

# Public Document Pack

## **PRESENTATIONS MADE AT SCRUTINY COMMITTEE**

**Date: Wednesday, 21 September 2016**

4. **2017/18 BUDGET SCRUTINY PROCESS**  
To receive a presentation of the Executive Member for Finance and the Chief Finance Officer. 1 - 12
  
7. **ONE TRAFFORD PARTNERSHIP UPDATE**  
To receive a presentation of the Executive Member for Economic Growth, Environment and Infrastructure. 13 - 34

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TRAFFORD  
COUNCIL



## Budget Scrutiny Update

21<sup>st</sup> September 2016



## Some Context

- § To date Trafford Council has saved £118m since 2011
- § By 2020 Trafford Council needs to save a further £40m
- § Reasons for this are:
  - § Continuing pressure of austerity
  - § Expected changes to central Government funding arrangements
  - § Rising demand on services.

**This level of additional savings to be made presents the Council with its greatest task yet**

# Corporate Planning Approach

- § New approach commissioned and led by the Corporate Leadership Team
  
- § CLT away day defined areas of focus:
  - § 3 year budget cycle and proposals
  - § Long term vision for Trafford
  - § Place based approach
  
- § Cross Council senior management Task Force put in place



# Key Messages

We want a different narrative, one that stops talking about short term savings to one that describes long term investment in our key priorities

We must have greater control over our finances; income generation needs to generate profits and be clearly linked to addressing our biggest issues and inequalities

We need a model and investment in developing greater levels of prevention and independence in social care. We want to invest in keeping families together and where that is not possible secure better value for money outcomes for our Looked After Children

We must invest in facilities that increase physical activity and enable Trafford clubs, associations and schools to lever investment in theirs and ensure wider accessibility

We need a clear evidence base that will be the cornerstone of decision making and we will engage with partners around shared outcomes – doing the right thing for Trafford to breakdown organisational silos and barriers



# Future Budget

- § The February 2017 budget report will set out how the Council will balance its budget over the next 3 years
- § This budget approach provides the Council with the opportunity to develop a much longer term strategy, putting in place the building blocks for 2020
- § Feedback from the Budget Scrutiny Action Plan 2016/17 has been taken into account including reviewing the arrangements for public consultation to ensure it represents value for money and giving consideration given to more use of online and social media
- § A group of senior officers have been designing the framework for the forthcoming budget and consultation process

# Current Position

- § Trafford already has very strong foundations
- § Much activity has been completed in collaboration with partners
- § In 2016/17 the Transformation Programme is being delivered under 7 principles:
  - § Working Smarter
  - § Buying Better
  - § Commissioning
  - § Promoting independence
  - § Maximising Income
  - § Joining Up and Working Together
  - § Eligibility and Access
- § These principles will remain critical to the next 3 years and will be positioned differently to help all our stakeholders understand the more challenging and complex context we face going forward





# Revised Consultation Process Approach

1

2 public sessions (one in the North and one in the South of the borough) in Nov / Dec 2016

2

Continue with the 'join the conversation' theme introduced on line and the term 'consultation' will be replaced with 'conversation' regarding public engagement activity

3

The public will be informed about those things which could directly affect them and the neighbourhood they live in. There will be opportunities for the public to ask questions and share views openly with Members, Officers and others in attendance

4

These sessions mark the start of a longer period of engagement

5

As proposals mature stakeholder groups will be consulted as required. This could be at any point between 2016 and 2019/20. No agreed schedule at this stage and it will take some time to define, particularly for the latter years





# Revised Consultation Process Approach

6

Staff will have budget briefings at the same time as the Public briefings

7

Any efficiency proposals affecting staff will be dealt with separately and internally through routine staff consultation arrangements

8

Specific consultation activity will be proportionate in scale to the proposal concerned and targeted to the stakeholder group concerned

9

As much activity as possible will be undertaken online promoting the 'joint the conversation' approach adopted last year and via social media

10

Opportunities for residents to share 'what's important' to them will be made available to them online



# Example Online Consultation

Welcome to the 2017/20 Budget Conversation page

## Budget Conversation 2017 to 2020

Join the Budget Conversation to help us focus on what you value most - we know more budget cuts are coming and we need to talk about what matters most to you!

