



TRAFFORD  
COUNCIL

# Highways, Transportation and Environment

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7 Year Review – Outcome of Negotiations

**ONE** Excellence  
Investment  
Efficiency  
**TRAFFORD**



TRAFFORD  
COUNCIL

working  
with



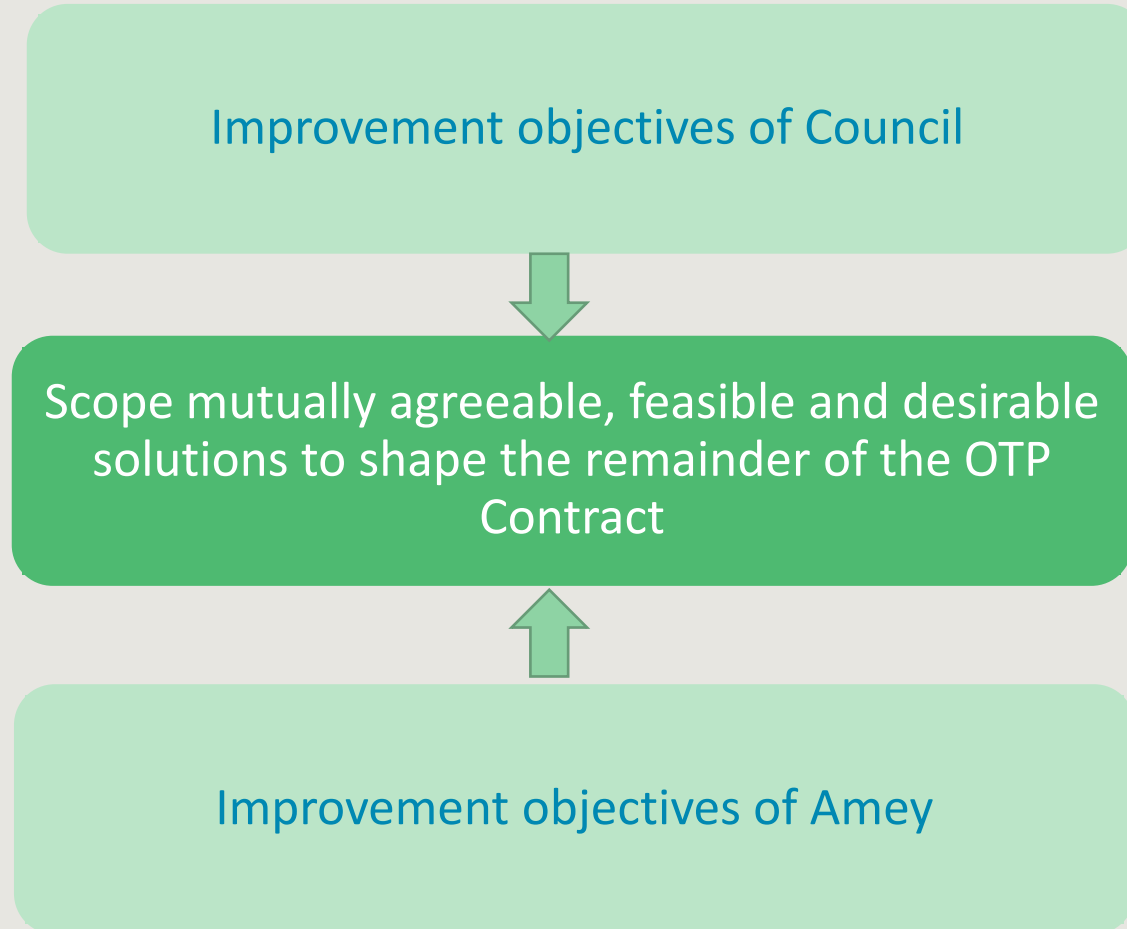
# Agenda

1. Context, Governance, Objectives & Approach
2. Overall summary analysis and key outcomes
3. Service by Service review
4. Next Steps & Timelines

