

Report to	Mousehold Heath Conservators 21 September 2018	Item
Report of	Head of citywide services	6
Subject	Mousehold Heath 2018-2028 management plan review progress update and development and next steps	

Purpose

To update the Mousehold Conservators on progress with the management plan to date and the next steps.

Recommendation

To:

- 1) note the progress to date;
- 2) note the management subscriptions still outstanding;
- 3) approve the management prescriptions submitted subject to any amendments received from the Conservators being incorporated;
- 4) delegate the approval of the incomplete management prescriptions and first draft plan to the management subgroup; and
- 5) to delegate development of the consultation content to the management subgroup.

Corporate and service priorities

The report helps to meet the corporate priority a safe, clean and low carbon city.

Financial implications

Any financial implications arising from this report will have or will be met from approved budgetary provision.

Ward/s: Multiple Wards

Cabinet member: Councillor Packer - Health and wellbeing

Contact officers

Simon Meek – parks and open spaces manager	01603 212403
Adrian Akester – head of citywide services	01603 212331

Background documents

None

Report

Background

1. At its meeting on 15 June 2018 the Mousehold Conservators agreed to approve part 2 of the plan subject to any amendments being received by 29 June 2018.
2. One Conservator provided comments relating to projects MC81/01 View from Mottram Memorial, ME41/01 Main paths and ME41/02 Secondary paths.

Progress to date

3. The project specifications submitted for approval are contained in Appendix A.
4. There are currently 14 project specifications outstanding shown in the table below.
5. The outstanding project specifications will be brought to a management subgroup, (along with the three outlined in paragraph 2), following the Conservators meeting for further discussion and approval subject to agreement to recommendation 4.

Heading	Sub code	Proj code	Project	Spec
Management	ME41 Provide / maintain paths	03	CYCLEWAYS	NH
Management	ML00 Liaise stakeholders, owners / occupiers	01	ZAKS RESTAURANT	SM
Management	ML30 Liaise stakeholders, neighbours	01	BRITANNIA CAFÉ	SM
Management	ML30 Liaise stakeholders, neighbours	02	RANGER'S HOUSE	SM
Management	ML40 Liaise stakeholders, local / national authorities	01	NORWICH AREA TRANSPORT STRATEGY	SM
Management	ML40 Liaise stakeholders, local / national authorities	02	NORWICH CITY COUNCIL - AREA MANAGEMENT TEAM	SM
Management	ML40 Liaise stakeholders, local / national authorities	03	NORWICH CITY COUNCIL - COMMUNITY ENABLING TEAM	SM
Management	ML60 Liaise stakeholders, emergency services	01	NORFOLK CONSTABULARY	NH
Management	ML60 Liaise stakeholders, emergency services	02	NORFOLK FIRE AND RESCUE SERVICE	WS

Management	ML00 Liaise stakeholders, owners / occupiers	04	BRITISH GAS	WS
Recording	RA82 Collect data, other invertebrates, survey	01	ST JAMES' HILL BUMBLEBEE SURVEY	WS rev spec
Recording	RA92 Collect data, fauna, survey	01	NATIONAL BAT MONITORING PROGRAMME	WS rev spec
Recording	RA92 Collect data, fauna, survey	02	BAT BOX SURVEY	WS rev spec
Recording	RV70 Create / manage GIS data	03	GIS DATA SETS	SM

Next steps

6. To complete the outstanding specifications and project maps for approval by the management sub group.
7. Produce a first draft word document of the complete plan to facilitate the consultation for approval by the management sub group.
8. Agree the format for the consultation using Survey Monkey and the topics Conservators wish to seek public opinion on with the management sub group.
9. Agree the key stakeholders to consult on the full plan with the management sub group.
10. Complete the consultation and revise the first draft to produce the final draft plan for approval at the Mousehold Heath Conservators meeting in January 2019.
11. Based on the draft plan produce the annual work programme for 2019/20 for approval in January 2019.
12. Following Mousehold Conservators approving the plan in January 2019 produce the finished desktop published document for approval at Mousehold Conservators in March 2019

PROJECT SPECIFICATION

Project ref code	AR20/01				Project title	Mousehold Conservators Annual Report															
Brief description																					
Annual committee report produced detailing the work done over the previous years to contribute to the delivery of management plan objectives																					
Proj lead	[SM]				Delivered by	[SM, MHW]				Budget code	[]				Budget £s	[]					
Years active										Months active											
18/19	19/20	20/21	21/22	22/23	23/24	24/25	25/26	26/27	27/28	A	M	J	J	A	S	O	N	D	J	F	M
Approved by	[Mousehold Conservators]									Approval date	[21/09/18]			Priority	[Must]						
Project aims																					
<ol style="list-style-type: none"> To detail what work has been delivered to meet the management plan objectives in the preceding year To provide data where applicable to show how the habitat management on site is improving biodiversity, events, volunteers and guided walk figures. To provide detailed information for those members of the public who are interested in the management of the heath. 																					
Detailed project description																					
<ol style="list-style-type: none"> To record information during the year to inform quarterly heath update reports. To gather survey data during the year to show the short term impact of the work, volunteer work and events and guided walk participants. To plot year on year data to show medium/long term trends. 																					
Project map/plans																					
Links to additional information																					

PROJECT SPECIFICATION

Project ref code	AR20/02								Project title	Mousehold Conservators Annual Report public summary											
Brief description																					
A brief report covering highlights of the year for the public based on the full Annual Report																					
Proj lead	[SM]			Delivered by	[SM, MHW]					Budget code	[]			Budget £s	[]						
Years active										Months active											
18/19	19/20	20/21	21/22	22/23	23/24	24/25	25/26	26/27	27/28	A	M	J	J	A	S	O	N	D	J	F	M
Approved by	[Mousehold Conservators]								Approval date	[21/09/18]			Priority	[Must]							
Project aims																					
<ol style="list-style-type: none"> To promote the heath, its importance and the work of the Conservators. To make the public aware of key achievements in the year relating the management plan. To promote the heath and the activities and facilities available 																					
Detailed project description																					
<ol style="list-style-type: none"> Select highlights of the work done in the year along with photographs to illustrate. Show how the work has improved the heath through trends in species monitored. Show the public involvement with the heath and how to get involved. Promote the events and walks on the heath, signposting to the website. 																					
Project map/plans																					
Links to additional information																					

