



Mike Hoy

Optimising Outcomes in Park Maintenance



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OVERVIEW



- Optimising Park Maintenance Services
- Operational Considerations in Managing Parks
- How to Contract with the Private Sector?

Optimising Park Maintenance Services

SERVICE REVIEW



- Why is the service(s) needed?
- Who is the customer for the service(s)?
- What are the service challenges?
- How is the service actually be delivered?
- Can you specify the outcomes?
- What are your measures of success?
- How do you monitor performance?

PROPER SERVICE REVIEW

SERVICE DRIVERS



- Customer Requirements
- Statutory or Regulatory Compliance
- Service Criticality
- Risk Management
- Asset Maintenance or Renewal
- Politics or Pecuniary Interest
- Environmental Protection
- Community Health, Well-being, Safety

CUSTOMER CONSIDERATIONS



- Are service standards defined?
- Are they aligned to meet Customer Needs?
- Are services monitored against standards/KPI's?
- History of Certainty/Guarantee of service delivery

WORKFORCE CONSIDERATIONS



- Skill base (technical or management)
- Demographics – Age profile
- Labour market - availability
- Workforce productivity
- Industrial environment
- Labour flexibility for seasonal growth

FINANCIAL CONSIDERATIONS



- Capital cost of equipment or technology
- Overhead costs eg mechanical workshops
- Future cost escalation v Revenue (eg EBA's)
- Service needs v long-term Financial Plan

Operational Considerations

CURRENT CONTEXT



- Increasing Service Expectations of Customers
- Climate Change Implications
- Aging Infrastructure & Tree Populations
- Tightening Budgets (Operating & Capex)
- Urban Growth
- Changing Regulation & Legislation
- Workforce Management
- Risk Aversion
- Rapidly Changing Technology

MOWING SERVICES



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MOWING SERVICES



- Know your Parks; Environment; Community
 - Climate & Weather pattern
 - Park distribution
 - Travel patterns/impediments
 - Soils
 - Grass types
 - Weed abundance
 - Productivity of Mowing Teams
 - Political hotspots
 - Community expectations



MOWING SERVICES



- What service Standards have you Set?
 - Frequency of Cut
 - Maximum Grass Height
 - Cut Height
 - Cut Type
 - Windrows?
 - Grass Catching?



MOWING CONSIDERATIONS



SYSTEMS

- Effective program based on Standards
- Limit reactive mowing
- Systems to monitor against program
- Access to back-up resources – plant & people
- Resources aligned to seasonal growth cycles
- Contingency Plans for weather (wet & dry)

**PROGRAM, PROGRAM, PROGRAM,
AND STAY ON PROGRAM!!!!**

MOWING CONSIDERATIONS



MACHINERY EFFECTIVENESS

- Width of Cut



MOWING CONSIDERATIONS



MACHINERY EFFECTIVENESS

- Width of Cut – Wide Area Mowers



MOWING CONSIDERATIONS



MACHINERY EFFECTIVENESS

- Deck types:
 - Side Discharge
 - Rear Discharge
 - Mulching
- Fuel Types
- Maintenance



MOWING CONSIDERATIONS



HARD EDGING



Brush-Cut



Spray Edge



Blade Edge

MOWING CONSIDERATIONS



TRIMMING AROUND ASSETS



Brush-Cut



Spray Edge



**Replace
Surface**



Dug Edge

MOWING CONSIDERATIONS



TRIMMING AROUND TREES – Brush-Cut



MOWING CONSIDERATIONS



TRIMMING AROUND TREES – Spray



MOWING CONSIDERATIONS



MULCHING AROUND TREES



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MOWING - CONSIDERATIONS



WEEDS IN TURF IN VICTORIA

- Bindi (CONTROL?)
- Capeweed (CONTROL?)
- Paspallum (CONTROL?)
- Flatweed (CONTROL?)