Page 9

Join the  
conversation

Budget Conversation  
survey

[Join in and have your say](#)

Follow the  
conversation

Budget Conversation blog

[Respond to what people  
are saying](#)

See the budget  
figures

How we spend £x million  
now

[See the breakdown](#)



# Role of Scrutiny

- § Scrutiny's role remains pivotal in ensuring the Council engages with all its stakeholders effectively and that the Council operates openly and clearly
- § Scrutiny is requested to support the recommendations above and work flexibly with Council officers and the Executive over the coming months, to establish the basis for a more responsive budget consultation process in the coming years.
- § Scrutiny's purpose is to ensure the budget:
  - § Is right for Trafford
  - § Fits within the policy framework
  - § Reflects the needs of local people
  - § Reflects the Council's Corporate Objectives
  - § Is legal and affordable



# Timeline

- § Initial Budget summary to Executive October 2016
- § Evidenced based business cases being prepared September / October and aligned to existing projects
- § Online and Public Conversation go live November/December 2016
- § Staff Consultation in accordance with business requirements
- § Output of Online and Public Conversation January/February 2017
- § Any updates to Corporate Budget agreed by February 2017
- § Final budget is presented to Council in February 2017
- § Service Plans in place by April for the following year



## Next Steps

- Views / feedback welcome on revised budget and consultation process
- Agree participation at the Public engagement events
- Feedback, proposals and ‘conversation’ feedback in February

Questions ....Comments.....Thank you .....

# Scrutiny Committee

Contract Update

Wednesday 21<sup>st</sup> September 2016



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- 12) Going Forward



# KPI Performance Update

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## **Lot 1 – Environmental Services**

§ 18 out of 23 monthly or quarterly KPI's have been met in the last period.

Currently 18 "Green", 3 "Amber" and 2 "Red" indicators  
All "Red" indicators are subject to improvement plans.

## **Lot 2a & 2b – Highways & Street Lighting**

§ 15 out of 10 monthly or quarterly KPI's have been met in the last period.

## **Lot 3 – Technical Services & Property Management**

§ 14 out of 15 monthly or quarterly KPI's have been met in the last period.

"Red" Indicator subject to improvement plan.

## **Contract – Customer Care**

§ Strong achievement of Customer Care KPI's.

# Lot One

Grounds Maintenance  
Waste & Recycling  
Street Cleansing



# Lot 1 – Grounds Maintenance



| Challenges                             | Actions  |
|--|--|
| Volume Grass Cutting                   | <ul style="list-style-type: none"> <li>• Change in specification standards</li> <li>• Recognition of recent issues (quality of cut &amp; overgrown)</li> </ul>   |
| Bowling Greens                         | <ul style="list-style-type: none"> <li>• Increased Resource Allocation</li> <li>• Increased frequency of grass cutting operations</li> </ul>   |
| Friends of Parks Liaison               | <ul style="list-style-type: none"> <li>• Individual maintenance plans for Parks</li> <li>• Agreed specification standards</li> </ul>   |
| Old Plant & Vehicles                   | <ul style="list-style-type: none"> <li>• New Plant Provider &amp; Specification</li> <li>• New fleet ordered (1<sup>st</sup> arrivals Oct 16) Remaining fleet 2017</li> <li>• Anticipation for reduced breakdowns</li> </ul> |
| 1 <sup>st</sup> Generation TUPE        | <ul style="list-style-type: none"> <li>• Behavioural Change &amp; Challenge to Change (working smarter)</li> <li>• Requirement to Work Smarter</li> <li>• Increased Churn &amp; High Age Profile</li> </ul>                  |
| Additional Training post TUPE Transfer | <ul style="list-style-type: none"> <li>• Training gap analysis.</li> <li>• Forward 'Risk Based' Legislative Training Plan</li> </ul>   |
| Green Flag Awards                      | <ul style="list-style-type: none"> <li>• Increased Numbers of Accredited Parks 2015-16</li> <li>• Plan to increase numbers further for 2016-17</li> </ul>  |

# Lot 1 – Waste & Recycling

| Challenges  | Actions  |
|---|--|
| Customer Engagement                               | In addition to the annual collection calendar distribution, completed circa 90,000 'Borough Wide' distribution of festive season collections leaflets inclusive of an introductory note to the One Trafford partnership. |
| Festive Period Collections & Bank Holiday Working | Collected additional recycling tonnages following the December 15 festive period reducing the overall residual tonnage sent for disposal.  |
| Waste Stream Reductions                           | Conducted analysis exercise involving waste from 5 varying demographic areas to better understand the waste habits of Trafford's residents.  |
| Efficiency Savings                                | Removal of Localised Recycling Points (bring sites)  |
| Bank Holiday Working                              | Achieved full waste collection services within the 2015-16 period.   |

