



## OVERVIEW AND SCRUTINY COMMITTEE

Meeting: Monday, 6th January 2020 at 6.30 pm  
in Civic Suite, North Warehouse, The Docks, Gloucester, GL1 2EP

### ADDENDUM

The following item was not provided for in the agenda for the meeting; however, the Chair of the meeting has agreed to accept this report as a matter of urgency:

<b>7A</b>	<b>Waste and Street Scene Contract - AMEY</b>
	To consider the report of the Cabinet Member for Environment which provides a summary of the basis for a settlement of a contract dispute with Amey related to the delivery of the Waste and Street Scene Contract.

Yours sincerely

**Jon McGinty**  
Managing Director

## NOTES

### Disclosable Pecuniary Interests

The duties to register, disclose and not to participate in respect of any matter in which a member has a Disclosable Pecuniary Interest are set out in Chapter 7 of the Localism Act 2011.

Disclosable pecuniary interests are defined in the Relevant Authorities (Disclosable Pecuniary Interests) Regulations 2012 as follows –

<u>Interest</u>	<u>Prescribed description</u>
Employment, office, trade, profession or vocation	Any employment, office, trade, profession or vocation carried on for profit or gain.
Sponsorship	Any payment or provision of any other financial benefit (other than from the Council) made or provided within the previous 12 months (up to and including the date of notification of the interest) in respect of any expenses incurred by you carrying out duties as a member, or towards your election expenses. This includes any payment or financial benefit from a trade union within the meaning of the Trade Union and Labour Relations (Consolidation) Act 1992.
Contracts	Any contract which is made between you, your spouse or civil partner or person with whom you are living as a spouse or civil partner (or a body in which you or they have a beneficial interest) and the Council (a) under which goods or services are to be provided or works are to be executed; and (b) which has not been fully discharged
Land	Any beneficial interest in land which is within the Council's area.  For this purpose "land" includes an easement, servitude, interest or right in or over land which does not carry with it a right for you, your spouse, civil partner or person with whom you are living as a spouse or civil partner (alone or jointly with another) to occupy the land or to receive income.
Licences	Any licence (alone or jointly with others) to occupy land in the Council's area for a month or longer.
Corporate tenancies	Any tenancy where (to your knowledge) – (a) the landlord is the Council; and (b) the tenant is a body in which you, your spouse or civil partner or a person you are living with as a spouse or civil partner has a beneficial interest
Securities	Any beneficial interest in securities of a body where – (a) that body (to your knowledge) has a place of business or land in the Council's area and

(b) either –

- i. The total nominal value of the securities exceeds £25,000 or one hundredth of the total issued share capital of that body; or
- ii. If the share capital of that body is of more than one class, the total nominal value of the shares of any one class in which you, your spouse or civil partner or person with whom you are living as a spouse or civil partner has a beneficial interest exceeds one hundredth of the total issued share capital of that class.

For this purpose, “securities” means shares, debentures, debenture stock, loan stock, bonds, units of a collective investment scheme within the meaning of the Financial Services and Markets Act 2000 and other securities of any description, other than money deposited with a building society.

NOTE: the requirements in respect of the registration and disclosure of Disclosable Pecuniary Interests and withdrawing from participating in respect of any matter where you have a Disclosable Pecuniary Interest apply to your interests and those of your spouse or civil partner or person with whom you are living as a spouse or civil partner where you are aware of their interest.

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- Do not stop to collect personal belongings;
- Once you are outside, please do not wait immediately next to the building; gather at the assembly point in the car park and await further instructions;
- Do not re-enter the building until told by a member of staff or the fire brigade that it is safe to do so.

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<b>Meeting:</b>	<b>Overview and Scrutiny Committee</b>	<b>Date:</b>	<b>6 January 2020</b>
<b>Subject:</b>	<b>Waste and Street Scene Contract - AMEY</b>		
<b>Report Of:</b>	<b>Cllr Richard Cook, Cabinet Lead for the Environment</b>		
<b>Wards Affected:</b>	<b>All</b>		
<b>Key Decision:</b>	<b>No</b>	<b>Budget/Policy Framework:</b>	<b>No</b>
<b>Contact Officer:</b>	<b>Jonathan Lund, Corporate Director</b>		
	<b>Email: jonathan.lund@gloucester.gov.uk</b>	<b>Tel:</b>	<b>396276</b>
<b>Appendices:</b>	<b>1. Revised recycling Collection arrangements 9 Dec 2019</b> <b>2. Service Delivery Plan</b>		

**FOR GENERAL RELEASE**

**1.0 Purpose of Report**

- 1.1 To provide a summary of the basis for a settlement of a contract dispute with Amey related to the delivery of the Waste and Street Scene Contract.
- 1.2 To permit the Committee to ask questions of the relevant cabinet lead, officers and representatives of the Contractor, Amey

**2.0 Recommendations**

- 2.1 Overview and Scrutiny Committee is asked to consider the information contained in the report and make any recommendations to the Cabinet.

**3.0 Background and Key Issues**

- 3.1 In January 2017 the City Council and its Waste and Street Scene Contractor, AMEY, introduced a revised recycling service which utilised a new fleet of compartmentalised recycling collection vehicles and widened the range of recyclates that could be collected.
- 3.2 On grounds of financial economy the new fleet of vehicles were purchased by the City Council and it was anticipated that the increase in recyclates income would cover the cost and generate additional income to meet savings targets.
- 3.3 The Council’s contract with Amey provides that part of the annual contract sum payable to Amey is met from the income generated from the sale of recyclates. However, where the income generated falls short of the contract sum the City Council is liable to make up the shortfall by making “top-up” payments.
- 3.4 In 2017/18 and 2018/19 recyclates income levels fell below the contract sum. In part this was due to industry wide falls in commodity prices, but it also became clear

that quantities of recycling were not achieving market prices because the value of the materials was being undermined by contamination levels of approximately 11%.

- 3.5 As a consequence the Council withheld making the “top-up” payments in both financial years as part of a contract dispute with Amey.
- 3.6 The Council’s dispute coincided with a major restructure of Amey and new management which was open in its willingness to seek to remedy the dispute. As part of the dispute resolution process Amey has:
- a) Strengthened operational management and supervision at the Eastern Avenue Depot
  - b) Agreed a set of Key performance Indicators with financial penalties for non-compliance (see Annex 8 to Appendix 2)
  - c) Adopted a Service Delivery Plan which outlines an agreed approach to delivering Waste and Street Scene Services (see appendix 2)
  - d) Adopted a set of commodity sales contracts (most for two years) which set a floor on commodity prices and offer to match market prices provided that set contamination thresholds are met. (At current prices the added value of these new contracts is expected to be £220,000pa)
  - e) Agreed to transfer an element of risk to Amey such that if recyclates fail to meet the contamination thresholds because of Amey’s actions the financial loss will be met by Amey.
  - f) Agreed to a deducted sum of £225,000 to be retained by the City Council in respect of the 2017/18 and 2018/19 financial years.
- 3.7 The Council, in partnership with Amey has made changes to the recycling scheme which were introduced in December 2019. Details of the revised Scheme are attached at Appendix 1. The Council has also agreed to invest in an upgrade to the baler at Eastern Avenue to increase its resilience.
- 3.8 A Deed of Settlement, Release and Variation has been drawn up to reflect these new arrangements and formally resolve the dispute
- 3.9 A copy of the new Service Delivery Plan is attached at Appendix 2 to this report. The Key Performance Indicators are set out at Annex 8 to that Plan.

#### **4.0 Social Value Considerations**

- 4.1 Effective procurement, delivery and compliance with the Contract ensures that Gloucester offers a clean and well-maintained environment which adds to the well-being of residents and businesses in the City. Amey has supported the work of the Podsmead Clearance Team through the donation of a recently decommissioned ride-on-mower.

#### **5.0 Environmental Implications**

- 5.1 The new recycling scheme and the commodity contracts and contamination thresholds should increase the volume of refuse being collected and sold for recycling and serve to reduce the quantity of waste sent to landfill or incineration.

#### **6.0 Alternative Options Considered**

6.1 The Council's contract with Amey runs to March 2022. Consideration was given to a wide range of alternative options including early termination of the contract. These options were discounted on the basis of cost, disruption and the willingness of Amey to discuss dispute resolution in good faith.

## **7.0 Reasons for Recommendations**

7.1 To enable to Overview and Scrutiny Committee to examine the basis of the Council's dispute resolution with Amey.

## **8.0 Future Work and Conclusions**

8.1 The formal Deed of Settlement, Release and Variance needs to be completed and signed and the new commodity sales contracts need to become fully operational during the final quarter of 2019/20.

8.2 Regular performance monitoring in accordance with the new KPIs has already begun.

## **9.0 Financial Implications**

9.1 As a consequence of the proposals set out in this report

- a) A significant element of risk (arising from the quality of the recyclates collected in Gloucester) will pass from the Council to the Contractor
- b) Contracts are being put in place to mitigate the financial risk to the Council of fluctuating recycling commodity prices
- c) At current market prices the added-value of these changes is approximately £220,000 per year for the remaining two years of the current contract
- d) Amey has agreed to a deducted sum of £225,000 in respect of service delivery issues in 2017/18 and 2018/19

(Financial Services have been consulted in the preparation this report.)

## **10.0 Legal Implications**

10.1 The Deed referred to in paragraph 3.8 will result in a variation to the contract. There is a theoretical risk that the variation may be regarded as sufficiently substantial to render the contract materially different to the one originally awarded in January 2007 to the extent that the service is in essence a new one and should be re-procured. However, the contract document itself contains extensive provisions relating to variation of its terms, reflecting the fact that a service of this nature and lengthy duration will require changes throughout its lifetime. This, and the actual nature of the modifications to the service, are sufficient to meet the requirements of Regulation 72 of the Public Contracts Regulations 2015 which permit necessary modifications to contracts without re-procurement. The risk of challenge is therefore low.

10.2 The terms of the Deed will need to be agreed, then signed or sealed (as appropriate) by both the Council and its contractor.

(One Legal have been consulted in the preparation this report.)

**11.0 Risk & Opportunity Management Implications**

11.1 The proposals set out in this report will transfer an existing element of service delivery and financial risk from Gloucester City Council to the Contractor – Amey.

**12.0 People Impact Assessment (PIA) and Safeguarding:**

12.2 The PIA Screening Stage was completed and did not identify any potential or actual negative impact therefore a full PIA was not required.

**13.0 Community Safety Implications**

13.1 None

**14.0 Staffing & Trade Union Implications**

14.1 None

**Background Documents:** None

# Garden waste collection

For less than £1 a week

- Great value
- Handy and easy
- Collected all year round (apart from Christmas)
- Help the environment

Book and pay online: search Gloucester City garden waste.



## Bulky item collection

Up to three items will be charged at £24 and each additional item will cost £8.



Request a bulky item or bulky waste collection  
Email: heretohelp@gloucester.gov.uk or Phone: 01452 396 396



## Christmas and New Year collection dates

Some dates will be moving forwards so check carefully

Please present all items at the kerbside before 7:00am and leave out until collected

NORMAL COLLECTION DAY	MOVES TO
Mon 23rd December	Saturday 21 December 2019
Tues 24th December	Monday 23 December 2019
Weds 25th December	Tuesday 24 December 2019
Thurs 26th December	Friday 27 December 2019
Fri 27th December	Saturday 28 December 2019
Mon 30th December	No change
Tues 31st December	No change
Weds 1st January*	Thursday 2 January 2020 (Black bin and food only)
Thurs 2nd January	No change
Fri 3rd January	No change

For further information about Christmas and New Year collections visit [www.gloucester.gov.uk](http://www.gloucester.gov.uk)

Garden waste collections are:  
Suspended from Monday 23 December and start again on Monday 6 January

Garden waste customers can chop up real Christmas trees to go in their garden waste bin. If you are not a member join up now, go to our website for details of alternative ways to dispose of your tree.

\*No green box collection on Wednesday 1 January, a double collection of recycling will take place on Wednesday 8 January 2020.

We wish you a very Merry Christmas and a prosperous and healthy 2020

Hempsted HRC is still open for all your additional recycling needs, visit [www.gloucestershire.gov.uk](http://www.gloucestershire.gov.uk) for details of opening times

recycle for Gloucester



Make sure bin lids are closed

Important changes to your recycling service from the 9th December and Christmas collection information



[www.gloucester.gov.uk](http://www.gloucester.gov.uk)  
01452 396 396  
[heretohelp@gloucester.gov.uk](mailto:heretohelp@gloucester.gov.uk)



Gloucester City Council

# Your recycling collection is changing

**Recycling not sorted correctly from the 9th December will not be collected.**

## What is changing?

**Box 1** Glass in one box

**Box 2** Plastic, cans, aerosols, foil, cartons

**Card and paper in blue sack**

**X STOP!** No batteries or textiles

**X STOP!** No black plastic

**✓ NEW!** Small electricals now collected

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## Why?

We need to change the current system because:

- Mixed materials are difficult to recycle for example broken glass in with paper
- Black plastic is not recyclable
- Batteries have caused fires in our recycling facility. All major supermarkets have battery recycling, take your batteries there to recycle them.
- We want to encourage reuse of clothing rather than recycling. Textiles no longer required should be donated to charity shops or clothing banks please

To order additional recycling containers email [heretohelp@gloucester.gov.uk](mailto:heretohelp@gloucester.gov.uk) or call 01452 396396

## What goes where



**NEW!** We now collect small electrical items such as hairdryers, irons, toasters and kettles. Please leave your electrical items on the lid of one of your boxes.

For more details about recycling please visit our website [www.gloucester.gov.uk](http://www.gloucester.gov.uk)

## Recycling and climate change

### Recycling is an effective weapon against climate change

Recycling is easy and has a huge impact in the fight against climate change.

Recycling one tonne of paper saves 19 trees from being cut down, which helps capture carbon dioxide, reducing global warming.

Recycling also reduces energy consumption and the need for raw materials. The production of recycled paper requires 65% less energy than the production of virgin paper from raw materials.

Aluminium can be recycled repeatedly saving around 95% of the greenhouse gas emissions compared to extraction. Recycling one tonne of Aluminium saves nine tonnes of CO2 emissions. One tonne of CO2 is equivalent to driving a car 2,800 miles.

**Help us by recycling and together we can tackle climate change.**

**Recycling 1 tonne** of paper

saves **19** trees

**Recycling 1 tonne** of Aluminium

saves **9** tonnes of CO2 emissions.

