



IDVERDE Contract Performance Review Report 2022

Recommendations

- A) Members are requested to note the contents of this report and provide Officers with any comments or observations regarding their experiences, or any reports that they have received from CSNPC residents relating to the delivery of the grounds and street cleansing services provided by Idverde.
- B) That residential surveys requesting feedback specific to that of service delivery of Grounds Maintenance and Cleansing within CSNPC be completed within 6 months.

1. Purpose

- 1.1 This report provides Members with an update on the recent performance of the current contractor, Idverde, in relation to delivery of the grounds and street cleansing services contract. It is the first such review of its kind.

2. Details

- 2.1 Mobilisation of externally contracted grounds and street cleansing services commenced on 1st July 2020, following a 12 month procurement exercise. The successful bidder was Idverde Limited.
- 2.2 The scope of the contract was based on Streetsmart data & information, provided by Swindon Borough Council, who were delivering the services at the time.
- 2.3 The contractual term agreed was an initial 3 year with a following 2 year extension.
- 2.4 The contract included the following services:
 - **Horticultural services** – including grass cutting and the maintenance of hedges, herbaceous borders, annual bedding & floral displays.
 - **Cleansing & general maintenance services** – including litter & graffiti removal, leaf clearance, sweeping of paths & other hard surfaces.
 - **Sports pitch services** – including football, cricket & other pitches
 - **Play Area Services** – including children's playgrounds, outdoor gyms, ball courts etc.
 - **Ad Hoc project services** – as requested by the CSNPC.



2.5 The current annual budget for the delivery of the Idverde services in the current financial year (2022/2023) is £584k, which is net of income (but includes on costs such as pension).

2.5.1 The exact expenditure for the financial year 21/22 was - £593,179.00. This figure includes additional non contracted works.

2.6 For comparable context the SBC Streetsmart contract was estimated at £632,914 for 21/22.

2.7 This report provides comparative performance details and data from the commencement of the contract on 1st July 2020. It should be noted that the contractor commenced employment of services during the height of the global pandemic Covid19. Where National emergency and lockdown measures were in force.

3. Contract Management & Monitoring

3.1 Performance Quality Management System

3.2 A Performance Quality Management System (PQMS) app, developed by Idverde as part of its nationwide provision, and tailored to the CSNPC contract, was implemented February 2022. This represents the primary performance tool by which Idverde's performance is assessed by the Parish Council.

Implementation took longer than anticipated, due to mapping and data transfer issues.

Prior to implementation of the PQMS system, the CSNPC Estates Manager along with the IDV Contracts Manager completed ad-hoc site checks monthly, with defects noted and rectified inline with the specified Service Level Agreement.