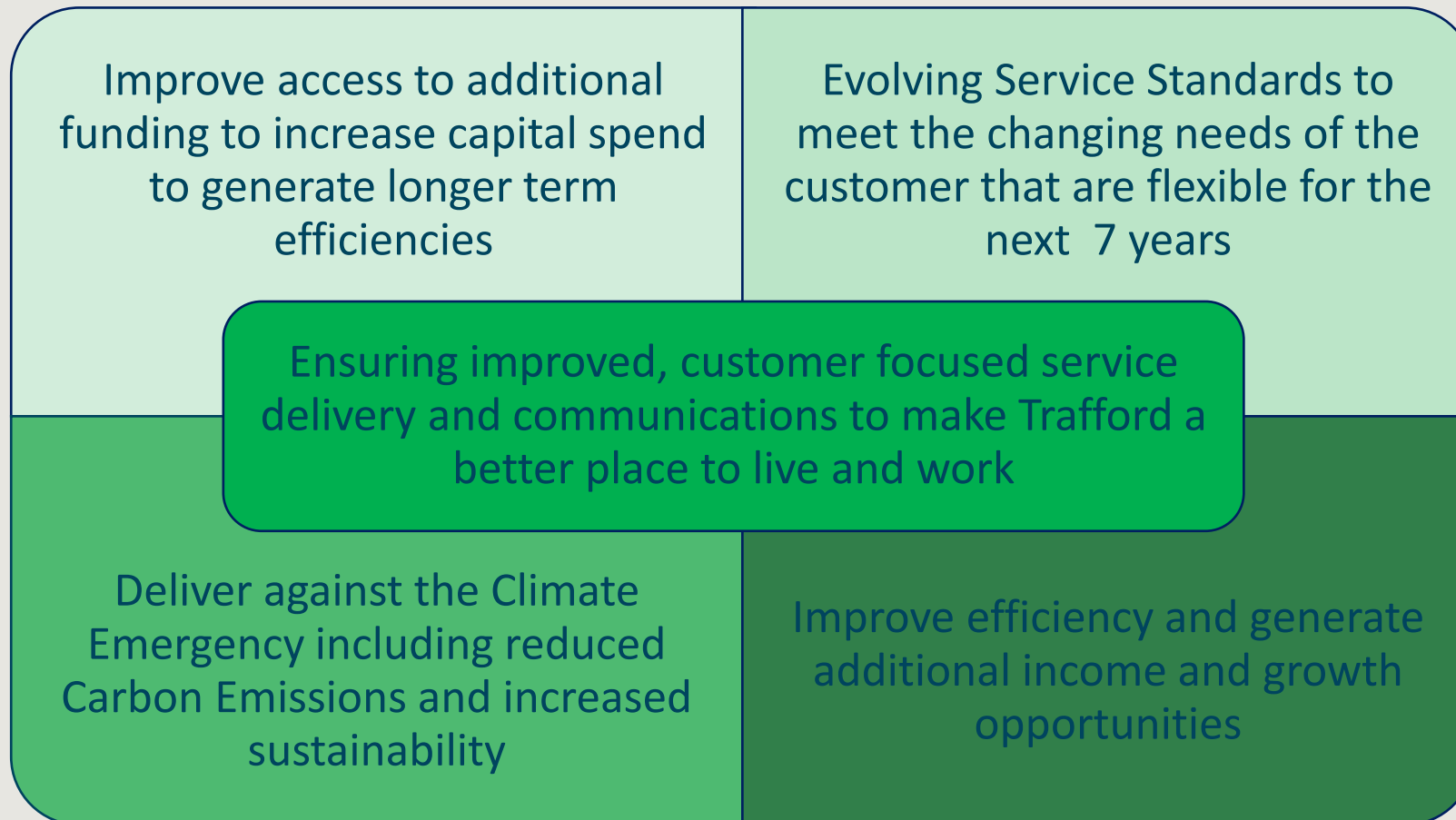
# Context

- The “7 Year Review” is a contractual process within the OTP to make mid-term improvements to the contract.
- All changes need to be agreed between the Council and Amey.
- Not an opportunity to fundamentally change the OTP or the “risks” that Amey manage.
- More to look at better ways of working and managing the OTP going forward....

## Strategic approach adopted...

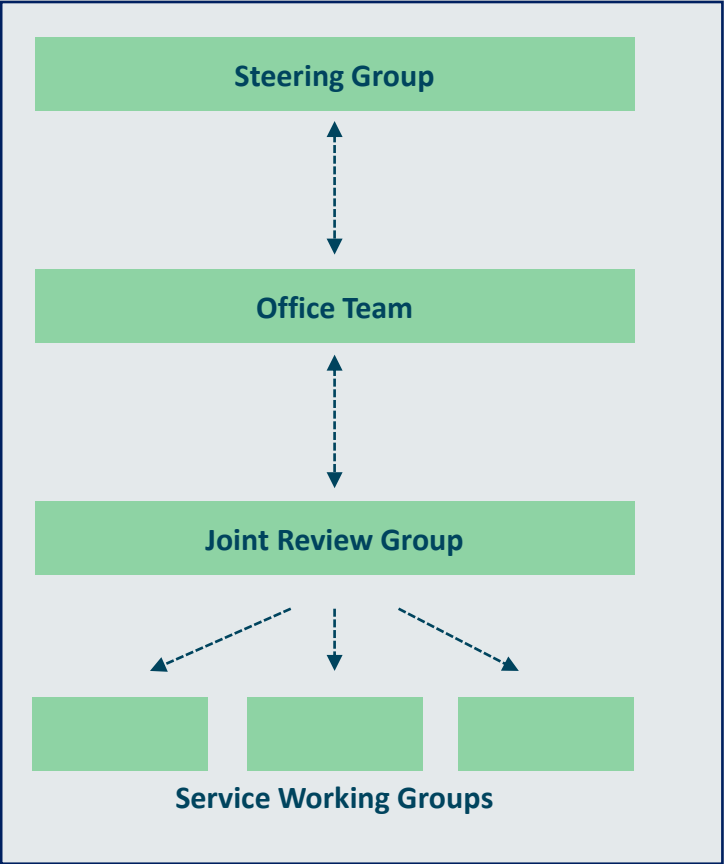


# Strategic Goals of the 7 Year Review...

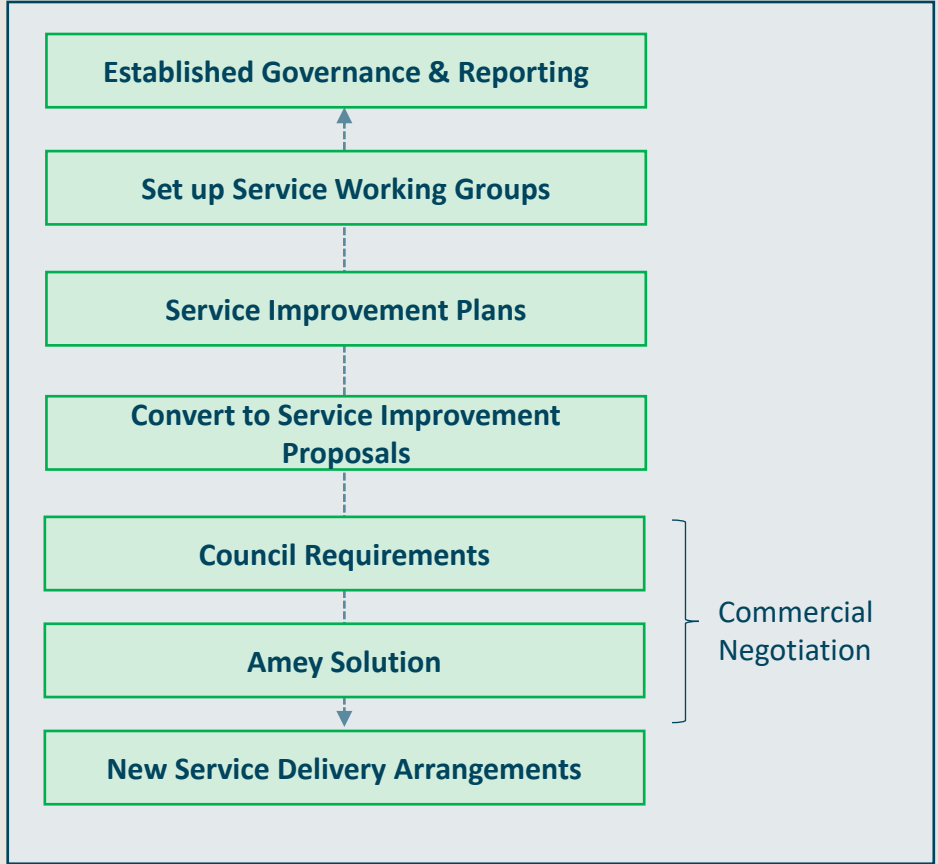


# 7 Year Review Governance and Process ...

## Governance groups



## Process



# Overall summary of what we've achieved

- The 7 Year Review has provided a strong platform for the Parties to discuss the future of the OTP;
- During the Review period there has been a steady improvement in the performance and delivery of the OTP;
- We have already secured significant investment from Amey into delivering required improvements and investment into the OTP;
- The joint changes we have identified provide a stronger platform for continuous improvement and seek to unlock some of the challenges we have jointly experienced in the first 7 Years of the OTP;
- Most of the proposed changes will “go live” from July 2023 if they have not already been actioned.