# Lot 1 – Street Cleansing

| Challenges                             | Actions  |
|--|--|
| Fly Tipping                            | <ul style="list-style-type: none"> <li>Revised collection schedule implemented increasing the frequency in targeted areas.</li> <li>Particular attention to 'Hot Spots' across the Borough</li> </ul>  |
| Litter Bin Emptying                    | <ul style="list-style-type: none"> <li>Review of litter bins across the Borough has identified usage and bin type for a more improved collections schedule to be implemented</li> <li>Data collection to produce heat map/forecast used to drive operational performance and develop emptying schedules</li> </ul> |
| Vehicle Fleet                          | <ul style="list-style-type: none"> <li>New vehicles will encompass vehicle tracking hardware/software to enable more pro-active monitoring &amp; supervision</li> </ul>  |
| Workforce Structure & Working Patterns | <ul style="list-style-type: none"> <li>Currently in discussions with Trades Unions to agree most appropriate working patterns to meet the needs of the service.</li> </ul>   |
| Leaf Clearance                         | <ul style="list-style-type: none"> <li>Operational plan now complete and signed off for 2016</li> <li>Circulation of plan to Members</li> </ul>  |

# Lot Two (A & B)

Highways  
Winter Maintenance  
LED Lighting Project  
Street Lighting



# Lot 2 (A & B) – H/ways & Street Lighting (1 of 2)

| Challenge                                 | Actions  |
|---|--|
| Highway Maintenance (Volumes of Potholes) | <p>Based on asset management model in order for the highway network to neither improve or depreciate further <b>i.e. steady state</b> an annual investment of £4.9M is required.</p> <p><b>Pothole Action Fund</b> - additional £137,000 funding will deliver repairs to circa 2600 potholes in the road network in supporting the circa £2.9M Capital Maintenance budget identified for 2016-17 period. Permanent repairs such as resurfacing larger patches, joint repairs, and over-banding will prevent more potholes forming in future.</p> |
| Pothole initiative                        | <p>Delivery of a trial of an innovative carriageway repair system. The 'Jet-Patcher' machine will deliver a 3 week support initiative with the system being suitable for repair work at an earlier stage than appropriate for conventional repairs and therefore stops deterioration at a less costly stage.</p>   |

# Lot 2 (A & B) – H/ways & Street Lighting (2 of 2)

| Challenge                  | Actions  |
|----------------------------|--|
| Highway Safety Inspections | <p>Cyclical safety inspection regime conducted to identify defects likely to create danger or serious inconvenience.<br/>                     Conducted in compliance with:</p> <ul style="list-style-type: none"> <li>• Trafford BC Highway Inspections Policy</li> <li>• National Codes of Practice for Maintenance Management.</li> </ul> |
| Risk Based Drainage        | <p>Key milestones and activities</p> <ul style="list-style-type: none"> <li>• A full asset management approach with route optimisation</li> <li>• Response to all drainage emergencies to safeguard users</li> <li>• Capital Investment to replace aged 'Weir Gullies'</li> </ul>  |
| LED Roll-Out               | <p>Progress on-going within Trafford delivering the installation of energy saving LED lanterns.</p> <ul style="list-style-type: none"> <li>• Commenced 1st April 2016 (18mth duration)</li> <li>• 5998 LED lanterns installed (to end of July)</li> <li>• 16,964 columns structurally tested – circa 300 columns replaced</li> </ul>         |



# Lot Three

Facilities Management  
Property  
Highways Design  
Estates Management



# Lot 3 – FM & Property (1 of 2)

| Service  | Challenge   | Actions   |
|--|---|---|
| Computer Aided Facilities Management System (CAFM) | Capture Data across the Corporate Estate and upload details                         | Project Plan, install and roll out Concept Evolution to support contract efficiency   |
| Condition Survey and Asset details                 | To review current data and to set up programme                                      | Set out a programme to capture current asset data and accurate details of the condition and utilisation of each building within the Trafford estate |
| Energy Management                                  | Across the Corporate Estate we were set a Smart Target to reduce Consumption by 1%. | Saving over the past 12 months have seen an initial 1st year combined saving of 6.5%  |