PROJECT SPECIFICATION

Project ref code	AR60/00				Project title	Mousehold Conservators Project approval and recording															
Brief description																					
Seek approval for new projects after the approval of the management plan																					
Proj lead	[SM]				Delivered by	[SM, MHW]				Budget code	[]				Budget £s	[]					
Years active										Months active											
18/19	19/20	20/21	21/22	22/23	23/24	24/25	25/26	26/27	27/28	A	M	J	J	A	S	O	N	D	J	F	M
Approved by	[Mousehold Conservators]									Approval date	[21/09/18]				Priority	[Must]					
Project aims																					
<ol style="list-style-type: none"> To ensure all projects and associated budgets on the heath are formally approved by Mousehold Heath Conservators. To enable the wardens to progress projects within the parameters agreed by the Conservators. 																					
Detailed project description																					
<ol style="list-style-type: none"> Any new projects will have a project specification produced along with associated maps and budget requirements. The project specification may or may not be developed via the working sub-group depending on the complexity of the project. Formal approval to commence the project will be given at one of the four quarterly Conservator meetings, or in an emergency via the chair, vice-chair and the Director of Neighbourhoods, in an emergency under delegated powers. 																					
Project map/plans																					
Links to additional information																					

PROJECT SPECIFICATION

Project ref code	AR60/01										Project title	Mousehold Conservators Project Quarterly management update									
Brief description																					
To report quarterly to the Conservators on progress made in delivering the management plan objectives																					
Proj lead	[SM]				Delivered by	[SM, MHW]				Budget code	[]				Budget £s	[]					
Years active										Months active											
18/19	19/20	20/21	21/22	22/23	23/24	24/25	25/26	26/27	27/28	A	M	J	J	A	S	O	N	D	J	F	M
Approved by	[Mousehold Conservators]									Approval date	[21/09/18]			Priority	[Must]						
Project aims																					
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Detailed project description																					
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Project map/plans																					
Links to additional information																					

PROJECT SPECIFICATION

Project ref code	AR60/02				Project title	Mousehold Conservators Project Quarterly budget monitoring															
Brief description																					
To report quarterly to the Conservators on progress made in delivering the management plan objectives																					
Proj lead	VR				Delivered by	SM, MHW				Budget code	[]				Budget £s	[]					
Years active										Months active											
18/19	19/20	20/21	21/22	22/23	23/24	24/25	25/26	26/27	27/28	A	M	J	J	A	S	O	N	D	J	F	M
Approved by	Mousehold Conservators								Approval date	21/09/18				Priority	Must						
Project aims																					
<ol style="list-style-type: none"> To ensure the Conservators are aware of the spend against the agreed budget both revenue and capital. Seek any necessary approvals for adjustments due as a result of unavoidable under and over spends 																					
Detailed project description																					
<ol style="list-style-type: none"> Any new projects will have a project specification produced along with associated maps and budget requirements. The project specification may or may not be developed via the working sub-group depending on the complexity of the project. Formal approval to commence the project will be given at one of the four quarterly Conservator meetings, or in an emergency via the chair, vice-chair and the Director of Neighbourhoods, in an emergency under delegated powers. 																					
Project map/plans																					
Links to additional information																					

PROJECT SPECIFICATION

Project ref code	AR60/03										Project title	Mousehold Conservators Annual work programme report										
Brief description																						
Seek approval for the annual work programme to be delivered in the following financial year to achieve management plan objectives																						
Proj lead	[SM]				Delivered by	[SM, MHW]						Budget code	[]				Budget £s	[]				
Years active											Months active											
18/19	19/20	20/21	21/22	22/23	23/24	24/25	25/26	26/27	27/28	A	M	J	J	A	S	O	N	D	J	F	M	
Approved by	[Mousehold Conservators]										Approval date	[21/09/18]				Priority	[Must]					
Project aims																						
<ol style="list-style-type: none"> To obtain approval for the annual work programme for the following year to deliver management plan objectives. To produce an annual work programme taking into account the precept report being submitted for approval. 																						
Detailed project description																						
<ol style="list-style-type: none"> Draft annual work programme to be produced in conjunction with the management sub-group. Draft programme presented to the Mousehold Conservators for formal approval at January Committee 																						
Project map/plans																						
Links to additional information																						

PROJECT SPECIFICATION

Project ref code	AR60/04										Project title	Mousehold Conservators Precept											
Brief description																							
The purpose of this report is for the conservators to set the budget and approve the precept for the Mousehold Heath Conservators budget.																							
Proj lead	VR				Delivered by	SM, MHW					Budget code				Budget £s								
Years active										Months active													
18/19	19/20	20/21	21/22	22/23	23/24	24/25	25/26	26/27	27/28	A	M	J	J	A	S	O	N	D	J	F	M		
Approved by	Mousehold Conservators									Approval date	21/09/18			Priority	Must								
Project aims																							
<ol style="list-style-type: none"> To set the annual budget to deliver the management plan objectives informed by the annual work programme. To set the precept to the council. 																							
Detailed project description																							
<ol style="list-style-type: none"> Review all subjective headings against the draft annual work programme. 																							
Project map/plans																							
Links to additional information																							

23.—(1) The Council shall pay yearly to the conservators the requisite sum to enable the conservators to defray the expense of discharging their functions under this Part.

(2) Before 1st January in each year the conservators shall issue to the council a precept for the requisite sum required for the financial year beginning 1st April next following and subsections (4) and (5) of section 12 of the General Rate Act 1967 shall apply to any such precept as though the conservators were a precepting authority for the purposes of that section.

(3) The requisite sum shall be payable half-yearly by equal instalments on 1st July and 1st January in each financial year.

(4) In this section—

“financial year” means a period of 12 months ending on 31st March;

“the requisite sum” means the sum estimated by the conservators to be the sum required to meet their expenditure under this Part in the financial year following the issue of a precept made under subsection (2) above after taking into consideration any money in the hands of the conservators or likely to come into the hands of the conservators during that financial year but that sum shall not in any financial year exceed the product of a rate of 0.5 pence in the

pound or such greater sum as the Council may by resolution approve.

