

OTP Partnership Charter (Cultural Charter)

This charter is in response to the Council's request at 3.1 for a proposed behavioural charter in relation to the requested change in culture and approach (to include an organisation structure chart, which is aligned to a "one contract" approach).

Purpose

This charter sets to provide the foundation for everyone that operates on the One Trafford Partnership.

Partnership Behaviours

We as One Trafford Partnership, are:

- ❖ One team
- ❖ Always open and transparent
- ❖ Unwavering in our pursuit of best service to our customers
- ❖ Consistently striving to do the right thing for the communities we serve
- ❖ At all times acting with integrity
- ❖ Human and considerate

Overriding Objectives

- ❖ Adopting Good Industry Practice to enable excellent standards of Service to residents of the Council Area and other service users;
- ❖ Maximising efficiency in the provision of the Services under this Agreement whilst endeavouring to retain a sustainable margin for the Service Provider;
- ❖ Maximising the value for money obtained by the Council;
- ❖ Developing and maintaining openness and trust in a transparent information and data sharing environment in respect of the Services; and
- ❖ Maximising the respective and collective available resources of the Parties.

Partnership Aims

We aim to:

- ❖ Evolve Service Standards to meet the changing needs of the customer (Meeting the Service Challenge)
- ❖ Continue to improve Trafford infrastructure (Infrastructure Improvements)
- ❖ Cultivate an environment of data sharing and reporting (Data and Transparency)
- ❖ Ensure customer focused service delivery and communications (Culture and Approach)
- ❖ Reduce carbon emission and increase sustainability (Decarbonisation)
- ❖ Improve efficiency and generate additional income and growth opportunities (Value for Money)
- ❖ Improve access to additional funding to increase capital (Partnership Fund)
- ❖ Deliver services in a way that contributes to society and economy, whilst minimising damage to the environment (Social Value)
- ❖ Ensure resource capacity matches service demands (Capacity)

Approach

To achieve the objectives, we shall operate a One Trafford culture, which shall:

- I. Deliver and develop services with the customer at the centre

Appendix A – GOVERNANCE, SERVICE PLANNING AND CULTURE

- II. Utilise platforms for the customer to help shape services and their environment
- III. Share data to enrich dialogue, innovation and effective decision making
- IV. Cultivate growth, adding value to create a better Trafford

Governance

We shall establish a framework for a single approach. Where each and every meeting is effective through:

- ❖ Clear agenda and objectives
- ❖ Effective dialogue, decision making and action tracking
- ❖ Real improvements to the customer

Organisation Structure

Our structure will represent a One Trafford and approach and culture, supporting the cadence framework for a single approach.

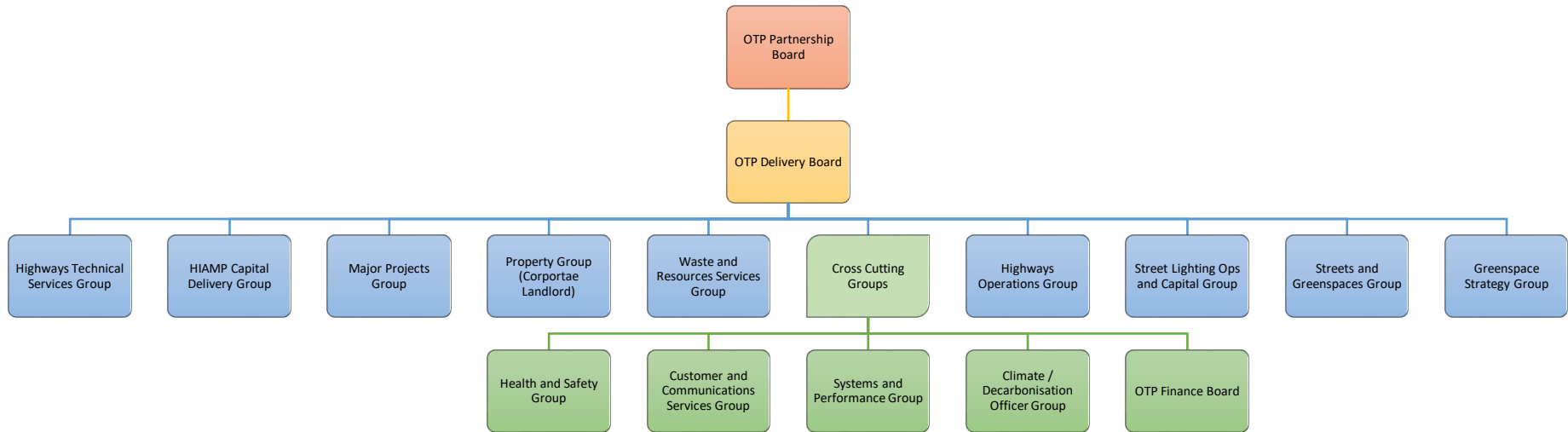
Transparency and Best Value

In order to demonstrate best value and have a common shared understanding of the sustainability and potential pressures on the contract and services within the contract the following is proposed to be shared on a quarterly basis:

- Profit and Loss Accounts with granularity on service area delivery within each Lot.
- Quarterly Forecast and turnover
- CVR's for the service areas
- Greater transparency on operating costs including staff, fuel, materials, plant equipment, premises and overheads

