



Gloucester City Council

Streetcare Service

Schedule 6

Service Delivery Plan

31 December 2019

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1. Introduction

This **Schedule 6 – Service Delivery Plan** has been updated to summarise the resources and services provided for by the Streetcare Contract with effect from 1st January 2018 and takes precedence over the resources listed in: -

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

Service standards are agreed between the Partners. In 2017, the Council indicated its wish to review all Key Performance Indicators in 2017/2018. The City Council and Amey worked collaboratively to conduct a review.

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

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

- Deliver increasing public satisfaction with public space and the services that contribute to a quality environment
- Deliver Streetcare Services in a cohesive manner so that they are responsive and flexible to local needs
- Ensure that public space is well maintained, safe, available and appropriate for public use.
- Provide the opportunity for residents to recycle at least 50% of their waste

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

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

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

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

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In certain cases, a change in the volume of planned cyclical work paid for by the Annual Contract Sum could be achieved by redeployment of existing resources from other planned cyclical work rather than incurring additional cost. This could be achieved by exploring new ways of working including innovation, efficiencies, productivity gains and new technology or by accepting a lower service standard for certain planned cyclical work or choosing to discontinue certain planned cyclical work. Volume change mechanisms detailed in Clauses 22 and 23 of the Streetcare Contract are to be used.

In practical terms, the approach is to collect requests, ideas and thoughts and then consider, in the spirit of resource based contracting, whether, how and when they can be dealt with. Outcomes will include (but are not limited to):-

- This can be done at no extra cost without impacting on scheduled work.
- This can be done later, by efficient planning, at no extra cost without impacting on scheduled work.
- This will impact on scheduled work, we can: -
 - Do this out of hours at additional cost.
 - Engage extra resources at additional cost
 - Stop doing sufficient elements of scheduled work to complete the task to undertake the additional work instead.

Audit and Governance Committee report 2017

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

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

The Bi Monthly Performance Review meeting has the following agenda:

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

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Contract Refresh /Settlement Agreement

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

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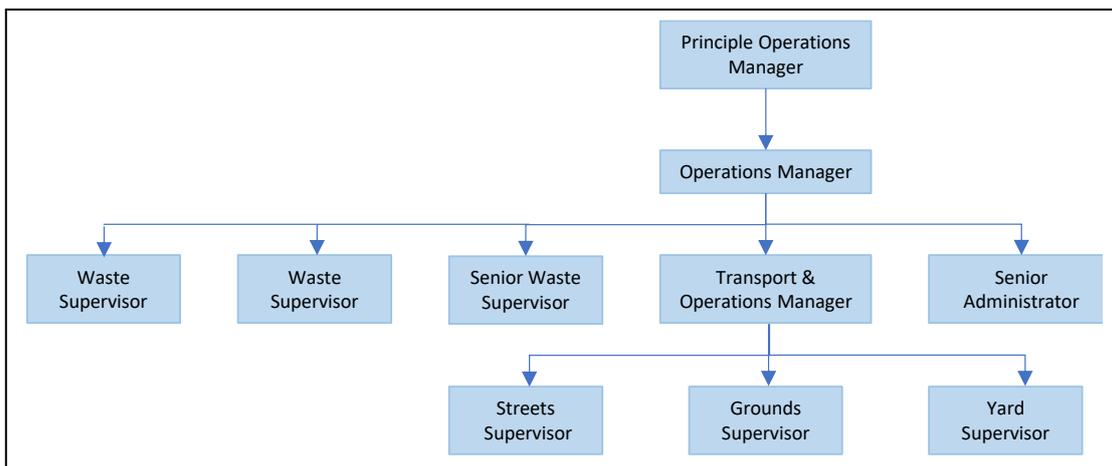
2. Strategic Management and Organisation

2.1. Amey Gloucester

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

Amey Gloucester is supported by specialist divisional staff in disciplines such as Business Development, Legal, Human Resource Management, Health/Safety & Environmental Quality, ICT, Commercial and Finance. The contract therefore benefits from the wider corporate knowledge and expertise of Amey – **national strength**.

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



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

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

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

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

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2.2. City Council Team

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

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

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

Meeting Protocols

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

- **Quarterly Strategic Review Group Meeting.**

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

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

- **Monthly Financial Review Meeting**

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

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

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

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

In addition to the schedule of meetings outlined above there are many unscheduled interactions on a day to day basis between City Council and Amey at management and supervisor level. Both Gloucester City and Amey staff are actively encouraged to work together in the Office accommodation available at Eastern Avenue, Gloucester to develop a lasting partnership culture. Both Council and Amey teams recognise the positive benefits of the Team co-location to support Together Gloucester transformation project.

