

Committee: Sustainable Communities Overview and Scrutiny Panel

Date: 1 November 2018

Wards: All

Subject: Performance Monitoring: Grounds Maintenance

Lead officer: Chris Lee, Director of Environment and Regeneration

Lead member: Councillor Nick Draper, Cabinet Member for Community and Culture

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Recommendations:

1. Members are requested to note the contents of this report and provide officers with any comments or observations regarding their experiences or any reports that they have received from Merton residents relating to the delivery of the grounds maintenance services by *idverde*.
 2. Members are also requested to note the details and current position in relation to Merton's parks in general terms and on the watering and associated maintenance of the borough's tree stock.
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1 PURPOSE OF REPORT AND EXECUTIVE SUMMARY

- 1.1. At their meeting of 21 June 2018, Members of the Sustainable Communities Over view and Scrutiny Panel requested that they receive a report on performance in relation to the delivery of Lot 2, the grounds maintenance aspects of the South London Waste Partnership (SLWP) Phase C contract having spent a considerable time focusing upon the performance of Veolia Environmental Services and the Lot 1 services during the previous year.

2 DETAILS

- 2.1 The Lot 2 element of the SLWP contract commenced on 1st February 2017, following a two-year procurement exercise which included the London Borough of Sutton jointly as a delivery partner. The successful bidder was *idverde* Limited, who began the procurement process under a previous company trading name, The Landscape Group Limited. The range and scope of the Lot 2 contract was developed during the course of the procurement that was conducted as a "competitive dialogue" exercise. The final form of the contract, initially for a period of 8 years, but with the possibility to extend to up to 24 years, included the following services:
 - Horticultural services - including grass cutting and the management of hedges, herbaceous borders, highway verges, annual bedding & floral displays, rose and shrub beds, flowering meadows, green roof & green walls, allotments (including administration functions), war memorials & memorial gardens.

- Sports pitch services - including tennis courts, rugby, football & cricket pitches and bowling greens.
- Play & leisure services - including children's playgrounds, water play facilities, outdoor gyms, ball courts, wheel parks, etc.
- Cleansing & general maintenance services - including litter, graffiti & leaf clearance, sweeping of paths & other hard surfaces, cleaning of pavilions & toilets, water features, gullies & drains, etc.
- Events services - providing support & infrastructure (e.g. vehicles, plant & equipment) to support events as required.
- Arboricultural services - comprising works in relation to highways trees, and trees within schools, parks & open spaces. (Tree inspections and works commissioning remains with the Greenspaces client team).
- Cemeteries services - an integrated service that includes grave digging & interments, grounds & memorial management, waste & litter management and service administration.
- Nature conservation services - works that form part of the routine maintenance of parks and open spaces and *ad hoc* works on nature reserves.
- Ad hoc asset and project services - site and asset development works as requested.

2.2 The current basic annual budget for the delivery of the *idverde* elements of the overall service is £858,980 net of income.

2.3 This report provides performance details and data from the commencement of the contract on the 1st February 2017, insofar as possible, recognising that there was, not unreasonably, a “honeymoon” period during the early stages during which the *idverde* management team familiarised itself with the borough and its various assets, and the 60 service staff that transferred to the company under TUPE from Merton Council. Existing service systems and processes were, furthermore, reviewed and transferred, as appropriate, and new operational systems were developed and bedded in, the most significant of which provided some empirical over-arching and randomised service performance data for the very first time (see para. 2.4.1 below).

