



OVERVIEW AND SCRUTINY COMMITTEE

Meeting: Monday, 11th July 2016 at 6.30 pm
in Civic Suite, North Warehouse, The Docks, Gloucester, GL1 2EP

ADDENDUM

The following item although provided for on the agenda front sheet was not available at the time of dispatch:

6.	<p>AMEY ANNUAL PERFORMANCE MONITORING</p> <p>To receive the Amey Annual Performance report for the year 2015-16</p> <p>PLEASE NOTE: Headline commentary has been provided within the Performance Report on the Key Performance Indicators (KPI). Full KPI information is currently being validated and will be available on Monday 11 July 2016 in support of the headline commentary.</p>
----	--

Yours sincerely

Jon McGinty
Managing Director

This page is intentionally left blank



Annual Performance Report for 2015 - 2016
Overview & Scrutiny Committee – 11th July 2016



Contents

Executive Summary

Waste & Recycling performance

Streets & Grounds performance

Service development

Executive Summary

The Streetcare Strategic Partnership delivers a holistic and integrated bundled Streetcare service including;

- Refuse collection and recycling;
- Trade waste collections;
- Street Cleansing;
- Grounds Maintenance;
- Park and open space management;
- Public convenience cleansing;
- Vehicle and equipment maintenance.

The Terms of Reference for the Streetcare Partnership are:

- To act as Champions for the Streetcare Partnership;
- To give strategic direction;
- To ensure effective service planning;
- To ensure good performance;
- To act as a forum for consultation.

Services are provided across the City to approximately 55,000 properties. Each year the service will undertake approximately 2.9 million recycling and food waste collections, 1.43 million refuse collections and 470,000 green waste collections. In addition, more than 1,000 streets are cleansed and grass is cut at more than 1,470 sites.

Overall performance has been good for 2015/2016.

The strategic outputs for the service are based on the aims of the Authority that seek to improve the Authority's services so as to deliver sustainability and increase use, through improved management and maintenance of public space in the City, these are referred to as the City's "Liveability aims".

The contract commenced in 2007 for a fifteen year period with a possible extension by a further five years.

Key Performance Indicators have been identified for the service; these are reported and reviewed on a monthly basis at Officer Level. In addition, these Key Performance Indicators are reported and reviewed on a quarterly basis at a Member forum.

Individual details of the Key Performance Indicators are still in the process of being prepared and will be provided prior to or at Overview & Scrutiny Committee for Members information.

The following headline commentary however is noted in respect of Key Performance Indicators;

- **Sickness:** Management of Attendance has been a challenge; this is a result of factors such as an ageing workforce, sick pay entitlement for transferring employees and a number of cases of long term sickness. All cases of absence are managed in accordance with Amey's Management of Attendance process.
- **Missed green bins;** this KPI was the result of a high number of customer cancellations during changes in the administrative arrangements in respect of charging for service. An increase in demand for service was also noted in early 2016. The service is provided for all legitimately stickered green waste bins that are presented by customers on collection day, crews are required to pass every property to provide a City wide service.
- **Deliveries of black bins, recycling boxes and food caddies;** this KPI is the result of a significant increase in demand for replacement containers. The process to purchase replacement containers, stock levels and container delivery arrangements were all reviewed during the reporting period. A notable improvement in performance is noted in 2016.
- **Complaints;** the majority of complaints relate to the significant increase in demand for replacement containers in 2015 and enquiries about grass cutting in 2016.
- **Grass cutting;** the grass cutting service was fully mobilised in March 2016 and, as a result, a complete cutting cycle was not completed. Subsequent issues with staff absence, challenging growing conditions and equipment issues hindered the delivery of full cutting cycles. Additional resources were brought in to achieve the expected quality and productivity standards. The strimming programme was suspended in August 2015 by agreement as a result of ground conditions. Operatives were redeployed to other duties.

Members will be aware that since 2011 the value of the contract has been reduced by £450,000. Savings were made in the following areas;

- Management savings (reduction in management capacity) - £45,000.
- Street Cleansing savings (reduction in the number of operatives) - £125,000.
- Grounds maintenance savings (reduction in the number of operatives) - £100,000.

- Park Wardens (reduction in the number of wardens) - £25,000.
- Play area maintenance (taking maintenance budget back in house) - £30,000.
- Flats, refuse and recycling (reduction in service) - £125,000.
- Indexation adjustment - £200,000.

During the reporting period, a project group has been working on a review of the Waste and Recycling service, the aim being to support the Council's savings agenda.

At an operational level, the majority of issues were completed within the agreed timescale. There is regular daily dialogue between Amey Managers, Supervisors and Council Officers to ensure that a high standard of service is delivered across the City.

A commitment to flexible working saw a pragmatic and effective response to the challenges faced by the City hosting a number of key games in the Rugby World Cup together with a vibrant fanzone in the City Centre. Street Cleansing services were amended during the tournament period to accommodate the challenge of a large number of additional visitors to the City.

To ensure that operational issues are more formally monitored, fortnightly Operational meetings take place for each of the two main service areas, Waste and Recycling and Street Cleansing and Grounds Maintenance. These meetings are a forum to discuss issues that have arisen and to agree specific works and activities. Meetings also review planned schedules of work to ensure that work remains on schedule. The Operational meeting agrees any amendment to schedules that may be required, for example amendment to grass cutting schedules as a result of weather conditions.

A monthly Partnership meeting takes place that reviews the performance of the contract and considers any policy matters that may have been raised at the Operational meetings.

The Streetcare Strategic Partnership Board is chaired by the Cabinet Member for the Environment and also attended by Opposition Members.

Waste & Recycling performance

The garden waste service continues to operate three vehicles during the summer months as seasonal demand for the service increases. The collection service for garden waste changed from the start of 2015 following the introduction of a sticker system for customers to demonstrate that payment for service had been made. The sticker is displayed on the bin to ensure that only customers who have paid are receiving the service. Following a period of adjustment to the new service arrangements, a settled service is now provided.

Alterations to Trade Waste services in the City Centre were introduced in 2015 to improve pedestrian safety and reduce the volume of trade waste deposited on City Centre Streets. Collection times for waste in the City Centre were reduced with the introduction of automatic bollards on the gated streets. This action caused some issues for customers leaving waste out overnight, as they are unable to put the waste out during the revised collection hours of 6am and 9.30am. The revised arrangements have now settled with City Centre customers adjusting to restrictions. Amey has been seeking to grow the Trade Waste business during 2016.