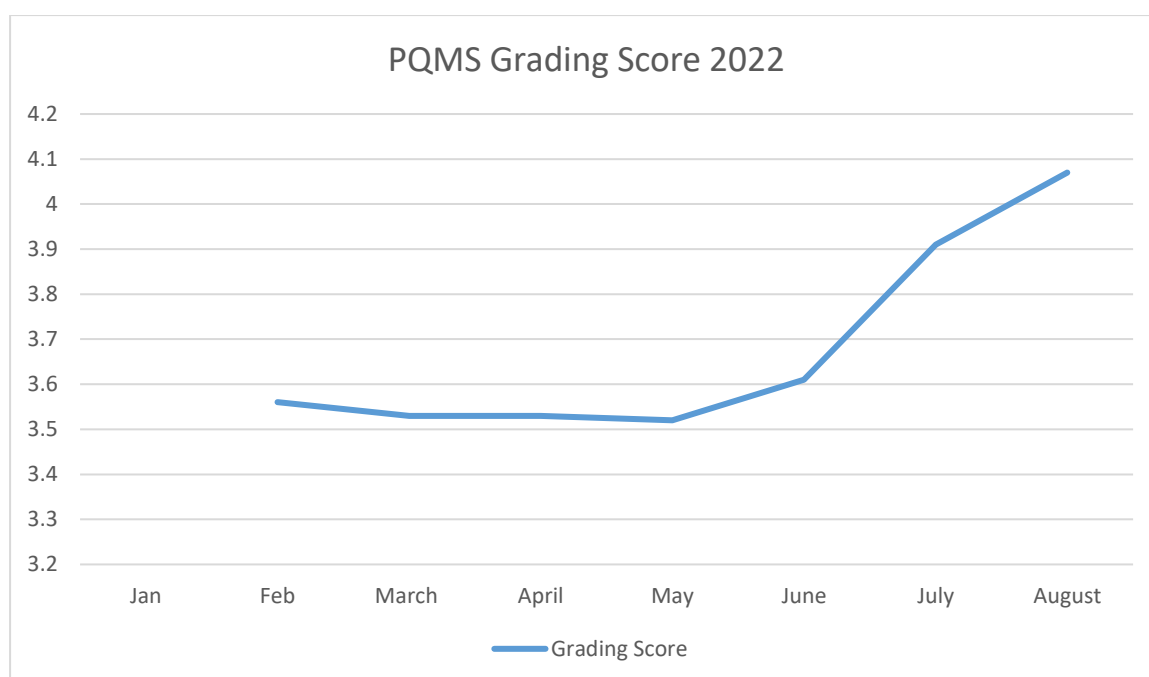
3.3 The PQMS software provides CSNPC Officers and Members with the opportunity to assess and score the condition of services being undertaken. This is marked on a score of 1 to 7, where 5 represents the contract standard and 5+ exceeds it (see grading appendix). The management system generates sites for formal inspection on a random basis, drawing upon the entire list of open space assets. The IDV Contracts Manager conducts at least 5 daily inspections, where the CSNPC Estates Manager will conduct at least 5 accompanied monthly inspections. In order to enable an impartial and balanced perspective on the condition of the contractors performance overall. The Parish Council should seek to conduct residential surveys over the next 12 months.



After several months of inspections, it was realised that scoring should be based on the contract specification, rather than what it was believed it should look. This meant the scores were being marked lower than that of what was spec'd within the contract. This has now been rectified, which is providing a truer reflection of the grading mark against the contract specification.

- 3.4 Details of the scores achieved by Idverde since the adoption of the PQMS are detailed below, both numerically and graphically.

	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	Av Score
2022	-	3.56	3.53	3.53	3.52	3.61	3.91	4.07					3.68



- 3.5 The highest proportion of low scores relates to hard surface sweeping, in the main this is heavily impacted by HGV access restrictions. However, there are some instances where the operatives have not completed their task thoroughly enough.
- 3.6 The data shows that the average grading received within the PQMS scoring is 4, which is below the contract standard of 5. The PQMS has been in place for 9 months, therefore trends should be considered and reviewed over the course of the next 12 months to provide an overall review of how the contract is performing year to year.
- 3.7 There has only been grade scored lower than 3. This was for a hard surfaces along Ipswich Street. The reason for the low score was a build-up of weed growth along the back lines and deposits of fresh litter on all pavements. The defects were resolved shortly after the inspection by the Gorse Hill operative.



Parish Council 3.8 One of the main benefits of the PQMS is that it provides a detailed oversight of the contractors performance on a week by week basis. Any issues identified through the on site inspections can be analysed with the IDV Contract Manager at operation meetings, with a view to resolving specific problems swiftly.

Residents Surveys

- 3.9 To assist in the overall contract performance review, the Parish council intend to complete residential surveys. These surveys will provide independent feedback from those who are most affected by the services being delivered.
- 3.10 It is the intention to issue the residential surveys at the time the Parish newsletter is distributed.