# Lot 3 – FM & Property (2 of 2)

| Service                          | Challenge   | Results  |
|----------------------------------|---|--|
| Sub Contractors Service Delivery | Supporting local business by assessing and employing local contractors to work in partnership with Amey / One Trafford.                   | One Trafford Partnership have continued to support and work with local contractors with the Association of Greater Manchester Authorities. |
| Health and Safety                | Embedding our safety cultures within One Trafford Account with employees and subcontractors through audit, inspections and safety briefs. | Target Zero campaign resulting in Zero Harm to FM employees contractors and members of the public we serve.                                |

# Lot 3 – Highways Design (1 of 2)

| Service                          | Challenge  | Actions   |
|----------------------------------|--|---|
| Traffic Network<br>Customer Care | <ul style="list-style-type: none"> <li>• Dealing with a significant volume of detailed technical enquiries</li> <li>• Enquiries from members/public.</li> <li>• Meeting expectations for responses</li> <li>• Reduced budgets/fewer resources</li> </ul> | <ul style="list-style-type: none"> <li>• Reorganising the team structure</li> <li>• Updating highway policies</li> <li>• Improving response tracking</li> </ul>   |
| Capital Programme<br>Delivery    | <ul style="list-style-type: none"> <li>• Timescales from budget approval to delivery date</li> <li>• Congestion of work around Christmas and spring periods.</li> </ul>  | <ul style="list-style-type: none"> <li>• New processes integrating design, procurement and delivery</li> <li>• Streamline design procurement</li> <li>• New contractor framework</li> </ul>   |
| Development<br>Control           | <ul style="list-style-type: none"> <li>• Historic issues around developers not paying fees</li> <li>• Cost to revenue budgets</li> <li>• Developers not entering into appropriate S38 Agreements</li> </ul>  | <ul style="list-style-type: none"> <li>• New self-funding process</li> <li>• New developer guidelines</li> <li>• New developer design guide</li> <li>• Clarity on costs and timescales for developers</li> <li>• Historic backlog being resolved</li> </ul> |

# Lot 3 – Highways Design (2 of 2)

| Service   | Challenge  | Results   |
|---|--|---|
| Growth from major developments and external funding | <ul style="list-style-type: none"> <li>Achieving growth by encouraging private development</li> <li>Attracting funding from central government and TfGM</li> </ul>     | <ul style="list-style-type: none"> <li>Ability to quickly draw on expertise and resource for funding applications</li> <li>Improved asset management tools and ability to justify applications</li> <li>Improving link between development control and strategic planning.</li> </ul> |
| Compliance and asset management                     | <ul style="list-style-type: none"> <li>Recovery of backlogs in bridge asset management, flood risk asset management</li> <li>Duties as Flood Risk Authority</li> </ul> | <ul style="list-style-type: none"> <li>Introduction of new best practice tools including a new flood risk register and Transport Asset Management Plan.</li> <li>Risk based inspections reducing costs</li> <li>Attracting additional HM funding</li> </ul>                           |

# Lot 3 – Estates Management (1 of 2)

| Service                   | Challenge   | Actions  |
|---------------------------|---|--|
| Asset Management (TRAMPS) | Poor data and portfolio management in respect to the Council's investment estate leading to inefficiencies in the ability to both manage the existing portfolio and make informed /evidenced based investment decisions | <ul style="list-style-type: none"> <li>• Assessment of potential asset management systems undertaken and acquired by Amey(TRAMPS).</li> <li>• Initial data transfer exercise completed across the estate resulting in improvements to commercial billing and debt management.</li> <li>• A data capture and cleansing programme is on going which will enable better management and investment decisions to be made resulting in financial efficiencies year on year.</li> </ul> |
| Capital Project Delivery  | Limited internal resource and experience of project and programme management  | <ul style="list-style-type: none"> <li>• Utilising Amey's wider technical and programme /project management capability to support a more robust project and programme management of projects resulting in better reporting on progress and financial robustness.</li> </ul>  |

