Commissioning Review
Option Appraisal Report
Highways and Transportation

Cabinet - 15 February 2018

Commissioning Review
Option Appraisal Report
Highways and Transportation

Business Performance Review Group
31st January 2017

Table of Contents

1.0 PURPOSE OF REPORT

1.1 This report is presented as a summary of the works done to assess the delivery of services within Highways and Transportation, the consideration of the best paths forward and an associated set of recommendations.

Its purpose is to inform Business Performance Review Group (BPRG) of progress and to seek support on the approach and recommendations to deliver the most viable future service option.

1.2 If support is provided, the proposals will be taken to Scrutiny (13th Feb 2017) and Cabinet (16th Feb 2017).

2.0 THE REVIEW SO FAR

2.1 Scope

Almost all services within Highways and Transportation were deemed to be in scope. These are:

- Highways Maintenance
- Construction and Engineering
- Traffic and Network Management
- Transportation
- Central Transport Unit
- Marina and Maritime Quarter
- Finance, Purchasing and Stores*
- Support Services
- Emerging Integrated Transport Unit (ITU)

Not in scope are:

All Wales Road Casualty Reduction Partnership

* NB: Whilst the Finance, Purchasing and Stores unit is considered to be 'in scope' it is largely a support service for the Highways Maintenance and Construction elements of the service and is already being reviewed as part of the Business Support review. For these reasons, any recommendations relating to this Unit will be drawn out and presented via other clusters.

2.2 Outcomes

The future outcomes identified and approved at Project Gateway one are as follows:

Outcome 1: Well-managed and maintained Authority Assets including a Highway Network that supports the local economy and regional links.

Outcome 2: A safe network where all road users are protected and options are available for all transport modes, including sustainable travel.

Outcome 3: Creating a positive, sustainable and safe place in which people travel, work and live.

Outcome 4: To minimise the cost of service provision

2.3 Emerging Key Issues From Stage 2

The emerging key issues identified at Stage 2 of the review were:

i) Timing and the difficulty in freeing operational staff for the review during the busy summer period has been overcome by an extension to the delivery date.

ii) Member and Public expectations of the service are difficult to manage. It is not possible to provide the same level of service across many functions against a background of austerity, ageing assets and decreasing budgets. There are already elements of our services which have very little funding e.g. maintenance and cleaning of bus shelters which the public expect the Council to deliver.

iii) For the Highways element of the service, the budgetary pressures are exacerbated by the increase in heavier traffic on local roads and the increase in extreme weather events.

iv) The maintenance backlog is estimated at £131m in the 2010/15 asset management plan.

v) Many of the fee earning services, which help support the delivery of statutory duties, are indirectly dependent upon European, National or Welsh Government funding which underpins local regeneration programmes.

vi) The impact of recommendations emerging from this review will need to be considered in line with our duties under the Equality Act and the Future Generations and Well Being Act. This has not yet been done.

vii) Any proposed reduction or cessation of services resulting from this review should also be considered in line with corporate priorities and the Council's Prevention Strategy and other cross cutting initiatives (e.g. Accessibility For All; Active Travel Act, Destination Management etc.). There is significant risk that service reduction serves to pass-on cost to other areas of the authority.

3.0 STAGE 3 -SERVICE REVIEWS

Whilst all services were reviewed individually, to enable more efficient consideration and play back of the findings some services have been ‘clustered’.

This does not impact upon the outcome.

Services are reviewed as:

3.1 Cluster 1: Marina and Maritime Services (Service);

3.2 Cluster 2: Central Transport Unit (Service);

3.3 Cluster 3: Traffic & Network Management and Transportation (Cluster);

3.4 Cluster 4: Highways Maintenance and Construction Services (Cluster);

In addition it is appropriate to reference the creation of the Integrated Transport Unit (ITU) which is shown at;

3.5 Integrated Transport Unit

For the Stage 3 Service Review regardless of any grouping (or otherwise) each service is presented in terms of:-

- A broad service overview;
- Good practice identified;
- How the service is currently delivered;
- How the service compares and benchmarks with others;
- (Improvement) Options available to the service

3.1 CLUSTER 1: MARINA AND MARITIME SERVICES

3.1.1 Overview

The service is currently a hybrid set up. Day to day running of the facility is carried out in house. Around 80% of major proactive & reactive maintenance works are carried out by specialist external contractors. Works contracted out are managed by in house technical and / or operational services.

The business operates 7 days a week, 15 hours per day.
The 3 main departments are:

- Marina
- Boat Yard
- River Tawe Barrage

3.1.2 Good Practice Identified:

Lean business structure, with staff numbers reduced from 18 to 14 over the last 5 years. Within the 14 staff, there is 1 Marina Manager and 1 Assistant Marina Manager who jointly provide 7 day managerial and also operational cover. Staff are multi skilled and can be moved between departments to meet customer demand as necessary.

Other examples of good practice include:

- High customer service satisfaction levels noted during latest customer survey.
- Profitable areas of the business fund unavoidable statutory obligations.
- Accredited with Blue Flag 2016.
- Accredited with Trip Advisor Certificate of Excellence 2016.

3.1.3 Service Comparison

The characteristics of installations such as Swansea Marina and the River Tawe Barrage are tailored to the nature of their local environment, making direct comparison challenging.

The nearest analogous facility is Cardiff Bay, which has a local authority owned and operated Barrage, and a private sector owned and operated Marina. The Cardiff Bay Barrage is now an unavoidable cost to Cardiff Council, with little opportunity to mitigate these costs as Penarth Marina is private sector.

In Swansea, all operational and maintenance costs for the Tawe Barrage are funded by profits from the Marina and Boat Yard operations.

Location	Facilities	Private / Local Authority	Locked or Tidal	Access	No of Staff
Swansea Marina & Tawe Barrage	550 Moorings Boatyard 75 Spaces 1 Barrage Lock & Sluices 1 Marina Lock 2 Swing Bridges	Local Authority	Locked	15 hrs per day	14
Cardiff Barrage	20 Visitor Moorings Boatyard 15 Spaces 3 Barrage Locks & sluices 1 Swing Bridge	Local Authority	Locked	24hrs	23
Penarth Marina	340 Moorings Boatyard 30 Spaces 1 Marina Lock 1 Swingbridge	Privately Owned	Locked	24hrs	10

3.1.4 Business Models (Comparisons and alternative Delivery)

A review of 5 local marina operations was carried out. This revealed a mixture of privately owned and operated and local authority owned and operated.

Profitable Marinas with no statutory obligations tend to be privately owned.

Cardiff is split between the local authority owning and operating the statuatory Cardiff Bay Barrage (which is an unavoidable cost to Cardiff Council), whilst two profitable marinas based in Cardiff Bay are privately owned.

Burry Port Marina is owned and operated by the local authority however it requires financial support to remain a viable operation due to various environmental factors.

3.1.5 Benchmarking Comparisons (the Statistics)

Marina Fees & Charges

Swansea Marina charges are annually benchmarked against all local Marina operators. In addition the following are also considered:

- Current mooring occupancy levels
- Advantages & disadvantages with competitors

Marina and Type of facility	Owner-ship	Access	Hours	No of staff	Annual Rate per metre	Night rate per metre	Barrage Fee
Swansea Marina & Barrage 550 moorings 75 boatyard spaces 1 Barrage Lock & Sluices, 1 Marina lock, 2 swingbridges	Local Auth.	Lock	15 hrs per day	14	£ 234	£ 2.41	£ 200
Cardiff Barrage 20 visitor moorings 15 Boatyard spaces 3 Barrage locks & sluices 1 Swingbridge	Local Auth,	Lock	24hr	23	No annual moors	£26 p/boat p/day	£0.00
Penarth Marina 340 Moorings 30 Boatyard spaces 1 Marina Lock 1 Swingbridge	Private	Lock	24hr	10	£ 301	£ 2.70	£0.00
Cardiff Marina 350 Moorings 150 Boatyard spaces No Managed Lock No Swingbridge Marine Engineering Service	Private	Lock at barrage	24hr	22	£ 250	£ 2.50	£0.00
Burry Port Harbour 300 Moorings only No Boatyard, No swingbridge	Local Auth.	Tidal Gate	2hrs around HW	2	£ 146	£ 1.80	N/A
Neyland Marina 210 Moorings Upper basin	Private	Tidal	3 - 4hrs around HW		£ 235	£ 2.30	N/A
Neyland Marina 210 Moorings Lower basin (Head Officee staff excl.) No Boatyard, No Swingbridge	Local Auth.	Tidal	24hr	8	£ 330	£ 2.95	N/A

3.1.6 Financial Comparisons (Budgets)

The Operational Units manage and control budgets as shown below:

Marina Outturn 2010/11 to 2015/16			
	Adj1		
	Income	Expenditure	(Surplus)/Deficit
	£	£	£
2010/11	-1,108,423.63	1,126,334.43	17,910.80
2011/12	-1,010,018.61	1,021,715.04	11,696.43
2012/13	-1,045,662.19	1,046,858.53	1,196.34
2013/14	-1,116,909.51	1,098,005.31	-18,904.20
2014/15	-1,048,482.83	974,551.97	-73,930.86
2015/16	-1,100,601.23	1,023,129.90	-77,471.33
	-6,430,098.00	6,290,595.18	-139,502.82

Marina expenditure figures include significant non Marina operation costs. They relate to the River Tawe Barrage and its associated infrastructure. These costs include the staffing, maintenance, running costs and capital projects associated with the Sea Lock, the Barrage structure, the Trafalgar Bridge moving spans, the River Tawe Aeration System, and the Port Tawe Storm Water Pumping Station.

3.1.7 Customer Satisfaction and Stakeholder Engagement

Customers are regularly surveyed on a wide range of topics relating to the Marina operation. Below are the key results from the most recent customer survey:

- Value for Money – Results from our most recent customer questionnaire indicate that 93% of customers rate this as being good or acceptable.
- Overall Service - Results from our most recent customer questionnaire indicate that 83% of customers rate this as being good.