2.4 **Contract Management and Monitoring**

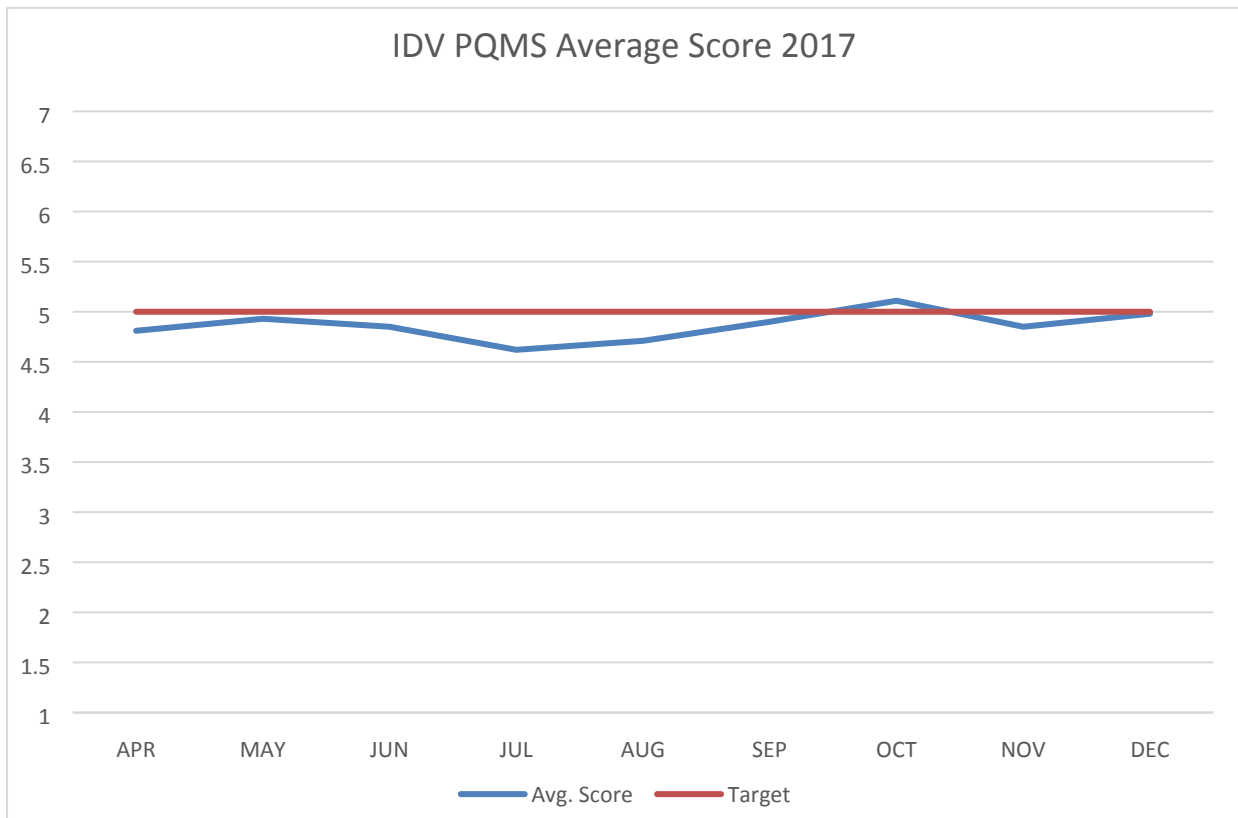
2.4.1 *Performance Quality Management System*

2.4.1.1 A telephone app-based Performance Quality Management System (PQMS) developed by *idverde* as part of its wider portfolio of grounds maintenance contracts, and tailored to suit the needs of the two Lot 2 boroughs during the

