

WIRRAL COUNCIL

CABINET – 17TH MARCH 2011

SUBJECT:	PARKS & COUNTRYSIDE SERVICES PROCUREMENT EXERCISE (PACSPE) – INVITATION TO TENDER
WARD/S AFFECTED:	ALL
REPORT OF:	DIRECTOR OF TECHNICAL SERVICES
RESPONSIBLE PORTFOLIO HOLDER:	COUNCILLOR DAVID ELDERTON, LEISURE & CULTURAL SERVICES
KEY DECISION? <i>(Defined in paragraph 13.3 of Article 13 'Decision Making' in the Council's Constitution.)</i>	YES

1.0 EXECUTIVE SUMMARY

- 1.1 The purpose of this report is to seek approval to proceed with the proposed Invitation To Tender for the Parks & Countryside Services Procurement project based on the Select List of Tenderers described in the report.
- 1.2 As part of this approval, this report provides Members with an updated business case for the project, a proposed Benefits Management Strategy for the new contract and seeks endorsement in relation to a number of key contract issues.
- 1.3 The updated business case for the project contains commercially sensitive information and the disclosure of such information could have a bearing on the forthcoming tender exercise hence this information has been classed as Exempt Information under the Environmental Information Regulations 2004 by the Council's Director of Law, HR and Asset Management. For this reason the updated business case is summarised in a Press/ Public Exempt Appendix to this report.

2.0 RECOMMENDATION/S

- 2.1 Cabinet is requested to:

- (1) Note and endorse the updated business case for the project described in section 5.0;
- (2) Approve the proposed Outline Benefits Management Strategy for the new contract outlined in section 6.0;
- (3) Approve the recommendation to proceed with the Invitation To Tender based on the Select List of Tenderers referred to in section 7.0;

- (4) Endorse the proposed way forward in relation to a number of key contract issues described in section 8.0;
- (5) Approve the proposed extension of existing highway related contracts as described in section 9.0.

3.0 REASON/S FOR RECOMMENDATION/S

- 3.1 The reason for these recommendations is to seek Cabinet approval to proceed with the Invitation To Tender for the new Parks & Countryside Services contract commencing in January 2012.
- 3.2 Members are asked to note and endorse the updated business case as this confirms the project is still justified following further work to clarify the detailed scope of the project since the Outline Business Case was approved last year.
- 3.3 Cabinet approval is also sought for the proposed Benefits Management Strategy for the new contract which will be used to ensure that the proposed high-level benefits to be achieved by the new contract identified at the outset are realised throughout the life of the contract.
- 3.4 As part of the approval to proceed with the Invitation To Tender, Cabinet are specifically requested to approve the Select List of Tenderers described in the report.

4.0 BACKGROUND

- 4.1 Cabinet considered a revised Outline Business Case prepared by Capita Symonds at its meeting of 22nd July 2010 (Minute 84 refers) and approved the recommendation to proceed with Option 3 (Total Service with Single Provider) based on the greater potential for improvements in efficiency and consistency of service delivery using the Restricted Procedure procurement route.
- 4.2 The decision was subject to 'Call In' and was ratified by the Sustainable Communities Overview & Scrutiny Committee on 31st August 2010 on the basis that officers ensure that extensive consultation takes place during the period in which the tender document is prepared, in particular with trade unions and user groups.
- 4.3 A further progress report was considered by Cabinet at its meeting on 13th January 2011 which clarified the detailed scope for the project as agreed by the majority of Members of the PACSPE Member Steering Group. The report also sought approval for the proposed form of contract (NEC3 Term Service Option A).
- 4.4 This decision was also subject to 'Call In' and was considered by the Sustainable Communities Overview & Scrutiny Committee on 17th February 2011. The resolution of the Committee by a 7:3 majority was that the recommendations to Cabinet on 13th January 2011 be endorsed but also an additional unanimous resolution that 'the Director of Technical Services make every endeavour in his negotiations with the successful tenderer to try and ensure that existing staff transferred under the TUPE arrangements are admitted to the Merseyside Pension Fund' (Minute 123 refers).