Streets & Grounds performance

In 2014 Amey invested in a new grass cutting fleet to improve the efficiency and effectiveness of grass maintenance operations. New equipment included two Ransome Batwing grass cutters and four Toro triple mowers.

The grass cutting season in 2015 was successfully delivered following challenges experienced in 2014 following mild winter weather and very wet conditions in early spring that restricted access to many sites.

During the winter of 2015, all grass cutting equipment was serviced at the end of the cutting season before being securely stored at the Amey depot. Equipment was therefore prepared for immediate deployment when ground conditions allowed in 2016. Furthermore, arrangements were made to undertake topping off cuts throughout February and March 2016 when conditions allowed. This activity, before the service was fully mobilised, aimed to maintain grass at a suitable length to manage the risk of early growth when grass growth is accelerated by warm conditions.

The mobilisation of the 2016 service faced issues with staff absence, challenging growing conditions and equipment issues, all hindered the delivery of full cutting cycles. In response to these challenges, additional resources were brought in from Amey's Gloucestershire Highways contract to achieve the expected quality and productivity standards.

Deep cleansing, including the removal of chewing gum has continued in identified areas of the City Centre. Activity follows a pre agreed programme although is flexible to accommodate specific service challenges that may arise. Service is suspended in the winter when there is a risk of sub zero conditions.

Service development

Schedule 6 of the contract relates to the **Service Delivery Plan**. This document is reviewed and updated on an annual basis and summarises the resources and services provided by the Streetcare contract. The schedule includes descriptions of the Strategic Management and Organisation for the Partnership, Continuous Improvement, Integrated Waste Services, Street Cleansing and Grounds Maintenance services.

The latest draft of the Service Delivery Plan is attached as an Appendix to this report.

Recycling service review

A project team has been working to review proposals for a new waste and recycling service and presented cost models for new service options in 2015. The models included continued provision for the separate weekly collection of food waste, mixing dry recyclables in refuse freighters and separate collections of glass containers.

Work continues to develop proposals that can deliver the Council's savings programme.

This page is intentionally left blank



Gloucester City Council

Streetcare Service

Schedule 6

Service Delivery Plan

March 2016

Amey in Partnership with Gloucester City Council

Service Delivery Plan – Schedule 6

Table of Contents

1.	Introduction	5
2.	Strategic Management and Organisation	7
2.1.	Amey Gloucester	7
2.2.	City Council Team	8
3.	Continuous Improvement	
3.1.	From 1 Feb 2007 to March 2013	10
3.2.	From 1 January 2016 to March 2018	11
3.3.	Budget Savings	12
4.	Integrated Waste Services	13
4.1.	Management and Organisation	13
4.2.	Waste Collections	13
4.3.	Green Waste Collections	13
4.4.	Recycling Collections	13
4.5.	Bulky Waste Collections	15
4.6.	Clinical Waste Collection	15
4.7.	Commercial Waste Collection	15
4.8.	Depot and Transfer Station	16
5.	Street Cleansing	18
5.1.	Management and Organisation	18
5.2.	Manual Street Cleansing	18
5.3.	Mechanical Street Cleansing	20
5.4.	Special Maintenance Team	21
5.5.	Notable Features	22
6.	Grounds Maintenance	24
6.1.	Management and Organisation	24
6.2.	Planned Cyclical Works	24
6.3.	Arboriculture	25
7.	Business Support	27

Annex 1 – Amey Gloucester Management and Administration

Annex 2 – Amey Gloucester Resource Profile

Annex 3 – Pinch Points on Water Courses

Annex 4 – Playground Sites

Amey in Partnership with Gloucester City Council

Service Delivery Plan – Schedule 6

Annexe 5 – Annual diary of events Streets and Grounds Maintenance activities

Annexe 6 – Indicative annual work programme for Street Maintenance, landscape and Grounds Maintenance.

1. Introduction

This **Schedule 6 – Service Delivery Plan** has been updated to summarise the resources and services provided for by the Streetcare Contract with effect from 1st January 2016 and takes precedence over the resources listed in:-

- Schedule 22 – Provider Bid Proposals
- Schedule 7a – Base Financial Model
- Schedule 7b – Cost Profile
- Schedule 11 – TUPE List

Service standards are agreed between the Partners. These service standards are base line and all parties should strive to exceed these “minimums”

Some service standards will reflect National Law and Regulations whilst others will be locally agreed Standards and KPI's. All of the agreed standards should be open to public scrutiny and should be available, on line, for members of the public and elected members alike.

Amey's role goes far beyond achieving service delivery outputs and is framed to support the Council in achieving the outcomes it has prioritised as a community leader. The core underlying partnership objectives are to:-

- Deliver increasing public satisfaction with public space and the services that contribute to a quality environment
- Deliver Streetcare Services in a cohesive manner so that they are responsive and flexible to local needs
- Ensure that public space is well used
- Provide the opportunity for residents to recycle up to 50% of their waste

The fixed volumes of planned cyclical work detailed in Annex 1 of Schedule 4 – Payment and Performance Mechanism of the Streetcare Contract are paid for by the Annual Contract Sum.

One off work and/or ad-hoc work is paid for via the Schedule of Rates detailed in Annex 2 of Schedule 4 – Payment and Performance Mechanism of the Streetcare Contract.

From time to time certain works are provided on a pay as you go basis (Cost Plus 8% Services) to allow monitoring of and accurate assessment of on-going resource requirements.

Once the resource needed for Cost Plus 8% Services is established then payment will be through the Annual Contract Sum. Annex 1 of Schedule 4 – Payment and Performance Mechanism of the Streetcare Contract will be amended to reflect the new volume of core work.

In certain cases a change in the volume of planned cyclical work paid for by the Annual Contract Sum could be achieved by redeployment of existing resources from other planned cyclical work rather than incurring additional cost. This could be achieved by accepting a lower service standard for certain planned cyclical work or

Amey in Partnership with Gloucester City Council

Service Delivery Plan – Schedule 6

choosing to discontinue certain planned cyclical work. Where this is not desired then the volume change mechanisms detailed in Clauses 22 and 23 of the Streetcare Contract are to be used.

In practical terms, the approach is to collect requests, ideas and thoughts and then consider, in the spirit of resource based contracting, whether, how and when they can be dealt with. Outcomes will include:-

- This can be done at no extra cost without impacting on scheduled work.
- This can be done at a later date, by efficient planning, at no extra cost without impacting on scheduled work.
- This will impact on scheduled work, we can:-
 - Do this out of hours at additional cost.
 - Stop doing elements of scheduled work and do this instead.