PROJECT SPECIFICATION

Project ref code	AS00/00				Project title	Legal enforcement action															
Brief description																					
To take legal action to uphold the byelaws when appropriate and proportionate to do so..																					
Proj lead	[SM]		Delivered by	[MHW]				Budget code	[]				Budget £s	[]							
Years active										Months active											
18/ 19	19/ 20	20/ 21	21/ 22	22/ 23	23/ 24	24/ 25	25/ 26	26/ 27	27/ 28	A	M	J	J	A	S	O	N	D	J	F	M
Approved by	[Mousehold Conservators]								Approval date	[21/09/18]				Priority	[Must]						
Project aims																					
1. To take legal action when it is deemed appropriate and proportionate to protect the heath using the site byelaws or other appropriate legal powers.																					
Detailed project description																					
<ol style="list-style-type: none"> 1. Byelaw and other legal contraventions will be assessed taking into account how serious they are, frequency, impact on the heath and users, risk posed. 2. Legal advice and support will be provided by N P Law. 3. Any decision to pursue legal action will be taken by the Conservators. 4. In many cases, the provision of information regarding a breach of legislation and a warning from the wardens to deter future reoffending will be the usual way of dealing with minor one off incidents, as the costs and staff resources to pursue an outcome via the courts is expensive and not often proportionate to the offence 																					
Project map/plans																					
Links to additional information																					
\\city.norwich.gov.uk\Shared Folders\Leisure and Culture\Parks & open space\Mousehold Heath\Norwich Act																					

PROJECT SPECIFICATION

Project ref code	AS10/01				Project title	Licences and permits															
Brief description																					
To ensure that activities relating to requests to access the sites for works on site or adjacent to the site and for research are managed																					
Proj lead	SM		Delivered by	MHW				Budget code					Budget £s								
Years active										Months active											
18/19	19/20	20/21	21/22	22/23	23/24	24/25	25/26	26/27	27/28	A	M	J	J	A	S	O	N	D	J	F	M
Approved by	Mousehold Conservators								Approval date	21/09/18				Priority	Must						
Project aims																					
<ol style="list-style-type: none"> To ensure that requests are reviewed and the implications to the heath and visitors are duly considered by the Conservators before any activity takes place. 																					
Detailed project description																					
<ol style="list-style-type: none"> Requests to access the site for work on or adjacent to the heath will be reviewed and presented to full committee when timescales allow. If there is insufficient time prior to the next meeting the decision will be made under delegated powers with the chair and the director of neighbourhoods. Where approval is given NPS Norwich will act as agents on behalf of the conservators in preparing the licence. The Mousehold Wardens will monitor the work to ensure it is in accordance with the permission granted. Requests to gather data for studies on the site will be reviewed and presented to full committee when timescales allow. If there is insufficient time prior to the next meeting the decision will be made under delegated powers with the chair and the director of neighbourhoods. A condition of approval will be that the final report relating to the study will be made available to the contractors. 																					
Project map/plans																					
Links to additional information																					

PROJECT SPECIFICATION

Project ref code	AT00/01				Project title	Staff 1:1s															
Brief description																					
Regular 1:1 meetings to monitor progress against objectives and development																					
Proj lead	[SM]		Delivered by	[MHW]				Budget code	[]				Budget £s	[]							
Years active										Months active											
18/19	19/20	20/21	21/22	22/23	23/24	24/25	25/26	26/27	27/28	A	M	J	J	A	S	O	N	D	J	F	M
Approved by	[Mousehold Conservators]								Approval date	[21/09/18]				Priority	[Must]						
Project aims																					
<ol style="list-style-type: none"> To recognise high performance and to encourage and motivate staff. To keep performance on track Provide an opportunity for staff to actively participate in achievements, reporting on progress, barriers and difficulties 																					

Detailed project description

Performance appraisal is a dynamic, 365-day a year, 24/7 process to encourage and recognise high performance, encourage and motivate staff, and keep performance on track. Our appraisal process has always encouraged informal one-to-ones in addition to the annual and mid-year formal appraisal meetings.

In order to improve performance even further, it is important that all employees' performance is informally discussed and reviewed at least once a month at a one-to-one meeting with their line manager. This gives the employee an opportunity to actively participate in the process, reporting on progress, achievements, barriers and difficulties. It also provides managers with the opportunity to give direction, support, coaching, feedback and encouragement.

These meetings should be an informal two-way discussion process between the employee and line manager, with the aim of monitoring progress and enhancing performance.

Benefits for staff and line managers

There are many benefits of holding frequent one-to-one review meetings for staff and line managers, including:

- Difficult issues can be identified, discussed and resolved quickly, before they become more serious.
- Help and support can be given more readily. People rarely ask for help unless they see a good opportunity to do so – the regular informal review provides this opportunity.
- As priorities often change throughout the year, staff may need to be redirected and refocused. New assignments, tasks and objectives can be agreed, completed and reviewed quickly.
- Managers can take a more active role in staff development, setting out what they hope the employee will get from the development, discussing how it went, and making sure they have adequate opportunities to embed the new learning into their daily work.
- Effective working relationships and mutual understanding develops more quickly with greater frequency of meetings between line manager and team members. This is likely to reduce the anxiety that some staff may experience before formal appraisals.

- Regular one-to-ones means the formal appraisal reviews should be quicker as much of the review will have already been covered. Team members should be better prepared for the formal appraisal, at which there should be no unpleasant surprises. Managers will find that frequent one-to-ones produce richer performance data and reduces the risk of overlooking things at the formal appraisal. This makes the whole performance management process more effective and saves a substantial amount of management time.

- Regular one-to-ones will bring good working practices and success stories to the surface which we can share and use to improve performance in our own departments, directorate and the council as a whole, encouraging us to work as 'one council'.

Process

- Line managers should ensure regular one-to-one meetings are held with each member of their team at least once a month.

- The duration of the meetings will vary, but in general should last for 30 to 60 minutes.

- Line managers should ensure they have allocated sufficient time for the meeting, have organised an appropriate office or meeting space to hold the meeting, will be free from interruptions, have thought about and are prepared for the meeting.

- The most important factor in reviewing performance is the giving of meaningful feedback. Line managers should therefore think about and prepare feedback that is useful and timely to support the delivery of objectives. Feedback should focus equally on things that have been done well and areas for improvement. It is important to encourage a two-way dialogue with the employee playing an equal role in the discussion.

- The frequency and content of these meetings should be briefly recorded by the line manager using the attached or similar 'Record of one-to-one review meeting form' as this will provide 80% of the information needed for the formal appraisal. Ideally, the records should be stored electronically, as this reduces the possibility of records getting lost or mislaid and means the notes can be cut and pasted into the formal appraisal record at the end of the year.