3.1.8 Conclusion on Current Service Provision

Customer feedback has shown that Swansea Marina is currently providing a value for money facility with good customer service. Fees and charges are comparable to other local Marina's. Swansea Marina and its Boat Yard are profitable, and surpluses are used to finance the statuatory Tawe Barrage which would otherwise be an unavoidable cost to the Authority.

3.1.9 Options Evaluated

Option 1 - Rent Out Office Space – There is currently a generator room on the ground floor of the Marina Office. The generator was used to power the Marina Lock gates in the event of mains failure. Since the construction of the Tawe Barrage, the Marina is no longer tidal

so the generator is not required. The generator could be removed and sold, and the space rented out after minor building works to make the room useable as an office.

Option 2 - Install Petrol Pump – Between 15% - 20% of moorings at Swansea Marina are unoccupied, with the majority being small day boat moorings. On site boat brokers claim boat sales into Swansea are lost as there is no provision to supply petrol. They state that as it is illegal to fill more than 10 litres in cans at a service station, many customers buying small petrol boats at Swansea are referred to Penarth or Neyland Marinas.

Option 3 - Increase Large Boat Mooring Fees – Moorings for vessels 12.8m or over are currently in high demand. Boat yard storage space is limited and our lifting equipment is not capable of lifting some of the larger craft due to their weight. Larger craft tend to congest the locks during busy periods and produce more waste that is disposed of through our facilities. It may be possible to introduce a large boat premium in order to recover some of the additional costs associated with craft of this size.

Option 4 - Electronic Contracts – Swansea Marina currently posts out customer contracts. If contracts were to be sent to customers electronically, there would be a saving on postage and stationary costs.

Option 5 - Utilise Boat Yard for Caravan / Motorhome Parking – During the summer months, the boat yard tends to empty of boats as customers wish to use them during the good weather. The boat yard is equipped with fresh water supplies and electricity hook-ups. If an area of the boat yard was to be segregated and a new access gate fitted, it would be possible to offer pitches for motorhomes and caravans during the summer months in order to maximise boat yard income.

Option 6 - Chargeable Wifi – Swansea Marina currently offers wifi to its customers free of charge. If the wifi coverage and connection speed were to be improved, it may be possible to consider charging for this service.

3.1.10 Key Findings Of Options Evaluated

During the commissioning workshop, options 1 – 4 were considered and the group agreed that these options should be persued so additional income and savings can be realised at little or no cost to the Authority.

Option 5 should be investigated further to ensure that compliance with any relevant legislation and industry guidelines can be achieved with little or no cost to the Authority. If investigations return a positive result, alterations to the boat yard layout should be made to allow storage of caravans and motorhomes in order to maximise off peak boat yard income.

With the advent of high speed 4G mobile broadband, wifi access is becoming less of a necessity. Even if the coverage and speed were to be improved, charging for wifi as per option 6 is not likely to be well received, particularly when other businesses ranging from hotels to fast food restaurants offer free wifi, as do other local Marina’s.

3.1.11 Service Changes Proposed

Options 1 – 5 above should be considered for immediate investigation or implementation as appropriate. Option 6 is likely to be a cost to the authority with little or no benefit, so it is recommended that the cost free arrangements (to the authority and customer) with the current provider remain in place for the time being.

3.1.12 Estimated Benefits

Ref.	Proposal	Value	Year	Explanation
MAR1	Rent out office space. Convert old generator room into office space and let to small business in the Marina	5,000	18/19	Potential for an additional on-site marine related business, more contractor choice for Marina Customers. Requires £10k Capital investment to return £5k p/a
MAR2	Install Petrol Pump in the Marina	15,000	18/19	Return on fuel is minimal but selling Petrol on-site (often the fuel for smaller craft) should increase occupancy rates. Requires £15k Capital investment which should repay in 2 years. Year 3 difference potentially £15k additional income
MAR3	**Increase large boat mooring fees in the Marina**	**5,000**	**17/18**	A small increase may be absorbed by the market, generating an addition £5k p/a
MAR4	Investigate potential use of Boatyard for Caravan / Motorhome Parking (Urban Camping)	5,000	18/19	Would require circa £10k Capital investment to return £5k p/a. Increased tourism in Marina and Swansea City Centre.
MAR5	**Increased Income Marina**	**£25,000**	**17/18**	
MAR6	**Move to electronic management and issue of contracts**	**£1,000**	**17/18**	Could save circa £1k p/a and also improve the service to the customer

3.1.13 Key Risks

- The spend to save initiatives (Options 1, 2 and 5) may not realise their predicted income levels.

- Careful consideration should be given to the level of increase in mooring fees for large boats (option 3). If the large boat premium is set at too high a level, it is possible that we may experience a loss of large boat custom.

- Mixed use of the boat yard (option 4) may be viewed negatively by some Marina customers, leading to a possible loss of custom.

3.2 CLUSTER 2: CENTRAL TRANSPORT UNIT

3.2.1 Overview

The Central Transport Unit (CTU) acts as the principal 'one stop shop' for corporate users of the Authority's vehicles. It procures, supports and maintains a fleet of over 700 vehicles, and provides the necessary ancillary services to over 100 different user sections.

The service currently adopts a 'Hybrid' service delivery model, with approximately 75% of its 'discretionary' spend delivered by in-house teams, and the remaining 25% provided by sub-contractors, directly commissioned by CTU.

Services are provided by 33 staff in total with additional support from the Council's corporate services (hr, procurement etc). The unit has three distinct service delivery areas, (outlined below) but operates holistically, as each area is reliant on the other, to ensure vehicle availability for the end user.

Fleet Management consists of 9 staff and provides

- technical, legal and operational fleet expertise,
- specifying and acquiring all of the Authority's vehicles.
- fleet administration support services including short term vehicle hire desk, telematics, accident repair management and finance
- driver training services
- Operator's Licence management and governance
- fleet 'Road Risk' advice and support
- asset disposal

Fleet Maintenance consists of 24 staff and provides

- maintenance, safety inspections, tyres and servicing for over 550 vehicles across 75 different manufacturer/model combinations
- approximately 1500 roadworthiness tests for hackney and private hire vehicles, in conjunction with the Authority's Licensing section
- light plant repairs
- assisted car purchase 'condition' inspections for staff

Fuel Services provide

- the issue of approx.1.9 million litres of vehicles fuels across 5 'bunkered fuel' sites
- fuel stock management and recharge administration

3.2.2 Good Practice Identified:

- currently rated "*Green 00*" by the Driver and Vehicles Standards Agency under its Operator Licence Compliance Rating Score (OCRS) mechanism, the highest possible score
- ISO9001 accredited
- has "good" customer satisfaction (APSE Review 2015)
- has exceeded budgeted over-recovery requirements for last 5 years
- has favourable benchmark results with competitors and other local authorities
- the APSE Review 2015 concluded "*the fleet is generally well run … the service provided to users is good and in recent years has been continually improving"*

3.2.3 Performance Comparison

CTU was recently reviewed by APSE, prior to the commissioning reviews, as a pre-cursor to the recommendations for the Depot Review project. This review focussed on the unit's overall efficiency, and on the viability of investing in the relocation of the unit from its current Pipehouse Wharf Depot facility.

The consultants' key findings included

- "*the existing methodology of running the fleet as effectively an internal leasing company is the correct model to adopt"*

- "*CTU administration and workshop personnel are performing well"*
- *"users are pleased with the service that they receive … and in the main, they are also happy with pricing and quality of workmanship"*
- *"we were unable to find the level of management information that we would expect"*
- *"the current standard retention period of 7 years is not appropriate for all vehicles"*
- "*the council should move forward with its plan to relocate to new premises and allow the internal workshop the opportunity to continue maintaining its entire fleet, but on a commercial basis"*

The consultants identified potential savings of £400,000 as a result of this review and a subsequent 14 point action plan has been established in response. This is attached as Appendix 2.

3.2.4 Business Models Comparison

The majority of Welsh local authorities operate in-house fleet teams, predominantly as variations of the 'Hybrid' operational model, for example

- Anglesey fleet vehicles are provided with the supplier undertaking all maintenance as part of the contract.
- Caerphilly have recently engaged a private sector provider for a 'managed service', where the local authority seeks to act as the maintenance provider to the vehicle supplier
- Flintshire have entered into a contract with a third party 'master vendor' to take over responsibility for the local authority vehicle workshops

Certain smaller local authorities have 'outsourced' all fleet requirements, including Harrow BC engaged in a partnership arrangement with Fraikin at their fleet site and Taunton BC using BT Fleet for all their vehicle requirements

Arms-length or TECKAL companies are rare in local authority fleet operations, however Cornwall and Nottingham have recently established (July 2016) a joint company to deliver both fleet and highways services over a 10 year contract.

Bridgend CBC are currently working in partnership with the South Wales Police at a shared workshop facility in Bridgend.

It should be recognised that the provision of fleet services however, is delivered by grouping the constituent supply elements to meet the end user's requirement and that many of these elements can be provided by the private sector. Whereas elements such as road fund licence, vehicle insurance and the initial provision of the vehicles themselves have supply channels that cannot be provided in-house, there are elements of fleet services that have these options. These 'discretionary' spends accounted for approximately £2.56m in 2015/16 and include

- vehicle service, repair and maintenance
- tyres
- stores
- taxi testing
- fleet and workshop administrative support
- MOTs
- accident damage repair and management
- driver training
- driver hours compliance analysis

The market for these goods and services is relatively mature, both locally and nationally, although they can become constricted, the more specialist the vehicle requirements become. As noted earlier, CTU already commissions 25% of this discretionary spend through private sector providers.

It is vital to recognise that the comparison of business models for fleet services must take into account implications for the Authority's Operator's Licence. This 'O' Licence governs the legal entitlement to operate vehicles over 3500kg, with CTU acting as the 'custodian' of the licence. It is a highly regulated and conditional licence that covers our obligations to

- ensure high standards of vehicle maintenance
- fully comply with drivers' hours regulations
- ensure safe vehicle operational activities (loading, speeding etc.)
- ensure drivers are appropriately qualified

These 'O' licence obligations can never be delegated outside of the Authority, whilst we operate vehicles over 3.5 tonnes (currently 160 on fleet). The regulator, The Traffic Commissioner for Wales, can revoke, suspend or curtail this licence if we contravene any of our undertakings, which would result in the suspension or loss of our corporate capability to directly deliver services requiring vehicles over 3500kg (such as Waste, Highways, Parks and Corporate Building). This statutory obligation invariably requires a resilient, coordinated and robust model to ensure compliance.

