

**The Highland Council**  
**Community Services Committee**  
**21 August 2014**

Agenda Item	21
Report No	COM/29/14

**Grounds Maintenance Service Delivery Update**

**Report by Director of Community Services**

**Summary**

This report provides the Committee with an update on the service delivery of grounds maintenance, including a summary of grounds maintenance performance across the Highlands for Q1 2014/15; the management actions taken to address recent performance issues; and the resultant changes to service delivery. The report provides an update on the assessment of the options for the future delivery of grounds maintenance.

The report invites the Committee to agree that the existing contractual arrangements for delivery of amenity grass cutting are extended for the 2015 season so that all contracts terminate at the same time.

**1. Background**

- 1.1 Community Services is responsible for a wide range of horticultural related activities including cutting approximately 9.6 million sqm of amenity grass, consisting of; public open space, playing fields and burial grounds. External contractors maintain 5.3 million sqm (55%) with the remaining 4.3 million sqm (45%) maintained in-house. An area breakdown is provided in **Appendix A**.
- 1.2 This report details the recorded performance from April to July 2014, the arrangements for monitoring performance of the Grounds Maintenance Services. It also provides feedback of actions taken to manage the service during the period, in particular those ongoing since the end of June and the outcomes.
- 1.3 At its meeting on 18 November 2010 the TECS Committee considered a report for the tender of the Grass Cutting across the Highlands in nine areas (Lots) for 2011/12 to 2013/14.
- 1.4 The current mixed economy model for grounds maintenance involves contracts for cutting grass in 9 lots. Grass is cut by two contractors and the Council's in-house workforce as follows:
  - Caithness, Sutherland, Easter Ross by the Council;
  - Skye & Lochalsh by Golder Grounds Maintenance Ltd;
  - Lochaber by ISS with pitches by the Council;

- West Ross by the Council;
  - Mid Ross by ISS, cemeteries by the Council (see para 2.3);
  - Inverness by ISS with some cemeteries, pitches and grounds by the Council; and
  - Nairn, Badenoch & Strathspey by ISS, with some pitches by the Council
- 1.5 Externalisation of grass cutting has delivered a saving across the Highlands of £603k; the grounds maintenance budget was reduced by this sum in 2011/12.
- 1.6 In each sub-area, with the exception of Skye, there are also sections of grass out with the contracts where the in-house workforce deliver grass cutting.
- 1.7 The delivery model involves summer seasonal working for the contractors, which with a strong local economy is causing problems with retaining key personnel. The in-house workforce also recruits seasonal staff in some areas; although this has reduced in 2014 with the use of roads operatives in the north.
- 1.8 The five contracts with ISS and the three lots retained in-house can be extended for an additional year over the 2015 season.
- 1.9 The contracts have an output specification with a fixed monthly payment. Weather related risks, which directly influence growth rate are transferred to the service provider. If the grass grows quickly the contractor incurs higher costs in complying with the specified grass heights, whilst if it grows slowly their costs are lower.
- 1.10 The 2014 growing season has seen exceptional grass growth in April, May and June across the Highlands. Operations are normally programmed for a traditional slow start in April, with full resource mobilisation for May. In all areas except Skye the rapid growth has seen the service providers struggling to reach the manning levels necessary to deliver the required service.

## **2. Contract supervision and grounds maintenance performance**

- 2.1 Performance by both ISS and the in-house teams during May and June has been significantly below standard as shown in **Appendix B**. The number of complaints received during June has been higher than previous years.
- 2.2 A senior management meeting was held with ISS and the Director of CS on 30<sup>th</sup> June 2014. ISS committed to a recovery programme with deployment of additional resources and dedicated remedial work team.
- 2.3 At the beginning of July a third of the in-house maintained grass area in Mid & West Ross was transferred into the ISS contract. This permitted in-house work to be programmed in a more efficient manner and reduced the need for seasonal staff.
- 2.4 Preliminary performance figures for July, as shown in **Appendix B**, indicate

significant improvement in all areas by ISS and an improvement in the in-house activity.