**1 tonne** of CO2 = driving a car. **2,800 miles**



# **Gloucester City Council**

## **Streetcare Service**

### **Schedule 6**

## **Service Delivery Plan**

**31 December 2019**

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## **Amey in Partnership with Gloucester City Council**

### Service Delivery Plan – Schedule 6

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- Annex 6 – Health and Safety Report
- Annex 7 – Annual contract sum.
- Annex 8 – Key Performance Indicators
- Annex 9 – Milestones
- Annex 10 – Adverse Weather Contingency Plan

# Amey in Partnership with Gloucester City Council

## Service Delivery Plan – Schedule 6

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### 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 2018 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. In 2017, the Council indicated its wish to review all Key Performance Indicators in 2017/2018. The City Council and Amey worked collaboratively to conduct a review.

Some service standards reflect National Law and Regulations whilst others are locally agreed Standards and KPI's.

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 maintained, safe, available and appropriate for public use.
- Provide the opportunity for residents to recycle at least 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.

There are occasions where work is undertaken that is not included in the core contract. On these occasions, the Council request that Amey undertake works as directed. Before commencing works the Council must indicate that they are satisfied that the proposal provides the best value for money.

Once the resource needed for additional works 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.

## Amey in Partnership with Gloucester City Council

### Service Delivery Plan – Schedule 6

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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 exploring new ways of working including innovation, efficiencies, productivity gains and new technology or by accepting a lower service standard for certain planned cyclical work or choosing to discontinue certain planned cyclical work. 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 (but are not limited to):-

- This can be done at no extra cost without impacting on scheduled work.
- This can be done later, 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.
  - Engage extra resources at additional cost
  - Stop doing sufficient elements of scheduled work to complete the task to undertake the additional work instead.

#### **Audit and Governance Committee report 2017**

In January 2017, the Council's Audit and Governance Committee reviewed a report on the Review of Streetcare Contract Management. The report found that "limited assurance" was provided in respect of risks that were considered material to the achievement of the service objectives for the area under review were being adequately managed and controlled. The Committee recommended an annually updated Service Plan which documents key service delivery data. This document is intended to provide the necessary data to document the requirements of the committee report.

Performance is reported by the Partnership to the Council on a Bi Monthly basis in accordance with agreed reporting data and schedules.

The Bi Monthly Performance Review meeting has the following agenda:

- Apologies
- Minutes and Actions from last meeting
- Strategic and Operational Performance report
- Health and Safety report (Risk Management, Safety Scoring, Sickness statistics)
- Progress with key Contract Requirements
- Current Operational Overview
- Opportunities and Innovation

## **Amey in Partnership with Gloucester City Council**

Service Delivery Plan – Schedule 6

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### **Contract Refresh /Settlement Agreement**

To Be Inserted once the Deed of Settlement, Release and Variation has been signed.

# Amey in Partnership with Gloucester City Council

## Service Delivery Plan – Schedule 6

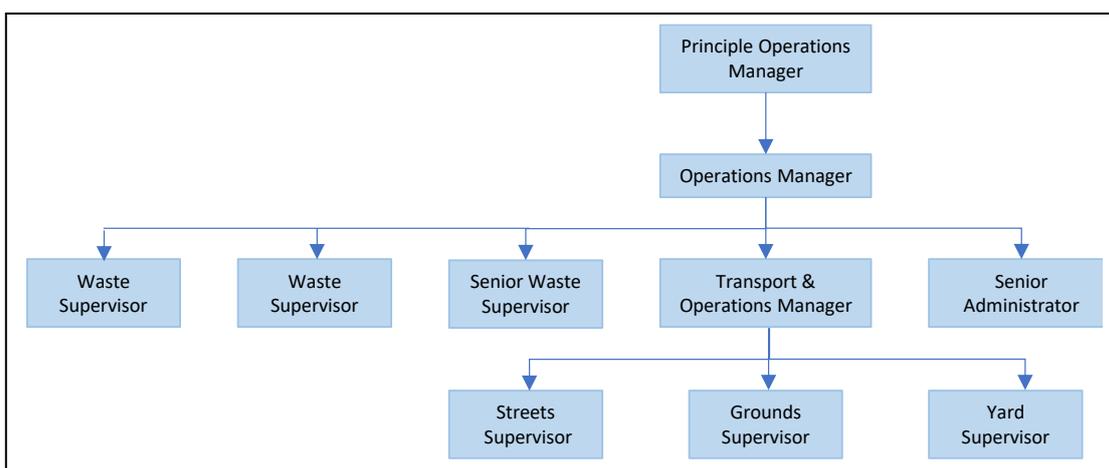
### 2. Strategic Management and Organisation

#### 2.1. Amey Gloucester

Following Amey internal restructuring, Amey Gloucester is now managed as part of the Highways & Environmental Services Division.

Amey Gloucester is supported by specialist divisional staff in disciplines such as Business Development, Legal, Human Resource Management, Health/Safety & Environmental Quality, ICT, Commercial and Finance. The contract therefore benefits from the wider corporate knowledge and expertise of Amey – **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 and Administrative structure for Amey Gloucester is set out below and the whole structure is show at Annexe 1 Amey Gloucester Management and Administration.



The Principal Operations Manager function is undertaken by Paul Colbourne. Paul is a highly acknowledged experienced senior manager and he also manages Amey's Solihull contract. Paul also has previous past experience in managing the Gloucester contact.

Tony Hunter previously undertook the Operational Support Manager but has recently been promoted to Operations Manager. In this capacity, Tony Hunter will provide the day to day management role for the delivery of the services.

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

It should be noted that in recent months, the front line head count has been increased to over the agreed level which has been agreed contractually to provide the service without impact to the contractual sum. The increase in head count is intended to offer addition cover for holiday entitlement and sickness.

## Amey in Partnership with Gloucester City Council

### Service Delivery Plan – Schedule 6

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#### 2.2. City Council Team

The City Council's partnership team is directed by a Corporate Director and is currently managed by the Waste, Recycling and Streetscene Manager supported by a Streetcare Client Officer. The six staff members of the team are responsible for Streetscene Strategy, Public Open Space Strategy and Adoptions, Environmental Projects and Allotments. They have access to a range of resources in the wider 'Place' team including City Centre Enforcement and Improvement, Flood Risk Management, Countryside Management and Arboriculture.

The Waste, Recycling and Streetscene team work to provide accessible, reliable and efficient waste, recycling and services and Parks and Open spaces management. This includes the strategic development of the service in addition to operational management of complaints and delivering local projects.

The Team work with partners, residents and communities to create stronger communities and a greener city. This includes working with residents to develop cleaner streets, improved parks and open spaces. The team listen to residents and work to improve the built and green environment. In addition, they work to encourage the community to take a more active role in developing their local area and having a voice.

#### Meeting Protocols

Following a review in 2016 of how performance of the contract is managed, the Council's Audit and Governance Committee recommended a review and revision of the purpose, terms of reference, completeness of the risk register and arrangements for strategic oversight of the service. As such existing contract meetings, have been restructured to include;

- **Quarterly Strategic Review Group Meeting.**

Attended by Amey Operations Director, Account Director, Principal Operations Manager, Operations Manager, Commercial Manager and Finance Manager; and GCC Cabinet Member, GCC Corporate Director, GCC City Waste, Recycling and Streetscene Manager, GCC Accountancy Manager and Streetcare Client Officer.

These meetings have currently been set aside due to an ongoing contractual issue. However, following a resolution the schedule of meetings for 2020 is to be agreed.

- **Monthly Financial Review Meeting**

Monthly Financial Review meetings have been introduced. These meetings have been convened to review expenditure in the monthly financial pack and commodity income.

These meetings are attended by Gloucester's & Amey's Finance Officers and Operations Manager.

- **Bi- monthly Performance Review meeting** (replacing previous monthly strategic officers meeting).

## Amey in Partnership with Gloucester City Council

### Service Delivery Plan – Schedule 6

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- Attended by, Amey's Principal, Operations Managers and Commercial Manager, GCC City Improvement and Environment Manager, Streetscene Strategy Officer and Streetcare client officer.
- **Monthly Operational Group meetings**
- Attended by Amey Operations Managers, Supervisors and GCC City Improvement and Environment team representatives and Customer Services Team Leader.

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. Both Council and Amey teams recognise the positive benefits of the Team co-location to support Together Gloucester transformation project.

#### **Amey Self-Monitoring Arrangements**

Amey's monitoring and inspection programme has several themes including third party, Group, Divisional and Account led monitoring.

Third party audits include ISO 90001, ISO 14001 and BS OHSAS 18001.

Group audits include corporate thematic audits. Group audits also include supplier audits.

Divisional audits include thematic, Visible Felt Leadership and general inspections

Account level inspections include health and safety inspections, depot inspections, and Visible Felt Leadership and gate audits.

#### **Performance Management Framework**

A review of Key Performance Indicators (KPIs) took place in 2017. These KPI were only partially implemented and there were found to be limitations in the measurement and reporting arrangements.

Consequently, further enhanced KPIs have now been determined and agreed, along with defined target and methods of measurement, joint monitoring arrangements and a more robust and transparent reporting arrangements.

New Performance Management Framework joint monitoring and enhanced reporting arrangements were introduced in November 2019. It is also proposed that the benchmark targets and their respective methods of measurement be subject to review within three months of their implementation; and for these targets to be amended where necessary to take account of the required outcomes etc.

#### **Milestones**

It is proposed that Performance Management Framework be expanded to include for a matrix of both Performance Indicators and Milestones.

Performance Indicators, in the main, tend to be limited to the measurement of the quality and timeliness of the work (IE Measured Outputs). Consequently, Performance Indicators do not on their own provide for the structural changes that are necessary in securing efficient and cost-effective services (IE Inputs, processes and Outcomes)

It has been generally found that that it has been the Milestones that are more instrumental in moving the service forward. Therefore, it has been agreed that a number of Milestones be included for planned management action to review, benchmark, report and implement structural changes to the way the service is managed, administered and delivered in securing continuous improvement. This in turn will help to ensure that the service is developed, adapted and delivered against Best Value principles in respect to cost and effectiveness. Whilst at the same time ensuring that the Performance Indicator Targets are met and improved upon in the most cost effective and appropriate manner.

Therefore, in securing true measurable service improvement and ongoing efficiencies, a number of reportable Milestones have been incorporated into the Performance Management Framework.

The KPIs (Outputs) in conjunction with the Milestones (Inputs & Processes) will help to deliver the Council's required objectives and aspirations (Outcomes) regard to service efficiency and effectiveness.

#### Four Aspects of Service Delivery

##### **The sum of the**

**Inputs:** Resources Deployed,

**Processes:** Systems & Method of Operations

**Outputs:** Volume & Quality of the Service as Measured by the key Indicators

**Equal the Outcomes:** Efficient Use of Resources / Improved Customer Satisfaction

The milestones and performance indicator targets shall be reported on monthly, quarterly and annually.

### 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 30 November 2019

- 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.
- 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.
- Introduced Legionella hygiene and monitoring programme for sports pavilions.
- 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.
- 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.

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- 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.
- Share equipment with the Countryside Unit.
- Moved properties which have no front gardens (and hence no off-street space to store wheeled bins) onto the purple sack scheme and consider an alternative sack collection of garden waste.
- Implement cost reduction strategy demanded by budget cuts whilst delivering effectively on priorities.
- Develop Method Statements to better define how and when activity is undertaken.
- 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.
- Provision of trade waste service on behalf of the Council.
- Support the delivery of the Green / Purple 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) and other significant developments within the City
- Review the opportunity for collaborative working with the County Council Highways Maintenance provider.
- Review the opportunity to increase recycling performance above 50% and reduce arising's of residual waste.
- Introduction of dual use litter bins for the disposal of both general litter and dog waste
- Review of the street cleaning schedule with targeted mini deep cleans throughout the City.

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- Review of grass cutting schedules
- Implementation of new, improved waste and recycling service which now includes the kerbside collection of Old Corrugated Cardboard (OCC), mixed plastic and foil
- Installation of new sorting line for plastic and metals
- Introduction of animal proof sack (APS) service to 2000+ terraced properties.
- Implementation of traffic management plan for depot site.
- Review and change of recycling service to include the cessation of the collection of textiles and batteries and the introduction of small electrical items. (All paper fibres are now collected together in the blue sack and glass is separated into a second box by the resident).
- All bring site have now been removed from local supermarkets due to unacceptable levels of contamination impacting the quality.
- A further green waste vehicle has been added to the fleet to cope with the high numbers of subscriptions which now exceed 20,000.
- Where appropriate, communal recycling facilities have been reviewed and upgraded in line with the service offered to the rest of the city. As a result many now receive a fortnightly waste collection as opposed to weekly.

### 3.2. 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)

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- Yard staff (£17K)
- Education and Communications (£30K)
- Removal of five loaders (£188K)
- Total savings achieved £568K
- **Savings for 2017, 2018 and 2019**
- A grass cutting trial took place in the 2017 grass cutting season to cease the need for annual seasonal staff (11 no) these operatives were historically deployed on hedge cutting and strimming duties. It was decided that the trial did not meet the aspirations of elected Members and it was suspended with services returning to normal.
- Following the trial in 2017 a thorough review was undertaken in Autumn 2017 resulting in a revised grass cutting programme for 2018. This plan was approved by Members and will be implemented throughout the 2018 grass cutting season.
- Removal of dog waste bins where there is a nearby 'dual use' bin, also a review of the number and location of street litter bins with continual review of bin requirements and locations
- A reduction in the number of yard staff following the introduction of new sorting / baling facilities. The new staffing structure within the depot was reduced to four, the key roles were identified as 1) weighbridge operator, 2) loading shovel operator, 3) fork lift driver to service the Roma quips 4) forklift driver to service the baler. It was quickly apparent following the introduction of new service that additional staff were required to undertake hand sort to maintain an acceptable quality of output and to remove damaging items, none targeted materials and contaminated recyclable materials from the sorting process. Other areas affected by the reduction of staff include depot housekeeping, container cleaning, bin stock control and holiday/sickness cover.
- Review cleansing frequency in outlying areas
- Consider community-based grass cutting opportunities
- Removal of safety inspection of all City owned trees within the City of Gloucester by an Amey appointed qualified surveyor
- Removal of the production of reports and a tree maintenance programme based on risk utilising an electronic management system.
- Initial temporary suspension of management of the fountain in Gloucester Park for summer 2017. The fountain has now been decommissioned.

## 4. Integrated Waste Services

### 4.1. Management and Organisation and method statements.

The Principal 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 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 grey 240L wheeled bin system. There are 56,830 street properties (Nov 2019) and 8,000 approx. are flats.