# Governance, Service Planning & Culture

## Overall Objectives

- To refresh the **Governance of the OTP** introducing new Service Management Groups with agreed Terms of References;
- To introduce **greater transparency** in Service Planning through clearer annual Service Planning timetable;
- To ensure there is **“tighter” management of Service performance** - new monthly Service Performance Dashboards;
- To introduce new arrangements for **open book accounting** to seek to ensure more clarity in the use of resources;
- To **Improve Customer Services and Member engagement** through a new communication and engagement strategy;
- To operate the OTP as **one integrated contract** that operates flexibly and is aligned with other Council services.

Expected Customer & Council Benefits	Key Contractual Changes	Mechanism
<ul style="list-style-type: none"> <li>• <b>Improved monitoring</b> of Service Delivery</li> <li>• <b>Greater transparency</b> in Service Planning</li> <li>• <b>Better management</b> of Service Performance</li> <li>• <b>Earlier identification and response</b> to Service issues</li> <li>• Greater <b>alignment and flexibility</b> of Service activities</li> <li>• <b>Better Customer Experience and Member engagement</b></li> </ul>	New Governance structures to be implemented in April 2023 with firming up of monthly service reporting metrics as systems become live by June 2023.	Project Agreement Update
	Changes to KPI's and introduction of Management PI's – New KPI for supply of monthly reports.	New KPI Framework
	New Open-book Accounting Arrangements	Project Agreement Update
	New Customer Service and training commitments	Project Agreement Update



# Waste

## Overall Objectives

- To improve **Service Standards** (particularly for missed bins);
- To invest into new IT systems **to improve transparency of Service operations & tackle Service challenges and issues;**
- To take **stronger control of Waste Minimisation policy** and performance & **reduce environmental impact;**
- To introduce **charges for Larger Grey Bins** for certain customer groups in line with charges for other bin categories;
- To **improve Service Governance and performance monitoring** through new meeting and reporting arrangements;
- To **improve Christmas Collections** ensure there is less disruption to customers by limiting changes in collection dates;
- To ensure **legal compliance with CCTV coverage** when required/requested.

Expected Customer & Council Benefits	Key Contractual Changes	Mechanism
<ul style="list-style-type: none"> <li>• <b>Improved</b> Service Delivery &amp; improvements to operational delivery arrangements</li> <li>• <b>Transparency</b> in Service Planning &amp; delivery</li> <li>• <b>Reduced Environmental impact</b> by taking stronger control of recycling policy</li> <li>• <b>Earlier identification and response</b> to Service issues through new system functionality</li> <li>• <b>Improved Customer Experience &amp; engagement</b></li> </ul>	New Governance structures to be implemented by April 2023 with new monthly performance reporting.	Project Agreement Update
	Invest into new IT Waste systems (complete) and reports.	Project Agreement Update
	TUPE Transfer of Waste Minimisation Team	Deed of Variation
	New charging arrangements for Larger Grey Bins	Project Agreement Update
	Changes to Christmas collection cycles	Project Agreement Update
	Clarification of CCTV policies and coverage	Project Agreement Update

