



Parks & Horticulture

Paul Wright – Open Space Service Divisional Manager

Halton Borough Council



Background

What we had two decades ago.....

1980s and 1990s de-skilling.

Cost over quality and decline.

Parks as no go areas.

Overall urban decline.



Background

What we achieved

A degree of re-skilling

Capital investment in infrastructure.

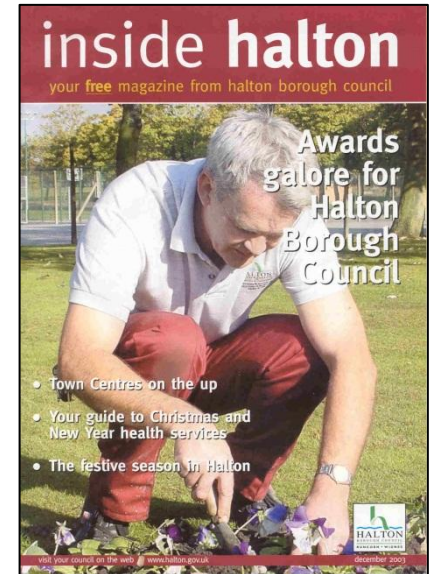
Better public spaces.

Site based staff.

Green Flag Award parks.

A more motivated workforce.

Good levels of satisfaction.



How did we do it?

Staff Involvement

New Equipment

Refurbished Depots

Benchmarking



Why Performance Monitoring



- Apse Benchmarking Networks
- 13 Service Areas measured
- 15 years of data from UK LA's
- Largest comparison data set in Europe
- Good information supports & provides direction for good management decisions
- Devised by operational service managers
- **If you cannot measure You cannot manage**

How can data be used



- Planning and Improving the Service
- Critical for services to demonstrate improvement
- Monitoring progress year on year
- Reviewing & Action planning
- Setting Priorities for Investment
- Customer Satisfaction
- Comparisons with Neighbours/Family Groups/in NI/ in UK.
- Other arrangements have positive affects

Performance Templates



- Allocate Resources with completion deadlines
- Each Service two Templates- management data & financial/ accounts data plus instructions and guidance sections
- Each has main topics such as :- Profiles, Costs, Productivity, HR, Quality, Sickness, Expenditure, Income and more.

What do you think?



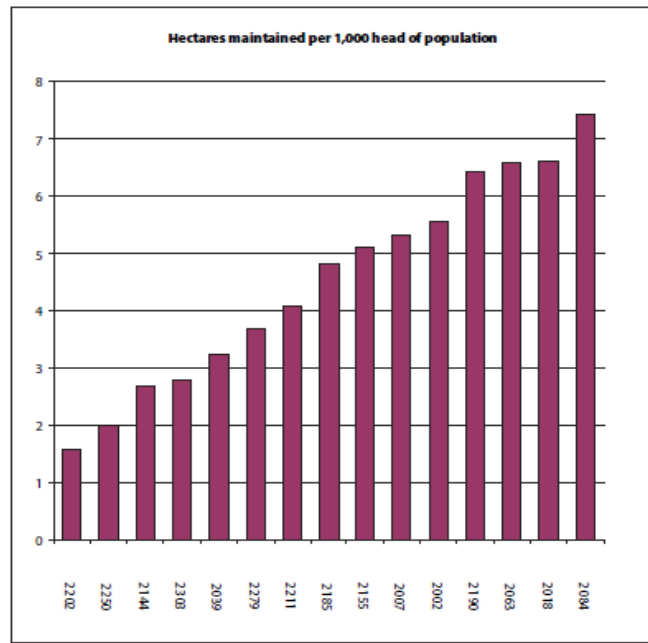
- What is important to you to measure?
 - Members
 - Residents/Customers
 - Senior Managers
 - Operational Managers

Productivity

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

Family group H2/3

	Maintained area	Population	Hectares maintained per 1,000 head of population
Average			4.52
Lowest			1.56
Highest			7.41
Lowest in range	232.00	84,240	
Highest in range	1,894.65	513,200	



