates; the successful tenderer will be given priority when raising ad hoc works. Please note that non-routine work must not be regarded as integral to this contract.

The Contractor will be asked to supply seasonal bedding plants and bulbs as specified and in accordance with types and numbers identified in the plant requirement list. A contingency schedule will be included and used for emergency works, one offs etc. authorised by the Amenities Manager.

2. The Customer:

Customers benefiting from the service are residents and visitors represented through:

- § Sports user groups (i.e. Football liaison)
- § Focus Group (Cross section - mixed interest)
- § Friends of the Park (Alexandra Park based)
- § Residents Associations
- § Volunteer Groups
- § Ward Forums - Special interest groups (SIGs)

The contractor will attend a range of relevant meetings with various user/community groups as requested by the client, some of which will take place early in the evenings. The contractor will not speak to the media on contract issues.

3. Access:

Access to Parks and Open Spaces is on the basis of them being fully inclusive and offering maximum opportunities for disabled persons. The public's right of access must be maintained as a priority and their safety a prime consideration at all times. The Contractor should manage the work so as to avoid any inconvenience, be conversant with the Disability Discrimination Act 1996 and avoid activities that compromise the public's enjoyment of the Open Space.

4. Contract Management Software:

Hastings Borough Council has adopted SouthBanks Systems' Confirm Environmental Contract Management software and utilises this for managing its core contracts, including Grounds Maintenance. Numerous advantages will be gained through the sharing of this system between client and contractor. Hastings Borough Council will offer its data to the successful contractor and will require them to fund the requisite number of additional licenses as a condition of this contract. (Details will be made available by the Amenities Manager).

5. Core objectives:

To follow the principals of "Clean, Green, Safe and Active" and:

- § To promote and enhance the safety and security of "users" while accessing Parks and Open Spaces
- § To promote and enhance the Quality of Life of the community
- § To provide a high quality service through good horticultural skill and workmanship
- § To provide the service in a safe manner, utilising up to date plant, machinery and methods, consistent with good horticultural practise.
- § To provide the service in the most environmentally advantageous way, avoiding excessive use of artificial fertilizers and damaging chemicals. Contractors will be expected to familiarise themselves with the Council's Sustainable Development Strategy and comply with its recommendations.
- § To comply with all statutes and codes of practise relevant to this service.
- § To regularly review the service to seek continuous improvement in respect to quality, efficiency and effectiveness, in maintaining good horticultural standards and assisting the Council in meeting its objectives.
- § To promote and improve health through activities utilising open spaces.

Implicit in these objectives, contractors are asked to demonstrate measures they will take to assist the Council in delivering these aims and in improving performance. (Please refer to Best Value continuous improvement (Sect. A, part3 and performance indicators (Sect. B part 3).

6. Principal activities and emphasis:

The work encompassed within this specification covers a range of horticultural activities associated with the maintenance of Parks and Open Spaces. Currently the work includes:

- § Horticultural work associated with the Cemetery and Crematorium, including earth burials and interment of cremated remains.
- § The maintenance of sports turf including, football, putting courses, cricket, bowls greens. The maintenance of hard surfaces for tennis and basketball.
- § The maintenance of seasonal bedding, herbaceous borders, shrub borders and rose beds.
- § Grass maintenance from high ornamental box mowing to infrequent mowing, including special prescriptions for the promotion of biodiversity.
- § The maintenance of children's playgrounds and "kick-about" areas.
- § The supply of Spring and Summer bedding plants (including bulbs).

- § The supply of hanging baskets and troughs, for the town centre and tourist areas for both Spring and Summer displays.
- § The planting and maintenance of other permanent displays in containers around the town.
- § The clearance of litter and path/road sweeping from all areas in compliance with the Environmental Protection Act - Code of Practise.
- § The maintenance of watercourses and flood control, including the operation of valves, penstocks and cleansing of drainage grilles.
- § Assistance with the preparation for events and activities in Parks
- § Potential for soft landscaping works and renovation of sports turf outside normal routine maintenance.
- § Non-routine landscape works form part of this contract, they will be offered to the successful contractor, either based on the schedule of rates for non-routine works or through the provision of estimates. The Manager will determine whether it will be necessary to obtain estimates from other providers in keeping with the Council's standing orders. It is anticipated that the value of non- routine works is expected to be in the region of £100,000 per year although this may vary dependant on the Council's financial priorities. The Supervising Officer will supply to the Contractor his best estimate of the value of non-routine works at the commencement of the Council's financial year, (April).

