

## The Highland Council

### Nairn and Badenoch and Strathspey Area Committee 23 September 2015

Agenda Item	12.
Report No	NBS 21/15

## Grounds Maintenance Performance Monitoring Report

### Report by Director of Community Services

#### Summary

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

Members are invited to note the management actions taken to deliver contracted and SLA grounds maintenance operations.

## 1. Introduction

1.1 The Council's Scheme of Delegation to City/Area Committees gives the Nairn, Badenoch & Strathspey 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 August 2015 and provides feedback of actions taken to manage the service during the period.

## 2. Maintenance Arrangements

2.1 Nairn, Badenoch & Strathspey grass cutting is predominantly delivered by ISS with a few High Profile sites maintained by the area DLO.

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

2.3 Grass Cutting Amenity Standards are detailed in **Appendix A**

## 3. Contract Supervision & Performance

3.1 The basis for all SLA or contract inspections is to determine if the site management, including contracted services, is sufficient to maintain the service standard of the Service Level Agreement (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 August 2015 are shown below:

<b>Grounds Maintenance Performance Report</b>					<b>Wards</b>
<b>Nairn, Badenoch &amp; Strathspey</b>					<b>19 + 21</b>
<b>All Tasks - all Service Providers</b>					
<b>Table 86</b>	<b>Performance Monitoring</b>		<b>Breached Standard Notices</b>		
<b>April 2015 - Mar 2016</b>	<b>Validation Inspections</b>	<b>Pass Rate</b>	<b>Issued</b>	<b>No. completed within Notice Period</b>	<b>% completed within Notice Period</b>
April	15	80%	3	3	100%
May	47	63%	18	13	72%
June	65	37%	41	37	90%
July	18	67%	6	2	33%
August	28	43%	19	11	58%
<b>Year to Date</b>	<b>173</b>	<b>46%</b>	<b>87</b>	<b>66</b>	<b>76%</b>

- 3.8 Overall 76% of all breached standards were rectified within the notice period. The level of performance differs across the sub-areas and between service providers, as presented in **Appendix B**.

#### **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 retained DLO works. 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.
- 4.3 DLO resources and priorities are being reviewed with the objective of achieving better compliance with the inspection regime.

#### **5. Implications**

- 5.1 The resource implications of achieving performance improvements is being carefully examined.
- 5.2 There are no legal implications arising from this report.
- 5.3 There are no equality implications arising from this report.
- 5.4 There are no climate/Carbon Clever implications arising from this report.
- 5.5 There are no risk implications arising from this report.
- 5.6 There are no Gaelic implications arising from this report.
- 5.7 There are no rural implications arising from this report.

#### **6. 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;
- (ii) note the management actions taken to address the performance issues identified; and
- (iii) agree to review required service standards at future Ward Business Meetings.

Designation: Director of Community Services

Date: 2 September 2015

Author: Cameron Kemp, Area Community Services Manager,  
Lochaber, Nairn, Badenoch & Strathspey

**Appendix A - Grass Cutting Amenity Standards**

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

## Appendix B – Performance Analysis

Grounds Maintenance Performance Report Nairn, Badenoch & Strathspey Contracted Grass Cutting - ISS					Wards 19 + 21
Table 87	Performance Monitoring		Breached Standard Notices		
April 2015 - Mar 2016	Validation Inspections	Pass Rate	Issued	No. completed within Notice Period	% completed within Notice Period
April	15	80%	3	3	100%
May	41	66%	14	13	93%
June	63	35%	41	37	90%
July	12	50%	3	2	67%
August	22	5%	17	11	65%
<b>Year to Date</b>	<b>153</b>	<b>44%</b>	<b>78</b>	<b>66</b>	<b>85%</b>

Grounds Maintenance Performance Report Lochaber, Nairn, Badenoch & Strathspey Retained Grass Cutting - DLO					Wards 19 + 21
Table 88	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	-
July	0	-	0	0	-
August	1	0%	1	0	0%
<b>Year to Date</b>	<b>1</b>	<b>0%</b>	<b>1</b>	<b>0</b>	<b>0%</b>

**Note:** Badenoch & Strathspey (Ward 21) area currently has no Retained Grass.

Grounds Maintenance Performance Report Nairn, Badenoch & Strathspey SLA Work <u>excl.</u> grass cutting - DLO					Wards 19 + 21
Table 89	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	6	33%	4	0	0%
June	2	100%	0	0	-
July	6	50%	3	0	0%
August	5	80%	1	0	0%
<b>Year to Date</b>	<b>19</b>	<b>58%</b>	<b>8</b>	<b>0</b>	<b>0%</b>