Amey in Partnership with Gloucester City Council

Service Delivery Plan – Schedule 6

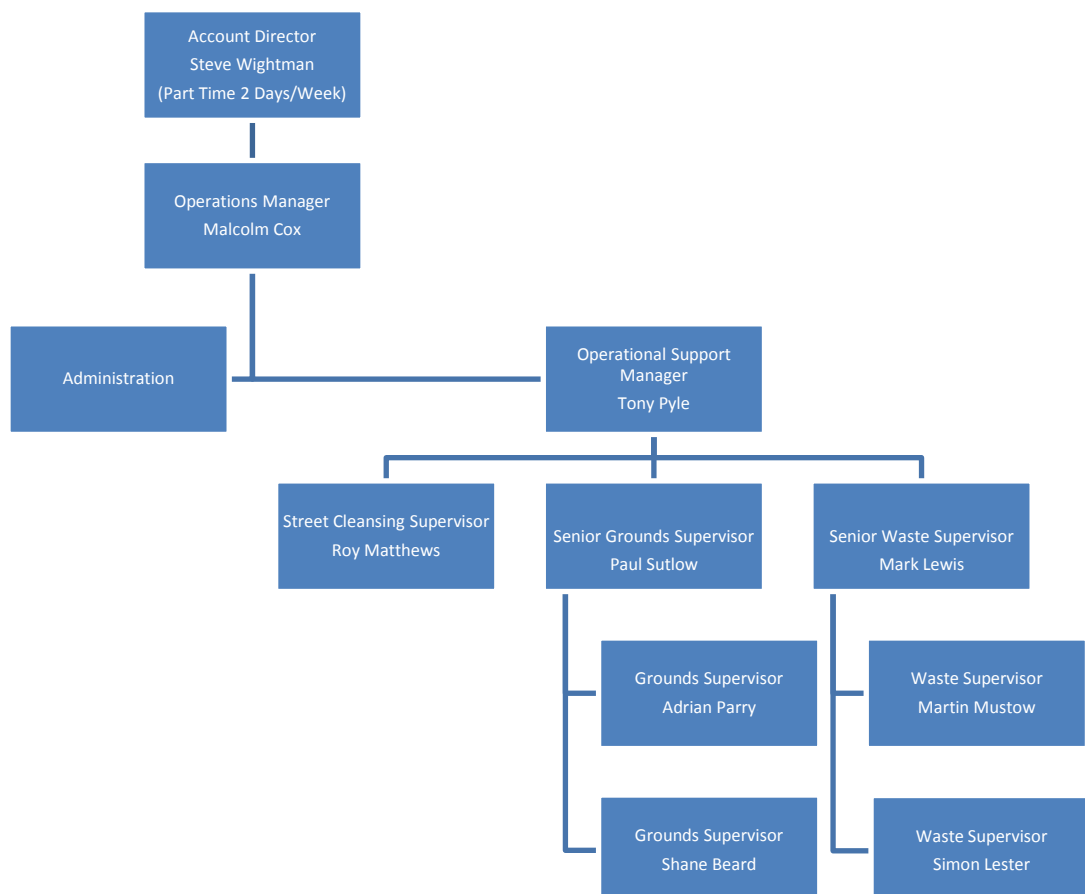
2. Strategic Management and Organisation

2.1. Amey Gloucester

Amey Gloucester is managed in the Northern Region of Amey's Local Government Division.

Amey Gloucester has been provided with the capacity and capability to operate largely autonomously - **local focus**. It is supported by specialist divisional staff in disciplines such as Legal, Human Resource Management, Health/Safety & Environmental Quality, ICT, Commercial and Finance – **divisional expertise**. The contract is underpinned by the financial and corporate strength of the Amey Group – **national strength**.

The roles and responsibilities within the management team have evolved in response to the changing needs of the contract and the reshaping of the Neighbourhood Management Team at the City Council. The Senior Management Team for Amey Gloucester with effect from 1st November 2014 is set out below.



Amey in Partnership with Gloucester City Council

Service Delivery Plan – Schedule 6

AmeyGloucester is managed the Account Director. He is supported by Divisional Managers and other specialist Amey staff.

The roles of supervisory staff are detailed in Section 4 – Integrated Waste Management and in Section 5 – Public Realm (Street Cleansing, Special Maintenance and Grounds Maintenance

The roles of administrative staff are detailed in Section 7 Business Support

The operatives and vehicles used to provide Integrated Waste Services by shift by day are detailed in **Annex 2 – Amey Gloucester Resource Profile**

2.2. City Council Team

The City Council's partnership team is directed by The Corporate Director and managed by the Head of Neighbourhood Services who is supported by the following staff:-

- Neighbourhood Services Manager
- Senior Environmental Projects Officer (SEPO)
- Environmental Projects Team
 - 1 SEPO, 2 x Environmental Projects Officer and 1 x Neighbourhood Support Officer.
- Neighbourhood Management
 - Neighbourhood Service Manager, 3 x Neighbourhood Managers, 1 x Neighbourhood Support Officer.

The Environmental Projects team work to provide an accessible, reliable and efficient waste and recycling services. This includes the strategic development of the service, reviewing street cleansing regimes, investigating complaints and antisocial behaviour such as fly tipping

The Neighbourhood Services team work with partners, residents and communities to create stronger communities and a greener city. This includes working with residents to develop improved parks and open spaces. The team listen to residents and works to improve services for example, through identifying problem areas for intensive cleansing. In addition, they work with the community to take a more active role in developing their local area and having a voice.

Quarterly Strategic Partnership meetings are held. The meetings are chaired by the Cabinet Member for the Environment. Other attendees include opposition Spokespersons, Head of Neighbourhood Services (City Council) and the Account Director Amey. The purpose of the quarterly strategic meeting is to receive performance reports and to give strategic service direction. Where appropriate, the Business Director Amey will also attend.

Amey in Partnership with Gloucester City Council

Service Delivery Plan – Schedule 6

A Strategic Partnership meeting is held on a monthly basis chaired by the Head of Neighbourhood Services and attended by the joint management team. The purpose of the Strategic Partnership meeting is to review performance on a monthly frequency and to identify and discuss issues for referral to the Members forum.

