

Report of : the Chief Officer for Environmental Services

Report to: Outer West Area Committees

Date: 20th January 2012

Subject: Grounds Maintenance Contract Mobilisation and Start 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 previous contractors
3. Start of the New grounds maintenance Contract

Recommendations

- 1 That the contents of the report be noted

1 Purpose of this report

- 1.1 To update Area Committees on the mobilisation and start of the new Grounds Maintenance contract that commenced 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 in August 2011 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 in August 2011 allowed a four month mobilisation period to ensure that an effective contract mobilisation took place.
- 2.3 There were two key issues within the mobilisation period,
 - (i) the de-mobilisation of the previous contractors, Glendale and ATM
 - (ii) the mobilisation 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 the grounds maintenance administration team. There were no staff transferred from ATM to Continental
- 3.1.2 Glendale – Glendale submitted a de-mobilisation plan and successfully delivered it. A key aspect of this plan was their programme for winter maintenance up to 31/12/11 as this had an impact on the incoming contractor. A shrub/rose bed maintenance programme was agreed with Glendale and internal clients carried out detailed monitoring to ensure that targets were achieved in terms of both quality and quantity. On the 9/12/11 a detailed list of outstanding shrub/rose bed work was handed to Continental Landscapes Ltd.

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. The mobilisation programme will continue until the first grass cut has taken place after which normal contract management procedures will be applied.

- 3.2.2 **Continental Landscapes Ltd** –Continental have produced an outline mobilisation plan that is supported by a more detailed 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 on the 1/1/12 all but three of the identified full time Glendale staff transferred. A detailed induction training programme was developed for the front line staff and this was delivered on the 3rd and 4th of January. 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 did not 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 was 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 have three operational depots, one in each of the ALMO areas. There locations are as follows,

- Aire Valley Homes area – New Craven Gate, Hunslet
- WNW Homes area - Calverley Lane, Calverley
- ENE Homes area– Victorial Court, Coal Road, Seacroft

The depot for the ENE on Coal Road is the biggest of the three with generous office accommodation is likely to be the head office for the Leeds contract. 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.

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 Action 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 met every fortnight up to Christmas 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 twice with The Executive Member for Environmental Services, The Director of Environment and Neighbourhoods and the Chief Officer for Environmental Services. The Chair of Scrutiny Board (Safer and Stronger Communities) attended the last meeting.
- (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 January 2012 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 an opportunity to meet Continental.

3.4 Contract Start

- 3.4.1 Continental started the contract on the 3rd/4th of January 2012 with a detailed induction programme for all front line staff. Their winter maintenance programme started on 5th January 2012 and to date monitoring information indicates that the service being delivered is to the contract specification standard.
- 3.4.2 The first grass cut of the new contract is scheduled for 27th February 2012. which under normal circumstances would be ideal. The winter of 2011/12 has so far been one of the mildest on record with grass continuing to grow throughout the winter period. Without severe cold weather in January and early February the grass will be long in March making the first cut difficult and unsightly. Discussions are taking place with the contractor to deliver an early cut at the start of February. The early cut will be partial due to soft ground conditions in some areas preventing access with mowing equipment.
- 3.4.3 A communication bulletin will be sent to all ALMO residents and elected members advising them of the early cut and the fact that some areas will not receive a cut until the second visit. The contractor has been given mapping information identifying areas where spring bulbs are planted.

3.5 Contract Monitoring

- 3.5.1 Contract monitoring procedures are in place and have been agreed with the contractor to ensure that service delivery issues are identified as quickly as possible and rectified. Under the new monitoring procedure the contractor is required to rectify justified service delivery problems within two working days of notification.

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 has delivered 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 No background documents