- 2.5 For the grass cutting activities and other grounds work the number of inspections and resulting breached standards issued to the contactors and in-house operations during April to July 2014 are shown below:

<b>Grounds Maintenance Performance (All tasks and all service providers)</b>					
<b>Contract Monitoring</b>			<b>Breached Standards</b>		
<b>Month</b>	<b>Inspections</b>	<b>Pass Rate</b>	<b>Issued</b>	<b>Completed within 7 days</b>	<b>Percentage</b>
April	296	83%	54	38	70%
May	260	57%	111	75	68%
June	381	55%	143	115	80%
July	317	93%	32	23	72%
<b>Totals</b>	<b>1254</b>	<b>72%</b>	<b>340</b>	<b>241</b>	<b>71%</b>

- 2.6 A senior management review meeting with ISS took place on 7<sup>th</sup> August to assess their performance in July. Performance figures for ISS are shown separately in Appendix C.

- 2.7 Recovery of inspection costs for 2014 for the months of April to June have been agreed with both ISS and Golder Landscape Services.

### **3. Reviews**

- 3.1 A review on methods of service delivery, contract supervision and maintenance standards has commenced, including reviewing:

- existing standards;
- how difficult and high profile sites such as burial grounds are specified;
- Identification of little and unused (by the public) land that are maintained.

- 3.2 Methods of service delivery under review include:

- viability of in-house teams and ancillary horticultural works such as at Council run nurseries (Inverness and Wick);
- options for use of SME's;
- other models, such as external resource based fixed price contracts; and
- partnership options.

3.3 The Council's Audit and Scrutiny Committee on 19<sup>th</sup> June 2014 received summary report HH02/002 dated 10<sup>th</sup> June 2014 entitled 'Community Services – Outsourced Grass Cutting Contract – Monitoring and Payment arrangements' which presented summary of findings of an audit of monitoring during the 2012 season; the report includes an audit report action plan. A separate update report on delivery of the action plan forms another report to this Committee.

3.4 It is intended to report to November CS Committee on:-

- a) Service delivery options with recommendations targeted at new arrangements commencing in April 2016; and
- b) Review options for alternative and improved methods of contract delivery, monitoring, supervision and standards to secure cost savings and improved service delivery.

#### **4. Tendering**

4.1 To improve the contractors' retention of key trained operatives, future contracts need to include a more comprehensive workload that incorporates a full year's work.

4.2 To permit new contract options and savings to be properly considered it is necessary to extend the five existing grass cutting contract Lots with ISS and the three internally delivered Lots for one year to cover the 2015 season.

Substantial work is required in relation to:

- drafting of updated contracts
- updating the asset database to define the work content being tendered
- improving performance monitoring and reporting for contractual purposes and for Members and managers.

4.3 ISS has shown a significant improvement in performance during July after implementing their recovery programme showing that they are capable of delivering good service. This removes uncertainty about their commitment to the Council and significantly lessens any concern in their ability to perform acceptably in 2015 should the contract be extended for a year.

4.4 The alternative is to retender the existing grass cutting contracts on the basis of the current imperfect asset data. This would of necessity preclude inclusion of non-grass cutting activity as the data behind that will not be available till Autumn 2015.

4.5 A one year contract would align with the end of the Skye contract however it is well known that a short contract is likely to result in an increase in unit rates and overall costs as the contractor's overheads have to be recovered over a shorter period. Feedback from the industry is that this may cost in the order of 10% (or £100k) more overall.

- 4.6 To return the service in-house for a single year has also been considered. The additional costs associated with such an option; equipment costs as identified in para 4.5, management costs with the need for additional resources and recruitment of seasonal staff are such that the original cost savings stated in para 1.6 could not be maintained.
- 4.7 It is therefore recommended that a one year extension to all current contracts except for Skye be implemented to avoid additional costs whilst allowing time for future delivery and cost saving options to be properly assessed and to complete the work identified in paragraph 3.2.

## **5. Implications**

- 5.1 A decision to extend the amenity grass cutting contracts for Lots 1-4 and 6-9 secures the costs of service delivery for 2015. A potential significant financial risk of increased costs has been associated with non- extension.
- 5.2 There are no legal, equalities, climate change/carbon clever, gaelic or rural implications.

