



Gloucester City Council

Streetcare Service

Schedule 6

Service Delivery Plan

March 2015

Amey in Partnership with Gloucester City Council

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

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

1. Introduction

This **Schedule 6 – Service Delivery Plan** has been updated to summarise the resources and services provided for by the Streetcare Contract with effect from 1st January 2015 and takes precedence over the resources listed in:-

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

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

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

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

- Deliver increasing public satisfaction with public space and the services that contribute to a quality environment
- Deliver Streetcare Services in a cohesive manner so that they are responsive and flexible to local needs
- Ensure that public space is well used
- Provide the opportunity for residents to recycle up to 70% of their waste

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

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

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

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

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

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

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

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

Where a request is made to a Supervisor he / she will discuss the request with the Operations Manager and in turn, where necessary, the Account Director and propose an outcome for consideration by the City Council.

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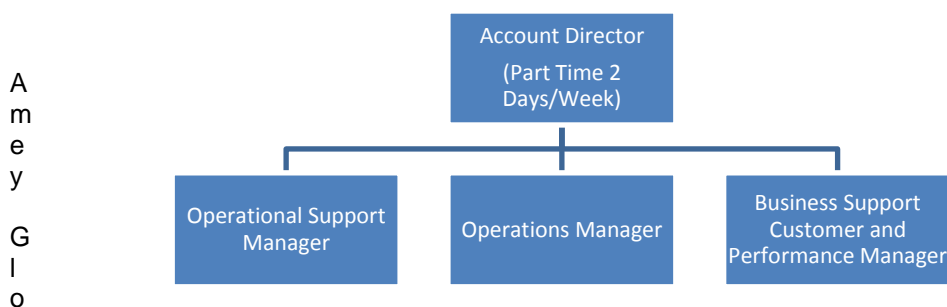
2. Strategic Management and Organisation

2.1. Amey Gloucester

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

Amey Gloucester has been provided with the capacity and capability to operate largely autonomously - **local focus**. It is supported by specialist divisional staff in disciplines such as legal, human resource management, health/safety & environment, ICT, commercial and finance – **divisional expertise**. The contract is underpinned by the financial and corporate strength of the Amey Group – **national strength**.

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



Amey Gloucester will be led, trained, coached and mentored by the Account Director. He will be supported by Divisional Managers and other specialist Amey staff.

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

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

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

2.2. City Council Team

The City Councils partnership team is directed by The Corporate Director of Services and Neighbourhoods and managed by the Head of Neighbourhoods, Housing and Neighbourhood Services who is supported by the following staff:-

- Environmental Services Manager
- Environmental Projects Team
 - 6 Neighbourhood Coordinators and support staff
- Neighbourhood Management Service Manager
 - 7 Neighbourhood Coordinators and support staff

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

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

Quarterly strategic partnership meetings will be held to include Cabinet Member, 2 further elected Members drawn from opposition parties, Corporate Director and Head of Neighbourhoods (City Council), Account Director Amey Gloucester and Business Director (Environmental Services / North) Amey.

Regular operational partnership meetings primarily attended by the joint management team will be held on a monthly basis or more frequently as appropriate.

In addition, there are many day to day contacts between Amey Gloucester Staff (primarily at management and supervisor level) and Council Officers, particularly the Environmental Projects Team and Neighbourhood Managers, Contact Centre and Environmental Health Staff and their managers.

3. Continuous Improvement

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

3.1. From 1 Feb 2007 to 1 April 2011

- 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 the number of recycling centres
- Increased Dry Recyclate collections and introduced food waste collections from Multi occupancy premises

3.2. From 1 April 2011 to 31 March 2012

- Converted all roll-on-off containers so that they can be picked up with a hook lift vehicle so standardising the service and improving contingency planning. Previously many containers were picked up with a specialist cable lift vehicle and other containers were picked up with a roll-on-off vehicle. Now all containers are picked up using one of two roll-on-off vehicles.
- Introduced a standard charge for bulky waste collections to control demand. This has seen a within 10 days of request performance standard achieved. Previously collections were scheduled into the next available slot which could be up to 8 weeks away.
- Migrated from a free to all fortnightly garden waste collection to a chargeable garden waste collection. This saw an income to the Council to support the service of approximately £300k. Collection rounds were reorganised during the course of the year as customers migrated from one service to the other and have now been reduced from 4 rounds to 2 rounds.
- Introduced Legionella Hygiene and monitoring programme for sports pavilions.
- Introduced a cleaning and water quality regime to maintain the Fountain in Gloucester Park.
- Carried out trials to establish the effectiveness and efficiency of walk behind mechanical sweeping equipment to help with maintaining standards of cleanliness in high footfall areas within the City.

