

COUNCIL, 30 JANUARY 2020 : WRITTEN QUESTIONS

CHAIR OF PLANNING COMMITTEE
(COUNCILLOR KEITH JONES)

W1	<p><u>WRITTEN QUESTION FROM COUNTY COUNCILLOR WOOD</u></p> <p>A resident has contacted me regarding difficulties finding all planning applications on the planning portal related to outdoor advertising, despite using obvious search terms such as 'advert'. Could the council look at introducing a consistent coding for all applications of specific types, such as advertising, so that concerned citizens can more easily find them?</p> <p><u>Reply</u></p> <p>The Cardiff Council planning database contains details of all the planning applications that are received by the Council. Advert applications are prefixed by the letter 'A' in all cases, with the word 'advertisement' or 'advert' appearing in the description of the development.</p> <p>Searching the database is straightforward using the 'simple' and 'advanced' search criteria tools; and can include location information, precise address etc. There are also notes attached to the search screen to assist.</p> <p>It is also important to note that, should any difficulty be experienced in searching the database, planning technical support staff would be pleased to assist with any enquiry and are contactable by telephone from Monday to Friday during office hours.</p>
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CLEAN STREETS, RECYCLING AND ENVIRONMENT
(COUNCILLOR MICHAEL MICHAEL)

W2	<p><u>WRITTEN QUESTION FROM COUNTY COUNCILLOR HOPKINS</u></p> <p>Apart from the reduction in size of the black wheelie bins, what future plans does the administration have for increasing the recycling of domestic waste in order to meet Welsh Government recycling targets?</p>
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Reply

Recycling performance is based on waste collected from the kerbside/households, waste collected by our Trade Waste team from businesses and waste collected at the recycling centres at Lamby Way and Bessemer Close. Our current recycling performance is 60.1% against a 64% target in 2019/20. Although below target, Cardiff's recycling levels are still far higher than any other Core City in the UK (e.g. London had a recycling rate of 33.4% in 2018/19).

Street Scene services are working closely with the Welsh Government and WRAP Cymru to review our Waste Strategy and explore further opportunities to improve our recycling performance relating to kerbside/household collections. In terms of kerbside recycling, the Council's new Pink Sticker Campaign will encourage residents to recycle correctly, thereby reducing contamination and increasing the amount of waste that we can process for recycling. The Welsh Government is also consulting on plans to impose recycling targets upon businesses, which will improve our recycling performance.

Finally, with regard to our recycling centres, we are proactively monitoring the waste coming into the recycling centres to encourage site users to recycle as much of their waste as possible. As a result, the recycling performance in 2019/20 at Lamby Way is currently 75% and at Bessemer Close is 76%, compared to 63% and 72% respectively in 2018/19.

W3

WRITTEN QUESTION FROM COUNTY COUNCILLOR SANDREY

How many waste collections were missed in Llanedeyrn and Pentwyn in the last quarter, and what is being done to ensure residents aren't left for weeks without their bins being emptied?

Reply

In Llanedeyrn and Pentwyn, C2C received 421 contacts relating to missed collections for the period from 1 October 2019 to 31 December 2019. The information from C2C on missed collections is fed back to the service team via BarTec, our waste management software. The 421 contacts were broken down as relating to 34 missed individual bins, 16 missed streets, 6 missed call backs and 2 missed escalations. This needs to be considered in the context of a total of 207,889 collections that are made in Llanedeyrn and Pentwyn for each waste stream.

	<p>The missed bins and missed streets will be reviewed by the management team and, where applicable, reallocated for collection. The missed call backs and escalations are dealt with by the escalations officer or supervisors in order to deal with any ongoing concerns.</p> <p>The use of BarTec allows complaints to be logged, managed and allocated to officers, including waste collection crews. This ensures that all concerns are managed in an efficient and effective manner. Monthly and ad-hoc reports from BarTec also allow the management team to review ongoing performance to ensure that any concerns are managed.</p>
W4	<p><u>WRITTEN QUESTION FROM COUNTY COUNCILLOR SANDREY</u></p> <p>Can garden waste collections be brought forward in January?</p> <p>While this isn't an excuse for dumping Christmas trees, with the next garden waste collection in Llanedeyrn and Pentwyn being January 29th, some residents are opting to dispose of them in nearby woodland. Alternatively, could additional drop off points be established?</p> <p><u>Reply</u></p> <p>Over the winter period, garden waste collections change from every two weeks to every four weeks, with no collections also taking place for two weeks over Christmas.</p> <p>The message that was sent out to Members and residents read as follows:</p> <p><i>'Real Christmas trees will be collected during the scheduled garden waste collection for the area. Please remember, we are still on a monthly collection schedule. Where residents are able, trees should be cut up and placed into green bins/re-useable garden sacks. They can also be placed into the garden waste container at the Household Waste Recycling Centres'</i></p> <p>The Council also piloted the provision of a Christmas tree drop-off point in Llanishen, which was well received. As a result, the service will consider further drop-off locations across the city next Christmas.</p>

