

TRAFFORD COUNCIL

Report to: Scrutiny Committee
Date: 22 March 2017
Report for: Approval
Report of: Scrutiny Committee Task and Finish Group: Review of the Joint Venture Contract between Trafford Council and Amey

Report Title

Scrutiny Committee Task and Finish Group: Review of the Joint Venture Contract between Trafford Council and Amey.

Purpose

The 4th July 2015 saw the commencement of the Joint Venture Contract between Trafford Council and Amey for the delivery of Environmental, Highways, Professional, Technical and Infrastructure Services in the borough.

In July 2016, with the contract entering its second year and the 12 month 'bedding in period' at an end, Members felt it was necessary to review the progress made so far and provide insight on how they believe the partnership could be improved.

Recommendations

That the recommendations set out below be endorsed by the Scrutiny Committee for referral to the Executive:

Recommendation 1 – That the Communications Proposals in Appendix 1, incorporating the suggested changes in section 5 of the report, be implemented.

Recommendation 2 – That a quarterly report detailing performance against the KPIs set as part of the Joint Venture Contract be provided to the Executive for monitoring purposes (section 6 refers).

Recommendation 3 – That steps be taken to encourage smarter working in relation to leaf clearance, as detailed in section 7 of the report.

Recommendation 4 – That the CRM system be improved as per the suggestions made in section 8 of the report.

Contact person for access to background papers and further information:

Name: Chris Gaffey

Extension: 2019

1. Background

The 4th July 2015 saw the commencement of the Joint Venture Contract between Trafford Council and Amey for the delivery of Environmental, Highways, Professional, Technical and Infrastructure Services in the borough.

At the Scrutiny Committee meeting on 6 July 2016 Members were invited to put forward their suggested topics for a Task & Finish Group review during the municipal year. The suggested topics were discussed with the Chairman of the Committee, and it was agreed that a review of Joint Venture Contract and its progress would be undertaken. The contract had been running for over 12 months which was considered to be the agreed 'bedding-in period', and Members felt it was necessary to review the progress made so far and provide insight on how they believe the partnership could be improved.

2. Terms of Reference

The terms of reference for the review was

To undertake a review of Joint Venture Contract between Trafford Council and Amey and its progress for the delivery of Environmental, Highways, Professional, Technical and Infrastructure Services in the borough, specifically focusing on the following topics:

- i) Contract Specifications
- ii) Communications (Including Responsiveness)

3. Membership of the Scrutiny Task and Finish Group

The review was carried out by

Councillors: S. Adshead, R. Bowker, C. Boyes, M. Cordingley, Mrs P. Dixon, J. Holden, D. Hopps and M Young.

4. Review Approach

Following initial meetings, it was agreed that the investigation would be broken down into two sub-topics; 'Contract Specifications' and 'Communications (Including Responsiveness)', allowing more detailed focus on these specific areas. Group Members were asked to register their interest in the area they would like investigate, with the sub groups expected to report their findings back to the full group for discussion. It was agreed that the overall aim would be to produce a report with the Group's findings and make recommendations to the Executive on how the Partnership could be improved.

A number of meetings took place between Group Members, the Executive Member for Economic Growth, Environment and Infrastructure, the Deputy Executive Member for Economic Growth, Environment and Infrastructure, the Deputy Chief Executive, the Director of Growth and Regulatory Services, and the Director of Legal and Democratic Services.

The Group's findings are presented in sections 5 to 8 below, with the final recommendations set out in section 9.

5. Communications Proposals

The Group welcome the Communications Proposals set out in Appendix 1, but recommend the following changes be made:

- The communications to Members should include information on all aspects of the contract (including leasing, capital programme etc.), not just the operational aspects.
- As well as highlighting successes, the monthly email update should provide detail on targets / KPIs that have not been achieved, including the reasons for this. Members feel that more transparency in this area is required.
- The daily updates (in section 3 of appendix 1) should also be sent via email, as some Members do not use Twitter.

6. Performance Reporting

The Group feel that Members do not receive the appropriate level of information in relation to performance, making it difficult to monitor the progress of the contract. The Group would like much more clarity and transparency in this area, and recommend the following actions be taken:

- A quarterly report on performance against the set KPIs to be provided to the Executive. Due to the commercially sensitive information in the report, the Group acknowledge that this might fall under 'exempt information' and would therefore be considered as a Part II item.
- As well as the above, the Executive should be alerted to any instances where financial penalties are incurred by Amey if the KPIs are not met to a satisfactory level (again, the Group acknowledge that this could be considered as a Part II item).