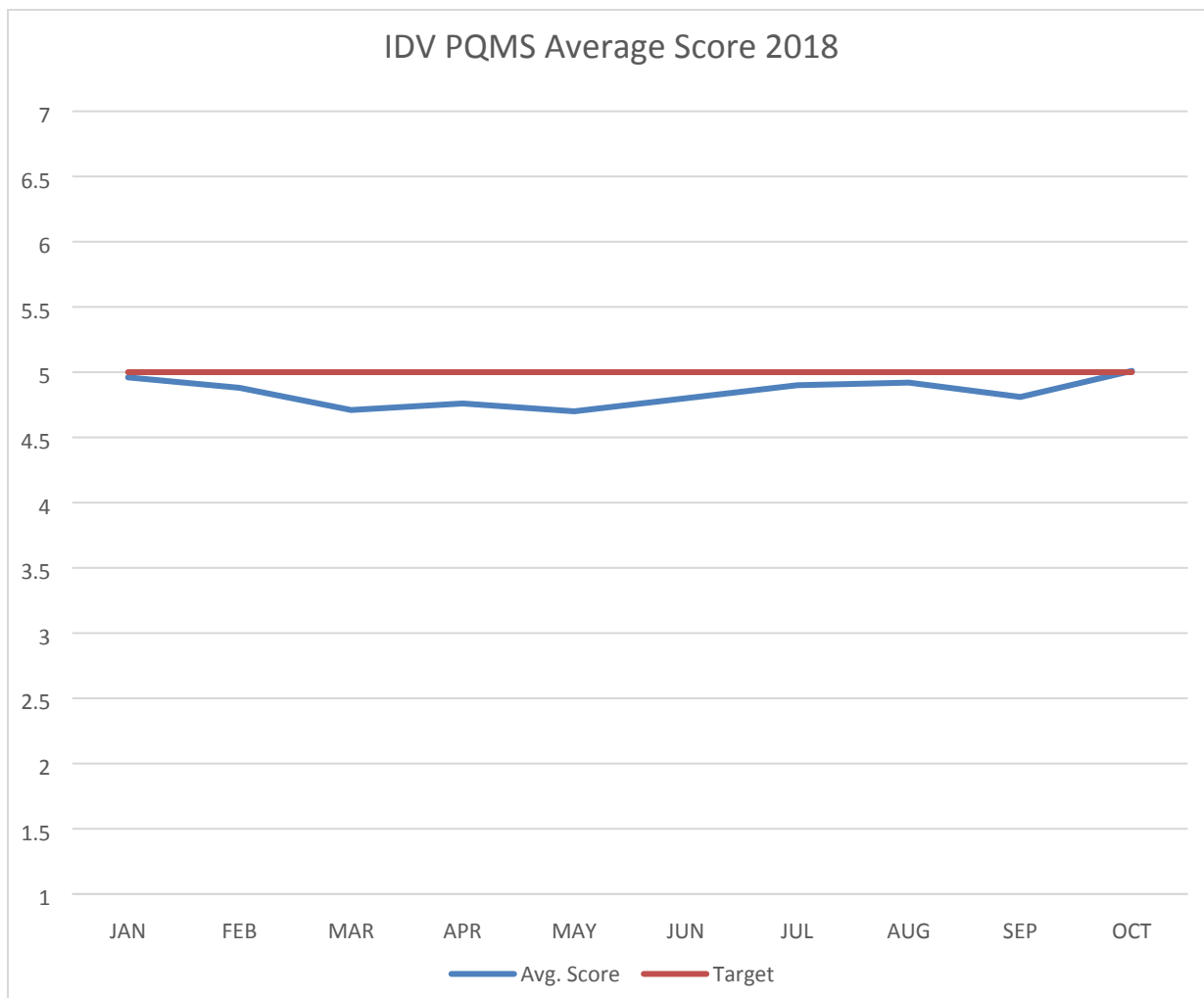
contract mobilization phase, was implemented in Merton from April 2017 and represents the primary tool by which *idverde*'s performance is assessed.

2.4.1.2 This convenient tool provides client-side officers with the opportunity to assess and score the condition of parks and other open space assets and features in the field on a scale of 1 to 7 where 5 represents the contract standard and 6+ exceeds it (see grading details in Appendix 2). The Management System generates sites for formal inspection on a random basis, drawing upon the entire list of open space assets, including cemeteries and highways verges, in order to enable an impartial and better balanced perspective on the condition of the contractor's performance overall. Merton's three Neighbourhood Client Officers are central to the quality assessment process and collectively have conducted some 800 individual site quality inspections since the commencement of the contract.

2.4.1.3 Details of the scores achieved by *idverde* since the adoption of the PQMS are detailed below.



2.4.1.4 The graphic for calendar year 2017 above demonstrates that performance, overall, was commonly a little below the service specification target of 5. Weather conditions during the peak season for grass growth during the springtime were generally favourable for grass cutting operations during this year.



2.4.1.4 The graphic for calendar year 2018 above reflects the problems encountered by the contractor during the spring period where inclement weather and excessively wet ground conditions delayed progress with the grass cutting programmes during the March to May period and consequently depressed the contractor's performance out-turns.

2.4.1.5 A score of less than 4 has been achieved by the contractor on 117 separate occasions to date: 33 of these relating to issues with grass; 23 to shrubs and hedges and 20 to litter bins.

2.4.1.6 A score of 6 (above specification) has been achieved on 189 separate occasions to date, covering a range of locations from the west to the east of the borough and a variety of site features and assets, including litter bins, grass areas and playgrounds.

2.4.2 *Friends & stakeholder monitoring*

2.4.2.1 As a direct consequence of its community development commitments, idverde has, in conjunction with the borough's friends groups (via Merton's Independent Friends Forum), developed a Greenspaces Assessment Form

to enable friends and key stakeholder groups to score a range of key site attributes using an overall layperson's perception to rank the condition of grass, litter, paths, playgrounds, etc, on scale of 1 to 4; 4 being excellent and 1 representing very poor.

2.4.2.2 This project was first implemented in January 2018 and a sample copy of the assessment form is provided as Appendix 1 to this report.

2.4.2.3 A total of 33 forms have been completed and submitted to date and the clear and consistent message emerging from this assessment tool is that *idverde* needs to improve its performance in relation to litter in parks, both litter in and around bins and litter more generally - litter being scored as poor or very poor in 72% of the returns submitted.