Operational meetings take place every week to discuss operational issues attended by staff from both the City Council and Amey. The purpose of the operational meeting is to share information and discuss issues affecting day to day operation of the front line service.

In addition to the schedule of meetings outlined above there are many unscheduled interactions on a day to day basis between City Council and Amey at management and supervisor level. Both Gloucester City and Amey staff are actively encouraged to work together in the Office accommodation available at Eastern Avenue, Gloucester to develop a lasting partnership culture.

3. Continuous Improvement

Service developments since contract start are headlined below followed by short medium and long term objectives:-

3.1. From 1 Feb 2007 to 1 March 2013

- Increased the range of materials collected from street properties by the kerbside scheme adding in food waste, all plastic bottles (rather than just plastic milk bottles), light card and domestic dry cell batteries.
- Introduced fortnightly collection of residual waste from street level properties.
- Introduced fortnightly garden waste collection.
- Built a new depot, transfer station and bulking up facility at Eastern Avenue.
- Introduced water course inspections and clearances following the floods of 2007.
- Introduced wood recycling.
- Increased dry recyclate collections and introduced food waste collections from multi occupancy premises.
- Converted all roll-on-off containers so that they can be picked up with a hook lift vehicle so standardising the service and improving contingency planning. Previously many containers were picked up with a specialist cable lift vehicle and other containers were picked up with a roll-on-off vehicle. Now all containers are picked up using one of two roll-on-off vehicles.
- Introduced a standard charge for bulky waste collections to control demand and achieve service delivery within a ten day period from request for service.
- Migrated from a free to all fortnightly garden waste collection to a chargeable garden waste collection. This saw an income to the Council to support the service of approximately £300,000 per annum.
- Introduced Legionella hygiene and monitoring programme for sports pavilions.
- Introduced a cleaning and water quality regime to maintain the fountain in Gloucester Park.
- Carried out trials to establish the effectiveness and efficiency of walk behind mechanical sweeping equipment to help with maintaining standards of cleanliness in high footfall areas within the City.
- Carried out trials to establish the effectiveness and efficiency of mechanical street washing equipment to help with maintaining standards of cleanliness in high footfall areas within the City.
- Replaced seasonal bedding with herbaceous and sustainable planting including a bee friendly wild flower mix which has been promoted by the Bee City Project as an example of best practice.

Amey in Partnership with Gloucester City Council

Service Delivery Plan – Schedule 6

- Revised and reviewed reporting protocols and management information to produce a new Monthly Management Report (MMR) to illustrate the deployment of resources and service performance.
- Reviewed the number and location of Bring bank Sites to maximise recycling tonnage while ensuring value by balancing cost of service delivery with income received for recyclables.
- Integrated the emptying of dog waste bins with the emptying of litter bins so avoiding duplication of collection resource.
- Retained the Green Flag for Barnwood Park.
- Improved accountability for and management of playground repairs.
- Developed the Parks and Open Spaces Strategy incorporating a playing pitch strategy.
- Moved some properties which have no front gardens (and hence no off-street space to store wheeled bins) onto the purple sack scheme.

3.2. From 1 January 2016 to 31 March 2018

- Implement cost reduction strategy demanded by budget cuts while maintaining agreed levels of service.
- Develop Method Statements to better define how and when we do things.
- Consider the use of route mapping software to drive cost efficiencies within collection services.
- Consider the development of GIS for asset tagging to include litter bins, street furniture, open spaces etc.
- Reinvigorate the commercial waste business to increase profit. This is an Amey business but contributes to the Streetcare Profit Share Mechanism throughout the life of the contract – success through shared objectives.
- Develop the Green Flag Strategy.
- Redefine and categorise hedges throughout the city to determine the optimum frequency of cut.
- Integrate schedules of work for the new development of Kingsway village (approximately 4,000 properties).
- Review the opportunity for collaborative working with the County Council Highways Maintenance provider.
- Review the opportunity to increase recycling performance above 50%.
- Progress open space action plans developed by the Council.
- Confirm tree survey software.

Amey in Partnership with Gloucester City Council

Service Delivery Plan – Schedule 6

- Review grass cutting regimes.
- Trail of Glutten street cleansing machines

3.3. Budget savings / impacts

- Service savings targets - £1,000,000 was agreed by the Council in February 2014.
 - Phased £500,000 in 2014/2015
 - £300,000 2015/ 2016
 - £200,000 2016/2017
- In 2013/14 the Partnership achieved the following savings:
 - Management savings (£45K)
 - Street Cleansing (£125K)
 - Grounds Maintenance (£100K)
 - Park Wardens (£25K)
 - Play area maintenance (£30K)
 - Refuse and recycling at flats (£125K)
- Savings achieved by Council and attributed to service £380,000
 - Banked hours (£50K)
 - Yard staff (£17K)
 - Education and Communications (£30K)
 - Removal of five loaders (£188K)
 - Total savings achieved £568K
- Remaining savings still to be found = £432K (£232K non achieved savings at the end of 2015/2016).

4. Integrated Waste Services

4.1. Management and Organisation

The Operations Manager is responsible for the safe, effective and efficient provision of all operational services, the operation of the Eastern Avenue Transfer Station, compliance with all vehicle operating legislation and the management of vehicle maintenance.

A full organisational structure detailing management, supervision and administrative staff is provided as **Annex 1 – Amey Gloucester Management and Administration**.

The operatives and vehicles used to provide Integrated Waste Services by shift by day are detailed in **Annex 2 – Amey Gloucester Resource Profile**.

4.2. Waste Collections

A fortnightly collection of residual waste is provided to street properties using a black 240L wheeled bin system. There are 56,413 street properties (March 2016) and 10,000 flats (3,500 blocks).

Approximately 2,000 street properties are unable to have wheeled bins due to access and space constraints. These properties remain on a fortnightly collection of disposable purple refuse sacks supplied by the City Council. Flats are provided with communal bulk bins and remain on a weekly collection cycle.

Garden waste is not permitted in the residual waste bin. There is a lid closed flat, no side waste policy across the City.

4.3. Green Waste Collections

A fortnightly garden compostable waste collection using green 240 litre green wheeled bin is provided to those properties choosing to subscribe to the service.

As at March 2016 a total of 18,000 householders had opted to join the chargeable scheme. Previously a total of 37,000 households received the free service.