Formal Complaints

- 3.11 CSNPC residents are able to submit reports, including service requests and complaints, either by email or phone, to either party (CSNPC or Idverde).
- 3.12 All formal complaints that are processed through Idverde are forwarded to CSNPC to consider and respond as appropriate. Operation complaints will be responded to directly by Idverde.
- 3.13 From the beginning of the contract to date (July 2020), there have been only a small number of formal complaints received. There have been 11 in total.
- 3.14 Formal complaints have referred to specific operational issues, such as operatives performance.
- 3.15 The main context of general complaints has referred to below than expected standards, such as grass height, hedge cutting frequency or litter.

Accidents / incidents

- 3.16 There has been 3 accidents recorded/reported since commencement of the contract. These are documented as;
- An operative dislocated a shoulder moving office furniture shortly after contract start, pre-existing condition. Advised this wasn't divulged on employee health questionnaire.
 - Dust/debris in the eye of an operative while strimming – Operative had not been wearing the correct PPE while strimming. A first aider washed the eye out with a saline fluid pipette, operative was advised to call in to the hospital should condition worsen. Team training occurred and reminded of requirement to wear PPE.
 - Cut finger during shrub work – caused by a bramble thorn, the cut was cleaned out with an antiseptic wipe and covered with a plaster, again the operative was advised



to seek further medical assistance should it become infected. Gloves are provided to be worn.

- 3.17 There has been 1x recorded serious near miss during the contract. It involved a ride on operative working in close proximity to the river bank at Mannington Rec. The back wheel slipped down the bank. Fortunately no major incident occurred and the machine and operative were both recovered.

This incident resulted in a formal investigation, as the operative was working without authority and disregarded prior training and risk assessment briefings.

- 3.18 To date there has been 2x incidents involving damage to third party property, both of these have been smashed car windows caused by stones being flicked up when strimming. This is a common occurrence when cutting grass, both windows were replaced swiftly.

- 3.19 To date there have been numerous operational risk reports ranging from broken drain covers, asbestos in fly tips, smashed glass in play areas and needle finds. Near miss reporting is actively encourage as this enables greater depth of reporting, and provides the ability for the contractor to spot trends and put the necessary mitigation measures in place.

Environmental Information

- 3.20 Monthly average volumes:

- Gas - 7.88 units
- Electric - 1,112 units

Totals for fuel usage (2022 YTD):

- Diesel Lt – 4,754.32
- Petrol Lt – 595.43

- 3.21 Detailed breakdown fuel & waste for 2022:

Fuel Usage													
	Jan	Feb	Mar	Apr	May	June	July	Aug	Sep	Oct	Nov	Dec	Total
Diesel Lt	227.56	191.46	479.6	413.83	864.86	1053.56	980.11	543.34					4754.32
Petrol Lt	43.48	9.42	28.02	30.44	118.19	194.06	142.88	72.42					595.43

Waste Ticket Totals													
	Jan	Feb	Mar	Apr	May	June	July	Aug	Sep	Oct	Nov	Dec	Total
Mixed House Hold Waste KGs	16200	12140	15220	3900	11040	12,980	14,800						86280
Green Waste KGs	3520	10040	6000	160		1320	3600						24640
Sweeper Waste KGs					29920	9520							39440
												Total	150360

M3 Household	3240	2428	3044	780	2208	2596	2960	0	0	0	0	0	
M3 Greenwaste	2640	7530	4500	120	0	990	2700	0	0	0	0	0	



3.22 Idverde is driving sustainability performance across the company at both Local and National levels.

Idverde report their carbon emissions under the governments Streamlined Energy and Carbon Reporting scheme and have seen a 10% reduction between 2020 and 2021.

Their carbon management work includes pioneering new low-carbon maintenance services for their clients such as [1] Warwick District Council where they invested £400,000 worth of electric grass cutting machinery to support the council with their carbon neutral and net zero targets [2] Solihull Council where the entire fleet of vehicles and portion of heavy machinery is being run on hydrotreated vegetable oil to dramatically cut fleet emissions and [3] London Boroughs of Hammersmith & Fulham and Kensington and Chelsea which have had brand new electric light commercial vehicles deployed into the new contracts to reduce fleet emissions and improve air quality.

