

# Directorate: Strategic Planning, Highways & Traffic & Transportation

Director: Andrew Gregory

Councillor: Ramesh Patel

## Q3 2014/15

Number of Employees (FTE)	327
Sickness Absence YTD (Days Per Person)	10.18
PPDR Compliance (year start)	91.8

Budget	Projected Outturn	Variance	Variance (%)
£30.018m	£30.018m	0	0

Target Savings 14/15	Projected Savings	Variance	Variance (%)
£7.253m	£6.706m	£547,000	7.55%

### Q3 Progress against Directorate Plan/Corporate Plan actions 2014/15 (12)

Green 25% (3)	Amber 67% (8)	Red 8% (1)
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### Q3 Progress against Performance Indicators (33)

Green 30.3% (10)	Amber 3% (1)	Red 21.2% (7)
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36.3% 12 are annual and 9% 3 have no or limited results as yet.

### Progress on Challenges Identified Q2 (previous quarter)

1. Year end we are anticipating a balanced budgetary position. A financial shortfall of £547,000 will be successfully removed using a range of proactive mitigation measures.
2. Highway Investment Strategy – Capital bids were made in line with the Highway Investment Strategy and these are currently being reviewed. Initial discussions suggest that only in initial years limited funding will be available. The strategy is being adjusted to maximise outcomes in medium term.
3. Directorate restructure – the restructure is moving forward with only minor slippage to programme due to complex HR issues. Team leader posts are now in place (grade 10), section leaders (grade 8) are still in progress. Completion July 2015.
4. In some areas further work is required to fully develop robust/relevant comparisons / UK benchmarks to gauge best in class performance. Use is being made of the Core-Cities network to look at developing clear data. Directorate meetings are in place to gather information and provide challenge on key project performance and delivery. .
5. Sickness absence results have incrementally improved throughout year – results at Q3 indicate that sickness absence is 10.18 in Q3. Short term sickness in relation to the Winter virus appears to be the cause of this being higher than target, see below for further info. It is important to stress that management response in terms of RTW interviews etc. is seen as being fully compliant. A ‘Hot spot’ review is being undertaken to allow development of improvement plans for identified teams by February 15.

### Q3 Service Delivery

#### Budget Position

The Directorate is currently reporting a balanced position against budget which is in line with the position reported at month six. The overall position includes an anticipated shortfall of £547,000 against the savings targets set as part of the 2014/15 budget however measures have been put in place to address the shortfall and to achieve a balanced position. Budget savings of £6.706 million are currently projected to be achieved against the 2014/15 budget savings target of £7.253 million however this includes £1.525 million which is still to be achieved in the final quarter. Whilst there is risk attached to this the directorate remains confident that this will be achieved. Within the overall position a projected overspend of £169,000 arising from delays to management restructurings is offset by projected savings in the Highways Service and in Traffic & Transportation. Strategic Planning & Building Control is currently reporting a balanced position.

#### Directorate Delivery Plan (Amber and Red outcomes at Q3)

**SP&T1.2 - CIL Plan and implementation (amber status)** – slippage of Cabinet approval to submit Charging Schedule to WG for Examination due to Consultation period expiring on 22 Dec 2014. Appraisal of responses will need to be built into Draft Cabinet paper.

**SP&T3.1 - Deliver Moving Traffic Offences (green status)** – Penalty charge notices are being closely monitored to ensure financial targets are met.

**SP&T4 - Work with key partners to develop phased proposals for key transport projects including City Region Metro, phase 1 of North West Cardiff rapid transit corridor and Tram-Train link between the City Centre & Cardiff Bay by December 2014 (amber status)** - Welsh Government appear to be ready to proceed with a project delivery team. Continuing to press for an agreed programme.

**SP&T4.1 - Develop a Funding / Delivery Strategy for Metro (amber status)** – as above

**SP&T5 - Deliver new city regional planning arrangements with regional partners and the Welsh Government by April 2015 (amber status)** – Considerable discussion has taken place on this issue, including important recent agreement achieved (led by CCC) to create a Combined Authority by LA Leaders. However, considerable volatility remains in effectively programming this fundamentally partnership based objective.

**SP&T6 - Develop a world class transport strategy to help make Cardiff one of the most liveable cities in the world by April 2015 (green status)** – The Draft Transport Strategy will be ready by end of March 2014 for internal consultation.