Initiatives following the Best Value Review include the move to more sustainable planting from seasonal bedding and the reduction in the quantity of unnecessary, low value features in favour of retaining fewer but nonetheless important assets maintained to a high standard. The newly restored Alexandra Park, must now be maintained to excellent horticultural standards in keeping with the Conservation and Management Plan, required through principal funders, the Heritage Lottery Fund.

Section B - Part 2

Specific Exclusions

I. Public toilets within Parks:

There are currently seven public conveniences situated within Parks areas in the town. They are situated at West Marina Gardens; White Rock Gardens; Linton Gardens and Alexandra Park. The maintenance and cleansing of these facilities are not included in this contract and form part of the building cleansing contract.

2. Dog bin emptying and maintenance:

Responsibility for emptying and maintenance of dog bins will lie with the street cleansing contractor. Litter collection/litter bin maintenance will remain part of this contract.

3. Park Ranger duties:

Park patrolling and enforcement will be part of the Park Ranger's remit; however, Contractor's staff **will** be expected to report incidents/damage immediately as part of

their normal duties. Arrangements to rectify damage etc. will be carried out by the Supervising Officer, except in the case where the Grounds Maintenance Contractor is responsible to rectify damage/vandalism as described within the body of the specification.

4. Arboricultural works:

All tree related work, including tree surgery, felling and planting young trees is covered in a separate contract.

Section B - Part 3

Quality Assessment and Performance Measurement

1. Performance measures:

Currently there is just one National Performance Indicator (BVPI) for Parks and Open Spaces, relevant to this contract. The Council has adopted a few Local Performance Indicators (LPI's) for this service, which are published in the annual Performance Plan. Additionally the Amenities Team have included some performance management indicators (AMPI's) for this contract. Whilst all performance indicators are subject to review, it is intended to maintain a base set in order to monitor performance. At activity review meetings the Contractor and Amenities Management team will analyse results and take remedial steps where necessary to keep performance in line with defined benchmarks.

It must be noted that expected "continuous improvement" can only be clearly evidenced through precise measurement; it is therefore important that both the Client and Contractor work closely together in "owning" this responsibility.

Table of current indicators for: Parks and Open Spaces

1. The % of householders within access to open space within 300 metres of their home	Community Strategy Target L226
2. Percentage of respondents satisfied or very satisfied with safety and security when using Parks and Open Spaces	AMPI 5
3. The number of users of specific Parks and Open Spaces	L228
4. The percentage of respondents satisfied or very satisfied with educational or directional information	AMPI 7
5. The tonnes of municipal green waste composted per year	AMPI 8
6. The percentage of respondents satisfied or very satisfied with parks and open spaces	BVPI 119E

7. The number of sports pitches provided by the authority	AMPI 10
8. The number of events held in Parks and organised or supported by the authority	AMPI 11
9. The number of participants taking part in "Green Gym"	AMPI 12
10. The number of sites designated as a Local Nature Reserve	L229
11. The number of training days provided for staff development	AMPI 14
12. The number of new signs/information boards installed (permanent)	AMPI 15

§ Indicators highlighted in bold are seen as being impacted by the Grounds Maintenance Contract.

It is anticipated that a few further indicators will be introduced specifically designed to monitor contractor performance in responding to customer complaints or service requests, in conjunction with the successful tenderer.

Section B – Part 4

Quality assessment:

A/. The quality and value of our Parks and Open Spaces will be assessed in the following ways:

- Entry into the Green Flag Awards scheme. Alexandra Park has been entered for 2004/05, it is anticipated that additional Parks should be entered over the term of this contract, so that all selected open spaces are awarded or are up to the standard required.
- BVPI 119E customer satisfaction survey carried out every third year, currently at 83%.
- Other discreet surveys from time to time
- Self-assessment model to be used following the Open Spaces audit based on the Green Flag criteria and randomly targeted at various open spaces annually.

The contractor will be invited to support and take part in self-assessment.

B/. A randomised monitoring system has been devised, which combines quality assessment of the site with specific Grounds Maintenance performance monitoring. Contractors will often be invited to jointly assess quality and performance, this on a reasonably regular basis. Details of the scheme appear in Section H of the Special Conditions – Grounds Maintenance.

Sites, part of sites or feature groups will be assessed as monitored units, under a regularised programme.