4.4. Recycling Collections

A **weekly kerbside sort collection of dry recyclables and kitchen food waste** is currently provided to street properties. Kitchen food waste is presented for collection in 21 litre brown caddies. Dry recyclables are presented for collection/sorting in 55 litre green kerbside recycling boxes with lids. Most properties have two boxes; some have more where volumes dictate. The following dry recyclables are currently collected:-

- All Plastic bottles (previously just plastic milk bottles).
- Mixed food and drinks cans.
- Mixed glass bottles and jars.
- Paper and light card mix.

Amey in Partnership with Gloucester City Council

Service Delivery Plan – Schedule 6

- Aerosols and tetra pack (from April 2015).
- Household batteries (non-rechargeable).

The weekly kerbside sort collection is provided using bespoke vehicles. The vehicle has two bodies on one chassis. There is a side emptying fully enclosed pod immediately behind the cab which is used for the collection of kitchen food waste. This is followed by a dry recyclables body made up of 4 compartments:-

- A top loading compartment which sees plastic bottles and cans pass through a MVR (Material Volume Reducer) into dedicated storage areas.
- Two further compartments one for mixed glass bottles & jars and one for paper & card mix.
- An external compartment for the storage of domestic dry cell batteries.

The dry recyclables are emptied by releasing internal doors and tipping each material stream out in sequence. The external compartment is emptied manually.

The move from news & pamphlets to mixed paper and light card increased the tonnage of material collected by approximately 40% but mixed paper and card has a much lower market value. Subject to agreement with the processor, it is possible to include OCC in this waste stream.

Kerbside boxes are collected from the kerbside, taken to the vehicle and the materials are hand sorted into material specific troughs on the side of the vehicle. When the troughs are full the lifting mechanism then empties the troughs through the top of the vehicle into dedicated internal compartments.

The 21 litre kitchen food waste caddies are emptied into the food pod's own trough. Once the trough is full the lifting mechanism then empties the trough through the top of the vehicle into the pod.

Mini Recycling Centres are located near to properties serviced by bulk bins for refuse collection. Each centre has one or more bulk containers for mixed paper and light card, mixed glass and mixed cans. Bulk kitchen food waste containers are also provided in some of these locations.

Bring Bank Sites are located at strategic points across the City and are provided with large capacity roll-on-off containers. These are exchanged at a frequency such that they do not overflow providing flexibility and responsiveness at high volume locations.

Non-standard recyclables such as furniture, books and shoes continue to be collected by independent 3rd parties.

Review of the Waste and Recycling Service

During the course of 2015 and early 2016, a working group have identified a series of service proposals designed to increase the amount of waste recycled together with the attainment of service savings identified by the City Council. Options included a fully comingled service, the removal of food waste collections, a reduction in the frequency of recycling collections and a split stream service. On 7th March 2016, Members were presented with two options for the future design of service, Members decided on a preferred option, namely; Enhanced **weekly kerbside sort recycling (addition of cardboard and textiles at the kerbside)**. The members indicated a wish to

pursue an option to utilise a Romaquip design of kerbside collection vehicle with separate compartments for materials separated at the kerbside.

The Council is currently considering the detailed service delivery model and a final decision is expected to be made by Council in June 2016.

4.5. Bulky Waste Collections

Bulky waste collections are collected using a 7.5 tonne box van with tail lift crewed by driver + 1 loader. Fridges and freezers are collected separately on Fridays each week by the same crew as part of their duties.

Waste Electrical and Electronic Equipment (WEEE) is segregated and stored separately at the depot before delivery to end points.

4.6. Clinical Waste Collection

Low grade clinical waste is collected from nominated households in yellow clinical waste sacks as a dedicated clinical waste collection service. Dialysis waste is collected from 11 people.

Sharps boxes previously collected by street cleansing crews from households are now delivered directly to local Pharmacies by householders.

Sanitary waste from public conveniences is collected by a specialist subcontractor.

4.7. Commercial Waste Collection

Amey took over the Council's commercial waste business and is responsible for its growth and management including the setting of collection and disposal charges, invoicing and budget control.

Commercial waste is collected separately from domestic waste.

Orange commercial waste sacks presented for collection in the City Centre are collected by the City Centre Street Cleansing Team in order to reduce the time that unsightly sacks are left on the street. Orange trade waste sacks are used together with a white litter bin liners/operatives sacks with red writing to ensure proper identification. Sacks are now presented by customers inside a secondary returnable hessian sack to prevent damage caused by seagulls.

Commercial waste recycling is currently limited to the collection of cardboard and glass from large producers thus ensuring that the separate collection of waste destined for recovery operations is technically, environmentally and economically practicable.

4.8. Depot and Transfer Station

The service is managed by a Yard Supervisor who coordinates the activities of operatives, drivers and weighbridge staff.

The Yard Supervisor is responsible for the sorting and bulk storage facilities, weighbridge, waste transfer station and the yard in general. Safe working procedures are in place to ensure compliance with the site's Waste Management Permit and best industry practice.

The majority of the depot / transfer station has a one way system in place which provides for workplace safety and compliance with HSE guidelines.

Depot lighting is provided to enable safe working whatever the time of day or weather conditions.

Incoming and outgoing materials are weighed to ensure that the source of the waste is identified and recorded and to allow accurate generation of statistics. Trends of waste arising are used to inform service planning

The weighbridge is fully Trading Standards compliant and is available for use by 3rd parties including the Police and VOSA.

Recyclable waste is processed in a manner that ensures a satisfactory level of quality to re-processors. Recyclables are either collected by end users using their own haulage arrangements or are direct delivered to end points using Amey roll-on-off vehicles.

Source separated dry recyclables are received on site and decanted into sorting facilities and/or bulk storage areas before being hauled to re-processors. Any contaminated material is isolated and arrangements made for its safe disposal.

Mixed food and drinks cans are separated using an electromagnetic can sorter into steel and aluminium. Aluminium is baled into briquettes which are then stacked onto pallets pending onward haulage. Steel cans are flattened using a can crusher and stored in a dedicated bay pending onward haulage.

Cardboard is baled into industry standard size bales for onward shipment in articulated trailer units.

Mixed plastic bottles are baled into industry standard size bales for onward shipment in articulated trailer units.

Paper and light card mix is off loaded into a dedicated building on a raised floor. Articulated tractor/trailer units are reversed into the building at ground level and loaded from above using a loading shovel.