Appendix A – GOVERNANCE, SERVICE PLANNING AND CULTURE

Contract Governance Structure



Terms of Reference for Partnership Board

Name of the Group:	OTP Partnership Board
Aim/Purpose:	To provide strategic leadership to One Trafford Partnership (OTP).
Accountable:	Trafford Council
Reporting Mechanisms:	Amey shall present the following OTP monitoring report(s): <ul style="list-style-type: none"> ✚ Quarterly Performance Report against OTP KPIs (see below) ✚ Performance reviews and Plans in line with the Annual Planning Timetable (see below) ✚ "Deep dive" Service Reviews in line with the Annual Planning Timetable (see below) ✚ Health, Safety and Wellbeing log ✚ Risk & Opportunities log ✚ Social Value & Decarbonisation Statement
Links to other Groups:	OTP Operational Delivery Board Council Capital Board
Chair:	Councillor T. Ross
Vice Chair:	Councillor S. Adshead
Frequency of Meetings:	Quarterly
Quoracy:	One (1) representative nominated by the Council (the Council Members); One (1) representative nominated by the Service Provider of an appropriately senior level (being at least senior to the Service Provider Representative) (the SP Members);
Agenda and Meeting Notes:	An agenda will be sent prior each meeting; meeting notes and actions to be sent following the meeting once signed off by the Chair (see Annual Planning Timetable below).
Deputising arrangements:	Members of the group unable to attend a meeting should arrange for a deputy to attend on their behalf.
Scope and Duties:	<ol style="list-style-type: none"> 1. Agree the One Trafford Partnership objectives 2. Monitor contract delivery performance & outcomes (including KPIs) 3. Review Annual Plan & Priorities 4. Agree budgets and objectives (Revenue & Capital) 5. Oversee continuous improvement initiatives, funding and development opportunities 6. Generate/receive ideas to evolve service standards & innovation
Membership:	<ul style="list-style-type: none"> ✚ Councillor T Ross ✚ Councillor S. Adshead, ✚ Councillor D. Morgan, ✚ Richard Roe (Corporate Director, Place) ✚ George Pargeter (Amey Business Director), ✚ Tom Lawless (Amey Business Director). <p>Non-Voting Members</p> <ul style="list-style-type: none"> ✚ Chris Hyett (Interim Contract Director) (Amey) ✚ Chris Morris (Director of Highways, Transport and Environment) (Trafford Council) ✚ Clare Huber (Director of Development) (Trafford Council) ✚ Sharon Walls (Head of Service Highways, Transportation and Green Spaces (Trafford Council) ✚ Helen Ashcroft (Head of Services Waste & Resources) (Trafford Council) ✚ Michelle Cody (Governance Officer) (Trafford Council)

Appendix A – GOVERNANCE, SERVICE PLANNING AND CULTURE

	🚩 Stakeholder members – by invite
Record of Revisions:	Version 2.1 – February 2023

Annual Planning Timetable

The following table outlines the expected content to be discussed at each meeting in line with the Annual Service Planning Cycle.

Month	OTP Partnership Board Agenda	OTP Delivery Board Agenda
January		<ul style="list-style-type: none"> • Health and Safety • KPI Dashboard Review • HIAMP & other Statutory Plans (Transport and Green Spaces) • Change Control and Improvement Initiatives/Notices • “Deep Dive” Highways Structure
February	<ul style="list-style-type: none"> • Health and Safety review • KPI Dashboard Review • HIAMP & other Statutory Plans (Transport & Green Spaces) • Annual Service Review & Priorities for following year • Budget finalisation for following year (Revenue & Capital) • Change Control and Improvement Initiatives/Notices 	<ul style="list-style-type: none"> • Health and Safety • KPI Dashboard Review • Change Control and Improvement Initiatives/Notices • Annual Service Review & Priorities for following year • Budget finalisation for following year (Revenue & Capital) • Decarbonisation Plan - Review of annual plan
March		<ul style="list-style-type: none"> • Health and Safety • KPI Dashboard Review • Change Control and Improvement Initiatives/Notices • Annual Group Service Plans by Group • “Deep dive” Performance
April		<ul style="list-style-type: none"> • Health and Safety • KPI Dashboard Review • Change Control and Improvement Initiatives/Notices • Contract Annual Service Plan Sign Off • “Deep dive” Traffic & Transportation
May	<ul style="list-style-type: none"> • Health and Safety • KPI Dashboard Review • Outturn from previous financial year • Contract Annual Service Plan (For Agreement) • Change Control and Improvement Initiatives/Notices • Decarbonisation Action Plan Review and sign off 	<ul style="list-style-type: none"> • Health and Safety • KPI Dashboard Review • Change Control and Improvement Initiatives/Notices • Outturn from previous financial year • “Deep Dive” Property
June		<ul style="list-style-type: none"> • Health and Safety • KPI Dashboard Review • Change Control and Improvement Initiatives/Notices • “Deep Dive” Customer Services

Appendix A – GOVERNANCE, SERVICE PLANNING AND CULTURE

Month	OTP Partnership Board Agenda	OTP Delivery Board Agenda
July		<ul style="list-style-type: none"> • Health and Safety • KPI Dashboard Review • Change Control and Improvement Initiatives/Notices • “Deep dive” Systems •
August	<ul style="list-style-type: none"> • Health and Safety • KPI Dashboard Review • In-flight 6 month performance review v Priorities (set out in February) and annual plan delivery • Change Control and Improvement Initiatives/Notices 	<ul style="list-style-type: none"> • Health and Safety • KPI Dashboard Review • Change Control and Improvement Initiatives/Notices • “Deep dive” Highway Structures
September		<ul style="list-style-type: none"> • Health and Safety • KPI Dashboard Review • Change Control and Improvement Initiatives/Notices • Draft Revenue and Capital Budgets for following year • “Deep dive” street lighting
October		<ul style="list-style-type: none"> • Health and Safety • KPI Dashboard Review • Change Control and Improvement Initiatives/Notices • “Deep dive” Waste
November	<ul style="list-style-type: none"> • Health and Safety • KPI Dashboard Review • Draft Revenue and Capital Budgets for following year • Change Control and Improvement Initiatives/Notices • Decarbonisation initiatives progress 	<ul style="list-style-type: none"> • Health and Safety • KPI Dashboard Review • Change Control and Improvement Initiatives/Notices • “Deep dive” Streets and Green Spaces
December		<ul style="list-style-type: none"> • Health and Safety • KPI Dashboard Review • Change Control and Improvement Initiatives/Notices • “Deep Dive” Carbon

Performance Monitoring – KPI’ sand MPI’s

It is expected that the agreed set KPIs will be reported monthly, supplemented with a performance Dashboard to enable an evidence based discussion about OTP service delivery performance. These dashboards will be able to be pulled from the monthly dashboards for each service that may also include Management PI’s not included in the KPI framework.