MOWING CONSIDERATIONS



- Other opportunities for Efficiency
 - Grass growth retardants (eg Primo)
 - Irrigation management
 - Nutrient management
 - Change grass species
 - Double shift equipment
 - Overtime & weekends

MOWING SERVICES



- Develop LEAD Indicators
 - Monitor weather forecasts – short; medium; long
 - Monitor Grass Length
 - No. of Requests/complaints for long grass
 - Monitor progress daily against expectations

CUSTOMER EXPECTATIONS



PLAYGROUNDS

- Inspection regime
- Annual Level 3 Audit
- Maintenance response
- Playground Strategy
- Upgrade program
- Community involvement



CUSTOMER EXPECTATIONS



STREET TREES

- Effective request response
- Line clearance program
- Regular inspections
- Removals Policy
- Tree Planting Strategy
- Councillor buy-in



CUSTOMER EXPECTATIONS



SPORTSGROUNDS & SPORTS CLUBS

- Agronomic assessment
- Turf Renovation Program
- Playing surface inspections
- Club liaison
- “King Makers”
- Recreation liaison
- Councillor buy-in



CUSTOMER EXPECTATIONS



DOGS

- Local laws
- Dog-off leash areas
- Sporting Club liaison
- Councillor buy-in



CUSTOMER EXPECTATIONS



LOCAL COMMUNITY GROUPS

- King makers - influencers
- What drives them?
- Councillor buy-in

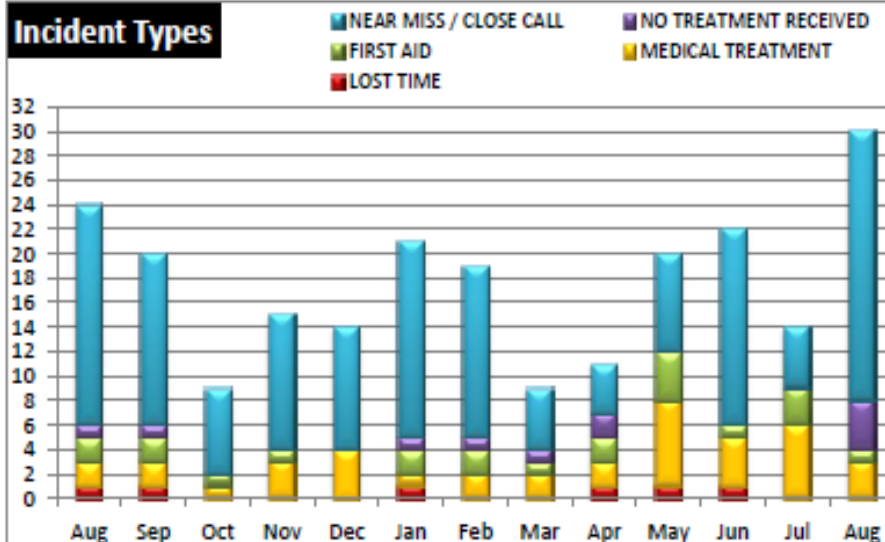


**What gets measured gets
Managed!!**

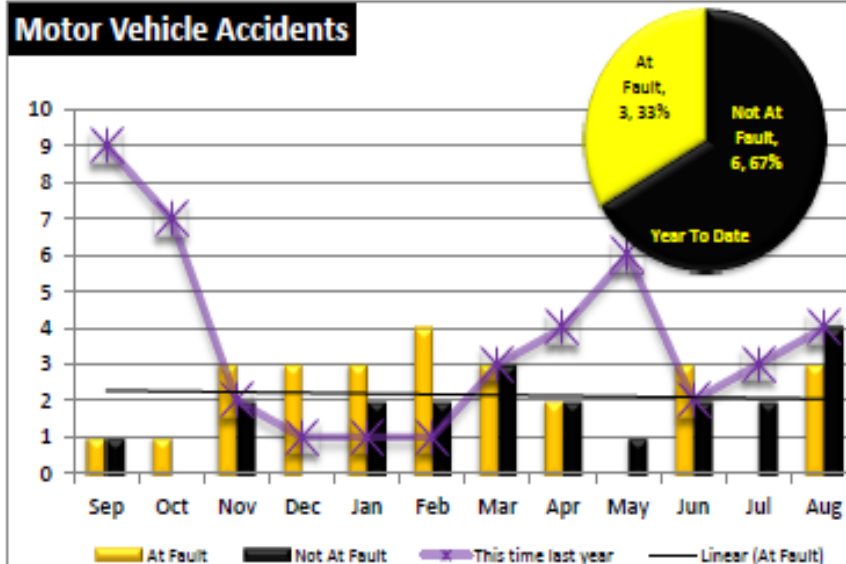
**Only measure what is
important!**

**Assumptions are like idle hands
– the devils play things!!**

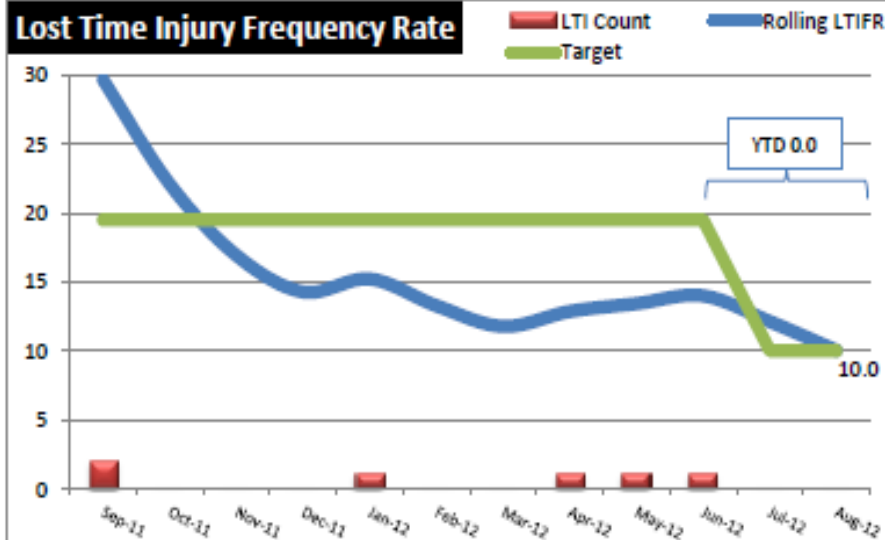
Incident Types



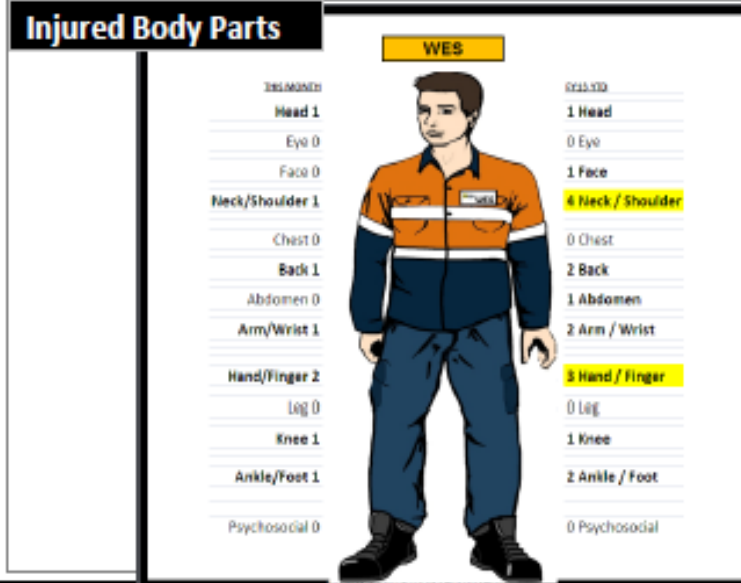
Motor Vehicle Accidents



Lost Time Injury Frequency Rate



Injured Body Parts