Source data

[TALAM] / [POPULATION] / 1000

2084

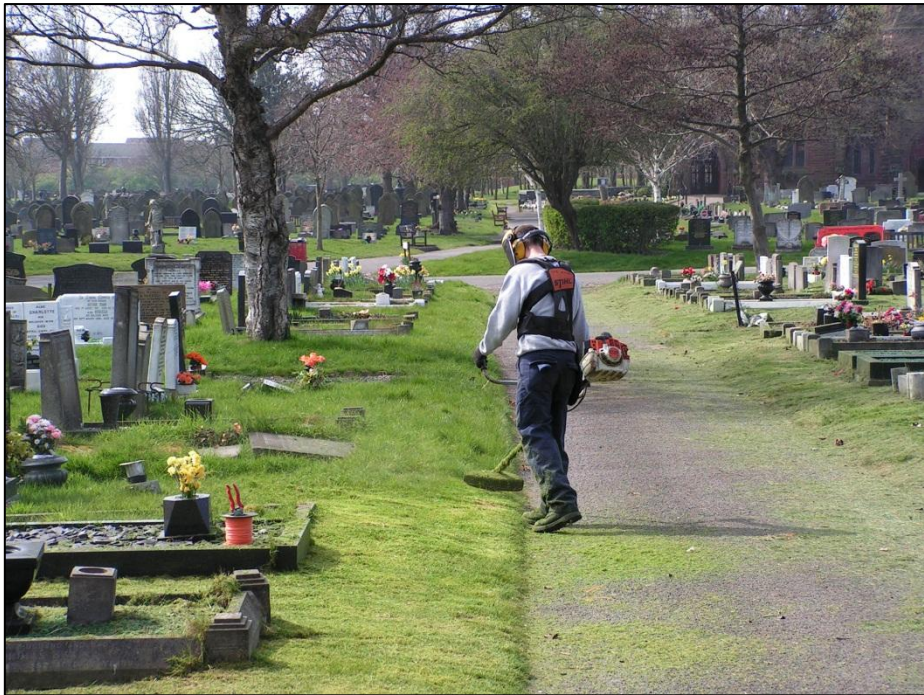
Acceptable parameters: 1 and <10 Hectares



Halton has over 1000 hectares of public open space in a relatively small unitary authority area.

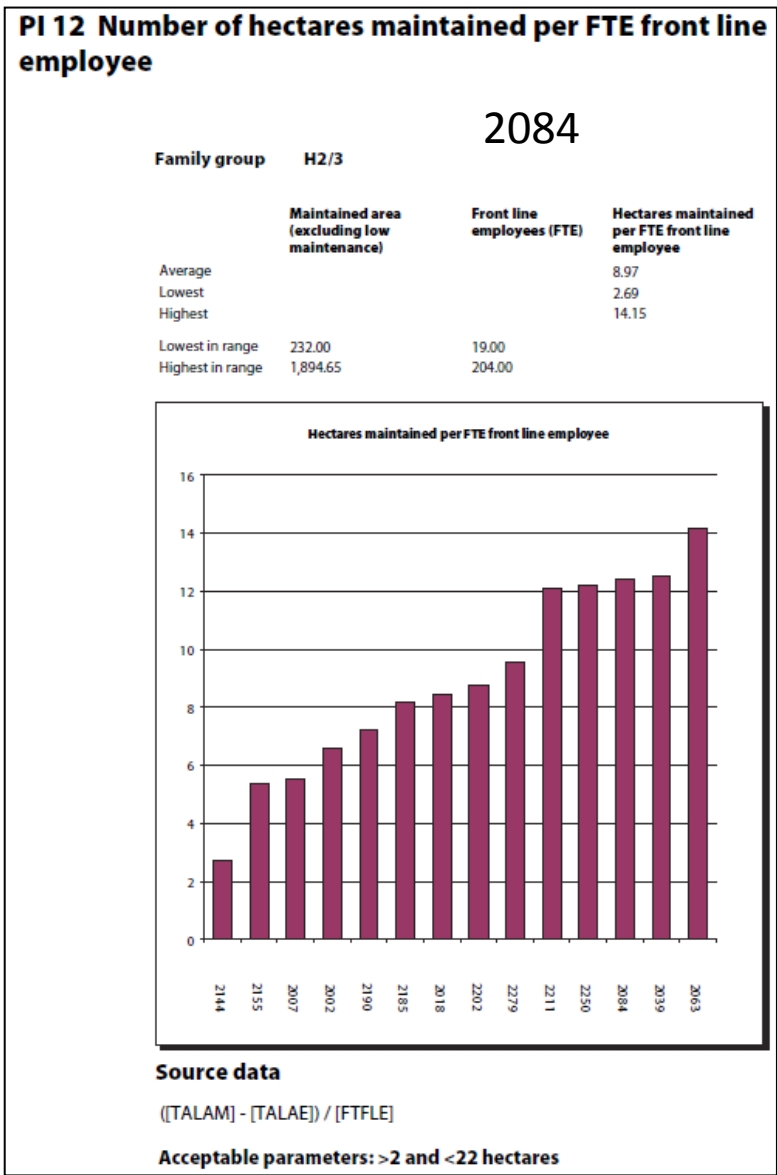
The reasons are historical. Legacy of chemical industry and a new town.