IDV have a newly formed nature-based solutions team which includes a Biodiversity Development Manager who provides company wide support to drive improvements in how they can enhance, protect and restore nature. As well as preparing for the arrival of Biodiversity Net Gain and what that might mean for their clients. IDV continue to have a corporate partnership with the RSPB, who second 5 full-time biodiversity advisors to idverde.

Other sustainability initiatives idverde have started in 2022 include; the launch of the Ground care Resources and Sustainability Solutions (GRASS) supplier network which has been formed to drive sustainability in the Ground care industry.

Training of 6 members of staff to deliver Climate Fresk which is a 3 hour interactive workshop exploring the story of climate change and facilitating discussions about solutions and change. They intend to deliver Climate Fresk to 300+ members of staff over the coming year, which will be extending to stakeholders.

IDV are currently exploring options for developing a clear and transparent road to net zero.

Community Engagement Works

3.23 As previously advised, Idverde commenced contract during the height of a global Pandemic. Creating restrictions on what community work could be scheduled and undertaken.

3.24 As part of the commencement of contract there were aspirations to hold a community engagement day, where Parishioners could come along and see what Idverde do, and discuss matters in their respective Wards. Therefore, as the contract



now transitions past these restrictions, this is an area that needs to be reengaged and these events scheduled in.

- 3.25 Following contact by the sustainability team within IDV, about the arrangement of corporate volunteers to carry out work for an event. The Community Garden project at Allington Road allotments was proposed. Unfortunately this wasn't successful implemented. However, IDV have committed their support and intend to fulfil the project.
- 3.26 Over the course of the contract term, IDV have supported a number of litter picking initiatives, regularly collecting for local groups such as Plastic Free Swindon and the Penhill Street Reps.

Staff

- 3.27 As part of the TUPE of staff from SBC, 8 operatives were transferred from SBC to IDV's workforce. This should have been 9 but one individual pulled out of the process. At the present time, Idverde have 9 FTE's delivering services across the CSNPC, supported by 3 seasonal operatives during the cutting season (March to October).
- 3.28 The contract is supported by a Tractor driver who cuts the large open spaces, during periods of rapid growth. This operative is on contract 1 day a week rotating the fields, so that they are all cut on a fortnightly basis. When the grass starts to slow up (June onwards). The operative works for 2 days a week still rotating the large fields.
- 3.29 During the contractual term, 3 FTE's transferred as part of the TUPE transfer have either left or retired. These positions were advertised internally and were filled with existing seasonal staff. IDV experienced challenges trying to recruit for the Rodbourne barrow operative position. As the previous operative set such a high standard of work in the Rodbourne area. However, there is an operative in post at the current time.
- 3.30 IDV have seen national challenges with regard to recruiting seasonal operatives. It was noted at the start of the contract, there was a inundation of applicants. However, the decline in recent months is believed to be impacted by the Pandemic.
- 0 Vacant positions as of September 2022
- 3.31 The Contracts Manager is engaging with local agencies and Seetec+, a Government funded scheme for getting long term unemployed back to work.
- 3.31.1 Please see below details of staff turnover from contract start.
- 1 x Retired



- 6 x leave for other jobs/end of seasonal term
- 5 x let go (poor attendance/work)

Additional Works

3.31 Please see below for breakdown of Ad-hoc works carried out by year:

2020

- Weekly Playground disinfection cleanses (Covid19)
- Southbrook Habitat surveys
- Scrub clearance Foxhill Close
- New Bin installations x3
- Football pitch enhancement works
- Bulb planting

2021

- Weekly Playground disinfections
- Various Playground repairs
- Football enhancement works
- New Bin installations x21
- Whip planting occasions x2
- Install new football posts at Pembroke, Mannington and Seven Fields
- Install x4 new planters
- Bulb planting