The KPI Framework will be supported by a range of Management PI’s (MPI’s) that are mutually agreed with targets to allow areas of improvement to be monitored and incentivised. Failure to meet the targets associated with an MPI will then allow this MPI to be incorporated into the KPI framework with an agreed level of points reallocated from elsewhere in the framework to further incentivise improvement in service delivery.

Appendix A – GOVERNANCE, SERVICE PLANNING AND CULTURE

Examples of KPI's and MPI's for inclusion on a Dashboard are as follows

Customer Satisfaction

NHT Survey (Annual) – 4 or 5 KPIs
Member responsiveness targets
Complaints Trends
Service Requests resolved (in accordance with time targets)

Service Quality

Health & Safety incidents (RIDOR)
Waste - Missed Bins
Pothole repairs
Street Light repairs
Green Spaces/Parks – quality standards
Street Cleaning – quality standards
Property Repairs and responsiveness

Efficiency

Responsiveness targets
Maintenance backlogs
Capital spend % delivered

Growth

Additional Revenue/capital secured through the OTP
Carbon Emission performance against baseline
Carbon reduction plan and project delivery

Terms of Reference for Delivery Board

Name of the Group:	OTP Delivery Board
Aim:	To provide operational leadership to deliver the One Trafford Partnership objectives.
Accountable:	Accountable to the OTP Partnership Board
Reporting Mechanisms	Full board pack to the OTP Partnership Board
	<p>Amey shall present the following OTP monitoring report(s):</p> <ul style="list-style-type: none"> ✦ Monthly Performance Report against OTP KPIs (see below) ✦ Performance reviews and Plans in line with the Annual Planning Timetable (see below) ✦ "Deep dive" Service Reviews in line with the Annual Planning Timetable (see below) ✦ Health, Safety and Wellbeing log ✦ Risk & Opportunities log ✦ Quarterly Financial papers <p>Social Value & Decarbonisation Statement</p>
Links to other Groups:	<p>OTP Partnership Board Finance Board Highways Technical Services Group HIAMP Capital delivery Group Highways Operations Group Street Lighting Group Major Projects Waste and Resources Group Streets and Green Spaces Group Property Services (Corporate Landlord)</p> <p>Health & Safety Group Customer Services Group Performance Group Systems Group Climate / Decarbonisation Group</p>
Chair:	Chris Morris / Chris Hyett (Alternating)
Vice Chair:	Chris Hyett / Sharon Walls (Alternating)
Frequency of Meetings:	Monthly
Quoracy:	A minimum of two attendees.
Agenda and Meeting Notes:	An agenda will be sent prior each meeting; meeting notes and actions to be sent following the meeting once signed off by the Chair (see Annual Planning Timetable).
Deputising arrangements:	Members of the group unable to attend a meeting should arrange for a deputy to attend on their behalf.
Statement of Purpose:	To be provide strategic leadership and oversight of the delivery, performance and development of the One Trafford Partnership.
Scope and Duties:	<ol style="list-style-type: none"> 1. Agree One Trafford Partnership objectives and annual priorities 2. Oversee and monitor contract delivery performance & outcomes (including KPIs) and sign off. 3. Review Annual Plans & Priorities 4. Agree budgets, objectives and scope (Revenue & Capital) 5. Oversee continuous improvement initiatives, funding and development opportunities 6. Generate/receive ideas to evolve service standards & Innovation

Appendix A – GOVERNANCE, SERVICE PLANNING AND CULTURE

	<p>7. Manage risks and OTP development opportunities</p> <p>8. Escalation point for service delivery issues arising from Group(s)</p>
Membership:	<ul style="list-style-type: none"> ✚ Chris Hyett – Amey ✚ Les Dagnall – Amey ✚ Dermot Milburn – Amey ✚ Chris Morris – Trafford Council ✚ Mark Jones – Trafford Council ✚ Sharon Walls – Trafford Council ✚ Helen Ashcroft – Trafford Council ✚ Peter Carr – Trafford Council ✚ Service leads – by invite
Record of Revisions:	Version 2.3 – 05 April 2023

