

Parks & Open Spaces / Maintenance Service Delivery Plan 2014/15

The purpose of the Service is to manage the Council's parks & open spaces to a high standard ensuring a welcoming, safe, clean and well maintained environment and to provide an efficient and cost effective maintenance service for the Council's offices and other assets (owned or leased).

Parks & Open Spaces service

The Parks and Open Spaces service is responsible for the management, maintenance and development of approximately 68 hectares of public open space. The service is also responsible for the inspection and maintenance of 10 play areas. In addition the service is responsible for the management and maintenance of approximately 26 miles of awarded watercourses and 11 closed churchyards.

The key functions and responsibilities are: -

1. Grounds maintenance of all public open space, closed churchyards and the Council's 12 public car parks;
2. Award ditch maintenance controlling vegetation and removing silt deposits and debris to ensure the free flow of water to protect local land and properties from flooding;
3. Weekly inspections of play areas and also carrying out maintenance work;
4. Working with both Development and Legal Services on the adoption of public open space.

Maintenance Service

The Maintenance service is responsible for the maintenance and repair of the Council offices and other assets owned or leased by the Council. In addition the service is also responsible for the management and maintenance of 10 Public Toilets.

The key functions and responsibilities are: -

1. Maintenance and repair of Council owned buildings;
2. Maintenance and repair of Council owned public footpaths, fencing and boundary walls;
3. Maintenance and repair of 3 Traveller's sites;
4. Cleaning, and maintenance of the Council's 10 Public Toilets; and
5. Installation, maintenance and repair of street nameplates and street furniture including benches, litter and dog bins.

Both the Parks & Open Spaces and Maintenance service provide support to Democratic Services at elections through the delivery and collection of polling booths, putting out signage and assisting with setting up the count station.

In addition the services are responsible for erecting and dismantling the market stalls and marquees for the Council's tourism and sports events.

Key Partners

The Parks & Open Spaces and Maintenance service works closely with other internal services and also with local organisations, community groups and other partners including those listed below: -

- Other local authorities include Cambridgeshire County Council, Ely City Council and Parish Councils.
- Other public bodies include the Environment Agency and Internal Drainage Boards.
- Other organisations include the Ely Society, Friends of Jubilee Gardens, Ely in Bloom committee, Ely Horticultural Society, the Civic Trust, ROSPA, Victoria Green Open Space Group, Helping hands volunteer group, EARTH charities,

Service Objectives

- To maintain the Council offices and other assets owned or leased.
- To improve and develop the management and maintenance of open spaces.
- To ensure grass-cutting maintenance programmes are followed to provide a consistent and high quality service.
- To retain the Green Flag Award status for Jubilee Gardens and Pocket Park.
- To improve and develop the management and maintenance of Award ditches to ensure the free flow of water
- To involve users in the development of the Council's open spaces.
- To ensure the Council's play areas provide a safe and secure environment.
- To maintain the Council's public toilets to ensure cleanliness and accessibility.

Forward Planning for Councillors

Proposed date of decision	Item	Service Area	Service Delivery Champion	Committee
February 2015	Renew Sanctuary grounds maintenance contact	Parks & Open Spaces	Cllr David Brown	Commercial Services Committee
February 2015	Service review of Public toilets	Parks & Open Spaces	Cllr David Brown	Commercial Services Committee
January 2015	Playground inspection service for Parish's	Parks & Open Spaces	Cllr David Brown	Commercial Services Committee

Strategy map



Measuring Performance

Work in Partnership with Parish's /Stakeholders / Third Parties	Target	Actual
Performance monitoring meetings with Sanctuary to ensure we are fulfilling their contract requirements	Monthly	
Carry out monthly quality checks on the parks and maintenance service	5 per month	
Facilitate a Parish Council Conference which promotes safe, clean and attractive areas in the community	Quarterly	
Review and deliver the assets maintenance programme	Annually	

Maximise Council's Income	Target	Actual
Negotiate new 3 year ground maintenance contract with Sanctuary	March 2015	
Promote service to Parish Council's to provide safety checks on playgrounds throughout the district. Target is to generate additional income of £5,000 per annum	£5000	

