

HEREFORDSHIRE PUBLIC REALM CONTRACT 2021/22

ANNEX 6 – PARKS, OPEN SPACES, LANDSCAPING & TREES



SERVICE OVERVIEW

SERVICE SUMMARY

Balfour Beatty Living Places will effectively manage Herefordshire's Parks, Open Spaces, Landscaping, Verges and Trees to ensure the Public Realm is accessible, safe, clean and well-maintained. Core grounds maintenance related services include: Grass Cutting and Maintenance, Sports Pitch Maintenance, Arboriculture Maintenance (including tree surveys), Chemical Applications, Bereavement Services (Cemeteries Maintenance and Grave Digging), Playgrounds & Balancing Ponds

SERVICE SUMMARY

SERVICE SUMMARY		
		Output
Revenue Activities	Supervision & Commercial	Effective supervision & management
	Verge Cutting	Maintaining grass & open spaces in a safe condition
	Amenity Grass Cutting	
	Open Spaces	
	Vis Splays/Reactive Maintenance (Summer)	Maintaining accident cluster sites and visibility locations in a safe condition
	Vis Splays/Reactive Maintenance (Winter)	
	Cemetery and Crematorium Maintenance	Provision of burial services
	Noxious Weed Spraying	Treatment of hazardous weeds
	Tree Maintenance	Maintenance of hazardous trees
	Playgrounds Maintenance	Ensuring playground remains in a safe and serviceable condition
	May Fair	Removal & reinstatement of street furniture

Performance Indicators

Performance Indicators		
	Indicator	Target
OPIs	Insert relevant OPI's and target/ threshold as per agreed: Grass cut to time, quality and to programme	90%

OPIs	<p>OPI 12 Risk Management - Based on the RAG rating for risk where:</p> <ol style="list-style-type: none"> 1. OP1 – Category 1 Defects 2. OP2 – Category 2A & 2B Defects 3. All Red risks must be reviewed monthly 4. All amber risks every 6 weeks 5. All yellow risks every 2 months 	<p>100%</p> <p>80%</p>
OPIs	Playground inspections undertaken within required timescale.	100%
Strategic KPI	<p>Public satisfaction with ‘management of road works’ – measured through NHT survey - forms part of S15 Customer satisfaction</p>	50%
	<p>Insert relevant SPI’s</p>	

SERVICE OUTCOMES

OUTCOMES	HOW WILL THE OUTCOME BE ACHIEVED
Improved access to services	<ul style="list-style-type: none"> • Enhance collaboration with Community/Volunteer groups • Reports from MOP are accessed and prioritised (Risk Based Approach) in order to ensure appropriate action.
Improved network asset	<ul style="list-style-type: none"> • Tree Tagging of Public Realm Assets • Management of RoSPA recommended works • Identified Wild sites to increase Biodiversity. • Improvements of Assets through capital programme.
Safer network	<ul style="list-style-type: none"> • Verge cutting programme • Accident cluster site maintenance • Tree safety works • Network inspections • Tree surveys (guidance notes for trees) • Innovations to reduce exposure to risks on site and safety of public.
Contribution to the local economy	<ul style="list-style-type: none"> • Use of local contractors
Sustainable delivery	<ul style="list-style-type: none"> • Continued Improvement in Scheduling and Programme Management • Maintenance of wild areas
Value for money	<ul style="list-style-type: none"> • Grass growth monitoring to optimise cutting • Performance against programmes • Joint auditing of Public Realm

Satisfied stakeholders	<ul style="list-style-type: none"> • Amenity cut to schedule/verge cuts to schedule • Programmed activity to maintain safe network
Engaged communities	<ul style="list-style-type: none"> • RVNR Sites • Parish Wildflower Verges • Park Associations/Tree Forum/In Bloom groups • Parish & Town Councils

ASSUMPTIONS

Provide bullet points on any assumptions made when developing the annex.

The following assumptions have been made:

- i) It is understood that some areas currently maintained may be transferred to others to maintain during 2021/22.