### **Recommendations**

The Committee is invited to:

- i) Note the grounds maintenance performance information for April to July 2014;
- ii) Note the management action taken to address performance issues;
- iii) Agree that a review of the supervision of grounds maintenance is undertaken; and
- iv) Agree that the existing contractual arrangements for delivery of amenity grass cutting are extended for the 2015 season so that all contracts terminate at the same time.

Designation: Director of Community Services

Date: 31<sup>st</sup> July 2014

Author: Robin Pope

Background Papers:

## Appendix A - Grass and Ground Maintenance Areas

	Total Grass Area	Service Provider		Planted Area	Hard Landscape	Highland Area Maintained	
		Contractor (55%)	In-house DLO (45%)			Total Area	% of Highland Total Area
Caithness	902,806	0	902,806	13,100	94,681	1,010,587	9%
Sutherland	784,017	0	784,017	11,206	40,118	835,341	8%
<b>CS Totals</b>	<b>1,686,823</b>	<b>0</b>	<b>1,686,823</b>	<b>24,306</b>	<b>134,799</b>	<b>1,845,928</b>	<b>17%</b>
Skye	393,332	393,332	0	4,709	71,102	469,143	4%
East Ross	1,360,387	0	1,360,387	22,337	143,776	1,526,500	14%
Mid & West Ross	1,260,449	823,279	437,170	37,911	119,498	1,417,858	13%
<b>SR Totals</b>	<b>3,014,168</b>	<b>1,216,611</b>	<b>1,797,557</b>	<b>64,957</b>	<b>334,376</b>	<b>3,413,501</b>	<b>32%</b>
Inverness	3,005,906	2,314,502	691,404	63,386	87,997	3,157,289	30%
<b>INV Totals</b>	<b>3,005,906</b>	<b>2,314,502</b>	<b>691,404</b>	<b>63,386</b>	<b>87,997</b>	<b>3,157,289</b>	<b>30%</b>
Loch	940,553	817,933	122,620	23,843	243,563	1,207,959	11%
Badenoch & Strathspey	433,702	433,373	329	9,228	26,789	469,719	4%
Nairn	546,156	539,341	6,815	10,676	8,621	565,453	5%
<b>LBSN Totals</b>	<b>1,920,411</b>	<b>1,790,647</b>	<b>129,764</b>	<b>43,747</b>	<b>278,973</b>	<b>2,243,131</b>	<b>21%</b>
<b>Total</b>	<b>9,627,308</b>	<b>5,321,760</b>	<b>4,305,548</b>	<b>196,396</b>	<b>836,145</b>	<b>10,659,849</b>	<b>100%</b>

## Appendix B – Performance Analysis

### Area Summary's

Month	Contract Monitoring		Breached Standards		
	Inspections	Pass Rate	Issued	Completed within 7 days	Percentage
<b>Skye, Ross &amp; Cromarty – Area Summary (all service providers)</b>					
April	123	85%	18	9	50%
May	85	64%	25	14	56%
June	119	57%	33	22	67%
July	162	92%	16	10	63%
<b>Totals</b>	<b>489</b>	<b>77%</b>	<b>92</b>	<b>55</b>	<b>60%</b>
<b>Inverness – Area Summary (all service providers)</b>					
April	87	86%	12	12	100%
May	52	54%	31	23	74%
June	46	59%	28	22	79%
July	51	90%	1	0	0
<b>Totals</b>	<b>236</b>	<b>75%</b>	<b>72</b>	<b>57</b>	<b>79%</b>
<b>Caithness &amp; Sutherland – Area Summary (all service providers)</b>					
April	28	100%	4	0	0%
May	38	53%	22	8	36%
June	41	39%	9	9	100%
July	39	97%	12	11	92%
<b>Totals</b>	<b>146</b>	<b>70%</b>	<b>47</b>	<b>28</b>	<b>60%</b>
<b>Lochaber, Nairn, Badenoch &amp; Strathspey – Area Summary (all service providers)</b>					
April	58	66%	20	17	85%
May	85	54%	33	30	91%
June	175	57%	73	62	85%
July	65	97%	3	2	67%
<b>Totals</b>	<b>383</b>	<b>64%</b>	<b>129</b>	<b>111</b>	<b>86%</b>