2022

- Supply and lay wood chip in play areas
- Various play area repairs
- Drop bollards and stones Pembroke Rec
- Install bollards along Rodbourne Road
- New Bin installations x9
- Play equipment installs in Medlar Court and Edinburgh st



4. Performance Summary & Areas for Improvement

- 4.1 Overall Idverde's performance has, at an average PQMS score of 3.68, been consistently under the expectations of the contract specification, in relation to the quality and presentation of the Parish Council's green spaces. This in part is due to incorrect scoring at the introduction of the grading system, and the substantial delay to implementation of the App based system, providing limited data for review.
- 4.2 Hard Standing condition, litter standards and attention to detail have generally been the issues that have affected the grade expectation achievement. These issues will be the focus of both attention and application for both the parties in the short to medium term.
- 4.3 It is imperative that the contractor anticipates weather related and seasonal staffing pressures, and considers how it deploys its operatives when the demand for litter clearance is higher i.e summer. Further, during April – June when the grass growth is typically at its peak in a normal season. However, that other activities such as hedge or shrub encroachment, epicormic growth removal works are still undertaken in a timely manner.
- 4.3.1 The Estates Manager continues to work closely with the Grounds Contract Manager to address some of these issues. With contingencies already being implemented by the grounds Contract Manager, such as applying resource to cover Bank Holiday weekends or additional cutting schedules on football pitches.
- 4.4 Idverde must be more proactive in its engagement with local community groups and participation in community events.
- 4.5 Overall the contractor should be commended for;
 - 4.5.1 Mobilising and implementing a strategically challenging service during the height of a global pandemic.
 - 4.5.2 Compiling detailed service / mapping information, using limited transferred data.
 - 4.5.3 Its ability to react to continual ad-hoc works, and the timely manner in which the vast majority of ad-hoc works are completed.
- 4.6 Members should be aware that the assumed contract was based around delivery through the previous contractor Streetsmart. Therefore, consideration should be given to enhancement recommendations provided by the Grounds Contract Working Group, as to improve the standards of the grounds and street cleansing service.



5. Alternative Options

- 5.1 This report is an update on the performance of the Councils current grounds maintenance service provider, Idverde, and therefore no alternatives have been considered.

6. Timetable

- 6.1 This report is presented at the final year of the first 3 year period of the agreed 5 year contract.
- 6.2 The Parish Clerk will complete an options appraisal for the future consideration of the contract post year 5. This will be drafted and presented to Cllrs between years 3 & 4 of the existing contractual agreement.

7. Financial Implications

- 7.1 As at close of FY 21/22. A total of £102,669.18 of non contracted works had been undertaken by Idverde on behalf of CSNPC.

This included matters relating to play area disinfections and pitch improvement works, in the main covered by external funding, or installation of items pertaining to Ward Allowance requests, budgeted to existing EMR's.



Summary by M Ware (Grounds Contract Manager)

'At the commencement of contract employment was good, mainly due to easing of lock down restrictions and so people were in the market looking for work. I cannot recall a time where I had so many applicants for jobs. However, subsequent years have proven to be more difficult to find reliable staff. Seasonal positions are normally advertised in February with a view to starting in March. At this time of year working conditions can be challenging, especially outdoors so there are naturally less applicants. Once the weather starts to improve so do the number of applicants. The most difficult position to fill has been the Rodbourne Barrow operative, mainly due to the perceived stigma around this kind of work, we are currently on our 4th person.

There were some operational challenges with the staff that transferred over to the contract from SBC, with their main concern regarding their terms & conditions. Operatives were reassured during consultation phase that none of the T&C's would change, and this has proven to be the case. Most of the TUPE staff have now adapted to working for a private firm and have come on leaps and bounds. However, we continue to work closely with them and monitor performance.