Productivity



Halton has a relatively small workforce compared to other similar sized local Authorities.

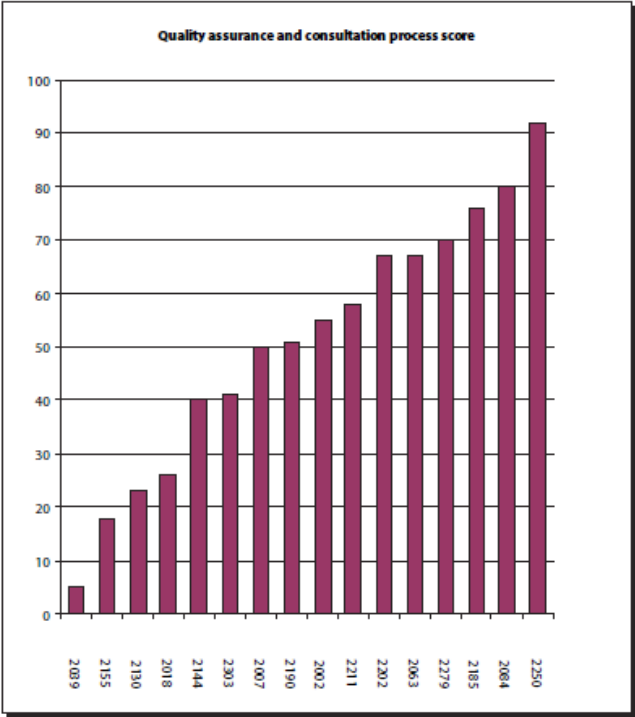
A small workforce and a large are of open space.



Quality

PI 15 Quality assurance and consultation process score

Family group	H2/3	2084
Quality assurance and consultation process score		
Average		51.19
Lowest		5
Highest		92



Source data

See attached explanatory notes

Acceptable parameters: >0



We have 12 Green Flag Award parks and have recorded high levels of customer satisfaction.

Everything we do is about the finished product. Quality public spaces for our residents and visitors.

Quality



We have a variety of different open spaces ranging from the very formal Victorian Park to salt marsh local nature reserves.

We have to apply the right management techniques but at a consistent standard.