# Waste Service Development

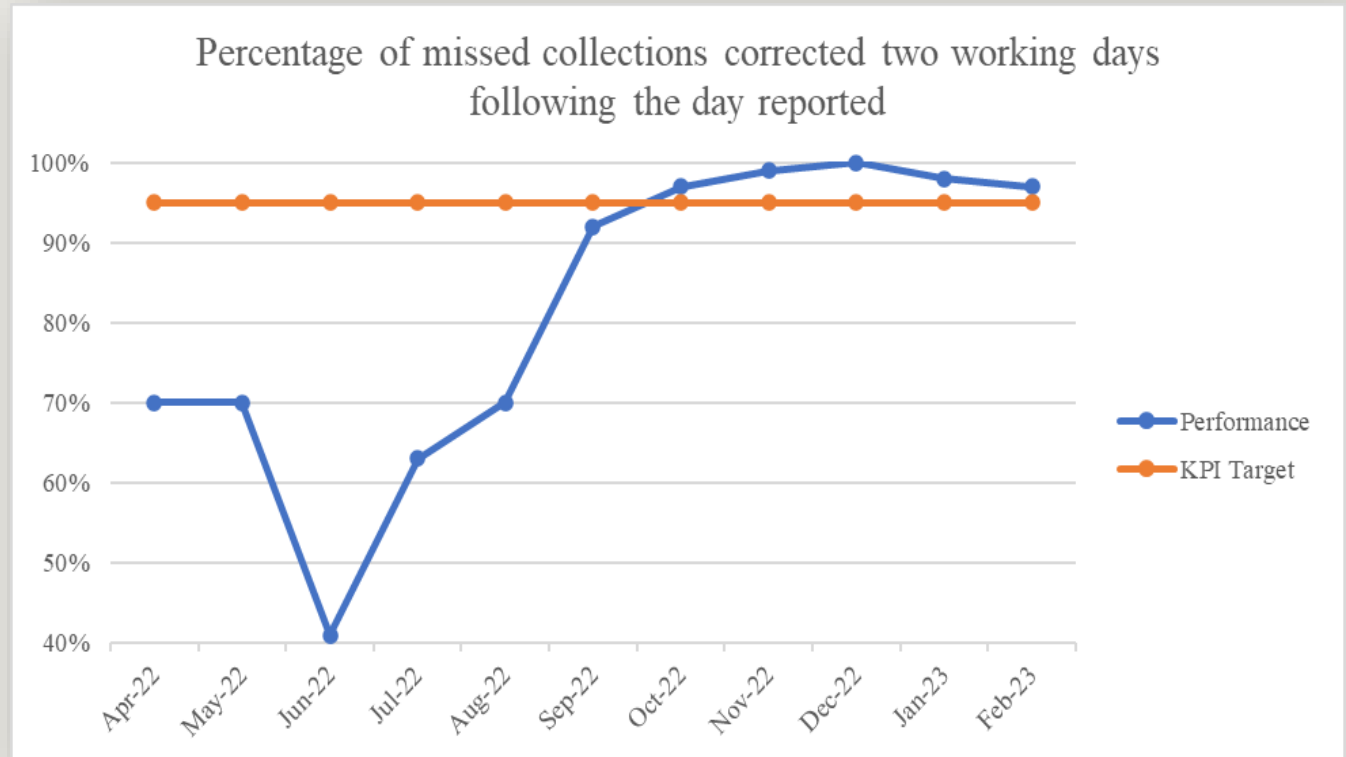
## Project Delivery

- ✓ Round balancing (5,118 completed Feb 23)
- ✓ Passing missed bins back to crews (Live)
- ✓ Crew targets and monitoring (Live)
- ✓ Proposals for roads with continual access issues (Live)
- ✓ Container capacity review (Live)

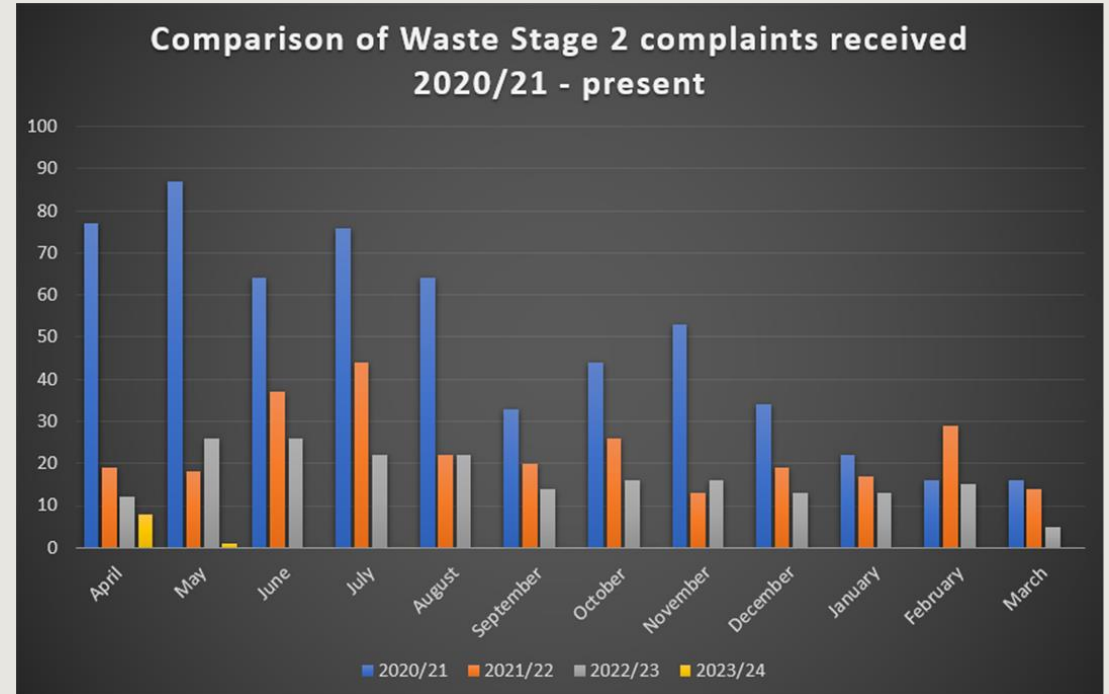
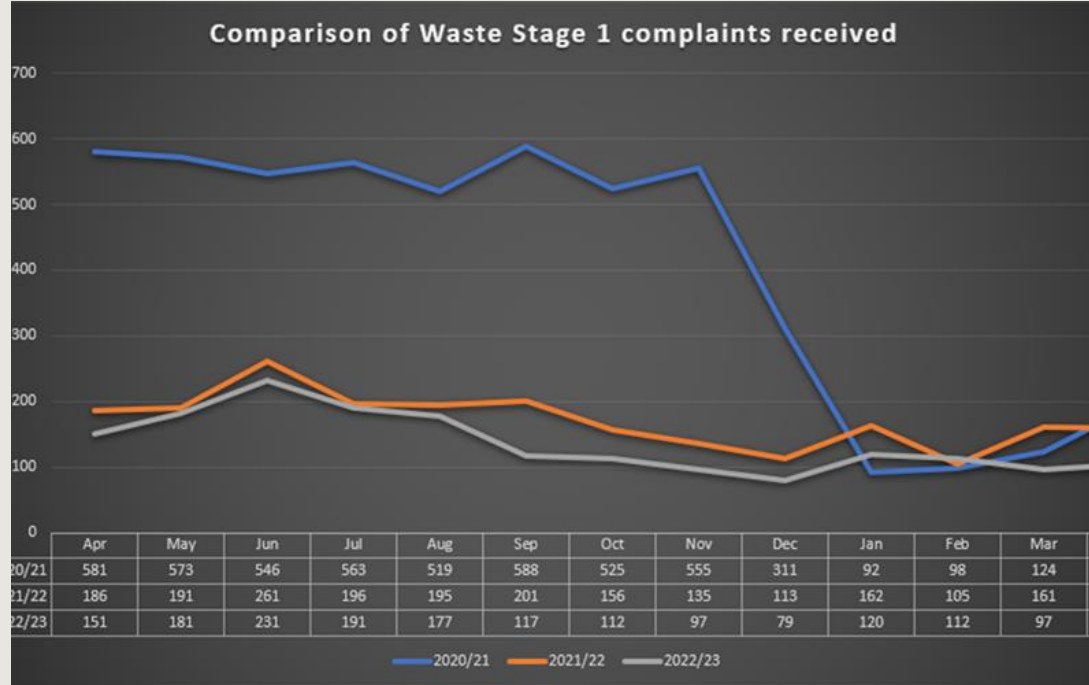
## NEXT STEP: Flats Projects

Project initiated to work with management companies to address some of the present challenges.....