The mapping and asset information provided at the contract start has, at times, proven difficult to understand, due to the fact everything including housing land is detailed on said maps. During the growing season in 2021 we had a site meeting with representatives from SBC with a view to clearing this up and on the back of that I have formed a good relationship with Martin Mansfield who I can speak to with any queries regarding mapping. This isn't so much of a problem now as knowledge of the contract area has improved given the amount of time I have been working in the area.

As the 22/23 season progressed we experienced prolonged periods of dry hot weather, which impacted the speed of the grass growth. Due to this, the decision was taken to reduce resource on the grass rounds and reallocate on to ad – hoc jobs (inc. shrub and hedge cutting). I feel this demonstrates what could be achieved with a small amount of additional resource, that could be utilised during the growing season to complete ad hoc works. As if we experience another season like summer 2021, it becomes extremely difficult to pull teams off the grass to complete ad-hoc works given the tight schedule for the grass.

We have spoken at lengths regarding mechanical sweeping throughout the contract area, as you are fully aware we use a large HGV sweeper to carry out these works. As previously advised this is not ideal as many roads are narrow and have cars double parked which makes sweeping very difficult. I believe there is communications with SBC for them to pick up the main routes, if this is the case then I would recommend a mini sweeper be brought on to contract to tackle the side streets, shopping precincts and cycle way/footpaths this would make a huge impact'.



Appendix 1 – PQMS Grading

[OFFICIAL]		PQMS Grading
Aim: The use of a performance management system which provides the council and the contractor with an overall assessment of the contractor's performance. It will be assessed across the full range of features within the contract specification.		
Classification of Standards: For the council to achieve a standard overall, all of the criteria within that standard must have been met or exceeded.		
A	7	GM: Feature is maintained above contract standard in all aspects (Grade A will not be achieved in most circumstances) SC: Absence of all litter, detritus, excreta, leaf fall, weeds etc. FM: Absence of all dirt, waste, cobwebs, dead insects/vermin and the facility or area is fully stocked CE: All clear no litter/debris in channel or against grille, no overhanging vegetation.
A-	6	GM: Feature is maintained above contract standard in most aspects. (Grade A- will not be achieved in most circumstances) SC: Absence of almost all litter, detritus, excreta, leaf fall etc. Substantially weed free FM: Absence of almost all dirt, waste, cobwebs, dead insects/vermin and the facility or area is fully stocked CE: Minor debris, recent deposits with no compromise in efficiency.
B	5	GM: Feature is maintained to contract standard in all aspects SC: Predominately free of litter, detritus, excreta, leaf fall etc. Predominantly weed free FM: Predominately free of all dirt, waste, cobwebs, dead insects or vermin and the facility or area is fully stocked CE: Minor debris, slight effect on efficiency.
B-	4	GM: The feature is maintained to contract standard in the majority of aspects SC: Some distribution of litter, detritus, excreta, leaf fall, etc. Some weed growth FM: Some distribution of dirt, waste, cobwebs, dead insects or vermin and the facility or area is adequately stocked. CE: Moderate debris, still working effectively
C	3	GM: The feature is maintained slightly below contract standard in some aspects SC: Widespread distribution of litter, detritus, excreta, leaf fall etc. Significant weed growth FM: Widespread distribution of dirt, waste, cobwebs, dead insects /vermin and the facility or area is inadequately stocked CE: Moderate debris, efficiency compromised.
C-	2	GM: The feature is maintained but below contract standard in most aspects SC: Widespread distribution and accumulation of litter, detritus, excreta, leaf fall etc. Considerable weed growth FM: Widespread distribution and accumulation of dirt,waste,cobwebs,dead insects or vermin and the facility or area is inadequately stocked CE: Chocked and ineffective
D	1	GM: The feature is unmaintained and considerably below contract standard in all aspect SC: Heavy distribution of litter, detritus, excreta, leaf fall etc. Heavy, widespread weed growth. FM: Heavy distribution of dirt, waste, cobwebs, dead insects or vermin and the facility or area is inadequately stocked CE: Channel/grille in filled and unidentifiable