

<b>SUSTAINABLE GROWTH AND ENVIRONMENT CAPITAL SCRUTINY COMMITTEE</b>	<b>Agenda Item No 8</b>
<b>4 SEPTEMBER 2014</b>	<b>Public Report</b>

## **Report from PCC's Head of Strategic Commissioning and Amey's Partnership Director**

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### **AMEY ANNUAL PARTNERSHIP REPORT**

#### **1. PURPOSE**

- 1.1 This is an opportunity for the Committee to hear from and question both officers of the Council and the Amey Account Director for Peterborough, Martin Raper, on the performance of Amey during 2013/14.

#### **2. RECOMMENDATION**

- 2.1 The Sustainable Growth and Environment Capital Scrutiny Committee are asked to review and comment on this report.

#### **3. LINKS TO THE SUSTAINABLE COMMUNITY STRATEGY**

- 3.1 The Amey partnership contributes to all the priorities in the Sustainable Community Strategy:

Creating opportunities – tackling inequalities;  
 Creating strong and supportive communities;  
 Creating the UK's environmental capital; and  
 Delivering substantial and truly sustainable growth.

#### **4. BACKGROUND AND CONTEXT**

- 4.1 Amey (Enterprise Peterborough) reported to the Committee in September 2013. Since that time work has continued to review the Key Performance Indicators governing the contract (see section 5.2) as well as to improve further the day-in, day-out service delivery.

- 4.2 The Committee will also wish to note specific updates in respect of: Amey's role in relation to member contacts (section 5.3) and the evolution of the service from the original procurement (section 5.4) as well as wider updates covering the Amey

Acquisition of Enterprise (section 5.5), Performance (section 5.6), the Green Open Spaces Implementation Plan (section 5.7), Corporate Responsibility (section 5.8) and Health and Safety (section 5.9) and the Forward Look for the Partnership (5.10)

## 5.

### **KEY MATTERS FOR THE COMMITTEE**

#### 5.1

This report updates the Committee on specific issues requested following the previous committee and provides an update on service delivery.

#### 5.2

##### **KPI Review**

##### 5.2.1

Members of the Sustainable Growth and Environment Capital Scrutiny Committee have been supportive of the need to rationalise the existing suite of KPIs (Key Performance Indicators) with the aim of achieving both greater visibility of and clarity about expected service standards.

##### 5.2.2

Following the September 2013 meeting of the committee, members of the Council's client team worked with representatives of the group to consolidate the existing 106 KPI's into 20 customer focused measures. The draft KPIs were then reviewed at the Sustainable Growth and Environment Capital Scrutiny Committee in November 2013. Subsequently the Council has been working with Amey to agree target levels and financial penalties for each KPI.

The revised KPIs are now being used to monitor performance in the following key domains that are of interest and importance to members and to the public:

- Household Waste Collections
- Street sweeping and cleansing, litter and fly tip and the provision and emptying of bins
- Parks, Trees, Grass-cutting, Shrubs and Flowers
- The City Centre
- Handling complaints

#### 5.3

The new KPI requirements are set out in the appendix to this report.

##### **Amey's responsiveness to members**

#### 5.4

Amey provides services to the Council based on an agreed specification. For Amey to undertake any works beyond the contract requires specific approval from Council's client team. Wherever and whenever possible Amey attempts to provide an integrated response to members' concerns. As well as a bespoke email address, the ward walks remain in place as the key opportunity for members to review issues in their neighbourhoods directly with Amey and to get these resolved.

##### **Service evolution from original procurement and subsequent savings**

Original savings for the Council were determined by the contract specification and the award of the contract to Enterprise Peterborough. Since the award of the

contract, the Council and Amey have remained in constant dialogue about ways of achieving cost reductions without destabilizing service delivery.

In the current year, service changes have been implemented to deliver savings in excess of £1m to the Council. These are made up of:

### **The Garden Waste Chargeable Service**

The collection service previously offered to residents has become a chargeable service, with over 18,000 households signed up for the service.

### **Self-Managed Sports Facilities**

Amey previously provided attendants; the process has begun to transfer to individual clubs the responsibility to undertake these duties themselves. Handovers are being arranged to ensure that the process, which began at the start of the football season, concludes by the end of the year.

### **Play Area Inspections**

Inspection regime modified to weekly from twice weekly

### **Grass-cutting changes**

Majority of amenity grass cutting areas have been changed from a length-based specification to a fixed three-weekly schedule, with the exception of sports areas, major routes into the city, and areas that have been set aside to promote biodiversity.

### **Bedding Borders**

Reduction of bedding areas from roundabouts, these have been returned to grass.

### **Support for the WEEE Facility**

- 5.5 Council funding for WEEE (Waste Electrical and Electronic Equipment) Reuse has been reduced by two thirds.

### **Amey Acquisition**

Amey has re-launched the new integrated company following the acquisition of Enterprise; the company provides a broad range of services supporting many aspects of peoples everyday lives, new values have been launched with the workforce: PACE, Progressive, Accountable, Collaborative, and Effective.

- 5.6 Peterborough sits within the company's Government Division headed by Nick Gregg the sector Managing Director, the integration has allowed interaction and support from the wider business in particularly in the design and property management team.