W5	<p><u>WRITTEN QUESTION FROM COUNTY COUNCILLOR WOOD</u></p> <p>Bespoke ward action plans for waste management were proposed by the council in 2017 to help manage local waste issues more effectively; however, little progress appears to have been made in taking this forward. Is the council still committed to drawing up ward action plans?</p> <p><u>Reply</u></p> <p>The Council is committed to improving the waste services that we provide across all wards to ensure cleaner streets within our city. Since the initial idea of developing ward action plans was proposed, officers have been focusing more on the data held across services to better understand the interaction of certain data. This has allowed us to pilot bespoke interventions in wards based on this data and to monitor improvements.</p> <p>We are currently reviewing our waste services and are exploring the option of introducing estate management across wards where there are large areas of Council owned properties. This approach would link our Housing & Communities and Street Scene services in order to provide a holistic approach to improving estates through collaborative working. As part of this work on estate management and the use of data, dashboards relating to data, performance and interventions taking place will be developed in order to support engagement with both local Members and citizens.</p>
W6	<p><u>WRITTEN QUESTION FROM COUNTY COUNCILLOR MOLIK</u></p> <p>Re-occurring flooding on Rhydypenau Road, Cyncoed Road, Celyn Avenue, Lake Road East, Junction of Lake Road North and Lake Road West (by the roundabout) and Dan-yr-Heol Road is an ongoing issue. The surface flooding experienced on these roads does lead to household flooding on some of these roads. How often are drainage systems cleared on these roads and has there been any investigation of road surface and drainage system appropriateness in these areas?</p> <p><u>Reply</u></p> <p>Localised investigations have taken place in Cyncoed and the Flood Risk Management Team is able to provide details where a specific concern is raised.</p>

	<p>The Highways Drainage team undertake planned and reactive gully cleansing activities across the city. Resources are focused on those locations that are known to have historically experienced localised flooding. Typically, this may be where leaf fall on tree lined streets can result in gully tops being obstructed or the gullies themselves becoming blocked. The frequency of visits to any location will depend upon the local circumstances, time of year and reports received. Teams are deployed at appropriate times to gain access while minimising disruption to residents.</p> <p>There are a number of distinct causes of flooding which have differing financial implications and require a range of remedial actions, from the straightforward clearance of leaf fall through to the design of flood alleviation schemes. To manage this, incidents are recorded on the Flood Risk Management Team's flood incident management system. Interventions are based on a scoring methodology that includes factors such as frequency of flooding, number of properties affected, flood risk to the community and estimated cost of a scheme.</p>
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CULTURE AND LEISURE
(COUNCILLOR PETER BRADBURY)

W7	<p><u>WRITTEN QUESTION FROM COUNTY COUNCILLOR HOPKINS</u></p> <p>When the council removes existing trees from residential roads because of disease, danger or unsuitability, does it replant at the same site in every case?</p> <p><u>Reply</u></p> <p>It is common practice to plant replacement trees at locations where street trees have been removed. There may, however, be instances where this does not take place (e.g. in the event of proposals for the reconfiguration of the highway or in light of issues relating to the provision/upgrade of utilities). In such instances, the Council will seek to plant replacements within the same street, but at a different location.</p>
W8	<p><u>WRITTEN QUESTION FROM COUNTY COUNCILLOR SANDREY</u></p> <p>Leisure centres in Cardiff are said to be going cashless. What work has been undertaken to ensure this doesn't disadvantage children, those on lower incomes and older people?</p>

Reply

I can assure you there will be no detrimental impact for any children, those on lower income or older people. GLL have given us assurances that no one will be refused entry and they will continue to communicate and work with all parties who have concerns over payment methods.