## Skye, Ross & Cromarty – Area Reporting

### Amenity Grass Tendered

Month	Contract Monitoring		Breached Standards		
	Inspections	Pass Rate	Issued	Completed within 7 days	Percentage
<b>Amenity Grass Contract - East Ross Lot 3 DLO</b>					
April	10	60%	4	0	0
May	7	14%	9	4	44%
June	0	0	2	2	100%
July	8	100%	0	0	0
<b>Totals</b>	<b>25</b>	<b>58%</b>	<b>15</b>	<b>6</b>	<b>40%</b>
<b>Amenity Grass Contract - Mid &amp; West Ross Lot 4 ISS</b>					
April	38	87%	6	6	100%
May	10	50%	7	4	57%
June	33	52%	14	8	57%
July	42	83%	6	5	83%
<b>Totals</b>	<b>123</b>	<b>68%</b>	<b>33</b>	<b>23</b>	<b>70%</b>
<b>Amenity Grass Contract - Skye &amp; Lochalsh (Lot 5) Golders</b>					
April	2	100%	0	0	0
May	27	81%	5	4	80%
June	34	71%	10	9	90%
July	0	0	0	0	0
<b>Totals</b>	<b>63</b>	<b>84%</b>	<b>15</b>	<b>13</b>	<b>87%</b>



**Skye, Ross & Cromarty – Amenity Grass Retained (non tendered)**

<b>Amenity Grass - Skye, Ross &amp; Cromarty Retained DLO</b>					
<b>Month</b>	<b>Contract Monitoring</b>		<b>Breached Standards</b>		
	<b>Inspections</b>	<b>Pass Rate</b>	<b>Issued</b>	<b>Completed within 7 days</b>	<b>Percentage</b>
April	21	76%	7	3	43%
May	7	0%	3	2	67%
June	5	20%	2	2	100%
July	46	96%	2	1	50%
<b>Totals</b>	<b>79</b>	<b>64%</b>	<b>14</b>	<b>8</b>	<b>57%</b>

<b>Amenity Grass - East Ross Retained DLO</b>					
<b>Month</b>	<b>Contract Monitoring</b>		<b>Breached Standards</b>		
	<b>Inspections</b>	<b>Pass Rate</b>	<b>Issued</b>	<b>Completed within 7 days</b>	<b>Percentage</b>
April	0	0	0	0	0
May	5	100%	0	0	0
June	0	0	0	0	0
July	0	0	0	0	0
<b>Totals</b>	<b>5</b>	<b>100%</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>Amenity Grass - Mid &amp; West Ross Retained DLO</b>					
April	16	69%	7	3	43%
May	7	0%	3	2	67%
June	5	20%	2	2	100%
July	46	96%	2	1	50%
<b>Totals</b>	<b>74</b>	<b>62%</b>	<b>14</b>	<b>8</b>	<b>57%</b>

**Skye, Ross & Cromarty – In-house non grass**

<b>Skye, Ross &amp; Cromarty - DLO SLA Work excluding grass cutting</b>					
<b>Month</b>	<b>Contract Monitoring</b>		<b>Breached Standards</b>		
	<b>Inspections</b>	<b>Pass Rate</b>	<b>Issued</b>	<b>Completed within 7 days</b>	<b>Percentage</b>
April	52	90%	1	0	0%
May	34	76%	1	0	0%
June	47	55%	5	1	20%
July	64	94%	6	4	80%
<b>Totals</b>	<b>197</b>	<b>79%</b>	<b>13</b>	<b>5</b>	<b>38%</b>