ASSET MANAGEMENT



- Understand what you have got and what condition it is in
- Develop acceptable benchmarks
- Prioritise renewals
- Develop plans to bring under-performing assets to benchmark standard

PLANNING



- Open Space Planning
- Service Planning
- Delivery Planning



PLANNING CREATES LEGACY

Fail to Plan – Plan to Fail!!

YOUR PEOPLE



- Your biggest asset (and most expensive!)
- Keep them safe – how committed are you?
- Train; Mentor; Coach
- Challenge them
- Give them purpose - direction
- Give hope when they are down
- BUT cut them quickly when necessary

How to Contract with the Private Sector?

WHAT IS A SERVICE CONTRACT?



- MUTUAL Agreement between Customer & Contractor
- for a defined service (THE SPECIFICATION)
- under terms (GENERAL CONDITIONS OF CONTRACT)
- for a consideration (CONTRACT VALUE IN \$)

MOST PARKS SERVICE CONTRACTS ARE MINIMUM TERMS CONTRACTS – the contractor is to deliver the specified service to the nominated standard for which the customer will then pay the Consideration

CONTRACTED PARKS SERVICES



- Comprehensive Parkland Maintenance
- Mowing/Spraying
 - Programmed
 - Programmed At-Call
 - Reactive SOR
- Gardening
- Landscape Construction
- Spraying
- Infrastructure maintenance
- Playgrounds – construct & maintain
- Sportsfields fields & turf wickets
- Tree Services – programmed; reactive

TENDER CONSIDERATIONS



- You want us to bid for your services
- What have you got to buy??
- Is there a local market?
- How are you going to interest to us?
- How will you market your opportunity?
- What are your legal tendering obligations?
- Why would we bid??

