

Report of the Chief Officer for Environmental Services

Report to Scrutiny Board (Safer and Stronger Communities)

Date: 12th December 2011

Subject: Grounds Maintenance Contract Mobilisation Update

Are specific electoral Wards affected? If relevant, name(s) of Ward(s):	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Are there implications for equality and diversity and cohesion and integration?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Is the decision eligible for Call-In?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Does the report contain confidential or exempt information? If relevant, Access to Information Procedure Rule number: Appendix number:	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No

Summary of main issues

1. Mobilisation of the new grounds maintenance contractor
2. De-mobilisation of the current contractors
3. The Council's internal contract mobilisation plan

Recommendations

4. That the contents of the report be noted

1 Purpose of this report

- 1.1 To update Scrutiny Board on the mobilisation of the new Grounds Maintenance contract that commences on the 1st of January 2012

2 Background information

- 2.1 Following a thorough procurement process the contract to deliver grounds maintenance services on behalf of Leeds City Council from 01/01/12 was awarded to Continental Landscapes Ltd. The contract was awarded on 25/08/11 and is structured on the basis of an initial 5 year contract with the option to extend by a further 5 years in 1 year tranches.
- 2.2 The contract award on 25/08/11 allowed a four month mobilisation period which will ensure that an effective contract mobilisation takes place.
- 2.3 There are two key issues within the mobilization period
 - (i) the de-mobilisation of the current contractors, Glendale and ATM
 - (ii) the mobilization of the new contractor Continental Landscapes Ltd

3 Main issues

3.1 De-Mobilisation of Glendale and ATM

- 3.1.1 ATM – by 11/11/11 ATM had completed all of their contracted work programme which has been signed off by the individual clients and grounds maintenance administration team. There are no staff transferring from ATM to Continental
- 3.1.2 Glendale – Glendale has submitted a de-mobilisation plan and is currently working to this. A key aspect of this plan has been their programme of winter work up to 31/12/11 as this impacts on the incoming contractor. A series of meeting has taken place and a shrub/rose bed maintenance programme has been agreed which is being closely monitored to ensure that targets are achieved in terms of both quantity and quality. This is a key issue as any shrub/rose bed maintenance not carried out before 31/12/11 will be handed to Continental for completion. By 05/12/11 an estimated winter maintenance work load will be given to Continental.

3.2 Mobilisation Programme

- 3.2.1 **Leeds City Council** – the grounds maintenance team that procured the new contract has now become the Mobilisation Team with representatives from each of the internal clients taking responsibility for aspects of the contract mobilisation. A detailed Contract Mobilisation Action Plan has been developed and is used as the mechanism to ensure that work streams are monitored and delivered on target. The team consisting of representatives from the four ALMOs, and Highways and Transportation Services is currently managed by Environmental Services and supported by procurement and Parks and Countryside.

3.2.2 **Continental Landscapes Ltd** –Continental have produced an outline mobilisation plan that is supported by a more detailed 69 page document. As the document contains commercially sensitive information the document is controlled by the Chief Officer for Environmental Services but accessible by any member of the Council's mobilisation team when required.

Continental's mobilisation plan has a clear focus on four key areas,

1. Workforce – TUPE applies to this new contract and it is likely that all of the current Glendale full time staff will transfer to Continental on 1/1/12. Initial introductory meetings have taken place between Continental and Glendale staff and representatives from Environmental Services were present at the sessions to support Continental as the new grounds maintenance contractor. During w/c 14/11/11 detailed 1:1 meeting took place between Continental managers and Glendale staff. The feedback from these meetings has been very positive and the early indications are that all Glendale staff will transfer. An induction programme has been planned for all transferring and new staff which will take place on the 3rd and 4th January 2012. An induction training pack has been prepared specifically for the Leeds contract staff and this has been shared with the Grounds Maintenance team. Continental will be carrying out staff inductions and training on 3rd and 4th of January 2012 and members from the LCC grounds maintenance team will be at the induction session. Continental have also committed to training staff to NVQ Level 2 in amenity horticulture and providing opportunities for a number of apprenticeships.
2. Vehicles, plant and machinery – Continental do not intend to transfer any assets from Glendale and have ordered new vehicles, plant and equipment. The delivery programme is phased however the required vehicles, plant and equipment will be available to continue with the winter maintenance programme from 05/01/12 and the remaining grass cutting equipment will be delivered in January 2012. Continental has a formal arrangement with a hire company to ensure that there are no vehicle and equipment shortfalls. In addition Continental are able to transfer equipment from their depot in Hull if required
3. Depots – Continental will operate from three depots one in each of the ALMO areas. The lease for the AVH depot at New Craven Gate has been signed and arrangements are in place for the installation of telephone lines etc. The depot for the WNW area will be on Calverley Lane and is expected to be operational about 19/12/11. The depot for the ENE areas will be on Coal Road and as the biggest of the three with generous office accommodation is likely to be the head office for the Leeds contract. Continental are aiming to have this depot operational by 19/12/11. Continental's proposal to have three operational depots was a key element of their bid in terms of the tender evaluation process. Having depots in each of the ALMO areas will deliver efficiencies in terms of reduced travel time to site and more localised teams. In addition this approach will encourage a locality based approach to service delivery and allow Continental to deliver its commitment to providing locally sourced staff.