2.4.2.4 Those parks attributes that typically scored more highly within this assessment regime, achieving scores of 3 to 4, included horticultural features such as floral bedding and shrub beds.

2.4.3 *Customer complaints*

2.4.3.1 Residents of the borough are able to submit reports, including service requests and complaints, about grounds maintenance services either by telephone to the Council's Customer Contact Centre or via the Council's on-line reporting options, albeit not yet via the Council's CRM system as outlined in para. 2.5 of this report.

2.4.3.1 All formal complaints to the Council are channelled through the corporate Customer Complaints team and forwarded to the client-side team or the contractor to consider and respond, as appropriate. (The client-side team principally handles matters of recreational policy and service development, whereas the contractor deals mainly with operational issues such as grass cutting and overflowing bins).

2.4.3.2 The Council's three Neighbourhood Client Officers are proactive in investigating formal complaints submitted by residents and have monitored known hot-spot locations on a regular basis, over and above the PQMS requirements: weekly in the case of Three Kings Pond, Mitcham, a location where littering has been particularly severe due to localised anti-social behaviour and street drinking issues.

2.4.3.3 Customer feedback data provided by *idverde* for the period February 2017 to January 2018 identifies the following complaints:

	Feb	Mar	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan
Complaint Authorised Officer	-						4					2
Complaint Friends Group	-					1	1					
Complaint Public	-						2	1	1	1		

Rectifications												
Defaults												
Compliments						1						
Totals						1	8	1	1	1		2

2.4.3.4 Customer complaints about Greenspaces services recorded by the Council's Customer Complaints team:

	2015/16*	2016/17*	2017/18	2018/19 (to date)
Total number of formal complaints received	16	15	9	22

* Pre-*idverde* years

All years exclude arboricultural complaints

2018/19 data excludes Eastern Electrics complaints as these do not relate to *idverde*'s service provision

2.4.4 *Litter & Detritus Monitoring*

2.4.4.1 The Council's Principal Performance Officer has, since the summer of 2018, undertaken inspections of parks randomly across the borough as part of the assessment litter and detritus within the borough using the methodology of the former DEFRA National Indicator 195 for street cleanliness as a yardstick.

2.4.4.2 The results of this field assessment work during Quarter 2 of 2018 revealed the following:

Issue	Sites below standard
Litter	8.4%
	Bins found to be full
Bins	15.3%

2.4.5 *Service Performance Indicators (SPIs)*

- 2.4.5.1 The Lot 2 contract provides a range of 21 separate Service Performance Indicators (SPIs) against which the contractor's performance is measured.
- 2.4.5.2 The SPIs range from the outcomes of the boroughs' Residents' Satisfaction Survey score; its performance in relation to health and safety matters; site security and staff training arrangements, amongst others.
- 2.4.5.3 Financial deductions can be applied in the event of a service failure in relation to any SPI, subject to any rectification period that may apply.
- 2.4.5.4 A summary table of the recorded service failures in relation to the contractual SPIs is provided in Appendix 3.
- 2.4.5.5 In 2017/18 deductions amounting to £38.5k were identified in relation to formal reporting failures and the non-availability of some of the borough's water play facilities during the course of the summer.
- 2.4.5.6 Deductions for the 2018/19 contract period will be reported at the end of the current financial year.

2.4.6 *Green Flag Awards*

2.4.6.1 *idverde* supported and contributed to the successful retention of the borough's five existing Green Flag Awards during 2017 and played a significant role in securing the very first award in 2018 for Abbey Recreation Ground. The total number of parks achieving this national quality standard now stands at an all-time high of six parks. Merton's six Green Flag Award parks are:

- John Innes Park
- Sir Joseph Hood Memorial Playing Fields
- Colliers Wood Recreation Ground
- South Park Gardens
- Dundonald Recreation Ground
- Abbey Recreation Ground

2.4.7 *Health & safety*

2.4.7.1 Procedural concerns in relation to the inspection of children's playgrounds and Legionella-focused water testing have been raised with *idverde* and are being addressed.

2.4.8 *Allotments, Sport and Cemeteries*

2.4.8.1 There are no significant issues to report in these service areas. Income generation is a key indicator of performance and, save for some teething issues around data sharing, has generally been satisfactory overall, particularly once matters with the re-letting of vacant and uncultivated

allotment plots were addressed by *idverde* at the commencement of the 2018 growing season.

2.4.8.2 The maintenance of quality standards in respect of these services forms part of the PQMS assessment process outlined above.