3.2.5 Benchmarking Comparisons

CTU managed expenditure of approximately £6.03m on goods and services on behalf of user sections through national frameworks and tenders during 2015/16. This included the supply of vehicles (outright purchase or on contract hire), short term vehicle rental, vehicle fuels and tyres, with vehicle spares supply currently being tendered by the National Procurement Service. This cyclical exposure to competitive tendering is a key driver in establishing value for money for these supply elements.

It is recognised that the in-house service provision elements also require benchmarking/market testing and CTU undertake an annual fleet benchmarking exercise across 10 other Welsh local authorities. Where valid and available, national and private sector comparisons are also regularly made, and the table below outlines the most recent benchmark results.

Benchmark Description	CCoS	Comparator	
HGV MOT Initial Pass Rate	90.84 %	DVSA National Average	80.01%
Fleet Management Costs as % of Overall Fleet service provision *	6.37%	Welsh LA Fleet Average	10.23%
Fleet Maintenance Costs as % of Overall Fleet service provision *	44.54%	Welsh LA Fleet Average	38.82%
Vehicle fitter hourly labour rate *	£47.78	Welsh LA Fleet Average	£38.26
Vehicle fitter hourly labour rate *	£47.78	Private sector suppliers	£40.00 to £62.00
Cost per fitter 2015/16 *	£41891	Welsh LA Fleet Average	£33743
Total 'weighted' fleet size **	2115pts	Welsh LA Fleet Average	1360pts
'Weighted' fleet factor allocation per vehicle fitter	96pts	Welsh LA Fleet Average	113pts
Cost of overall Fleet service provision per 'weighted' point	£2591.21	Welsh LA Fleet Average	£2408.50
Daily workshop opening hours (Mon – Fri)	13 hours	Welsh LA Fleet Average	13 hours

* Figures reflect the recent impact of the CTU fitter Pay and Grading appeal.

** This 'weighting' measure allows the comparison of size and complexity of fleets by assigning weighted factors to vehicle classes, for example a small van = 1 point, a 26 tonne refuse collection vehicle = 12 points

Generally, CTU is exceeding or matching the benchmark averages, although fleet maintenance costs are recognised as high, as identified by the APSE Review. The majority of the scheduled fleet renewal programme has been suspended for over 2 years due to uncertainty with regard to budget reductions and the impact on the services who ultimately require vehicles. This postponement has resulted in an ageing fleet profile, with the attendant increased maintenance costs that this attracts.

The recent CTU fitter Pay and Grading appeal has increased labour costs since the APSE review, resulting in an increase of approximately 8.5% over the 2017/18 original labour budget, and a 12% increase on the 2018/19 anticipated costs. The resultant adjustment to

the hourly labour rate therefore does not compare favourably with other local authorities or service providers.

The current condition and utility of the maintenance workshops at Pipehouse Wharf depot are also impinging on the unit's productivity and effectiveness.

3.2.6 Financial Comparisons

The budget provision for CTU in 2016/17 is

Cost Centre	Service Description	Expenditure	Income
26001	Fleet Management	£4,946,600	(£5,259,400)
26002	Fuel	£2,370,200	(£2,433,900)
26003	Fleet Maintenance	£2,456,300	(£2,676,600)
Total		**£9,773,100**	**(£10,369,900)**

All three service delivery areas operate as trading accounts, with a full cost recovery approach. Income streams are predominantly derived from internal service users for the hire of vehicles, sale of fuel, elements of recharged maintenance and taxi tests.

Each trading area over-recovered its costs, with the unit over-recovering by 6.39% in 2015/16

3.2.7 Customer Satisfaction and Stakeholder Engagement

Consultants undertook key service user/stakeholder interviews as part of the APSE Review in 2015.

The majority of the comments received were favourable, with a clear inclination to rate the services provided as "*good***".** This included the quality of workmanship, flexibility and prioritisation, compliance management, communication and trust, technical support, vehicle specification and legislation. Improved vehicle repair times were also noted.

Certain aspects of service delivery received less favourable comments including the high amount of recharge work, tenuous reasoning and resultant internal disputes. Vans were considered as being cheaper in the 'commercial' market and service frequencies would be preferred as being more mileage based (as opposed to current time based), for example.

A survey of the 330 drivers, who undertook 35 hours training each as part of the vocational Driver CPC programme designed, commissioned and managed by CTU in 2015, indicated that 96.6% of attendees rated the overall training as 'Excellent to Good'.

Forums have taken place in 2015 with Education establishments to address fleet risk issues, minibuses and maintenance. User groups are held when specifying new vehicles and senior management within the unit actively engage with stakeholders on a daily basis.

No formal complaints have been received with regard to the service in the last 5 years.

Feedback from the commissioning workshop included a request to review the operating hours of the service to consider whether it was possible to undertake more maintenance and repair works outside service operating hours.

3.2.8 Conclusion on Current Service Provision

The Central Transport Unit provides an effective and continually improving support service to users of the Authority's vehicles. Its holistic approach has been endorsed by the APSE Review consultants, and its current hybrid model of service delivery balances options for alternative service provision. The high DVSA/OCRS rating evidences robust compliance, whereas the derived nature of its service provision (aligned with issues relating to its workshop facilities and the ageing fleet profile) is impacting on overall service costs.

3.2.9 Options Evaluated and Key Findings

Many of the options evaluated were included in the APSE Review action plan, but have now been brought into the commissioning review process and were presented as opportunities in the Stage 4 Workshops.

- Maintenance facilities – opportunity to rationalise existing workshops but dependent on Depot Review and other commissioning review outcomes (Parks and Waste)
- 'Spot hired' vehicles – opportunity to reduce costs by replacing expensive 'spot hire' with cheaper fleet vehicles, particularly on light commercial. Also generates income for fleet maintenance. Replacement dependant on user "known" commitment.
- Vehicle fuel usage – opportunity to reduce costs by reducing engine idling, improving driving behaviours, improved vehicle utilisation, adopting supporting technologies and improved monitoring
- Income generation – opportunity to establish own MOT test station for in-house and commercial provision, actively marketing services to schools, consider other public sector fleet opportunities and reducing third party spends
- Vehicle telematics – opportunity to expand 'tracker' technology to whole fleet to drive efficiencies, utilisation, improved risk management and reputation, reducing costs.
- Fleet management information – requirement to review and enhance existing ICT and support systems to improve fleet management capability to identify and address cost/trend issues.
- CTU staff skill set, processes and structure – requirement to review staff and structure to improve skill sets, systems thinking adoption for support processes for leaner support service provision. Transition to paperless where applicable (link to increased use of ICT as above)
- CTU/Highways stores service provision – requirement to review existing arrangements including staffing structure, hours of operation, flexible staffing approach in conjunction with Highways Clydach, improved inventory management including greater use of third party 'managed service' provision, use of technology for issuing and controlling stock (bar code scanners, CCTV for example), refined purchasing approaches and subsequent reduced overheads.

- Fleet acquisition approaches – requirement to refine procurement approaches for more flexible fleet provision options, appraise financing options, whole life costing where relevant
- Vehicle maintenance provision options – requirement to benchmark/market test current in-house provision, consider alternative provider options particularly in light commercial sector. This is currently being considered as part of a 300 vehicle supply tender, where private sector maintenance costs are provided as part of the supply options.
- 'Avoidable' vehicle repair costs (damage) – requirement to implement education and governance regimes to reduce vehicle damage costs, and attendant insurance risks.
- Fleet utilisation and demand – requirement to manage demand, 'audit and challenge' the use of, and requirement for, vehicles based on mileage and utilisation (link to telematics). "Grey fleet" and pool car mileage issues need consideration.
- Vehicle maintenance regimes and workshop opening hours – The optimum times to carry out vehicle maintenance is when the vehicles are not required by the users and hence there is an opportunity to revise vehicle servicing frequencies for light commercials, introduce standard repair times for basic components, consider extending existing workshop opening hours to undertake more "out of hours" servicing etc., review weekend working arrangements and consider the possibility of introducing a 5 over 7 working week in CTU workshops and extending opening hours to further undertake routine vehicle servicing etc out of hours. This has become a more significant issue since the CTU fitter Pay and Grading appeal and the subsequent cost base increases. The workshop resources will now be required to generate greater productivity and service efficiency to offset unfavourable comparison with benchmarked and alternative providers.

3.2.10 Service Changes Proposed

All options presented at the Stage 4 Workshops were considered as viable and were duly recommended as follows,

- Investigate options to rationalise maintenance facilities
- Implement replacement of 'spot hired' with fleet vehicles where user commitment can be identified.
- Implement vehicle fuel usage reduction regimes and supporting systems
- Investigate and realise income generation opportunities
- Investigate increased vehicle telematics opportunities and benefits. Possible invest to save.
- Review and recommend fleet management information systems improvements.
- Review CTU staff skill set and structure. Implement systems thinking for support service processes
- Review CTU/Highways stores service provision.
- Review and refine fleet acquisition approaches

- Implement management regimes to address ‘avoidable’ vehicle repair costs (damage).
- Undertake cyclical fleet utilisation and demand ‘audit and challenge’ reviews.
- Revise vehicle servicing frequencies for light commercials and introduce standard repair times for basic components
- Investigate extending existing workshop opening hours to undertake more “out of hours” servicing etc. , review weekend working arrangements/overtime and investigate 5 over 7 working opportunities.
- Review alternative delivery options which have been implemented in other authorities in the UK to consider their potential applicability to Swansea.