Approximately 2,000 street properties are unable to have wheeled bins due to access and space constraints. These properties are serviced on a weekly basis with bagged waste being collected from Animal Proof Sacks. Flats are provided with communal bins and are on a fortnightly collection cycle. A limited number of flats receive a more frequent collection, such as those with bin chutes.

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

The service also operates a narrow street and hard to reach properties round to service properties in hard to access areas known as the APS round.

### 4.3. Green Waste Collections

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

As of November 2019 over 20,000 householders had opted to join the chargeable scheme.

### 4.4. Recycling Collections

A **weekly kerbside sort collection of dry recyclables and kitchen food waste** is currently provided to street properties that are required to sort their recycling into separate boxes/sacks. Kitchen food waste is presented for collection in 23 litre brown caddies. Dry recyclables are presented for collection/sorting in 55 litre green kerbside recycling boxes with black solid lids or green elasticated covers (Black solid lids are no longer offered) Most

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properties have two boxes; some have more where volumes dictate. All fibre products should be presented in the blue sacks provided.

The following dry recyclables are currently collected: -

- All plastic bottles.
- Mixed plastic containers
- Mixed food and drinks cans.
- Mixed glass bottles and jars.
- Paper and light card mix.
- Aerosols.
- Cartons
- Heavy cardboard mix.
- Food.
- Aluminium foil.
- Small Electrical Items

A review of the waste and recycling service was carried out in 2015 and a decision was taken to replace the end of life Terberg kerbside collection fleet with new kerbside collection vehicles manufactured by Romaquip. The new fleet continues to allow recyclable waste and food to be separated into compartments on the vehicle to maximise the quality of recyclable material.

Up until December 2019, kerbside boxes had been collected from the kerbside, taken to the vehicle and the materials were hand sorted into material specific compartments on the side of the vehicle, with cans and plastics being mixed together and textiles and batteries being mixed into the same compartment. Sacks were provided to householders when the new Romaquip fleet was mobilised to facilitate the safe storage of cardboard.

The 23-litre kitchen food waste caddies are emptied into a dedicated food pod.

Communal facilities for waste and recycling are located near to properties serviced by communal bins for refuse collection. Each centre has containers for mixed paper, light card and OCC cardboard, mixed glass and mixed cans and mixed plastic. Communal kitchen food waste containers are also provided in some of these locations.

Bring Bank Sites were located at strategic points across the City and were provided with large capacity roll-on-off containers. These were exchanged at a frequency such that they did not overflow providing flexibility and responsiveness at high volume locations. These were removed in November 2019 due to high levels of contamination affecting the quality of product.

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

#### **Enhanced Service Introduced**

In January 2017, a new enhanced kerbside sort recycling service was mobilised adding corrugated cardboard, textiles and mixed plastic to the list of materials that can be separated and recycled. Aluminium foil was added to collections September 2017.

As part of the agreed milestones for 2019/20, a review of the resource requirements in regard to the growth in green waste collections; and further review of the changing resource requirements, method of containment and the change in collected volumes and tonnages for residual and dry recycling collections in regard.

#### **Review of the Waste and Recycling Service (November 2019)**

A joint review of the arrangements for the collection of dry recyclates has been undertaken in August 2019. The review concluded that the current collection arrangements for fibre (paper, card and cardboard) no longer provided for the most cost-effective option due to the demand and value of recyclates having reduced (IE The China Crisis).

Therefore, as set out in the milestones, it has been agreed by council for paper and card to be collected together. Glass will be presented separately from other recycling to maintain quality.

Communication leaflets have been sent both by royal mail and hand delivered by the front line teams to inform the residents of the changes to service.

#### **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 and have previously been taken directly to Hempsted to be decommissioned by the same crew as part of their duties. From November 2019 the fridges and freezers for part of the WEEE compliance scheme and are recycle after being transferred from the Eastern Avenue depot.

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

#### **4.6. Dialysis Waste Collection**

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.

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#### 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 a dedicated waste team between 8.45 – 9.45 Mon – Fri, due to bollarded access restriction, and in order to reduce the time that unsightly sacks are left on the street.. It is recommended that sacks are presented by customers inside a secondary reusable animal proof hessian sack which is provided by Amey, to prevent damage caused by seagulls.

Commercial waste recycling is currently limited to the collection of cardboard and glass from large producers.

#### 4.8. Depot and Transfer Station

The Yard Staff are 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. A new segregated layout was installed in 2017. Site entry by key fob controlled gates is being installed in 2018.

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 3<sup>rd</sup> 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.

Having been collected together, plastics and mixed food and drinks cans are separated using an automated sorting line with electromagnetic can sorter and over band magnet into steel and aluminium. Once the metals have been removed, an optical sorter then separates the PET from the HDPE. Once

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sorted, all four recycling commodities are dropped into holding bays to await a sufficient amount to build up which is then baled. Although initially intended to be automatic and unmanned, following a number of incidents with items such as car engine parts, glass, kitchen accessories and rocks being passed through the sorting line (either as part of kerbside collections or from communal bins), a crew of two operatives has been tasked to hand pick all waste before it is mechanically sorted in order to both protect the equipment and to ensure the best quality of product is achieved, this has increased the head count within the depot beyond agreed limits.

OCC / heavy cardboard mix had been sent loose or baled into industry standard size bales, depending on market value, for onward shipment in articulated trailer units. This now forms part of the mixed fibre waste stream which is sent loose to a UK mill (Palm Paper) for recycling.

Mixed plastics are sorted into HDPE white, and PET. These are baled into industry standard size bales for onward shipment in articulated trailer units.

Small quantities of domestic waste are received on site and deposited into the transfer station area before onward transport for waste disposal. This may be the 'EPA' vehicle or because of a late tip due to vehicle breakdown. 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 hedge and grass cuttings.

Javelin Park (Energy From Waste) now receives all domestic waste from the daily collections. The plant was commissioned July 2019 where we saw Gloucester delivering its first authority collected waste. During the hot commissioning stage, Javelin park had to initiate its contingency plan due to a mechanical issue, this saw over 100 tonnes of waste each day being delivered to the Eastern Avenue depot for onward transfer. Having liaised with the Environment Agency, the permitted limit for waste on site was relaxed to allow us to continue delivering the collection service to the residents of Gloucester. It is possible that this scenario may arise again.

## 5. Street Cleansing

### 5.1. Management and Organisation and method statements

The **Operations / Transport 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. 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.

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 Operations / Transport Manager where work is not completed or has fallen below standard.

The Streetcare Supervisor provides a contact and liaison with the Councils nominated staff. 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.
- 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.
- 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.

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- 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. In addition to the back-pack application of weed control chemicals, a quad bike with kerb edge sprayer and lance undertake cyclical spraying throughout the city.
- QUAD Bikes (2), are deployed to undertake city wide weed spraying which are supported by the hand held applicators.

All early start manual street cleansing staff begin the day in the City Centre seeking to bring the high-profile areas up to Environmental Protection Act (EPA) Grade A standard by 08:00. This provides a highly visible service.

A core of manual street cleansing staff remains in the City Centre throughout the day maintaining EPA Grade A Standard in the high profile areas. These operatives work from a sub-depot in New Inn Lane. The city centre team will undertake a range of duties to include but not limited to emptying of litter bins, litter picking, chewing gum removal, fly poster/sticker removal and street furniture cleansing.

The remainder of the street cleansing staff form the Area Teams. Between 08:00 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 EPA Grade A Standard.

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

Except for Barton and Tredworth, cyclical programmed fortnightly cleansing is divided into 4 rounds, each following a day behind the fortnightly residual waste collection rounds.

Sample monitoring and grading by the Streetcare Supervisor and GCC neighbourhood team will be undertaken either immediately after or the day following the completion of the deep cleans to ensure an accurate assessment is made of the standard of cleansing.

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 identified “grot spots” are scheduled to be visited at a higher frequency than Zone 3 and Zone 4 areas.

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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 councillor 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.
- Weed spraying.

The mechanical channel sweeping of arterial routes and major roads and annual leaf fall clearance programme is supported by the deployment of a **large mechanical road sweeper** for certain months of the year. 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 need such as for a deep cleanse of a specific location.

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 refuges is supported by a manual sweeper drawn from the Area Team working in tandem.

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**Street washing** of high footfall areas in the City Centre were experimented with in 2012/13 at 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.

To facilitate the street washing programme, it has been agreed that the Hako Street Cleansing Vehicle be equipped with street washing attachments to support the work undertaken using lances and pedestrianised operated skaters. The new equipment is operational from the start of 2020.

#### 5.4. Special Cleansing Team

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

- 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;
- 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";
- Chewing gum removal using the 'Gum Zapper'.

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

- Graffiti removal chemicals and "paint-over" paint;
- Recycling banks;
- Street Name Plates;
- Street furniture, including seats, benches and dog bins;
- Litter bins;

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- Signs;
- Lifebuoys and other docks equipment;
- Parks fencing and boundary walls;
- Play equipment including teen shelters and other such multi use areas;
- Minor sports pavilions and other structures;

#### 5.5. Notable Features

**Post-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. Late afternoon/evening and weekend games/events are catered for by the teams working the next day.

The cleansing in regard to **special events** will be subject to an agreed cleansing plan and will normally be undertaken as additional works following the receipt of an official works order.

**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.

Most **Dog waste bins** are emptied and serviced by a driver/operative with a van working to a scheduled emptying frequency City wide. **Litter bins** are emptied by the area teams and a dedicated round and on an ad-hoc basis such that they do not overflow.

**Dog fouling, littering, vandalism and anti-social behaviour** are a recurring issue from time to time in a number of parks and open spaces in the city and particular focus is required at the following locations: -

- Elmbridge Play Area.
- Old Richian's Sports Field.
- Longlevens Play Area.
- Kingsholm & Wotton Play Areas.

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- Outer Westgate.
- Glevum Way Open Space.
- Clock Tower Park.
- Barnwood Park & Arboretum.
- King George V Playing Fields & Pavilion.
- Coney Hill Park.
- The Oaks Open Space.
- Heron Park.
- Saintbridge Balancing Pond.
- Daniels Brook, Whaddon Brook, Dinmore Brook.
- Beaufort Community School.
- Tuffley Park.
- Milton Avenue Play area.
- Holmleigh Park.
- Napier Street Play Area.
- Matson Park.
- St James' Park.

**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, because 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.

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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.

#### **Street Cleansing Regime 2019/20**

A joint review of the of the current cleansing plan has been included in the agreed Milestones for 2019/20. It is intended that the review shall include for routine and none-routine manual and mechanical cleansings.

The intention of the review is to determine the best use of the available resource that has been reduced in recent years. The revised cleansing plan is to provide an agreed cleansing regime and frequency for each location within the City.

#### **Inspection & Reporting 2019/20**

In support of the proposed new cleansing plan, it is also been agreed that new revised KPI targets be introduced and a joint street cleansing inspection regime be introduced based on the NI 195 weighted land type sampling methodology.

It intended that the results of these inspections will be used to agree changes to the Street Cleansing Plan to ensure that efficient use of the available resource is fully optimised in delivering the required service standards (IE Achieving the balance between over & under cleansing).

### 6. Grounds Maintenance

#### 6.1. Management and Organisation and method statements.

**The Operations / Transport 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 priority activities are provided as **Annex 2 – Amey Gloucester Resource Profile**.

Planned cyclical work is essential to maintain core quality standards and this is the main priority of the Grounds Maintenance Team.

Following the removal of eleven seasonal staff in 2017, the response to unplanned activities such a public request for additional cut backs has been drastically reduced with only the highest of priority of requests being undertaken during the grass cutting season.

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

- The late spring and summer growing season see's 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** - machinery for large areas along with triple, rotary or flail cut pedestrian machines for smaller areas. The grass mowing team consists of four primary ride flail mowers who each look after a dedicated round (approx. ¼ of the city) and pedestrian operated mowing machines who look after smaller areas such as play parks, city homes and banked sites. Some of the machines used within certain housing areas are cut and collect but the majority are cut and drop. The grass mowing teams are supported by **strimming** operatives to cut areas that cannot be trimmed by mowers. Following the 2017 grass cutting trial, it has been agreed that only street furniture will be strimmed, the bases of trees, shrubs, hedges and walls/fences will be generally omitted from the strimming schedule.
- **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. Most GCC hedge cutting will be undertaken during the winter months while the grass cutting team are re-tasked.

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 sports facilities and 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. Issues are reported via a mobile phone app that sends a daily report to GCC Officers.

An annual ROSPA Inspection by a 3<sup>rd</sup> 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**

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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 epiphytic growth;
- Following the receipt of a change notice, the maintenance of a rolling Tree Survey has been taken back in house by Gloucester City Council following the completion of a base line survey and upload into Ezytreev which is due to be completed late 2018. 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 formed 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 was overseen by the Operational Support Manager and was maintained and updated day to day by the Working Supervisor within the Trees & Hedges Team. Re-inspections are being carried out by a third party to formulate a schedule of work and to refresh elements of data. Annual inspections are carried out for those trees identified as at risk.
- Following the inspection of the city tree stock by the third party, urgent works are reported to the Gloucester City Council Tree Officer who then raises work instructions for the arboricultural team to complete within the specified time frame.
- Once the initial base line survey is complete, the responsibility for continued surveying will lie with GCC along with the creation of work instructions.

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

#### 6.4 Special Maintenance team

The following activities are carried out: -

- 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**;
- Minor repairs of children's play areas;
- Erect, repair and/or re-paint Street Name plates;

## **Amey in Partnership with Gloucester City Council**

### Service Delivery Plan – Schedule 6

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- Installation of flood boards at the quays and other like work;
- Street furniture maintenance;

## 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).

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 18:00 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

## Amey in Partnership with Gloucester City Council

### Service Delivery Plan – Schedule 6

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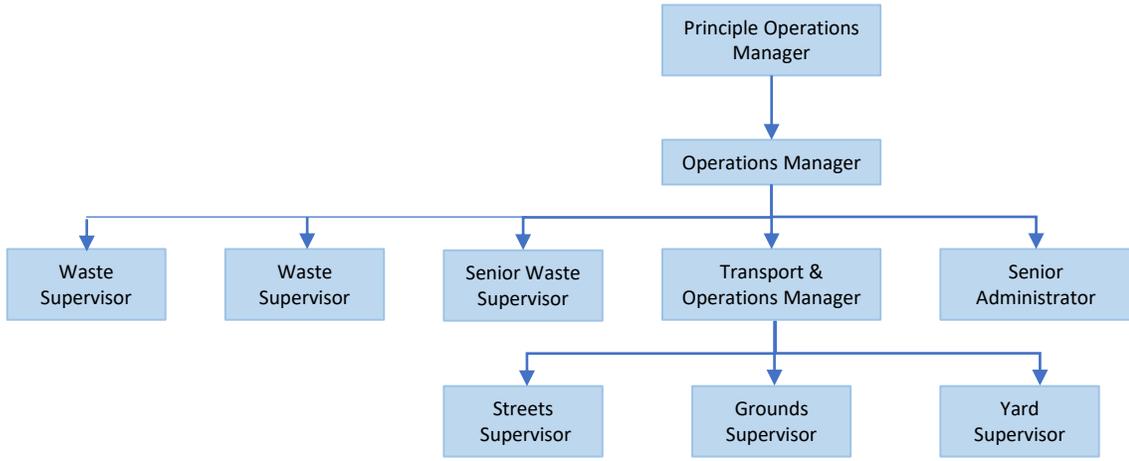
- Dead seagull in the street
- Needles in the street
- Gates locked on an allotment

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. In 2017 the vehicle maintenance function was taken back in house.