5.0 UPDATED BUSINESS CASE FOR THE PROJECT

- 5.1 Based on the exclusions from the PACSPE procurement exercise approved by Cabinet on 13th January 2011, the current 2010/11 gross budgets (less recharges) for the services to be included in the new contract total £8.1M (this figure excludes the net effect of EVR). These services include grounds maintenance functions for all parks and open spaces, golf courses and cemeteries (including Birkenhead Park) and the Ranger Service. This also includes the highway verge and arboriculture functions that are already delivered by external contracts.
- 5.2 The current 2010/11 gross budgets (less recharges) for the services to be excluded from the new contract total £4.7M. These services include buildings repair and renewal, the Beach Lifeguard Service, the management and administration of golf courses, the Parks Client/ Development Team and the management of Landican Crematorium.
- 5.3 The Outline Business Case approved by Cabinet on 22nd July last year has subsequently been updated by the Council's Director of Finance to reflect the refined scope of services to be included in the new contract and this work has been externally validated by consultant Capita Symonds who were responsible for preparing the original Outline Business Case.
- 5.4 This updated business case confirms that Option 3 (Total Service with Single Provider) still provides significantly greater efficiency savings than Option 1 (In-house plus External Support) or Option 2 (Separate Lots with Service Providers). For the 'base case scenario', it is anticipated that Option 3 will generate efficiency savings more than £1.39M greater than Option 2 and £3.48M greater than Option 1 over the ten year contract term.
- 5.5 Analysis of the out-of-scope services suggests that further to the recent EVR exercise, efficiency savings in the region of £200k per annum can be achieved from the re-engineering of the Beach Lifeguard Service and the Parks Client/ Development Team. Based on this prediction, the total efficiency saving over the ten year term for the services included in the scope of the new contract plus those excluded still exceeds the £7.841M total in the Outline Business Case approved by Cabinet last July.
- 5.6 This work is set out in more detail in the Press/ Public Exempt Appendix to this report and Cabinet is requested to note and endorse this updated business case for the project.

6.0 PROPOSED OUTLINE BENEFITS MANAGEMENT STRATEGY

- 6.1 The development and implementation of a Benefits Management Strategy for the procurement project and the new contract is recognised as being an important tool to help ensure the procurement project delivers the desired outcomes set out in the business case and also to monitor the extent to which the proposed high-level benefits to be achieved by the new contract identified at the outset are delivered throughout the life of the contract.

- 6.2 This work has built upon the approach to Benefits Management adopted for the Streetscene Environmental Services (Biffa) and Highways & Engineering Services (Colas) contracts which has been recognised as examples of best practice by the external Local Partnerships Organisation as part of the Office of Government Commerce (OGC) 'Gateway' process.
- 6.3 The PACSPE Member Steering Group has endorsed a draft Benefits Management Strategy which includes an emerging Contract Performance Management Framework and Tender Method Statements. In summary, the Benefits Management Strategy recognises a series of early benefits arising from the Outline Business Case and the progress of the procurement project so far and most importantly sets out a number of key benefits to be achieved based on an emerging Parks & Countryside Services Business Plan.
- 6.4 As part of the development of the Outline Business Case and progress of the procurement project so far, the following anticipated benefits have been identified:

Quantitative Benefits

- Financial efficiency savings based on Option 3 Total Service with Single Provider (as described in section 5.0)

Qualitative Benefits

- Flexibility and capacity of resource
 - Ability to deliver or facilitate additional funding streams outside of traditional capital and revenue sources
 - Increased staff development, recruitment and retention
 - Streamlined internal management
 - Scope for innovation, added value and continuous improvement
 - Potential for increased investment in IT, offices, depots, machinery and equipment
 - Potential partnering opportunities
 - Maximise use of integrated teams and supply chains
 - Benchmark services
 - Offer services and collaborate beyond the borough
 - Realise shared services
 - Effective risk management
 - Improved customer engagement
 - Improved engagement with friends and user groups
- 6.4 Based on the emerging medium to long-term Parks & Countryside Services Business Plan, an overall vision for the service with a series of high-level service outcomes/ benefits under three broad themes have been identified:

Vision for the Service

To provide and maintain high quality parks and open spaces in partnership with the local community.

Theme 1 – People and Community Involvement

We will encourage the development of Friends and voluntary groups, undertake regular consultation with users and promote community involvement in Parks and Open Spaces.

- Improve perception of safety and security in parks (BR1).
- Increase community involvement including volunteering and social enterprises (BR2).
- Provide a varied programme of park events (BR3).
- Develop a programme to promote healthy activities in parks (BR4).

Theme 2 – Quality and Maintenance Standards

We will improve the quality and maintenance standards at all sites by developing a range of indicators and quality standards.