Terms of Reference for Finance Board

Name of the Group:	OTP Finance Board
Aim:	To provide financial oversight and leadership to deliver the One Trafford Partnership objectives.
Accountable:	Accountable to the OTP Delivery Board
Reporting Mechanisms	Full quarterly finance pack to the OTP Delivery Board
	Amey shall present the following OTP monitoring report(s): <ul style="list-style-type: none"> ✦ Transparency on Cost / Best Value ✦ Profit and Loss Accounts with granularity on service area delivery within each Lot. ✦ Quarterly Forecast and turnover ✦ CVR's for the service areas ✦ Greater transparency on operating costs including staff, fuel, materials, plant equipment, premises and overheads ✦ Decarbonisation Budget Statement
Links to other Groups:	OTP Partnership Board OTP Delivery Board Highways Technical Services Group HIAMP Capital delivery Group Highways Operations Group Street Lighting Group Major Projects Waste and Resources Group Streets and Green Spaces Group Property Services (Corporate Landlord)
Chair:	Chris Hyett / Peter Carr (Alternating)
Vice Chair:	Helen Ashcroft / Sharon Walls (Alternating)
Frequency of Meetings:	Monthly
Quoracy:	A minimum of two attendees.
Agenda and Meeting Notes:	An agenda will be sent prior each meeting; meeting notes and actions to be sent following the meeting once signed off by the Chair (see Annual Planning Timetable).
Deputising arrangements:	Members of the group unable to attend a meeting should arrange for a deputy to attend on their behalf.
Statement of Purpose:	To be provide strategic leadership and oversight of the delivery, performance and development of the One Trafford Partnership.
Scope and Duties:	<ol style="list-style-type: none"> 9. Agree One Trafford Partnership budget objectives and annual priorities 10. Oversee and monitor contract costs and best value 11. Review Annual Plans & Priorities linked to budget availability 12. Agree budgets, objectives and scope (Revenue & Capital) 13. Oversee and contribute to continuous improvement initiatives, funding and development opportunities 14. Manage financial risks and opportunities 15. Escalation point for costs of service delivery issues arising from Group(s)
Membership:	<ul style="list-style-type: none"> ✦ Chris Hyett – Amey ✦ Peter Carr – Trafford Council ✦ Chris Morris – Trafford Council ✦ Les Dagnall – Amey ✦ Sharon Walls – Trafford Council ✦ Helen Ashcroft – Trafford Council ✦ Service leads – by invite

Record of Revisions:	Version 1.0 – 05 April 2023
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Terms of Reference for Governance Groups

Name of the Group:	Health & Safety Group
Aim/Purpose:	To monitor and report on Health & Safety performance of the OTP and to ensure that the OPT operates within Health & Safety legislation and regulations.
Accountable:	Accountable to the Operational Delivery Board
Reporting Mechanisms	Summary reports on programme delivery to Operational Delivery Board
	Amey shall present a programme update report at the meeting
Links to other Groups:	Operational Delivery Board Service Groups as and when required following Health & Safety incidents/changes in regulation etc.
Chair:	Dermot Milbern – Amey
Vice Chair:	Chris Hyett - Amey
Frequency of Meetings:	Monthly
Quoracy:	A minimum of two attendees.
Agenda and Meeting Notes:	An agenda will be sent prior each meeting; meeting notes and actions to be sent following the meeting once signed off by the Chair (see Annual Planning Timetable below).
Deputising arrangements:	Members of the group unable to attend a meeting should arrange for a deputy to attend on their behalf.
Scope and Duties:	<ol style="list-style-type: none"> 1. Oversee, monitor and track contract Health & Safety delivery performance. 2. Review Annual Plan & Priorities 3. Oversee continuous improvement/ innovation initiatives. 4. Foster H&S engagement and communication
Membership:	<ul style="list-style-type: none"> ✚ Dermot Milburn - Amey ✚ Chris Hyett - Amey ✚ Chris Morris – Trafford ✚ Helen Ashcroft – Trafford ✚ Sharon Walls – Trafford ✚ Mark Jones – Trafford ✚ Avi Rosen - Trafford ✚ Simon Whitehead – Trafford H&S ✚ Richard Fontana – Trafford H&S ✚ Andy Hague – Trafford ✚ John Stevens – Trafford ✚ Simon Wilson – Amey ✚ Gary Morgan – Amey ✚ John Fulton – Amey ✚ Bob Quale - Amey
Record of Revisions:	Version 2.3 – 5 April 2023

Appendix A – GOVERNANCE, SERVICE PLANNING AND CULTURE

Name of the Group:	HIAMP Delivery Group (Capital)
Aim/Purpose:	To be provide operational leadership and oversight to the delivery and development of the Highways Capital Programme.
Accountable:	Accountable to the Operational Delivery Board
Reporting Mechanisms	Summary reports on programme delivery to Operational Delivery Board and Capital Programme Boards as necessary
	Amey shall present a programme update report at the meeting
Links to other Groups:	<p>OTP Delivery Board</p> <p>Street lighting Capital Delivery Structures Capital Delivery Major Projects Customer Services Group Performance Group Systems Group</p> <p>Council Capital Programme Board Council Financial Monitoring Group</p>
Chair:	Les Dagnall / Andy Hague (Alternating)
Vice Chair:	Halim Matin / Sharon Walls (Alternating)
Frequency of Meetings:	Monthly
Quoracy:	A minimum of two attendees.
Agenda and Meeting Notes:	An agenda will be sent prior each meeting; meeting notes and actions to be sent following the meeting once signed off by the Chair (see Annual Planning Timetable).
Deputising arrangements:	Members of the group unable to attend a meeting should arrange for a deputy to attend on their behalf.
Scope and Duties:	<ol style="list-style-type: none"> 5. Review of HIAMP 6. Identify works for Capital Programme 7. Oversee and monitor contract delivery performance & outcomes (including KPIs). 8. Review Annual Plan & Priorities 9. Oversee continuous improvement/ innovation initiatives, funding and development opportunities 10. Manage Highways structure risks 11. Collaboration joint working across the whole capital programme 12. Foster Councillor engagement and communication <p>3</p>
Membership:	<ul style="list-style-type: none"> ✚ Les Dagnall - Amey ✚ Halim Matin - Amey ✚ Joaquim Chu – Amey ✚ Sharon Walls - Trafford ✚ Andy Hague – Trafford Council ✚ Doug Cohen – Trafford Council ✚ Service Operators – by invite
Record of Revisions:	Version 2.2 – 20 February 2023