HOW DO YOU ENCOURAGE US?



- Research
 - Talk with your own networks
 - Speak with;
 - Employer/Industry bodies
 - Professional organisations
 - Higher educational institutions
 - Internet research
 - Do some benchmarking
- Early intervention pre-tender
 - Engage with leading market players
 - ask about risk allocation
 - listen to market advice – don't think you know!
 - the advice is free!!

HOW DO YOU ENCOURAGE US?



- Be clear about outcomes you want
- Beware punitive arrangements
- Tender weightings relevant to service risk
- Document complexity aligns to service
- Use standard tender templates

WHY WOULD WE BID?



- Matches Business direction & desired Growth
- Good chance to win
- You are a customer we could work with
- We understand your needs
- Long term relationship & revenue stream
- Competitors not advantaged
- We can make a reasonable return!!

HINTS FOR GOOD DOCS?



- Proof read documents
- Closely manage external writers consultants
- Ensure Contract 'talks' to Specification
- Provide as much data as possible
- Impact of response times on price
- Be realistic about service standards
- Measurable KPI's to assess performance
- Price Schedules - only include what you will use for tender analysis or contract delivery

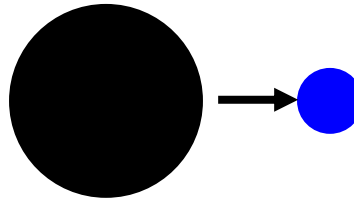


Contract Service Delivery

Align Your Structure & Roles to Contract Delivery Model

RELATIONSHIP DYNAMICS

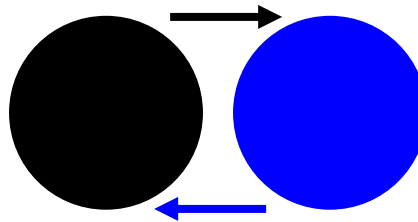
Contribution



Power/Influence

- Master/Servant
- One way communication

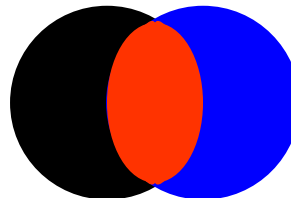
Co-ordination



Respect

- Equal/two way communication

Collaboration



Synergy

- Equal Partners
- Shared Risk and Responsibility
- Unison

WHAT IS YOUR ROLE?



Enabler (Output Focus)

- Needs identification
- Determine Outcomes
- Acquire funds
- Assess customer needs
- Set service standards
- Monitor effectiveness
- Forward service planning
- Harness relationships
- Manage politics
- Manage budgets
- Strategic Park Planning

Deliverer (Input Focus)

- Plant & Equipment
- Workforce management
- Safety
- Service Quality
- Meet service standards
- Satisfy customer
- Timely delivery
- Responsiveness
- Achieve cost targets

INITIALISE WELL

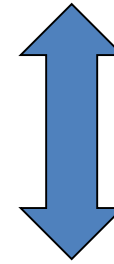
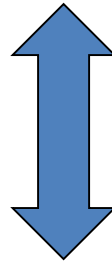
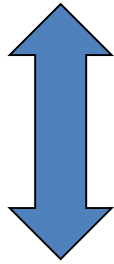


- Have Clear Transition Plans
- Provide adequate resources to Transition
- Asset condition at commencement?
- Establish KPI's, measurement & inspection systems early
- Communication/reporting structures
- Dispute resolution process
- Clarify expectations (technical & relationship)

CONTRACT v SERVICE



SERVICE MANAGEMENT



Contract Management

Summary

TAKE AWAYS



- Define what you want to achieve
- Continually review service delivery
- Understand your park system & customers
- PLAN, PLAN, PLAN
- PROGRAM, PROGRAM, PROGRAM
- Talk to contractors about your service delivery challenges - listen – it is free!
- Manage parks not contracts!
- Leave a Legacy!

LEGACY – “FINGER PRINTS”



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Thanks

MANAGING EXPECTATIONS



PERSONAL

- Collegiate approach
- Be Professional
- Be Self Reliant
- Under promise – Over deliver
- Broaden Perspective
- Challenge your current reality!