- Both the employee and the line manager are encouraged to take and keep copies of the notes of the meeting.

Project map/plans

Links to additional information

PROJECT SPECIFICATION

Project ref code	AT00/02										Project title	Staff performance reviews											
Brief description																							
Performance review (PR) is an ongoing two-way discussion between all employees and their managers/supervisors. It helps employees understand what is expected from them during their employment at the council and ensures a regular focus on performance, conduct and behaviour.																							
Proj lead	SM			Delivered by	MHW						Budget code	[]			Budget £s	[]							
Years active										Months active													
18/19	19/20	20/21	21/22	22/23	23/24	24/25	25/26	26/27	27/28	A	M	J	J	A	S	O	N	D	J	F	M		
Approved by	Mousehold Conservators									Approval date	21/09/18			Priority	Must								
Project aims																							
<ol style="list-style-type: none"> To review the previous year and recognise achievements. Identify areas for improvement Identify key objectives for the coming year Identify development required to achieve the objectives Produce learning and development programme Identify anything the manager can do to assist with performance generally. 																							
Detailed project description																							
Performance Review timetable																							
Step	Activity	Timeline	Key documents																				
			Complete	Refer																			
1	Initiate	April		Preparation Form Employee Competencies (relevant to role) Corporate Plan																			
2	Preparation	April to May	Preparation Form	Employee Performance Review Employee Competencies (relevant to role) Corporate plan Departmental/Team plan																			
3	PR meeting, write up and sign off	May to end July	Employee Performance Review	Preparation Form Employee Competencies (relevant to role)																			

				Corporate plan Departmental plan
4	1-1s	Every four weeks	1-1 Form	Employee Performance Review Competencies (relevant to role)
5	Mid-year review	6 months after PR (November to January)	Employee Performance Review	Competencies (relevant to role) Team Plans PR
Project map/plans				
Links to additional information				
https://norwich-cc.metafaq.com/help/faq/performance/compframework				

PROJECT SPECIFICATION

Project ref code	AT00/04					Project title	Best practice visits														
Brief description																					
<p>Mousehold Conservators and the Mousehold Wardens to visit sites and other practitioners as appropriate, ensure that management methods used in the management of public open space and more specifically heathland follow industry best practice.</p>																					
Proj lead	[SM]		Delivered by	[MHW]					Budget code	[]			Budget £s	[]							
Years active										Months active											
18/19	19/20	20/21	21/22	22/23	23/24	24/25	25/26	26/27	27/28	A	M	J	J	A	S	O	N	D	J	F	M
Approved by	[Mousehold Conservators]								Approval date	[21/09/18]			Priority	[Should]							
Project aims																					
<ol style="list-style-type: none"> To learn from industry best practice. To develop Mousehold Conservators understanding of heathland and public space management To identify innovative and new ways to manage the heath more effectively and improve visitor experience. To inspire future aims and objectives 																					
Detailed project description																					
<ol style="list-style-type: none"> Best practice visits to be arranged for the wardens as part of the annual performance review framework relating to areas of learning and development identified. Particularlry where new projects are to be developed and delivered. Best practice visits to be arranged for the Conservators based on future decisions to be made relating to future projects to be delivered in the management plan. 																					
Project map/plans																					
Links to additional information																					

PROJECT SPECIFICATION

Project ref code	AT00/05				Project title	Safeguarding															
Brief description																					
To ensure external contractors working on the site work in accordance with relevant legislation and deliver specified outcomes																					
Proj lead	SM				Delivered by	SM & MHW				Budget code					Budget £s						
Years active										Months active											
18/19	19/20	20/21	21/22	22/23	23/24	24/25	25/26	26/27	27/28	A	M	J	J	A	S	O	N	D	J	F	M
Approved by	Mousehold Conservators								Approval date	21/09/18				Priority	Must						
Project aims																					
1. To protect children and vulnerable adults.																					
Detailed project description																					
<ol style="list-style-type: none"> The council expects all employees to act upon any safeguarding concerns they have and to report them in accordance with the policy and procedures contained in this document. Even where concerns do not in isolation confirm abuse or harassment, these should still be reported. When considered in conjunction with other concerns, these may provide compelling indicators of a child or adult being at risk. The council also expects that contractors or partner organisations carrying out or delivering services on behalf of the council will also adhere to the duty to report safeguarding concerns. This forms part of the contracts or service agreements empowering these organisations to undertake the work on behalf of the council. Council employees will undertake mandatory safeguarding training as required and comply with the council's safeguarding policy. To be alert and looking for signs of safeguarding concern in day to day work. 																					
Project map/plans																					
Links to additional information																					

https://intranet/polproc/safeguardingchildrenandadults/Documents/Safeguarding_policy_for_officers.pdf

<https://intranet/polproc/Safeguardingchildrenandadults/Pages/default.aspx>

PROJECT SPECIFICATION

Project ref code	AT00/06								Project title	Volunteer development											
Brief description																					
To develop volunteer skills																					
Proj lead	WS			Delivered by	MHW					Budget code	[]			Budget £s	[]						
Years active										Months active											
18/19	19/20	20/21	21/22	22/23	23/24	24/25	25/26	26/27	27/28	A	M	J	J	A	S	O	N	D	J	F	M
Approved by	Mousehold Conservators								Approval date	18/09/18			Priority	MUST							
Project aims																					
<ol style="list-style-type: none"> To organise relevant Health and Safety, vocational and skills training for volunteers to enable them to make a meaningful contribution to the work on site. To maintain and develop volunteer opportunities and volunteer work hours on the site 																					
Detailed project description																					
<ol style="list-style-type: none"> Identify volunteer skills needed Organise and provide volunteers with training when required. Write volunteers a work reference when required. 																					
Project map/plans																					
Links to additional information																					