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	Current staff	Target number	Vacancies
GROUNDS	22	25	3
WASTE - HGV DRIVERS	28	29	1
WASTE - NON-HGV DRIVERS	3	3	0
WASTE - LOADERS	53	53	0
WASTE - YARD	7	8	1
STREETS	27	35	8
Workshop	2	2	0
Admin	5	5	0
Managers & Supervisors	8	10	2
<b>          TOTAL</b>	<b>155</b>	<b>170</b>	<b>15</b>

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<b>Water Way</b>	<b>Pinch Point Inspection Area</b>
<b>DANIELS BROOK</b>	Bridge on Kingsway development site
<b>DANIELS BROOK</b>	Daniels brook and relief channel (between 122 Chatsworth Ave & 2 Charlecote Ave, streamside end both daniels and relief channel)
<b>DANIELS BROOK</b>	Streamside culvert old channel
<b>DIMORE BROOK</b>	Lower meadow multiple locations
<b>DIMORE BROOK</b>	Milton Avenue ditch
<b>DIMORE BROOK</b>	Overbrook Road Multiple locations
<b>DIMORE BROOK</b>	Pinewood Road see note 1 below
<b>DIMORE BROOK</b>	The Causeway grill at siphon and u/stream to footbridge
<b>DIMORE BROOK</b>	Trash Screen - Sycamore Close
<b>DIMORE BROOK</b>	Water meadow Multiple locations
<b>Evergreen Walk</b>	Debris has not built up behind it preventing the flap valve from closing properly
<b>Evergreen Walk</b>	Ensure that the flap valve is closed / sealed properly
<b>HORSBERE BROOK</b>	Brionney Way /Lacy Close
<b>HORSBERE BROOK</b>	Colomney Way Bridge
<b>KINGSWAY</b>	Daniels Meadow - Marham Drive
<b>KINGSWAY</b>	Pond 1A - Chivenor Drive
<b>KINGSWAY</b>	Pond 2 - Valley Gardens
<b>KINGSWAY</b>	Pond 5 - Asda
<b>KINGSWAY</b>	Pond 6 - Moat & Manor farm
<b>KINGSWAY</b>	Pond 8 - Flyingdales Gardens / Goosebay Drive
<b>KINGSWAY</b>	Suds pond East - Barkstone Heath
<b>KINGSWAY</b>	Suds pond East - Barkstone Heath
<b>KINGSWAY</b>	Suds Pond West - Marham Drive
<b>Rea or Upper Rea Lane</b>	debris has not built up behind it preventing the flap valve from closing properly
<b>Rea or Upper Rea Lane</b>	ensure that the flap valve is closed / sealed properly
<b>Stroud Road</b>	ensure that the trash screen /banks are clear of debris
<b>Stroud Road</b>	upstream side of culvert
<b>SUDBROOK</b>	Bishops Castle Way
<b>SUDBROOK</b>	Eastern Avenue Bridge accessed by continuing along the lampreys
<b>SUDBROOK</b>	Matson Place & Cemetary culvert up/stream face from cemetery d/stream face from matson place and to include hatherley rd culvert up/stream face on way back
<b>SUDBROOK</b>	Saintbridge balancing pond (grill)

<b>SUDBROOK</b>	The Lampreys by bridge and cul-de-sac housing
<b>TWYVER</b>	ABBEYMEAD COMMUNITY CENTRE Bridge to Splitter
<b>TWYVER</b>	CURLEW ROAD balancing pond 2 screens
<b>TWYVER</b>	DERBY RD upstream face of culvert-accessed from rear of ukrainian church off sidney st
<b>TWYVER</b>	FORSYTE WAY boundary fence of no 11 across channel
<b>TWYVER</b>	GRFC upstream face of culvert in carpark
<b>TWYVER</b>	river twyver off Malmesbury
<b>TWYVER</b>	Savernake Road off Painswick Road
<b>TWYVER</b>	STEWARTS MILL LANE end of road R/H Side 2 service pipe crossings 2nd at waterline
<b>WHADDON BROOK</b>	Slimbridge road.
<b>WHADDON BROOK</b>	Bateman Close bottom of bank (up stream) face of railway culvert
<b>WHADDON BROOK</b>	Pearwood / Holmleigh Road Culvert
<b>WHADDON BROOK</b>	Stroud Road - St Peters school culvert
<b>WHADDON BROOK</b>	Tuffley - Russet Close bridge i.e.Tuffley Lane culvert at Russet Close
<b>WOTTON BROOK</b>	armscroft park scrapes
<b>WOTTON BROOK</b>	Blinkhorn Bridge
<b>WOTTON BROOK</b>	Cherston Court Bridge (low vehicle access bridge to barnwood park)
<b>WOTTON BROOK</b>	Church Lane Weir (to include up and downstream faces)
<b>WOTTON BROOK</b>	Millbridge Road / Porchester(from upstream face of millbridge rd culvert to d/stream face of of porchester rd culvert
<b>WOTTON BROOK</b>	North Upton Bridge
<b>WOTTON BROOK</b>	SOUTHBROOK RD Railway culvert face and service pipe crossing at low level immediately up stream

## Gloucester City Council - play area provision and nearest postcode – updated 2019

	Play area name and address
1	Alma Place play area, Linden, GL1 5PX
2	Armscroft Park play area (split site), Norman Ball Way, GL1 3QL
3	Baneberry Road play area, Matson, GL4 6NY
4	Birch Avenue play area, Coney Hill, GL4 4NL
5	Diamond Jubilee Close, Barton, GL1 4LR
6	Chester Road play area, Barnwood, GL4 3AY
7	Clock Tower Park, Huckley Field, Abbeymead, GL4 5SX
8	Coney Hill Park, Hartley Gardens, GL4 4PJ
9	Dean's Way Meadow, GL1 2PZ
10	Parry Hall playing fields MUGA, Parry Road, GL1 4RZ
11	Duncroft Road play area, Barnwood, GL3 3AS
12	Evans Walk play area, Norbury Avenue, Matson, GL4 6AL
13	Glevum Way play area, Abbeydale, GL4 4BL
14	Gloucester Park (*Premier Park), Park Road, GL1 1LP
15	Bakersfield, Park End Road, GL1 5AT
16	Greenways play area, off Barnwood Road, Barnwood, GL4 3SA
17	Greyhound Gardens play area, Longlevens, GL2 0NR
18	Hempsted Recreation Ground, Hempsted, GL2 5JS
19	Holmleigh Park, Tuffley Lane, Tuffley, GL4 0RQ
20	King George V Playing Field, Simmonds Road, Hucclecote, GL3 3HY
21	(Kingsway) Coltishall Close play area, off Bristol Road, Quedgeley, GL2 4QS
22	(Kingsway) Manor Farm play area, Lyneham Drive, Kingsway, GL2 2AW
23	(Kingsway) Valley Gardens play area, Valley Gardens, Kingsway, GL2 2AR
24	(Kingsway) Sports Park (Buckenham Sports Park), Buckenham Walk/Wainfleet Avenue, Kingsway, GL2 2FE
25	Longlevens Recreation Ground, Longford Lane, Longlevens, GL2 9EU
26	Matson Park (split site), Redwell Road, Matson, GL4 6HQ
27	Mead Road play area, Mead Road, Abbeymead, GL4 5YS
28	Meadowleaze Play Area, Meadowleaze, Elmbridge, GL2 0PS
29	Milton Avenue Play Area, Milton Avenue, Podsmead, GL2 5AS
30	Monk Meadow play area, Jetty Road, Hempsted, GL2 5FS
31	Napier Street play area, Napier Street, Gloucester, GL1 4AT
32	Parry Road play area, Bathurst Road, Tredworth, GL1 4RZ
33	Paygrove Lane play area, Paygrove Lane, Longlevens, GL2 0BJ
34	Randwick Park, Nymphsfield Road, GL4 0NG
35	Scott Avenue play area, Scott Avenue, Podsmead, GL2 5BD
36	Sebert Street recreation ground, Sebert Street, Kingsholm, GL1 3BS
37	Seventh Avenue play area, Seventh Avenue, Tuffley, GL4 0EB
38	Soren Larsen Way play area, Soren Larsen Way, Hempsted, GL2 5DL
39	St James' Park, The Laurels, Tredworth, GL1 4NH
40	The Lannett play area, King Edward's Avenue, Linden, GL1 5DF
41	The Oaks play area, The Oaks, Abbeymead, GL4 5WP
42	Waterwells playing field, Stephenson Drive, Quedgeley, GL2 2AG
43	The Oval play area, The Oval, Linden, GL1 5EE
44	Elmbridge Park, Windfall Way, Elmbridge, GL2 0RP
45	Greenfields play area, Windfall Way, Elmbridge, GL2 0RP
46	Staxton Drive play area, Staxton Drive, GL2 2DG
47	Kingsway Trim Trail and BMX, off Woodvale Drive, GL2 2BB
52	Fieldcourt open space, Fieldcourt gardens, GL2 4UG

53	Tuffley Court open space, Robert Raikes Avenue, GL4 0QG
54	Daniels Brook trim trail, Bodiam Avenue, GL4 3AX
55	Coney Hill MUGA, Coney Hill Road, GL4 4QP
56	Lobleys Drive Open Space, Abbeymead Avenue, GL4 5UA
57	Matson Park MUGA, Redwell Road, GL4 6JJ
58	Robinswood Country Park, Reservoir Road, GL4 6SX
59	St James Park MUGA, Moor Street, GL1 4NQ
60	Parry Hall MUGA, Parry Road, GL1 4RZ
61	Bakersfield MUGA, Park End Road, GL1 5AT
62	Armscroft Park MUGA, Coronation Grove, GL2 0SR
63	Buckenham Walk MUGA, Buckenham Walk, GL2 2GU
64	Waterwalls MUGA, Stephenson Drive, GL2 4SA
65	Fieldcourt MUGA, Fieldcourt Gardens, GL2 4UG
66	Scott Avenue MUGA, GL2 5BE
67	Longlevens MUGA, Longford Lane, GL2 9EU
68	Greenways MUGA, Barnwood Road, GL4 35A
69	Randwick MUGA, GL4 0NJ
70	Tuffley Court MUGA, Robert Raikes Avenue, GL4 0QG
71	Coney Hill MUGA, GL4 4QP
72	Matson Park MUGA, GL4 6JJ
73	Robinswood MUGA, Reservoir Road, GL4 6SX
74	Tuffley Park Play Area, GL1 5PD
75	Gloucester Park Outdoor Gym Equipment, GL1 1LP
76	Ayland Gardens Play Area, GL1 4BD
77	Ayland Gardens MUGA, GL1 4BD

All information as accurate as possible at time of writing KL 30/1/14

# Gloucester Schedule 6 Annexe 5

## Annual Diary of Events Streets and Grounds Maintenance Activities

### GUIDANCE NOTES

These notes are intended to serve as a general guide to the indicative Streets and Grounds maintenance activities within the city.

**NB:** 'Partnership Contracting' is about 'integrated' and 'shared risk/responsibility' working, it embraces all the elements of transparency and trust. Partnership Contracting represents the future of service provision and will function effectively for all that embrace its intentions. We actively encourage joint information sharing and consultation.

- Use of the 'Diary of Grounds Maintenance' familiarises the work type against the calendar year.
- Specific location details and statistics should be referenced against the service location to ensure bespoke delivery of need. Operational managers and supervisors will advise of programmed work, progress and any limiting factors that dominate the work type, such as WEATHER.

Modifications, variations and additional works - any changes that are needed to operational works, require amendments to site plans on GiS, work schedules, supported by formal variation orders. New works or work changes are to be subject to formal recording to maintain the accuracy of the data base. Note: additional works by others may affect maintenance activities)

### NOTE:

This diary is intended to serve as a help guide and to outline the indicative work elements throughout the calendar year. It is produced as a monthly series of activities upon which liaison between the partners should be based.

## JANUARY

### **GRASS AREAS (Sports Facilities)**

Grass should not require cutting. These areas may be spiked and harrowed where appropriate.

### **GRASS (Conservation)**

Conservation grass to be maintained entirely in accordance with site specific needs. Should not require cutting this time of year.

### **SHRUB BORDERS**

Check for damaged/untied plants, Pruning is key work. Early bulbs will be emerging towards the end of this month and beds may be replanted and mulched. Agree any minor new works schemes or improvements.

### **TREE MAINTENANCE**

Young/Standard Trees:- Agree any re-planting resultant from felled tree stock.

Clearing any wind/storm damage, i.e. fallen branches.

Tree Teams-

See specific arboriculture annual works programme.

### **INFORMAL HEDGES**

Informal hedges may be cut during this month if not already, using a tractor mounted 'Flail' mower.

### **PROVISION OF SPORTS FACILITIES**

Winter games pitches will require frequent marking-out order to maintain lines. Checking for damage to goal posts etc. Spiking and Harrowing may be deployed. Cricket Squares will continue to be monitored for disease and cut maintained at winter ht.

### **SYNTHETIC TURF PITCHES**

Where appropriate (weather depending) brushing of surfaces to ensure re-distribution of ballast. Clearing of drainage channels and silt pits. Agree any remedial works that may be programmed.

### **CHILDREN'S PLAY AREAS**

Control for litter and monitor safety condition through inspection.

Check equipment and landscape furniture/asset detail and advise need

### **STREAMS / WATERCOURSES**

Inspect pinch points and clear obstructions from water-courses, maintaining a watching brief

### **ANCILLARY WORKS**

Maintain street name plates through instruction/ renewal

### **PAVILIONS**

Install and repair through instruction landscape fabric

Regular cleaning after use.