- All parks maintained to a minimum agreed standard (BR5).
- Agreed staff training programme and qualification standard (BR6).
- Improved maintenance of buildings and infrastructure including heritage features (BR7).
- Accessible and safe to use parks and play areas (BR8).
- Habitats and wildlife species within designated sites protected and enhanced (BR9).
- Provision of a dignified Bereavement service that includes burial, crematorium and memorialisation (BR10).

Theme 3 - Use of Resources

We will ensure value for money from existing expenditure and viewing provision and seeking additional funding from external sources.

- Deliver agreed efficiency savings (BR11).
- Attract external investment/grants (BR12).
- Environmental sustainability including carbon reduction and waste minimisation (BR13).

6.5 Cabinet is requested to approve the outline Benefits Management Strategy set out in this report consisting of a vision for the service and 13 headline service outcomes/ benefits under three strategic themes.

7.0 PROPOSED INVITATION TO TENDER INCLUDING SELECT LIST OF TENDERERS

7.1 Following the formal OJEU advertisement, the Council has attracted significant interest from the market in relation to the proposed new contract and in total 13 Pre-Qualification Questionnaires (PQQs) were returned by the closing date of 21st February 2011.

- 7.2 These PQQs have been evaluated in a controlled PQQ Evaluation Exercise led by the Corporate Procurement Team and due to the tight timescales for evaluation and reporting, the proposed short-list of Select Tenderers to be invited to tender for the new contract will be circulated at the Cabinet meeting.
- 7.3 Cabinet is requested to approve this proposed short-list as part of the recommendation to proceed with the Invitation To Tender.
- 7.4 Subject to Cabinet approval, it is proposed to go out to tender on or shortly after Friday 15th April. This date allows for further scrutiny or information to be reported to the next Cabinet meeting in April as necessary.
- 7.5 The latest programme for the project assumes a 12 week tender period followed by tender evaluation and award of contract by Cabinet in September 2011. This is then followed by a 12 week contract mobilisation period and commencement of the new contract on 2nd January 2012.
- 7.6 Members will be familiar with the OGC 'Gateway' process and it is proposed that the findings of the most recent Gateway 2 Procurement Strategy Review undertaken on 14/15th March 2011 will be reported verbally at the Cabinet meeting to provide external validation of the process to give confidence in the recommendation to proceed with the Invitation To Tender.

8.0 KEY CONTRACT ISSUES

- 8.1 As part of the Invitation To Tender Preparation phase, a number of key contract issues have been highlighted on which Cabinet endorsement/ views are sought on the proposed way forward:

8.2 Draft Tender Evaluation Method Statements

- 8.3 It is proposed that the evaluation of tenders is based on a 70%/30% cost/ quality split and the draft list of Tender Evaluation Method Statements for the 30% quality score which will then be incorporated into the contract are as follows:

Section A: Service Provision and Ability To Perform (40%)

- A1. Experience and Track Record of Similar Contracts
- A2. Proposed Approach to Contract Management including skills/ experience/ capacity of key staff and arrangement of site-specific or area teams
- A3. Proposed Approach to Service Mobilisation
- A4. Proposed Depot and Plant Arrangements including investment in facilities and machinery/ equipment
- A5. Proposed Approach to Supply Chain Management and Sub-contracting
- A6. Proposed Approach to Developing Relationships with Local Communities and Capacity-building with the Community and Voluntary Sector

- A7. Proposed Approach to Improving Actual and Perceived Security in Parks
- A8. Proposed approach to the Planning/ Management of Outdoor Education and Events Programmes
- A9. Proposed Approach to the Maintenance of Bowling Greens and Golf Courses
- A10. Proposed Approach to the Assessment/ Monitoring of the Condition of Hard Infrastructure including Emergency/ Out-of-hours Work
- A11. Proposed Approach to the Maintenance of Planting Areas
- A12. Proposed Approach to the Inspection/ Monitoring of Childrens Play Areas
- A13. Proposed Approach for the survey of tree stock and active management of highway/ street trees including highway database
- A14. Proposed Approach to the Co-ordination of Work with other agencies/ contractors on the highway network and other locations
- A15. Proposed Approach to the Management/ Maintenance of Beaches including unforeseen events

Section B: Policy Matters including Compliance with Legislation (30%)

- B1. Proposed Approach to Workforce Transfer
- B2. Proposed Approach to Employee Development, Training, Recruitment and Retention
- B3. Proposed Approach to Health and Safety
- B4. Proposed Approach to Environmental Management/ Sustainability including carbon reduction and waste minimisation
- B5. Proposed Approach to Quality Management including Customer Focus/ Marketing and Attracting External Grants/ Funding
- B6. Proposed Approach to Ecology/ Nature Conservation including habitats and wildlife species within designated sites