PROJECT SPECIFICATION

Project ref code	AT40/01				Project title	Contract monitoring and improvement NorwichNorse Environmental															
Brief description																					
To ensure contracted and project works are delivered by the joint venture as per the work specifications.																					
Proj lead	SM				Delivered by	SM & MHW				Budget code					Budget £s						
Years active										Months active											
18/ 19	19/ 20	20/ 21	21/ 22	22/ 23	23/ 24	24/ 25	25/ 26	26/ 27	27/ 28	A	M	J	J	A	S	O	N	D	J	F	M
Approved by	Mousehold Conservators								Approval date	21/09/18				Priority	Must						
Project aims																					
<ol style="list-style-type: none"> To ensure that works are carried out to the specified standards To ensure works are carried out within agreed timescales To ensure works are carried out to the agreed frequency To work with the JV to identify improved ways of working. 																					
Detailed project description																					
<ol style="list-style-type: none"> Monitor works and raise any concerns directly with the area supervisor to resolve, If any issue cannot be resolved add them to the NNE issue log managers tab to escalate to the manager's meeting for resolution. 																					
Project map/plans																					
Links to additional information																					

PROJECT SPECIFICATION

Project ref code	AT40/02				Project title	Contract monitoring and improvement NPS Norwich															
Brief description																					
To ensure contracted and project works are delivered by the joint venture as agreed with NPSN																					
Proj lead	[SM]		Delivered by	[SM & MHW]				Budget code	[]				Budget £s	[]							
Years active										Months active											
18/ 19	19/ 20	20/ 21	21/ 22	22/ 23	23/ 24	24/ 25	25/ 26	26/ 27	27/ 28	A	M	J	J	A	S	O	N	D	J	F	M
Approved by	[Mousehold Conservators]								Approval date	[21/09/18]				Priority	[Must]						
Project aims																					
<ol style="list-style-type: none"> To ensure that works are carried out to the specified standards To ensure works are carried out within agreed timescales To work with the JV to identify improved ways of working. 																					
Detailed project description																					
<ol style="list-style-type: none"> Monitor works and raise any concerns directly with the project supervisor to resolve, If any issue cannot be resolved add them to the NPSN issue log managers tab to escalate to the manager's meeting for resolution. 																					
Project map/plans																					
Links to additional information																					

PROJECT SPECIFICATION

Project ref code	AT40/03				Project title	Contract monitoring external contractors															
Brief description																					
To ensure external contractors working on the site work in accordance with relevant legislation and deliver specified outcomes																					
Proj lead	SM		Delivered by	SM & MHW				Budget code			Budget £s										
Years active										Months active											
18/19	19/20	20/21	21/22	22/23	23/24	24/25	25/26	26/27	27/28	A	M	J	J	A	S	O	N	D	J	F	M
Approved by	Mousehold Conservators								Approval date	21/09/18		Priority	Must								
Project aims																					
<ol style="list-style-type: none"> To ensure that works are carried out to the specified standards To ensure works are carried out within agreed timescales To ensure works are carried out to the agreed frequency To ensure works are carried out in accordance with H&S legislation etc 																					
Detailed project description																					
<ol style="list-style-type: none"> Produce project specifications and timescale requirements. Obtain quotation for works. Ensure correct qualifications, permits, risk assessments, SSOW and insurance etc are in place. Monitor works on site to ensure being delivered in accordance with 1-3. 																					
Project map/plans																					
Links to additional information																					

PROJECT SPECIFICATION

Project ref code	AT50/01				Project title	General Volunteering															
Brief description																					
Liaise/Supervise Volunteers																					
Proj lead	WS				Delivered by	MHW				Budget code	21/09/18				Budget £s						
Years active										Months active											
18/19	19/20	20/21	21/22	22/23	23/24	24/25	25/26	26/27	27/28	A	M	J	J	A	S	O	N	D	J	F	M
Approved by	Mousehold Conservators								Approval date					Priority	MUST						
Project aims																					
Liaise with members of the community, individual volunteers and corporate groups to organise volunteer tasks and work parties for new people interested in volunteering.																					
Detailed project description																					
1. Liaise, communicate and inspire members of the community to volunteer on the site. 2. Supervise and work with individual volunteers and volunteer groups working on the site																					
Project map/plans																					
Links to additional information																					

PROJECT SPECIFICATION

Project ref code	AT50/02								Project title	Corporate Volunteering											
Brief description																					
Liaise with a nd supervise corporate volunteers																					
Proj lead	WS			Delivered by	MHW					Budget code	[]			Budget £s	[]						
Years active										Months active											
18/19	19/20	20/21	21/22	22/23	23/24	24/25	25/26	26/27	27/28	A	M	J	J	A	S	O	N	D	J	F	M
Approved by	Mousehold Conservators								Approval date	08/08/18			Priority	SHOULD							
Project aims																					
Organise corporate work days to implement Management Plan and HLS objectives.																					
Detailed project description																					
1. Liaise with Corporate groups to organise corporate volunteer work days. 2. Supervise corporate volunteer work day groups. 1.																					
Project map/plans																					
Links to additional information																					

PROJECT SPECIFICATION

Project ref code	AT50/03										Project title	Mousehold Heath Defenders											
Brief description																							
Liaise/Supervise Volunteers																							
Proj lead	WS			Delivered by	MHW						Budget code	[]			Budget £s	[]							
Years active										Months active													
18/19	19/20	20/21	21/22	22/23	23/24	24/25	25/26	26/27	27/28	A	M	J	J	A	S	O	N	D	J	F	M		
Approved by	Mousehold Conservators									Approval date	21/09/18			Priority	MUST								
Project aims																							
Organise, oversee and supervise Defenders work parties to implement Management Plan and HLS objectives.																							
Detailed project description																							
1. Liaise with the Defenders to organise volunteer work tasks. 2. Oversee and supervise volunteer work party groups.																							
Project map/plans																							
Links to additional information																							

PROJECT SPECIFICATION

Project ref code	AT50/004										Project title	The Mousehold Heath Mousketeers									
Brief description																					
Liaise/Supervise Volunteers																					
Proj lead	WS			Delivered by	MHW						Budget code	21/09/18			Budget £s						
Years active										Months active											
18/19	19/20	20/21	21/22	22/23	23/24	24/25	25/26	26/27	27/28	A	M	J	J	A	S	O	N	D	J	F	M
Approved by	Mousehold Conservators									Approval date	21/09/18			Priority	MUST						
Project aims																					
Organise and supervise Mousketeer work parties to implement Management Plan and HLS objectives.																					
Detailed project description																					
<ol style="list-style-type: none"> Liaise with Mousketeers and members of the community to organise volunteer work tasks at least twice a month. Supervise and work with Mousketeer volunteer work party groups. 																					
Project map/plans																					
Links to additional information																					