1. Safety (moving bins & access)
2. Access to bins
3. Excessive waste in bins stores
4. Increase recycling.



# Waste Complaints Performance



# Pay & Performance Mechanism

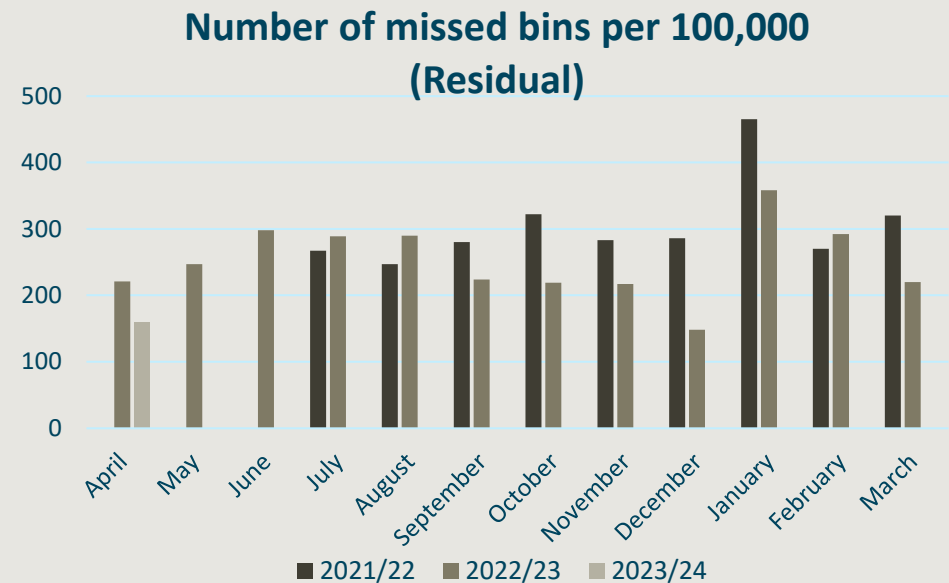
## Overall Objectives

- To improve the **balance and coverage** of the KPIs for which the OTP Service Provider is accountable;
- To give a **greater focus on Customer Service** and the management and measurement of customer service and complaints management;
- To provide the opportunity to **change KPIs and introduce new measures** to incentivise better performance;
- Improve the range of **KPI's into areas with little or no coverage**;
- To introduce better and **more robust Annual Review** arrangements.

Expected Customer & Council Benefits	Key Contractual Changes	Mechanism
<ul style="list-style-type: none"> <li>• Better <b>Service performance</b></li> <li>• Improved <b>Customer Service and response</b></li> <li>• More <b>balanced monitoring</b> of Service Delivery</li> <li>• Greater <b>transparency and flexibility</b> in delivery</li> <li>• Better <b>management and delivery of outcomes</b></li> </ul>	New contractual arrangements for annual review of KPIs and mechanisms to change the balance between different KPI measures	Project Agreement Update
	Agreement of the introduction of a number of new KPIs and targets	New KPI Framework
	New contractual process to changes to MPis & KPI's and introduction of new measures	Project Agreement Update

# Key changes to Performance Mechanism

- Annual review of the KPI Framework formalised in the contract
- Agreed process to escalate Management PIs to KPIs (and vice versa), with potential financial deductions, following failure to hit agreed targets;
- Amendments to KPI descriptions and deduction points, to better reflect the risk profile and priorities of the Partnership;
- Agreed new MPIs that encourage “right first time” behaviour, including:
  - Customer care PIs strengthened, e.g. number of Stage 1 & 2 complaints upheld;
  - Waste – number of missed bins per 100k;
  - Highways - maintain quality of address and street data at National standard.
- Communication of service standards and performance information sharing via Council website, e.g. “did you know” sections, (linked to new CRM in 2023/24);



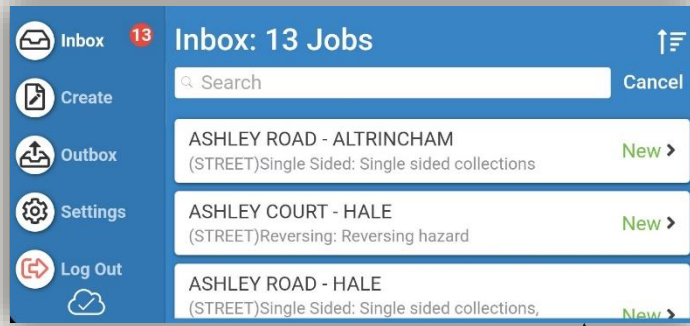
# Systems

## Overall Objectives

- To **invest into new systems** for most areas (an investment of £500k +, see next slide);
- Better **customer service** and **service information availability** (including mobile) especially when reporting issues and tracking progress;
- To deliver **better Service planning information** and **improved forward planning**;
- To provide **transparency in service delivery** and the potential for **efficient management of Service Performance**;
- Introduction of **new and more effective reporting capabilities** (Powered BI) to improve Service Management.

Expected Customer & Council Benefits	Key Contractual Changes	Mechanism
<ul style="list-style-type: none"> <li>• <b>Better Customer Service &amp; experiences</b></li> <li>• <b>Quicker decision making</b> and response to service issues</li> <li>• <b>Greater transparency</b> in Service Planning</li> <li>• <b>Better Service information and Improved monitoring</b> of Service delivery and performance</li> <li>• <b>More efficient Service delivery</b></li> </ul>	Investment into a new system “Whitespace” improve management and delivery of Waste Services, Grounds Maintenance and Street Cleansing	Project Agreement Update
	Investment into “Confirm” to improve management and delivery of Highways and Steet Lighting Services reports.	Project Agreement Update
	Investment into CAFM/Condition Surveys providing better FM information and management	Project Agreement Update
	Investment into Powered BI to enhance Service management and reporting	Project Agreement Update

# Systems & Data Development Programme



Whitespace: In-cab technology for the domestic & trade waste service. (July 22 -Complete)

Confirm Workzone: Handheld technology for Highways & Streetlighting, with automated permitting. (Nov/Dec 22)