### **STREET MAINTENANCE**

On going as per programmed schedule

### **DEEP CLEAN**

One D/C to be completed this month

<b>SALTING PEDESTERIAN AREAS</b>	Inclement weather reactive works to salting of pedestrian walkways in city centre where weather impacts upon standard tasks
<b>LOCKING/UN-LOCKING</b>	As per schedule
<b>LEAVES</b>	Most leaves will now have been cleared with residual deposits treated during scheduled rounds
<b>LEGIONELLA</b>	Testing of sentinel taps and outlets continue
<b>GUM CONTROL</b>	Gum removal will continue this month within gate streets pedestrian areas along with any other areas around the city upon request with the use of the Gum Zapper tool when weather conditions allow.

## FEBRUARY

### **GRASS AREAS (Sports Facilities)**

Grass should not require cutting. These areas may be spiked and harrowed where appropriate.

### **GRASS (Conservation)**

Conservation grass to be maintained entirely in accordance with site specific needs. Should not require cutting this time of year.

### **SHRUB BORDERS**

Check for damaged/untied plants, Pruning is key work. Early bulbs will be emerging towards the end of this month and beds may be replanted and mulched. Agree any minor new works schemes or improvements.

### **TREE MAINTENANCE**

Young/Standard Trees:- Agree any re-planting resultant from felled tree stock.

Clearing any wind/storm damage, i.e. fallen branches.  
Tree Teams-  
See specific arboriculture annual works programme.

### **INFORMAL HEDGES**

Informal hedges may be cut during this month if not already, using a tractor mounted 'Flail' mower.

### **PROVISION OF SPORTS FACILITIES**

Winter games pitches will require frequent marking-out order to maintain lines. Checking for damage to goal posts etc. Spiking and Harrowing may be deployed. Cricket Squares will continue to be monitored for disease and cut maintained at winter ht.

### **SYNTHETIC TURF PITCHES**

Where appropriate (weather depending) brushing of surfaces to ensure re-distribution of ballast. Clearing of drainage channels and silt pits. Agree any remedial works that may be programmed.

### **CHILDREN'S PLAY AREAS**

Control for litter and monitor safety condition through inspection.  
check equipment and landscape furniture / asset detail and advise need

### **STREAMS / WATERCOURSES**

Inspect pinch points and clear obstructions from water-courses, maintaining a watching brief

### **ANCILLARY WORKS**

Maintain street name plates through instruction/ renewal  
Install and repair through instruction landscape fabric

### **PAVILIONS**

-

Regular cleaning after use, particularly weekend use.

### **STREET MAINTENANCE**

On going as per programmed schedule

<b>DEEP CLEAN</b>	Two D/C to be completed this month
<b>SALTING PEDESTERIAN AREAS</b>	Inclement weather reactive works to salting of pedestrian walkways in city centre where weather impacts upon standard tasks
<b>LOCKING/UN-LOCKING</b>	As per schedule
<b>LEAVES</b>	Most leaves will now have been cleared with residual deposits treated during scheduled rounds
<b>LEGIONELLA</b>	Testing of sentinel taps and outlets continues
<b>GUM CONTROL</b>	Gum removal will continue this month within gate streets pedestrian areas along with any other areas around the city upon request with the use of the Gum Zapper tool when weather conditions allow.

## MARCH

- GRASS AREAS (General)** - If the weather is mild the grass may require its first cut during this month, except for areas where bulbs are growing.  
The strimming of trees, walls / fences edges, shrubs and non-standard obstacles has been omitted from the schedule as art of the recent efficiency savings.
- GRASS AREAS (Sports Facilities)** - Maintain height of grass on winter pitches.  
These areas may be spiked and harrowed where appropriate Regular cutting may commence towards the end of this month.
- CONSERVATION GRASS** - These areas will begin to grow now and depending upon regime type.
- URBAN MEADOWS** - Begin ground preparations for meadow seeding following agreement with client
- SHRUB BORDERS** - Most works to shrub borders will be complete now, with ongoing seasonal restrictive pruning and species specific pruning only, combined with general maintenance.
- TREE MAINTENANCE** - Clearing any wind/storm damage, i.e. fallen branches.  
Tree Teams-
- See specific arboriculture annual works programme.
- PROVISION OF SPORTS FACILITIES** - Winter games pitches will require frequent marking-out in order to maintain lines. Check for damage to goal posts etc. Maintain height of grass on pitches as necessary.  
Plan and agree timings on pitch re-instatements, Calculate and order materials.  
Cricket squares should be maintained at the required close season height of cut.  
Cricket squares will start to require regular cutting and initial rolling and scarifying.  
**HEAVY ROLL** – Initial heavy roll will be required to bring square into condition.
- SYNTHETIC TURF PITCHES** - Where appropriate (weather depending) brushing of surfaces to ensure re-distribution of ballast. Agree any remedial works that may be programmed. Check for any additional summer markings that may be required.
- CHILDREN'S PLAY AREAS** - Control for litter and monitor safety condition through inspection.

	Check equipment and landscape furniture/asset detail and advise need
<b>STREAMS / WATERCOURSES</b>	Inspect pinch points and clear obstructions from water-courses, maintaining a watching brief
<b>ANCILLARY WORKS</b>	Maintain street name plates through instruction/ renewal Install and repair through instruction landscape fabric
<b>PESTICIDES</b>	Schedule and programme areas that will require selective herbicide – limited to street furniture and GCH properties, the strimming of trees, walls / fences edges, shrubs and non-standard obstacles has been omitted from the schedule as art of the recent efficiency savings.
<b>PAVILIONS</b>	Regular cleaning after use, particularly after outside weekend use.
<b>STREET MAINTENANCE</b>	On going as per programmed schedule
<b>DEEP CLEAN</b>	Two D/C to be completed this month
<b>SALTING PEDESTERIAN AREAS</b>	Inclement weather may still need reactive works to salting of pedestrian walkways in city centre where weather impacts upon standard tasks
<b>LOCKING/UN-LOCKING</b>	As per schedule
<b>LEGIONELLA</b>	Testing of sentinel taps and outlets continues
<b>GUM CONTROL</b>	Gum removal will continue this month within gate streets pedestrian areas along with any other areas around the city upon request with the use of the Gum Zapper tool when weather conditions allow.
<b>STREET FURNITURE</b>	Washing down of street furniture this month
<b>STREET WASHING</b>	Regular use of the street washer may commence this month scrubbing pedestrianized areas if weather suitable

## APRIL

<b>GRASS AREAS (General)</b>	Regular cutting should now be taking place. Areas that have bulbs should not be cut until the first or second week in May. The strimming of trees, walls / fences edges, shrubs and non-standard obstacles has been omitted from the schedule as part of the recent efficiency savings.
<b>CONSERVATION GRASS</b>	These areas will begin to grow now and depending upon regime type.
<b>GRASS AREAS (Sports Facilities)</b>	Likely to be the last month for regular winter games  Outside use of pitches may extend into May. Preparations being made to assess reinstatements
<b>CONSERVATION / SPECIAL GRASS AREAS</b>	Paths will require regular cutting.
<b>URBAN MEADOWS</b>	Begin ground preparations for meadow seeding following agreement with client
<b>BORDERS</b>	Look out for signs of pests and diseases affecting plants. Check that paths and windows are not being obstructed. Weeds will be emerging so scheduled programmed to be followed.
<b>TREE MAINTENANCE</b>	Clearing any wind/storm damage, i.e. fallen branches. Tree Teams- See specific arboriculture annual works programme.  Report any wind/storm damage, ie fallen branches
<b>PROVISION OF SPORTS FACILITIES</b>	<u>Winter Games</u> : Pitches may be spiked, harrowed, if required. Frequent marking will still be required. If the season finishes in this month reinstatement of worn areas, ie. goal mouths, should be undertaken if desired. Goal posts may be taken down and stored for re-use. They should be checked for damage and repaired and replacements ordered at this stage. <u>Summer Sports</u> : Cricket squares should now be mown regularly at the height to be maintained throughout the season. The first application of Spring and Summer fertiliser should be undertaken early in this month. <b>HEAVY ROLL</b> – Initial heavy roll will be required to bring Square into condition.  <b>Liaise with clubs for fixture lists.</b>
<b>SYNTHETIC TURF PITCHES</b>	Where appropriate (weather depending) brushing of surfaces to ensure re-distribution of ballast. Clearing of drainage channels and silt pits. Agree any

	remedial works that may be programmed.
<b>CHILDREN'S PLAY AREAS</b>	Control for litter and monitor safety condition through inspection. Check equipment and landscape furniture/asset detail and advise need.
<b>CITY CENTRE PLANTERS</b>	Planters will receive a maintenance visit to highlight replacement / damaged planting
<b>STREAMS / WATERCOURSES</b>	Inspect pinch points and clear obstructions from water-courses, maintaining a watching brief
<b>ANCILLARY WORKS</b>	Maintain street name plates through instruction/ renewal Install and repair through instruction landscape fabric
<b>PESTICIDES</b>	Schedule and programme areas that will require selective herbicide – limited to spot spraying of actively growing weeds in drainage channels, metalled surfaces and GCH properties, Grass areas may be treated during this month, if desired.
<b>DRAINAGE</b>	Outlets need to be kept clear at all times.
<b>PAVILIONS</b>	Regular cleaning after use, particularly after outside weekend use.
<b>STREET MAINTENANCE</b>	On going as per programmed schedule
<b>DEEP CLEAN</b>	Two D/C to be completed this month
<b>LOCKING/UN-LOCKING</b>	As per schedule
<b>LEGIONELLA</b>	Testing of sentinel taps and outlets continues
<b>STREET FURNITURE</b>	Washing down of street furniture this month
<b>STREET WASHING</b>	Regular use of the street washer to commence this month scrubbing pedestrianized areas
<b>HERBICIDE USE</b>	Some spot treatment by hand lance may be possible weather and growth dependent
<b>GUM CONTROL</b>	Gum removal will continue this month within gate streets pedestrian areas along with any other areas around the city upon request with the use of the Gum Zapper tool when weather conditions allow.

## **M A Y**

### **GRASS AREAS (General)**

Regular cutting to maintain standards.  
Areas with bulbs may be cut and cleared.

The strimming of trees, walls / fences edges, shrubs and non-standard obstacles has been omitted from the schedule as a result of the recent efficiency savings.

### **GRASS AREAS (Sports Facilities)**

Last month for winter games use. All worn areas should now be renovated / moved, if appropriate.

### **CONSERVATION / SPECIAL GRASS AREAS**

Paths will require regular cutting.

### **URBAN MEADOWS**

The first signs of emergence of meadow species will be visible – some over-sowing may be required

### **BORDERS**

Look out for signs of pests and diseases affecting plants. Check that paths and windows are not being obstructed. Weeds will be emerging, so follow programmed maintenance schedule. Leaves of flowering bulbs can be cleared if necessary.

### **TREE MAINTENANCE**

Clearing any wind/storm damage, i.e. fallen branches.  
Tree Teams-  
See specific arboriculture annual works programme.

### **HEDGES**

May require a first cut *depending upon sp.*

### **PROVISION OF SPORTS FACILITIES**

Cricket Squares: Likely towards middle / end of the month when fixtures and regular use will commence. If the area is used check that reinstatement is carried out. Cricket outfield should be cut as necessary. The square should now be in prime condition, with progression from heavy to medium weight roller

### **SYNTHETIC TURF PITCHES**

Where appropriate (weather depending) brushing of surfaces to ensure re-distribution of ballast.

### **CHILDREN'S PLAY AREAS**

Control for litter and monitor safety condition through inspection.  
check equipment and landscape furniture/asset detail and advise need

### **STREAMS / WATERCOURSES**

Inspect pinch points and clear obstructions from water-courses, maintaining a watching brief

### **ANCILLARY WORKS**

Maintain street name plates through instruction/ renewal  
Install and repair through instruction landscape fabric

<b>PAVILIONS</b>	Regular cleaning after use, particularly after outside weekend use.
<b>STREET MAINTENANCE</b>	On going as per programmed schedule
<b>DEEP CLEAN</b>	One D/C to be completed this month
<b>LOCKING/UN-LOCKING</b>	As per schedule
<b>LEGIONELLA</b>	Testing of sentinel taps and outlets continues
<b>STREET FURNITURE</b>	Washing down of street furniture this month
<b>STREET WASHING</b>	Regular use of the street washer to continue this month scrubbing pedestrianized areas
<b>HERBICIDE USE</b>	Spot treatment by hand lance may be possible weather and growth dependent together with mobilisation of mobile applications when conditions are appropriate
<b>EVENTS</b>	First events will require extra over street cleansing inputs
<b>GUM CONTROL</b>	Gum removal will continue this month within gate streets pedestrian areas along with any other areas around the city upon request with the use of the Gum Zapper tool when weather conditions allow.

## JUNE

<b>GRASS AREAS (General)</b>	Regular cutting to maintain standards.  The strimming of trees, walls / fences edges, shrubs and non-standard obstacles has been omitted from the schedule as a result of the recent efficiency savings.
<b>GRASS AREAS (Sports Facilities)</b>	Cricket outfields should be cut separately to achieve the required standard.
<b>CONSERVATION AREAS</b>	Paths will require regular cutting.
<b>BORDERS</b>	Check for signs of pests and diseases. Cut-back plants obstructing paths and windows. Edge-up borders as necessary.
<b>URBAN MEADOWS</b>	These areas will now be growing vigorously subject to suitable precipitation – some topping may be required to increase lateral growth
<b>IRRIGATION</b>	Irrigate city centre tree containers displays
<b>TREE MAINTENANCE</b>	See specific arboriculture annual works programme.  Report any wind/storm damage, ie fallen branches.
<b>HEDGES</b>	'Formal' hedges will require cutting see programme
<b>PROVISION OF SPORTS FACILITIES</b>	<u>Cricket</u> : Regular use should be taking place. Repairs need to be undertaken after use. Ensure practice facilities are maintained correctly. Second application of fertiliser to cricket squares may be undertaken towards the end of the month. <u>Special Events</u> : If extra organising is required for fetes etc, this should be sorted out at the earliest possible date.
<b>SYNTHETIC TURF PITCHES</b>	Where appropriate (weather depending) brushing of surfaces to ensure re-distribution of ballast.
<b>CHILDREN'S PLAY AREAS</b>	Control for litter and monitor safety condition through inspection. Check equipment and landscape furniture/asset detail and advise need
<b>STREAMS / WATERCOURSES</b>	Inspect pinch points and clear obstructions from water-courses, maintaining a watching brief
<b>ANCILLARY WORKS</b>	Maintain street name plates through instruction

<b>PAVILIONS</b>	Regular cleaning after use, particularly after outside weekend use.
<b>STREET MAINTENANCE</b>	On going as per programmed schedule
<b>DEEP CLEAN</b>	Two D/C to be completed this month
<b>LOCKING/UN-LOCKING</b>	As per schedule
<b>LEGIONELLA</b>	Testing of sentinel taps and outlets continues
<b>STREET FURNITURE</b>	Washing down of street furniture this month
<b>STREET WASHING</b>	Regular use of the street washer to continue this month scrubbing pedestrianized areas
<b>HERBICIDE USE</b>	Spot treatment by hand lance may be possible weather and growth dependent together with mobilisation of mobile applications when conditions are appropriate
<b>EVENTS</b>	Events will require extra over street cleansing inputs
<b>STREET FURNITURE</b>	Washing down of street furniture this month
<b>GUM CONTROL</b>	Gum removal will continue this month within gate streets pedestrian areas along with any other areas around the city upon request with the use of the Gum Zapper tool when weather conditions allow.