<b>Month</b>	<b>Contract Monitoring</b>		<b>Breached Standards</b>		
	<b>Inspections</b>	<b>Pass Rate</b>	<b>Issued</b>	<b>Completed within 7 days</b>	<b>Percentage</b>
<b>Skye &amp; Lochalsh DLO SLA Work excluding grass cutting</b>					
April	3	100%	1	0	0%
May	19	89%	0	0	0
June	22	68%	1	0	0%
July	1	0%	1	0	0%
<b>Totals</b>	<b>45</b>	<b>86%</b>	<b>3</b>	<b>0</b>	<b>0%</b>
<b>East Ross DLO SLA Work excluding grass cutting</b>					
April	11	100%	0	0	0
May	4	50%	0	0	0
June	0	0%	0	0	0
July	3	100%	0	0	0
<b>Totals</b>	<b>18</b>	<b>83%</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Mid &amp; West Ross DLO SLA Work excluding grass cutting</b>					
April	38	87%	0	0	NA
May	11	64%	1	0	0%
June	25	44%	4	1	25%
July	60	95%	5	4	80%
<b>Totals</b>	<b>134</b>	<b>73%</b>	<b>10</b>	<b>5</b>	<b>50%</b>

## Inverness – Area Performance Reporting

<b>Amenity Grass Contract - Inverness Lot 9 - ISS</b>					
<b>Month</b>	<b>Contract Monitoring</b>		<b>Breached Standards</b>		
	<b>Inspections</b>	<b>Pass Rate</b>	<b>Issued</b>	<b>Completed within 7 days</b>	<b>Percentage</b>
April	57	89%	6	6	0
May	30	23%	31	23	74%
June	27	44%	27	22	81%
July	27	85%	0	0	0
<b>Totals</b>	<b>141</b>	<b>66%</b>	<b>64</b>	<b>51</b>	<b>80%</b>

<b>Amenity Grass - Retained Inverness DLO</b>					
<b>Month</b>	<b>Contract Monitoring</b>		<b>Breached Standards</b>		
	<b>Inspections</b>	<b>Pass Rate</b>	<b>Issued</b>	<b>Completed within 7 days</b>	<b>Percentage</b>
April	3	100%	1	1	100%
May	0		0	0	0
June	1	100%	0	0	0
July	2	100%	0	0	0
<b>Totals</b>	<b>6</b>	<b>100%</b>	<b>1</b>	<b>1</b>	<b>100%</b>

<b>DLO SLA Work excluding grass cutting</b>					
<b>Month</b>	<b>Contract Monitoring</b>		<b>Breached Standards</b>		
	<b>Inspections</b>	<b>Pass Rate</b>	<b>Issued</b>	<b>Completed within 7 days</b>	<b>Percentage</b>
April	27	78%	5	5	100%
May	22	95%	0	0	0
June	18	78%	1	0	0
July	22	95%	1	0	0
<b>Totals</b>	<b>89</b>	<b>86%</b>	<b>6</b>	<b>5</b>	<b>83%</b>

**Caithness & Sutherland – Area Reporting  
Amenity Grass - Tendered**

<b>Amenity Grass Contract - Caithness Contract Lot 1 - DLO</b>					
<b>Month</b>	<b>Contract Monitoring</b>		<b>Breached Standards</b>		
	<b>Inspections</b>	<b>Pass Rate</b>	<b>Issued</b>	<b>Completed within 7 days</b>	<b>Percentage</b>
April	0	0%	0	0	0
May	8	50%	13	4	31%
June	41	39%	7	7	100%
July	6	100%	9	9	100%
<b>Totals</b>	<b>55</b>	<b>47%</b>	<b>29</b>	<b>20</b>	<b>69%</b>
<b>Amenity Grass Contract - Sutherland Lot 2 Retained - DLO</b>					
April	13	100%	0	0	0
May	0	0	0	0	0
June	0	0	0	0	0
July	8	100%	0	0	0
<b>Totals</b>	<b>21</b>	<b>100%</b>	<b>0</b>	<b>0</b>	<b>0%</b>

**Amenity Grass – non- tendered**

<b>Amenity Grass - Caithness &amp; Sutherland Retained – DLO</b>					
<b>Month</b>	<b>Contract Monitoring</b>		<b>Breached Standards</b>		
	<b>Inspections</b>	<b>Pass Rate</b>	<b>Issued</b>	<b>Completed within 7 days</b>	<b>Percentage</b>
April	7	100%	0	0	0
May	10	40%	0	0	0
June	0	0	0	0	0
July	10	90%	1	0	0
<b>Totals</b>	<b>27</b>	<b>74%</b>	<b>1</b>	<b>0</b>	<b>0%</b>
<b>Amenity Grass - Caithness Retained - DLO</b>					
April	0	0	0	0	0
May	6	0%	0	0	0
June	0	0	0	0	0
July	8	88%	0	0	0
<b>Totals</b>	<b>14</b>	<b>50%</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Caithness & Sutherland – In-house non grass**