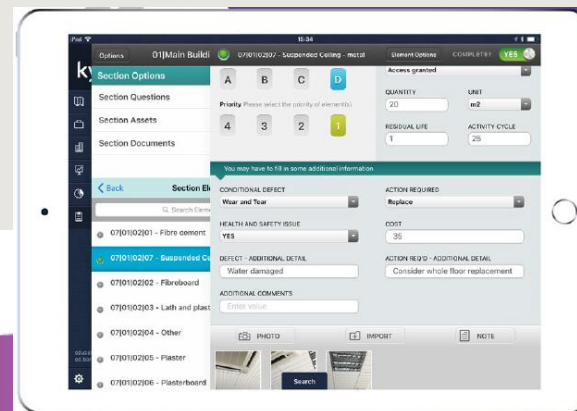
KyKloud: Handheld technology for FM condition surveys, with automated permitting. (Oct/Nov 22 - Complete)

Whitespace: Handheld technology for street cleansing (March 23)

Whitespace: Handheld technology for grounds maintenance (June 23)

System generated reporting tools

Holistic data analytics through Power BI (2022/2023 Programme)



# Decarbonisation

## Overall Objectives

- A **joint commitment** to substantively **reduce the carbon footprint** of the OTP;
- A recognition of the challenges and **investment requirements** needed to make a difference;
- The introduction of **new Governance Group** to oversee reduction in carbon emissions and environmental impact;
- An **agreed baseline** measure for the environmental impact (carbon footprint) of the OTP;
- Agreed ambitious **new carbon reduction targets** over the lifetime of the OTP;
- A series of **carbon reduction projects identified** to deliver the required change.

Expected Customer & Council Benefits	Key Contractual Changes	Mechanism
<ul style="list-style-type: none"> <li>• <b>Reduced environmental impact</b> of the OTP</li> <li>• <b>Aligned objectives</b> for tackling the climate emergency</li> <li>• An agreed approach to <b>joint monitoring and Governance arrangements</b></li> <li>• An agreed set of <b>innovative carbon reduction projects</b></li> <li>• A more proactive approach to <b>unlocking potential funding opportunities</b> for carbon reduction initiatives</li> </ul>	New Governance structures introduced from April 2023	Project Agreement Update
	Decarbonisation baseline and OPT lifetime Carbon Reduction targets agreed	Project Agreement Update
	Decarbonisation roadmap and action plan to be incorporated in the governance of the contract	Project Agreement Update



## CARBON FOOTPRINT

Trafford Data capture: Vehicle/Plant Fuel, Tatton House utility usage, highways & depot waste tonnages | Engaging with Trafford key suppliers to account for OTP Scope 3 emissions. | Robust quarterly reporting to TBC | Amey carbon data capture - Accredited to ISO14064

2023



## OTP DECARB WORKING GROUP

Establish regular working group sessions | Include stakeholders from Amey & TBC to progress decarbonisation initiatives and table new ideas



## FLEET MANAGEMENT

Continue to roll out EVs where viable | Introduce only Zero Emission company cars | Introduce Tyre-Turning to increase tyre lifespan



## WATER CONSERVATION

Investigate salt barn grey-water harvesting opportunity



## BEHAVIOURAL CHANGE PROGRAMME

Green Driver Initiatives: Tatton House - in-depot idling reduction campaign | Employee PDR objectives to match OTP Net Zero targets | Investigate and mitigate missed bin numbers



## GREEN BUILDINGS/SITES

Reduce energy consumption at Tatton House. Depot energy saving - IT, Lights-off initiatives | Greener options for site set ups



## ZERO HIGHWAY WASTE

Continue to work with suppliers with Material & Aggregate recycling



## BIODIVERSITY OPPORTUNITIES

Distinguish biodiversity enhancement opportunities | Green community days.



# ROADMAP TO NET ZERO

2023-2030

## SUPPLY CHAIN ENGAGEMENT

Environmental considerations engrained in procurement decisions



## TECHNOLOGY INNOVATION

Tool & Equipment innovation | Sustainable Materials case studies | Benchmark against other LAs and Amey contracts



## FLEET MANAGEMENT

Continue to drive down fossil fuel usage | Move to Alternative fuels | Continue to investigate emerging alternative fuel market for HGVs including RCVs/Gritters



## CARBON FOOTPRINT

Implement Carbon Calculation Accounting Standard (CCAS) | have robust supplier engagement on carbon and environmental performance | Identify carbon hotspots



PHASE 2

PHASE 3

## CARBON REDUCTION

Continue to eliminate, reduce carbon with offsetting as a last resort

Certified to PAS 2080 | Carbon Neutrality Approval and Certification | Working with Carbon Trust



PHASE 4

## CONTINUOUS IMPROVEMENT

Continue to review, innovate and trial



## CARBON NEUTRAL ACCREDITATION



2030

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# Decarbonisation

## Alpha 311 Wind Turbines

- Wind generated energy; manufacturer testing.
- Trial locations being identified.



## Solar Powered Street Light

- Solar generated energy
- x1 trailed at Tatton House.
- x4 to be trialled on Woodbridge Rd, Urmston (June 23).



## EV Charging Points

- Electric car charging from street light.
- Potential locations being identified
- Supplement BE.EV units.



## Electric Vehicles

- All Amey Company Cars being phased to at least Hybrid
- All Inspectors Cars now Electric with EV charging installed at the depot.
- EV Transit Vans for emergencies and grounds
- Decarbonisation plan being put together for the depot – Solar possibilities
- RCV options – Hydrogen/EV/Hybrid now being looked at.

## Street Light: Trimming and Dimming Programme

- Programme of reducing the lux levels (on/off times) and reducing luminary (energy) to support decarbonisation and cost savings.
- Implemented from adjusting the CMS on each of the 23,000 Street Lights. *(There are c3,000 streets lights without CMS controls)*
- Initial programme rolled out accross Trafford Park.
- Locations review.
- We are aiming to implement from June onwards.

# Green Spaces

## Overall Objectives

- The introduction of **new Governance Group** to oversee Green Space strategy to better align all Green Space activities;
- Ensuring **clearer roles for voluntary organisations** (Friends of Parks);
- Greater **visibility of forward plans leading to better tracking and management of Service delivery**;
- Greater focus on supporting **biodiversity and funding opportunities**;
- Introduction of Green Space **carbon reduction targets and tracking of reduction in carbon** from greenspace projects.

