



Gloucester City Council

Streetcare Service

Schedule 6

Service Delivery Plan

June 2017

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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 2017 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. The Council has indicated its wish to review all Key Performance Indicators in 2017/2018. Amey will play a full an active part in the review.

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 councillors 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 maintained, safe, available and appropriate for public use.
- Provide the opportunity for residents to recycle up to 50% of their waste

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

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

There are occasions where work is undertaken that is not included in the core contract. On these occasions, the Council will request that Amey undertake works as directed. Before commencing works the Council will be 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

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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 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 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.

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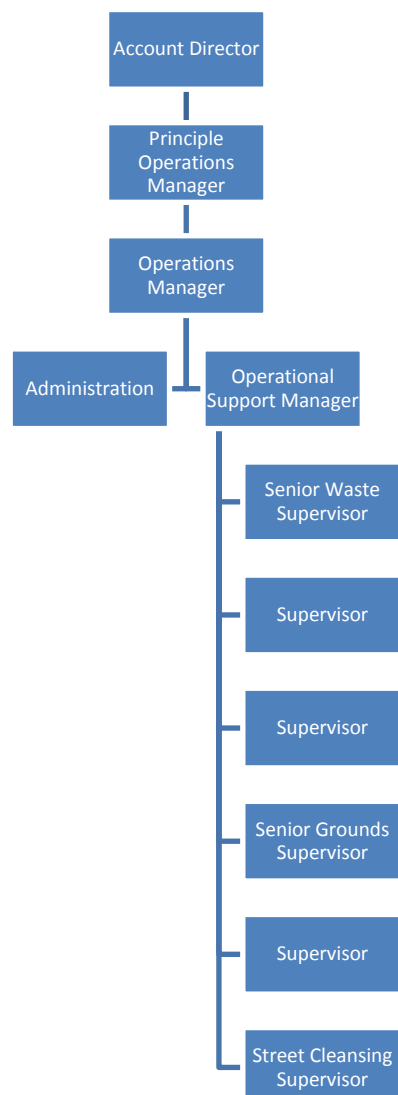
2. Strategic Management and Organisation

2.1. Amey Gloucester

Amey Gloucester is managed in the Northern Region of Amey's Environmental Services Division.

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

The roles and responsibilities within the management team have evolved in response to the changing needs of the contract and the reshaping of the Neighbourhood Management Team at the City Council. The Senior Management and Administrative structure for Amey Gloucester is set out below and the whole structure is show at Annexe 1 Amey Gloucester Management and Administration.



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The Account Director role regional covers all of Amey's Environmental Service contracts in the Midlands, this includes Gloucester Streetcare contract.

The Principal Operations Manager is a shared resource with Amey's Solihull contract; approximately 30% of time is allocated to the Gloucester Streetcare contract. Savings in management time have previously been realised as part of an earlier saving programme.

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 Senior Grounds Supervisor role is currently vacant.

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

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

2.2. City Council Team

The City Council's partnership team is directed by a Corporate Director and managed by the City Improvement and Environment Manager supported by a Streetcare Client Officer. The eighteen staff members in the City Improvement and Environment Team have access to a range of resources and skills to deliver;

- City Centre Enforcement and Improvement
- Streetscene Strategy
- Public Open Space Strategy
- Flood Risk Management
- Countryside Management
- Arboriculture
- Environmental Projects

The City Improvement and Environment Team work to provide accessible, reliable and efficient waste and recycling services. This includes the strategic development of the service in addition to operational management of complaints and delivering local projects.

They 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.

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Following a recent review of how performance of this 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 overhauled and restructured to include;

- **Quarterly Strategic review meeting.**
- Attended by Amey Operations Director, Account Director, Principal Operations Manager, Principal Commercial Manager and Finance Manager and GCC Cabinet Member, Corporate Director, City Improvement and Environment Manager and Streetcare client officer
- **Bi- monthly Performance review meeting** (replacing previous monthly strategic officers meeting).
- Attended by Amey Account Director, Principal Operations Manager and Principal Commercial Manager and GCC City Improvement and Environment Manager Streetcare client officer.
- **Bi – weekly Operational Project Group meetings**
- Attended by Amey Operations Manager, Operational Support Manager and Supervisors and GCC City Improvement and Environment team representatives.

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 further co-location to support Together Gloucester transformation project.

Monitoring and performance

Amey recognise the Council's wish to review Key Performance Indicators to ensure that the service is performing and delivering against core service values. Amey undertake internal monitoring that includes verifying service standards, auditing and Visible Felt Leadership inspections to drive a culture of health and safety.

Amey's monitoring and inspection programme has a number of 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

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Account level inspections include health and safety inspections, depot inspections, visible felt leadership and gate audits.

Annexe 8 details the monitoring regime.

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 31 December 2015

- 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.
- Converted all roll-on-off containers so that they can be picked up with a hook lift vehicle so standardising the service and improving contingency planning. Previously many containers were picked up with a specialist cable lift vehicle and other containers were picked up with a roll-on-off vehicle. Now all containers are picked up using one of two roll-on-off vehicles.
- Introduced a standard charge for bulky waste collections to control demand and achieve service delivery within a ten day period from request for service.
- Migrated from a free to all fortnightly garden waste collection to a chargeable garden waste collection.
- 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.
- 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.

3.2. From 1 January 2016 to 31 March 2018

- 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.
- 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 / Purple Flag Strategy.

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- Redefine and categorise hedges throughout the city to determine the optimum frequency of cut.
- Integrate schedules of work for the new development of Kingsway village (approximately 4,000 properties).
- Review the opportunity for collaborative working with the County Council Highways Maintenance provider.
- Review the opportunity to increase recycling performance above 50% and reduce arising's of residual waste.