3.2.11 Proposed Opportunities and Estimated Benefits

Ref.	Proposal	Value	Year	Explanation
CTU1	Review working arrangements to undertake servicing out of hours and over weekend.	L	17/18	Would be at greater labour cost. Would need consultation. Confidence in delivery Low.
CTU2	Rationalise maintenance facilities	£10,000	18/19	Review and reduce existing maintenance facilities to single location
CTU3	**Replace 'spot hired' vehicles with fleet vehicle provision**	**£50,000**	**17/18**	Replace spot hired vehicles that have a long term requirement with fleet vehicles
CTU4	**Reduce vehicle fuel usage**	**£17,000**	**17/18**	Improve fuel efficiency through monitoring, governance and introduction of supportive technologies. Subject to rollout of 'trackers'. 1% reduction = £17,000
CTU5	Increased income generation	£30,000	18/19	Reduce third party spend on MOTs and 'sale to public' through establishing test station (existing non-achieved saving),
CTU6	**Increased income generation**	**£20,000**	**17/18**	Reduce third party spend on non-specialised sub-contractors and replacing spot hired vehicles
CTU7	**Increased income generation**	**£10,000**	**17/18**	Schools' minibus maintenance currently provided by third parties.
CTU8	Increased income generation	L	18/19	Expand service delivery options to include other public and private sector customers
CTU10	Vehicle maintenance regime review	£20,000	17/18	Revise servicing frequencies for light commercials and introduce standardised repair times for basic components
CTU11	Enhance fleet MI and review staff/process/structure	L	18/19	Improve available fleet management information, staff skill set, section structure and attendant processes to deliver leaner support services
CTU12	Reduce 'avoidable' vehicle repair costs (Damage)	L	17/18	Implement education and governance regimes to reduce vehicle damage costs and attendant insurance costs
CTU13	Undertake cyclical fleet utilisation and demand reviews	L	17/18	Audit and challenge use of, and requirement for, vehicle provision to manage demand (link to telematics)
CTU14	Review CTU/Highways stores provision	£30,000	17/18	Reduce overhead and costs of CTU/Highways stores

CTU16	Revise fleet vehicle acquisition approach	M	17/18	Revise procurement approach to include financing option appraisals and graduated supply contract lengths to provide flexibility for acquisition
CTU17	Review vehicle maintenance provision	L	17/18	Investigate alternative service provision options for light commercial vehicles to secure best value
CTU18	**Parts Saving in Fleet Maintenance**	**£50,000**	**17/18**	Reduced costs due to parts tender. Actual saving unknown until tender has been let.

The above table includes only indicative assessments of financial savings, as specific values cannot be determined until the reviews, or implementation, of the recommendations are undertaken and fully understood.

3.2.12 Key Risks

As a derived support service provider there are a number of key risks for CTU, these include

- Outcome of the Depot Review in terms of Pipehouse Wharf Depot, CTU relocation, Waste team relocation, Social Services Transport section relocation and Home Farm (workshops). All will affect the service delivery design in terms of physical location and timing of any moves.
- Outcomes from other commissioning reviews that result in changes to user sections' operational demands and requirements. Risk of double accounting savings attributable to fleet
- Sufficient existing CTU resource to implement and establish proposals.
- Resistance to change within unit in terms of revised working practices and hours.
- User sections (including schools) expectations, lack of "buy-in" to corporate governance and silo working
- Ongoing ageing fleet profile and lead times for re-implementing postponed fleet renewals programme (link to user section dependencies)

3.3 CLUSTER 3: TRAFFIC & HIGHWAY NETWORK MANAGEMENT AND TRANSPORTATION

3.3.1 Cluster / Service Overview

Two services are reviewed in this cluster: Transportation; and Traffic and Highway Network Management.

Transportation

The Transportation group employs 28 staff and provides services under three primary headings:

Transport Strategy, Transport Operations, Bus Station Management.

As a group, Transportation is responsible for:

- Transport Policy & Planning
- Administration of Concessionary Travel Bus Passes & associated grants
- Administration of Contracted Local Bus and park and ride bus Services
- Administration of home to school transport services
- Funding and support for four Community Transport Schemes and the Wheels 2 Work scheme
- Administration of the Welsh Government's Bus Services Support Grant on behalf of the four South West Wales Local Authorities
- Operational management of Swansea City Bus Station
- Undertaking and analysing traffic surveys
- Monitoring School Transport Contract Compliance
- Compliance with the Active Travel (Wales) Act (2014) and the Wellbeing of Future Generations (Wales) Act (2015)

The group controls a budget spend of £10.8m which is offset by income (including grants) of £7.8m. In addition the group manages the school transport budget of £7.6m which is held by the Education Department

Traffic & Highway Network Management

The 'Network Management' group employs 148 members of staff and provides services via nine operational teams. These are:

Traffic Management, Road Safety, Telematics, Parking Services, Highway Network Management, Development Control, Highway Improvements, Bridges & Structures and Site Supervision

As a group, Traffic and Highway Network Management are responsible for:

- Securing and managing grant funding of capital infrastructure projects
- Discharging the Traffic Manager's role in accordance with the Traffic Management Act
- Highway Authority technical support of the Local Development Plan and Planning applications,

- Transport Assessments and Traffic Modelling
- Urban Traffic Control
- Highway Network Management
- Highway Infrastructure design and managing delivery of capital infrastructure projects
- Procurement and management of Building demolition
- Site Supervision and Project / Contract Management
- Bridge & Highway Structures design and maintenance
- Civil Parking Enforcement, including enforcement of bus lanes
- Management of on and off street car parking
- Management of Park & Ride operations
- Leading on collaborative working with Regeneration projects such as City Centre Regeneration.
- Road Safety Engineering, including Road Accident Investigation and Road Safety Audits.
- Road Safety Education, Training & Publicity, including the delivery of Kerbcraft to school children
- School Crossing Patrol Service.

The group has an operating cost of circa £6.4 million and this is almost entirely off-set by income generated. In 2015/16 the net operating cost was £196,000

3.3.2 Good Practice Identified across the cluster

- Lean Management Structure Three groups merged into one to form Traffic & Highway Network Management Group (saving of two Group Leader posts with greater flexibility to address work pressures across the group).
- Multi skilling of staff to ensure functions are retained despite loss of key personnel.
- High customer satisfaction levels
- Benchmarking comparable if not better than competitors
- Modernisation of equipment to increase productivity and reduce man-hours
- Innovative techniques employed to reduce operating costs and improve transport modelling capability, which has enabled Highways & Transportation to support the LDP process and achieve the necessary s106 contributions from Developers.
- Responsible for maintaining Traffic signal installations and management systems on behalf of Neath Port Talbot County Borough Council (NPTCBC)
- Undertake design and supervision of all refurbishment schemes and all new Traffic signal junctions within NPTCBC
- Undertake Road Safety Audits for other organisations
- Online system recently implemented for selling spare seats on school transport services and replacing lost/ stolen bus passes.
- Camera system introduced for monitoring traffic at road junctions in lieu of reducing staff numbers on the Survey Team.

- Swansea City Bus Station was chosen to pilot the criteria for the proposed Safer Bus Station accreditation being developed by British Parking and the Police and met the required standard in all areas.
- Use of a drone to identify new dedicated cycling and walking routes.

3.3.3 Current Business Model

The vast majority of Welsh Local Authorities operate their Transportation and Traffic & Highway Network Management functions similarly with a predominant proportion of the service being delivered by in-house Officers. This reflects the statutory nature of the work involved and the need for continual interface with the democratic processes.

Transportation

The Transportation group operates under a hybrid operating model. The primary areas covered by the group are strategic transport policy development , and to the planning, procurement, provision and monitoring of public transport services and statutory home to school transport.

In future the Transportation function will be delivered by the Integrated Transport Unit (see section 3.5) which will bring together a number of corporate transportation functions.

Many of the functions of the Transportation Group are statutory and whilst some elements of these services may be contracted out, the duty remains with the local authority.

The service participates in the ATCO national benchmarking survey and the Local Government Data Unit Benchmarking Hub. to ensure that efficiencies are realised through the implementation of better work practices and reduction of staffing levels as appropriate.

Traffic and Highway Network Management Group

The Traffic & Highway Network Management Group operates on a Hybrid model basis, delivering a significant amount of statutory services with the majority of those services being delivered in-house, in keeping with other similar authorities. Specific elements of service have been procured through private contractors or neighbouring authorities.

Areas of work where external providers assist in the delivery of the service are:

- Provision of second line maintenance of traffic signal equipment
- Provision of second line maintenance of car park equipment
- Principal bridge inspections undertaken by NPTCBC
- Specialist urban design expertise brought in to assist with delivery of the city's urban regeneration programme.
- Additional design resources are procured under a regional framework to address peaks in workload.

The group also derives income by undertaking design and other technical services for a number of clients, including internal sections such as:

- Structural designs on behalf of Housing
- Site and highway design for 'More Homes' projects, in collaboration with CBS on behalf of Housing.
- Highway infrastructure design for City Centre Regeneration projects
- Transport Assessments and Traffic Modelling to support Planning colleagues critically evaluate the potential impacts of planning applications.
- Responsible for maintaining Traffic signal installations and management systems on behalf of Neath Port Talbot County Borough Council (NPTCBC)
- Undertake design and supervision of all refurbishment schemes and all new Traffic signal junctions within NPTCBC
- Undertake Road Safety Audits on behalf of NPTCBC including the recent Port Talbot PDR (scheme value £69million).

The effect of earning design fees and other forms of income means that the Traffic & Highway Network Group operates at or close to zero cost to the authority.

3.3.4 Service Overview And Performance Comparisons

Transportation

i) Transport Strategy

The primary function of policy and planning is undertaken by one member of staff (in conjunction with the Transportation Group Leader) however, the operation is supported by a small 'survey team' (seven staff but five full time equivalents).

The Transportation Strategy/ Policy Officer is responsible for developing our strategic approach to transport and securing and managing funding for initives to deliver improved transport facilities and services.