Expected Customer & Council Benefits	Key Contractual Changes	Mechanism
<ul style="list-style-type: none"> <li>• Clearer forward direction on Green Space strategy</li> <li>• Improved <b>Governance</b> of activities</li> <li>• <b>Better alignment</b> with voluntary orgs/FO Parks</li> <li>• Clearer visibility of <b>service frequencies and plans</b></li> <li>• A clearer focus on <b>biodiversity and carbon reduction</b> projects</li> <li>• Tracking of sector <b>innovation to drive improvements</b> for tackling the climate emergency</li> </ul>	New Governance structures introduced from April 2023	Project Agreement Update
	New strategy and service planning arrangements	Project Agreement Update
	Decarbonisation roadmap and action plan to be incorporated in the governance of the contract	Project Agreement Update

# Green Spaces

## Governance and Transparency

- Monthly reports on service delivery progress now in place.
- Development of Whitespace for grounds service in development.

► The monthly review seeks to ensure that all Trafford green spaces are well managed for the benefits of those who live, work and relax in Trafford, whilst providing a framework to guide the planning and allocation of resources.



## Parks & Grounds Maintenance

Action(s)	Calendar											
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Cut Hedge (according to species)	Subject to species											
Remove Rogue Species			1		1		1			1		
Footpaths												
Blow & Tidy	1	1	1	1	1	1	1	1	1	1	1	1
Mechanical Sweep	1		1		1		1		1		1	
Monitor Condition (report as necessary)	1	1	1	1	1	1	1	1	1	1	1	1
Leaf Clearance	Clear Leaves Throughout Park											
Tennis Courts		1		1	1	1	1	1	1	1		
Maintain nets				1			1			1		
Roller Hockey		1		1		1		1		1		
Basketball Court		1		1		1		1		1		
Water Features	Inspect condition and liaise where required											
Skateboard Area		1	1	1	1	1	1	1	1	1		
Play Areas	4	4	4	4	4	4	4	4	4	4	4	4
Wildflower Areas	Annual Mow and Clear In Consultation with Friends Groups and the Species Involved											
Biodiversity Areas	Annual Mow and Clear In Consultation with Friends Groups and the Species Involved											

Ground Maintenance	
Resource	Assets
Labour	19
Vehicles	12
Plant & Equipment:	
Tractor Mower	2
Ride-On Mowers	6
Pedestrian mowers	11
Strimmers	10
Blowers	7
Ele.LH hedge trimmer	7
Baroness	4
Parks	
Resource	Assets
Labour	9
Vehicles	3
Plant & Equipment:	
Ride on mowers	2
Pedestrian mowers	7
Strimmers	3
Blowers	3
Ele.LH hedge trimmer	3

Please note some inspection we only complete from April till October

### Measuring performance by completing inspection

Random Inspections	Ornamental	Ground Quality	Grass height	Open space	Sport pitches
Target	3	20	23	15	8
April	5	27	30	15	10



## Parks & Grounds Maintenance

► The following information reflects the frequency of cyclical operational tasks, which have been planned to deliver the outcome specification in each park. It should be noted, the various operational tasks are subject to variation, due to the seasonal/weather changes. As such, the profile is going to be subject to occasional changes.

Feature(s)	Action(s)	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Grass Cutting	Amenity Mowing			1	2	2	2.5	2.5	2.5	2	2		
	Ornamental Mowing			1	2	2	3	3	3	2	2		
	Golf Fairways				2	2	2.5	2.5	2.5	2.5	2		
	Golf Greens				2	4	4	4	4	4	4	2	
	Edge Back Annually	LIAISE WITH FRIENDS GROUP – PROPOSE IN ADVANCE OF GREEN FLAG INSPECTION											
Bowling Greens	Grass Cutting			1	6	8	8	8	8	6	2		
	Maintain Border/Ditch			1	4	4	4	4	4	4	2		
	Subject to condition of Green(s)												
	Rolling (as necessary)												
	Selective Herbicide	Subject to condition of Green(s)											
	Fertiliser Application				1					1			
	Autumn Maintenance										1		
Shrub Borders	Spring Prune (according to species)			1									
	Reform Edge			1									
	Weed, Cut Edge & Tidy			1	1	1	1	1	1	1	1		
	Autumn/Winter Prune (according to species)											1	
	Treat Pernicious Weeds (as necessary)	As necessary											
Rose Beds	Spring Prune			1									
	Reform Edge			1									
	Weed & Tidy			1	1	1	1	1	1	1	1		
	Dead Head				1	1	1	1	1				
	Remove Rogue Stems			1	1	1	1	1	1	1			
	Autumn Prune										1		
Seasonal Flower Beds	Prepare and Plant Summer Bedding					1							
	Hoe and Hand Weed						2	2	2	2			
	Dead Head						2	2	2	2			
	Strip Bedding										1		

# Capital

## Overall Objectives

- To deliver improved arrangements for the **management and delivery of capital projects**;
- To seek to secure **greater inward investment** into Trafford & to improve infrastructure by means of a simple rebate mechanism for increased Capital share
- To introduce more robust arrangements for the **recovery of Council overheads**;
- To secure **better value for money & gain-share arrangements** through growth in the Capital managed by the OTP.

Expected Customer & Council Benefits	Key Contractual Changes	Mechanism
<ul style="list-style-type: none"> <li>• Better <b>capital project delivery</b></li> <li>• Better <b>Governance and management arrangements</b> for capital projects</li> <li>• Greater <b>investment into the infrastructure of Trafford</b></li> <li>• Developing more <b>delivery capacity &amp; capability</b></li> <li>• Better <b>value for money &amp; gain-share arrangements</b> to underpin the sustainability of the OTP</li> </ul>	New Governance structures introduced from April 2023	Project Agreement Update
	Commitment to better annual planning and tracking of capital delivery through the OTP	Project Agreement Update
	Increase in capital thresholds and introduction of new gain-share arrangements on all capital growth	Project Agreement Update Side letter to contract each year with target

# Capital Projects

## Capital Horizon Scanning

- Joint Resources to identify, target and progress funding opportunities.
- Working in partnership with Trafford Council strategic Growth to provide added support to identify and develop funding opportunities.



## Active Travel

- Active Travel T1 & T2: TfGM funding approvals in May.
- Delivery targeted to commence July/August 2023, 9-month delivery programme to develop three junctions.