## JULY

### **GRASS AREAS (General)**

Regular cutting to maintain standards.

If the weather is particularly dry grass growth might have slowed down and the regularity of cutting will be less or may stop all together.

The strimming of trees, walls / fences edges, shrubs and non-standard obstacles has been omitted from the schedule as art of the recent efficiency savings.

### **GRASS AREAS (Sports Facilities)**

Cricket outfields should be cut separately to achieve the required standard.

### **CONSERVATION AREAS**

Paths will require regular cutting. If required, grass can be cut within the area.

### **URBAN MEADOWS**

These areas will now be growing vigorously subject to suitable precipitation – some topping may be required to increase lateral growth

### **IRRIGATION**

Irrigate containers and trees in city centre displays

### **BORDERS**

Check for signs of pests and diseases.  
Cut-back plants obstructing paths and windows.

### **TREE MAINTENANCE**

Young/Standard Trees:- may require irrigation

Tree Teams-  
See specific arboriculture annual works programme.

Sucker growth to the base of the trees (particularly Limes) should be removed during this month.

### **HEDGES**

'Formal' hedges should be cut – see programme.

### **PROVISION OF SPORTS FACILITIES**

Cricket: Regular use should be taking place.  
Repairs need to be undertaken after use.  
Ensure practice facilities are maintained correctly.  
Second application of fertiliser to cricket squares may be undertaken towards the end of the month.

Special Events: If extra organising is required for fetes etc, this should be sorted out at the earliest possible date.

### **SYNTHETIC TURF PITCHES**

Where appropriate (weather depending) brushing of surfaces to ensure re-distribution of ballast.

### **CHILDREN'S PLAY AREAS**

Control for litter and monitor safety condition through inspection

<b>STREAMS / WATERCOURSES</b>	Inspect pinch points and clear obstructions from water-courses, maintaining a watching brief
<b>ANCILLARY WORKS</b>	Maintain street name plates through instruction Install and repair through instruction landscape fabric
<b>PAVILIONS</b>	Regular cleaning after use, particularly after outside weekend use.
<b>STREET MAINTENANCE</b>	On going as per programmed schedule
<b>DEEP CLEAN</b>	Two D/C to be completed this month
<b>LOCKING/UN-LOCKING</b>	As per schedule
<b>LEGIONELLA</b>	Testing of sentinel taps and outlets continues
<b>STREET FURNITURE</b>	Washing down of street furniture this month
<b>STREET WASHING</b>	Regular use of the street washer to continue this month scrubbing pedestrianized areas
<b>HERBICIDE USE</b>	Spot treatment by hand lance may be possible weather and growth dependent together with mobilisation of mobile applications when conditions are appropriate
<b>EVENTS</b>	Events will require extra over street cleansing inputs
<b>GUM CONTROL</b>	Gum removal will continue this month within gate streets pedestrian areas along with any other areas around the city upon request with the use of the Gum Zapper tool when weather conditions allow.

## **AUGUST**

### **GRASS AREAS (General)**

Regular cutting to maintain standards.

If the weather is particularly dry grass growth might have slowed down and the regularity of cutting will be less or may have stopped.

The strimming of trees, walls / fences edges, shrubs and non-standard obstacles has been omitted from the schedule as a result of the recent efficiency savings.

### **GRASS AREAS**

Cricket outfield should be cut separately to achieve the required standard.

### **(Sports Facilities)**

Special Events: If extra organising is required for fetes etc, this should be sorted out at the earliest possible date.

### **URBAN MEADOWS**

These areas will now be demonstrating the first flowers of the displays

### **CONSERVATION AREAS**

Paths will require regular cutting. If required grass can be cut within the area.

### **IRRIGATION**

Irrigate containers and trees in city centre

### **BORDERS**

Check for signs of pests and diseases.

Remove dead flower heads.

Cut-back plants obstructing paths and windows.

### **TREE MAINTENANCE**

See specific arboriculture annual works programme.

Sucker growth to the base of the trees (particularly Limes) should be removed during this month.

### **HEDGES**

-

'Formal' hedges should be cut

### **PROVISION OF SPORTS FACILITIES**

-

Winter Games: Areas for use should be identified and work commenced to provide the pitches. Goal posts should be erected towards the end of the month.

### **SYNTHETIC TURF PITCHES**

Where appropriate (weather depending) brushing of surfaces to ensure re-distribution of ballast.

### **CHILDREN'S PLAY AREAS**

Control for litter and monitor safety condition through inspection.

Check equipment and landscape furniture/asset detail and advise need

### **STREAMS / WATERCOURSES**

Inspect pinch points and clear obstructions from water-courses, maintaining a watching brief.

<b>ANCILLARY WORKS</b>	Maintain street name plates through instruction Install and repair through instruction landscape fabric
<b>PAVILIONS</b>	Regular cleaning after use, particularly after outside weekend use.
<b>STREET MAINTENANCE</b>	On going as per programmed schedule.
<b>DEEP CLEAN</b>	Two D/C to be completed this month.
<b>LOCKING/UN-LOCKING</b>	As per schedule.
<b>LEGIONELLA</b>	Testing of sentinel taps and outlets continues.
<b>STREET FURNITURE</b>	Washing down of street furniture this month.
<b>STREET WASHING</b>	Regular use of the street washer to continue this month scrubbing pedestrianized areas.
<b>HERBICIDE USE</b>	Spot treatment by hand lance may be possible weather and growth dependent together with mobilisation of mobile applications when conditions are appropriate
<b>EVENTS</b>	Events will require extra over street cleansing inputs.
<b>GUM CONTROL</b>	Gum removal will continue this month within gate streets pedestrian areas along with any other areas around the city upon request with the use of the Gum Zapper tool when weather conditions allow.

## SEPTEMBER

- GRASS AREAS (General)** - Regular cutting to maintain standards.
- If the weather is particularly dry grass growth might have slowed down and the regularity of cutting will be less or may have stopped.
- The strimming of trees, walls / fences edges, shrubs and non-standard obstacles has been omitted from the schedule as art of the recent efficiency savings.
- GRASS AREAS (Sports Facilities)** Winter games season starts. Pitches should be cut at the new height. These areas may be spiked, harrowed and rolled as necessary if desired.
- CONSERVATION AREAS** Paths will require regular cutting. If required, grass can be cut within the area.
- URBAN MEADOWS** These areas will now be demonstrating a good show of flower displays
- BORDERS** Check for signs of pests and diseases.  
Remove dead flower heads.  
Cut-back plants obstructing paths and windows.
- TREE MAINTENANCE** - See specific arboriculture annual works programme.
- Sucker growth to the base of the trees (particularly Limes) should be removed during this month.
- HEDGES** - 'Formal' hedges should be cut.
- PROVISION OF SPORTS** - Summer Games: All end of season maintenance to cricket squares should be complete before the end of the month at the end of the playing season. This will include spiking, scarifying, application of top dressing, over-seeding, if required, and an application of Autumn fertiliser towards the end of the month.
- Winter Games: Pitches will need to be marked out and goal posts erected early in the month.
- SYNTHETIC TURF PITCHES** Where appropriate (weather depending) brushing of surfaces to ensure re-distribution of ballast.  
Clearing of drainage channels and silt pits. Agree any remedial works that may be programmed.
- CHILDREN'S PLAY AREAS** Control for litter and monitor safety condition through inspection.

	Check equipment and landscape furniture/asset detail and advise need
<b>STREAMS / WATERCOURSES</b>	Inspect pinch points and clear obstructions from water-courses, maintaining a watching brief.
<b>ANCILLARY WORKS</b>	Maintain street name plates through instruction / Install and repair through instruction landscape fabric.
<b>PAVILIONS</b>	Regular cleaning after use, particularly after outside weekend use.
<b>STREET MAINTENANCE</b>	On going as per programmed schedule.
<b>DEEP CLEAN</b>	Two D/C to be completed this month.
<b>LOCKING/UN-LOCKING</b>	As per schedule.
<b>LEGIONELLA</b>	Testing of sentinel taps and outlets continues.
<b>STREET WASHING</b>	Regular use of the street washer to continue this month scrubbing pedestrianized areas.
<b>HERBICIDE USE</b>	Spot treatment by hand lance may be possible weather and growth dependent together with mobilisation of mobile applications when conditions are appropriate
<b>EVENTS</b>	Events will require extra over street cleansing inputs.
<b>GUM CONTROL</b>	Gum removal will continue this month within gate streets pedestrian areas along with any other areas around the city upon request with the use of the Gum Zapper tool when weather conditions allow.

## OCTOBER

### **GRASS AREAS (General)**

regular cutting to maintain standards.

If the weather is particularly cold, grass growth might have slowed down and the regularity of cutting will be less or have stopped.

The strimming of trees, walls / fences edges, shrubs and non-standard obstacles has been omitted from the schedule as part of the recent efficiency savings.

Growth will be slowing down this month. First clearance of leaves may be required.

### **GRASS AREAS (Sports Facilities)**

Pitches should be maintained at the new height. These areas may be spiked and harrowed.

### **CONSERVATION AREAS**

Areas may be cut completely during the early part of the month.

### **URBAN MEADOWS**

These areas will still be demonstrating a good show of flower displays

### **SHRUB BORDERS**

Check for damaged/untied plants, Pruning is key work. Autumn bulbs will be emerging towards the end of this month and beds may be replanted, mulched. Agree any minor new works schemes or improvements

### **TREE MAINTENANCE**

Report any wind/storm damage, ie fallen branches.

Leaf fall commencing. Look out for damage caused by high winds.

Clearing any wind/storm damage, i.e. fallen branches.

Tree Teams-

See specific arboriculture annual works programme.

Remove sucker growth at the base of trees (particularly limes), if necessary.

### **HEDGES**

Complete cutting of 'formal' hedges, if not already undertaken.

### **PROVISION OF SPORTS FACILITIES**

Winter Games: Regular use, therefore marking out Must be frequent. Pitches may be spiked, harrowed and rolled if desired.

Application of Autumn fertiliser to cricket square will be undertaken during this month. Maintain height of square at close season height from now until March.

### **SYNTHETIC TURF PITCHES**

Where appropriate (weather depending) brushing of surfaces to ensure re-distribution of ballast.

	Clearing of drainage channels and silt pits. Agree any remedial works that may be programmed.
<b>CHILDREN'S PLAY AREAS</b>	Control for litter and monitor safety condition through inspection. Check equipment and landscape furniture/asset detail and advise need .
<b>STREAMS / WATERCOURSES</b>	Inspect pinch points and clear obstructions from water-courses, maintaining a watching brief.
<b>ANCILLARY WORKS</b>	Maintain street name plates through instruction / Install and repair through instruction landscape fabric.
<b>PAVILIONS</b>	Regular cleaning after use, particularly after outside weekend use.
<b>STREET MAINTENANCE</b>	On going as per programmed schedule.
<b>DEEP CLEAN</b>	Two D/C to be completed this month.
<b>LOCKING/UN-LOCKING</b>	As per schedule.
<b>LEGIONELLA</b>	Testing of sentinel taps and outlets continues.
<b>STREET WASHING</b>	irregular use of the street washer to continue this month scrubbing pedestrianized areas.
<b>SALTING PEDESTERIAN AREAS</b>	Inclement weather reactive works to salting of pedestrian walkways in city centre where weather impacts upon standard tasks if it is safe to do so.
<b>GUM CONTROL</b>	Gum removal will continue this month within gate streets pedestrian areas along with any other areas around the city upon request with the use of the Gum Zapper tool when weather conditions allow.

## **NOVEMBER**

<b>GRASS AREAS (General)</b>	<p>If the weather is mild, the grass may require "topping" this month to maintain the correct height. Leaf clearance should be undertaken.</p> <p>The strimming of trees, walls / fences edges, shrubs and non-standard obstacles has been omitted from the schedule as art of the recent efficiency savings.</p>
<b>GRASS AREAS (Sports Facilities)</b>	<p>Pitches should be maintained at the new height. These areas may be spiked, harrowed and rolled if desired</p>
<b>CONSERVATION AREAS</b>	<p>Cut should be completed (if not carried out in October)</p>
<b>URBAN MEADOWS</b>	<p>Meadows will be cut down this month allowing seed to fall before residual materials are collected</p>
<b>BORDERS</b>	<p>Roses should be pruned by about one third. All dead flowering stems and leaves of herbaceous plants should be cut down and removed and the area generally cleaned up.</p>
<b>TREE MAINTENANCE</b>	<p>Clearing any wind/storm damage, i.e. fallen branches. See specific arboriculture annual works programme.</p>
<b>HEDGES</b>	<p>'Informal' hedges may be cut with a tractor mounted 'Flail' cutter during this month and debris removed from base of the hedge at the same time.</p>
<b>PROVISION OF SPORTS FACILITIES</b>	<p>Winter Games: Regular use, therefore marking out must be frequent.</p>
<b>SYNTHETIC TURF PITCHES</b>	<p>Where appropriate (weather depending) brushing of surfaces to ensure re-distribution of ballast. Clearing of drainage channels and silt pits. Agree any remedial works that may be programmed.</p>
<b>CHILDREN'S PLAY AREAS</b>	<p>Control for litter and monitor safety condition through inspection. Check equipment and landscape furniture/asset detail and advise need</p>
<b>STREAMS / WATERCOURSES</b>	<p>Inspect pinch points and clear obstructions from water-courses, maintaining a watching brief</p>
<b>ANCILLARY WORKS</b>	<p>Maintain street name plates through instruction/ Install and repair through instruction landscape fabric</p>
<b>PAVILIONS</b>	<p>Regular cleaning after use, particularly after outside weekend use.</p>

<b>SAND BAGS</b>	Stocks to be maintained this month, filled and distributed on request.
<b>STREET MAINTENANCE</b>	On going as per programmed schedule.
<b>DEEP CLEAN</b>	Two D/C to be completed this month.
<b>SALTING PEDESTERIAN AREAS</b>	Inclement weather may need reactive works to salting of pedestrian walkways in city centre where weather impacts upon standard tasks if it is safe to do so.
<b>LOCKING/UN-LOCKING</b>	As per schedule.
<b>LEGIONELLA</b>	Testing of sentinel taps and outlets continues .
<b>STREET FURNITURE</b>	Washing down of street furniture this month.
<b>STREET WASHING</b>	irregular use of the street washer may continue this month scrubbing pedestrianized areas if weather suitable.
<b>EVENTS</b>	Events will require extra over street cleansing inputs especially remembrance day.
<b>GUM CONTROL</b>	Gum removal will continue this month within gate streets pedestrian areas along with any other areas around the city upon request with the use of the Gum Zapper tool when weather conditions allow.