Appendix A – GOVERNANCE, SERVICE PLANNING AND CULTURE

Name of the Group:	Technical Services Group – Highways / Traffic
Aim/Purpose:	To be provide operational leadership and oversight to the delivery and development of the Highways and Traffic Authority Functions
Accountable:	Accountable to the Operational Delivery Board
Reporting Mechanisms	Summary reports on programme delivery to Operational Delivery Board
	Amey shall present a service programme update report at the meeting
Links to other Groups:	Operational Delivery Board Council Capital Board Highways and Structures (Capital) Group Highways Maintenance Group Customer Services Group Performance Group Systems Group Planning Team – Trafford Strategic Growth Team - Trafford
Chair:	Les Dagnall - Amey / Sharon Walls – Trafford
Vice Chair:	Geoff Evenson – Amey / Keith Harris Amey / Andy Hague - Trafford
Frequency of Meetings:	Monthly
Quoracy:	A minimum of two attendees.
Agenda and Meeting Notes:	An agenda will be sent prior each meeting; meeting notes and actions to be sent following the meeting once signed off by the Chair (see Annual Planning Timetable).
Deputising arrangements:	Members of the group unable to attend a meeting should arrange for a deputy to attend on their behalf.
Scope and Duties:	<ol style="list-style-type: none"> 1. Review Highways and Traffic Policies and Delivery against Highway and Traffic Authority Functions and priorities 2. Oversee and monitor contract delivery performance & outcomes (including KPIs). 3. Review Annual Plan & Priorities 4. Oversee continuous improvement/ innovation initiatives, funding and development opportunities 5. Manage Highways asset risks 6. Manage Network Management risks 7. Collaboration joint working across the whole capital programme and other council departments including planning / strategic growth 8. Foster Councillor engagement and communication
Membership:	<ul style="list-style-type: none"> ✚ Les Dagnall – Amey ✚ Sharon Walls – Trafford TBC ✚ Geoff Evenson – Amey ✚ Keith Harris Amey ✚ Andy Hague - Trafford ✚ Susan Whitehead - Amey
Record of Revisions:	Version 2.2 – 20 February 2023

Appendix A – GOVERNANCE, SERVICE PLANNING AND CULTURE

Name of the Group:	Major Projects Group
Aim/Purpose:	To be provide operational leadership and oversight to the delivery and development and delivery of the Major Projects that form part of the Council's capital programme
Accountable:	Accountable to the Operational Delivery Board
Reporting Mechanisms	Summary reports on programme delivery to Operational Delivery Board
	Amey shall present a programme update report at the meeting
Links to other Groups:	Operational Delivery Board OTP Partnership Board Health & Safety Group HIAMP (Capital) Group Highways Operations Group Major Projects Group Technical Services Highways/Traffic Group Street Lighting Group Streets and Green Spaces Group Waste and Resources Group Performance Group Climate Emergency / Decarbonisation Group TfGM – Active Travel / MCF groups
Chair:	Doug Cohen Trafford / Gary Hugill - Amey (Alternating)
Vice Chair:	Doug Cohen Trafford / Gary Hugill - Amey (Alternating)
Frequency of Meetings:	Monthly
Quoracy:	A minimum of two attendees.
Agenda and Meeting Notes:	An agenda will be sent prior each meeting; meeting notes and actions to be sent following the meeting once signed off by the Chair (in accordance with the Annual Planning Timetable).
Deputising arrangements:	Members of the group unable to attend a meeting should arrange for a deputy to attend on their behalf.
Scope and Duties:	<ol style="list-style-type: none"> 1. Oversee and monitor delivery of major projects that form part of the capital programme – MCF / ATF 2. Review Annual Plan & Priorities 3. Foster Councillor engagement and communication 4. Ensure collaboration and joint working across the whole capital programme 5. Be the link to TfGM and third-party funders for major project development and delivery 6. Provide monthly reports to capital programme board and executive members as needed
Membership:	<ul style="list-style-type: none"> ✚ Gary Hugill - Amey ✚ Mark Ford – Amey ✚ Tom O-Rourke – Amey ✚ Qamar Hussain - Amey ✚ Doug Cohen - Trafford ✚ Alan Whitfield – Trafford ✚ Jack Rimmer - Trafford ✚ Mark Bottomley - Trafford ✚ Service Operators – by invite
Record of Revisions:	Version 2.2 – March 2023

Appendix A – GOVERNANCE, SERVICE PLANNING AND CULTURE

Appendix A – GOVERNANCE, SERVICE PLANNING AND CULTURE

Name of the Group:	Property Group (Corporate Landlord)
Aim/Purpose:	To be provide operational leadership and oversight to the delivery and development of Property services and FM within the OTP.
Accountable:	Accountable to the Operational Delivery Board & Strategic Corporate Landlord Group
Reporting Mechanisms	Summary reports to Operational Delivery Board
	✚ An agenda will be sent prior each meeting; meeting notes and actions to be sent following the meeting once signed off by the Chair (in accordance with the Annual Planning Timetable).
Links to other Groups:	Partnership Board Operational Delivery Board Health and Safety Group Customer and Communications Services Group Performance Group Systems Group Climate Emergency / Decarbonisation Group Council Capital Programme Board
Chair:	Claire Huber Trafford / Chris Hyett - Amey
Vice Chair:	Mark Jones - Trafford / Bob Quale - Amey
Frequency of Meetings:	Monthly
Quoracy:	A minimum of two attendees.
Agenda and Meeting Notes:	An agenda will be sent prior each meeting; meeting notes and actions to be sent once signed off by the Chair.
Deputising arrangements:	Members of the group unable to attend a meeting should arrange for a deputy to attend on their behalf.
Scope and Duties:	<ol style="list-style-type: none"> 1. Oversee and monitor contract delivery performance & outcomes (including KPIs). 2. Review Annual Plan & Priorities and delivery of the Corporate Landlord budget 3. Oversee continuous improvement/ innovation initiatives, funding and development opportunities 4. Foster Councillor engagement and communication
Membership:	<ul style="list-style-type: none"> ✚ Chris Hyett - Amey ✚ Robert Quayle – Amey ✚ Sally Meadows – Amey ✚ Claire Huber – Trafford Council ✚ Mark Jones – Trafford Council ✚ Martyn Glynn - Trafford ✚ Others TBC
Record of Revisions:	Version 2.2 – 20 February 2023