2.4.9 *Arboriculture*

2.4.9.1 *idverde* has not, so far, been able to deliver the full contractual expectations in relation to arboriculture but did meet the majority of the borough's needs in relation to basal and epicormic growth during the summer of 2018. Progress with this programme has been somewhat slower than the Council's expectations, but it has now been completed and generally to a good standard.

2.4.9.2 The contractor has been tasked with confirming an acceptable solution to the two borough's arboricultural needs before 1st April 2019.

2.4.10 *Events*

2.4.10.1 *idverde* staff contributed to the successful delivery of some of the borough's major outdoor events during both the summers of 2017 and 2018, including the Mitcham Carnival, the Wimbledon Championships and the borough's annual public fireworks events, providing both support staff and event equipment and infrastructure.

2.4.10.2 In addition, *idverde*'s grounds staff undertook the site remediation works, both in 2017 and 2018, following the Eastern Electrics Festival in Morden Park and hosted and facilitated a number of larger-scale sports-focused activities at various locations, the majority during the summer months.

2.4.11 *Community development, friends & stakeholder engagement*

2.4.11.1 During the first 12 months of the contract and in the two month period immediately in advance of the contract commencement date, *idverde* staff invested some 115 hours in community development work and in meetings with parks friends groups and key service stakeholders. 56 separate meetings were attended, including meetings with the Merton Independent Friends Forum and with representatives of the various Little League groups in Merton, amongst others.

2.4.11.2 As outlined within para. 2.4.6.1 of this report, *idverde*'s development team were key participants in a successful project to improve Abbey Recreation Ground to Green Flag Award standards, working with Council officers and the Wilmore End Residents Association on the development of a

management plan for the site and ensuring that the presentation of the site met with the award's quality standards.

2.4.11.3 Some considerable time was also invested by *idverde* supporting a relatively a new friends group, the Friends of Nelson Gardens, to complete some comprehensive site improvements at Nelson Gardens, South Wimbledon.

2.4.11.4 A total of 30 volunteering days were delivered by *idverde* under the Community Payback Project scheme during the course of the first year of the contract, combining practical works undertaken at Abbey Recreation Ground and Nelson Gardens.

2.4.12 *Management liaison meetings*

2.4.12.1 A hierarchy of regular liaison meetings has been established with the contractor in order to monitor progress and performance and to facilitate dialogue on any current or ongoing contract delivery issues. These are:

- Operational meetings with the *idverde* Contract Manager (Merton) - weekly. Attended by the Council's client-side Contract Lead and Neighbourhood Client Officers.
- Contract progress and development meetings with the Contract Director (Merton & Sutton) - monthly. Attended by the Council's client-side Contract Leads from both Merton and Sutton.
- Strategic & Commercial meetings with *idverde*'s Directors - Six-weekly. Attended by the relevant Assistant Directors and the Contract Leads from both Merton and Sutton.

2.5 **ICT INTEGRATION**

2.5.1 The integration of the Council's customer relationship management (CRM) system and *idverde*'s operational management system has not progressed as originally envisaged, in part related to wider project delivery and contractual issues with the corporate provider, GDIT. Integration of the Lot 1, waste, recycling and street cleansing services, has, not unreasonably, been prioritised by the authority, but as the progressive integration of Veolia's ECHO system with the Council's CRM system draws to a close, the opportunity to focus on the ICT needs in relation to Lot 2 matters will present itself.

2.5.2 The Lot 1 systems integration process and issues will serve as a useful rehearsal for Lot 2 and the lessons learned should ensure that the exercise is completed more efficiently than might otherwise have occurred.

2.5.3 Dialogue with *idverde* has already commenced on this topic and in the fullness of time, it is envisaged that residents will be able to report such

issues as overflowing bins, long grass, graffiti and fly-tips in parks and open spaces on-line, just as they already can do for Lot 1 concerns.

2.6 PERFORMANCE SUMMARY AND AREAS FOR IMPROVEMENT

2.6.1 Overall, *idverde's* performance has been consistently a little under the expectations of the contract specification in relation to the quality and presentation of the borough's park and open spaces. The PQMS assessments reflect this position, the average score being 4.84 for the first 20 months of the contract (an average of 4.87 during the first 12 months of the contract; an average of 4.83 for Year 2 of the contract to date). Grass cutting and litter have issues have generally been the factors that have depressed their achievements most of all. The contractor clearly recognises the financial implications of under-performance, including deductions for any failures to deliver upon the Lot 2 SPIs and is being actively encouraged to reconsider how it recruits and deploys staff, most especially during the spring and early summer period and at times of exceptional seasonal demand, warm weekends, for example, when the grounds maintenance challenges are typically at their peak.