## Greenspace Funding

- Following the success of securing funding for Lostock Park, further funding routes are being explored:
- ❖ Cross Lane Park – woodland & wildflower (max £15K)
- ❖ Flixton Park – rose garden (max £3K)
- ❖ Lottery Awards (£50K)

## A56 Project Delivery

### Example of hybrid delivery.

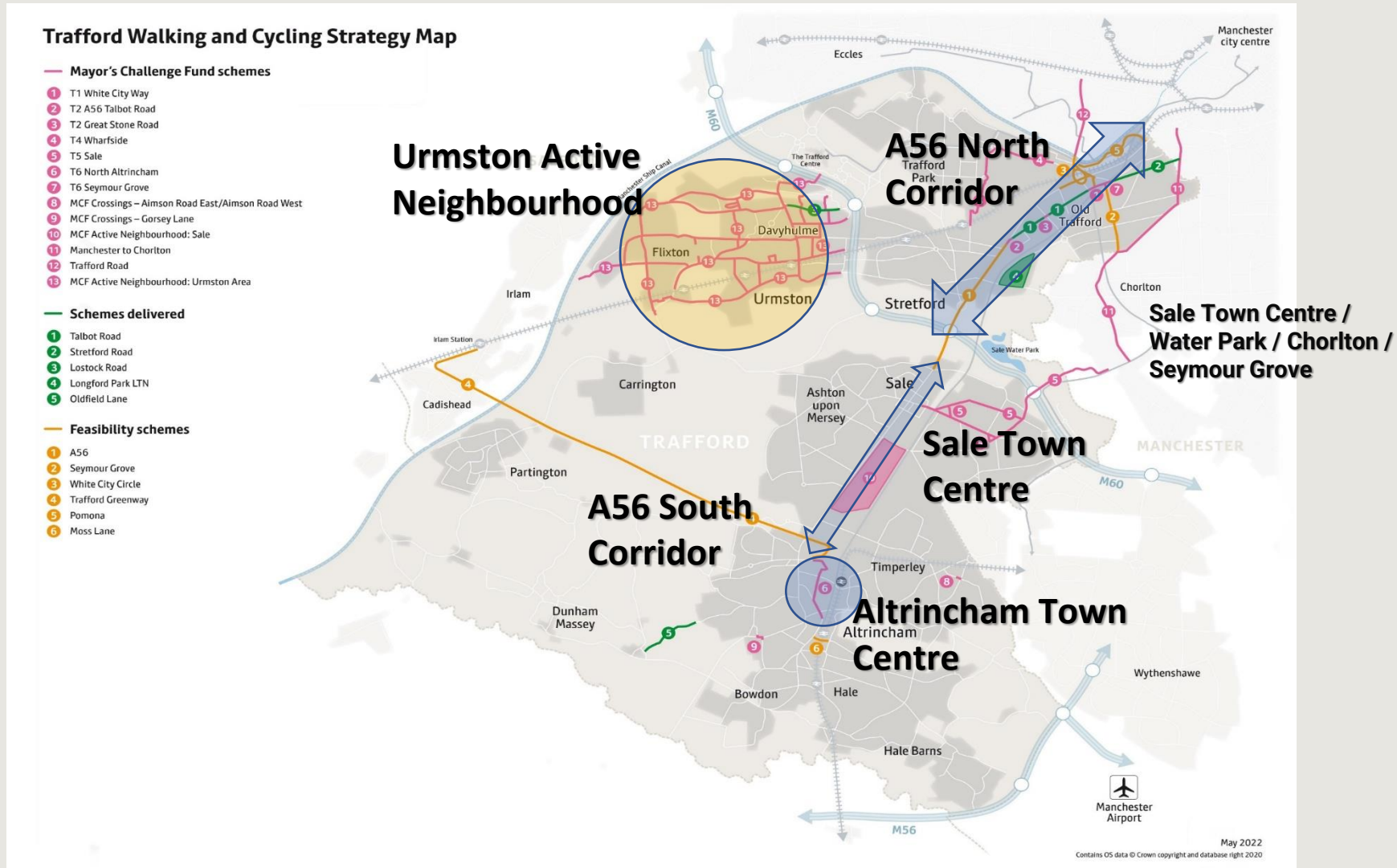
### Self Delivery

- ✓ Removed x5 traffic islands
- ✓ Installed x2 zebra crossing
- ✓ Replaced x5 streetlight columns/DNO transfers
- ✓ Installed 362 cycle wands
- ✓ Removed x4 islands marker posts and x8 bollards as part of decarbonisation and de-cluttering
- ✓ Installed new kerbing, pedestrian crossings and all footway re-instatements

### Supply Chain

- ✓ Structurally tested all columns on the road
- ✓ Road re-surfaced, anti-skid surfacing at junctions and associated lining along the street.

# Capital Projects



# Overall Summary (Going Forward)

- There is a commitment to improving the delivery of the OTP and the parties are committed to delivering further reviews and improvements;
- We have agreed an ongoing cyclical review process where we can jointly explore opportunities to deliver innovation in the delivery of OTP Services (we are actively exploring a range of digital opportunities off the back of the Council's investment into CRM);
- We will closely monitor the introduction of all of the new arrangements and seek to ensure that they are all delivering the value we expect.



# Benefits of the changes for the residents of Trafford

- Achieved a platform for **better Service Delivery**;
- **Earlier identification & response** to Service issues;
- **Better Customer Service**, experience & engagement;
- **Greater transparency** in Service Planning for the Council and residents;
- **Improved Governance** & performance monitoring;
- Investment into the OTP – **delivering better & more efficient infrastructure**;
- **Better environmental management** & reduced impact.

# Content of the Executive Report

- Delegated authority to the Corporate Director of Place to conduct final negotiations and to makes appropriate changes to the OTP;
- Members to note the progress made and the potential benefits to Trafford Residents of the proposed changes;
- Members to note and agree the proposed timetable to conclude the 7 Year Review;
- Members to support continued investment into the OTP and the potential for further continuous improvements and innovations in Service delivery.

# Next Steps & Timelines

- Most of the agreed changes are “live” or in the process of being delivered;
- Conclude final negotiations with the Service Provider in Summer 2023;
- Document a Deed of Variation (DoV) and changes to the project Agreement with Amey to enshrine the agreed changes contractually;
- Submit Executive Report to Council September 2023
- Closely monitor the embedding of new arrangements;
- Continue dialogue with Amey on improvement and innovation.