Appendix A – GOVERNANCE, SERVICE PLANNING AND CULTURE

Name of the Group:	Customer Care and Communications Group
Aim/Purpose:	To be provide operational leadership and oversight to the advancement of Customer engagement and Communications Plan for the Contract.
Accountable:	Accountable to the Operational Delivery Board
Reporting Mechanisms	Summary reports on programme delivery to Operational Delivery Board in Accordance with the Annual Timetable.
Links to other Groups:	Operational Delivery Board OTP Partnership Board Health & Safety Group HIAMP (Capital) Group Highways Operations Group Major Projects Group Technical Services Highways/Traffic Group Street Lighting Group Property Services (Corporate Landlord) Streets and Green Spaces Group Waste and Resources Group Performance Group Systems Group Climate Emergency / Decarbonisation Group
Chair:	Heather Shackleton – Amey / Helen Ashcroft – Trafford
Vice Chair:	Mike Charlesworth – Trafford / comms Lead – Amey (TBC)
Frequency of Meetings:	Monthly
Quoracy:	A minimum of two attendees.
Agenda and Meeting Notes:	An agenda will be sent prior each meeting; meeting notes and actions to be sent following the meeting once signed off by the Chair.
Deputising arrangements:	Members of the group unable to attend a meeting should arrange for a deputy to attend on their behalf.
Scope and Duties:	<ol style="list-style-type: none"> 1. Monitor Customer Journey via KPI / MPI's for the contract 2. Improve the customer experience and journey 3. To communicate, inform and update customers of our services 4. Develop the Freedom of Information Process 5. Promote electronic communication championing decarbonisation 6. Cultivate customer satisfaction and feedback
Membership:	<ul style="list-style-type: none"> ✚ Heather Shackleton – Amey ✚ Communications (TBC) – Amey ✚ Helen Keegan – Amey ✚ Helen Ashcroft / Sharon Walls – Trafford Council (shared) ✚ Mike Charlesworth – Trafford Council ✚ Service leads – by invite
Record of Revisions:	Version 2.2 – 20 February 2023

Appendix A – GOVERNANCE, SERVICE PLANNING AND CULTURE

Name of the Group:	Systems and Performance Group
Aim:	The aim of the Systems and Performance Group is to provide leadership and oversight of the ongoing development and upgrades to the OTP systems and performance reporting tools and track and manage the performance of the Pay and Performance Mechanism for the OTP.
Accountable:	Accountable to the Operational Delivery Board
Reporting Mechanisms	Summary reports on programme delivery to Operational Delivery Board
Links to other Groups:	Operational Delivery Board OTP Partnership Board Health & Safety Group HIAMP (Capital) Group Highways Operations Group Major Projects Group Technical Services Highways/Traffic Group Street Lighting Group Property Services (Corporate Landlord) Streets and Green Spaces Group Waste and Resources Group Customer and Communications Group Climate Emergency / Decarbonisation Group
Chair:	Chris Hyett – Amey / Sharon Walls / Helen Ashcroft - Trafford
Vice Chair:	Robert Whittaker – Amey / Mike Charlesworth - Trafford
Frequency of Meetings:	Monthly
Quoracy:	A minimum of two attendees.
Agenda and Meeting Notes:	An agenda will be sent prior each meeting; meeting notes and actions to be sent following the meeting once signed off by the Chair.
Deputising arrangements:	Members of the group unable to attend a meeting should arrange for a deputy to attend on their behalf.
Scope and Duties:	<ol style="list-style-type: none"> 1. To oversee delivery of the systems development and upgrade programme. 2. To sign-off system readiness 3. To review protocols for system maintenance and updates 4. To review, agree and implement system changes 5. To review, agree and implement system access & training 6. To review, agree and implement system reporting developments 7. To engage and communicate system developments within the OTP 8. Manage the KPI Performance Framework 9. Manage the operation of the Pay and Performance Mechanism of the OTP. 10. Assess and consider proposed changes to KPI framework.
Membership:	<ul style="list-style-type: none"> ✚ Chris Hyett – Amey ✚ Robert Whittaker – Amey ✚ Sharon Walls / Helen Ashcroft – Trafford (as needed) ✚ Mike Charlesworth – Trafford Council ✚ Peter Carr - Trafford ✚ Service Leads – by invite ✚ System Architect/Developer – by invite ✚ C360 Leads – by invite