2.6.2 Some of the early operational contract teething issues, in relation to playground inspections and the operation of the borough's water play facilities, for example, have been addressed and after a period during which there was significant staff churn in *idverde's* Merton operations during Year 1, the local operational team is now more bedded-in and more familiar with the Lot 2 contractual requirements and with the communities of Merton and their hopes and expectations for what is a highly-regarded and much-enjoyed service.

2.7 GENERAL PARKS ISSUES

2.7.1 General

2.7.1.1 Parks and open spaces are, of course, predominantly an outdoor experience, and consequently weather events naturally affect their maintenance and enjoyment. The very remarkable weather events unquestionably impacted upon the service overall this year. Issues with grass cutting due to a combination of inclement weather and saturated ground during the early spring period have been pinpointed above. Conversely, the borough's water play facilities attracted above-the-norm attendances during July and August due to more favourable weather conditions for outdoor recreational activities.

2.7.1.2 In addition to securing six Green Flag Awards, as outlined above, a number of clubs and commercial enterprises, such as Butterfly Patch Nursery, have been supported to secure new or improved premises within Merton's parks,

securing additional income for the service and the authority for the longer term.

2.7.2 *Outdoor Events*

2.7.2.1 The borough's outdoor events service has continued to diversify and expand during 2018. An improved experiential marketing offer in Wimbledon Park during the Wimbledon Championships included some new "blue chip" brands in 2018 and the Eastern Electrics Festival, first held in Morden Park in 2017, increased to a two-day event, attracting an audience of some 27,000 over the course of the relevant August weekend. Seven outdoor cinema events were held in five different parks across the borough during the course of the summer and Wimbledon Park hosted its very first country fair during September.

2.7.3 *Special Projects*

2.7.3.1 Working with *idverde* and the Keep Britain Tidy Group (KBTG), the Council embarked upon a national pilot project during the recent summer months that examined the relative importance of bins in resolving, or otherwise, problems of littering in parks. Litter bins were entirely removed from Wandle Park in Colliers Wood, during the early summer period and the impacts of this in terms of volumes of litter (by weight) collected within the park were measured. The data from this pilot exercise is currently in the process of being analysed and considered by KBTG, who will produce a report on the findings from this park and parks elsewhere that volunteered for the pilot. The early-stage observations are both interesting and encouraging, suggesting that the borough's informal policy of encouraging residents to take their litter home for disposal might be encouraged by removing waste bins from its parks.

2.7.3.2 Other significant parks projects and improvements completed in recent months include:

- Landscape and access improvements at Ravensbury Park
- Access/footpath improvements at Wandle Park
- New floodlights installed at Wimbledon Park Stadium
- Three tennis courts refurbished at Joseph Hood Recreation Ground

2.7.4 *Pay and Display Car Parking*

2.7.4.1 Pay and display car parking regimes became operational for the first time during April of this year at four open space locations: Wimbledon Park, Haydons Road Recreation, Abbey Recreation Ground and Tamworth Recreation Ground. The scheme has generally proven to be very effective

in deterring commuters and other non-park users from occupying parking spaces at these venues.

2.7.4 *Barbeques*

2.7.4.1 The excellent weather naturally encouraged summer barbeques, most especially in Wimbledon Park, and whilst opinions amongst park users continue to be spilt on the appropriateness of BBQs in public parks, the authority did support the temporary ban on barbequing that was encouraged across the capital by the London Fire Brigade at the height of the high-summer drought.

2.7.5 *Dog Controls*

2.7.5.1 The Council has continued to develop and clarify its policy on dog controls during the course of the year as outlined in a separate report to this meeting of the Sustainable Communities Overview and Scrutiny Panel.

2.8 TREE WATERING PROVISIONS

2.8.1 A total of 220 new street trees were planted across the borough during the 2017/18 winter planting season. In keeping with recent custom and practice, a standard regime that specified watering of all newly planted trees with 30-50 litres of water on a programme of 10 watering episodes between the months of May and September was undertaken by arboricultural contractor commissioned by Greenspaces.

2.8.2 This programme commenced in advance of the somewhat atypical hot, dry weather that prevailed throughout the June to early August period, but end-of-season analysis has, reassuringly, revealed that only 11% of the total stock planted during last winter was lost. Of these, 12 succumbed to suspected environmental causes, whereas 14 were lost for reasons of vandalism or accidental damage by vehicles. Therefore, the very worst prognosis is that 5% only were lost to drought issues.