Headline work delivered by the Transportation Group include:

- A Transport Policy has been developed for the Council in accordance with the legislative requirements set out in the Transport (Wales) Act (2006);
- Lead role in regional policy work and collaboration with other local authorities;
- Transport planning to ensure the region is sufficiently resourced and connected to meet the emerging demands of the Swansea Bay City Region
- Securing Welsh Government grants for transport infrastructure, Safe Routes in Communities and Road Safety via the Local Transport Fund (see below)..
- Ensuring local implementation of, and statutory compliance with, the Active Travel (Wales) Act (2014)

The Local Transport Fund (LTF) is the main funding mechanism attached to the Local Transport Plans and has an annual budget of £12m, available nationally. Funding is secured via the involvement of the Strategy officer, with schemes being designed and delivered internally (across the wider service).

In the previous four years, the group has secured almost £8million for capital infrastructure schemes via the LTF; and secured and delivered an additional £1.6million of Road Safety Grant funding and £1.63million of Safe Routes in Communities projects.

Attached as Appendix 3 is a Transport Policy briefing note which provides more detail on the legislative, strategic and funding frameworks.

Operational management of the survey team also sits with the policy officer. The survey team (5 fte) was originally established to collect traffic data to inform highway and road safety improvements and to monitor the operation of home to school transport services but the role has diversified and the team now undertake several additional support functions and add resilience across the service.

Over one hundred traffic surveys are undertaken each year (usually requested by residents and/or Councillors) and the diversity of surveys and the technical skill to deliver these is an important asset to the Council as it allows us to assess traffic movement around the City & County of Swansea. The Transportation Group is continually investing in its traffic counting technology to improve the efficiency and accuracy of these counts and has reduced from nine to six members of staff in recent years.

School Transport services are monitored throughout the academic year with each contract being looked at at least once per term. There are currently over 500 contracts carrying mainstream pupils and those with Special Educational Needs.. Checks are carried out at schools and on board vehicles.to ensure contract compliance and include checks on the vehicles, passengers travelling and the staff employed. I In 2015/16 to date , 14 contracts have been cancelled as a consequence of these checks resulting from issues such as unlicensed vehicles and the use of non approved drivers/ passenger assistants. In addition to supporting our primary duty of care to the client, this function reduces both financial and reputational risk to the Council.

Additional support provided by the survey team includes:

- Bus Station Ranger cover which provides a flexible resource at better value than employment agency equivalents.
- Customer satisfaction surveys at the park and ride sites and at the Bus station and on board surveys of subsidised local bus services to monitor usage.
- Posting of Traffic Regulation Orders (TRO) (as an additional resource)
- Updating passenger information at bus stops/ shelters
- Measurement and on site assessment of walking routes to schools

Due to the discreet nature of these services benchmarking of the survey team function is difficult and no standard benchmarking groups exist. However, given the small scale (and cost) of the operation in comparison to the monies realised and managed the benefits of providing this service are evident.

ii) Transport Operations

The Passenger Transport team is made up of nine employees who undertake the management, co-ordination and administration duties that sit behind the public and school transport provision for the county.

This service consists of two strands of delivery:

a) public transport operations, which deal with the procurement and provision of bus services to supplement commercial public transport; provision of bus stops and shelters; management and administration of grants; concessionary travel schemes; park and ride bus services; Electronic and printed bus services information at the Bus Station and Council owned bus shelters and financial support for community transport schemes; and

b) the management of home to school transport services for mainstream pupils and those with Special Educational Needs. The transportation group plan, procure and manage these services, however the budget is held within the Education department.

Public transport operations manage a spend in the region of £9m whilst School Transport manage a spend in the region of £7.5m (which is held by the Education deprtment).

All procurements and contract awards are undertaken in line with Contract Procedure Rules to ensure best value.

Whilst there is no reason to believe that the current method of operation is inneficient, extensive benchmarking has not been undertaken as there is already a strategic development proposed (and agreed) in the creation of an Integrated Transport Unit for the authority.

iii) Bus Station Management

The city centre bus station underwent a high profile reconstruction (circa 2010) to ensure that it was both fit for use and befitting of it's status as a regional bus station serving Swansea and South West Wales. This redevelopment included a re-modelling of the operations to provide service improvements alongside a more commercially managed facility.

The bus station is staffed by a manager,four bus station rangers and three part time ticket sales staff who are responsible for dealing with the day-to-day running of the station including customer enquiries (and emergencies), ticket sales, premises management and banksman duties to ensure safe movement of buses and passengers in, around and through the station.

Staff cover is required seven days a week on 364 days of the year. Evening security on the main concourse and throughout the night in the coaching area is provided by a security subcontractor. Operating with such a small team does

present resilience issues (e.g. around staff leave or sickness) and at such times additional cover is provided by the Transportation Survey Team within the department, or if necessary by agency staff.

The bus station is now a largely cost neutral asset, with costs being almost entirely recouped from bus departure charges (a nominal fee charged to the bus operators), advertising, toilet fees and leasing of commercial units.

Table: Swansea Bus Station Operating Costs 2015/16

Heading	Income	Expenditure
Staff		£148,184
Premises		£384,868
Goods & Services		£67,067
Third Party Payments		£303,819
Internal Debits		£59,651
Internal Credits	£32,127	
Fees & Charges	£171,319	
Private Contractors	£375,219	
Rent & Hire	£120,665	
Sales Income	£240,521	
Totals	**£939,851**	**£963,589**

Departure charges are closely managed to ensure that operators get value from the service and to encourage more operators to use the bus station as the main terminus for their services in the city centre. Journey time reliability is very important to operators and the Council works to ensure that departure bay allocation supports this goal.

The success and popularity of the service is reflected by the fact that income from departure charges has steadily increased since the new station opened in 2010.

The bus station has a footfall of approximately 500,000 people each week; this is a reflection of the service it provides and its location within the heart of the city. This presents the station as a very attractive outlet for advertising and Transportation Officers have maximised advertising opportunities within the bus station via use of both fixed display boards which line the concourse, and electronic passenger information boards located throughout the station.

Cleansing and toilet attendant functions (6 staff) were recently transferred into the management of Transportation Group, and these functions have previously been subject to competitive tender to ensure best value is obtained.

Traffic And Highway Network Management Group

The Traffic & Highway Network Management Group benchmark their services through APSE (Association for Public Service Excellence) and County Surveyors Society Wales (CSS Wales) which includes all 22 Welsh Authorities, was previously facilitated by the Wales Audit Office and now the Local Government Data Unit – Wales.

The purpose of CSS (Wales) is to benchmark Traffic and Engineering services data, discuss issues common to all authorities, share good practice and promote professional development of traffic and engineering services within local government in Wales.

i) Design, Bridges & Structures Comparisons

The following table lists the most recent data compiled during 2014/15. These percentages are actual costs for total professional services on completed schemes and include feasibility, design, tender document preparation, contract management, site supervision, financial management and final account settlement. The data is reviewed at the end of each year to ensure that the Authority is consistently comparable with the national average, as referenced above.

Table; Comparison of scheme design costs – In house v External

Scheme Band (Value)	Swansea	All Wales	External Consultancy Led Projects
£25k-£100k	12%	14%	27%
£100k-£250k	14%	13%	22%
£250k and over	10%	10%	22%

These benchmarked results indicate much higher percentage costs through using external design consultancies compared to in house services. The benefit offered by the benchmarking group is the ability to reference fee percentage against other similar groups on completed projects, rather considering pre-commencement fee submissions which are likely to fluctuate and increase as projects develop. Hourly recharge rates have however been referenced which again illustrate that both the Capital projects and Construction Team offer a best value solution.

Table 2 compares rates from the Welsh Government Technical Consultancy Framework.

Table 3 compares against the National Procurement Frameworks £25k+, with

Table 4 comparing in-house rates with the current South West Wales Regional Consultancy Framework.

Table 2: Comparison with Welsh Government Technical Consultancy Framework - 2010

Job Function	Company A	Company B	Company C	Company D	Company E	Company F	Company G	Average A-G	CCS In house hourly rates
Framework Director	80	73	82.5	37.08	83	70	97.64	74.75	**53.25**
Framework Manager	90	58	68.5	57.54	68	60	74.75	68.11	**46.92**
Principal Professional	65	50	55	57.54	62	50	61.75	57.33	**39.63**
Chartered Professional	48	46	46.5	44	47	50	51.75	47.61	**34.42**
Professional/ Graduate	40	38	39.5	47.10	47	45	44.84	43.06	**31.85**
Technician	30	38	35.5	36.10	36	40	37.50	36.16	**21.72**

CCS staff rates include overhead costs

Table 3: Comparison with National Procurement £25k+ Framework 2015

Job Function	Company A	Company B	Company C	Company D	Company E	Company F	Company G	Average A-G	CCS In house hourly rates
Principal/Partner	69.6	75	55.10	115	95	69.15	100	82.69	**53.25**
Framework Manager									**46.92**
Principal Professional	43.1	46	50.6	48	55	51.55	50	49.17	**39.63**
Chartered Professional									**34.42**
Senior Technician	34	33.5	28.5	35	45	38.16	40	36.30	**31.85**
Technician									**21.72**

CCS staff rates include overhead costs

Table 4: Comparison with Welsh Government Technical Consultancy Framework

Job Function	Company 1	Company 2	Company 3	Company 4	Average 1-4	**CCS In house hourly rates**
Framework Director	n/a	n/a	n/a	n/a	n/a	**53.25**
Framework Manager	n/a	n/a	n/a	n/a	n/a	**46.92**
Principal Engineer/Professional	53.96	49.70	45.08	45.45	48.55	**39.63**
Chartered/ Senior Engineer	42.33	34.80	36.80	32.57	36.63	**34.42**
Graduate/ Senior Technician	42.33	30.37	29.45	31.31	33.37	**25.33**
Technician	33.74	16.08*	21.65	16.41*	21.97	**21.72**

** N.B. These very low rates are achieved by using technicians located in India/Asia*

CCs Staff rates include overhead costs

It should be noted that the rates identified by the Capital Projects and Construction Teams are competitive by comparison and in addition the cost of administrative support is not charged separately but is absorbed within the overall fees.