Moving to a cashless model is very much the future for leisure and recreation activities. It has been implemented elsewhere in the UK, including in other GLL contracts, and is becoming more and more common for consumer based industries as it improves the speed of service and customer experience. GLL advise that the use of cash by customers has reduced significantly and people are moving towards booking online using credit or debit cards.

GLL have introduced the cashless system at the Maindy Centre and at Penylan Library and Community Hall. This was implemented successfully on 1st January 2020 in continuous consultation with customers.

Prior to implementation, GLL management discussed the move to a cashless system with customers for a number of months at the affected facilities and they will continue to work with customers to ensure that cashless is not a barrier to people accessing leisure services. Children's parents will also be able to prepay for their children's activities online or by phone.

W9

WRITTEN QUESTION FROM COUNTY COUNCILLOR MOLIK

With increased risk of flooding and the need to improve quality of air in the city, what plans are in place to increase tree planting and replacement across the city?

Reply

The Council's fully recognises and understands the benefits of trees to the city. This has been further enhanced by the i-tree Eco study, completed in 2019, which provided a full overview of the multiple benefits that trees provide, such as flood risk mitigations and improvements in air quality.

According to the study, our current canopy cover across the city stands at 18.9%. By way of an example, we have calculated that increasing to a figure of 25% by 2030 would require planting an estimated additional 839 hectares of land over a 10-year period, therefore a collaborative approach will be essential. The scale of planting required is not insignificant when considering that the Council currently owns and manages an estimated 1500 hectares of public green space, including existing woodland areas and parkland.

Officers are currently in the process of developing proposals to significantly increase tree planting throughout Cardiff beyond our current mainstream programmes. We are working to develop and implement a city-wide programme involving all areas of the Council, private landowners and strategic partners, including nature conservation organisations, community groups and volunteers. Officers are also continuing to pursue a range of external funding sources.

An integrated and sustainable approach will be essential to deliver the scale of planting necessary. In addition to planting trees, management, aftercare and community engagement will be critical to the long-term success of our ambition.

EDUCATION, EMPLOYMENT AND SKILLS **(COUNCILLOR SARAH MERRY)**

W10

WRITTEN QUESTION FROM COUNTY COUNCILLOR SANDREY

The Welsh Government recently announced funds to be given to local authorities to tackle period poverty. Can the relevant cabinet member detail how this money will be distributed and what guidance will be provided to schools?

Reply

The £247,000 funding received from the Welsh Government is being used to procure products on behalf of schools. Schools will be able to order sufficient supplies of products as and when required from the successful suppliers. Suppliers have been asked to quote prices for products which are made from sustainable resources and which have biodegradable or recyclable packaging. We have also asked them to quote for prices for a smaller stock of recyclable products. The procurement process will be completed by the end of next month.

W11

WRITTEN QUESTION FROM COUNTY COUNCILLOR TAYLOR

In 2019, Cardiff Council was allocated £50m in funding to deliver capacity improvements to Welsh medium provision in the city. Which schools benefited from this funding and what changes were delivered through this funding?

Reply

Your assertion that we were allocated £50m is incorrect as I recall that £51m was allocated across Wales as a whole. As part of this, in October 2018, the Council was awarded in principle funding of £3.85m for Welsh schemes that would make valuable contributions towards the Welsh Government's target of a million Welsh speakers by 2050. These included developing additional Welsh medium childcare provision, expanding Welsh medium primary provision in North Cardiff and reorganising primary provision in Central Cardiff with the aim of expanding Welsh medium provision.

Two childcare schemes are currently at feasibility stage and the Council is working with Mudiad Meithrin and Welsh Government on these. Both schemes are under development and it is proposed that the Cylch Meithrin provision will be located at Ysgol y Wern and Llandaff Fields, and this is expected to be in place by 2021.

The scheme in North Cardiff will expand Ysgol y Wern by 0.5FE to meet projected demand and also develop teacher training facilities to support the development of the Welsh teaching workforce. A contractor has been appointed to deliver this scheme, which will be completed in 2020.

The provision in Central Cardiff is also under development and at feasibility stage. It has not yet been identified which schools are best placed to develop the provision.