2.8.3 Greenspaces' tree operation is supported by the borough's 30 or so Tree Wardens, local volunteers who typically assist and support with the maintenance and management of the borough's tree stock. During the summer of 2018 their support proved to be particularly invaluable in relation to young trees that showing signs of drought distress that were planted in the years immediately prior to the 2017/18 planting season and therefore outside of the Greenspaces-commissioned 2018 summer watering programme.

2.8.4 Dead trees on the highway are generally removed and replaced as a matter of policy where resources and underground services permit such.

3 ALTERNATIVE OPTIONS

- 3.1. This report is an update on the performance of the Council's current grounds maintenance service provider, *idverde*, and therefore there are no decisions required or recommended as part of this report.

4 CONSULTATION UNDERTAKEN OR PROPOSED

- 4.1. No specific consultation has contributed to the complication of this report.

5 TIMETABLE

- 5.1. This report is an update on the performance of the Council's current grounds maintenance service provider, *idverde*, which primarily examines the first 18 months of their long-term contact with the authority.

6 FINANCIAL, RESOURCE AND PROPERTY IMPLICATIONS

- 6.1. Key financial issues are included within the body of the report, including reference to the application of financial deductions where the contractor has under-performed or otherwise failed to deliver upon existing contractual targets and requirements.
- 6.2. In 2017/18 deductions amounting to £38.5k were identified and are awaiting settlement.

7 LEGAL AND STATUTORY IMPLICATIONS

- 7.1. It appears that the Council are properly monitoring performance under the contract and as such there are no specific legal or statutory implications arising from this report.

8 HUMAN RIGHTS, EQUALITIES AND COMMUNITY COHESION IMPLICATIONS

- 8.1. There are no specific human rights, equalities or community cohesion implications arising from this report.

9 CRIME AND DISORDER IMPLICATIONS

- 9.1. There are no crime and disorder implications arising from this report.

10 RISK MANAGEMENT AND HEALTH AND SAFETY IMPLICATIONS

- 10.1. There are no specific risk management or health and safety implications arising from this report.

11 APPENDICES – THE FOLLOWING DOCUMENTS ARE TO BE PUBLISHED WITH THIS REPORT AND FORM PART OF THE REPORT

- Appendix 1 - Greenspaces Assessment Form
- Appendix 2 - PQMS Grading
- Appendix 3 - Recorded SPI Failures

12 BACKGROUND PAPERS

- 12.1. Minutes of Cabinet, Monday 6 June 2016.
- 12.2. Minutes of the Sustainable Communities Overview and Scrutiny Panel, Thursday 9 June 2016.
- 12.3. Minutes of Overview and Scrutiny Commission, Tuesday 2 August 2016.
- 12.4. Minutes of Council, Wednesday 14 September 2016.
- 12.5. Minutes of Sustainable Communities Overview and Scrutiny Panel, Wednesday 15 March 2017.
- 12.6. Minutes of Sustainable Communities Overview and Scrutiny Panel, Thursday 2 November 2017.
- 12.7. Minutes of the Sustainable Communities Overview and Scrutiny Panel meeting, Thursday 21 June 2018.

APPENDIX 1 - GREENSPACES ASSESSMENT FORM

Greenspace Assessment Report

(developed in conjunction with Independent Merton Green Spaces Forum)

Site		Assessed by (name & group)				
Contact No.		Date of assessment				
Site Assessment scoring:						
<p>4 = The service/standard is excellent</p> <p>3 = The service/standard is generally acceptable</p> <p>2 = The service/standard is poor and I am sometimes dissatisfied</p> <p>1 = The service/standard is very poor and I am not at all satisfied</p> <p>n/a = The feature is not present</p>						
<p>Assess site against 'overall lay person's perception' criteria Please provide an assessment of the condition of the site using the below elements as a guide. Continue on a separate sheet if necessary.</p>						
Items Assessed	Score 4	Score 3	Score 2	Score 1	n/a	Notes
Grass						
Trees						
Litter bins						
Litter on ground						
Litter in woodland						
Seats & other furniture						
Shrubs/ Herbaceous						
Hedges						

Floral bedding						
Roses						
Playgrounds						
Sports facilities						
Nature conservation						
Gates, fences & railings						
Paths						
Water features						
Woodland/ Copses						
Other feature						

APPENDIX 2 - PQMS GRADING

PQMS Grading

Aim:

The use of a performance management system which provides the council and the contractor with an overall assessment of the contractor's performance. It will be assessed across the full range of features within the contract specification.