Amey Self-Monitoring Arrangements

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

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

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

Divisional audits include thematic, Visible Felt Leadership and general inspections

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

Performance Management Framework

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

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

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

Milestones

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

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

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

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

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

Four Aspects of Service Delivery

The sum of the

Inputs: Resources Deployed,

Processes: Systems & Method of Operations

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

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

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

3. Continuous Improvement

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

3.1. From 1 Feb 2007 to 30 November 2019

- Increased the range of materials collected from street properties by the kerbside scheme adding in food waste, all plastic bottles (rather than just plastic milk bottles), light card and domestic dry cell batteries.
- Introduced fortnightly collection of residual waste from street level properties.
- Introduced fortnightly garden waste collection.
- Built a new depot, transfer station and bulking up facility at Eastern Avenue.
- Introduced water course inspections and clearances following the floods of 2007.
- Introduced wood recycling.
- Increased dry recyclate collections and introduced food waste collections from multi occupancy premises.
- Converted all roll-on-off containers so that they can be picked up with a hook lift vehicle so standardising the service and improving contingency planning.
- Introduced a standard charge for bulky waste collections to control demand and achieve service delivery within a ten-day period from request for service.
- Migrated from a free to all fortnightly garden waste collection to a chargeable garden waste collection.
- Introduced Legionella hygiene and monitoring programme for sports pavilions.
- Carried out trials to establish the effectiveness and efficiency of walk behind mechanical sweeping equipment to help with maintaining standards of cleanliness in high footfall areas within the City.
- Carried out trials to establish the effectiveness and efficiency of Mechanical Street washing equipment to help with maintaining standards of cleanliness in high footfall areas within the City.
- Replaced seasonal bedding with herbaceous and sustainable planting including a bee friendly wild flower mix.
- Revised and reviewed reporting protocols and management information to produce a new Monthly Management Report (MMR) to illustrate the deployment of resources and service performance.

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- Reviewed the number and location of Bring bank Sites to maximise recycling tonnage while ensuring value by balancing cost of service delivery with income received for recyclables.
- Integrated the emptying of dog waste bins with the emptying of litter bins so avoiding duplication of collection resource.
- Retained the Green Flag for Barnwood Park.
- Improved accountability for and management of playground repairs.
- Developed the Parks and Open Spaces Strategy incorporating a playing pitch strategy.
- Share equipment with the Countryside Unit.
- Moved properties which have no front gardens (and hence no off-street space to store wheeled bins) onto the purple sack scheme and consider an alternative sack collection of garden waste.
- Implement cost reduction strategy demanded by budget cuts whilst delivering effectively on priorities.
- Develop Method Statements to better define how and when activity is undertaken.
- Use of route mapping software to drive cost efficiencies within collection services.
- Consider the development of GIS for asset tagging to include litter bins, street furniture, open spaces etc.
- Provision of trade waste service on behalf of the Council.
- Support the delivery of the Green / Purple Flag Strategy.
- Redefine and categorise hedges throughout the city to determine the optimum frequency of cut.
- Integrate schedules of work for the new development of Kingsway village (approximately 4,000 properties) and other significant developments within the City
- Review the opportunity for collaborative working with the County Council Highways Maintenance provider.
- Review the opportunity to increase recycling performance above 50% and reduce arising's of residual waste.
- Introduction of dual use litter bins for the disposal of both general litter and dog waste
- Review of the street cleaning schedule with targeted mini deep cleans throughout the City.

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

3.2. Budget savings / impacts

- Service savings targets - £1,000,000 was agreed by the Council in February 2014.
 - Phased £500,000 in 2014/2015
 - £300,000 2015/ 2016
 - £200,000 2016/2017
- In 2013/14 the Partnership achieved the following savings:
 - Management savings (£45K)
 - Street Cleansing (£125K)
 - Grounds Maintenance (£100K)
 - Park Wardens (£25K)
 - Play area maintenance (£30K)
 - Refuse and recycling at flats (£125K)
- Savings achieved by Council and attributed to service £380,000
 - Banked hours (£50K)

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

4. Integrated Waste Services

4.1. Management and Organisation and method statements.

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

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

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

4.2. Waste Collections

A fortnightly collection of residual waste is provided to street properties using a grey 240L wheeled bin system. There are 56,830 street properties (Nov 2019) and 8,000 approx. are flats.

