

Royal Borough of Windsor and Maidenhead

Overview and Scrutiny Panels

Scrutiny Review – Scoping and Planning Document

Title of the Review	Tivoli – does the contract meet resident expectations?
Panel Name	Place Overview and Scrutiny Panel
Panel Members	Councillors Sian Martin (Chair), George Blundell (Vice Chair), Clive Baskerville, Alison Carpenter, Jodie Grove, Asghar Majeed, Gurch Singh, Kashmir Singh and Leo Walters
Lead Member(s)/Officer(s) Identify a nominated: - Elected Member - Lead Officer	Councillor Alison Carpenter Alysse Strachan – Assistant Director of Neighbourhood Services Naomi Markham – Waste Strategy Manager Mark Beeley – Principal Democratic Services Officer – Overview and Scrutiny
Relevant Cabinet Member	Councillor Richard Coe – Cabinet Member for Household and Regulatory Services
Purpose of the Review <ul style="list-style-type: none"> • Specify exactly which Outcome(s) the review is examining? • Also being clear what the review is not looking at • What is the Scrutiny Review seeking to achieve? • Where possible refer to VFM issues of service cost, service performance and/or customer satisfaction. 	Scrutiny has a responsibility to consider the performance of council contracts and ensure that contractors are performing to the standards expected. Tivoli are responsible for maintaining green spaces across the borough, including grass cutting, hedge trimming and managing wildlife areas. This review proposes to look at the Tivoli contract, particularly in respect of grass cutting, hedge trimming and footpath clearance. The review can be used to identify areas within the contract that can be improved to increase the quality of the service that is being delivered. This will reduce complaints from residents.

	<p>The review should measure the gap between the targets which have been set by the council and what Tivoli are able to deliver. This seems to be a particular issue from March to September.</p> <p>The review should encompass whether the contractor has sufficient resources in terms of employees and equipment to achieve the expectation of residents.</p>
<p>Criteria for Selection</p> <ul style="list-style-type: none"> • Why has this particular topic been considered to be a priority issue for scrutiny? • Which of the criteria promoted by the Centre for Governance and Scrutiny does it satisfy? 	<p>Residents appear to have a higher expectation of the contractor than is actually being delivered. The review will ensure that the council is getting value for money from a contractor and that a high quality of service is being provided to residents.</p> <p>The Tivoli contract was last scrutinised in November 2021 by the former Communities Overview and Scrutiny Panel. Scrutiny should consider the outcomes from this meeting and whether there are still recurring issues which have not been rectified.</p> <p>A review of the Tivoli contract has also been suggested for consideration by scrutiny by a local resident.</p>
<p>Terms of Reference</p>	<p>A review of the deliverables on the Tivoli contract.</p> <p>A review of how things are measured by RBWM.</p> <p>A review of the mechanisms for improving when a measure is not being reached.</p>
<p>What are the anticipated outcomes of the review?</p> <p>Key Lines of Enquiry</p> <p>Sources of Information/Evidence</p>	<p>Last year Tivoli were given an extra £200,000 to bring their quality of work up to standard but it doesn't seem to have made much difference. What value has RBWM got for the £200,000 extra it gave to Tivoli last year?</p>

What factors / outcomes will demonstrate that this Scrutiny Review has been a success?

Tivoli blamed the weather and unprecedented rain but this needs to be accommodated in the plan going forward.

There are no published schedules of when work is due to be carried out – would the publication of schedules assist in the delivery of this contract?

Do we need to make a statement about No Mow May as everyone assumed that's why grass wasn't being cut, which wasn't the case?

Is the contract being managed effectively?

Do we consider that the contractor is following the contract and if not why and what can be done to address this?

Is the contract written in such a way that RBWM can achieve its objectives?

Types of issues:

- Grass not being cut and allowed to grow too long.
- Grass being cut but longer than usual in between cuts so longer than usual cuttings being left uncollected – looks untidy and often the mess extends onto roads and footways.
- Hedges and shrubs left to encroach upon pathways making it difficult to walk along key routes.
- Wildings areas – not really being managed as expected.
- On occasions only half an area being cut, for example Stuart Way.
- Strimming done so poorly that edges look unkempt and messy.
- Shrubbery allowed to overgrow for years causing damage to residents' properties.
- Weed clearance isn't being managed, for example Dedworth Roundabout hardly ever cleared.

	<ul style="list-style-type: none"> • Shrubbery and planting care in parks looks poor. <p>These are issues which have been repeated from previous years. It is important that next year there are sufficient resources and equipment to deliver against residents expectations, regardless of weather.</p>
<p>Resource & budget requirements;</p> <ul style="list-style-type: none"> • specialist staff • any external support • site visits • consultation • research 	<p>The council is in a contract with Tivoli, so this review would be considering the performance against contract objectives.</p> <p>Tivoli management should be invited to the scrutiny meeting to provide assurance and key lines of enquiry from Panel Members on the issues raised.</p>
<p>Corporate Risks associated with this Review?</p> <p>Identify any weaknesses and barriers to success</p>	<p>Panel Members need to consider lines of questioning – what do you want to know?</p> <p>How can Tivoli improve their performance?</p> <p>What can scrutiny do to improve outcomes for residents?</p>
<p>Who will receive the review conclusions and any resultant recommendations?</p>	<p>Tivoli management will receive feedback and recommendations as a result of this review.</p>
<p>What is the Review Timescale? • Identify key meeting dates and any deadlines for reports, recommendations or decisions.</p>	<p>Planned to be considered in April 2024. This will allow the Panel an opportunity to constructively discuss the issues seen last year by Tivoli and consider what measures are being put in place this summer.</p>
<p>How could a review be publicised?</p> <p>Do we need to publicise the review to encourage community involvement? • What sort of media coverage do we want? (e.g. Flyers, leaflets, radio broadcast, press release, etc.)</p>	<p>Information on the review could be publicised in the residents newsletter and on social media.</p> <p>Call for evidence – what do the residents want to see change? What are their concerns?</p>
<p>Completed by/ Date:</p>	<p>Councillor Alison Carpenter</p>