<b>Grounds Maintenance Performance (SLA Work excluding grass cutting - Caithness - DLO)</b>					
<b>Month</b>	<b>Contract Monitoring</b>		<b>Breached Standards</b>		
	<b>Number</b>	<b>Pass Rate</b>	<b>Issued</b>	<b>Completed within 7 days</b>	<b>Percentage</b>
April	0	0%	0	0	0
May	18	56%	0	0	0
June	18	50%	0	0	0
July	8	100%	2	2	1
<b>Totals</b>	<b>44</b>	<b>62%</b>	<b>2</b>	<b>2</b>	<b>1</b>
<b>SLA Work excluding grass cutting - Sutherland - DLO</b>					
April	8	100%	0	0	0
May	2	100%	0	0	0
June	0	0	0	0	0
July	7	100%	0	0	0
<b>Totals</b>	<b>17</b>	<b>100%</b>	<b>0</b>	<b>0</b>	<b>0</b>

## Lochaber, Nairn, Badenoch & Strathspey – Area Reporting

### Amenity Grass – Tendered

<b>Amenity Grass Contract - Lochaber Lot 6 ISS</b>					
<b>Month</b>	<b>Contract Monitoring</b>		<b>Breached Standards</b>		
	<b>Inspections</b>	<b>Pass Rate</b>	<b>Issued</b>	<b>Completed within 7 days</b>	<b>Percentage</b>
April	10	100%	0	0	#DIV/0!
May	17	29%	13	13	100%
June	37	41%	40	39	98%
July	6	67%	2	2	100%
<b>Totals</b>	<b>70</b>	<b>49%</b>	<b>55</b>	<b>54</b>	<b>98%</b>
<b>Amenity Grass Contract - Badenoch &amp; Strathspey Lot 7 ISS</b>					
April	18	17%	15	15	100%
May	21	57%	9	9	100%
June	47	36%	30	21	70%
July	11	100%	0	0	0
<b>Totals</b>	<b>97</b>	<b>44%</b>	<b>54</b>	<b>45</b>	<b>83%</b>
<b>Amenity Grass Contract - Nairn Lot 8 ISS</b>					
April	7	100%	0	0	#DIV/0!
May	10	0%	10	8	80%
June	11	55%	2	2	100%
July	19	100%	1	0	0%
<b>Totals</b>	<b>47</b>	<b>68%</b>	<b>13</b>	<b>10</b>	<b>77%</b>

**Lochaber, Nairn, Badenoch & Strathspey –**

**Amenity Grass Retained (non tendered)**

<b>Amenity Grass - Lochaber, Nairn, Badenoch &amp; Strathspey - Retained DLO</b>					
<b>Month</b>	<b>Contract Monitoring</b>		<b>Breached Standards</b>		
	<b>Inspections</b>	<b>Pass Rate</b>	<b>Issued</b>	<b>Completed within 7 days</b>	<b>Percentage</b>
April	0	0	0	0	0%
May	2	100%	0	0	0%
June	1	100%	0	0	0%
July	1	100%	0	0	0%
<b>Totals</b>	<b>4</b>	<b>100%</b>	<b>0</b>	<b>0</b>	<b>0%</b>
<b>Grounds Maintenance Performance (Amenity Grass - Lochaber Retained DLO)</b>					
April	0	0	0	0	0%
May	1	100%	0	0	0%
June	0	0	0	0	0%
July	0	0	0	0	0%
<b>Totals</b>	<b>1</b>	<b>100%</b>	<b>0</b>	<b>0</b>	<b>0%</b>
<b>Grounds Maintenance Performance (Amenity Grass - Badenoch and Strathspey Retained DLO)</b>					
April	0	0	0	0	0
May	0	0	0	0	0
June	0	0	0	0	0
July	0	0	0	0	0
<b>Totals</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Lochaber, Nairn, Badenoch & Strathspey – In-house non grass**