Green Flag Status	Target	Actual
Introduce Green flag standards across all parks and open spaces in the district	Ongoing	
Retain Green flag accreditation for Country park and Jubilee garden	June 2015	

Trained and experienced staff	Target	Actual
Identify training requirements to enable the service to run effectively and efficiently	May 2015	
100% appraisals completed on time	May 2015	
Service awareness briefings for Member Champion	Ongoing	
Continue with apprenticeship programme	Nov 2015	

Maintain ECDC Assets to a safe, useable and legal standard for our customers enjoyment	Target	Actual
Undertake a Service review of public toilets	Jan 2015	
Undertake Service Review of playgrounds throughout the district	June 2015	
Communicate with residents on future/ongoing alternative use of parks and open spaces	Ongoing	

Name	Quality checks of Parks and Open Spaces
Owner	Team Leader Parks & Open Spaces
Co owners	
Purpose	Quality checking to ensure standards are high and adhere to the Green Flag requirements
Links	Green Flag Standard and Sanctuary Contract
Formula	Visual inspection of POS
Source of Data	CRM / SYP
Frequency	As required
Target	5 checks per month
Rewards/Penalties	Rewards: <ol style="list-style-type: none"> 1. Nice place to live, work and visit 2. Increased Tourism Penalties: <ol style="list-style-type: none"> 1. Complaints 2. People won't want to visit our District
Who measures?	Team Leader
Who acts on the data?	Team Leader Parks & Open Spaces
What will be done	<ol style="list-style-type: none"> 1. Team Leader will carry out a visual inspection of the site. 2. Team Leader confirms standard of site compared with criteria required for Green Flag Status 3. Team leader determines and authorises further actions / works as required
Feedback	1 to 1's and team meetings / Appraisal
Notes	

Name	Quality checks of Sanctuary Housing Open Spaces
Owner	Team Leader Parks & Open Spaces
Co owners	Sanctuary Housing
Purpose	Quality checking to ensure standards are high and adhere to the Contract
Links	Sanctuary Contract
Formula	Visual inspection of POS
Source of Data	Sanctuary Housing
Frequency	As required
Target	5 recorded spot checks a month
Rewards/Penalties	<p>Rewards:</p> <ol style="list-style-type: none"> 1. Nice place to live, work and visit 2. Renewed contract <p>Penalties:</p> <ol style="list-style-type: none"> 1. Financial penalties 2. Complaints 3. People won't want to rent Sanctuary properties
Who measures?	Team Leader and Sanctuary Housing
Who acts on the data?	Sanctuary Estates services / Team Leader Parks & Open Spaces
What will be done	<ol style="list-style-type: none"> 1. Team Leader will carry out a visual inspection of the site. 2. Team Leader confirms standard of site compared with criteria required for Green Flag Status 3. Team leader determines and authorises further actions / works as required 4. Quality discussed with Sanctuary at monthly performance management meeting
Feedback	Monthly performance monitoring meetings with Sanctuary, 1 to 1's and team meetings // Appraisal
Notes	

Name	Quality checks of maintenance works
Owner	Team leader maintenance
Co owners	
Purpose	Quality checking to ensure standards are be kept
Links	
Formula	Visual inspection of programmed works
Source of Data	CRM / SYP/ Staff
Frequency	As required / 5 recorded spot checks a month
Target	
Rewards/Penalties	Penalties <ol style="list-style-type: none"> 1. Poor public perception / 2. injury to public and staff Rewards <ol style="list-style-type: none"> 1. Nice place for people to visit and live, work 2. Good public perception 3. Cost saving to Council / well maintained assets
Who measures?	Team leader maintenance
Who acts on the data?	Team Leader Parks & Open Spaces
What will be done	<ol style="list-style-type: none"> 1. Team Leader will carry out a visual inspection of on queries that arise through CRM / SYP, 2. Team Leader will decide what if any action needs to be taken. 3. 5 recorded adhoc visual spot checks per month
Feedback	1 to 1's and team meetings / Appraisal
Notes	