Risk if assumption is not realised:

- Resource will be planned around current asset assumption. BBLP will review the impact of any changes as and when necessary in consultation with Herefordshire Council.
- ii) The location of visibility fences is only partial mapped in GIS meaning omissions and inaccuracies are likely.
 - Further mapping of vis-fencing to be carried out and landowners contacted about maintenance spec to ensure visibility on both sides of fence. Landowners will also be encouraged to carry out maintenance on their side of the vis-fencing. Vis fencing locations will also be reviewed, and a risk-based approach will be taken to assess these sites to determine whether or not clearance is required to improve safety.

OUR COMMITMENTS FOR 2021



Customer Focus First is our strategy, it is built on three pillars: Customer Focus, Construction Excellence and Innovation, all of which sit within a framework of safety first.

For 2021 we will make the following commitments to deliver tangible, positive outcomes to our customers, local communities, the public and our employees.

Customer Focus Aim: Do the right kind of business, exceed our customers’ expectations, always deliver certainty and ‘Get Left’ through early engagement



- Talk Openly and Engage regularly with the Annex Champions
- Plan effectively to deliver the best possible service & value for money.
- Celebrate success with HC and Annex Champions
- Share knowledge & expertise from the wider stakeholder Group to continuously improve the service for HC

Construction Excellence Aim: Create expert teams that deliver exemplar performance, empower our people to drive continuous improvement, be a trusted provider and engage with best in class partners



- Always put Safety and Zero Harm first
- Ensure we train, retain and recruit the best people
- Create high performing teams
- Promote ideas through My contribution from all levels of the operation

Innovation Aim: Deliver our 20 by 2025 commitments, motivate and upskill our people to use technology and innovate, and use data to inform improved decision making



- Utilise the correct and best equipment for the job
- Explore areas of innovation that can reduce our carbon footprint
- Explore efficiency improvements through technological advances
- Ensure asset data is captured efficiently and shared with the wider team

Zero Harm Safety is our license to operate



- Promote the use of Observations throughout the team
- Deliver our 2021 Zero Harm Calendar accordingly
- Encourage open discussions about safety within the operation
- Engage and promote safety through our sub-contractors

THE SERVICE

SERVICE DELIVERY

	SERVICE	RESOURCE	DELIVERY
Progra	The service being delivered e.g. gritting	The resource planned to do it e.g 15 x Operative	How the work will be delivered e.g work to be carried out reactively in line with winter plan

Verge cutting and strimming to programme	Subcontractor and direct resource	<p>2 programmed planned cuts based on growth to highway verges, visibility splays, vis fencing and strimming to ensure safety of highway network, where necessary, supplemented with additional work as identified in the Highways Maintenance Plan 2020. The programme includes maintenance to known accident cluster sites (identified and recorded in confirm).</p> <p>BBLP will look to support recommendations with Plant life/Verging on Wild & Parishes through trialling a single cut in trial locations where this does not represent a safety issue. Work collaboratively to increase the number of biodiversity sites as identified.</p> <p>Implementation of Mulch matting on designated Accidents sites in order to reduce weed growth, limit strimming presence and carbon emissions.</p>
Sports Pitch Maintenance	Direct Resource	As per schedules identified in the appendices. Reactive marking of known (within schedule) Reactive basis as and when required.
Amenity Grass cutting (Including Villages)	Subcontract Resource	6 cuts a year (April – September / October subject to grass growth) website schedules to be published by 2-week blocks.
Bowling green/tennis court & Sports pitch maintenance	1 x Operative	Weekly (April – Sept)
Bereavement Services (Crematorium, Cemeteries Maintenance and Grave Digging)	4 x Operatives & Subcontract Resource	As per maintenance plan for Bereavement Services
Grounds Maintenance to Cathedral Close		(See appendix C)