Small quantities of domestic waste are received on site and deposited into the transfer station area before onward transport for waste disposal. The facility is not designed to receive domestic waste collected by Refuse Collection Vehicles (RCV's). Sources of waste are as follows:-

- Amey Gloucester City street cleansing arising;
- Amey Gloucester City fly tips;
- Amey Gloucester City grounds maintenance arising;
- Gloucester City Homes cleansing arising;

Amey in Partnership with Gloucester City Council

Service Delivery Plan – Schedule 6

- Gloucester City Homes grounds maintenance arising.

5. Street Cleansing

5.1. Management and Organisation

The **Operations Manager** is responsible for street cleansing which is made up of the integrated and synchronised activities of manual street cleansing, mechanical street cleansing and special maintenance/rapid response teams.

A full organisational structure detailing management, supervision and administrative staff is provided as **Annex 1 – Amey Gloucester Management and Administration**.

The resources deployed for street cleansing activities and the times at which they are deployed on key activities are provided as **Annex 2 – Amey Gloucester Resource Profile**.

Street Cleansing activities follow a schedule of works.

A staggered start day shift operates from 06:00 to 20:30. Team members start work at different times to suit the blend of activities carried out and to respond to the specific needs of neighbourhood stakeholders.

The Streetcare Supervisor completes a daily quality form confirming that scheduled work has been completed and detailing additional responsive works and the origin of the request. This ensures that scheduled work has been completed to programme and also indicates the level of community driven responsive works desired in a particular area.

Daily quality forms are collated into a weekly report for review with the Operations Manager and a monthly report for review with the Account Director.

Street Cleansing Team Leaders monitor the standard of service provided by the Mechanical Street Cleansing Team and report to the Streetcare Supervisor and, where relevant, the Operational Manager where work is not completed or has fallen below standard.

The Streetcare Supervisor provides a contact and liaison with the Councils nominated Neighbourhood Management Coordinators. Each will work closely with one another to understand and find solutions to the issues raised.

5.2. Manual Street Cleansing

Manual street cleansing is made up of the following activities and duties:-

- Litter picking.
- Spot manual sweeping of detritus.
- Basic horticultural support on borders, hedges and shrub beds.
- Emptying of litter and dog bins.
- Removing fly tips, fly posters, graffiti, stray shopping trolleys etc. when encountered and/or when notified by the call centre.
- Removal of dead animals as a result of road kill.

Amey in Partnership with Gloucester City Council

Service Delivery Plan – Schedule 6

- The service for the collection and retrieval of stray dogs and the delivery of collected animals to appointed kennels was removed from the contract in 2015.
- Public convenience cleansing.
- Spot weed spraying with KSA (Knap Sack Applicator) units and integrated CDA (Controlled Drop Application) applicators; this activity is influenced by weather conditions and access difficulties.

All early start manual street cleansing staff begin the day in the City Centre bringing the high profile areas up to Grade A standard by 08:30/09:00. This provides a highly visible service, clearing and cleaning up the previous night's accumulations of debris.

A core of manual street cleansing staff remains in the City Centre throughout the day maintaining Grade A Standard in the high profile areas. These operatives work from a sub-depot in Berkley Street.

The remainder of the street cleansing staff form the Area Team. Between 08:30 and 10:00, the Area Team break up into small teams each tasked with bringing nominated hot spots located at different points within the City boundary up to Grade A Standard.

Once Area Team Operatives have cleansed their nominated hot spots they move onto cyclical programmed weekly cleansing.

With the exception of Barton and Tredworth, cyclical programmed weekly cleansing is clustered into 5 Areas within the City Boundary, one for each day of the week, as set out in Table 5.2 below. A team of 2 work in Barton and Tredworth Monday to Friday.

Table 5.2 – Area Team Programmed Weekly Cleansing by Day of the Week

Day	Area Covered
Monday	Linden, Hempstead, Kingsholm, Longford, Longlevens
Tuesday	Coney Hill, Elmbridge, Barnwood, Hucclecote
Wednesday	Abbeydale and Abbeymead
Thursday	Chequers, Saintbridge, Matson, Robinswood, White City, Part of Tuffley
Friday	Tuffley, Podsmead, Quedgeley

Area Team activity embraces cyclical scheduled area cleansing activities and reactive response to such as fly tips which are notified during the working day.

Removal of fly tips involves the undertaking of site specific risk assessments which include the identification of the type of waste involved and adherence to safe handling techniques compliant with legislation and best practice. Where there is evidence suggesting the origin of the fly tip then this is collected and passed to the Council to allow action to be taken against the perpetrators.

Scheduled cyclical cleansing is designed to take up approximately 90% of time and is vital to the achievement and betterment of underlying service standards. This forms the underlying discipline essential to maintaining the service standard to EPA Zone criteria. Zone 1, Zone 2 and grot spots are scheduled to be visited at a higher frequency than Zone 3 and Zone 4 areas.

Amey in Partnership with Gloucester City Council

Service Delivery Plan – Schedule 6

Random NI 195 type monitoring by the Streetcare Supervisor and review of Team Leader daily quality form provide challenge and monitoring of the prevailing framework of cleansing frequencies.

Responsive activities are carried out in the remaining 10% of time providing that underlying service standards are not compromised. Responsive activities will normally be identified by:-

- Amey Street Cleansing Team Leaders, either through their own knowledge of the area and/or from community engagement activities.
- City Council Officers via their own observations or as a result of Member engagement.
- Streetcare Supervisor.
- Operations Manager.

5.3. Mechanical Street Cleansing

Mechanical street cleansing is made up of:-

- Mechanical sweeping of channels, pavements and precincts.
- Mechanical washing of pavements and precincts.
- Quad bike weed spraying.

The mechanical channel sweeping of arterial routes and major roads is carried out using a **large mechanical road sweeper**. The cyclical programme is reviewed on an on-going basis to ensure the minimum disruption to other road users while maintaining EPA Standards.

Medium sized mechanical sweepers are used to sweep the channels of minor urban and estate type roads. These machines work in tandem with the manual street cleansing resource, starting each morning in the City Centre before moving to the designated area for the day of the week.

A Compact pavement sweeper is deployed in high footfall pedestrian areas in the City Centre. This machine can be deployed elsewhere in the City boundary where there is a particular need such as for a deep cleanse of a specific location.

Walk behind mechanical pavement sweeping is being experimented with as a Cost + 8% service in 2012/13 to ensure maximum removal of smoking related litter in high footfall areas.