Whilst the above comparison of CCS in-house hourly rates with the Framework providers indicates that CCS rates are competitive, it does not show the added value that using the in-house team brings.

Private service providers would expect payment for any additional works they were called on to perform whereas council staff may perform some of these activities as part of their core function. For example, the majority of schemes are high profile and politically sensitive and the in house consultancy contributes to the communications process and seeks to minimise the level of disruption inevitably caused by such schemes. The “in house” team also has ready access to other core services relating to traffic management, public transport services, telematics and car parking, which an external consultant might need to procure from the Authority or another consultant at a cost.

The presence of an in-house service also provides valuable professional employment opportunities located within the City & County of Swansea.

In the case of schemes affecting the public highway, using the in-house team is particularly beneficial in financial terms. Under S278 or S38 of the Highway Act (1980) any design or construction works within an adopted highway or for highway works seeking adoption are subject to the approval of the Local Highway Authority. In respect of this, a fee of 7% of works cost is payable to the Highway Authority. As the in-house Consultancy is acting as part of the Highway Authority, this charge is not incurred when the scheme is designed and supervised by the in-house team.

In addition the use of in-house services also saves the overhead costs associated with the appointment of Consultants including obtaining bids and undertaking the necessary reporting and approvals process; and as a consequence also provides a prompt 'turnaround time'.

Quality feedback questionnaires are issued to both Clients and Contractors to review performance and enable continuous improvement. The figures below illustrate that Swansea's quality assessment compares favourably with the all Wales national average.

	Client Responses		Contractor Responses	
	Swansea	All Wales	Swansea	All Wales
Timeliness	82%	76%	83%	80%
Quality	83%	78%	80%	80%

Traffic & Highway Network Group benchmarking data is subject to the Authorities in-house Quality Assurance audits as part of the overall business improvement process. The Improvements Group will continue to collate and provide data for the CSS (Wales) Engineering Services Benchmarking Club and work closely with the Local Government data Unit (Wales) with the view of improving services for future schemes.

The above information illustrates the significant changes undertaken within the group to maintain an award winning level of performance during the delivery of technically complex specialist infrastructure projects. These changes have seen a reduction in the size of the group, whilst developing a team that is significantly more flexible in its approach to enable the delivery of a wider portfolio of projects based on the client's needs.

Through this approach and the ability to actively target additional work streams, both the Capital projects and Construction teams have ensured that the level of fee recovery has been maintained with reduced resource and overhead cost, whilst the level of project output has increased.

The additional work streams currently being developed include highway improvement projects for private developers (section 278 and section 38 works), technical advice for numerous internal departments and technical resource for adjacent local Authorities. The group's ability to manage and deliver projects has resulted in successful Welsh Government Local Transport bids as well as securing additional in-year funding to complete projects using additional Welsh Government end of year funds.

Examples of recently completed schemes and major infrastructure achievements are presented as Appendix 4

The Bridges Team has internal Performance Indicators in line with the external benchmarking data collated by APSE (Association for Public Service Excellence). APSE provided the City & County of Swansea with PI figures from selected comparator councils. The main points highlighted from this data were:

- The annual budget allocated by the City & County of Swansea for highway structure maintenance and renewal was the lowest out the comparator councils.

- We are currently failing to meet our statutory requirements in regard to Principal Inspections.

Due to limited staff resources the failure in the Principal Inspection regime is to be rectified via outsourcing this workload to Neath & Port Talbot Borough Council.

2015/16 Performance Indicators are currently being compiled by APSE. These will be included on completion.

Bridges & Structures - Operation

Statutory Duties and Legislation

There is a statutory obligation on the authority to maintain the public highway under the Highways Act 1980. Where a highway passes over a bridge, Section 328(2) vests the bridge as part of the highway and the normal duty to maintain under Section 41 of the 1980 Act applies under these circumstances.

Retaining walls which abut the highway should also be taken as part of the highway and should be dealt with similarly to bridges. Other legislative requirements to be met are contained in the West Glamorgan Act 1987.

Roles within the Bridges & Structures Team

- Management and maintenance of structural assets valued at £175million;
- General Inspection of highway structures every 2 years and a Principal Inspection every 6 years (in line with the code of practice for the management of highway structures and the Bridge Directive 63/07);
- The management of abnormal loads passing within the County to ensure that large and heavy vehicles only use those parts of the highway network that can safely accommodate them;
- Structural design and advice for other Council departments;
- A design checking service for Planning Applications involving retaining walls (as per the Highways Act 1980 and the West Glamorgan Act 1987);
- A design checking service for Section 38 and 278 Agreements that require structural input.

Current Staffing levels and investment

The Bridges & Structures Team currently consists of 5 staff members (3 Engineers, 1 Bridge Inspector and 1 Technician).

Swansea Council has one of the smaller Highway Authority structures teams. In comparison Neath & Port Talbot Borough Council has 14 staff members within their bridges team for a similar highway structure asset value.

Both NPTCBC and Bridgend CBC have similar numbes of highway structures and below is a comparison of staffing costs.

Swansea Highway Structures Team Client Costs: £190k

Bridgend CC Highway Structures Team Client Costs: £800k

Caerphilly CBC Highway Structures Team Client Costs: £350k

It is clear that it is difficult to make direct comparisons with staff structures in other authorities due to the significant differences between the operational staffing structures and requirements. However Swansea does appear to have a lean structure.

Benchmarking

The Bridges Team has internal Performance Indicators in line with the external benchmarking data collated by APSE (Association for Public Service Excellence). APSE provided the City & County of Swansea with PI figures from selected comparator councils. The main points highlighted from this data were:

- The annual budget allocated by the City & County of Swansea for highway structure maintenance and renewal was the lowest out the comparator councils.
- We are currently failing to meet our statutory requirements in regard to Principal Inspections.

Due to limited staff resources the failure in the Principal Inspection regime is to be rectified via outsourcing this workload to Neath & Port Talbot Borough Council.

Current Fee Income from Services

Work Undertaken	**Officer Time**	**Income**
Housing Structural Design	1 Engineer (Full-time)	£50k
Corporate Property Structural Design	1 Engineer (50%)	£25k
Highway Structures Capital Design	1 Engineer (varies)	£25k-£75k

Non Fee Generating Works	
General or Principal Inspection works	No fee income
Highway Structure Maintenance works	No fee income
Abnormal Load checking service	No fee income
structural checks for Planning or Development Control	No fee income

ii) Road Safety Comparisons

The Council, as the Highway Authority, has a duty under the Road Traffic Act 1988 Section 39 (3) to carry out studies into road traffic collisions and take steps to both reduce and prevent collisions.

The Council must carry out studies into collisions arising out of the use of vehicles on roads or parts of roads, other than trunk roads (motorway) within their area. The Council must in light of the studies take such measures as appear to the Council to be appropriate to prevent such collisions

When constructing new roads the Council must take appropriate measures to reduce the possibilities of such collisions when the roads come into use (e.g. Road Safety Audits or Safety Reviews)

The above activity aims to reduce the risk of deaths, serious injuries and slight injures on roads within the Council's control and assists the whole of Wales achieve casualty reduction targets set by Welsh Government.

The proposed targets for Wales compared to the average figures for Wales between 2004 and 2008 are:

(i). A 40% reduction in the total number of people killed and seriously injured on Welsh roads by 2020, meaning 562 fewer killed or seriously injured casualties.

(ii). A 25% reduction in the number of motorcyclists killed and seriously injured on Welsh roads by 2020, meaning 64 fewer motorcyclists killed or seriously injured.

(iii). A 40% reduction in the number of young people (aged 16-24) killed and seriously injured on Welsh roads by 2020, meaning 139 fewer young people killed or seriously injured.

Table 1 lists casualties by local authority and police force area in Wales and illustrates Swansea's current position of having reduced casualties by 45% (2014 figures) compared to the 2004 - 08 average. The reduction assists Welsh Government achieve the all Wales target listed above.

Table 1: Casualties by local authority and police force area

							Percentage change
	2004-08						**2004/8 avg against 2014**
	average	2010	2011	2012	2013	2014	
Isle of Anglesey	205	158	173	148	148	158	-23
Gwynedd	544	508	410	395	385	363	-33
Conwy	486	394	398	387	332	393	-19
Denbighshire	450	406	388	341	323	311	-31
Flintshire	696	572	529	477	523	392	-44
Wrexham	530	432	399	458	359	343	-35
North Wales Police Force	2,911	2,470	2,297	2,206	2,070	1,960	-33
Powys	762	603	595	590	504	582	-24
Ceredigion	392	340	320	281	253	249	-36
Pembrokeshire	589	476	420	466	340	392	-33
Carmarthenshire	877	687	687	713	619	557	-36
Dyfed-Powys Police Force	2,619	2,106	2,022	2,050	1,716	1,780	-32
Swansea	**1,116**	**961**	**899**	**660**	**646**	**618**	**-45**
Neath Port Talbot	590	483	424	397	384	324	-45
Bridgend	519	368	347	348	330	358	-31
Vale of Glamorgan	418	309	369	286	303	284	-32
Cardiff	1,424	1,117	1,125	802	867	859	-40
Rhondda Cynon Taf	955	682	729	628	644	592	-38
Merthyr Tydfil	226	185	179	147	145	165	-27
South Wales Police Force	5,249	4,105	4,072	3,268	3,319	3,200	-39
Caerphilly	493	297	260	264	315	292	-41
Blaenau Gwent	242	203	120	146	165	155	-36
Torfaen	184	177	121	123	143	202	10
Monmouthshire	300	193	193	179	236	173	-42
Newport	515	404	321	329	371	446	-13
Gwent Police Force	1,734	1,274	1,015	1,041	1,230	1,268	-27
Wales	12,513	9,955	9,406	8,565	8,335	8,208	-34

The reduction has been achieved by analysing collisions data and then applying the principle of the 3E's i.e. Engineering, Education and Enforcement targeted along routes, cluster sites or within communities where particular types of casualties have occurred. In order to maintain this downward trend there will be a greater need in continuing to target and focus on interventions which are the most effective in supporting the reduction of death and serious injuries on our roads.