4. ICT/Mapping Systems – Continental have received the most up to date spatial mapping information from the Council and have used it to produce route maps. Their initial routing has been done within the three ALMO areas (Including BITMO) and discussions are taking place between Environmental Services and Continental regarding further improvements in terms of how the routes will be presented. Linked to the mapping information is the monitoring process and contract payment mechanism.. On going discussions are taking place with Continental to ensure that the contract monitoring and payment mechanisms are fully functional by the start of the contract

3.3 Meeting Structures

3.3.1 To ensure that the mobilisation plan is delivered on target and any issues addressed without delay a meeting structure has been put in place as follows,

- (i) Grounds Maintenance Programme Board – this board has been in existence since the start of the procurement process and continues to ensure that progress with the mobilisation programme is monitored and on target. The board meets monthly and is made up of representatives from the four ALMOs, Highways and Transportation Services, Procurement, The Strategic landlord and Chaired by the Chief Officer for Environmental Services. Technical support is provided to this board by Parks and Countryside.
- (ii) Grounds Maintenance Mobilisation Team – this team was formerly the project team responsible for developing the tender specification documents and delivering the procurement of the new grounds maintenance contract. This group is tasked with delivering the Council's Ground Maintenance Mobilisation Plan and has developed a Mobilisation Plan that is used to monitor and manage progress with contract mobilisation. Supporting the mobilisation action plan is a Mobilisation Risk Register and an Issues Log. This group meets weekly and has representatives from the four ALMOs, Highways and Transportation Services, Procurement environmental; Services and Parks and Countryside (technical advice and support). Continental Landscapes Ltd attend this meeting each week to update on their mobilisation plan and deal with any overlapping issues
- (iii) The Operations Director and Operations Manager from Continental meet every fortnight with the Chief Officer for Environmental Services. In addition they have also attended several ALMO Board meetings and the ALMO Chief Officer Group to introduce their company.
- (iv) Since the contract award in August this year the Managing Director and Operations Director from Continental have formally met with The Executive Member for Environmental Services, The Director of Environment and Neighbourhoods and the Chief Officer for Environmental Services and a further mobilisation update meeting is planned in December 2011. A

separate meeting will be arranged to which the Chair of the Safer and Stronger Communities Scrutiny Board will be invited.

- (v) On 22nd September 2011 Continental Landscapes Ltd held an open day for all Leeds City Council Stakeholders. Present at the open day were representatives from other local authorities where Continental deliver grounds maintenance and related services. The session was informative and gave stakeholders the opportunity to talk to a range of people involved with Continental either as employees or clients.
- (vi) In December 2011 a briefing session will be held with those Parish and Town Council's that wish to be involved with the monitoring of the contract. Continental will be present at the session and will give the local council representatives to meet Continental.

4 Corporate Considerations

4.1 Consultation and Engagement

4.1.1 Throughout the mobilisation programme the following will be engaged

- Scrutiny Board (Safer and Stronger Communities)
- Parish and Town Councils
- ALMO Boards
- ALMO tenants and residents
- Residents of Leeds through press release

4.2 Equality and Diversity / Cohesion and Integration

4.2.1 No issue to report

4.3 Council Policies and City Priorities

4.3.1 The Corporate Contract Management Guidance is being followed

4.4 Resources and Value for Money

4.4.1 Resources to deliver the mobilisation plan are provided by the internal clients and Environmental Service with support from the Council's procurement unit and Parks and Countryside

4.5 Legal Implications, Access to Information and Call In

4.5.1 The Corporate procurement process has been followed. No further issues to report

4.6 Risk Management

4.6.1 A contract mobilisation risk register and issue log has been developed to support the mobilisation plan and manage all associated risks

5 Conclusions

5.1 The contract mobilisation plan that is in place will ensure a successful contract start on 01/01/12

6 Recommendations

6.1 That the contents of this report be noted

7 Background documents

7.1 The Grounds maintenance Mobilisation Action Plan – a detailed action plan created to ensure that contract mobilization is monitored and managed effectively (Appendix 1)