PROJECT SPECIFICATION

Project ref code	AT50/05				Project title	The Conservation Volunteers (TCV)															
Brief description																					
Liaise/Supervise Volunteers																					
Proj lead	WS		Delivered by	MHW				Budget code	4102		Budget £s	7,110									
Years active										Months active											
18/19	19/20	20/21	21/22	22/23	23/24	24/25	25/26	26/27	27/28	A	M	J	J	A	S	O	N	D	J	F	M
Approved by	Mousehold Conservators								Approval date	21/09/18		Priority	SHOULD								
Project aims																					
Organise, oversee and supervise TCV work parties to implement Management Plan and HLS objectives.																					
Detailed project description																					
1. Liaise with TCV to organise volunteer work tasks in accordance with the Annual Work Plan. 2. Supervise and work with TCV volunteer work party groups.																					
Project map/plans																					
Links to additional information																					

PROJECT SPECIFICATION

Project ref code	MC50/05				Project title	Historic boundary markers															
Brief description																					
Proj lead	[NH]				Delivered by	[MW,VOL,CON]				Budget code	[421020 2090]				Budget £s	[]					
Years active										Months active											
18/19	19/20	20/21	21/22	22/23	23/24	24/25	25/26	26/27	27/28	A	M	J	J	A	S	O	N	D	J	F	M
Approved by	[Mousehold Conservators]								Approval date	[15/06/18]				Priority	[Must]						
Project aims																					
1. To make sure all historic boundary markers on site are in place and maintained.																					
Detailed project description																					
1. Use original materials to replace missing markers. 2. Keep to the same historical design, style and colour. 3. Remove any graffiti or stickers etc. 4. Minor repairs will be carried out by the Mousehold Heath Wardens and volunteers any. 5. Specialist repairs or replacement of missing markers will be outsourced to a private contractor, ensuring the integrity and replication of the original design. 6. Identify reactive repairs required.																					
Project map/plans																					
INSERT MAP SHOWING BOUDARY MARKER LOCATIONS																					
Links to additional information																					

PROJECT SPECIFICATION

Project ref code	ME12/01				Project title	Graffiti															
Brief description																					
Removal of graffiti																					
Proj lead	MHW				Delivered by	NNE				Budget code					Budget £s						
Years active										Months active											
18/19	19/20	20/21	21/22	22/23	23/24	24/25	25/26	26/27	27/28	A	M	J	J	A	S	O	N	D	J	F	M
Approved by	Mousehold Conservators								Approval date	21/09/18				Priority	Must						
Project aims																					
<ol style="list-style-type: none"> To remove offensive or racist graffiti within 24 hours. To remove all other graffiti within 14 working days 																					
Detailed project description																					
<ol style="list-style-type: none"> Report graffiti to the council via the online form which goes straight to NorwichNorse Environment EPA crew. EPA crew will prioritise the work based on the aim to remove offensive and racist graffiti in 24 hours. 																					
Project map/plans																					
Links to additional information																					
https://www.norwich.gov.uk/reportastreetissue																					

PROJECT SPECIFICATION

Project ref code	ME14/01				Project title	Toilet cleaning															
Brief description																					
Toilet cleaning																					
Proj lead	MHW				Delivered by	NNE				Budget code					Budget £s						
Years active										Months active											
18/19	19/20	20/21	21/22	22/23	23/24	24/25	25/26	26/27	27/28	A	M	J	J	A	S	O	N	D	J	F	M
Approved by	Mousehold Conservators								Approval date	21/09/18				Priority	Must						
Project aims																					
<p>Key Aims</p> <p>To provide Premises and facilities that meet the expectations of the users.</p> <p>To establish and maintain high standards of cleanliness</p> <p>To provide a basic level of immediate maintenance as part of the general daily cleansing / inspection</p> <p>To minimise the amount of time that facilities are unavailable to users.</p>																					

Detailed project description

- To supply all consumables, cleaning materials, equipment and vehicles within the price tendered for the Contract(s).
- To supply all roller towel cabinets and replacement towels as required to meet the quality standards.
- To collect and dispose of waste to a point suitable for collection.
- To collect and dispose of recyclable waste to a suitable point for collection.
- To provide an emergency response service.
- To provide a Helpdesk facility to receive and initiate response to calls.
- To provide sufficient and regular Contract based and focussed supervision.
- To maintain full and effective management of Contract Employee(s) on a daily/shift basis.
- To maintain an effective administration service to meet the service requirements.
- To maintain an efficient communication regime with the Council's Contract Liaison Officer and service users.
- To open and close Premises as required when there are no Council Employee(s) to do so.
- To provide additional special or periodical cleaning tasks from time to time as required to be priced separately at the time.

Changing Rooms

- Changing Rooms are required to be cleansed at varying frequencies dependent upon usage. A breakdown of changing room use for the 08/09 cricket and football seasons is detailed in Appendices 5 and 6. The Company will be notified of bookings by the Company responsible for managing sports bookings as part of the grounds maintenance Contract.
- Changing rooms will be opened to the public and locked after use by the Grounds Maintenance Contract staff
- Cleaning can take place anytime (by arrangement with the Grounds Maintenance Company); the requirement of this contract is to ensure that the Changing Rooms are cleaned prior to being open to the public.
- Where there are games and use of changing rooms in the morning and afternoon it will be the responsibility of the Grounds Maintenance Company to provide the 'tidy up' of the changing rooms between games and therefore this element is not part of this Contract
- All changing rooms detailed in Appendix 3b will be cleaned within 24 hours following the end of the day's last session or before the start of the next session if that is sooner.
- If cleaning takes place outside normal opening hours the Company will be responsible for ensuring the entire facility is secure when they enter and leave.

Minor repairs identified at a public convenience shall be rectified as soon as possible and within 24 hours. Minor repairs as referred to in this Specification are defined as:

- Repair or replacement of defective or missing door locks (both internal and external) flushing chains and handles, defective taps, defective or missing toilet roll holders, soap dispensers, toilet seats, door hooks.
- Repair any damage or holes in privacy screens between cubicles.
- Re-hang doors where door and frame are in tact.
- Re-filleting of any open joints revealed by the removal of deposits.
- The clearing of blocked drains between the sanitary fittings or appliances and the nearest external inspection chamber, clearing blocked roof drainage.
- Replacement of electric lamps and bulbs both internal and external.