	Tree maintenance	2 x Operatives (full time) Tree Team.	<p>Safety works on a reactive basis (CAT 1 & CAT2 (P4 & P5))</p> <p>Surveying of high-risk trees (identified by locality stewards) Historical surveys</p> <p>5 Year Tree Survey cycle – Highway “A” Roads to be surveyed By-Exception methods.</p> <p>Remedial works to be identified following survey. Designated Tree team for survey works.</p> <p>Tree replacement – only in conservation areas and when a Tree Preservation Order (TPO) is in place, as required.</p>
Reactive	Hedge cutting (safety only)	Reactive Team	As per activities programme and on a reactive basis, risk based.
	Noxious weed spraying	Reactive Team & Programmed Team	Noxious Weed Spraying On a reactive basis (safety related/ noxious weeds).
	Shrub bed maintenance	Reactive Team	On a reactive basis (safety maintenance only or anti-social behaviour)

SERVICE SCOPE

SERVICE	SCOPE
Verge cutting	<p>IN SCOPE</p> <ul style="list-style-type: none"> • 2 x programmed cuts of road verges and strimming of verges including visibility splays; signage, fencing barriers, markers that are situated within known programme of accident cluster sites and visibility splays. • Reactive works based on risk assessment carried out through inspection (to assist in the process all known treated accident cluster sites are in confirm) • A49 Trunk road as per planned programme through city centre • Spraying of visibility fencing <p>NOT IN SCOPE</p> <ul style="list-style-type: none"> • Flailing of riverbank • Cutting of wildflower/botanical areas including those on designated highway verges) • Trunk roads (outside of the City of Hereford limits) • Strimming of signage (non-safety related) • Strimming of Balancing Ponds
Wildflowers	<p>IN SCOPE</p> <ul style="list-style-type: none"> • Implemented trail of 3 x Wildflower designated areas on entrance to Hereford City limits to receive 1 x cut at end of season. • Explore additional sites, if resources allow • Assist Community groups in identifying new sites, cutting regimes, if resources allow. <p>NOT IN SCOPE</p> <ul style="list-style-type: none"> • Weeding of designated Wildflower areas. • Prolonged watering of designated Wildflower areas.
Amenity cuts	<p>IN SCOPE</p> <ul style="list-style-type: none"> • Cutting of amenity sites as per schedules • Sports pitches as per current standard (excluding assets transferred from HC to sports clubs etc.) • Greenway Cycleway (Rotherwas Enterprise Zone Link) From Holme Lacy Road to Canary Bridge. <p>NOT IN SCOPE</p> <ul style="list-style-type: none"> • Area 5m outside of sports pitches • Devolved sports pitches/open spaces • Balancing Ponds • Leominster grass cutting

<p>Tree maintenance</p>	<p>IN SCOPE</p> <ul style="list-style-type: none"> • Reactive tree works (safety works only, CAT1/CAT2 (P4 & P5)) • Planned Programmed work (Tree Survey Remediation Works) • Epicormic growth (Safety Only) • Works to all dead/dying/diseased trees • Re-Planting of Trees in Conservation areas/TPO where required, within budget. <p>NOT IN SCOPE</p> <ul style="list-style-type: none"> • Pollarding (unless for safety) • Additional work associated with Ash die back • Site Specific Tree Management Plans • CCTV – Clearing vegetation around CCTV equipment – Subject to additional funding • Replanting of Trees, unless funding is made available.
<p>Shrubs</p>	<p>IN SCOPE</p> <ul style="list-style-type: none"> • Reactive safety maintenance/clearance (following safety inspection) <p>NOT IN SCOPE</p> <ul style="list-style-type: none"> • Work not covered in annual plan. • Perennial bedding • Weed clearance of shrub beds • General shrub bed maintenance for non-safety reasons • CCTV – Clearing vegetation around CCTV equipment
<p>Spraying</p>	<p>IN SCOPE</p> <ul style="list-style-type: none"> • Playgrounds • Reactive safety related (noxious weeds) <p>NOT IN SCOPE</p> <ul style="list-style-type: none"> • Non safety related (following inspection)
<p>Bereavement services</p>	<p>IN SCOPE</p> <ul style="list-style-type: none"> • In line with maintenance plan • Grave digging • Grounds maintenance • Gritting of Car park & main Access in accordance with Winter Service Plan. <p>NOT IN SCOPE</p> <ul style="list-style-type: none"> • Work not included in maintenance plan