Appendix A – GOVERNANCE, SERVICE PLANNING AND CULTURE

Record of Revisions:	Version 2.3 – 05 April 2023

Appendix A – GOVERNANCE, SERVICE PLANNING AND CULTURE

Name of the Group:	Greenspace Strategy Group
Aim:	The aim of the Greenspace Strategy Group is to to oversee and develop the greenspace strategy to link with the carbon neutral agenda
Accountable:	Accountable to the Delivery Board
Reporting Mechanisms	Summary reports to Delivery Board in accordance with the Annual Planning Timetable
Links to other Groups:	Delivery Board OTP Partnership Board Health & Safety Group HIAMP (Capital) Group Highways Operations Group Major Projects Group Technical Services Highways/Traffic Group Street Lighting Group Property Services (Corporate Landlord) Streets and Green Spaces Group Waste and Resources Group Customer and Communications Group Climate Emergency / Decarbonisation Group
Chair:	Sharon Walls / Paul Farrand – Trafford
Vice Chair:	John Stevens Trafford / Dave Sykes - Amey
Frequency of Meetings:	Monthly
Quoracy:	A minimum of two attendees.
Agenda and Meeting Notes:	An agenda will be sent prior each meeting; meeting notes and actions to be sent following the meeting once signed off by the Chair (in line with the Annual Timetable).
Deputising arrangements:	Members of the group unable to attend a meeting should arrange for a deputy to attend on their behalf.
Scope and Duties:	To oversee and contribute to the climate neutral agenda and biodiversity through effective delivery and development of greenspace strategy and initiatives
Membership:	<ul style="list-style-type: none"> ✚ Sharon Walls –Trafford ✚ Paul Farrand - Trafford ✚ John Stevens – Trafford Council ✚ Rob Reid – Trafford Council ✚ Dave Sykes – Amey ✚ Dave Rome – Amey ✚ Ged Manning – Amey (as needed) ✚ Stakeholder Leads – by invite including City of Trees, GMCA partners, TVC, volunteers
Record of Revisions:	Version 1.0 – 5 April 2023

Appendix A – GOVERNANCE, SERVICE PLANNING AND CULTURE

Appendix A – GOVERNANCE, SERVICE PLANNING AND CULTURE

Name of the Group:	Highways Operations Group
Aim:	To be provide operational leadership and oversight to the delivery and development of highways maintenance services.
Accountable:	Accountable to the Operational Delivery Board
Reporting Mechanisms	Summary reports on programme delivery to Operational Delivery Board (in line with the Annual Timetable).
Links to other Groups:	Operational Delivery Board OTP Partnership Board Health & Safety Group HIAMP (Capital) Group Major Projects Group Technical Services Highways/Traffic Group Street Lighting Group Streets and Green Spaces Group Waste and Resources Group Customer and Communications Group Systems Group Performance Group Climate Emergency / Decarbonisation Group
Chair:	Gary Morgan / Andy Hague (alternating)
Vice Chair:	Gary Morgan / Andy Hague (alternating)
Frequency of Meetings:	Monthly
Quoracy:	A minimum of two attendees.
Agenda and Meeting Notes:	An agenda will be sent prior each meeting; meeting notes and actions to be sent following the meeting once signed off by the Chair.
Deputising arrangements:	Members of the group unable to attend a meeting should arrange for a deputy to attend on their behalf.
Statement of Purpose:	
Scope and Duties:	<ol style="list-style-type: none"> 1. Oversee and monitor contract delivery performance & outcomes (including KPIs). 2. Review Annual Plan & Priorities 3. Oversee continuous improvement/ innovation initiatives, funding and development opportunities 4. Collaboration joint working across related services 5. Foster Councillor engagement and communication 6.
Membership:	<ul style="list-style-type: none"> ✚ Gary Morgan – Amey ✚ Andy Hague – Trafford Council ✚ Sharon Walls – Trafford (one in 3) ✚ Service Operators – by invite
Record of Revisions:	Version 2.1 – February 2023

Appendix A – GOVERNANCE, SERVICE PLANNING AND CULTURE

Name of the Group:	Street Lighting Group
Aim:	To be provide operational leadership and oversight to the delivery and development of street lighting services.
Accountable:	Accountable to the Operational Delivery Board
Reporting Mechanisms	Summary reports on programme delivery to Operational Delivery Board (in line with the Annual Timetable).
Links to other Groups:	Operational Delivery Board OTP Partnership Board Health & Safety Group HIAMP (Capital) Group Major Projects Group Technical Services Highways/Traffic Group Highways Operations Group Streets and Green Spaces Group Customer and Communications Group Systems Group Performance Group Climate Emergency / Decarbonisation Group
Chair:	John Fulton / Andy Hague (alternating)
Vice Chair:	John Fulton / Andy Hague (alternating)
Frequency of Meetings:	Monthly
Quoracy:	A minimum of two attendees.
Agenda and Meeting Notes:	An agenda will be sent prior each meeting; meeting notes and actions to be sent following the meeting once signed off by the Chair.
Deputising arrangements:	Members of the group unable to attend a meeting should arrange for a deputy to attend on their behalf.
Statement of Purpose:	
Scope and Duties:	<ol style="list-style-type: none"> 1. Oversee and monitor contract delivery performance & outcomes (including KPIs). 2. Review Annual Plan & Priorities 3. Oversee continuous improvement/ innovation initiatives, funding and development opportunities 4. Collaboration joint working across related services 5. Foster Councillor engagement and communication 6.
Membership:	<ul style="list-style-type: none"> ✚ John Fulton – Amey ✚ Peter Mullen - Amey ✚ Andy Hague – Trafford Council ✚ Sharon walls – Trafford Council (1 in 3) ✚ Service Operators – by invite
Record of Revisions:	Version 2.2 –20 February 2023