FINANCE, MODERNISATION AND PERFORMANCE
(COUNCILLOR CHRIS WEAVER)

W12

WRITTEN QUESTION FROM COUNTY COUNCILLOR WOOD

Could an update be provided on progress towards 'one council' through improving inter-departmental working, joined up thinking, collaboration and data sharing?

Reply

The Council has progressed a “One Council” approach across, and between, a number of directorates and services. For example, the new Family Advice and Support service brings together a range of information, advice and services for children, young people and their families through a single point of entry; the Family Gateway. It also integrated a number of previously separate budgets which unlocked a further investment of half a million pounds in the service.

The “One Council” mind-set has also safeguarded highly valued services. The Community Hubs programme, which perhaps best exemplifies this approach, continues to integrate services, driving down cost and improving our offer to residents. The philosophy has enabled the Council to maintain a network of high quality libraries – despite over a decade of austerity – with over 3.4m visits made to our libraries and Hubs and a 98% customer satisfaction score for the last financial year.

This approach is further evident in the public services arena, with the Council increasingly characterised by a “one public service” approach. A close partnership with the Health Board is giving residents a better quality of life by helping them to live independently at home for longer. The impact of this joined-up, preventative work of this nature is beginning to emerge, with the number of people receiving domiciliary care at its lowest since December 2015. The Council has also reformed the city’s into work and employment services, bringing together over 40 different services together into one single, easy-to-access Gateway.

This work is ongoing and we are continuing to develop this approach in accordance with the principles of integration and collaboration, which form part of the 5 Ways of Working contained in the Well-being of Future Generations (Wales) Act 2015 and are an integral part of our Corporate Plan.

W13

WRITTEN QUESTION FROM COUNTY COUNCILLOR TAYLOR

Has the council carried out any assessment of how it can move to Participatory Budgeting?

If not, does the council have any plans to undertake an assessment of how it can improve engagement with citizens?

Reply

We will be developing a new Citizens Engagement Strategy over the next 12 months to meet the proposed requirements of the Local Government and Elections (Wales) Bill; specifically, the duty that will be placed on the Council to encourage local people to participate in our decision making. As part of this work, participatory budgeting will be considered as one of a range of options to enhance public participation and engagement of citizens in Cardiff. Officers have already begun to review existing best practice and are exploring the effectiveness of different consultation methods in partnership with organisations that have specific technical expertise in this area.

INVESTMENT AND DEVELOPMENT
(COUNCILLOR RUSSELL GOODWAY)

W14

WRITTEN QUESTION FROM COUNTY COUNCILLOR WOOD

Can the council provide an update on what they are doing to help facilitate the delivery of a new medical centre for Whitchurch Road Surgery, including any dialogue with the Health Board regarding the sale of council land off Sachville Avenue for this purpose?

Reply

In December 2012, the Welsh Government granted statutory consent to allow the Council to dispose of a parcel land of circa 0.6 acres at Flaxland Avenue allotments on the condition that the receipt was used to bring a larger area of circa 2 acres on the opposite side of Sachville Avenue back into beneficial use as allotments.

This larger area of land on the east side of Sachville Avenue comprised an area of 40 allotment plots, the use of which was discontinued in 1994 after chemical analysis of soil samples identified elevated concentrations of arsenic, copper, lead and zinc. In 2012, the estimated cost of remediating this land was £360,000.

The Cardiff & Vale University Health Board appointed preferred developer MedicX Property Limited to develop a new primary care centre on the smaller area of land. A resolution to grant planning consent for the development was made in October 2014, but the project did not proceed.

In 2017, the Health Board approached the Council wishing to resurrect these proposals. The Council asked the Health Board to review the costs of remediating the larger area of land due to the passage of time since the original investigation. There were also concerns that the receipt from the sale of the smaller area of land would be insufficient to cover the cost of remediation, leaving the Council at risk of incurring costs in covering any shortfall in the remediation works.

In 2018, the Health Board appointed a new developer, LSP Developments, to progress the project. The Health Board has recently made a tentative approach to the Council to seek to renegotiate the agreement. At the same time, I understand that the Health Board and the developer are actively looking for alternative sites in the area.

STRATEGIC PLANNING AND TRANSPORT **(COUNCILLOR CARO WILD)**

W15

WRITTEN QUESTION FROM COUNTY COUNCILLOR HOPKINS

Are different grades of resurfacing material used when resurfacing roads in different locations?