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- Carried out trials to establish the effectiveness and efficiency of Mechanical Street washing equipment to help with maintaining standards of cleanliness in high footfall areas within the City.
- Replaced seasonal bedding with herbaceous and sustainable planting including a bee friendly wild flower mix which has been promoted by the Bee City Project as an example of best practice.

3.3. From 1 April 2012 to 31 March 2013

- Revised and reviewed reporting protocols and management information to produce a new Monthly Management Report (MMR) to illustrate the deployment of resources and service performance.
- Reviewed the number and location of Bring bank Sites to maximise recycling tonnage while ensuring value by balancing cost of service delivery with income received for recyclables.
- Integrated the emptying of dog waste bins with the emptying of litter bins so avoiding duplication of collection resource.
- Retained the Green Flag for Barnwood Park.
- Improved accountability for and management of playground repairs.
- Developed the Parks and Open Spaces Strategy incorporating a playing pitch strategy.
- 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.

3.4. From 1 January 2015 to 31 March 2018

- Implement cost reduction strategy demanded by budget cuts while maintaining agreed levels of service.
- Develop Method Statements to better define how and when we do things.
- Consider the use of route mapping software to drive cost efficiencies within collection services
- Consider the development of GIS for asset tagging to include litter bins, street furniture, open spaces etc.
- Encourage the collection of additional non core recyclables at Bring Bank Sites by third parties to further complement the kerbside collection service. Potential new materials include batteries, Christmas Cards, CD's, Videos and aluminium foil.

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- Reinvigorate the commercial waste business to increase profit. This is an Amey business but contributes to the Streetcare Profit Share Mechanism throughout the life of the contract – success through shared objectives.
- Develop the Green Flag Strategy.
- Redefine and categorise hedges throughout the city to determine the optimum frequency of cut.
- Integrate schedules of work for the new development of Kingsway village (approximately 4,000 properties) which will come on line over the next 2 years.
- Develop procedures for mitigating the costs incurred by the kennelling of dogs and for recovering those remaining costs from owners when returning their dog.
- Jointly map out and measure all areas of land, open space, play areas etc. and agree a comprehensive maintenance agreement with land owners, namely, Gloucester City Council, Gloucester City Homes and Gloucestershire County Council
- Develop a role as advisor to Planners and Developers in the location and construction of recycling and waste receptacle areas and the location of litter and dog bins on all new developments to ensure ease of use and ease of access for emptying of containers.
- Review the opportunity for collaborative working with the Cemetery and Crematorium team.
- Review the opportunity for collaborative working with the County Councils Highways Maintenance provider (Amey after April 2014). This includes gully emptying and other street-works (pothole repairs, drop kerbs etc.). Continue to develop the Green Flag Strategy.
- Re-launch the **on-street recycling bin service** in the Gate streets to better enable users to understand that they are for recyclables only.
- Review the opportunity to increase recycling to > 70%.
- Developers to provide central recycling facilities in all new developments. The potential for subsurface storage outside of the old city could be explored.
- Introduce a system by which developers are responsible for the provision of funding for containers at all new developments.
- Consider Community waste collection, using surface or sub surface community size bins, as in some locations on the Continent, this will do away with the need for large vehicle to try and access narrow, heavily parked residential areas.

4. Integrated Waste Services

4.1. Management and Organisation

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

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

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

4.2. Waste Collections

A fortnightly collection of residual waste is provided to street properties using a grey 240L wheeled bin system. There are 53,687 (was 53,502 at 1 April 2011) properties in the City of which approximately 50,187 (was 50,002 at 1 April 2011) are street properties and 3,500 are flats.

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

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

4.3. Green Waste Collections

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

As at March 2015 a total of 17,341 householders had opted to join the chargeable scheme. Previously a total of 37,000 households received the free service.

4.4. Recycling Collections

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

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

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- Domestic dry cell batteries.
- Aerosols and tetra pack (April 2015)

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

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

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

The move from news & pamphlets to mixed paper and light card has increased the tonnage of material collected by approximately 40% but mixed paper and card has a much smaller £/tonne value than news & pamphlets.

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

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

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

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

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

4.5. Bulky Waste Collections

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

Waste electrical and electronic equipment (WEEE) is segregated and stored separately at the depot before delivery to end points.

4.6. Clinical Waste Collection

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

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

Sanitary waste from Public Conveniences is collected by a specialist subcontractor.