The cost of providing road safety in Swansea compared with other local authorities is £570 per 1,000 population. The Wales average is £1,014 per 1,000 population. The table below provides comparable costs of other authorities:

Cost of Road Safety per 1,000 population 2014-2015	
Local Authority	**Cost of Road Safety (£) per 1,000 population**
Swansea	**570**
Wrexham	609
Caerphilly	755
Cardiff	832
Rhonda Cynon Taff	929
Denbighshire	984
Wales Average	**1014**
Pembrokeshire	1098
Conwy	1145
Neath Port Talbot	1168
Flintshire	1175
Carmarthenshire	1276
Blaenau Gwent	1406
Merthyr Tydfil	1480
Ceredigion	1717
Torfaen	1752
Bridgend	Latest data not available
Isle of Anglesey	Latest data not available
Monmouthshire	Latest data not available
Newport	Latest data not available
Powys	Latest Data not available
Vale of Glamorgan	Latest data not available

iii) Civil Parking Enforcement

On the 1st September 2008 The Welsh Assembly Government designated The City and County of Swansea a Civil Enforcement Area for Parking Contraventions and also a Special Enforcement Area. This removed the responsibility for the enforcement of 'on-street' parking contraventions from South Wales Police and placed the onus of responsibility on the Council.

Working under the powers derived from Part 6 of the Traffic Management Act 2004 the following changes to parking operations in the City and County of Swansea have taken place:

The enforcement of parking regulations are carried out by Civil Enforcement Officers (CEOs) who serve the notice on either the vehicle or the person the officers believes to be the driver at the time of the contravention. However when the conduct of the driver towards the Civil Enforcement officers prevents the officer from serving it in this manner, or he/she drives off prior to the officer having an opportunity to serve the notice, the notice will be served by post.

Apart from the legislative requirements of the Traffic Management Act 2004 the Service must also ensure full compliance with the following Statutory Instruments / Regulations introduced by the Welsh Government, which are available to view at http://www.legislation.gov.uk

a) Off – Street Parking

The City and County of Swansea has a total of 53 car parks listed in the 'The Council of the City and County of Swansea (Off-Street, Parking Places) (Pay and Display) Consolidated Order 2008'. Although, Two car park - Clarence Terrace and the Bush have since closed and a car park known as St Mary's has been introduced.

Three City Centre multi storey car parks are pay on exit whilst all other car parks are pay and display. In addition there are three park and ride car parks located on the peripheries of the City. During the year the Park and Ride sites were updated from pay and display to pay on foot.

In addition to an enforcement role, the Parking Services Section is responsible for the supervision of car parks. Officers provide a permanent presence in the Quadrant, St. David's and High Street multi storey car parks and at the two park and ride sites

There are 86 payment stations located throughout the City and County area and these are maintained by staff who are also responsible for the collection and reconciliation of the cash from these machines. During the 2014 / 15 financial year this totalled £3,581,006, including Season Tickets and Staff Parking.

Car parks charges vary with car parks designated as 'long stay', 'short stay', 'foreshore,' and 'suburban'. In addition thirteen car parks are currently identified as free. Two car parks are designated for season ticket holders only and one solely for the use of blue badge holders.

During the reporting period a total of 9,388 penalty charge notices were issued in respect of contraventions detected in our car parks. Chart 1 shows the monthly issue statistics for tickets split between higher rate (£70) contraventions and lower rate (£50) contraventions.

Car parks charges vary with car parks designated as 'long stay', 'short stay', 'foreshore,' and 'suburban'. In addition thirteen car parks are currently identified as free. Two car parks are designated for season ticket holders only and one solely for the use of blue badge holders.

Last year, a total of 9,388 penalty charge notices were issued in respect of contraventions detected in our car parksTthe greatest number of contraventions relate to not clearly displaying a parking ticket – which mostly will mean that payment was not made.

b) On-Street Parking

In addition to the topography and size of the City and County of Swansea, the variety of parking orders in place presents a real challenge to the enforcement staff when managing on-street parking.

Parking operations in the City and County included enforcement of controlled parking zones such as, City Centre, Sandfields, St. Thomas and the Enterprise Park, a large number of resident permit parking schemes, time restricted, loading and disabled bays, pay and display bays and many single and double yellow lines restrictions.

In January 2015 the Authority introduced a CCTV Camera Enforcement vehicle to help where traditional methods of on-foot enforcement has not been effective in meeting our aim of reducing parking contraventions to ensure road safety is increased and congestion levels reduced. Before introducing the vehicle a wide ranging publicity campaign was undertaken which included leaflets being given out to all school pupils.

Last year, a total of 26,923 on-street penalty charge notices were issued which included 1,336 being issued by CCTV.

This gives a combined off-street and on-street total for penalty charge notices issued last year of 36,311.

c) Staffing

The staffing establishment during 2014/15 was as follows:

1 Parking Service Manager

1 Deputy Parking Services Manager

1 Civil Enforcement Officer Supervisor

1 PCN Processing / Back Office Supervisor

4 Senior Civil Enforcement Officers

3 Cashier / Civil Enforcement Officers

25 Civil Enforcement Officers

7 PCN Processing / Back Office Staff (FTE)

1 Car Park Attendant

7 Park and Ride Attendants

The four Senior Civil Enforcement posts were created in October 2014, without increasing the overall number of CEO posts. The appointments allowed the Authority to introduce a three shift system for enforcement with shifts staring at 7am and finishing at 10pm, although when deemed appropriate, officers can work until Midnight. The change in working patterns occurred as a result of complaints being received of the need for enforcement, particularly for abuse of residents' only parking bays, outside of the traditional working hours of 8:30am to 5pm.

Three of the Civil Enforcement Officers and one Senior CEO were responsible for the day to day running of the car parks rather than carrying out enforcement duties during the year.

d) Correspondence

It is every driver's or owner's right to challenge the validity of a penalty charge notice or to present mitigating reasons as to why the penalty charge notice should not be paid. The challenge / appeals process is set out in legislation and information relating to this process is included on the Council's website. The website also contains details on the statutory grounds for cancelling a notice and sets out the mitigation and evidence required to allow the appellant every opportunity to present the necessary information.

There is clear and informative guidance to ensure that the Council's back office team, which comprises a supervisor, three full time and six part time members of staff, deals with all incoming correspondence in a consistent and transparent manner.

The Council is legally obliged to consider and respond to correspondence at any stage in the process and the legislation requires responses to be sent in a timely fashion. Whilst the legal requirement is to provide a response within a 56 day period, the Council aims to respond to all challenges within 14 days. Unfortunately, because of the number of appeals received occasionally it may take longer than 14 days to respond.

During the reporting period a total of 18,502 items of correspondence relating specifically to Civil Parking Enforcement (CPE) has been entered onto our case management system as being received, and 38,060 pieces of correspondence were sent out during that same period.

5,008 cases of the 36,311 PCNs issued were stopped either because an appeal was accepted or because the case could not be pursued. This represents 13.79% and is well within the 20% industry average. Cases may not be pursued for example because the owner of the vehicle could not be identified or because an Enforcement Agency has returned the case to the council because they could not secure payment.

e) Financial Reporting

The Parking Services budget is split in to 3 account areas and the income and expenditure for 2014/15 is as follows:-

Parking Services Budgets 2014/15				
	Car Parks (£)	**Civil Parking Enforcement (£)**	**Park & Ride (£)**	**Total (£)**
Employees	438,809	908,044	162,972	1,509,825
Premises	959,863	6,852	124,003	1,090,718
Transport	43,773	4,530	7,761	56,064
Supplies and Services	196,384	205,935	640,527	1,042,846
Overheads	194,520	46,853	50,043	291,416

Total Expenditure:	**1,833,349**	**1,172,214**	**985,306**	**3,990,869**
Total Income:	3,063,339	1,240,230	517,667	4,821,236
Total Surplus (Deficit):	**1,229,990**	**68,016**	**(467,639)**	**830,367**

The Civil Parking Enforcement account receives income from on-street Pay and Display charges and Penalty Charge Notices (PCNs). Table 3 below sets out the income from these sources. The income derived from on-street charges and enforcement both on and off-street is subject to the constraints imposed by Section 55 of the Road Traffic Regulation Act 1984, as amended from October 2004 by section 95 of the Traffic Management Act 2004 and Regulation 26 of the Civil Enforcement of Parking Contraventions (General Provisions)(Wales) Regulations 2013.

Sub section 2 of the 1984 Road Traffic Regulation Act states;

" (2)At the end of each financial year any deficit in the account shall be made good out of the [general fund][or, in Wales, council fund], and (subject to subsection (3) below) any surplus shall be applied for all or any of the purposes specified in subsection (4) below and, in so far as it is not so applied, shall be appropriated to the carrying out of some specific project falling within those purposes and carried forward until applied to carrying it out."

This section of legislation ring fences any surplus for specific purposes including the provision or maintenance of off-street parking, highway improvement and environmental issues.

Source of Income	**Income**
Penalty charge notices: On-Street	£975,360
Penalty charge notices: Off-Street	£254,472
On-street Pay & Display Plymouth & Oxford Street	£10,398
Total	£1,240,230

The expenditure associated with these operations, which offsets income from the on-street charges and payments of penalty charges notices, amounted to £1,172,213

There was therefore a reported surplus of £68,016.

Any surplus must be used for specific purposes. During the reporting period the three Park and Ride scheme operated by the Council reported a loss of £467,639.

Sub section 4B of the 1984 Act states: *'meeting all or any part of the cost of the provision and maintenance by the local authority of [off-street parking accommodation, whether in the open or under cover;]*'

Park and Ride car parks provide an important option to motorists visiting the City either on a regular or one-off basis. The resulting reduction in traffic flow into the City Centre not only reduces congestion but also helps reduce pollution levels, which are difficult to manage on the arterial routes into and out of the City Centre. Park and Ride services also support the business community by providing affordable

parking for city centre workers and shoppers. There is therefore a need to ensure the continued operations of these valuable services.