**SP&T7 - Develop master plans for new world class settlements and neighbourhoods on greenfield / brownfield sites connected by rapid transit and accessible by walking and cycling in partnership with key private sector partners by April 2015 (amber status)** – Strong progress being made with a range of masterplan across city. However, developmental issues to resolve with main house builders.

**SP&T8 - Deliver new Master Planning and Development Proposals for the City Centre and Cardiff Bay Area by December 2014 (green status)** – On programme. However, complex developmental issues to resolve.

**SP&T9 - Create among the most ‘open for business’ planning and development services in the UK by December 2015 (red status)** - No plan in place as yet or survey completed to establish benchmark and improvements. This is being worked on by the new Major Applications Manager. Some items, including Application programme controls, Planning Protocol and Pre Application Charging have already been introduced.

**SP&T10 - Create a coordinated approach to public realm, highways, transport and wider neighbourhood developments by December 2014 (green status)** – Draft Public Realm Strategy ready end of Jan. Pilot project not yet commenced in Penarth Road / Claire Road. Tenders have now been returned from the contractors and contract award will shortly follow.

**SP&T10.1 - Co-ordinate Project delivery to compliment HUBS and neighbourhood improvement Projects (amber status)** – Hub location to be agreed with Housing and Regeneration following through the Communities, Housing and Customer Services / Housing and Neighbourhood Renewal “Changes for Cardiff” consultation on hubs and public buildings (Closes 12 Jan). Once hub locations are finalised work to take place to identify improvements to infrastructure associated with each site – this will include, but not be limited to, aspects such as transport links, car parking and improved public realm. **SP&T10.2 - Highway Investment Strategy. Develop and implement an investment strategy to ensure appropriate funding for future maintenance of the Highway and associated assets (amber status)** - Investment strategy proposal and revised cabinet report to highlight essential future funding requirements for future years to be submitted in quarter 4.

**SP&T11 - Deliver new planning controls in those areas of the city with high numbers of students and HMOs by June 2015 (amber status)** – Action Plan being developed with other service areas. Controls on Letting Boards progressing on programme. Awaiting outcomes of WG/HMO SPG consultations in late Jan 2015 to identify best approach to secure additional HMO controls

**SP&T12 - Develop an effective city-wide partnership with hospitals, universities and colleges by December 2014 (amber status)** – Considerable on-going engagement, development planning is taking place with Universities and other public sector organisations. However, expectation of a single integrated plan may need to be revised.

#### Management

**PP&DRs (year start)** – 91.8% of half year reviews have been completed against target of 90%. Final year reviews to commence 1<sup>st</sup> March 2015 to ensure more timely compliance.

**Sickness Absence** – Year end forecast at Q3 is 10.18 FTE days lost per person against target of 7.2. FTE days lost have incrementally increased throughout year. Sickness ‘hot spots’ are being identified and actions plans in those areas put in place by Feb 15.

**Health & Safety** – 45 (of 249) Risk Assessments have expired during Q3 and require a review to ensure they reflect current operations, officers have been reminded accordingly. 20 accidents reported up to November in Q3 (December’s stats awaited) of which 13 were near miss reports (no injury incidents); no Specified Major Injuries reported, 53 days lost to date through injury, no key accident trends identifiable at this stage.

#### Key Performance Indicator Data – Q3 2014/15

Performance Indicator	Result 13/14	Position Q1	Position Q2	Position Q3	Position Q4	Target 14/15	R.A.G.
PLA/003 – The percentage of appeals determined that upheld the authority’s decision in relation to planning application decisions and enforcement notices.	56.5%	69.2%	66.7%	69.7 %		65 %	<b>G</b>
December results awaited, however to date target has been met							

PLA/004 (a) – The percentage of major planning applications determined during the year within 13 weeks.	25.7%	18.1%	33.3%	26.6%		25%	<b>G</b>
December results awaited, however to date target has been met. On-going strategy being developed to improve performance.							
PLA/004 (c) – The percentage of householder planning applications determined during the year within 8 weeks.	74.5%	80.5%	74.6%	72.9%		80%	<b>R</b>
December results awaited, to date target has not been met – resources issues have impacted on meeting target, full complement of Householder Team will address target reduction in Q4.							
CM07 – Percentage of Traffic Penalty Tribunal Decisions in Favour of Council	85%	80%	80%	83%		80%	<b>G</b>
Indicative results to date due to time lags in tribunal decisions show that targets have been met.							
HO5 – Percentage of Category 1 safety defects repaired by the next working day	New PI	N/A	72%	91%		95%	<b>A</b>
Result for Q3 averages at 91% which shows an improving position on Q2							