Classification of Standards:

For the council to achieve a standard overall, all of the criteria within that standard must have been met or exceeded.

A	7	<p>GM: Feature is maintained above contract standard in all aspects (Grade A will not be achieved in most circumstances)</p> <p>SC: Absence of all litter, detritus, excreta, leaf fall, weeds etc.</p> <p>FM: Absence of all dirt, waste, cobwebs, dead insects/vermin and the facility or area is fully stocked</p> <p>CE: All clear no litter/debris in channel or against grille, no overhanging vegetation.</p>
A-	6	<p>GM: Feature is maintained above contract standard in most aspects. (Grade A- will not be achieved in most circumstances)</p> <p>SC: Absence of almost all litter, detritus, excreta, leaf fall etc. Substantially weed free</p> <p>FM: Absence of almost all dirt, waste, cobwebs, dead insects/vermin and the facility or area is fully stocked</p> <p>CE: Minor debris, recent deposits with no compromise in efficiency.</p>
B	5	<p>GM: Feature is maintained to contract standard in all aspects</p> <p>SC: Predominately free of litter, detritus, excreta, leaf fall etc. Predominantly weed free</p> <p>FM: Predominately free of all dirt, waste, cobwebs, dead insects or vermin and the facility or area is fully stocked</p> <p>CE: Minor debris, slight effect on efficiency.</p>
B-	4	<p>GM: The feature is maintained to contract standard in the majority of aspects</p> <p>SC: Some distribution of litter, detritus, excreta, leaf fall, etc. Some weed growth</p> <p>FM: Some distribution of dirt, waste, cobwebs, dead insects or vermin and the facility or area is adequately stocked.</p> <p>CE: Moderate debris, still working effectively</p>
C	3	<p>GM: The feature is maintained slightly below contract standard in some aspects</p> <p>SC: Widespread distribution of litter, detritus, excreta, leaf fall etc. Significant weed growth</p> <p>FM: Widespread distribution of dirt, waste, cobwebs, dead insects /vermin and the facility or area is inadequately stocked</p> <p>CE: Moderate debris, efficiency compromised.</p>
C-	2	<p>GM: The feature is maintained but below contract standard in most aspects</p> <p>SC: Widespread distribution and accumulation of litter, detritus, excreta, leaf fall etc. Considerable weed growth</p> <p>FM: Widespread distribution and accumulation of dirt,waste,cobwebs,dead insects or vermin and the facility or area is inadequately stocked</p> <p>CE: Chocked and ineffective</p>
D	1	<p>GM: The feature is unmaintained and considerably below contract standard in all aspect</p> <p>SC: Heavy distribution of litter, detritus, excreta, leaf fall etc. Heavy, widespread weed growth.</p> <p>FM: Heavy distribution of dirt, waste, cobwebs, dead insects or vermin and the facility or area is inadequately stocked</p> <p>CE: Channel/grille in filled and unidentifiable</p>

APPENDIX 3 - RECORDED SPI FAILURES

SPI	Feb 2017	Mar 2017	Apr 2017	May 2017	June 2017	July 2017	Aug 2017	Sept 2017	Oct 2017	Nov 2017	Dec 2017	Jan 2018	Feb 2018	Mar 2018	Apr 2018	May 2018	June 2018	July 2018	Aug 2018
1a - Customer satisfaction survey (Merton)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
1c - average PQMS score of 5 or above	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0
1d- target score in Perpetual customer survey	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
1e - respond to service request, complaint, enquiry, etc.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2	4	1	0	7
2a - emergency redeployment	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
2b - risk assessment	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
2c - apply risk assessment	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
2d - health & safety audit	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
3a - fertilisers, products & materials	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
4a - gate opening	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
4b - gate locking	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
4c - pitch or facility available	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
5a - equipment/play feature item available	0	0	0	0	0	0	0	0	1	0	0	0	0	1	1	1	0	0	0
5b - entire facility available	0	0	0	0	1	4	0	0	0	0	0	0	0	0	0	0	0	0	0
6a - records & reporting (general)	0	0	0	0	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0
6b - weekly report	4	4	4	4	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0
6c - monthly report	1	1	1	1	1	1	1	0	0	0	1	0	0	1	0	1	1	0	0
6d - annual report	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
7a - burial plot prepared	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
8a - annual staff	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

appraisal																			
9a - working with organised groups & stakeholders	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0