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

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

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

4.3. Green Waste Collections

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

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

4.4. Recycling Collections

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

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

The following dry recyclables are currently collected: -

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

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

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

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

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

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

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

Enhanced Service Introduced

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

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

Review of the Waste and Recycling Service (November 2019)

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

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

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

4.5. Bulky Waste Collections

Bulky waste collections are collected using a 7.5 tonne box van with tail lift crewed by driver + 1 loader. Fridges and freezers are collected separately on Fridays each week and have previously been taken directly to Hempsted to be decommissioned by the same crew as part of their duties. From November 2019 the fridges and freezers for part of the WEEE compliance scheme and are recycled after being transferred from the Eastern Avenue depot.

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

4.6. Dialysis Waste Collection

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

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

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4.7. Commercial Waste Collection

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

Commercial waste is collected separately from domestic waste.

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

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

4.8. Depot and Transfer Station

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

The majority of the depot / transfer station has a one-way system in place which provides for workplace safety and compliance with HSE guidelines. A new segregated layout was installed in 2017. Site entry by key fob controlled gates is being installed in 2018.

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

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

The weighbridge is fully Trading Standards compliant and is available for use by 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.

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

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

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

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

Small quantities of domestic waste are received on site and deposited into the transfer station area before onward transport for waste disposal. This may be the 'EPA' vehicle or because of a late tip due to vehicle breakdown. The facility is not designed to receive domestic waste collected by Refuse Collection Vehicles (RCV's). Sources of waste are as follows: -

- Amey Gloucester City street cleansing arising;
- Amey Gloucester City fly tips;
- Amey Gloucester City grounds maintenance arising;
- Gloucester City Homes hedge and grass cuttings.

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

5. Street Cleansing

5.1. Management and Organisation and method statements

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

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

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

Street Cleansing activities follow a schedule of works.

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

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

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

5.2. Manual Street Cleansing

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

- Litter picking.
- Spot manual sweeping of detritus.
- Emptying of litter and dog bins.
- Removing fly tips, fly posters, graffiti, stray shopping trolleys etc. when encountered and/or when notified by the call centre.
- Removal of dead animals.
- The service for the collection and retrieval of stray dogs and the delivery of collected animals to appointed kennels was removed from the contract in 2015.
- Public convenience cleansing.

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- Spot weed spraying with KSA (Knap Sack Applicator) units and integrated CDA (Controlled Drop Application) applicators; this activity is influenced by weather conditions and access difficulties. In addition to the back-pack application of weed control chemicals, a quad bike with kerb edge sprayer and lance undertake cyclical spraying throughout the city.
- QUAD Bikes (2), are deployed to undertake city wide weed spraying which are supported by the hand held applicators.

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

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

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

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

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

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

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

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

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

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

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

5.3. Mechanical Street Cleansing

Mechanical street cleansing is made up of:-

- Mechanical sweeping of channels, pavements and precincts.
- Mechanical washing of pavements and precincts.
- Weed spraying.

The mechanical channel sweeping of arterial routes and major roads and annual leaf fall clearance programme is supported by the deployment of a **large mechanical road sweeper** for certain months of the year. The cyclical programme is reviewed on an on-going basis to ensure the minimum disruption to other road users while maintaining EPA Standards.

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

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

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

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

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

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

5.4. Special Cleansing Team

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

- Large fly tip removal;
- Area team support where an unplanned task is beyond the resources and/or capabilities of the Area Team but can be absorbed into the duties of the response team without incurring additional cost;
- Removal of graffiti through a steam cleaning process and/or painting over graffiti as and when identified;
- Fly poster removal;
- Spot cleaning with a high-pressure steam cleaner such as for the removal of soiled pavement spills and or food waste stains around late night food outlets;
- Steam cleaning public conveniences;
- Collecting 'stray' shopping trolley equipment and other "abandoned items";
- Chewing gum removal using the 'Gum Zapper'.

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

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

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

5.5. Notable Features

Post-Match day littering caused by fans on their way to home fixtures at Gloucester Rugby Club, both on Saturdays and for mid-week fixtures, will be cleared as part of the duties of the City Centre Team. Late afternoon/evening and weekend games/events are catered for by the teams working the next day.