Name	Performance review meetings Sanctuary housing
Owner	Senior Parks and Open Spaces Officer
Co owners	Team Leader Parks & Open Spaces
Purpose	Review performance of contract
Links	
Formula	Monthly meetings
Source of Data	Sanctuary Housing
Frequency	4 weeks
Target	Contract SLA
Rewards/Penalties	Penalties <ol style="list-style-type: none"> 1. Financial penalties 2. Loss of contract Rewards <ol style="list-style-type: none"> 1. Good partnership working 2. Opportunity for extra works
Who measures?	Sanctuary Estates services
Who acts on the data?	Senior Parks and Open Spaces Officer Team Leader Parks & Open Spaces
What will be done	<ol style="list-style-type: none"> 1. Sanctuary Estates services arrange monthly performance meetings 2. Senior Parks & Open Spaces Officer and Team Leader will attend meetings; they will give feedback on performance and any queries that have been raised during the last month. 3. Any actions required will be dealt with by Senior Parks & Open Spaces Officer and Team Leader
Feedback	Parks and Open Spaces Team meetings/ 1 to 1's / Appraisal
Notes	

Name	Renew Sanctuary Housing grounds maintenance contract
Owner	Senior Parks and Open Spaces Officer
Co owners	
Purpose	Renew grounds maintenance contract with Sanctuary housing
Links	Commercial agenda
Formula	Regular meetings from January with principle Sanctuary officers
Source of Data	Monthly performance review meetings
Frequency	Monthly
Target	March 2015
Rewards/Penalties	Penalties <ol style="list-style-type: none"> 1. Loss of contract 2. Reduction of employees 3. Loss of equipment Rewards <ol style="list-style-type: none"> 1. Partnership working with a national company 2. Retain staff 3. Equipment still available
Who measures?	
Who acts on the data?	
What will be done	Discussion to be held on all aspects of renewing the contract
Feedback	Commercial services committee
Notes	

Name	Develop a playground inspection service
Owner	Senior Parks and Open Spaces Officer
Co owners	Identified trained staff
Purpose	Generate income
Links	Commercial agenda
Formula	
Source of Data	
Frequency	As required by Parish's
Target	Cover set up cost within the first 12 months
Rewards/Penalties	<p>Rewards</p> <ol style="list-style-type: none"> 1. Income generation 2. Highly trained staff with added job security 3. Working partnerships with parish's 4. Inspections of playgrounds carried out to a high and uniformed standard 5. Regular income <p>Penalties</p> <ol style="list-style-type: none"> 1. Not being able to use trained staff to their full potential 2. No extra income 3. No partnership working
Who measures?	Senior Parks and Open Spaces Officer
Who acts on the data?	
What will be done	<ol style="list-style-type: none"> 1. Train selected staff to ROSPA approved standard to carryout weekly and annual playground inspection, 2. Develop a package of playground inspection and offer this service to Parish's and other third parties
Feedback	Commercial services committee
Notes	

Name	Retain Green flag accreditation for Country Park and Jubilee garden
Owner	Senior Parks and Open Spaces Officer
Co owners	Principal Community and Leisure Services Officer
Purpose	Retain high standards
Links	
Formula	Green flag criteria
Source of Data	Civic Trust
Frequency	Annually
Target	31 st June 2015
Rewards/Penalties	<p>Rewards</p> <ol style="list-style-type: none"> 1. Recognition of high standards 2. Good public perception 3. Staff morale with a recognised achievement <p>Penalties</p> <ol style="list-style-type: none"> 1. No recognition of high standards 2. Poor staff morale and possible staff retention issues 3. Poor public perception
Who measures?	Green flag / Civic Trust
Who acts on the data?	Team Leader parks and Open spaces
What will be done	<ol style="list-style-type: none"> 1. Review of last year's judges feedback 2. Act upon any areas of weakness 3. Put together an updated desk top assessment and submit before January 31st 2015 4. Prepare areas for a site visit by green flag judges during May / June 2015
Feedback	Judges feedback
Notes	