7. Smarter Working

Members have experienced several issues in relation to the leaf clearing service, with examples of some roads requiring multiple visits to complete the work. Members would like to recommend that the following actions be taken in known 'hotspots' where it is difficult to complete leaf clearing work:

- That a round of leafletting be undertaken in advance to advise of the upcoming work and the requirement for cars to park elsewhere, targeting cars currently parked on the road as well as surrounding houses and businesses.
- Placing cones in empty spaces in readiness for completing the work.
- Making connections with Community Champions who would be better placed to organise / coordinate this locally, giving Amey a better opportunity of performing the clearances.

8. CRM System

The Group feel that the CRM system is not working to a satisfactory level, and recommend that a review of the system is undertaken to address the following concerns:

- Take steps to have a function to reopen cases which have been marked as 'complete' incorrectly. Currently, if a case is closed but the work has not been completed, a new case has to be opened. This could mean that performance reporting is inaccurate.
- The Group feels that the interface between Amey and the CRM needs reviewing to ensure Amey are receiving all the information they require when an issue is initially logged. The Group feels that residents find the system complicated, and many cases are not followed up on due to 'the resident not providing the required information'.
- Following on from this, some residents have advised Members that they are not receiving satisfactory responses after logging a report. The Group would ask that improvements are made to ensure that prompt and a satisfactory response is provided following the logging of all reports.

9. Summary

The Task and Finish Group ask that the Scrutiny Committee endorse the following recommendations to the Executive:

Recommendation 1 – That the Communications Proposals in Appendix 1, incorporating the suggested changes in section 5 of the report, be implemented.

Recommendation 2 – That a quarterly Part II report detailing performance against the KPIs set as part of the Joint Venture Contract be provided to the Executive for monitoring purposes (section 6 refers).

Recommendation 3 – That steps be taken to encourage smarter working in relation to leaf clearance, as detailed in section 7 of the report.

Recommendation 4 – That the CRM system be improved as per the suggestions made in section 8 of the report.

Appendix 1

Communicating with Elected Members

1. Quarterly Newsletter

A quarterly newsletter will be emailed to all Elected Members; detailing partnership successes in the previous quarter as well as promote upcoming initiatives, including those with Friends of Parks Groups. Specifically, the newsletter will cover:

- Resident feedback (compliments)
- Twitter feedback
- Fly-tipping
- Grounds maintenance including parks
- Capital programme for highways
- LED street light programme
- Capital programme for play areas
- Community involvement and upcoming events/campaign e.g. Recycle Week 2017
- Leafing schedule (winter months)

The quarterly newsletter will include pictures where appropriate to illustrate successes and progress achieved.

Engagement with resident – To improve visibility with residents, the newsletter will be emailed to contacts including:

- Friends of Parks Groups (where groups agree to receive this)
- Trafford Council's Community Partnership's team
- In-bloom groups (where groups agree to receive this)
- Trafford Housing Trust and other social housing providers