### **KPI Performance**

The KPI performance and service delivery across all service areas has been high overall since the last Scrutiny committee with small number of failures within

passenger transport.

The Contract Performance for last year was measured through 106 Key Performance Indicators (KPIs).

The performance from April 2013 to March 2014 is summarised in the table below.

Summary of KPI Performance April 13 - March 14					
Business Stream	Total KPIs	Measurable Events per annum	Fails	% Success	Comments
Contract Plans and Reports	11	390	0	100.00%	
Health & Safety and Welfare Reporting	9	6,101	0	100.00%	
Waste & Recycling	8	6,960	1	99.98%	Improvements required on compliance and education
Street Care	32	40,078	0	100.00%	
Property Design & Maintenance	9	52,845	0	100.00%	
Catering	5	4,521	0	100.00%	
Authority Fleet Management	5	575	0	100.00%	
Traveller site management	1	124	0	100.00%	
Courier Service	3	14,088	0	100.00%	
Passenger Transport	18	127,669	12	99.98%	Vehicle breakdowns have caused issues

The areas of failure have related to vehicle reliability within the coach fleet; with this in mind the coach fleet has been refreshed for commencement of the new school term with all five front line coaches being replaced.

In terms of recycling rates, PCC achieved 51.26% in 2013-14 against our target of 65% by 2020. Amey achieved a recycling rate of 45.93% in 2013-14.

In the coming weeks and months we will:

- i) Be able to promote new flexibilities in terms of the materials that can be placed within the green bin; specifically, tetrapaks, aluminium trays and foil, plastic film, including plastic bags, and mixed plastics (pots, tubs and trays)
- ii) Develop a 'clean and green' plan for implementation over the rest of the year (see 5.10 below) that will include a specific focus on improving

5.7 recycling rates

### **Green Open Space Implementation Plan**

The implementation plan has been agreed, using S106, Poise and CIL funding.

A review group has been formed, chaired by Cllr North.

The intention is now to explore ways of drawing in additional funding.

Six initial projects have been implemented:

- Eye and Thorney Skate Park
- Stanley Recreation Ground Visitor Profile
- Mountsteven Recreation Ground
- Oakdale Avenue Play Area
- Bishop Rd Lighting Project
- Horseshoe Park Development

We are now seeking to use the same process to repair, renovate or otherwise improve the Boardwalks nature reserve.

5.8

### **Corporate Social Responsibility**

Amey are developing a second community engagement plan which will address the following areas.

#### **Supporting Employment Education and Skills**

- Local Employment
- Transitional Employment
- Work Placements
- Job Fairs
- Apprenticeships

#### **Supporting the Local Economy**

- Support Local Supply Chain
- Volunteering
- Local Awards

#### **Protecting and Conserving the Environment**

- Community Clean Ups
- Community Briefing and Workshops
- School Engagement

#### **Being an Active Part of the Community**

- Local Events
- Street Surgeries
- Charity Fundraising by Employees
- Sponsorship

5.9 **Health and safety**

- 5.9.1 Monthly health and safety reviews have been undertaken by both the senior management team and the contract Union representatives. All accident and close call data is reviewed and joint actions are agreed to support the reduction in incidents and accidents on the contract.
- 5.9.2 With the implementation of the new EIMS smart phone application the number of completed checks has risen to over the company set target. All defects identified during inspections are logged and monitored through to closure on the system.
- 5.9.3 Amey rolled out the VFL (Visible Felt Leadership) audit programme. The programme is designed to allow senior managers on the contract and the wider exec team, to spend time with operatives to spend “face to face” time and gain feedback from workforce. The programme was rolled out in March 2014.
- 5.10 **Looking ahead – a cleaner, greener Peterborough**
- 5.10.1 Over the second half of this year, we plan to launch a ‘clean and green’ campaign focussed on further improving the quality of life of our residents. The campaign will look at: education and enforcement activity, how we influence the behaviour of residents, and how we provide effective ‘joined-up’ responses across our various services to environmental issues. As well as seeking to improve the look of our streets and open spaces, the campaign will seek to identify new and more effective ways to tackle some of the intractable issues we face, such as fly-tipping.
- 5.10.2 The launch of the My Peterborough app in many ways signals how all Council services will need to evolve further: an ever-more rigorous focus on the visible issues that matter most to the public. With that in mind, Amey is in discussion with the a Council about ways in which its services could be redesigned to provide a more rapid response to issues as they arise - against what is bound to be a background of declining resources.
- 5.10.3 In addition, Amey continues to examine trends in performance at ward level - to establish a better understanding of and evidence base about residents' behaviours so as to know both what the needs are and how the costs of service delivery vary across the city. This includes, for example, understanding in detail where litter bins are and how well - or not - they are used and what scope there might be for bins to be redeployed.

## **6. BACKGROUND DOCUMENTS**

- 6.1 None.

## **7. APPENDICES**

- 7.1 Appendix 1 - New KPIs.  
Appendix 1a – New KPIs Customer Satisfaction Methodology  
Appendix 1b – New KPIs Grading Images