

## Grass Cutting Improvement Plan

	Recommendation / Action	Responsible Officer	Target Date	Status	Progress to Date
1	Introduction of a case management system for reporting of work and the management of staff and communication to the public.	Head of Community Services - Tewkesbury Borough Council/ Landscape Operations Supervisor - Ubico	December 2017	✓	Complete. The case management system allows us to log calls regarding grounds maintenance and track progress on works outstanding and completed. This gives us a much better oversight of works completed and significantly more information to better communicate with the public.
2	<p>Introduction of clear and accountable KPI's, including confirmation of completion of work timescales as outlined below:</p> <ul style="list-style-type: none"> <li>✓ 'Urgent' to be actioned within 24 hours as there is either risk to people or property or a reputational risk to Ubico or Tewkesbury Borough Council</li> <li>✓ 'High risk' to be actioned within two weeks of being reported</li> <li>✓ 'Medium risk' to be actioned within three months of being reported</li> <li>✓ 'Low risk' to be actioned within six months of being reported</li> </ul>	Head of Community Services - Tewkesbury Borough Council/ Landscape Operations Supervisor - Ubico	March 2018	✓	Complete. These KPIs relate mainly to programmed and urgent winter works, have been agreed with Ubico and standards set for how Ubico will respond to requests from Tewkesbury Borough Council.

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3	A further round of new maps to be issued to ensure that all crews have all relevant and up to date information.	Head of Community Services – Tewkesbury Borough Council	04 June 2018	✓	Complete. This is to address inconsistencies in the mapping sets, discovered by carrying out checks. There is an acceptance that this is an ongoing piece of work as ownership of land changes and land is adopted; however, we are confident that the current maps best reflect the most up to date situation.
4a	Actively seek out land owned by third parties historically maintained by Tewkesbury Borough Council and negotiate a speedy solution to the maintenance of that land.	Head of Community Services – Tewkesbury Borough Council / Grounds Maintenance & Project Officer	July 2018	✓	Complete. A number of parcels of land have been identified and arrangements made to maintain the land.





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4b	Require third parties to maintain their land or enter into a contract with them to maintain on their behalf.	Head of Community Services – Tewkesbury Borough Council / Grounds Maintenance & Project Officer	February 2019	☺	Land that we know is not in the ownership of Tewkesbury Borough Council, Gloucestershire County Council or third parties has now been identified and negotiations are in place as to who maintains them in future. Legal advice is being sought as to what powers we can use to compel third party land owners to maintain their land or enter into a contract to have it maintained. There are land disputes in some areas and Tewkesbury Borough Council is continuing to maintain the land whilst making enquiries into ownership.
5	Weekly client meetings to update Tewkesbury Borough Council of Ubico's progress and to discuss issues with the grass cutting implemented March 2018.	Grounds Maintenance Project Officer - Tewkesbury Borough Council/ Landscape Operations Supervisor – Ubico.	June 2018 & ongoing.	✓	Complete. Weekly client / contract monitoring meetings allow issues of nature and quality of work to be discussed. Meetings now happen weekly and will continue until the review is complete.
6a	Regular monitoring checks by Tewkesbury Borough Council Officer.	Head of Community Services – Tewkesbury Borough Council / Grounds Maintenance & Project Officer	June 2018 & ongoing	✓	Complete. Checks are being undertaken to ensure that the crews are carrying out the cutting according to the maps. Once crews have completed the backlog this will be extended to quality checks.

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6b	Ongoing monitoring checks carried out by Officers on an ad-hoc basis.	Head of Community Services – Tewkesbury Borough Council / Grounds Maintenance & Project Officer	Ongoing until grass cutting season ends.	☺	Ubico notify Tewkesbury Borough Council every day of the areas that are being maintained that day. Officers carry out ad-hoc spot checks to ensure that the crews are where they are supposed to be and that work is being carried out as agreed.
7	Weekly updates to Members with schedule of areas being cut the following week	Head of Community Services - Tewkesbury Borough Council	June 2018	✓	Complete. All Councillors were informed regularly as to progress on grass cutting until Ubico had improved the situation. Further updates are provided to the Overview and Scrutiny Committee.
8a	Develop quality KPIs to monitor quality of cuts.	Head of Community Services – Tewkesbury Borough Council	July 2018	✓	Complete. Short term KPIs were developed to manage the urgent needs at that time and consisted of daily updates and regular improvement plan meeting.
8b	Develop longer term KPI's in line with the service specification.	Head of Community Services – Tewkesbury Borough Council / Head of Operations (Ubico)	March 2019	☺	Longer term KPIs need to be developed and implemented ahead of the next growing season early in 2019. This action has been moved to the project plan.

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9a	Tracking devices fitted to all vehicles.	Landscape Operations Supervisor - Ubico	June 2018	✓	Complete. Tracking data allows officers to query historic information in the case of complaints and health and safety issues.
9b	Tracking devices fitted to all mowing equipment.	Landscape Operations Supervisor - Ubico	March 2019	☺	Consideration is now being given as to whether tracking equipment can be fitted to all mobile mowing equipment.
10a	Introduction of an electronic mapping system for all crews to access.	Head of Community Services – Tewkesbury Borough Council.	June 2018	✓	Complete. This technology is in place for tree inspections.
10b	Introduction of an electronic mapping system for all crews to access.	Head of Community Services – Tewkesbury Borough Council.	December 2018	☺	Consideration is being given as to how this can be replicated for grass cutting. The project group will consider how to introduce this ahead of the next growing season.
11	Ubico to introduce grass cutting round sheets for crews to sign work off on a weekly basis for contract monitoring.	Head of Community Services – Tewkesbury Borough Council.	August 2018	✓	Complete. Sign-off sheets are now in place and when the crew complete a piece of work, they sign-off that it is completed. This allows better accountability as supervisors can check on the work and ensure that it is completed to a reasonable standard.

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12a	Ubico to review the rounds to ensure they are efficient for the movement of staff and equipment.	Landscape Operations Supervisor - Ubico / Head of Operations - Ubico	August 2018	✓	Complete. Rounds have been reviewed.
12b	Ubico to implement new rounds to ensure they are efficient for the movement of staff and equipment.	Landscape Operations Supervisor - Ubico / Head of Operations - Ubico	February 2019	☺	The design of new rounds is in progress and will be implemented in time for the 2019 growing season.
13	Ubico to establish any resource or equipment requirements, along with a business case to ensure the future efficient operation of the service, for Tewkesbury Borough Council to consider.	Head of Community Services - Tewkesbury Borough Council Head of Operations - Ubico / Landscape Operations Supervisor - Ubico.	January 2019	☺	A full review of resources allocated to grounds maintenance across the Tewkesbury Borough Council area needs to be carried out to ensure that Ubico has the correct level of resources both in terms of manpower and equipment.  This is being undertaken as part of the longer-term improvements and will be updated into a full project plan for this work.

## STATUS KEY

	Action is progressing well and on target to achieve completion date/within agreed budget (if applicable) etc.
	Action has some issues or delays but is likely to achieve completion date/within agreed budget (if applicable) etc.
	Significant risk to not achieving the action or there has been significant slippage in the timetable.
	Action is complete.
	Action not yet commenced. (may not yet be programmed for action)