The team are scheduled to carry out a programme of cyclic works, while maintaining sufficient unplanned time to accommodate servicing and break downs and to react to emergencies or immediate actions required to maintain a safe environment such as tins of paint spilt on foot paths. Streets are swept according to need with "ad hoc" sweeping, identified by supervisors, management or Council Officers, integrated into the daily programme at the first practicable opportunity.

Normally mechanical sweeping teams are crewed driver only but the cleansing of traffic islands/pedestrian refugees is supported by a manual sweeper drawn from the Area Team working in tandem.

Street washing of high footfall areas in the City Centre was experimented with in 2012/13 as a Cost Plus 8% service to devise the most efficient and effective means of dealing with unsightly grease stains, bird mess and other hard to deal with elements such as chewing gum. The activity proved successful and an annual cleansing programme has been developed where the weather conditions permit.

Quad bikes fitted with weed spraying equipment are deployed on scheduled routes on a cyclical basis during the growing season. This activity is influenced by weather conditions and access difficulties.

5.4. Special Maintenance Team

A **Response Team** of two driver/operatives in a 3.5 tonne transit tipper and with a steam cleaner, carry out a range of activities including:-

- Works in and adjacent to water courses to remove fly tips. A list of the pinch points dealt with as part of the Annual Contract Sum are provided in **Annex 3 – Pinch Points on Water Courses**;
- Large fly tip removal;
- Area team support where an unplanned task is beyond the resources and/or capabilities of the Area Team but can be absorbed into the duties of the response team without incurring additional cost;
- Removal of graffiti through a steam cleaning process and/or painting over graffiti as and when identified;
- Fly poster removal;
- Minor repairs of children’s play areas;
- Erect, repair and/or re-paint Street Name plates;
- Installation of flood boards at the quays and other like work;
- Street furniture maintenance;
- Steam cleaning litter bins and dog bins twice per year, and additionally if required;
- Spot cleaning with a high pressure steam cleaner such as for the removal of soiled pavement spills and or food waste stains around late night food outlets;
- Steam cleaning public conveniences;
- Collecting ‘stray’ shopping trolley equipment and other “abandoned items”;
- Some chewing gum removal.

In the event that additional equipment, materials or items are required, then these are paid for by Gloucester City Council at Cost + 8%. Such items include purchase of:-

Amey in Partnership with Gloucester City Council

Service Delivery Plan – Schedule 6

- Graffiti removal chemicals and “paint-over” paint;
- Recycling banks;
- Street Name Plates;
- Street furniture, including seats, benches and dog bins;
- Litter bins;
- Signs;
- Lifebuoys and other docks equipment;
- Parks fencing and boundary walls;
- Play equipment including teen shelters and other such multi use areas;
- Sports pavilions and other structures;
- Repairs to street mosaics et al.

5.5. Notable Features

Match day littering caused by fans on their way to home fixtures at Gloucester Rugby Club, both on Saturdays and for mid-week fixtures, will be cleared as part of the duties of the City Centre Team. The principle activities will take place during the period between kick off and end of play with a further mop up 1 hour after end of play where the need exists. **Fixtures on Sundays** will be attended to through the provision of additional resources by agreement/ad-hoc order.

Manning of **special events** is normally by ad-hoc additional works orders.

Gloucester Central Park is no longer staffed by a park keeper; a mobile attendant undertakes the following daily duties:

- Clearing the park of litter and emptying of litter bins;
- Safety inspections to children’s play equipment;
- Cleansing of the public convenience;
- Assisting members of the public in associated civic duties;
- Maintaining a safe and inviting ambiance in the park;
- Some grounds maintenance activities including strimming.

The majority of **Dog waste bins** are emptied and serviced by a driver/operative with a van working to a scheduled emptying frequency City wide. At the 1 April 2012 there were 497 dog bins located within the City Boundary many at hard to reach locations. Most are emptied weekly but some are emptied 2 or 3 times per week. In April 2012 there were 550 empties per week. **Litter bins** are emptied by a dedicated round and also on an ad-hoc basis such that they do not overflow. In April 2012 there were 385

Amey in Partnership with Gloucester City Council

Service Delivery Plan – Schedule 6

litter bins located within the City Boundary. The Annual Contract Sum provides for up to 420 litter bins to be located within the City Boundary and emptied at a frequency such that they do not overflow.

High density housing areas are characterised by narrow pavements, a high volume of on street parked vehicles, flats located with little or no external storage areas, transient populations and properties with no front garden and so no storage space for wheeled bins. Street cleansing in these areas is challenged by older highway infrastructure where detritus quickly gathers in broken hard surfaces and requires 'increased inputs' to maintain. Areas most affected by these issues are:-

- Kingsholm and Wotton.
- The area between the City Centre and Gloucester Park.
- Barton & Tredworth.
- Moreland.

Tuffley, Grange, Moreland, Matson, Elmbridge, Longlevens, Barnwood and Hucclecote have brooks running through them and, as a consequence of the substantial flooding in 2007 and 2014, residents are very concerned where incidents of littering, fly tipping or overgrowing vegetation occur near the brooks.

On the open estates there are large numbers of alleyways, pedestrian paths, cycle ways and cul de sacs which bring issues with identifying individuals responsible for **overgrowing vegetation**. Areas most affected by this are Quedgeley (Field Court and Severn Vale), Barnwood, Hucclecote and Abbey (Abbeymead, Abbeydale).

6. Grounds Maintenance

6.1. Management and Organisation

The **Operations Manager** is responsible for grounds maintenance which is made up of the following integrated activities:-

- Planned cyclical works
- Ad-hoc works
- Arboriculture

A full organisational structure detailing management, supervision and administrative staff is provided as **Annex 1 – Amey Gloucester Management and Administration**.

The resources deployed for grounds maintenance activities and the times at which they are deployed on key activities are provided as **Annex 2 – Amey Gloucester Resource Profile**.

The carrying out of planned cyclical work is key to maintaining core quality standards and this is the main priority of the Grounds Maintenance Team.

Responding to ad-hoc unplanned activities quickly is key to improving public perception and this is the role of the Street Cleansing Area Teams.

The activities carried out by the Ground Maintenance Team roles change with the season, notably:-

- The late spring and summer growing season sees focus on grass cutting, maintenance of beds, hedgerow and cycle track maintenance. The peak in workload inherent with this sees use of temporary seasonal workers;
- In winter the focus is on cyclical hedge, shrub and borders work.

