

Agenda Item	7
Report No	SRC/032/15

Grounds Maintenance Performance Monitoring Report – mid season update

Report by Director of Community Services

Summary

This report details performance management information of the Grounds Maintenance Services from April to June 2015.

Members are invited to note the management actions taken to deliver contracted and Service Level Agreement (SLA) grounds maintenance operations.

1. Introduction

1.1 The Council's Scheme of Delegation to City/Area Committees gives the Skye, Ross and Cromarty Area Committee the power:

“to approve local levels of service for grounds maintenance within the strategy and budget allocated by Community Services Committee.”

1.2 Community Services is responsible for a wide range of horticultural related activities, including the maintenance of grass, flower and shrub beds, pruning vegetation and trees, weedkilling in public open spaces, sports areas, burial grounds and play areas.

1.3 This report details the recorded performance from April to June 2015 and provides feedback of actions taken to manage the service during the period.

2. Maintenance Arrangements

2.1 In February 2014 the grass cutting contract for Skye and Lochalsh (LOT 5) was awarded to Golders Landscape Maintenance Ltd. The contract has a duration of 2 years from April 2014 to March 2016, with an optional annual extension for the 2016 season.

2.2 In Mid and West Ross (LOT 4) externalised grass cutting is delivered by ISS. In 2015 the grass cutting of Burial Grounds was added to the ISS contract to reduce costs and allow the Direct Labour Organisation (DLO) to concentrate on improving other aspects of grounds maintenance.

2.3 In Easter Ross the in-house DLO retain all grass cutting work.

2.4 The DLO is responsible for all non-contracted grass cutting and maintenance of open space assets listed in 1.2 above.

3. Contract Supervision and Performance

- 3.1. The basis for all Service Level Agreement (SLA) or contract inspections is to determine if the site management, including contracted services, is sufficient to maintain the service standard of the (SLA).
- 3.2. The first point of contact for all operational issues, customer or member enquiries/complaints and service requests is the respective Community Works Officer, then escalated to the Assistant Area Manager where no satisfactory outcome or response is proved. The DLO undertakes assessment of works delivered by in-house or contracted service delivery teams.
- 3.3. The role of monitoring and validation of all works has been assigned to Community Services contracts team consisting of a Performance Coordinator and two Contract Supervisors. They undertake planned, focused and reactionary inspections covering all grounds maintenance disciplines. Re-inspections are undertaken following the issue of a Breached Standard notice.
- 3.4. Where performance or inspection failure is recorded, a breached standards (informal, remedial or default), notice is issued to the service provider, whether internal (DLO) or external contractor.
- 3.5. Failure to return the site to the required standard within the notice period results in an escalation of the original notice issued.
- 3.6. A follow up inspection will be made on or after the notified completion date and if there has been insufficient improvement then a Default Notice will be issued to the DLO manager or the contractor respectively.
- 3.7. For the grass cutting activities and other grounds maintenance work the number of inspections and resulting breached standard notices issued to the contractor and in-house DLO during April to June 2015 are shown below:

Grounds Maintenance Performance Report (All tasks - Skye and Ross-shire - all service providers)					Wards 6 to 11
Table 12	Performance Monitoring		Breached Standard Notices		
April 2015 - Mar 2016	Validation Inspections	Pass Rate	Issued	No. completed within Notice Period	% completed within Notice Period
April	39	67%	13	10	77%
May	58	52%	27	16	59%
June	87	49%	40	32	80%
Year to Date	184	55%	80	58	73%

3.8 Overall 73% of all breached standards were rectified within the notice period. Compared with the maintained area of 3.414 million square metres and the 38,782 annual tasks undertaken, the number of breached standards is low. The level of performance differs across the three sub-areas and between service providers, as presented in **Appendix C**.

4. Management Summary and Actions

4.1 The monitoring and arrangements for recording performance is migrating to the area teams who will work closely with the Community Service Contracts team over the remainder of the growing season to ensure consistency.

4.2 Members will note limited formal contract monitoring data for Easter Ross. Unfortunately conflicting service priorities has resulted in a greater reliance on customer reports through the CRM Lagan system to alert the service to any quality concerns. This has been a relatively successful approach; however, discussions are underway on how the existing arrangements can be enhanced to provide a more comprehensive recording mechanism in line with other parts of Skye, Ross and Cromarty.

Recommendations

Members are invited to:-

(i) scrutinise the performance management and remedial action information provided on the grounds maintenance service set out in this report; and

(ii) note the management action taken to address the performance issues identified and agree to review required service standards at future Ward Business meetings.