	Mark Beeley September 2023
Approved by Scrutiny Panel / Date:	Considered by Place Overview and Scrutiny Panel – April 2024

Report Title:	Update on Tivoli contract
Contains Confidential or Exempt Information	No - Part I
Cabinet Member:	Cllr Coe, Cabinet Member for Household & Regulatory Services
Meeting and Date:	Place Overview and Scrutiny Panel 22 nd April
Responsible Officer(s):	Andrew Durrant, Executive Director of Place, Alysse Strachan, Assistant Director for Neighbourhood Services
Wards affected:	All

REPORT SUMMARY

This report provides an update to Overview and Scrutiny on the performance of the Tivoli grounds maintenance contract. The Tivoli contract covers the maintenance of Royal Borough of Windsor and Maidenhead parks and open spaces; maintenance of Royal Borough cemeteries and provision of burial services; grass cutting of Highways verges and associated services.

There has been concerns about the performance of this contract in the past, but this has improved over the last year.

This report will be accompanied by a presentation from Tivoli at the meeting and a chance for committee members to ask questions of the contractor and council officers.

1. DETAILS OF RECOMMENDATION(S)

RECOMMENDATION: That Place Overview and Scrutiny Panel notes the report.

2. TIVOLI CONTRACT PERFORMANCE

2.1 The performance of the Tivoli contract has improved over the last year. There was a difficult start to the growing season in 2023 and the grass cutting was not completed to the standard expected. However, during the course of the year improvements have been made and the contract is expected to perform to an acceptable standard during this financial year.

2.2 There have been a number of changes within the team that manages the contract within RBWM. Two long serving members of staff who had previously worked within the Parks and Countryside Team retired in 2022, and had been hard to replace. Following some changes to the job descriptions, a further round of recruitment resulted in a new Parks and Open Spaces Contracts Manager and a new Cemetery Manager starting in the team during 2023.

2.3 The two new members of staff have worked very closely with Tivoli to bring the contract back up to the expected standard and clear improvements have

been seen in the cemeteries and the grounds maintenance of parks and highways verges.

2.4 There is still one gap within Parks and Countryside, for a Parks and Open Spaces Officer, who will work in the Windsor area, after a member of the team left in the Autumn. We are hoping to recruit to that post soon, which will further support the management of the Tivoli contract.

2.5 The performance of the contract has improved during 2023/24 and the current KPI performance is as follows:

Performance Indicators	PI Description	Thresholds	Target	1st Quarter	2nd Quarter	3rd Quarter	Overall Year End	Notes
Play Areas	Percentage of Play Areas completed Satisfactorily	Anything below 100% is amber, anything below 95% is red	100%	100%	100%	100%	100%	Play Inspections reduced for next Year. Reports to be made available live at all times.
Cemetery Services	Burials and Internments completed within specification	Anything below 100% is Red	100%	100%	100%	100%	100%	Staffing Issues from 2023/24 have been addressed. Team to be closely monitored as new season progresses. Grass Cutting schedules in place for new season.
Cemetery Grass Cutting	Percentage of Work completed	Above 89% Green, above 79% amber, 79% and below red	90%	55%	75%	80%	80%	Issues with Tivoli regarding failings on Grass Cutting 2023/24 has been discussed. New Machinery in place ready to start new season
Grass Cutting - Highways	Percentage of Work completed	Above 89% Green, above 79% amber, 79% and below red	90%	50%	90%	70%	80%	Issues with Tivoli regarding failings on Grass Cutting 2023/24 has been discussed. New Machinery in place ready to start new season
Parks Grass Cutting	Percentage of Work completed	Above 89% Green, above 79% amber, 79% and below red	90%	80%	90%	90%	90%	Machinery Issues addressed ready for the new season.
Shrub Maintenance	Percentage of Work completed	Above 89% Green, above 79% amber, 79% and below red	90%	70%	90%	80%	90%	Initial Staffing Issues have been addressed for the new season.

2.6 As you can see from the table, they was a problem in the first part of the year, particularly related to grass cutting, which has improved as the year went on. The highways grass cutting was affected by machinery breakdowns in quarter 3, but improved again during quarter 4.

2.7 Despite the very wet start to the 2024 growing season, with the fourth wettest March on record across the UK, following a very wet winter, all grass cutting on the urban verges and in parks has started and the first cut has been completed in all these areas. The second cut is now underway.

New machinery has been brought on to the contract and a new regional manager for Local Authorities covering Wokingham, Arun and RBWM has recently been put in place by Tivoli to fully support the contract managers and ensure that all tasks required are carried out in a timely manner and to a high standard.

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