

HEREFORDSHIRE PUBLIC REALM CONTRACT 2020/21

ANNEX 6 – PARKS OPEN SPACES, LANDSCAPING AND TREES

SERVICE OVERVIEW

SERVICE SUMMARY		
		Output
Revenue Activities	Arboriculture maintenance	Tree work to ensure safety of the Public Realm/ replacement of trees approx. Tree survey.
	Grass cutting and maintenance	Up to 6 x year cut to amenity and general grass area
	Verge cuts (including strimming where necessary) Verge – Wild Meadow Verge (Bio	2 programmed planned cuts to highway verges, visibility splays and strimming to ensure safety of highway network, where necessary, supplemented with additional work as identified in the Highways Maintenance Plan 2016. The programme includes maintenance to known accident cluster sites
	Sports pitch Maintenance and Open Spaces	Maintenance of sports pitches as per standard
	Bereavement service	As per maintenance plan
	Playground maintenance	Maintenance of playgrounds
	Reactive works (winter)	Reactive safety work (trees, shrubs, spraying, grass)
	Reactive works (summer)	Reactive safety works/ vis splay, accident cluster site maintenance

	Mayfair preparation	Removal and replacement of street furniture for Hereford and Leominster to enable Mayfair access
	Noxious Weed spraying	Noxious weed spraying
	Commercial support & Supervision	Subcontractor management

Performance Indicators		
	Indicator	Target
Operational Performance Indicators	OPI 7 Grass cutting - Grass cut to time, quality and programme	90%
	OPI 12 Risk Management - Based on the RAG rating for risk where: Reactive defects responded to within required timescales. OP1 – Category 1 Defects OP2 – Category 2A & 2B Defects	100% 80%
	OPI 15 Supervisory Checks – Quality audits to be carried out in line with targeted inspections	85%
Strategic KPI	Public satisfaction with ‘management of road works’ – measured through NHT survey - forms part of S15 Customer satisfaction	50%

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 OUTCOMES

OUTCOMES	HOW WILL THE OUTCOME BE ACHIEVED
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)
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"> • Liaison with parishes on grass cutting, and wild verges to identify areas that only need to be cut once

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 2020/21.

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.

THE SERVICE

SERVICE DELIVERY

SERVICE	RESOURCE	DELIVERY
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	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
Programmed	Verge cutting and strimming to programme	Subcontractor and direct resource	<p>2 programmed planned cuts 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 2016. The programme includes maintenance to known accident cluster sites (identified and recorded in confirm).</p> <p>BBLP will look to support recommendation from Plant life through trialling a single cut in trial locations to where this does not represent a safety issue.</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 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)	<p>Safety works on a reactive basis (CAT 1 & CAT2)</p> <p>Surveying of high risk trees (identified by locality stewards) Historical surveys</p> <p>Programme to be identified following survey</p> <p>Tree replacement – only in conservation areas when required.</p>
Reactive	Hedge cutting (safety only)	Reactive Team	On a reactive basis
	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 wild flower/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

<p>Wild Flowers</p>	<p>IN SCOPE</p> <ul style="list-style-type: none"> • Implemented trail of Wild Flower designated areas on entrance to Hereford City limits to receive 1 x cut at end of season. <p>NOT IN SCOPE</p> <ul style="list-style-type: none"> • Weeding of designated Wild Flower areas. • Prolonged watering of designated Wild Flower areas.
<p>Amenity cuts</p>	<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) <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) • Planned Programmed work • Epicormic growth (Safety Only) • Works to all dead/dying/diseased trees • Re-Planting of Trees in Conservation areas/ TPO where required <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 • Replanting of Trees
<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 in relation to In bloom • Perennial bedding • Weed clearance of shrub beds • General shrub bed maintenance for non-safety reasons • CCTV – Clearing vegetation around CCTV equipment

Spraying	<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)
Bereavement services	<p>IN SCOPE</p> <ul style="list-style-type: none"> • In line with maintenance plan • Grave digging • Grounds maintenance <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	Grass cut not sufficient for	Weather conditions/ high growth rates	Reputational damage for BBLP, Hereford Council	6 x Amenity cuts per season. Each cut delivered on a needs

community or councillors		Officers and Cabinet	basis subject to grass growth 1 cut per month on amenity areas (summer season) and 2 verge cuts. Cutting schedules consulted on with councillors and published on Council website.
Claims	Intervention levels not being met	Reputational/ Financial	Programme of safety related works (cluster sites/ vis-splays) Inspecting the network as per the HMP 2016
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	Consider proposal to include Hereford City and Market Towns in a weed spraying programme should additional funding be identified

PART 2

ORGANISATION

STUCTURE

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.