Section C: Management Approach and Vision for the Service (30%)

- C1. Proposed Approach to Business/ Service Planning
- C2. Proposed Approach to Partnering and Achieving Added Value
- C3. Proposed Approach to Performance Management and the Development/ Achievement of Local Quality Standards
- C4. Proposed Approach to Driving Continuous Improvement through Innovation and Use of ICT

C5. Proposed Approach to Risk Management and Business Continuity

C6. Proposed Contract Exit Strategy

8.4 Even though it is anticipated that the relative percentage weighting between the three sections A, B and C will be as described, there may be further modifications to the draft list of detailed Method Statements set out in this report. Even so, Cabinet is requested to endorse or provide views on this draft list of Tender Evaluation Method Statements at this stage.

8.5 Pension Rights of Council Employees transferring to the New Contractor

8.5.1 The Sustainable Communities Overview & Scrutiny Committee at its meeting on 17 February 2011 unanimously agreed that “the Director of Technical Services make every endeavour in his negotiations with the successful tenderer to try to ensure that existing staff transferred under the TUPE arrangements are admitted to the Merseyside Pension Fund”.

8.5.2 The TUPE Regulations apply to this contract. This means that a successful tenderer must offer to transferred employees:

- Membership of the Merseyside Pension Fund (under an Admission Agreement), or
- Membership of a broadly comparable occupational pension scheme.

8.5.3 Should the contractor opt to provide a broadly comparable scheme, then future pensions costs arising from the date of transfer will be met by the contractor and will be priced into his bid.

8.5.4 Should the contractor seek an admission agreement to MPF the contractor will be liable to pay for future pensions costs from the date of transfer at a rate set by MPF’s actuary. The rate will depend on the individual officers who transfer, and the nature of the admission agreement. The costs may be different from the contribution rate which the actuary sets for the Council and may rise or fall during the contract period. These costs will need to be included during the bid evaluation process.

8.5.5 Options are available to the Council through the tender process to mitigate the costs of the pension scheme to the contractor, by the Council retaining some of the risks: however, this does not mean that costs overall to the Council are reduced, some would just be directly met by the Council.

8.5.6 The Board has considered a number of options including:

- The Contractor takes all the risks and meets all fluctuations in pensions costs
- The Contractor is asked to meet the implications of variations in pensions costs which are within his control (this means the Council retains some of the risks and has to meet any associated costs). Elements deemed to be within his control would have to be agreed with the actuary and may include:
 - Early retirements or redundancies

- Dismissals on ill health grounds
 - Flexible retirements
 - Increases in pay beyond the actuarial estimate
- ‘Cap and Collar’ variants – these can be complex arrangements whereby upper and lower limits on the contractor’s pensions costs are agreed between the Council and contractor based on relative rises and falls in the contribution rates. The Council would meet any excess costs or receive a refund of excess contributions. The Board rejected this option in the interests of simplicity.

8.5.7 It is recommended therefore that should tenderers wish to seek admission to the Merseyside Pension Fund, they should be invited to tender on the following basis:

- All pension risks be transferred to the successful contractor, and
- Only those risks which are within his control (but with a provision that he should give a rebate to the Council if the contribution rate falls below the initial rate for reasons outside his control).

Importantly this approach allows Cabinet to decide on the preferred option at contract award rather than having to make a decision on this key issue before going out to tender.

8.5.8 There is a deficit within MPF attributable to the employees who will transfer with past service. The Fund’s actuary will calculate the amount at the point of transfer: the amount depends on the individual officers who transfer. It is likely that the Council will choose to meet the costs of the deficit going forward, because it would be unreasonable to ask a contractor to meet costs which arose prior to his winning the contract. Whilst the Council meeting the deficit will reduce the cost of the contract, the cost of the deficit needs to be included in calculation of savings arising from the contract.

8.6 Contract Pricing and Inflation

8.6.1 Introduction

The Council is proposing to enter into a long-term contract at a time when the resources available to the Council are forecast to reduce significantly. The resources which the Council wishes to dedicate to the contract must be seen within this context.

The Council needs to assure itself that its interests are protected by the contractual process, ensuring that appropriate flexibilities are built in. In simple terms, the Council needs to consider the resources it wishes to commit to the contract and also the standards of service it requires from the contract.

8.6.2 Inflation

How the contract addresses inflation is a key part of this process. There are a number of options, varying in complexity and in their risk and financial impact on the Council. The following table illustrates some of the issues.