## **DECEMBER**

### **GRASS AREAS (Sports Facilities)**

Pitches should be maintained at the new height.  
These areas may be spiked, harrowed and rolled if desired.

### **TREE MAINTENANCE**

Leaf Clearance - Should be completed this month, if not already done so.

Report any wind/storm damage, ie fallen branches.  
Clearing any wind/storm damage, i.e. fallen branches.

See specific arboriculture annual works programme.

### **HEDGES**

'Informal' hedges may be cut with a tractor mounted 'Flail' cutter during this.

### **PROVISION OF SPORTS FACILITIES**

Winter Games: Regular use, therefore marking out must be frequent.

### **SYNTHETIC TURF PITCHES**

Where appropriate (weather depending) brushing of surfaces to ensure re-distribution of ballast.  
Clearing of drainage channels and silt pits. Agree any remedial works that may be programmed.

### **CHILDREN'S PLAY AREAS**

Control for litter and monitor safety condition through inspection.  
Check equipment and landscape furniture/asset detail and advise need

### **STREAMS / WATERCOURSES**

Inspect pinch points and clear obstructions from water-courses, maintaining a watching brief

### **ANCILLARY WORKS**

Maintain street name plates through instruction  
Install and repair through instruction landscape fabric

### **PAVILIONS**

Regular cleaning after use, particularly after use.

### **STREET MAINTENANCE**

On going as per programmed schedule

### **DEEP CLEAN**

One D/C to be completed this month

### **SALTING PEDESTERIAN AREAS**

Inclement weather may need reactive works to salting of pedestrian walkways in city centre where weather impacts upon standard tasks if it is safe to do so.

### **LOCKING/UN-LOCKING**

As per schedule

### **LEGIONELLA**

Testing of sentinel taps and outlets continues

**STREET WASHING**

Regular use of the street washer may continue this month scrubbing pedestrianized areas if weather suitable.

**EVENTS**

Events will require extra over street cleansing inputs.

**GUM CONTROL**

Gum removal will continue this month within gate streets pedestrian areas along with any other areas around the city upon request with the use of the Gum Zapper tool when weather conditions allow.

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## Gloucester Schedule 6 Annexe 7

### Gloucester City Council – Health and Safety overview 2018

#### **11 x HSEQ Inspections**

3 Environmental audits ID no's 37205, 37339, 38782

5 Health and Safety Inspections ID no's 32069, 37966, 38456, 38486, 38784

1 External BSI ID 37986

1 Depot Inspection ID 37500

1 Premises legal ID 34849

#### **15 x Regulatory Bodies**

AI ID's

320756 - Amey employee driving hook loader vehicle RX53 UHE has been pulled over by the DVSA as part of a standard roadside check.

323602 - Severn Trent have written to us informing us of their intension to undertake an inspection in accordance with the Water Supply (Water Fittings) Regs 1999

325059 -HSE Inspector has visited site, to follow up on progress being made against the improvement notice issued on the 12-12-2017 - recorded on AI ID 315248.

330786 -Email response from HSE, confirming receipt of email letter and attachments. Letter confirms actions relating to the improvement notice (reference no 4142240 12-12-17, Airsweb ID's 315248, 325059) have been completed ahead of the 20-2-18 deadline

335094 - Severn Trent Water has visited site to undertake an inspection in line with the Water Supply (Water Fittings) Regs 1999. We received advice which requires us to reposition the boiler expansion vessel, so it is vertical. Double check valves are required on hoses connected to the wash bay and single check valves need to be fitted to the water fountains.

335102 - EA has visited for an unannounced inspection of the depot.

341774 - Severn Trent Water has visited site to follow up on a previous inspection

341797 - A complaint has been received by GCC (Ref no -0140496) stating that an Amey vehicle was witnessed reversing through a no entry sign down Berkeley Street into Long smith Street, currently a no through road, PC 0273-0418

356196 - Contact from the EA in respect of a site inspection at Eastern Avenue Depot on Tuesday 12/6/18

357234 - Site visit by the EA in respect of China's impact on stopping imports

364449 - Amey Gloucester City Council Contract has been issued with: 2 x Fixed Penalty Notices from Gloucester City Council

365057 - Visit from HSE -. to inspect reported incident - Aerosol can explosion in Baler.

375205 - Request from Gloucester Fire and Rescue to complete fire audit of Easter Avenue Depot. This visit presumed in response to second call out by Fire and Rescue to attend baler.

380824 - The EA has today visited site following the submission of a Schedule 5 notification in relation to yesterday's baler fire.

396535 - EA Officers have attended site, to perform an unannounced inspection of the depot

#### **4 x RIDDOR**

Over 7 days AI ID 342786

IP was pushing the glass back when he hit the kerb/lip in glass bay (an area of concrete which protrudes due to the concrete around it becoming worn down by glass), causing him to stop suddenly which has caused him to hurt his neck and left shoulder. IP has visited his GP who has now signed him off with Whip Lash. 10 days lost

Over 7 days AI ID 49529

Whilst crossing the road to collect a recycling box, the IP has failed to locate their foot correctly to step up onto the adjacent kerb. This has caused the right ankle to twist and result in the injury. 14 days lost

Over 7 days AI ID 356806

During the baling process an explosion of an unknown canister/container has occurred within the compaction chamber of the baling system. This has caused the IP to sustain singeing to his hair and possible damage to the hydraulic baling system Following a check-up the IP was discharged from Hospital with any further treatment being required. 27 days lost

Over 7 days AI ID 387910

The IP an agency RCV driver, was loading an 1100 litre bin when the lid caught under the "bin bar". It detached when the bin was lowered and struck the IP on the head. The IP finished the shift but was later diagnosed as possibly having concussion and is now reporting headaches. 27 days lost

#### **7 x LTI**

AI ID 331606 - while hedge cutting operative says he has been exposed to high levels of vibration. following GP visit says he has Trigger finger/impact injury (awaiting report from GP)

AI ID 337215 - IP damaged his right shoulder, lifting a heavy food caddy

AI ID 355867- Whilst throwing a rubbish bag onto the back of the van, the IP twisted his knee

AI ID 369231- As the IP closed the cardboard loading door on the Romaquip recycling truck R10, He bent down to pick up his box, and the loading door hit him on the back of the head

AI ID 370656 - Whilst loading I walked past the cardboard door as it fell open hitting me on my forearm

AI ID 388520 - While the IP was undertaking loading duties of recyclables, a van came close to the lorry and clipped him on the ankle

AI ID 396690 - The IP had previously removed a fly tipped fridge from the rear of his flatbed vehicle and laid it down on the floor in readiness to carry it into the shipping container for storage. The IP gripped the base of the fridge without turned hands (gripping the insulating plastic cover to the rear of the fridge), as he lifted and took the weight of the fridge he heard and felt a pop from his thumb which began to swell straight away.

**33 x NLT**

**105 x close calls**

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# Gloucester Schedule 6 Annexe 7

## Gloucester City Council – Health and Safety overview 2019

### **14 x HSEQ Inspections**

1 Environmental audits ID no's 41126, 37339, 38782

10 Health and Safety Inspections ID no's 39508, 40266, 40811, 40812, 41639, 41681, 41701, 47302, 48683, 49011

1 External EA ID 48930

1 Depot Inspection ID 40846

1 Integrated ID 47305

### **5 x Regulatory Bodies**

AI ID's

422567 - The EA have today visited site as part of a recruit training day. Having seen some difficult sites, wanted to bring two new starters to a good site (Easter Ave Depot).

428426 - Email notification received by the Transport Manager detailing the intended prosecution of a Waste collection driver (3.5t Cage tipper) vehicle registration WX17 TGU for failure to wear seatbelt whilst travelling on A38 Estcourt Road, Near Estcourt, Gloucestershire

460894 - Our EA officer has called me this morning to enquire how we are getting on with the increased waste coming into the depot following the closure of Javelin park due to technical issues.

460956 - This afternoon our EA officer, who was accompanied by his manager and the county EA manager visited the Eastern Avenue Depot

478777 - Following an email exchange with our EA officer in regard to the storage fridges/freezers on site due to a change of service, we have been advised to register a S2 exemption to cover the safe storage of materials.

### **0 x RIDDOR**

#### **1 x LTI**

AI ID 409733 - IP was carrying out normal recycling duties, when he noticed the plastic compartment was full. So, went around to the offside of the vehicle to close the plastic door as he closed the door and turned away from the vehicle the door fell on my back

### **24 x NLT**

### **330 x Close Calls**

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**Draft Operational Performance Mechanism**

	Weighting %	No.	KPI Ref:	Service Performance Indicator	Frequency	Actual 2018/19	Target 2019/20	1st Instance of failure	2nd Instance within same Qtr	3rd Instance within same Qtr
Quality Assurance		1	QA1	Number of random/unannounced Arney inspections recorded per month.	Monthly		100%	£120.00	£600.00	£1,200.00

Operational Waste & Recycling										
		2	WR 1	Missed Domestic Waste Bins	Report monthly on number of collections per month, number of missed bins and if above accepted number expectations report to justify. Report to be provided by 10th w/d of month.	Monthly	99.92%	£240.00	£1,200.00	£2,400.00
		3	WR 2	Missed Green Waste Bins	Report monthly on number of collections per month, number of missed bins and if above accepted number expectations report to justify. Report to be provided by 10th w/d of month.	Monthly	99.93%	£240.00	£1,200.00	£2,400.00
		4	WR 3	Missed Recycling Receptacles per property.	160 properties missed per month (based on 56830 properties)	Monthly	99.93%	£240.00	£1,200.00	£2,400.00
		5	WR 4	Quality of recycling collection	1% of all collections carried out & measured jointly and monthly. Quality to include: No spillage All receptacles returned neatly to collection point. Contamination left with note to resident. 566 properties audited per week with 538 needing to comply to meet target. Observation of loads being tipped in yard with focus on segregation of material streams	Monthly	95.00%	£240.00	£1,200.00	£2,400.00
		6	WR 5	Delivery of Bins - Black or Green (within 10 working days)	200 deliveries per week threshold across all receptacles (800 per month)	Monthly	95%	£240.00	£1,200.00	£2,400.00
		7	WR 6	Delivery of Recycling Receptacles (within 20 working days)	200 deliveries per week threshold across all receptacles (800 per month)	Monthly	95%	£240.00	£1,200.00	£2,400.00
		8	WR7	Revenue achieved from recyclates	Income figures supplied to finance monthly, should meet contracted price for each commodity.	Monthly	90% of agreed forecast figures	£240.00	£1,200.00	£2,400.00
		9	WR8	Number of Default Notices Issued (Also known as Service Failures)		Quarterly	0	KPI Measure Only -No penalties		

Operational Grounds Maintenance										
		10	GM 1	Grass Cutting specification Compliance.	15-20 day frequency grass cuts to be achieved through the growing season (April to Oct, weather depending) Reported through the daily update, with additional monthly summary to be provided by operational Manager. Additionally 10 joint inspections will be carried out monthly during the growing season.	Monthly between April-October	95%	£120.00	£600.00	£1,200.00
		11	GM2	Strimming specification compliance.	1.5 cuts to be achieved by 1 July and a minimum of 3 cuts to be achieved by 31 October. Amenity district council strimming to include strimming around street furniture only.	Twice during growing season - Apr - Jul and Aug - Oct	95%	£120.00	£600.00	£1,200.00
		12	GM 3	Arboriculture Operations to be completed within agreed timescale.	Emergency tree works to be actioned within timeframe agreed with Arboriculture Officer.	Monthly	95%	£120.00	£600.00	£1,200.00
		13	GM 4	Programmed hedges actioned within timescale as per specification (Scheduled summer works Apr - Oct inc)	GCC programmed hedge cutting throughout winter (Nov - Mar inclusive) plus emergency/ response work during the growing season. GCH land to be cut in agreement with the schedule. Reported through the daily update, with additional weekly summary to be provided by Operational Manager.	Bi-annual	95%	£120.00	£600.00	£1,200.00
		14	GM 5	GCH Specification Compliance (grass cutting)	Reported through the daily update and Smartsheet. 2 cuts achieved per month. GCH to advise GCC of any non compliance.	Monthly	95%	£120.00	£600.00	£1,200.00
		15	GM6	Play area inspections	Completed on a weekly basis and reported through the Smartsheet.	Weekly	95%	£120.00	£600.00	£1,200.00
		16	GM 7	Play area repairs	Repairs relevant to Arney to be completed within specified timescale. All play areas to be inspected on a weekly basis and reported on Smartsheet. Repairs to be separate indicator and completed within specified time.	Weekly	95%	£120.00	£600.00	£1,200.00
		17	GM 8	Number of Default Notices Issued (Also known as Service Failures)		Quarterly	0	KPI Measure Only -No penalties		