4.7. Commercial Waste Collection

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

Commercial waste is collected separately from domestic waste.

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

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

4.8. Depot and Transfer Station

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

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

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

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

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

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

Recyclable waste is processed in a manner that ensures a satisfactory level of quality to re-processors. Recyclables are either collected by end users using their own

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haulage arrangements or are direct delivered to end points using Amey roll-on-off vehicles.

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

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

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

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

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

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

- Amey Gloucester City street cleansing arising;
- Amey Gloucester City fly tips;
- Amey Gloucester City grounds maintenance arising;
- Gloucester City Homes cleansing arising (currently under review);
- Gloucester City Homes grounds maintenance arising (currently under review and expected to cease in June 2015).

5. Street Cleansing

5.1. Management and Organisation

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

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

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

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

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

Daily “checks and balances” proforma are collated into a weekly report for review with the Operations Manager and a monthly report for review with the Account Director.

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

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

5.2. Manual Street Cleansing

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

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

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- Collect and retrieve stray dogs, taking them to kennels for onward processing. The retrieval of stray dogs “out of hours” is undertaken by the City Council.
- Public convenience cleansing.
- Spot weed spraying with KSA (Knap Sack Applicator) units and integrated CDA (Controlled Drop Application) applicators; this activity is influenced by weather conditions and access difficulties.

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

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

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

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

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

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

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

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

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

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

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Random NI 195 type monitoring by the Streetcare Supervisor and review of Team Leader daily “checks and balances” proforma provide challenge and monitoring of the prevailing framework of cleansing frequencies.

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

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

5.3. Mechanical Street Cleansing

Mechanical street cleansing is made up of:-

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

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

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

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

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

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

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

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The **mechanical street washing** of high footfall areas in the City Centre was experimented with in 2012/13 as a Cost Plus 8% service to devise the most efficient and effective means of dealing with unsightly grease stains, bird mess and other hard to deal with elements such as chewing gum.

Many of the town centre issues can be attributed to the incorrect disposal of chewing gum and cigarette butts, Amey will work in partnership with the Council and town centre groups in trials of specialist solutions including disposable containers for the offending items and cleaning procedures for hard surfaces.

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

5.4. Special Maintenance Team

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

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

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

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

5.5. Notable Features

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

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

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

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

Stray dogs are collected in a specialist vehicle used by a member of the Area Team. The dogs are checked for Micro Chips, collars and name tags. If a dog can be identified, it will be reunited with its owner. If there is no Micro Chip and no means of identifying its owner, the dog is taken to the animal shelter where three kennels are

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maintained at all times for this purpose. Should an owner contact the Council or Amey with regards to the animal, they are required to reclaim it from the shelter, following payment of the appropriate fees or by signing a promissory note, giving 7 days in which to pay the costs. If after 7 days a dog remains unclaimed and unidentified then it is put up for re-homing.

The majority of **Dog waste bins** are emptied and serviced by a driver/operative with a van working to a scheduled emptying frequency City wide. At the 1 April 2012 there were 497 (up from 474 at 1 April 2011) dog bins located within the City Boundary many at hard to reach locations. Most are emptied weekly but some are emptied 2 or 3 times per week. At the 1 April 2012 there were 550 (up from 537 at 1 April 2011) empties per week. The additional work is being carried out by the CPA Inspector who now services dog bins in and around CPAs as part of his duties. The consequence of this is that CPAs are now inspected every 10 days instead of every 7. The opportunity to co-collect with litter bin arising where practical should also be explored.

Litter bins are emptied by a dedicated round and also on an ad-hoc basis such that they do not overflow. At the 1 April 2012 there were 385 litter bins located within the City Boundary. The Annual Contract Sum provides for up to 420 litter bins to be located within the City Boundary and emptied at a frequency such that they do not overflow.

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
- 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

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- 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, as a consequence of the substantial flooding in 2007, residents are very concerned where incidents of littering, fly tipping or overgrowing vegetation occur near the brooks.

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

6. Grounds Maintenance

6.1. Management and Organisation

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

- Planned cyclical works
- Ad-hoc works
- Arboriculture

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

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

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

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

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

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

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

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

6.2. Planned Cyclical Works

The following planned cyclical activities are carried out:-

- A maintenance programme for all **sports pitches and athletic facilities** to ensure that the needs of the space being played are met
- **Grass cutting** - large machinery for large areas and triple or rotary cut pedestrian machines for smaller areas. The grass mowing team consists of a number of ride on and pedestrian operated mowing machines. Some of the machines used within certain housing areas are cut and collect but the majority are cut and drop. The team operates on a continuous cutting programme with 10 cuts being the preferred council regime in 2014 and 2015.