- All other items requiring repair or replacement, including electric hand dryers, cracked or broken glazing, WC bowls, hand basins, urinals, cisterns, doors, panels and wall tiles shall immediately be reported to the Council's Contract Liaison Officer in writing.
- Graffiti removal is not part of the minor repair requirement, however all incidences are to be reported immediately to the Council's graffiti removal team.
- Any other items defined by the Council's Contract Liaison Officer that can reasonably be described as being of a similar nature.

Project map/plans

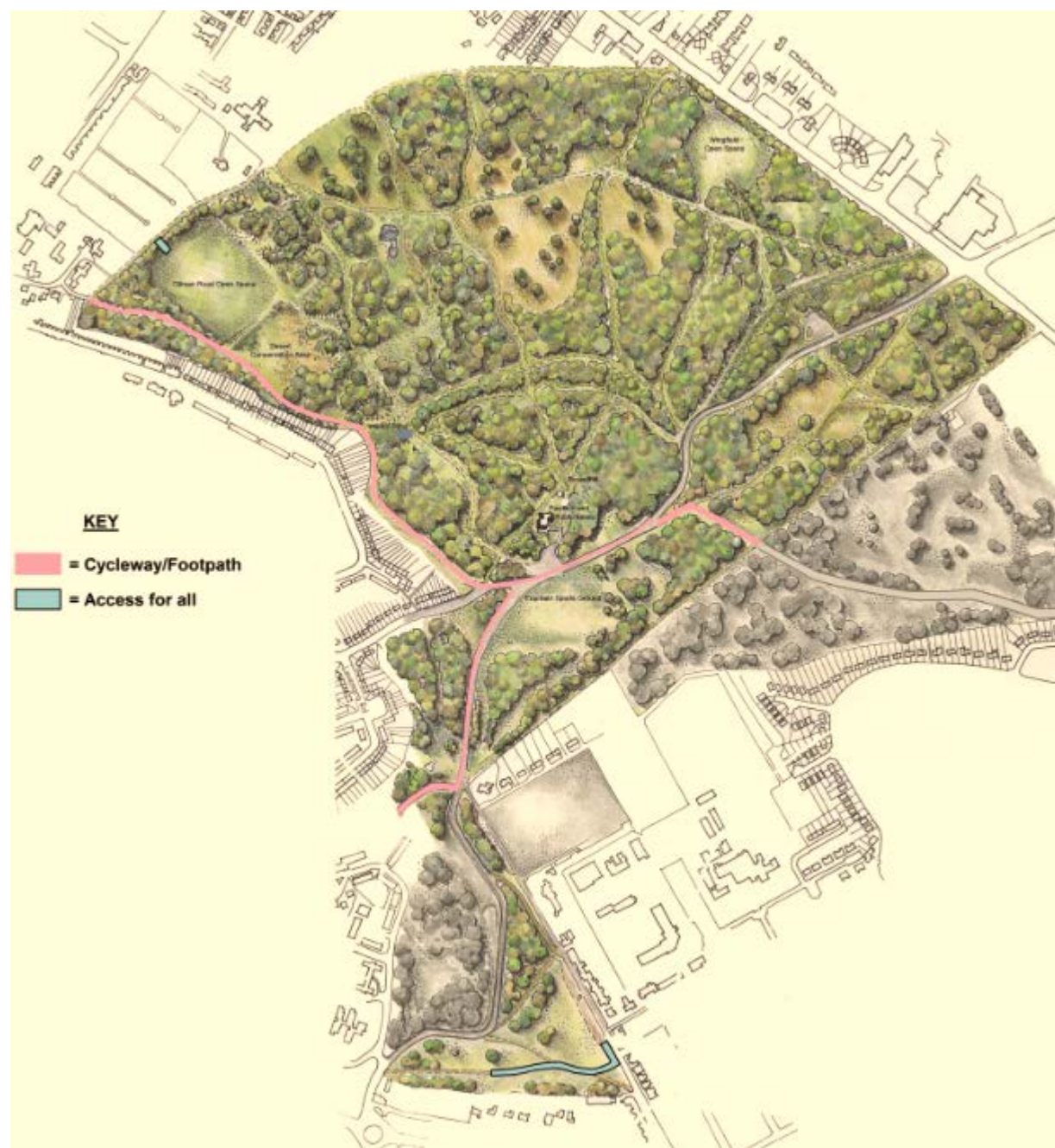
Links to additional information

PROJECT SPECIFICATION

Project ref code	ME04/03				Project title	Fly tipping															
Brief description																					
Removal of fly tipping																					
Proj lead	MHW				Delivered by	NNE				Budget code					Budget £s						
Years active										Months active											
18/ 19	19/ 20	20/ 21	21/ 22	22/ 23	23/ 24	24/ 25	25/ 26	26/ 27	27/ 28	A	M	J	J	A	S	O	N	D	J	F	M
Approved by	Mousehold Conservators								Approval date	21/09/18				Priority	Must						
Project aims																					
<ol style="list-style-type: none"> To remove fly tipping within 24 hours. To prosecute people for fly tipping where there is sufficient evidence 																					
Detailed project description																					
<ol style="list-style-type: none"> Report fly tipping to the council via the online form which goes straight to NorwichNorse Environment EPA crew. EPA crew will check for evidence in the waste of who has fly tipped. If there is evidence the EPA crew will report to Area Management Team and leave in situ whilst evidence is gathered. Once evidence is gathered the waste will be removed and the case passed to Area management Team for investigation and possible prosecution. 																					
Project map/plans																					
Links to additional information																					
https://www.norwich.gov.uk/reportastreetissue																					

PROJECT SPECIFICATION

Project ref code	ME41/04				Project title	Access for all paths															
Brief description																					
Provision and maintenance of access for all routes.																					
Proj lead	NH				Delivered by	MW,VOL,CON				Budget code	421020 2090 3871				Budget £s	[]					
Years active										Months active											
18/19	19/20	20/21	21/22	22/23	23/24	24/25	25/26	26/27	27/28	A	M	J	J	A	S	O	N	D	J	F	M
Approved by	Mousehold Conservators								Approval date	15/06/18				Priority	Must						
Project aims																					
1. To ensure level surfacing and open access is provided to all, access for all routes.																					
Detailed project description																					
1. To maintain and upkeep access for all pathways ensuring level surfacing is provided for safe wheel chair access. 2. Clear overhanging and encroaching vegetation such as grasses at ground level to mitigate narrowing of pathways. 3. Control encroaching vegetation by treating with a glyphosate based herbicide application. 4. Identify reactive repairs required. 5. Minor maintenance and repairs will be carried out by the Mousehold Heath Wardens and volunteers, specialist repairs are ordered through NPSN.																					
Project map/plans																					