# Lot 3 – Estates Management (2 of 2)

| Service                         | Challenge   | Results  |
|---------------------------------|---|--|
| Rent reviews and lease renewals | Significant backlog of outstanding rent reviews and lease renewals within the Investment estate meaning under performance of the portfolio. | <ul style="list-style-type: none"> <li>Targeted approach implemented to undertaking historic backlog with priority based on potential income growth and recovery rather than date.</li> </ul>        |
| Health and Safety               | Embedding Amey's safety cultures within One Trafford Account with employees and consultants.  | <ul style="list-style-type: none"> <li>Target Zero campaign resulting in Zero Harm to FM employees contractors and members of the public we serve</li> </ul>   |
| Leisure Assets Review           | To produce a full review of all leisure assets within a tight timetable.  | <ul style="list-style-type: none"> <li>Full review undertaken and provided to the Council on time and budget providing valuable data and insights for the Council's wider review process.</li> </ul> |

# All Lots

Communications  
Operational Control Room  
Going Forward

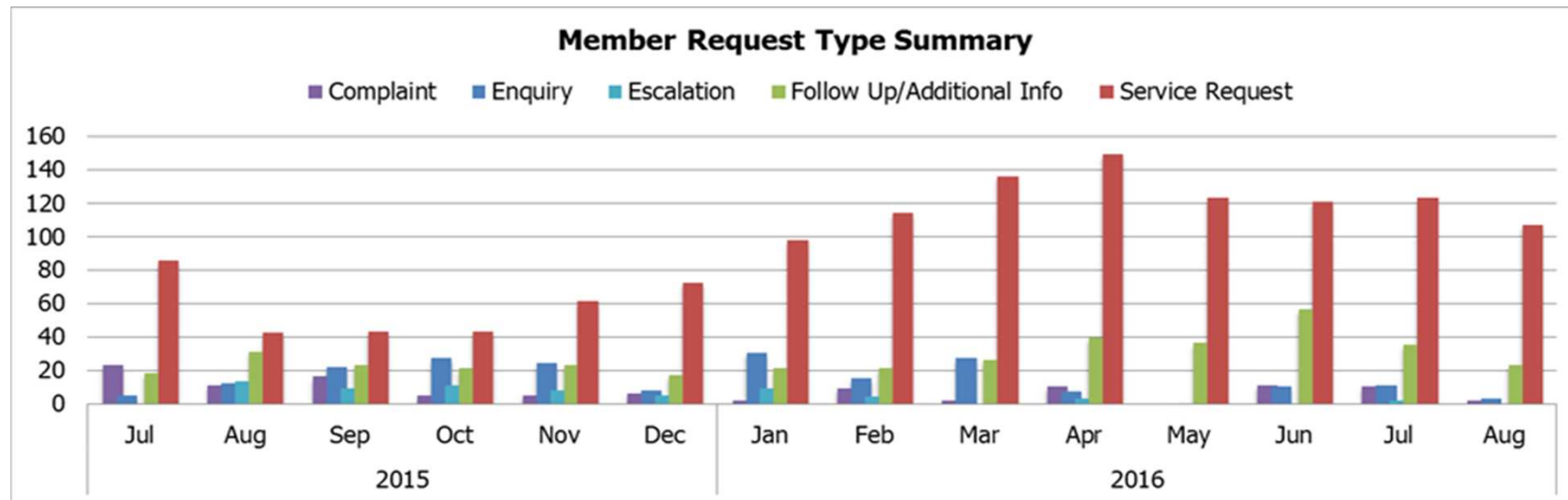




# Communications

## Trafford Members 'Inbox'

- The Members Inbox is a well utilised facility.
- From Contract commencement over 1800 contacts have been received requiring comprehensive 3 day update.
- The introduction of the new 'Civica' CRM allows the partnership to offer a more efficient service.



# Operational Control Room (OCR)

- Structured Process Flow for Enquires
- Escalation Process to Exec by Exception
- Drive Down Volumes of Complaints
- Local Accountability for Scheduling
- Aligned Process for **All** Service Requests
- Optimisation of Operational Routes
- Proactive Performance Monitoring
- Comprehensive Reporting Suite
- Service Demand Trend Analysis
- Supports Continual Improvement



Our 'six box' model ensures we capture asset data information & plan productively

# Going Forward

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- Trafford Council's new CRM management system went live in June 16.
- Trafford OCR Established
- Ward Walks with Realistic (Time Driven) Plans
- Annual Event Planning
- Community Engagement Manager in Post to Finalise CEP.
- Apprentices & Graduates
- Innovative Litter Bin Scheduling
- Data Driven Continuous Improvement Plans
- Vehicle Fleet Ordered with Masternaut Tracking

Thank you