PI 23 Output specification

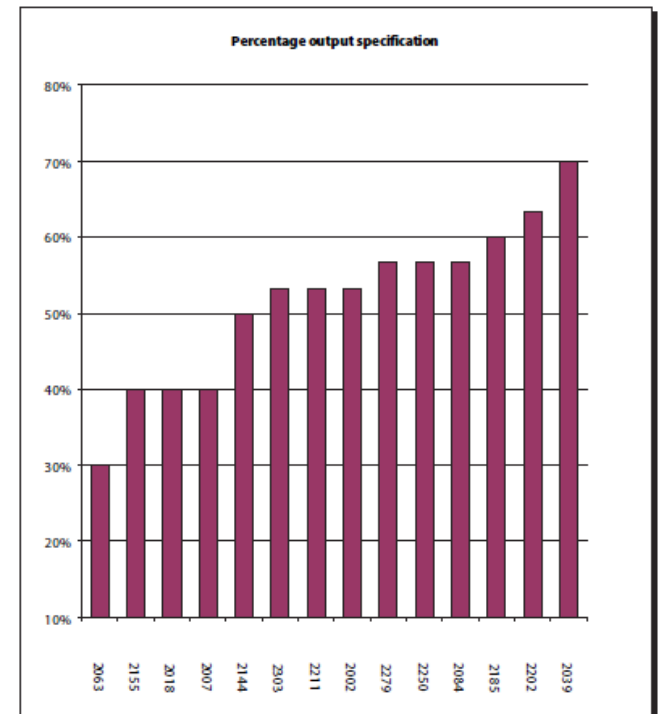
2084

Family group H2/3

Percentage output specification

Average
Lowest
Highest

51.67%
30.00%
70.00%



Source data

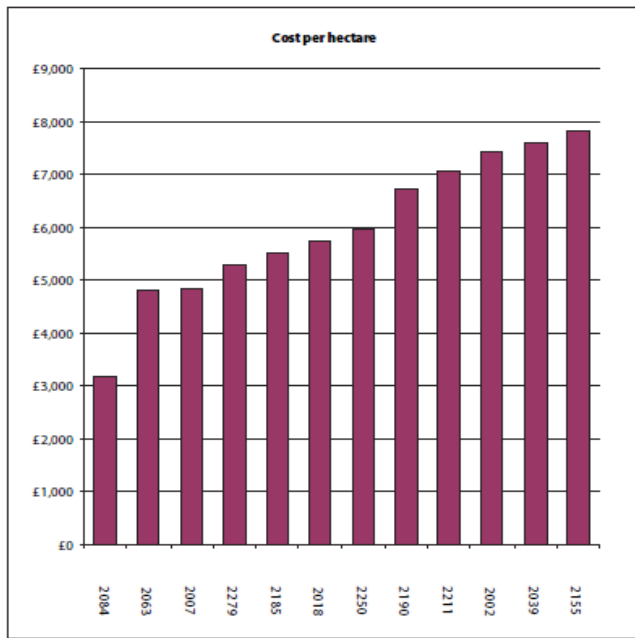
See attached explanatory note

Acceptable parameters: All standards/requirements secondary drivers >0

Cost

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

Family group	H2/3	2084	
	Maintained area (excluding low maintenance)	Total net cost (including CEC)	Cost per hectare
Average			£5,996
Lowest			£3,189
Highest			£7,816
Lowest in range	232.00	£1,387,612	
Highest in range	1,894.65	£10,017,345	



Source data

([(NCOSI)+[RDNCOSI]]) / [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: >£2,000 and <£12,000



Cost is a big issue for us. Halton Borough Council will have contracted by a third by 2017.

Pressure has always been on the Open Space Service and will continue to be applied.

Cost

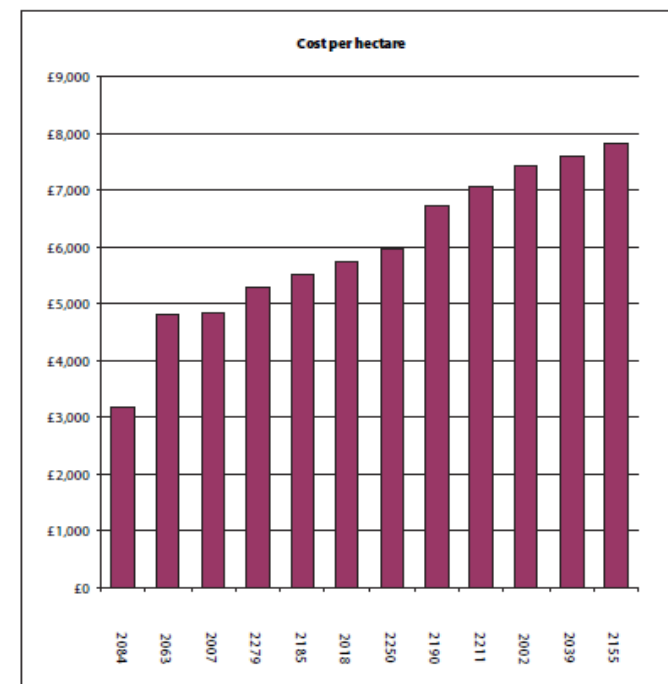


We have had to demonstrate time and again that we are cost effective.

APSE PN data has proved invaluable to us.

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Lessons Learned & Top Tips

- In current climate it is beneficial to be able to demonstrate and justify what is good and what needs to be better
- Performance management is about being honest and open
- You may have some difficult discussions
- But think of the bigger picture and keep it in context.

Could Performance Networks meet your needs?



- Views so far ?
- Any issues not addressed by Performance Networks ?
- Any suggestions for improvements to meet Northern Ireland requirements ?
- Is Performance Networks of interest to you?

Further information



- For further information or a demonstration at your council please contact

pbrennan@apse.org.uk

or

djohns@apse.org.uk