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

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

All 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. An annual ROSPA Inspection by a 3rd party is arranged and any resultant remedial action undertaken. Children's Play Areas (CPA's) dealt with as part of the Annual Contract Sum are listed in **Annex 4 – Playground Sites**

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

6.3. Arboriculture

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

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

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

The Annual Contract Sum provides for £100,000 (indexed) worth of tree work calculated using the Schedule of Rates provided as Annex 2 – Schedule of Rates to Schedule 4 – Payment and Performance Mechanism of the Streetcare Contract. This is known as the Annual Sum Trees Budget. In practice £40,000 of the Annual Sum Trees Budget is funded by and ordered directly by Gloucester County Council under an Agency Agreement leaving approximately £60,000 of work for City Council trees to be informed, planned and implemented by the Tree Management Database.

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

The Schedule of Rates and/or Day Works Rates provided as **Annex 2 – Schedule of Rates to Schedule 4 – Payment and Performance Mechanism of the Streetcare Contract** are also used to calculate sums due for any works ordered by Gloucester City Homes, Gloucestershire County Council and Gloucester City Council which are not eligible to be drawn from the Annual Sum Trees Budget or are needed once the Annual Sum Trees Budget is spent. Such works will be provided following receipt of a works order number.

7. Community Engagement

Community engagement is a driving principle underpinning the spirit of the contract and is a key responsibility for all of the Senior Management Team.

The **Account Director**, supported by Amey Divisional and Group staff, is responsible for agreeing community engagement strategy with the City Council and for leading his management team in the implementation and delivery of the agreed strategy.

The **Operations Manager** has a key task to engage with the Neighbourhood Management Team, Gloucester City Homes and other agencies to ensure the services required fully meet the needs of the community (within budget constraints) and are delivered on time. A co-ordinated community engagement programme with neighbourhood management services will allow the Operations Manager to direct services to assist in encouraging greater public usage of the City's parks and open spaces. The **Operations Manager** is also key to providing the efficient, reliable, easy to use service vital to public participation in diverting materials for recycling and composting.

The **Customer and Performance Manager** is key to ensuring fast, efficient and accurate communication between the Councils Call Centre Team and the operational delivery teams. Service success, quick remedy of failure and quick response to enquiries provide the bedrock of trust which is vital in encouraging members of the public to work constructively with the partnership to improve public satisfaction and persuade residents to volunteer their time to improve the community for the overall good.

The City Councils Neighbourhood Management Team are the key conduit for canvassing the suggestions, needs and desires of the City's stakeholders for the provision of Streetcare Services. Strategic priorities are discussed and agreed through Neighbourhood Partnerships. Stakeholders also act as "eyes and ears" at the day to day level of pointing out incidents and issues which need attention such as fly tips, unexpected incidence of littering, graffiti, overhanging branches etc.

Key stakeholders include:-

- Ward Councillors;
- Gloucestershire Highways;
- Gloucester City Homes;
- The Police, especially Safer Communities Teams and PCSOs based at Hucclecote Safer Community Team;
- Civic Trust;
- Neighbourhood Partnerships;
- Allotments Associations;
- Friends of Groups;
- Community Associations;
- Community Partnerships;

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- Tenants Associations;
- Residents Groups;
- Quedgeley Parish Council.

Enforcement activities are carried out by City Council Officers both reactively and as part of a proactive enviro-crime education and enforcement programme. Amey Gloucester and its employees will assist and support City Council Officers undertaking these activities whenever practicable.

8. Business Support

The **Customer and Performance Manager** is responsible for the effective administration of the Amey Gloucester Business Unit. The post holder is responsible for ensuring that the Business Support Team provide an integrated support service to the operational teams. This will include:-

- 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).

To assist the Customer and Performance Manager in these tasks, the post is supported by the following staff:-

- Payroll and Invoicing Clerk (part time)
- Business Support Assistants (two no)

The role is further supported by a regional HR Manager, Operational Support (local systems and IT) and by Head Office based Personnel (I.T, HR, Finance and Commercial).

The **booking and collection of income** for the use of sports facilities forms part of the duties of our Business Support Team.

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

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

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

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

- Blood on the street following an assault
- Dead seagull in the street
- 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 can not guarantee to be able to deploy resources out of hours with no notice. There is currently no formal provision for **out of hour's working/standby**.

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

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