Designation: Director of Community Services

Date: 21 July 2015

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Ross, Skye and Lochaber

Appendix A - Grass Cutting Maintained Areas and Annual Tasks

Skye, Ross and Cromarty						
Area Maintained		Square Metres	Contracted		In House	
	Grass	3,014,168	1,216,611	40%	1,797,557	60%
	Planted	64,957	0	0	64,957	100%
	Hard landscape	334,376	0	0	334,376	100%
	Total	3,413,501	1,216,611	36%	2,196,890	64%
Forecast Tasks Annually						
Forecast Tasks Annually		Number	Contracted		In House	
Grass	Growing Season	14,661	7,008	48%	7,653	52%
	Dormant Season	4,130	0	0%	4,130	100%
Planted	Growing Season	2,367	0	0%	2,367	100%
	Dormant Season	1,280	0	0%	1,280	100%
Hard landscape	Growing Season	9,904	184	19%	9,720	81%
	Dormant Season	6,440	55	1%	6,385	99%
Total		38,782	7,247	19%	31,535	81%

Appendix B - Grass Cutting Amenity Standards

Grass Type	Minimum Height of Grass (after cutting)	Maximum Height of Grass (prior to cutting)	Evident Clippings Acceptable	Action if Excessive Clippings
Lawn	15mm	25mm	None	<i>N/A - Collected at Each Cut</i>
High Amenity	25mm	60mm	Minimal	Remove
General Amenity	35mm	100mm	Some, Evenly Dispersed	Spread thinly or Remove
Low Amenity	75mm	150mm	Moderate, Dispersed	Spread
Rough or Verge	100mm	250mm	Significant, Scattered	<i>N/A – Not an Amenity Grade</i>

Appendix C – Performance Analysis

Grounds Maintenance Performance Report (Amenity Grass Contract - East Ross Lot 3 - DLO)					Wards 7 + 8
Table 13	Performance Monitoring		Breached Standard Notices		
April 2015 - Mar 2016	Validation Inspections	Pass Rate	Issued	No. completed within Notice Period	% completed within Notice Period
April	0	-	0	0	-
May	0	-	0	0	-
June	6	100%	0	0	-
Year to Date	6	100%	0	0	-

Grounds Maintenance Performance Report(Amenity Grass Contract - Mid and West Ross - Lot 4 - ISS)					Wards 6, 9 +10
Table 14	Performance Monitoring		Breached Standard Notices		
April 2015 - Mar 2016	Validation Inspections	Pass Rate	Issued	No. completed within Notice Period	% completed within Notice Period
April	35	74%	9	9	100%
May	24	54%	11	11	100%
June	62	37%	39	32	82%
Year to Date	121	53%	59	52	88%

Grounds Maintenance Performance Report (Amenity Grass Contract - Skye - Lot 5 - Golder Landscape)					Ward 11
Table 15	Performance Monitoring		Breached Standard Notices		
April 2015 - Mar 2016	Validation Inspections	Pass Rate	Issued	No. completed within Notice Period	% completed within Notice Period
April	0	-	0	0	-
May	7	86%	0	0	-
June	16	75%	0	0	-
Year to Date	23	78%	0	0	-

Grounds Maintenance Performance Report(Amenity Grass - Skye, Ross and Cromarty - Retained - DLO)					Wards 6 to 11
Table 16	Performance Monitoring		Breached Standard Notices		
April 2015 - Mar 2016	Validation Inspections	Pass Rate	Issued	No. completed within Notice Period	% completed within Notice Period
April	0	-	0	0	-
May	18	61%	7	4	57%
June	0	-	0	0	-
Year to Date	18	61%	7	4	57%

Grounds Maintenance Performance Report (Amenity Grass - East Ross - Retained - DLO)					Wards 7 + 8
Table 17	Performance Monitoring		Breached Standard Notices		
April 2015 - Mar 2016	Validation Inspections	Pass Rate	Issued	No. completed within Notice Period	% completed within Notice Period
April	0	-	0	0	-
May	0	-	0	0	-
June	0	-	0	0	-
Year to Date	0	-	0	0	-

Grounds Maintenance Performance Report(Amenity Grass - Mid and West Ross - Retained - DLO)					Wards 6, 9 +10
Table 18	Performance Monitoring		Breached Standard Notices		
April 2015 - Mar 2016	Validation Inspections	Pass Rate	Issued	No. completed within Notice Period	% completed within Notice Period
April	0	-	0	0	-
May	18	61%	7	4	57%
June	0	-	0	0	-
Year to Date	18	61%	7	4	57%

Grounds Maintenance Performance Report (SLA Work <u>excl.</u> grass cutting - Skye, Ross and Cromarty - DLO)					Wards 6 to 11
Table 19	Performance Monitoring		Breached Standard Notices		
April 2015 - Mar 2016	Validation Inspections	Pass Rate	Issued	No. completed within Notice Period	% completed within Notice Period
April	4	0%	4	1	25%
May	9	0%	9	1	11%
June	3	67%	1	0	0%
Year to Date	16	13%	14	2	14%

Grounds Maintenance Performance Report (SLA Work <u>excl.</u> grass cutting - East Ross - DLO)					Wards 7 + 8
Table 20	Performance Monitoring		Breached Standard Notices		
April 2015 - Mar 2016	Validation Inspections	Pass Rate	Issued	No. completed within Notice Period	% completed within Notice Period
April	0	-	0	0	-
May	3	0%	3	0	0%
June	1	100%	0	0	-
Year to Date	4	25%	3	0	0%

Grounds Maintenance Performance Report(SLA Work <u>excl.</u> grass cutting - Mid and West Ross - DLO)					Wards 6, 9 +10
Table 21	Performance Monitoring		Breached Standard Notices		
April 2015 - Mar 2016	Validation Inspections	Pass Rate	Issued	No. completed within Notice Period	% completed within Notice Period
April	4	0%	4	1	25%
May	6	0%	6	1	17%
June	2	50%	1	0	0%
Year to Date	12	8%	11	2	18%