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

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

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

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

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

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

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

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

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

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

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

Street Cleansing Regime 2019/20

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

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

Inspection & Reporting 2019/20

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

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

6. Grounds Maintenance

6.1. Management and Organisation and method statements.

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

- Planned cyclical works
- Ad-hoc works
- Arboriculture

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

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

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

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

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

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

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

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

6.2. Planned Cyclical Works

The following planned cyclical activities are carried out: -

- A maintenance programme for all **sports pitches and athletic facilities** to ensure that the needs of the space being played are met
- **Grass cutting** - machinery for large areas along with triple, rotary or flail cut pedestrian machines for smaller areas. The grass mowing team consists of four primary ride flail mowers who each look after a dedicated round (approx. ¼ of the city) and pedestrian operated mowing machines who look after smaller areas such as play parks, city homes and banked sites. Some of the machines used within certain housing areas are cut and collect but the majority are cut and drop. The grass mowing teams are supported by **strimming** operatives to cut areas that cannot be trimmed by mowers. Following the 2017 grass cutting trial, it has been agreed that only street furniture will be strimmed, the bases of trees, shrubs, hedges and walls/fences will be generally omitted from the strimming schedule.
- **Shrub beds and bedding** – Seasonal bedding was replaced with a scheme of bee friendly wild flowers and herbaceous and sustainable planting during 2011/12.
- **Hedge cutting** – hedges are generally maintained to their original height and profile, both linear and sectional, although in some situations it may be appropriate to gradually adjust the hedge to an 'A' shaped profile. It is aimed to maintain neat, tidy, vigorous, dense boundary hedges that do not obstruct or overhang footpaths and roads, or encroach on other maintained areas. Both top and sides are cut unless directed otherwise. Hedges in general are subject to continuous monitoring to ensure that wildlife and biodiversity values are constantly reviewed. Most GCC hedge cutting will be undertaken during the winter months while the grass cutting team are re-tasked.

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

All sports facilities and play areas are inspected by ROSPA qualified staff. The results of the inspections are recorded, analysed and actioned. Other members of staff who attend the site more frequently report any work that comes to their attention in the period between formal inspections. Issues are reported via a mobile phone app that sends a daily report to GCC Officers.

An annual ROSPA Inspection by a 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**

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

6.3. Arboriculture

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

- Programmed hedge cutting;
- Removal of epiphytic growth;
- Following the receipt of a change notice, the maintenance of a rolling Tree Survey has been taken back in house by Gloucester City Council following the completion of a base line survey and upload into Ezytreev which is due to be completed late 2018. The condition of the tree stock was captured during 2011/12 and recorded in a spreadsheet along with the date inspected. This Tree Maintenance Database formed an on-going and dynamic schedule of work for the Trees & Hedges Team based on priority of work from a safety perspective and a tree health perspective balanced against available budget. The database was overseen by the Operational Support Manager and was maintained and updated day to day by the Working Supervisor within the Trees & Hedges Team. Re-inspections are being carried out by a third party to formulate a schedule of work and to refresh elements of data. Annual inspections are carried out for those trees identified as at risk.
- Following the inspection of the city tree stock by the third party, urgent works are reported to the Gloucester City Council Tree Officer who then raises work instructions for the arboricultural team to complete within the specified time frame.
- Once the initial base line survey is complete, the responsibility for continued surveying will lie with GCC along with the creation of work instructions.

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

6.4 Special Maintenance team

The following activities are carried out: -

- Works in and adjacent to water courses to remove fly tips. A list of the pinch points dealt with as part of the Annual Contract Sum are provided in **Annex 3 – Pinch Points on Water Courses**;
- Minor repairs of children's play areas;
- Erect, repair and/or re-paint Street Name plates;

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

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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).

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

The Council have an Out of Office Response Service manned by Council Officers who receive calls from the public and Councillors from time to time. The Amey Duty Supervisor is available to deal with low level operational issues reported to him by the Councils Out of Office Response Service from 06:00 to 18:00 on Saturdays, Sundays and Bank Holidays which can be easily remedied as part of the programmed works, examples include: -

- Blood on the street following an assault

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

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

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

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

All vehicles used in the delivery of Streetcare Services are maintained in accordance with manufacturer's instructions and industry standard through a planned service programme. This is carried out using appropriate equipment and facilities at the Eastern Avenue Depot. In 2017 the vehicle maintenance function was taken back in house.