Option	Advantages	Disadvantages
Council does not grant an inflationary increase (risk remains with the contractor)	<ul style="list-style-type: none"> • Fixed price • Council protected from cost increases due to inflation 	<ul style="list-style-type: none"> • Bidders potentially overestimate effect of inflation • Lack of transparency • Increases in cost would need to be met from increased efficiency if service standards were to be maintained
Council commits to inflationary increase	<ul style="list-style-type: none"> • Contractor protected from cost increases due to inflation 	<ul style="list-style-type: none"> • Cost of inflation is uncertain • The compounding effect of inflation increases could be significant over the 10 year lifespan of the contract.

Notes:

- The effect of 2% inflation per annum on a contract of an initial value of £1m increases the cost of that contract to approximately £1.2m after ten years. Accordingly a contract of an initial value of £5m rises to £6.1m.
- Inflation as measured by CPI was 4% in January 2011 (Office of National Statistics).

Contractors will take a view of both the competition and inflation over the period of the contract.

A way of mitigating risk to both parties is to commit to a fundamental review of pricing/costs after a reasonable period. Members may consider that three years is an appropriate period:

- This reflects the Government's spending review period – the Council may therefore have a clearer view over the resources it will have available going forward.
- The Council and contractor will have formed a clear view about the strengths and weaknesses of the relationship which could be addressed at this time.

Until such a review point is reached, the Council could choose to commit to meeting inflation, or not.

8.6.3 Efficiencies

Cabinet has agreed that one of the potential benefits of the PACSPE approach is the potential to drive efficiencies and innovation. The Council therefore, also needs to take a view as to the financial impact of such matters, and how they are measured.

One view may be that any financial benefits thus derived will have been built in by the contractor in his pricing proposal – particularly in the short term – and therefore no further action is needed from the Council. This approach could be reviewed at appropriate points in the contract

Alternatively, the Council may wish to build in an annual efficiency target – as has been done in the HESPE contract, where a reduction equivalent to 1.5% of the value has been applied as part of the annual inflation calculation. Such a target could be subject to review at appropriate points during the lifetime of the contract.

Members are requested to endorse the proposal that an additional annual efficiency target (figure and duration to be agreed) will be built into the contract to drive efficiencies and innovation.

8.6.4 Potential Measures of Inflation

There are a number of indices which represent measures of inflation. The headline measure used by the government is the Consumer Prices Index (CPI). Other indices, such as Baxter (used as part of the HESPE contract), are indices which measure inflation in a specific context – in this case, construction.

Given the nature of the proposed PACSPE Contract, the PACSPE Board considers that CPI is more appropriate than Baxter. However, whether or not it will accurately measure any inflationary increase (particularly when 70-80% of contract costs are likely to be around salaries), cannot be guaranteed.

8.6.5 Financing the Contract

It is important to note that the financial implications of inflation over the ten year contract term are significant and sample calculation is set out in the Press/Public Exempt Appendix.

9.0 PROPOSED EXTENSION OF EXISTING HIGHWAY CONTRACTS

9.1 Members will recall that on 18th March 2010, Cabinet extended the existing external contracts for the maintenance of highway verges and trees until 30th November 2011 (Minute 347 refers). However, based on the latest programme for the procurement project it is anticipated that the new contract arrangement will not now commence until 2nd January 2012 and it would be prudent to allow for some additional slippage and a contract commencement of 1st February 2012 at the latest.

9.2 The details of the contracts are as follows:

Contract 1

Contractor: Continental Landscapes Ltd

Start Date: 1st April 2003

Period: Five years plus option to extend yearly for 5 years (last end date 31st March 2013)

Covers: Highway verges, shrub beds and some areas of public open space

Value: £1.14M p.a.

Contract 2

Contractor: Amenity Tree Care Ltd

Start Date: 1st April 2008

Period: Two years plus option to extend yearly for further 2 years (last end date 31st December 2012)

Covers: Tree pruning, felling, surveying

Value: £217,000 p.a.

9.3 Cabinet is therefore requested to approve a further extension of both of these contracts under the existing terms and conditions until 31st January 2012 at the latest.

10.0 RELEVANT RISKS

10.1 Key risks relating to the successful completion of the procurement project and proposed contract award are described in the Project Risk Register and monitored and reported to each Project Board meeting.