Playgrounds	<p>IN SCOPE</p> <ul style="list-style-type: none"> • Safety inspections (playground assets in appendix C) • Maintenance only - to ensure safety of equipment • Spraying • Maintenance of replaced equipment on existing footprint externally funded • Prioritisation for improvements to Destination Parks (Ranked Asset Register) • Section 106 Allocation on existing Asset Spend. <p>NOT IN SCOPE</p> <ul style="list-style-type: none"> • Betterment (work not included within the Ranked Asset Register) • Devolved areas (playgrounds devolved to Parishes) • Maintenance of new equipment added to existing playgrounds within warrantee* • Addition of new equipment to existing playgrounds (unless agreed between HC and BBLP) <p>*consideration will be given to additional requirements of inspection prior to potential adoption</p>

RISK MANAGEMENT

High level risks will be managed through the Partnership risk management process and listed on the partnership risk register.

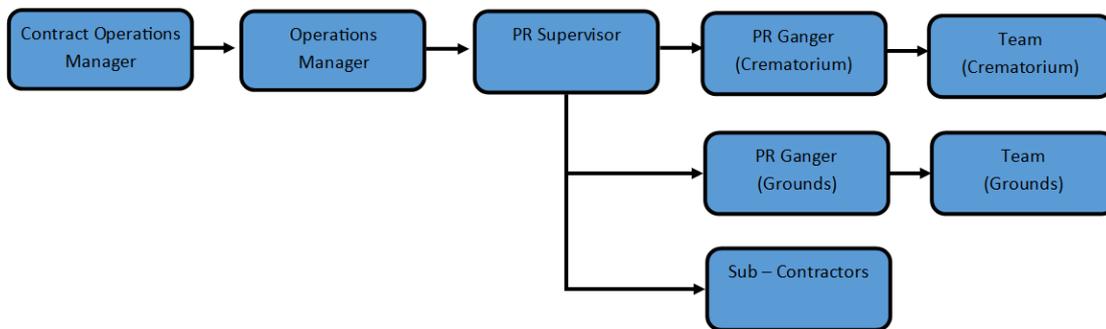
	KEY RISK	CAUSE	CONSEQUENCE	MITIGATION
Strategic Risks	Grass cut not sufficiently for community or councillors	Weather conditions/ high growth rates	Reputational damage for BBLP, Hereford Council Officers and Cabinet	5 x Amenity cuts per season. Each cut delivered on a needs basis subject to grass growth 1 cut per cyclical schedule on amenity areas (summer season) and 2 verge cuts. Cutting schedules consulted on with councillors and published on Council website.
	Implementation of Permits for Tree works & Verge /Accident Site cutting.	BBLP to request permits for its own works, which may affect resources and processes.		

Claims	Intervention levels not being met	Reputational/ Financial	Programme of safety related works (cluster sites/ vis-splays) Inspecting the network as per the HMP 2020
Network Degradation from not Weed Spraying Hereford City and Market Towns	Continued weed germination and growth potentially left unchecked	Accelerated Network Degradation leading to increased maintenance costs and potential reputational damage to HC and BBLP	Proposal to include Hereford City and Market Towns in a weed spraying programme as work for additional funding
Hazardous Trees on the Network	No Tree Maintenance only safety related works. Disproportionate works in relation to Resources. Impact of diseased trees ie, Ash Dieback	Increase number of safety related tree incidents, claims, budget and street furniture interference. Resource insufficient to meet Safety works demand.	Tree Survey & Remediation works Designated 2-person Tree team.