Name	Introduce and apply Green Flag standards across all POS within the district
Owner	Senior Parks and Open Spaces Officer
Co owners	Team Leader Parks & Open Spaces
Purpose	Retain high standards
Links	
Formula	Green flag criteria
Source of Data	Civic Trust
Frequency	Annually /ongoing
Target	31 st June 2015
Rewards/Penalties	<p>Rewards</p> <ol style="list-style-type: none"> 1. Recognition of high standards 2. Good public perception 3. Staff morale with a recognised achievement <p>Penalties</p> <ol style="list-style-type: none"> 1. No recognition of high standards 2. Poor staff morale and possible staff retention issues 3. Poor public perception
Who measures?	Senior Parks and Open Spaces Officer
Who acts on the data?	Team Leader parks and Open spaces
What will be done	<ol style="list-style-type: none"> 1. Quality check sheet draw up following green flag standards 2. Review of quality checks 3. Review programme of work for operatives 4. Act upon any areas of weakness
Feedback	Parks and Open Spaces Team meetings/ 1 to 1's / Appraisal
Notes	

Name	ECDC Assets maintained to a safe / useable / legal standard
Owner	Team leader maintenance
Co owners	
Purpose	To ensure ECDC assets are maintained to a safe, useable and legal standard
Links	
Formula	
Source of Data	CRM / SYP/ Staff and department requests
Frequency	
Target	100%
Rewards/Penalties	<p>Rewards:</p> <ol style="list-style-type: none"> 3. Nice place to live, work and visit 4. Increased Tourism 5. Cost saving to Council / well maintained assets <p>Penalties:</p> <ol style="list-style-type: none"> 3. Complaints 4. People won't want to visit our District 5. Risk of insurance claims 6. Value of assets decreased if poorly maintained
Who measures?	Senior Parks and Open Spaces Officer
Who acts on the data?	Team leader maintenance
What will be done	<ol style="list-style-type: none"> 1. Works programme in place for regular maintenance 2. Work orders raised through CRM / SYP/ Department requests, 3. Team leader to prioritise works programme
Feedback	Works order raised and closed
Notes	

Name	Service review of public toilets
Owner	Senior Parks and Open Spaces Officer
Co owners	Team Leader Tourism / Assistant Director
Purpose	To assess future commitment of public toilets
Links	
Formula	Service review
Source of Data	
Frequency	As required
Target	March 2015
Rewards/Penalties	<p>Rewards</p> <ol style="list-style-type: none"> 1. A full understanding of costs for public toilets 2. An understanding of working practices 3. An opportunity to evaluate working practices 4. Investigate any cost saving areas 5. Evaluate future maintenance costs. <p>Penalties</p> <ol style="list-style-type: none"> 1. Additional costs maybe uncovered 2. Saving maybe highlighted but not accepted politically or by the public
Who measures?	Asset / Commercial services committee
Who acts on the data?	Asset / Commercial services committee
What will be done	All relevant information gathered and recommendations given to Asset / Commercial services committee
Feedback	Commercial services committee
Notes	

Name	Service review of playgrounds throughout the district
Owner	Senior Parks and Open Spaces Officer
Co owners	
Purpose	To assess future commitment of playgrounds
Links	Development of playground inspection service / playground audit
Formula	Service review
Source of Data	
Frequency	As required
Target	September 2015
Rewards/Penalties	<p>Rewards</p> <ol style="list-style-type: none"> 1. A full understanding of costs for playgrounds 2. An understanding of working practices 3. An opportunity to evaluate working practices 4. Investigate any cost saving areas 5. Evaluate future maintenance costs. <p>Penalties</p> <ol style="list-style-type: none"> 1. Additional costs maybe uncovered 2. Saving maybe highlighted but not accepted politically or by the public
Who measures?	Asset / Commercial services committee
Who acts on the data?	Asset / Commercial services committee
What will be done	<ol style="list-style-type: none"> 1. All relevant information gathered and recommendations given to Asset / Commercial services committee 2. Condition survey to be carryout on all playgrounds 3. Review of available funding / grants/ s106 4. Review playground audit carried out by ????
Feedback	Commercial services committee
Notes	

