



Tivoli Group Ltd - Update

**Royal Borough of Windsor & Maidenhead
Communities Overview & Scrutiny Panel
Meeting**

18th November 2021

Who Are We?



Our Services



Grounds
Maintenance



Landscape
Construction



Arboriculture



Winter Maintenance



Interior Plants &
Floristry



Business Overview - Accreditation & Awards



Tivoli's passion, its people and the exacting standards we uphold across each and every contract, regardless of size, is what enables us to secure prominent industry awards and accreditations year on year.



EMPLOYER RECOGNITION SCHEME

SILVER AWARD 2021

Proudly serving those who serve.



Certificate No:379712021

Business Overview – Testimonials



“My thanks indeed. Your professionalism and dedication is what stands out and enables us to be who we are.”

Colonel Jonathan Brooking
Commander, Armour Centre and
Bovington Garrison

“I would just like to highlight the excellence of the grounds maintenance team at the IBS. As a team they have been stellar. Their service and durability over an exceptionally testing period has been outstanding – nothing is ever too much for them; they work all hours; and their productivity has been immense.”

Lieutenant Colonel Damian Flanagan
Commanding Officer at The Infantry Battle School,
Brecon

“The team here do a tremendous job here and the site continues to look fantastic. Nothing seems to be too much trouble and they are very friendly and approachable. The work they have done over the winter period has also been first rate - they have been so proactive when gritting the site.”

Andy Friel

“What a fantastic service we receive. We have had a spate of VIP visits here recently and the Site has been a great reflection on your Team and Company. A big thank you from me on behalf of our Commanding Officer.”

Ian Gould
Squadron Leader at RAF Cosford

“The Grounds Maintenance Team Supervisor last night cut the pitch, in his own time, to ensure it was in the best condition possible for the match today and would show the site in the best possible light. This reflects the loyalty of our Industry Partner and their employees, and their support to the contract, and I feel deserves a special thank you.”

Leanne Warner

Overview of RBWM Contract



History

- Contract procurement took place in September 2015 jointly with Wokingham Borough Council - awarded Lot 3 (RBWM & Wokingham BC) to ISS Landscaping, who were the incumbent contractor in RBWM.
- ISS Landscaping was acquired by Sullivan Street Partners who created Tivoli Group from this business - 1st June 2018.
- Novation of the contract to Tivoli was signed in March 2019.
- The Contract was awarded based on a partnership approach with a set amount for the contract (£1.2 million p/a), within which all work should be completed. There is flexibility within the contract to agree changes.
- During 2019/20, the contract lost Tivoli £400k whilst in 2020/21 a further loss of £125k was incurred – the reduction in loss was due to restructuring of the staff and back dated legislative increases.



Scope of the Services

The work mainly comprises the maintenance of land and facilities in the Council's parks, cemeteries, highways and open spaces including:

- ✓ Generic GM services – grass cutting, bed maintenance, weed control, hedge management
- ✓ Waste Management – litter picking, bin emptying of designated parks and open spaces
- ✓ Recreational areas management – play area inspections, maintenance of municipal sports facilities
- ✓ Maintenance – designated street furniture for contracted areas and toilet facilities
- ✓ Cemetery Maintenance and Burials
- ✓ Daily care and maintenance of birds and small animals
- ✓ Extra works including tree planting and watering

Contract Structure



- Significant senior management presence – COO/RD/Area Manager and shared contract manager (as per Lot 3 synergy savings). All have significant knowledge of this contract. Area Manager specifically brought back on to the relationship given prior knowledge of the client.
- Dedicated contract supervisor with significant local knowledge borne from 10 years + on the contract.
- Each area of service delivery has a dedicated supervisor (Grass/Cemetery/Play Ground and Sports) to ensure the teams are managed effectively on a day to day basis.
- 2 mechanics working from the Tinkers Lane depot to ensure the maintenance of machinery is kept up to date – one of the very few contracts in our portfolio that we have committed this too. This is in conjunction with back up from our machinery hub in Ford.
- Totally dedicated workforce who do NOTHING other than the work on the RBWM contract – Lot 3 award assumed some shared resource.

Service Delivery Status



- ✓ We understand some of the frustrations – we've been in FM 25 years plus and it's the toughest year to date.
- ✓ RBWM is renown for its green spaces so we know what a prestigious contract this is to be associated with.
- ✓ Regular meetings between the two parties have occurred to tackle the issues of delivery and the need for improvements. We hope the efforts during the latter half of the season have demonstrated our commitment to this.
- ✓ Investigation by task and finish groups brought to light several variances between the contract specification and the assets within the Royal Borough.
- ✓ These discussions have also highlighted both parties haven't operated the contract in the manner that was intended and this has lead to difficulties in assessing what should and shouldn't be done and the overall contract value.
- ✓ There is a collaborative approach now that has achieved more in 8 weeks than the previous two years of unformalized discussions.