<p>Grounds Supervisor</p>	<p>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.</p> <p>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 grounds maintenance assets.</p> <p>The Grounds Supervisor will be supported by the Highway Supervisors and Cleansing Supervisor to ensure continuity and resilience</p>
<p>Locality Stewards</p>	<p>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 grounds supervisor on the timing of grass cutting as well as any potential problem areas.</p> <p>For accident cluster sites Locality Stewards will also keep the grounds 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.</p>
<p>Grounds Operatives</p>	<p>Responsible for carrying out safe grounds maintenance work including reactive maintenance.</p>
<p>Playground Inspectors</p>	<p>Responsible for carrying out inspections of playground equipment, all will be ROSPA qualified</p>
<p>Highways Operatives</p>	<p>Provide resilience and support to grounds team where required</p>

KEY DELIVERY INTERFACES

	Who are the dependencies	What is their role
<p>Public Realm BBLP Partnership</p>	<p>Locality Stewards</p>	<p>Carry out inspections of the network and raise defects in line with the Highways Maintenance Plan.</p> <p>Liaise with Parishes and provide information about service delivery.</p>
	<p>Knowledge Centre</p>	<p>Scheduling of work and management of queries from members of the public and stakeholders</p>
	<p>Highways Gangs</p>	<p>Provide resilience to grounds team when required</p>
	<p>Asset management</p>	<p>Provision of asset data</p>

	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.

PROGRAMMED ACTIVITY

Verge cutting

Two verge cuts and strimming per year are programmed to take place between April and September to ensure safety on the highways network. Regular review meetings will be held between BBLP and verge contractors to monitor progress of the programme.

Additional cuts will be undertaken reactively if required (in addition to the two planned cuts) to ensure the network is maintained in a safe condition. A programme of vis-splay maintenance will take place at the same time to ensure high risk sites are managed, reducing the amount of reactive work on the network.

The verge cut and strimming will be undertaken by experienced resource in 20/21. Works will be tendered well in advance to appropriate supply chain partners to ensure the best delivery solution for HC is achieved. The selection of the subcontract will be assessed on, cost, H&S, the locality of contractor and the ability to accurately record completed works for asset management purposes.

Rural carriageways will be cut with a single swathe width (1 metre), increasing in width to incorporate appropriately sized visibility splays at junctions, bends and in front of signs, which will be depended upon assessment at each location. Often verges are wider than 1 metre and the vegetation beyond this point will remain largely untouched at these locations, so allowing nature to run its course.

Consideration to be given to designated wild flower areas on rural verges located in selected trial Parishes to be left uncut to benefit wild flowers and enhance nature. These specific areas of verge to receive 1 x cut per season during August/September in line with the 2nd Highway Verge Cut.

Amenity Grass Cutting

The timing of grass cutting is important, particularly the first cut of the growing season if undertaken too early then grass height is likely to be low and if too late can lead to additional effort to cut the grass and results in larger quantities of cut grass on the ground. The timing of the first cut also impacts on the timing of subsequent cuts and therefore the delivery programme. With this in mind, the weather forecasts will be reviewed and feedback

from staff and operatives will be taken into account to achieve the optimum timing of the first cut. Schedules will be amended accordingly to reflect potential changes to the start of the cutting programme.

Production rates have been set to allow for normal periods of inclement weather, breakdown, sickness and operatives annual leave. They have also been established by reference to managing health and safety issues, in particular, Hand Arm Vibration Syndrome (HAVS).

It is likely the reactive maintenance element of the ground's maintenance service will increase with severe weather, as assets such as the trees will be affected. In this event we will ensure operatives across a number of services are sufficiently trained to use grounds maintenance equipment to cater for this peak in demand.

Grass cutting schedules will be made available to members of the public through the Herefordshire Council website. This allows for flexibility in the programme, which is required due to different growth rates across the county.

Progress against schedules will be monitored through the Operational Control Centre. Progress will be monitored on a daily basis and information fed into daily visualisation meetings.

Accident Cluster site Maintenance

A programme of cluster site grounds maintenance will take prior to the first cut, which will include the strimming of these sites to ensure sites are clear and safe. Further inspections will take place throughout the grass growing season and if required there will be a follow up strimming programme, dependent on grass growth.

Visibility fencing

Vis fencing will be kept clear to ensure good through visibility for road users. Landowners will be contacted prior to the start of the season with information about maintaining their side of the vis-fencing and to explain that operational gangs will be required to trim the other side of the fencing for safety reasons. Where there are no safety concerns, the Grounds Maintenance Supervisor will work with HC and Locality Stewards to identify any sites where visibility fencing may not be required to be maintained.

Weed Spraying

Reactive Weed spraying will continue to be carried out with on a safety basis as and where identified. A noxious weed spraying programme will be carried out to treat known assets.

TREES

Highway Trees

Please refer to Highways Maintenance Plan 2016 and Tree works guidance note

a) Tree Condition Surveys (Public Realm/trees within city boundaries and market towns)

Inspecting any tree that may overhang or have the potential to fall on the Highway, not just those located on Highway land. These are collectively called 'highway trees'.