Appendix A – GOVERNANCE, SERVICE PLANNING AND CULTURE

Name of the Group:	Waste and Resources Group
Aim:	To be provide operational leadership and oversight to the delivery and development of Waste Services and Depot Management.
Accountable:	Accountable to the Operational Delivery Board
Reporting Mechanisms	Summary reports on programme delivery to Operational Delivery Board in accordance with the Annual Planning Timetable
Links to other Groups:	Operational Delivery Board OTP Partnership Board Health & Safety Group Street Lighting Group Streets and Green Spaces Group Waste and Resources Group Customer and Communications Group Systems Group Performance Group Climate Emergency / Decarbonisation Group
Chair:	Simon Wilson / Helen Ashcroft (alternating)
Vice Chair:	Simon Wilson / Helen Ashcroft (alternating)
Frequency of Meetings:	Monthly
Quoracy:	A minimum of two attendees.
Agenda and Meeting Notes:	An agenda will be sent prior each meeting; meeting notes and actions to be sent following the meeting once signed off by the Chair.
Deputising arrangements:	Members of the group unable to attend a meeting should arrange for a deputy to attend on their behalf.
Scope and Duties:	<ol style="list-style-type: none"> 1. Oversee and monitor contract delivery performance & outcomes (including KPIs). 2. Review Annual Plan & Priorities 3. Oversee continuous improvement/ innovation initiatives, funding and development opportunities 4. Collaboration joint working across related services 5. Foster Councillor engagement and communication 6.
Membership:	<ul style="list-style-type: none"> ✚ Simon Wilson – Amey ✚ Colin Smith – Amey ✚ Elizabeth Frazer – Amey ✚ Helen Ashcroft – Trafford Council ✚ Avi Rosen (TBC) - Trafford ✚ Tim Oldfield – Amey – as required ✚ Service operators – by invite
Record of Revisions:	Version 2.2 – 20 February 2023

Appendix A – GOVERNANCE, SERVICE PLANNING AND CULTURE

Name of the Group:	Streets and Green Spaces Group
Aim:	To be provide operational leadership and oversight over the delivery of services for Street Cleansing and Green Spaces.
Accountable:	Accountable to the Operational Delivery Board
Reporting Mechanisms	Summary reports on programme delivery to Operational Delivery Board in Accordance with the Annual Planning Timetable
Links to other Groups:	Operational Delivery Board OTP Partnership Board Street Lighting Group Health & Safety Group HIAMP (Capital) Group Major Projects Group Technical Services Highways/Traffic Group Highways Operations Group Streets and Green Spaces Group Customer and Communications Group Systems Group Performance Group Climate Emergency / Decarbonisation Group
Chair:	Simon Wilson / Sharon Walls (alternating)
Vice Chair:	John Stevens / Ged Manning (alternating)
Frequency of Meetings:	Monthly
Quoracy:	A minimum of two attendees.
Agenda and Meeting Notes:	An agenda will be sent prior each meeting; meeting notes and actions to be sent following the meeting once signed off by the Chair.
Deputising arrangements:	Members of the group unable to attend a meeting should arrange for a deputy to attend on their behalf.
Scope and Duties:	<ol style="list-style-type: none"> 1. Oversee and monitor contract delivery performance & outcomes (including KPIs). 2. Review Annual Plan & Priorities 3. Oversee continuous improvement/ innovation initiatives, funding and development opportunities 4. Collaboration joint working across related services 5. Foster Councillor engagement and communication 6. Monitor delivery of services against cyclical plan
Membership:	<ul style="list-style-type: none"> 🚧 Simon Wilson – Amey 🚧 Ged Manning – Amey 🚧 Sharon Walls – Trafford Council 🚧 John Stevens – Trafford Council 🚧 Chris Baker – Amey 🚧 Service operators – by invite
Record of Revisions:	Version 2.2 – 20 February 2023

Appendix A – GOVERNANCE, SERVICE PLANNING AND CULTURE

Name of the Group:	Climate Emergency / Decarbonisation Group
Aim:	To provide operational leadership and oversight to the OTP Climate Action Plan that links to Trafford Climate Action plan to support the climate emergency and reduce the Carbon Emissions and Environmental Impacts associated with the OTP.
Accountable:	Accountable to the Operational Delivery Board
Reporting Mechanisms	Summary reports on programme delivery to Operational Delivery Board in accordance with the Annual Planning Timetable
Links to other Groups:	Operational Delivery Board OTP Partnership Board Street Lighting Group Health & Safety Group HIAMP (Capital) Group Major Projects Group Technical Services Highways/Traffic Group Highways Operations Group Streets and Green Spaces Group Customer and Communications Group Systems Group Performance Group Climate Commission
Chair:	Simon Wilson / Sharon Walls (alternating)
Vice Chair:	Simon Wilson / Sharon Walls (alternating)
Frequency of Meetings:	Quarterly
Quoracy:	A minimum of two attendees.
Agenda and Meeting Notes:	An agenda will be sent prior each meeting; meeting notes and actions to be sent following the meeting once signed off by the Chair.
Deputising arrangements:	Members of the group unable to attend a meeting should arrange for a deputy to attend on their behalf.
Scope and Duties:	<ol style="list-style-type: none"> 1. Advancing the decarbonisation agenda 2. Monitoring OTP carbon levels against agreed targets 3. Progressing project plans for decarbonisation 4. Collaboration joint working across the whole of the Partnership in delivering decarbonisation 5. Foster Councillor engagement and communication
Membership:	<ul style="list-style-type: none"> ✚ Simon Wilson – Amey ✚ Robert Quayle – Amey ✚ Tim Oldfield – Amey ✚ Sharon Walls – Trafford Council ✚ Mark Jones - Trafford ✚ Chris Morris – Trafford ✚ Helen Ashcroft – Trafford ✚ Martyn Glynn - Trafford ✚ Will Shipley - Amey ✚ Martin Feery – Amey by invite ✚ Service operators – by invite
Record of Revisions:	Version 2.2 – 20 February 2023