Economic/Environmental Challenges



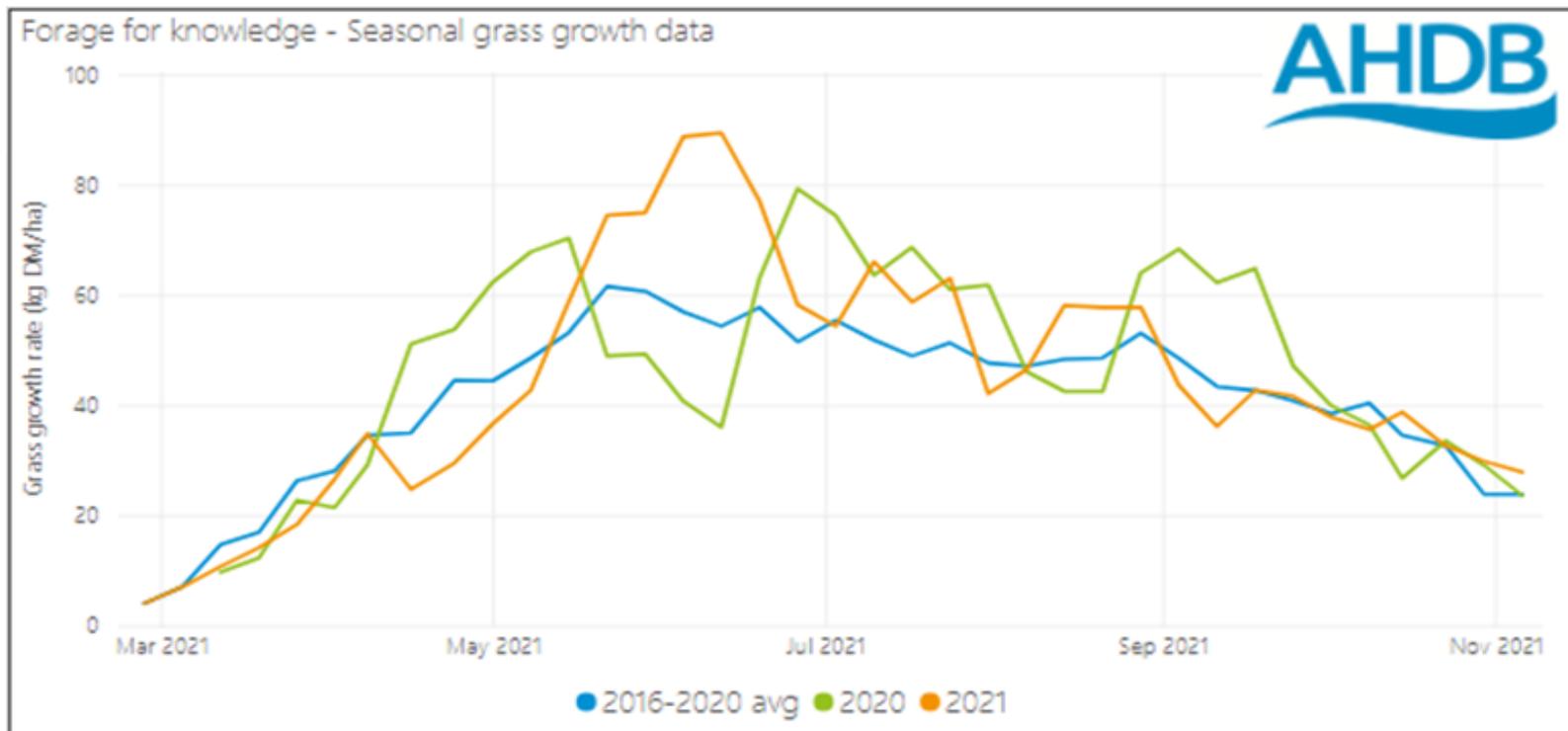
The grounds maintenance contract has been exposed to micro and macro issues, many of which have equally been felt across the country and within a number of similar public service contracts:

- Covid-19 recovery
- Brexit impact on:
 - Labour market
 - Machinery/vehicle availability and parts
- Climatic change extending season
- Contract frustrated due to unforeseen challenges and no longer fit for purpose
- AND