[Links to additional information](#)

PROJECT SPECIFICATION

Project ref code				Project title		Rangers House buffer zone and track															
Brief description																					
?																					
Proj lead		WS		Delivered by		MHW, CON, VOLS				Budget code		[]		Budget £s		[]					
Years active										Months active											
18/19	19/20	20/21	21/22	22/23	23/24	24/25	25/26	26/27	27/28	A	M	J	J	A	S	O	N	D	J	F	M
Approved by		Mousehold Conservators						Approval date		21/09/18		Priority		MUST							
Project aims																					
1. Liaise with owner of Ranger's House to cut back encroaching trees and other vegetation from over and adjacent to his property and repair track from Gurney Road to the house when required.																					
Detailed project description																					
1. Organise, supervise contractors undertaking works. 2. Supervise and undertake vegetation management.																					
Project map/plans																					
Links to additional information																					

PROJECT SPECIFICATION

Project ref code	ML40/06				Project title	Natural England HLS Agreement															
Brief description																					
Liaise with stakeholders, local/national authorities.																					
Proj lead	WS				Delivered by	MHW				Budget code	[]				Budget £s	[]					
Years active										Months active											
18/19	19/20	20/21	21/22	22/23	23/24	24/25	25/26	26/27	27/28	A	M	J	J	A	S	O	N	D	J	F	M
Approved by	Mousehold Conservators								Approval date	21/09/18				Priority	MUST						
Project aims																					
1. Liaise with Natural England HLS Advisor/Officer to monitor and implement Mousehold HLS Agreement. 																					
Detailed project description																					
1. Oversee and undertake conservation management works to implement objectives set out in the Mousehold HLS Agreement 2012 – 2022. 2. Facilitate site visits by Natural England																					
Project map/plans																					
Links to additional information																					
INSERT LINK TO AGREEMENT																					

PROJECT SPECIFICATION

Project ref code	ML40/08										Project title	Renegotiate Natural England HLS agreement											
Brief description																							
Liaise with stakeholders, local/national authorities.																							
Proj lead	WS			Delivered by	MHW						Budget code	[]			Budget £s	[]							
Years active										Months active													
18/19	19/20	20/21	21/22	22/23	23/24	24/25	25/26	26/27	27/28	A	M	J	J	A	S	O	N	D	J	F	M		
Approved by	Mousehold Conservators									Approval date	21/09/18			Priority	MUST								
Project aims																							
1. Liaise with Natural England HLS Advisor/Officer to renegotiate Mousehold HLS Agreement.																							
Detailed project description																							
1. Arrange site meetings with Natural England officer to renegotiate Mousehold HLS Agreement beyond 2022, to create continuity in heathland conservation funding.																							
Project map/plans																							
Links to additional information																							

PROJECT SPECIFICATION

Project ref code	RH31/01				Project title	Forest Schools															
Brief description																					
Collect data, public use, education																					
Proj lead	[WS]				Delivered by	[MHW]				Budget code	[]				Budget £s	[]					
Years active										Months active											
18/19	19/20	20/21	21/22	22/23	23/24	24/25	25/26	26/27	27/28	A	M	J	J	A	S	O	N	D	J	F	M
Approved by	[Mousehold Conservators]								Approval date	[21/09/18]				Priority	[SHOULD]						
Project aims																					
1. Organise, oversee and co-lead Forest school activities, to increase understanding, involvement and enjoyment of the site. 																					
Detailed project description																					
1. Liaise with Forest School leaders to enable Forest School activities to be safely undertaken on the site. 2. Produce site and activity risk assessments when required. 3. Co-lead activities when required.																					
Project map/plans																					
Links to additional information																					

PROJECT SPECIFICATION

Project ref code	RH31/02				Project title	Onsite Educational Activities															
Brief description																					
Collect data, public use, education																					
Proj lead	[WS]				Delivered by	[MHW]				Budget code	[]				Budget £s	[]					
Years active										Months active											
18/19	19/20	20/21	21/22	22/23	23/24	24/25	25/26	26/27	27/28	A	M	J	J	A	S	O	N	D	J	F	M
Approved by	[Mousehold Conservators]								Approval date	[21/08/18]				Priority	[SHOULD]						
Project aims																					
1. Gather data to assess use and inform future provision																					
Detailed project description																					
1. Record and collate data of numbers of pupils using the heath in relation to educational activities.																					
Project map/plans																					
Links to additional information																					

PROJECT SPECIFICATION

Project ref code		RH90/04		Project title		Guided Walks Programme															
Brief description																					
Collect data, other activities, general																					
Proj lead		WS		Delivered by		MHW, CON				Budget code				Budget £s							
Years active										Months active											
18/19	19/20	20/21	21/22	22/23	23/24	24/25	25/26	26/27	27/28	A	M	J	J	A	S	O	N	D	J	F	M
Approved by		Mousehold Conservators						Approval date		21/09/18		Priority		SHOULD							
Project aims																					
1. Gather data to inform future walk programmes																					
Detailed project description																					
1. Record numbers of participants for warden run events and collate data for events organised by the events team.																					
Project map/plans																					
Links to additional information																					

PROJECT SPECIFICATION

Project ref code		RH90/05		Project title		Volunteer data															
Brief description																					
Collect data, public use, volunteers																					
Proj lead		[WS]		Delivered by		[MHW]		Budget code		[]		Budget £s		[]							
Years active										Months active											
18/19	19/20	20/21	21/22	22/23	23/24	24/25	25/26	26/27	27/28	A	M	J	J	A	S	O	N	D	J	F	M
Approved by		[Mousehold Conservators]						Approval date		[21/09/18]		Priority		[SHOULD]							
Project aims																					
1. Gather data to assess volunteer contribution to management of the heath 																					
Detailed project description																					
1. Record data for each task undertaken by groups or individuals on a monthly basis. 2. Report to the Conservators quarterly and also contribute to Norwich City Council volunteer performance indicator quarterly.																					
Project map/plans																					
Links to additional information																					