3.3. Budget savings / impacts

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

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- **Savings for 2017/18**

The following proposals are being developed or considered

- Proposals include a trial throughout the 2017 grass cutting season to cease the need for annual seasonal staff (11 no). These operatives have historically been deployed on hedge cutting and strimming duties.
- In addition, it is proposed to adjust the frequency of grass cutting and strimming on urban routes.
- Further savings on Street Cleansing through staff reduction.
- Removal of dog waste bins and significant reduction in the number of street litter bins
- Pavilion attendance duties have been revised saving £15K
- Further consideration will be given to the introduction of a three weekly collection cycle for residual waste
- A reduction in the number of yard staff following the introduction of new sorting / baling facilities.
- 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 a qualified surveyor
- Removal of the production of reports and a tree maintenance programme based on risk utilising an electronic management system.
- Temporary suspension of management of the fountain in Gloucester Park for summer 2017
- Removal from the contract the provision of maintenance and booking system for the use of grass sports pitches at Plock Court, including the collection of income.

4. Integrated Waste Services

4.1. Management and Organisation

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

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

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

4.2. Waste Collections

A fortnightly collection of residual waste is provided to street properties using a grey 240L wheeled bin system. There are 55,666 street properties (March 2016) 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 240 litre green wheeled bin is provided to those properties who choose to subscribe to the service.

As at June 2017 a total of 19,500 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. Kitchen food waste is presented for collection in 21 litre brown caddies. Dry recyclables are presented for collection/sorting in 55 litre green kerbside recycling boxes with lids. Most properties have two boxes; some have more where volumes dictate. The following dry recyclables are currently collected:-

- All plastic bottles.

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- Mixed food and drinks cans.
- Mixed glass bottles and jars.
- Paper and light card mix.
- Aerosols and tetra pack.
- Cardboard.
- Food.
- Textiles.

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. Kerbside boxes are collected from the kerbside, taken to the vehicle and the materials are hand sorted into material specific compartments on the side of the vehicle. Sacks were provided to householders when the new Romaquip fleet was mobilised to facilitate the safe storage of cardboard.

The 21 litre kitchen food waste caddies are emptied into a dedicated food pod

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

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

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

Review of the Waste and Recycling Service

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.

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4.5. Bulky Waste Collections

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

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

4.6. Clinical Waste Collection

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

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

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

4.7. Commercial Waste Collection

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

Commercial waste is collected separately from domestic waste.

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

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

4.8. Depot and Transfer Station

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

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

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

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

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

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

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

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

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

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

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

Paper and light card mix is also baled prior to transfer for reprocessing..

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;
- Gloucester City Homes grounds maintenance arising.

5. Street Cleansing

5.1. Management and Organisation

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

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

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

Street Cleansing activities follow a schedule of works.

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

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

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

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

The Streetcare Supervisor provides a contact and liaison with the Councils nominated 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.
- Basic horticultural support on borders, hedges and shrub beds.
- Emptying of litter and dog bins.

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

All early start manual street cleansing staff begin the day in the City Centre 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 remain 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 Berkley Street.

The remainder of the street cleansing staff form the Area Team. 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 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.

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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.

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

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

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

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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.

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.

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

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

5.4. Special Maintenance Team

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

- Works in and adjacent to water courses to remove fly tips. A list of the pinch points dealt with as part of the Annual Contract Sum are provided in **Annex 3 – Pinch Points on Water Courses**;
- Large fly tip removal;
- Area team support where an unplanned task is beyond the resources and/or capabilities of the Area Team but can be absorbed into the duties of the response team without incurring additional cost;
- Removal of graffiti through a steam cleaning process and/or painting over graffiti as and when identified;
- Fly poster removal;
- Minor repairs of children's play areas;
- Erect, repair and/or re-paint Street Name plates;

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- 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”;
- Chewing gum removal.

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

- 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**

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Sundays will be attended to through the provision of additional resources by agreement/ad-hoc order.

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

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

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

The majority of **Dog waste bins** are emptied and serviced by a driver/operative with a van working to a scheduled emptying frequency City wide. **Litter bins** are emptied by a dedicated round and also 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.
- 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.

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- 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, as a consequence of the substantial flooding in 2007 and 2014, residents are very concerned where incidents of littering, fly tipping or overgrowing vegetation occur near the brooks.

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

6. Grounds Maintenance

6.1. Management and Organisation

The Operational Support 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.

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

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

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

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

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

6.2. Planned Cyclical Works

The following planned cyclical activities are carried out:-

- A maintenance programme for all **sports pitches and athletic facilities** to ensure that the needs of the space being played are met

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- **Grass cutting** - machinery for large areas and triple, rotary or flail 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 grass mowing teams are supported by **strimming** operatives to cut areas that cannot be trimmed by mowers.
- **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

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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 Operational Support 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. The Ezytreev tree management system is currently being developed to improve data management.

- Inspection data is added to the Tree Maintenance Database through the year and the process of update is on-going. The bulk of tree inspections are carried out after leaf fall so that the canopy frameworks can be seen more easily.

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

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7. Business Support

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

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

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

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

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

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

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- 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 cannot guarantee to be able to deploy resources out of hours with no notice. There is currently no formal provision for **out of hour's working/standby**.

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

All vehicles used in the delivery of Streetcare Services are maintained in accordance with manufacturer's instructions and industry standard through a planned service programme. This is carried out using appropriate equipment and facilities at the Eastern Avenue Depot by an external provider, currently Dennis Eagle. Amey are currently reviewing the provision of vehicle maintenance and are considering taking the function back in house subject to approval.