PART 2

ORGANISATION

STRUCTURE



ROLES AND RESPONSIBILITIES

Job Role	Responsibility
Operations Manager - South	Responsible for the resources that operate from their designated depot, and therefore the day-to-day running of the grounds maintenance teams. This will include the provision of all equipment, PPE and any other materials needed to deliver the Service safely.
PR Supervisor	Responsible for the development and monitoring of all ground maintenance related works schedules (including the Mayfair). This includes understanding and setting priorities, ensuring workforce competencies and managing sub-contractors and safe delivery of programmes. The Supervisor will also conduct audits (and arrange with HC for joint audits) on the grounds maintenance operations to ensure the quality of workmanship and verify the extent of the ground’s maintenance assets. The PR Supervisor will be supported by the Highway Supervisors and Cleansing Supervisor to ensure continuity and resilience
Locality Stewards	The grounds maintenance team will work closely with the Locality Stewards to keep up to date on any historical grounds maintenance issues. Locality Stewards will also assist in monitoring grass growth stations to inform the supervisor on the timing of grass cutting as well as any potential problem areas. For accident cluster sites Locality Stewards will also keep the supervisor informed on the condition of the accident cluster sites in their patch and report any known problems through the confirm system. This will inform a programme of cluster site maintenance.

Grounds Operatives	Responsible for carrying out safe ground’s maintenance work including reactive maintenance.
Playground Inspectors	Responsible for carrying out inspections of playground equipment, all will be ROSPA qualified
Highways Operatives	Provide resilience and support to grounds team where required

KEY DELIVERY INTERFACES

	Who are the dependencies	What is their role
Public Realm BBLP Partnership	Locality Stewards	Carry out inspections of the network and raise defects in line with the Highways Maintenance Plan. Liaise with Parishes and provide information about service delivery.
	Knowledge Centre	Scheduling of work and management of queries from members of the public and stakeholders
	Highways Gangs	Provide resilience to grounds team when required
	Asset management	Provision of asset data
Herefordshire Council	Enforcement	Liaison between Locality Stewards and BBLP enforcement officer regarding enforcement issues that require escalation by Stewards
	Bereavement Services	Liaison with Grounds team regarding delivery of services
	Conservation Officer	Liaison regarding conservation orders/trees
	Parks, countryside and leisure development services	Liaison regarding asset and service delivery
External Organisations	Highways England	Liaison regarding work undertaken on trunk roads, and coordination of activities to minimise disruption and utilise Traffic Management
	Environment Agency	Liaison regarding Environmental compliance and guidance
	Herefordshire Housing	Liaison regarding grass cutting schedules and high risk sites/ assets
	Forestry Commission	Information, advice and guidance on issues such as Ash dieback
	Rotherwas Enterprise Zone	Liaison for maintenance activity and programme for Rotherwas Cycle Link to Enterprise Zone.
	Community Groups	Liaison with local community and Parish groups to enhance PR Assets.

APPENDICES

APPENDIX A: POLICY & PROCESSES

PROCESSES

APPENDIX B: REFERENCE DOCUMENTS

LEGISLATIVE DOCUMENTATION

HEREFORDSHIRE COUNCIL DOCUMENTATION

CONTRACT DOCUMENTATION

Herefordshire Highways Maintenance Plan 2020

- Cathedral Close Maintenance Plan (Appendix E)
- Accident Cluster site Maintenance plans
- Highways Act 1980
- Operational Standards Manual
- HC Tree Guidance March 2016

APPENDIX C: DEFINITIONS

BBLP Balfour Beatty Living Places

HC Herefordshire Council

APPENDIX D: PROGRAMME OF WORKS

 Cathedral Close Maintenance Plan - 2020.pdf	 Preparations on War Memorials for Remembrance 2021-22.pdf	 Revised HC Owned Play Areas V10 24.2.2.xlsx	 HC Tree Guidance March 2016.pdf
 Highways Tree Flow Chart - 1.pdf	 Noxious Weeds Treatment 2021-22.xlsx	 Parish Verge Wild Flower Area Cutting Schedule 2021-22.xlsx	
 RVNR Survey Report 2019.pdf	 Tree Survey 5 year Schedule.xlsx		

Asset list of Sports Pitches – King George V Playing Fields

INSERT ACTIVITY SCHEDULES



Grounds Activity
Schedule - 2021-22.xl

APPENDIX E: SUPPORTING DOCUMENTATION

BUDGET BREAKDOWN

RISK REGISTER



ANNEX 6 - Risk
Register.xlsx