2. Monthly email update

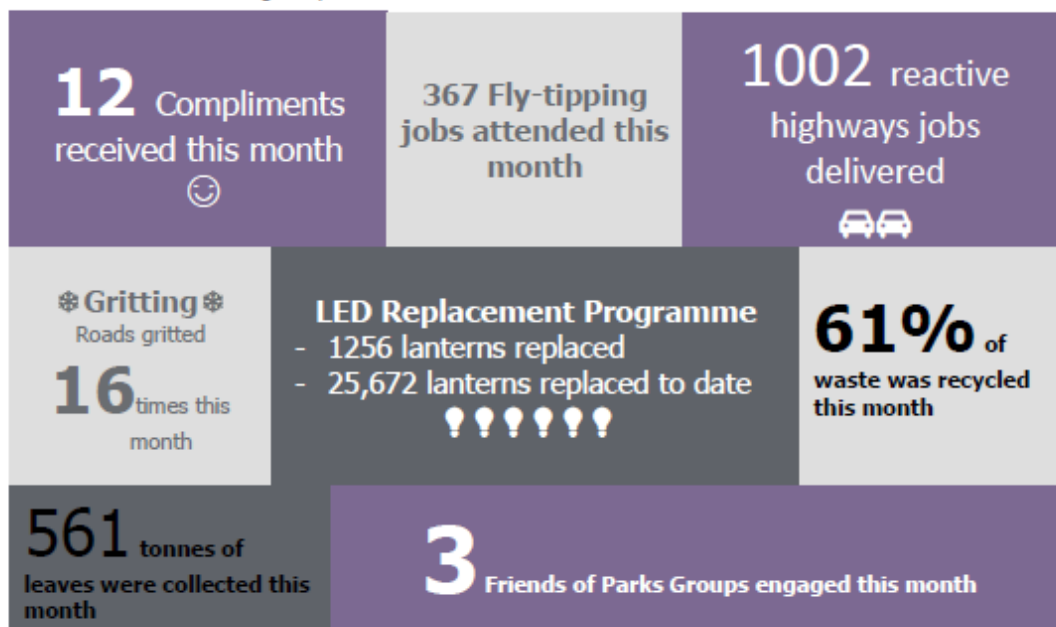
A monthly update will be emailed to all Elected Members to inform them on what has been achieved and what will be delivered in the new month. In the form of an info-graphic, the update will cover what has been achieved. This will change

depending on the time of year to reflect work programme patterns, but will include:

- Number of compliments received
- Number of reactive highways jobs undertaken
- Number of gritting days (over winter months)
- % recycling rate
- Tonnes of leaves collected (over leafing programme period)
- Number of LEDs lanterns replaced
- Number of Friends of Parks groups engaged

Elected Members Update – December 2016

Follow us on twitter at @OneTrafford for regular updates.



The monthly update will also highlight work programmes to be delivered in the new month. This will list works to be delivered and which locations/wards these will be taking place. This will change depending on the time of year to reflect work programme patterns, but will include:

- Parks play area capital programme
- Parks winter maintenance programme (over winter months)
- LED replacement programme

Upcoming work programmes in January 2017

The following programmes are being delivered next month:

1. Parks play area capital programme

Next month, the capital programme will continue refurbish play areas in a number of parks:

- a. Abbotsfield Park – play area refurbishment
- b. Davyhulme Park – installation of skateboard Park
- c. Stamford Park – refurbishment of tennis courts

2. Parks winter maintenance programmes

Winter maintenance works is continuing; removing leaves, cutting hedges and prepping planting beds for seeding. Next month, works will be delivered in the following parks:

- a. Hullard Park
- b. Stamford park
- c. Ashton Park
- d. Denzel Gardens

3. LED replacement programme

Work on the LED replacement scheme continues. In December 1256 LED Lanterns were installed. Cumulative to the end of January 14,900 lanterns have been replaced. The street lighting schedule continues to remain on programme.

Ward (this January)	Scheduled Ward (next month)
<ul style="list-style-type: none">• Stretford• Priors• Ashton under Mersey• Bucklow St Martins• Flixton	<ul style="list-style-type: none">• Priors• Ashton under Mersey• Bucklow St Martins• Saint Marys• Brooklands

This will allow elected members to see what work programmes have been scheduled to be delivered in their respective wards over the coming month.

3. Daily updates

Daily updates will be available to Elected Members in the following ways:

Twitter

The One Trafford Partnership has a twitter account [@OneTrafford](#). Twitter is used to tweet several times a day; promoting a mixture of recycling messages and other activities such as

- Leaf clearance
- Fly-tipping removal
- Highway resurfacing
- Highway gritting
- Friends of Parks activities

Elected Members who have a Twitter account are encouraged to following [@OneTrafford](#) for daily updates. A reminder to follow the partnership on twitter will

be included in the monthly update and quarterly newsletter.

Work programme update - leafing

Over the winter months, daily leafing updates will be provided to Elected Members in the form of an email. The update will provide information on streets cleared the day before and wards to be attended on the day of the update.

Winter service – gritting

Over the winter months, gritting updates will be provided on days where the gritting vehicles will be gritting all major routes in the borough.

When the decision is made to grit, an update will be sent to Elected Members, stating when the gritting vehicles are scheduled to grit.