What is the minimum expected life of a resurfaced road before it requires further resurfacing again?

Reply

The Council utilises number of resurfacing options to provide an optimal solution. There are several factors that influence the choice of surfacing material when undertaking maintenance schemes. These can include road condition, traffic volumes, existing road make up and traffic management restrictions.

We would expect to achieve a minimum of 10-15 years for a resurfaced road; the factors listed above can have a bearing on the lifespan of a road surface.

It should be noted that preventative treatments are not resurfacing, but provide an additional layer of material that seals the road from water ingress and improves road surface conditions. These treatments have a life span of 5-10 years.

WRITTEN QUESTION FROM COUNTY COUNCILLOR SANDREY

A recent study found Cardiff to be the 4th worst city for air pollution. What measures is the council taking as an employer to assist employees in helping to do their bit to tackle this problem?

Reply

It should be noted that the recent study, to which you refer, has used a scientific model to predict and rank 146 of Great Britain's largest settlements, examining how well each urban area dilutes or reduces air pollution, taking into account how much it produced, its physical size and its population. As a result, the study does not necessarily draw direct reference to all measured pollution levels in Cardiff and, therefore, may not be a true reflection of pollution levels across the city as whole.

Nevertheless, the Council is very aware of the concerns about air quality impacts and recognises that there is no defined "safe level" when describing levels of air quality. The Council is committed to achieving levels as low as reasonably practicable and, in order to improve air quality in Cardiff, we recognise that action needs to be taken across the city as a whole.

In terms of helping our employees to 'do their bit', Cardiff Council – along with members of the Cardiff PSB and other public sector organisations in the city – signed up in April last year to the Healthy Travel Charter. The various actions within the Charter include establishing a network of sustainable travel champions; developing targeted communications campaigns for staff; offering and promoting the cycle to work scheme, and increasing the availability of video-conferencing for meetings to reduce the number of journeys staff need to make across sites, thereby reducing vehicle emissions which are a significant contribution to poor air quality.

We are committed to reducing the proportion of commuter journeys to and from work that are made by car from 62% to 52%; increasing the proportion of staff cycling weekly to and from work from 14% to 23%. The Council is also progressing the replacement of petrol/diesel fleet vehicles with electric vehicles, with the intention of nearly 100 electric vehicles being implemented by 2021. This will be supported initially with the implementation of 32 electric charging locations at core Council buildings.

W17

WRITTEN QUESTION FROM COUNTY COUNCILLOR WOOD

Badly worn road markings are increasingly evident across the city, particularly on residential roads such as Africa Gardens in Gabalfa. Worn markings, combined with poor weather and dark evenings during the winter further reducing visibility raises obvious safety concerns for vehicles and pedestrians alike. What is the council doing to ensure all markings are maintained and remain visible?

Reply

Road markings are assessed during our cyclical safety inspections which are undertaken on a hierarchical basis across the network, based on traffic flows. We also respond to any customer concerns regarding lining and the CardiffGov app now has a reporting function for faded road markings, which allows residents to quickly and easily report any concerns.

All our thermoplastic lining is laid to British Standard BS EN1436 and contains glass beads to assist with visibility; however, in wet weather, the refraction of light hitting the water will cause the light to bounce in the opposite direction, so if the road marking is covered with water, the beads are unable to reflect light back. Obviously, the more worn the lining is, the worse this will be, so we have an ongoing maintenance program to address this.

Any road markings that are deemed to be sufficiently worn will be added to the maintenance program and prioritised on a safety basis. I can confirm that Africa Gardens is on our program for renewal and, depending on the weather, it is anticipated that the lining there will be completed in the next few months.

W18

WRITTEN QUESTION FROM COUNTY COUNCILLOR TAYLOR

What mechanisms does the Council have to engage with Cardiff Bus regarding changes to traffic light sequencing and road layout for housing and other development in relation to bus route planning, following significant challenges to the 65 and 35 route as a result of traffic light changes on Llantrisant Road in September 2018?

Reply

The Council engages with bus operators as part of the consultation process for development proposals. In general, the Council seeks to promote developments and road layouts that are designed in such a way as to enable them to be accessed by bus services.