Grounds staff are encouraged to take their holidays out of periods of peak workload.

Grounds equipment has a major service at the end of the cutting season (in the winter) so that we are fully prepared for the next cutting season.

6.2. Planned Cyclical Works

The following planned cyclical activities are carried out:-

- A maintenance programme for all **sports pitches and athletic facilities** to ensure that the needs of the space being played are met
- **Grass cutting** - large machinery for large areas and triple or rotary cut pedestrian machines for smaller areas. The grass mowing team consists of a number of ride on and pedestrian operated mowing machines. Some of the machines used within certain housing areas are cut and collect but the majority are cut and drop. The team operates on a continuous cutting programme with 10 cuts being the preferred council regime since 2015.

Amey in Partnership with Gloucester City Council

Service Delivery Plan – Schedule 6

- The grass mowing teams are supported by **strimming** operatives to cut areas that cannot be trimmed by mowers. Due to the reduction in the resource allocated to strimming in 2012/13, there is now a lag of approximately three working days between mowing and strimming with a consequent visual impact that is being monitored.
- **Shrub beds and bedding** – Seasonal bedding was replaced with a scheme of bee friendly wild flowers and herbaceous and sustainable planting during 2011/12.
- **Hedge cutting** – hedges are generally maintained to their original height and profile, both linear and sectional, although in some situations it may be appropriate to gradually adjust the hedge to an 'A' shaped profile. It is aimed to maintain neat, tidy, vigorous, dense boundary hedges that do not obstruct or overhang footpaths and roads, or encroach on other maintained areas. Both top and sides are cut unless directed otherwise. Hedges in general are subject to continuous monitoring to ensure that wildlife and biodiversity values are constantly reviewed.

In most circumstances the maintenance of **housing land** will be carried out by the Grounds Maintenance Team. Ad-hoc support and response will be provided by the Street Cleansing Team. Tenants will be kept informed of the planned programme of work through the website and through liaison with the Neighbourhood Partnerships.

All play areas are inspected by ROSPA qualified staff. The results of the inspections are recorded, analysed and actioned. Other members of staff who attend the site more frequently report any work that comes to their attention in the period between formal inspections. An annual ROSPA Inspection by a 3rd party is arranged and any resultant remedial action undertaken. Children's Play Areas (CPA's) dealt with as part of the Annual Contract Sum are listed in **Annex 4 – Playground Sites**

Amey Gloucester work alongside the City Council in implementing benchmarking, Planning Policy Guidance (PPG) classifications and grant applications together with a sports pitch improvement survey and plan.

6.3. Arboriculture

The following hedge, shrub, and tree maintenance is carried as part of the Annual Contract Sum:-

- Programmed hedge cutting;
- Removal of epitemic growth;
- Maintenance of a rolling Tree Survey. The condition of the tree stock was captured during 2011/12 and recorded in a spreadsheet along with the date inspected. This Tree Maintenance Database forms an on-going and dynamic schedule of work for the Trees & Hedges Team based on priority of work from a safety perspective and a tree health perspective balanced against available budget. The database is overseen by the Operations Manager and is maintained and updated day to day by the Working Supervisor within the Trees & Hedges Team. Re-inspections are carried out to formulate a schedule of work and to refresh elements of data. Annual inspections are carried out for those trees identified as at risk. It is proposed that the Confirm tree

Amey in Partnership with Gloucester City Council

Service Delivery Plan – Schedule 6

management system be introduced in 2016 to improve data management.

- Inspection data will be added to the Tree Maintenance Database as we progress through the year and this will be on-going. The bulk of tree inspections will generally be carried out after leaf fall so that the canopy frameworks can be seen more easily

Amey report on the spend against the Annual Sum Trees Budget on a monthly basis as part of the Monthly Management Information Report so that Gloucester City Council can monitor spend and review service performance.

7. Business Support

The **Administrative function** is responsible for the effective administration of the Amey Gloucester Business Unit. The team are responsible for ensuring that the team provide an integrated support service to the operational teams. This includes:-

- Produce performance monitoring reports to illustrate trends;
- Provide the interface with the City Council CRM system;
- Ensure that complaints are dealt with in the correct manner and in-line with Council Policies;
- Assist in the formatting of monthly reports, providing statistical information and data from the various in-house systems and Work Manager;
- Provide management overview of the business support function and associated systems;
- Produce monthly and quarterly reports for the performance management systems for inspection/discussion with the Streetcare partners;
- Proactively advise and support managers in developing people management plans that contribute to the success of local business goals;
- Oversee the payroll function at a local level ensuring that payroll data is received in time in order for salary to be paid;
- Oversee the systems function ensuring that reportable data is retrieved and is re-produced in a user-friendly visual format within set time-frame(s).

Amey's in-house Work Manager system is fully integrated with the City Council's Focus CMS. Information and instructions are passed electronically between the Call Centre and the Amey Gloucester dispatch office (Prop main system within Work Manager).

Operational Hours are 06:00 to 20:30 Monday to Sunday inclusive.

Programmed works (Street Cleansing) are Supervised on Saturdays, Sundays and Bank Holidays from 06:00 to 20:30 by a Duty Supervisor who is contactable via his mobile number to deal with operational issues. He is not office based and is a Working Supervisor

The Council have an Out of Office Response Service manned by Council Officers who receive calls from the public and Councillors from time to time. The Amey Duty Supervisor is available to deal with low level operational issues reported to him by the Councils Out of Office Response Service from 06:00 to 20:30 on Saturdays, Sundays and Bank Holidays which can be easily remedied as part of the programmed works, examples include:-

- Blood on the street following an assault
- Dead seagull in the street

Amey in Partnership with Gloucester City Council

Service Delivery Plan – Schedule 6

- Needles in the street
- Gates locked on an allotment

Issues which require a more strategic view need to wait for a management response during normal office hours.

In the event of an emergency, the Gloucester Amey Management Team will assist where practicable but cannot guarantee to be able to deploy resources out of hours with no notice. There is currently no formal provision for **out of hour's working/standby**.

The County Council retain an Out of Hours Standby Team (0800 514514) who can assist the City Councils Out of Hours Response Service with issues such as dealing with floods, gullies, gully pots, fallen trees etc.

All vehicles used in the delivery of Streetcare Services are maintained in accordance with manufacturer's instructions and industry standard through a planned service programme. This is carried out using appropriate equipment and facilities at the Eastern Avenue Depot by an external provider, currently Dennis Eagle.