### Q3 Challenges Identified

- Directorate restructure poses continued challenges with regards to gaps in the structure.
- Financial pressures for the Council to balance accounts – corporate intervention will mean that Directorate will need to see what expenditure can be limited. Prioritising work to meet the Directorate objectives, especially in relation to financial savings.
- Alignment of teams and embedding the new culture in the new structure.
- Bus Station development – delivering a scheme that integrates with Network Rail future plans
- Ensure that the LDP is fully supported at hearing and public inquiry.
- Continuing uncertainty regarding WG support for the City Wide Metro

### Q3 Actions being taken

- Restructure is being delivered as rapidly / effectively as possible.
- Very close budget monitoring and proactive management responses are taking place. Risk meeting taken place to review outstanding saving for 14/15.
- Senior managers to lead and support team leaders. Action plan for culture change and leadership to be established, including development of team plans and improved engagement and communication programme.
- Detailed meeting with Network Rail and the developer are taking place to assess what high-level agreements need to be put in place.
- A wide programme of actions are taking place to manage the risk on this key issue.
- At a Senior Corporate level alternatives to WG funding will need to be explored. Also, proactive work with WG contacts is taking place to ensure sufficient support. It appears that first phase funding for the study work has been agreed (14.01). P

### Q3 Risk Update

Corporate Risk				
Risk Description	Inherent Risk	Residual Risk	Mitigating actions	Risk Owner
<b>Hostile Vehicle Mitigation in Cardiff</b> - Vehicle Borne Improvised Explosive Device (VBIED) detonating in an area identified as a high risk crowded place, as a result of the inappropriate boundary treatments and access control processes protecting and managing	<b>Red</b>	<b>Red</b>	<ul style="list-style-type: none"> <li>▪ The CONTEST Protect/Prepare Group will continue to maintain the City Gateways Public Realm Enhancement Scheme to ensure that the proposed PAS 68/69 mitigation for the remaining gateways remains appropriate. This work also includes the estimated costs for the procurement and installation of the PAS 68/69 mitigation and ancillary services.</li> <li>The CONTEST Protect/Prepare Group will continue to monitor and review the scheme to ensure it is fit for purpose until it is fully installed.</li> <li>▪ Additional funding must be secured to procure and</li> </ul>	Andrew Gregory

it.			<p>install the PAS 68/69 mitigation at the remaining 30 gateways.</p> <ul style="list-style-type: none"> <li>▪ The WIMAG wireless system for the automated bollards has been implemented to sites where there were issues with the detection loops. The failure of the bollards to damaged loops has reduced but there are still improvements to be made to the system.</li> <li>▪ Partnership working has taken place with the Tabernacle with regards to their access and providing details of individuals that have TAGs and swipe cards. This work is ongoing but we have a database of all cardholders and the Tabernacle is now partners with respect to The Cardiff City Centre Access Control Protocol.</li> <li>▪ Issues were highlighted in early December when West Midlands Police withdrew their Officers from the Streets and the published concerns for uniformed staff. CT awareness briefings for the CEO's has now been arranged. These are 45mins – 1hr long sessions and first of these is taking place on Thursday 15<sup>th</sup> January at 0900hrs, with the follow up visit to catch the remaining Officers on 22<sup>nd</sup> January.</li> </ul>	
<p><b>Preparation of Local Development Plan -</b> Preparing a plan that is considered 'sound' by the Inspector, within the proposed timetable.</p>	<b>Red</b>	<b>Red / Amber</b>	<p><b>Qtr3 update</b></p> <p>Plan now submitted for examination and Hearing Sessions commence 13th January. Process now in the control of the independent Inspector</p>	Andrew Gregory

**Update on Previous Quarters Emerging Risks**

Risk Description	Inherent Risk	Residual Risk	Progress	Risk Owner
<p><b>Transport Infrastructure Delivery -</b> Significant issues remain with regard to the delivery of transport infrastructure in terms of long term capital funding and partnership/governance. We are working closely with Welsh Government to identify potential EU, WG and other funding streams.</p>	<b>Red / Amber</b>	<b>Amber</b>	<p>At a senior corporate level alternatives to WG funding will need to be explored. Also, proactive work with WG contacts is taking place to ensure sufficient support for Metro defined projects. It appears that first phase funding for the study work has been agreed (14.01)P</p>	Andrew Gregory