	<p>In the case of Llantrisant Road, major alterations to road layouts and utility works has meant that extensive traffic management measures, including temporary traffic lights have had to be put in place, which adversely affected Cardiff Bus and Stagecoach services, particularly in the vicinity of the Heol Isaf junction.</p> <p>These works are expected to be completed by August 2020, which should enable bus services to get back to a normal level of reliability.</p>
W19	<p><u>WRITTEN QUESTION FROM COUNTY COUNCILLOR TAYLOR</u></p> <p>Residents have raised concerns about road safety on Mynachdy Road, including speeding, rat running and poor road quality. Will the council undertake an assessment of measures that can be taken to improve road safety in this area?</p> <p><u>Reply</u></p> <p>The data that we hold for Mynachdy Road indicates that there has only been one slight collision over the last 5 years, which was not linked to the current road layout.</p> <p>A 20mph limit has recently been introduced on Mynachdy Road and it already has traffic calming features in place. The 24-hour total traffic volume on Mynachdy Road is also very low, with an average of 1500 vehicles per day. The average 85th percentile speed is 24mph.</p> <p>On the basis of this data, there appears to be no immediate need for any further interventions to manage vehicle speeds.</p>
W20	<p><u>WRITTEN QUESTION FROM COUNTY COUNCILLOR TAYLOR</u></p> <p>What representations has the council made to Welsh Government/Transport for Wales regarding a location for the new 'Gabalfa' metro station?</p> <p><u>Reply</u></p> <p>The Council fully supports the principle of developing a new Metro station in the Gabalfa area. Selection of a site for a new station and any land assembly required would be led by Transport for Wales.</p>

As I made clear to your ward colleague, Councillor Wood, in reply to previous questions on this issue in March and September last year, the Council would expect to be involved in the consideration of potential locations for the new station and the formulation of detailed proposals by Transport for Wales; however, we have had no detailed discussions to date as this is a longer term scheme, which is currently scheduled for construction by 2028.

I will ensure that officers continue to monitor progress on this and other future Metro schemes as part of our regular meetings and ongoing dialogue with Transport for Wales and provide all necessary inputs at the appropriate time.

W21

WRITTEN QUESTION FROM COUNTY COUNCILLOR MOLIK

Is it appropriate for our highways and traffic department to conduct public consultation during Christmas and New Year period knowing residents will be busy and away?

Do we assess how accessible our public consultation methods are i.e. some elderly residents with sight problems may not be able to read small prints or access on-line material?

Reply

I believe you may be referring to the recent consultation on the Traffic Regulation Order for Lakeside Primary School Active Travel scheme.

There is no legal requirement to extend consultation periods on Traffic Regulation Orders to make allowance for public holidays.

Our standard consultation period is 21 days; however, in the case of the Lakeside Primary School scheme, the consultation was extended to 28 days to accommodate the Christmas and New Year holiday period.

The Council is legally required only required to put advertise Traffic Regulation Orders in the press. All Traffic Regulation Orders are advertised in the Western Mail.

The Council is not obliged to provide site notices, but we do this to help make residents aware of proposals. All site notices indicate that plans of proposals can be viewed at County Hall. We also rely on ward members to help share information and alert residents to any proposed changes locally.

All Traffic Regulation Orders and site notices are published online, and the following link to information on accessibility is provided on the home page of the Council's website:

<https://www.cardiff.gov.uk/ENG/Home/Accessibility/Pages/Accessibility.aspx>

This provides details of the actions taken by the Council's web team to ensure our website is accessible to as many of our customers as possible.

W22

WRITTEN QUESTION FROM COUNTY COUNCILLOR MOLIK

Blocking off public parking areas in local shopping precincts impacts on local resident access to shops and also has a negative impact on local businesses with reduced foot-fall. What assessments are done to minimise such negative impact when conducting highway works in local areas, and how was this communicated with local businesses and residents on Clearwater Way?

Reply

Invariably, disruption can occur when implementing maintenance schemes. Consideration for the location of the compound needs to ensure a balance between disruption to residents & businesses and the efficiency of carrying out the works.

The Network Management team agrees the location of the site compounds through engagement with the contractor. Health and safety is one of the primary considerations, both in terms of having a safe position for the compound and the welfare of the workforce. In this instance, there were no other viable locations.

Ward members, residents and businesses are all notified 7-10 days prior to works commencing and contact details are included in case any queries are raised. The contractors endeavour to maintain access and to keep any disruption to an absolute minimum.