Name	Communicate with residents and visitors on future developments of POS
Owner	Senior Parks and Open Spaces Officer
Co owners	Planning department / Team Leader Tourism
Purpose	To assess future commitment of public toilets
Links	Planning frame work
Formula	Service review
Source of Data	
Frequency	As required
Target	March 2015
Rewards/Penalties	
Who measures?	Asset / Commercial services committee
Who acts on the data?	Asset / Commercial services committee
What will be done	<ol style="list-style-type: none"> 1. Work closely with planning department on future planning applications 2. Make sure applications are fit for purpose 3. Work with parish Council, seeking their local options 4. Make sure staff are approachable to the general public and listen to their comments 5. Good communication with Council members 6. Seek feedback from staff on the ground.
Feedback	Commercial services committee
Notes	

Name	100% appraisals completed on time.
Owner	Spencer Clark
Co owners	Open Spaces & Maintenance Team
Purpose	To ensure that all staff appraisals be completed annually and within the time frame set by HR.
Links	HR Policy and Procedure Corporate priorities Service delivery plan
Formula	To arrange in and complete all staff appraisals within time frame set by HR ensuring that all staff have enough time to complete their comments and for Senior Open Spaces & Maintenance Officer to complete appraisal and agree with staff member before signing. Identify training needs. Opportunity to discuss what has gone well and what needs improving and aspirations for the future.
Source of Data	HR, and Senior Open Spaces & Maintenance Officer and Staff member
Frequency	Yearly
Target	100%
Rewards/Penalties	Staff will be unaware of their progress throughout the year, would not know what areas to improve upon therefore not providing the best service possible to the clients. Effect on staff morale.
Who measures?	Senior Open Spaces & Maintenance Officer and HR
Who acts on the data?	Senior Open Spaces & Maintenance Officer and his Team
What will be done	<ol style="list-style-type: none"> 1. Time frame set by HR 2. Senior Open Spaces & Maintenance Officer to book appraisals with staff 3. Senior Open Spaces & Maintenance Officer to issue staff with paperwork to complete (giving enough time in which to do so) 4. Staff member to complete apraisee's comments and return to Senior Open Spaces & Maintenance Officer 5. Appraisal conducted by Senior Open Spaces & Maintenance Officer and comments to be added to paperwork 6. Completed paperwork to be passed to Staff member for review and final signature. 7. Completed appraisals to be sent to HR.
Feedback	1:1, mid term appraisal
Notes	Any discussion at appraisals should not come as a surprise; issues that arise regarding performance should be dealt with in a timely manner

Name	Service awareness briefings for service delivery champion.
Owner	Spencer Clark
Co owners	Open Spaces & Maintenance Team
Purpose	To update Service Delivery champions with progress within the Open Spaces and Maintenance Team, how the service is being operated and budgetary updates. Service Delivery Champion to act as critical friend.
Links	Corporate Strategic Finance Outcome.
Formula	To include Service Delivery Champions in all aspects of the running of the Open Spaces and Maintenance Team to promote transparency and good partnership working. Members will be able to understand the everyday running of the department and will be able to offer assistance where required.
Source of Data	Regular feedback from Members and CE.
Frequency	As required
Target	100%
Rewards/Penalties	Members need to have an awareness of the service in order for it to move forward. They will act as a critical friend to the service and their role is to understand the service, see how changes will benefit the effectiveness of the team and the service it provides to the community and report to the Council on their activities and respond to questions and enquiries.
Who measures?	Senior Open Spaces & Maintenance Officer and Chief Executive
Who acts on the data?	Senior Open Spaces & Maintenance Officer and his team
What will be done	<ol style="list-style-type: none"> 1. Identify Member Champion 2. Senior Open Spaces & Maintenance Officer to invite those members to regular meetings 3. Invite Members to shadow the team if they wish 4. Invite members to attend Team meetings 5. Include Members in the distribution of quarterly performance reports.
Feedback	Quarterly Performance report
Notes	