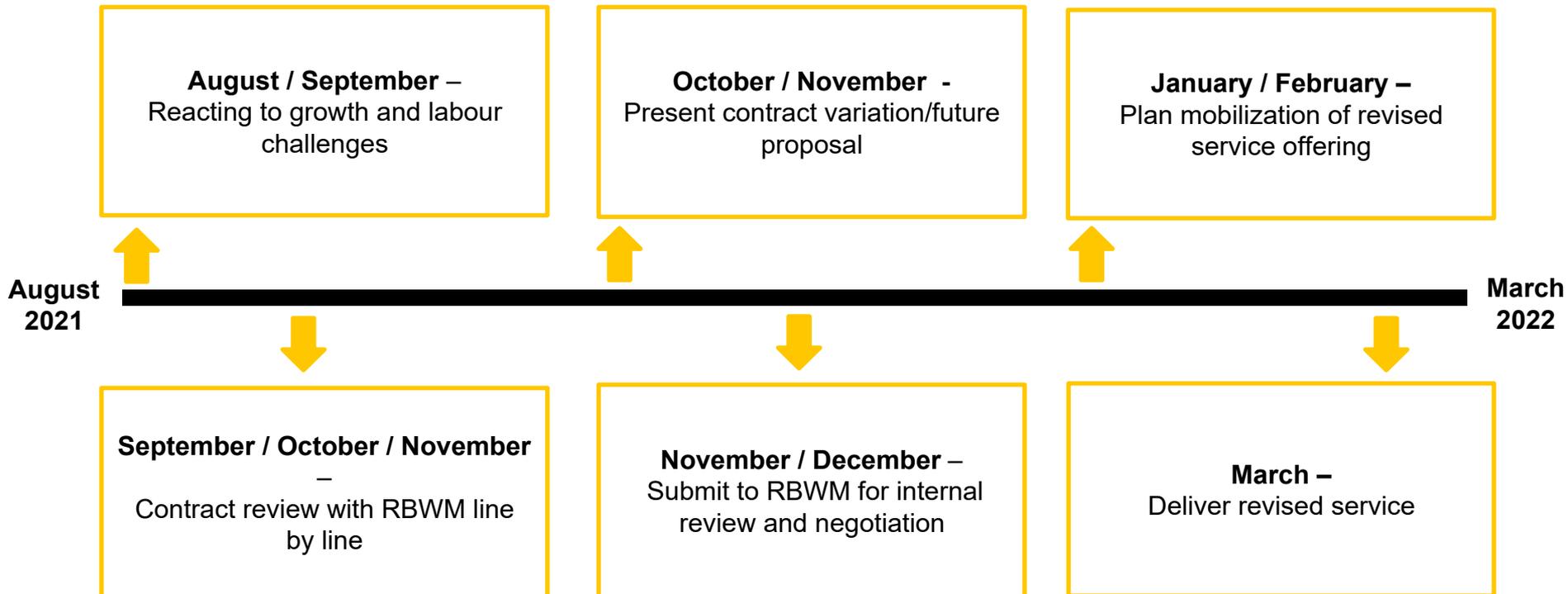
Economic/Environmental Challenges - continued



- Exceptional vegetation growth for this year (shown below)



Recovery Plan - Timeline of Contract Improvement



Recovery Plan - Detail



We now believe that standards have returned in most areas and the normal maintenance schedules are now being followed. The plan included the following

- Additional resource (agency/sub-contractors)
- Short term hire
- Reactive scheduling to support RBWM respond to complaints
- In place since summer

It must be noted, it is 17 degrees today and the grass is still growing – we require ground temperatures to be below 8 degrees for this to stop. In conjunction leaf fall has started in October but given the warmer conditions, it will likely continue into December and January given the medium term forecast .

Enablers & blockers - moving forward



- **Enablers**
- Good working relationship has developed from what was previously adversarial – both parties understand in these uncertain terms what has to improve and why. Never before have green spaces been so important !
- Everything is being done in a professional/considered approach and within the contractual framework – notes are taken and recorded on this to provide once and for all, evidence of all aspects pertaining to the service delivery and agreed actions
- Tivoli are listening to what RBWM and residents want whilst RBWM is listening to what constraints Tivoli have had historically
- **Blockers**
- Contractual limitations – austerity contract restricts what can be achieved

Our Commitment to RBWM



- We want the relationship to work – it has the possibility to be a “showcase” contract for both parties – it is one of the most beautiful boroughs in the country
- We don’t want to deliver a poor service – it’s not the reputation we want and our NPS scores this year show that – they’ve increased from 31 to 40 this year despite Covid issues
- We want to enhance service delivery but it has to be fit for both parties moving into 2022 and beyond.



tivoli

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