Operational Street Cleansing										
		18	CL 1	Main retail and commercial areas across measures: litter	5 transects inspected each month 30 meters each transect to be carried out jointly	Monthly	95% achieving B	£240.00	£1,200.00	£2,400.00
			CL2	Other retail and commercial areas across measures: litter	5 transects inspected each month 30 meters each transect to be carried out jointly	Monthly	90% achieving B minus	£240.00	£1,200.00	£2,400.00
			CL3	High obstruction Housing areas across two measures: litter	5 transects inspected each month 30 meters each transect to be carried out jointly	Monthly	70% achieving B minus	£240.00	£1,200.00	£2,400.00
			CL4	Medium Obstruction housing across two measures: litter	5 transects inspected each month 30 meters each transect to be carried out jointly	Monthly	82% achieving B minus	£240.00	£1,200.00	£2,400.00
			CL5	Low Obstruction housing across two measures litter	5 transects inspected each month 30 meters each transect to be carried out jointly	Monthly	90% achieving B minus	£240.00	£1,200.00	£2,400.00
			CL6	Main roads (non housing): litter	5 transects inspected each month 30 meters each transect to be carried out jointly	Monthly	90% achieving B minus	£240.00	£1,200.00	£2,400.00
			CL7	Main retail and commercial areas across measures: detritus	5 transects inspected each month 30 meters each transect to be carried out jointly	Monthly	90% achieving B minus (B for City centre bid area)	£240.00	£1,200.00	£2,400.00
			CL8	Other retail and commercial areas across measures: detritus	5 transects inspected each month 30 meters each transect to be carried out jointly	Monthly	90% achieving B minus	£240.00	£1,200.00	£2,400.00
			CL9	High obstruction Housing areas across two measures: detritus	5 transects inspected each month 30 meters each transect to be carried out jointly	Monthly	90% achieving B minus	£240.00	£1,200.00	£2,400.00
			CL10	Medium Obstruction housing across two measures: detritus	5 transects inspected each month 30 meters each transect to be carried out jointly	Monthly	90% achieving B minus	£240.00	£1,200.00	£2,400.00
			CL11	Low Obstruction housing across two measure: detritus	5 transects inspected each month 30 meters each transect to be carried out jointly	Monthly	90% achieving B minus	£240.00	£1,200.00	£2,400.00
			CL12	Main roads (non housing) : detritus	5 transects inspected each month 30 meters each transect to be carried out jointly	Monthly	90% achieving B minus	£240.00	£1,200.00	£2,400.00
			CL13	leaf fall	As per agreed schedule. 5 transects inspected according to season 30 meters each transect. To be monitored alongside other inspections as required Schedule of streets to be reviewed for Autumn 2019	Seasonally	as per agreed schedule 90%	£240.00	£1,200.00	£2,400.00
			CL14	weed growth	Measured 3 times a year following spray and removal	Seasonally	as per schedule 90%	£240.00	£1,200.00	£2,400.00
		15	CL15	% Removal of Fly-tips (within 48 hrs of receipt of notification)	Reported monthly via spreadsheet by 10th working day.	Monthly	95%	£240.00	£1,200.00	£2,400.00
		16	CL16	Number of Default Notices Issued (Also known as Service Failures)		Quarterly	0	KPI Measure Only -No penalties		

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## Milestones

The areas for review so far identified include:

- Enhanced Financial Reporting – Implemented
- Operational Meeting Protocols - Implemented
- Method of Measurement for Street Cleansing (NI195 Joint Inspection Regime) - Implemented
- Review / Formalisation of the Street Cleansing Sweeping Regime and Frequencies – in progress
- Recycling – Review Material Mix to Achieve Balance of Both Income and Operational Efficiencies - implemented
- Green Waste: Addition Properties Resource Requirement - implemented
- Dry Recycling: Tonnage / Resource Requirements - implemented
- Method of Collection – Round Rebalancing / Efficiencies - implemented
- Waste Containment / Presentation Issues - implemented
- Depot Improvements - ongoing
- Access - Narrow Street Illegal Parking Issues - ongoing
- Training - ongoing
- Joint Inter-service Working – implemented and ongoing
- Education and Communication Plan to be agreed - implemented
- Enforcement – flytipping (Cost and adverse impact on recycling rates) - ongoing
- Third Sector Support / Involvement - ongoing
- Improved communication channels and information sharing - ongoing

### Note:

Aspirational long-term milestones to be discussed and agreed at future strategic meetings up to March 2022. A new agenda item to cover this.

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# Adverse Weather Contingency Plan

## Waste & Recycling

## **Aim**

To provide a management framework for service delivery in the event of a suspension or disruption of the waste collection and related services or activities.

For example, in the case of severe winter weather.

## **Objectives**

- Provide a clear and concise procedure for determining whether to deliver the waste service in circumstances including, but not limited to, adverse weather conditions
- Identify the key response issues to be considered and addressed
- Identify key roles and responsibilities for Stakeholders involved in delivering the waste service and communications strategy during episodes of service disruption as a result of adverse weather conditions
- Identify activities to be introduced to reduce disruption to residents and to produce a defined resource plan to ensure that all employees and where possible vehicles, plant and equipment are actively engaged when unable to undertake their normal duties.
- To provide an agreed communications framework and messages for use for example during periods of bad weather.

This Contingency Plan will help to proactively manage expectations and enable planned and established collection arrangements along with consistent messaging to the Stakeholders and the public during times of unavoidable disruption for example during severe winter weather.

## The Decision Making Group and Principles

The Stakeholders will constitute the Strategic Decision-Making Group (SDMG) for service delivery during periods of disruption. Membership and roles of the group is set out in Appendix 1.

The SDMG will make the decision whether to enact the Adverse Weather Contingency Plan. This decision will follow notification of an event or issue expected to affect service delivery; this would include but is not limited to adverse weather conditions likely to last longer than a single day or an unexpected deterioration in weather conditions during the course of the day.

Amey will keep the council updated at appropriate intervals to ensure they are fully aware of the service delivery being achieved, as well as problems and difficulties being encountered to ensure appropriate service decisions are being made, and appropriate and timely communications messages are being issued.

The following principles underpin this Contingency Plan. These principles will be used to guide the operational decisions made by the SDMG during periods of suspension or disruption.

- To deliver a joint, clear, simple, accurate, timely and consistent message to the public with minimal changes
- To minimise disruption to the public as far as reasonably practicable by keeping to the normal scheduled collection days where possible
- To ensure it is safe for our vehicles and crews to undertake collections and ensure the most efficient use of resources during periods of disruption
- To minimise obstructions for the general public as a result of recycling or waste containers being left out for extended periods of time.
- To prioritise the collection of domestic residual waste over Peripheral Services such as Trade, Green Waste, Recycling or Bulky collections, Bin deliveries or any other special collections.
- To have a clear plan for catch up collections that can be communicated to the Public in a timely fashion

During extended periods of disruption likely to continue for five days or more, the following collection priorities will be put in place:

- Domestic residual waste
- Multi occupancy flat routes (particularly High Rise with refuse chutes)
- Recycling

During periods of disruption, residents will be advised they can bring their own recycling and refuse to the City Recycling Centre site if they wish, where it is safe to do so.

In instances where garden waste collections are planned, these will be suspended until residual and recycling collections have returned to normal, utilising this resource to support the catch up action plan

The information that will be used by the SDMG to guide their decision making is:

- Up to date weather forecast
- Work schedules
- Detail of residual and recycling rounds by day
- Summary report by day and by round of average tonnage expected, amount collected and tonnage/collection backlog.
- Health and Safety advice
- Police and Fire advice
- Emergency Planning Team advice
- Anticipated customer behaviour based on historic incidents.

## **Collection arrangements – Minimum level of service**

Where disruption occurs for a day but no longer than a week, residents will be asked to:

- If collections are suspended for the day residents should take their bins / recycling back in and put them back out for their next scheduled collection day
- If collections are not suspended but a resident's street is not accessible those residents should be advised to take their bins / recycling back in and put them back out for their next scheduled collection day
- Residents will be asked not to report a missed collection if a whole street is missed
- If open, residents will be reminded that household waste and recycling centres will continue to be open for anyone who wishes to bring their refuse, recycling and green waste and is able to do so safely.

Where disruption is expected to continue for more than a week, additional services will be put in place to provide further options for residents to dispose of their waste. Details of these will be considered given the weather conditions and disseminated through the council's contact centre, website and social media.

The minimum level of service expected during periods of severe weather will be available on the website. (Appendix 2 gives an example in relation to severe winter weather, but other pages can be devised as and if required ).

## **Resourcing and recovery timescales**

When suspension or disruption to the waste service is in excess of one week Amey will devise a detailed recovery plan for SDMG approval covering the collection of residual and recycling. This will detail the length of time and resource required to catch up and return the service to normal operation as soon as possible. It will also identify the contingencies such as weekend or overtime working that will be used.

Priority will always be given to residential residual collections over recycling and trade rounds.

During periods of disruption additional quantities of recycling and waste will be produced. The council will request that residents contain this excess in suitable receptacles (such as sacks for refuse and appropriate containers for recycling) and in a secure manner but will suspend the policy covering the non-collection of side waste during the period required to bring the service back to routine delivery.

## Communications

It is essential that this Contingency Plan ensures effective, accurate and timely joint communications with internal and external audiences during any suspension or disruption to recycling and waste services. This will consist of clear and simple messages being conveyed by GCC which will enable residents to know exactly what to do with their waste and recycling and ensure that expectations are met.

The aims of this communications protocol is:

- To ensure effective, accurate and timely communications agreed by all Stakeholders to internal and external audiences if disruption occurs to waste and recycling services during periods of adverse weather conditions.
- To ensure clear, consistent and simple messages are conveyed during periods of disruption
- To ensure that residents know exactly what to do with their waste and recycling and that expectations are met.

### **The communications process (what will happen if disruption occurs)**

The flow chart to show how communications will be triggered and how GCC customer services and contact centre teams will be updated.

It shows a systematic approach to communications – a clear process and chain of command.

Email message templates for updates to ensure consistent information is given each time.

### **How will the public be informed?**

Proactive communications from GCC through:

- GCC Website – homepage feature, newsflashes/other mechanism as appropriate
- GCC Social media (Facebook, Twitter updates)
- GCC Customer Contact Centre through recorded messages and effective knowledge base article updates
- Media – radio/TV/media websites – as appropriate

## **How will internal audiences be informed?**

Regular timely email information updates to internal audiences will include:

- Waste team
- Customer Services – for public information and website updates
- Senior Management
- Councillors as appropriate

A morning email identifying the days plan will be emailed between 07:30 and 08:00 to advise of the position for the day, to allow public messages to be made by 08:00.

Any deviations or relevant updates will be provided during the day as required. An end of day update will be sent summarising the day's issues and giving an indication of the anticipated service for the following day.

## **Crew information**

In circumstances where the service is suspended no information shall be provided by Amey to the crews until GCC have been advised and have updated their communications to residents via their web site and social media.

Key messages for crews to give out when on their rounds during disruption periods will be provided and all residents shall be directed to GCC Customer Services, GCC website and GCC social media accounts.

Crews will also be reminded of Amey's social media policy and advised against inappropriate social media posts.

When adverse weather conditions have passed and service is back to schedule, a de-brief will be held to analyse service performance.

## Risk Assessment process following Heavy Accumulations of Snow

### Potential Issues:

- Increased likelihood of an RTA occurring
- Unsafe vehicle movements.
- Vehicles stranded
- Failure of vehicle safety devices
- High-risk areas (e.g. steep slopes, hills, narrow roads, low traffic routes, ungritted areas etc.)
- Lack of visibility
- Unsafe conditions for operatives to undertake required roles.
- Delayed household collections.
- Inaccurate up to date information and communication.
- Inconsistent information **in** and **out** of the Contact Centre.
- Inaccurate operational information.
- Work force unable to get to work.

### Priorities:

- Health & Safety
- Customer Satisfaction

In the event of significant snow fall leading to difficulties in waste and recycling collection, the following Risk assessment process will be followed:

1. Where heavy snow is forecast in advance, a communication process will be triggered between the SMDG. The purpose being to communicate potential risks to the service delivery and how this is managed.
2. This process will be managed through holding conference calls between the stakeholders – The Strategic Decision Making Group enacting the Adverse Weather Contingency Plan.

3. If heavy overnight accumulations of snow materialise, Amey manager/supervisors will undertake Risk Assessment visits to high risk collection areas using four wheeled drive vehicles. A Risk Assessment form will be completed (Appendix 3). The purpose will be to determine the weather conditions and safety of sending the RCV fleet out. Further visits may be required if conditions worsen which could lead to vehicles becoming stranded.
4. Following the ES-HS-WINTER CONTINGENCY CHK-FO-01 (Appendix 2) - should conditions dictate it is unsafe for either the vehicles or operatives to work, an initial decision will be made as to whether:
  - a) This might only be the case for a couple of hours, in which case it might then give sufficient time for conditions to improve and subject to the required improvement, we can then commence with collections for the day at a later start point.
  - b) Conditions are such that there is no chance of any collections during the day. In this case the Contact Centre and Communications team should be informed immediately.
  - c) Conditions are such that some areas of the City are collectable but others are not. In this case the Call Centre and Communications team will need to be notified immediately, with information as to what will and will not be collected throughout the day.
  - d) If it has been approved for vehicles to go out and collect, the ultimate responsibility for the safety of a vehicle to collect a street lies with the driver, if the driver feels he can not operate safely in a street it will be his final decision as to whether the street is collected or not.
  - e) Any street, it is felt we would not be able to complete will not be attempted until it is sure we can complete the whole street. The reasons for this being staff safety, one of accurate communication to the Call Centre and customer.

## Appendix 1

### **Membership roles and responsibilities of the Strategic Decision Making Group**

#### **Amey**

Roles and responsibilities –

- To deliver an effective and safe service where possible.
- To continually assess the situation to ensure minimal downtime
- To keep all stakeholders updated in relation to services
- To support joined up and timely communications for residents and businesses
- To liaise daily with the designated member of the council's waste team to make appropriate decisions to suspend the service where appropriate
- To ensure staff adhere to social media policies and communications messages during adverse winter weather
- To devise and deliver an appropriate catch up action plan when required

#### **Amey Members**

Paul Colbourne – Principal Operations Manager

Anthony Hunter – Operations Manager

Colin Maisey – Operations and Transport Manager

Mark Lewis – Waste Senior Supervisor

Shane Burke – Waste Supervisor

#### **Gloucester City Council (GCC)**

Roles and responsibilities –

- To liaise with Amey and agree to service suspension when appropriate
- To undertake effective communications to residents based on service delivery and/or suspension
- To ensure an appropriate service delivery action plan is devised to bring service back to normal

**GCC Members**

Jonathan Lund – Corporate Director

Meyrick Brentnall - City Improvement & Environment Manager

Dawn Fearn – Street Scene Strategy Officer

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## Appendix 2

ES-HS-WINTER CONTINGENCY CHK-FO-01

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## Appendix 3

### Risk Assessment Form

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