11.0 OTHER OPTIONS CONSIDERED

11.1 A robust appraisal of alternatives to Option 3 Total Service with Single Provider were considered by consultant Capita Symonds and reported to Cabinet at the Outline Business Case stage. The business case has been updated as outlined in section 5.0 and this provides confirmation that Option 3 is still the preferred approach following confirmation of the services to be included within the scope of the new contract.

12.0 CONSULTATION

12.1 Extensive consultation and engagement has been undertaken with employees, user groups and other stakeholders and the record of past and proposed consultation and engagement is set out in the Project Communications and Engagement Plan. This includes a series of special Consultation Workshops for Parks, Sports, Golf and Bereavement Services users and stakeholders which took place before Christmas and a second round of Workshops during March.

12.2 In addition, a Communications Register has been created which records all feedback in relation to the ongoing procurement exercise, summarises key themes and links to proposed benefits and importantly how this feedback has been reflected in the development of the Invitation To Tender.

13.0 IMPLICATIONS FOR VOLUNTARY, COMMUNITY AND FAITH GROUPS

13.1 A key objective of the new contract arrangements is to facilitate the development of relationships with the community and voluntary sector and this is reflected in one of the high-level benefit themes (Theme 1 – People and Community Involvement refer paragraph 6.4).

14.0 RESOURCE IMPLICATIONS: FINANCIAL; IT; STAFFING; AND ASSETS

14.1 Financial Implications

14.2 The current 2010/11 gross budget (less recharges) for the services to be included in the new contract total £8.1M. The current 2010/11 gross budget (less recharges) for the services to be excluded from the new contract total £4.7M.

14.3 The proposed efficiency savings from the new contract and the re-engineering of out-of-scope services are set out in detail in section 5.0 and the Press/ Public Exempt Appendix to this report.

14.4 Staffing Implications

14.5 Before the recent EVR exercise, the 2010/11 staffing establishment consisted of 196 employees relating to in-scope services and 31 employees relating to out-of-scope services. This does not include approximately 40 employed by external contractors to which TUPE Regulations may apply.

14.6 The Council's EVR exercise has resulted in the loss of 36 employees from in-scope services and 7 from out-of-scope services. Therefore, following the EVR exercise there are now 160 employees relating to in-scope services that are anticipated to TUPE transfer to the new service provider and 24 relating to out-of-scope services.

14.7 Proposals for a new Parks Client/ Development Team have been endorsed by the PACSPE Member Steering Group and of the 24 employees relating to out-of-scope services it is proposed that the majority will perform similar duties in the new Client/ Development structure. In addition to these existing posts, a new Parks & Countryside Services Manager was approved by Cabinet last July and will be occupied shortly.

14.8 Asset Management Implications

14.9 It has now been confirmed that Building Repair and Renewal sits outside the scope of the new contract and these functions and associated budgets will transfer to the Director of Law, HR and Asset Management.

14.10 It is proposed that a number of suitable Council-owned operational buildings and depot facilities will be made available to the successful contractor and tenderers will be invited to set out their proposals for depot arrangements as part of a specific Tender Evaluation Method Statement (refer paragraph 8.4 Method Statement A4).

15.0 LEGAL IMPLICATIONS

15.1 The Director of Law, HR and Asset Management is represented on the Project Board and ITT Preparation Workstream and plays a key role in the development of the Invitation To Tender contract documentation.

16.0 EQUALITIES IMPLICATIONS

16.1 A detailed Equality Impact Assessment is being undertaken as part of the procurement project.

17.0 CARBON REDUCTION IMPLICATIONS

17.1 Environmental Sustainability is an important high-level benefit for the Parks & Countryside Service and proposed new contract (refer Theme 3, Benefit BR13 paragraph 6.4).

18.0 PLANNING AND COMMUNITY SAFETY IMPLICATIONS

18.1 Community safety in parks has been highlighted as an important benefit/ service outcome to be achieved through the new contract arrangements (refer Theme 1, Benefit BR1 paragraph 6.4).

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APPENDICES

Summary of Updated Business Case (Press/ Public Exempt).

REFERENCE MATERIAL

Papers and Minutes of PACSPE Project Board and Member Steering Group meetings.

SUBJECT HISTORY (last 3 years)

Council Meeting	Date
Sustainable Communities O&S Committee – Call In	17th February 2011
Cabinet (PACSPE – ITT/ Project Scope Definition)	13th January 2011
Sustainable Communities O&S Committee – Call In	31st August 2010
Cabinet (PACSPE – Outline Business Case)	22nd July 2010
Cabinet (PACSPE)	3rd September 2009
Cabinet (Parks & Countryside Gateway Review)	5th February 2009