The inspection of highway trees will be carried out in accordance with one of the following procedures:

In Hereford City and market towns, programmed inspection is carried out by a qualified tree surgeon, or Arboriculturalist of all highway trees;

- In all other areas, inspection of highway trees is undertaken following a risk assessment carried out by the Locality Steward in liaison with the ground's maintenance supervisor or on an annual basis. That assessment shall be based upon the findings of the network safety inspections and the Authority's out of hours response.
- The code of practice recommends an increased frequency of inspection and a greater number of surveys on foot. The rural nature of the County means that a full walked survey of all highway trees is unrealistic, and we will therefore undertake specialist inspections at targeted locations based on likely risk, together with enhanced training for our highway inspectors. Therefore, we will be moving towards adopting the following procedure, where practicable:
- A safety inspection, at least on an annual basis, by a qualified Arboriculturalist, will be carried out in areas identified after a risk assessment carried out by the Locality Steward. This considers records from network safety inspections and emergency response incidents, and inventory information on tree locations where this is available.
- General safety inspections also include highway trees and are undertaken by Locality Stewards on the normal frequencies. Inspectors will be trained to identify immediate risks to pedestrians and road users from trees but will not identify specialist factors affecting tree life or serviceability.
- Reference guidance note in appendix

b) Risk Assessment Procedure

Any item with a defect level, which corresponds to, or exceeds the stated investigatory level for that type of defect, will be assessed for likely risk. All such defects will be recorded on the Confirm database and shall form the Inspection and Assessment Risk Register. The Locality Steward will assess the likely risk at the time of inspection. The level of risk presented by each defect shall be assessed in respect of severity of impact and probability of the risk occurring. Locality Steward will categorise the particular defect using the categories defined in the Highways maintenance Plan.

FOUR YEAR PLAN

INNOVATION AND CONTINUOUS IMPROVEMENT

Identify opportunities for innovation and continuous development within the annex

Regular review

In order to learn from on-going activities regular feedback from the grounds teams to the supervisor will be captured and used in an annual review proposed to take place during the Autumn of each year. This annual review will also capture information from other teams and stakeholders, as well as data from confirm and will become a fundamental part of the annual plan review cycle.

Operational performance will be reviewed on a daily basis through visual management meetings and during the cutting season a fortnightly progress meeting will take place to monitor progress against schedules plan and network condition. The Grounds Maintenance Supervisor will arrange for joint site audits with nominated HC representatives as required during the annual plan period.

Progress and performance monitoring will also be integrated into our Operational Control Centre based at Thorn, Hereford.

Devolvement of Public Open Space

Herefordshire Council are currently conducting a review of its owned Public Open Space with a view to, where possible, seeking alternative management arrangements by either devolvement to Local interested community groups or open market freehold sale.

Herefordshire Council will ensure that BBLP are fully aware of the current situation and provide the required warnings of any potential loss of Public Realm Assets which Balfour Beatty manage. BBLP will work closely with Herefordshire Council ensuring that information relating to devolvement is made readily available to interested parties through locality stewards.

Herefordshire council and BBLP have identified areas of the Public Realm which historically have been maintained by are not owned by the establishment. These areas will be subject to a joint review during 2019/20 by HC and BBLP to decide how they will be managed in future years.

Local community groups can apply for funding Green Space Grants from HC to assist them in maintaining devolved areas through the Delegated Grants Team within HC

Any devolved areas will be updated in GIS layers to ensure that the asset register remains up-to-date.

Additional Services

CCTV – Clearance of vegetation around CCTV equipment to improve vision. Funding for any assessment and delivery of such work will be required in addition to the annual plan.

Site Specific Tree Management Plans – Funding for Tree Management Plans including coordination, advice and preparation will be required in addition to the annual plan.

Wild Flower areas

Working with Parish Councils and interest groups the trailing & feasibility of creating a scheme whereby parishes and interest groups are encouraged to identify wild flower areas/sites of specific interest and mark these areas up to inform the verge cutting programme and contractors of areas that don't require cutting for the first cut.

Spray – Review organic spraying methods.

FOUR YEAR PLAN

2020/21	Implementation of Universal Weed Brusher to remove weeds & moss build up from hard surfaces, ie Footpaths, communal areas, etc. Continue with Tree tagging programme
2021/22	Continue with Tree tagging programme
2022/23	Improvements within Play Area, as per RoSPA Inspections.
2023/24	Increase number of Wildflower verges.

APPENDICES

APPENDIX A: POLICY & PROCESSES

PROCESSES

APPENDIX B: REFERENCE DOCUMENTS

LEGISLATIVE DOCUMENTATION

HEREFORDSHIRE COUNCIL DOCUMENTATION

CONTRACT DOCUMENTATION

- Herefordshire Highways Maintenance Plan 2016
- 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 -



Revised HC Owned
Play Areas V10 24.2.:



Preparations on
War Memorials for F



Bereavement
Services Grounds M:



HC Tree Guidance
March 2016.docx



Noxious Weeds
Treatment 2020-21.x



ANNEX 6 - Risk
Register.xlsx

APPENDIX E: SUPPORTING DOCUMENTATION