<b>Lochaber, Nairn and Badenoch &amp; Strathspey - DLO</b>					
<b>Month</b>	<b>Contract Monitoring</b>		<b>Breached Standards</b>		
	<b>Inspections</b>	<b>Pass Rate</b>	<b>Issued</b>	<b>Completed within 7 days</b>	<b>Percentage</b>
April	23	78%	5	2	40%
May	35	77%	1	0	0%
June	79	76%	0	0	0
July	28	100%	0	0	0
<b>Totals</b>	<b>165</b>	<b>81%</b>	<b>6</b>	<b>2</b>	<b>33%</b>

<b>Month</b>	<b>Contract Monitoring</b>		<b>Breached Standards</b>		
	<b>Inspections</b>	<b>Pass Rate</b>	<b>Issued</b>	<b>Completed within 7 days</b>	<b>Percentage</b>
<b>Lochaber – In-house SLA work excluding grass cutting</b>					
April	14	71%	4	1	25%
May	17	82%	0	0	0
June	32	69%	0	0	0
July	5	100%	0	0	0
<b>Totals</b>	<b>68</b>	<b>75%</b>	<b>4</b>	<b>1</b>	<b>25%</b>
<b>Badenoch &amp; Strathspey – In-house SLA work excluding grass cutting</b>					
April	7	86%	1	1	100%
May	14	79%	0	0	0
June	34	76%	0	0	0
July	13	100%	0	0	0
<b>Totals</b>	<b>68</b>	<b>82%</b>	<b>1</b>	<b>1</b>	<b>100%</b>
<b>Nairn - In-house SLA work excluding grass cutting</b>					
April	2	100%	0	0	0
May	4	50%	0	0	0
June	13	92%	0	0	0
July	10	100%	0	0	0
<b>Totals</b>	<b>29</b>	<b>90%</b>	<b>0</b>	<b>0</b>	<b>0</b>



## Appendix C – ISS Contractor Performance

ISS OVERALL PERFORMANCE					
Month	Contract Monitoring		Breached Standards		
	Inspections	Pass Rate	Issued	Completed within 7 days	Percentage
April	130	80%	27	27	100%
May	88	33%	70	59	81%
June	155	43%	113	92	81%
July	105	87%	9	7	78%
<b>Totals</b>	<b>478</b>	<b>61%</b>	<b>219</b>	<b>183</b>	<b>84%</b>
Amenity Grass Contract – Mid & West Ross Lot 4					
April	38	87%	6	6	100%
May	10	50%	7	4	57%
June	33	52%	14	8	57%
July	42	83%	6	5	83%
<b>Totals</b>	<b>123</b>	<b>68%</b>	<b>33</b>	<b>23</b>	<b>70%</b>
Amenity Grass Contract - Lochaber Lot 6					
April	10	100%	0	0	0%
May	17	29%	13	13	100%
June	37	41%	40	39	98%
July	6	67%	2	2	100%
<b>Totals</b>	<b>70</b>	<b>49%</b>	<b>55</b>	<b>54</b>	<b>98%</b>
Amenity Grass Contract - Badenoch & Strathspey Lot 7					
April	18	17%	15	15	100%
May	21	57%	9	9	100%
June	47	36%	30	21	70%
July	11	100%	0	0	0
<b>Totals</b>	<b>97</b>	<b>44%</b>	<b>54</b>	<b>45</b>	<b>83%</b>
Amenity Grass Contract - Nairn Lot 8					
April	7	100%	0	0	0%
May	10	0%	10	8	80%
June	11	55%	2	2	100%
July	19	100%	1	0	0%
<b>Totals</b>	<b>47</b>	<b>68%</b>	<b>13</b>	<b>10</b>	<b>77%</b>
Amenity Grass Contract - Inverness Lot 9					
April	57	89%	6	6	0
May	30	23%	31	23	74%
June	27	44%	27	22	81%
July	27	85%	0	0	0
<b>Totals</b>	<b>141</b>	<b>66%</b>	<b>64</b>	<b>51</b>	<b>80%</b>