Therefore the surplus on the CPE budget of £68,016 is used to support the provision of the city's Park and Ride service.

iv) Telematics Service

The telematics team play a key role in helping the authority fulfil it's duties under the Highways Act (1980), the Traffic Management Act (2004) and the Statutory Instruments relating to traffic control and information systems and the requirements for electrical installations.

In particular the team deliver three important services to the authority:

a) the operation and maintenance of traffic control equipment (this includes traffic signals, pedestrian crossings, variable message signs, car park guidance and cctv);

b) Design of intelligent transport systems (a full design service ranging from single crossings through to multi junction networks, using various design and modelling tools); and

c) Transport modelling (which covers the modelling of schemes and highway amendments to understand their impact before they are implemented; the appraisal of transport assessments and statements submitted as part of the planning process; and technical support for the authority's regeneration and planning policy work).

In addition, the section carries out signal maintenance on behalf of Neath Port Talbot CBC via a contractual arrangement. NPTCBC have renewed the contract on 3 occasions, and indicate they expect the arrangement to continue. Further to this, we offer NPTCBC design and consultancy services for a range of Telematics schemes, and over the last 3 years have been involved in a number of Design and Build schemes. Including using CCS Construction Section this year for the first time.

Staffing

The Telematics section operates with 5 members of staff (having reduced it's staff count by 2 in recent years).

Additionally taking over the Transport modelling function has resulted in a reducing head count by an additional 2 posts in the Transportation section. This work has been absorbed by existing staff.

Operating Costs

Staff Costs	£ 215,000
Utility Costs (Electricity, Communications):	£ 121,000
Maintenance Costs (Second Line maintenance contract, UTC maintenance, reactive repairs):	£ 125,000
Income	- £127,000
Net cost	**£ 334,000**

Note: Contract costs, and staff costs include maintenance of Neath Port Talbot traffic signals. NPTCBC are responsible for their power and communications requirements.

It can be derived from above that the difference between staff costs and staff income (£88,000) represents the cost of undertaking first line maintenance, operation and monitoring of the Urban Traffic Control Centre and Transport Modelling functions. together with other non-fee generating work for the authority

Performance

Fault response is a key performance indicator for the service.

Classification	Response Target	KPI
Urgent Faults	2 hours	100%
Non-urgent faults	8 hours	98%

From a client perspective we have regular meetings with NPTCBC and they are extremely happy with the service received.

The service is continually seeking to reduce revenue budget commitments via targeted renewals and investment in new technology. Maintenance contract costs have been reduced by 50% since 2011 and cmmunications costs by over 80%. This represents an annual saving of £140,000 against the original 2011 costs.

Given the very public, high profile nature of the service, traffic congestion and perceived traffic congestion is a frequent cause of public complaint.

Service Provision

Demand on the service is driven by the travelling public, vehicular traffic is projected to increase by nearly 30% over the next 25 years.

Supporting the regeneration of the City Centre and Swansea Bay region as a whole is likely to increase demands on the service rather than decrease.

Reducing exising maintenance levels would be counter productive to the city centre and and regional regeneration. Traffic congestion and vehicular delays would increase whilst general road safety standards would fall.

‘Reduction in assets’ (i.e. removal of traffic lights etc) is often suggested but the reality is that roundabouts are more appropriate for low flow conditions and would not offer a viable alternative for traffic management during peak hours.

Installations will be decommissioned (subject to consultation) if demand and the benefits for pedestrians and cyclists have decreased to a level whereby signals are no longer the most appropriate type of control.

The team have successfully driven down the cost of service provision in recent years via investment in technology and the commercial sale of services to one neighbouring authority. Further opportunities do exist under these banners.

3.3.5 Financial Breakdown Traffic & Highway Network Management Group Budgets

Cost Centre / Section	Operating costs	Income	Net budget
26014 Bridge Maintenance	£200	Zero	£200
26016 Highway Improvements	£668	£620	£48
26019 Bridges & structures	£191	£132	£59
26020 Network and Development teams	£350	£136	£214
26081 Civil Parking Enforcement	£1,305	£1,332	-£27
26082 Car Parks	£1,400	£3,194	-£1,794
26084 School Crossing patrols	£266	Zero	£266
26085 Traffic Engineering Services	£992	£206	£786
26097 Park & Ride	£1,025	£646	£379
26100 Transport support	£9,289	£6,863	£2,426
26096 Bus shelters	£15	Zero	£15
26099 Transport Group	£594	Zero	£594
26095 Bus station	986	£955	£31
Total	**£17,281**	**£14,084**	**£3,197**

Most services within the group are capable of generating income.

Parking Enforcement, Car Parks and Highway Improvements already have the capability to be self-financing.

Other areas are mostly capable of generating some income via fees but still offer services to either the authority and/or the public without charge.

The Traffic & Highway Network Management Group (as a whole) is already close to becoming self-financing and there is management support for both reducing costs and generating increased income in future years.

3.3.6 Customer Satisfaction and Stakeholder Engagement

The service is customer facing and undertakes a considerable amount of stakeholder engagement.

- Officers regularly attend PACT meetings / public meetings to address community concerns and issues.
- Extensive public consultation as part of Safe Routes in Communities and Road Safety projects
- Excellent rating from schools and attendees of Road Safety Education events and courses.
- Client satisfaction rating of 82% (Timeliness), 83% (Quality)
- Contractor satisfaction rating of 83% (Timeliness) and 80% (Quality).
- Regular monitoring and Customer satisfaction surveys are carried out on school transport, local bus, park and ride services and at the Bus station.

95% of park and ride passengers are satisfied or very satisfied with the service

81% of customers think the Bus Station is good or very good

3.3.7 Conclusion on Current Service Provision

Precise comparator information is not available for all service areas due to the variance in services offered by different authorities. However from the comparator information available (public sector and private sector) there is clear evidence that the Authority provides cost effective and responsive Transportation and Traffic & Highway Network Management services.

3.3.8 Options Identified And Evaluated

- Develop Asset Management Plan for Car Parks
- Maximise use of Park and Ride sites
- Tailor Car Parking Tariffs to meet demand
- Invest to save opportunities in telematics equipment
- Charging for residents parking permits
- Charge for Sunday Parking within the city centre
- Charge in Car Parks that are currently free
- Greater collaboration and/or sale of services to neighbouring authorities
- Invest in new technology to improve safety (moving traffic offences)
- Invest in new technology to improve our service and efficiency (cashless parking)
- Review and refine operation within parking (Systems Thinking)
- Externalise on-street civil parking enforcement
- Use the All Wales Penalty Charge Notice Processing Office OR

  Collaborate with another authority to provide the same
- Offer City Centre Car Parks for sale or lease agreement
- Review school crossing patrols
- Generate additional s38/s278 (site adoption) income from developers via a revised fee structure to encourage take-up. A report on this is included as Appendix 7.
- Sale of Traffic Count Data
- Improvement of existing/construction of new ‘Available’ Walking Routes to Schools
- Investigate sale of Unmanned Aerial Vehicle (drone) services
- Invest in automated traffic count technology
- Web based platform for Traffic Survey Information
- Withdraw funding for bespoke Park and Ride service and divert local bus services
- Raise awareness and engagement with Transport Policy development

3.3.9 Key Findings Of Options Evaluated

- There are several invest to save opportunities, particularly in the parking, traffic monitoring and telematics fields, that need serious consideration. Smart investment in technology will allow us to become more efficient, improve our offering and potentially sell more services to neighbouring authorities.
- Parking is one area where we are not maximising the return on our assets. Competing and conflicting demands are an obvious hurdle we need to overcome but in the current financial climate parking proposals need to be considered.
- Some smaller authorities have contracted out the processing of Penalty Charge Notices and dealing with appeals, to the Wales Penalty Processing Partnership, operated by Denbighshire County Council. This was explored during the commissioning review, however costs of processing are much higher than using the in-house service. The City and County of Cardiff, the only other authority of comparable size, within Wales, also operates its own back office PCN processing operation. It has been established that operating in-house provides the best value for money. However, that does not preclude offering our services to other authorities, at a charge, thereby increasing income. The City & County of Swansea currently operates the 'Chipside' system for processing Penalty Charge Notices, in order for other authorities to join our operation they would need to aquire compatible software. Opportunities for further collaboration will be reviewed, as officers attend regular British Parking Association benchmarking and networking meetings.

- The potential of offering the Council car parks for lease or sale is not considered to be appropriate at this stage due to the transformational regeneration plans. There is a clear benefit to retaining control of the main parking areas whilst the City Centre isin a period of significant flux. This was assessed in 2012 and found not to be viable or beneficial to the Council's aspiration to regenerate the city centre. Please refer to Appendix 6 – Car Park Management Arrangements.

- Transportation functions could be delivered by a transport executive or Joint Transport Authority (JTA) although formation of a JTA with neighbouring authorities has previously been considered and discounted. It is clear from Welsh Government announcements that they expect more regional working between authorities and some changes may impact upon transport planning.

- In order to raise awareness and engagement with Transport Policy it is suggested that a report is taken to the Cabinet Advisory Committee on the current Local/Regional Transport Plan and its linkages with national transport policy
- Other opportunities to develop the service within Transportation are limited to low return projects which may or may not prove viable.
- As a largely discretionary service the only other opportunities for realising savings within Transportation (excluding school transport provision) are via

  i) lobbying Welsh Government re: funding provision; and

  ii) stopping services (and/or moving them to community based models).

3.3.10 Savings Already Identified

Savings already proposed and accepted for this cluster are tabled in Appendix 1 – Savings Agreed and total circa £1,265,000 (25% of entire Service Target).

In addition to this the following opportunities are proposed:

3.3.11 Opportunities Proposed For Progression

Ref.	Proposal	Value	Year	Explanation
TRF1	Develop Asset Management Plan for Car Parks	0	17/18	Increased Reputation and Better Quality Assets in alignment with Destination Management Planning
TRF2	Maximise use of Park & Ride sites (via private employee parking etc.)	20000	18/19	Manage to align with P&R demand
TRF4	**Amendment of second line telematics maintenance contract**	**10,000**	**17/18**	Capital investment required High confidence in delivery
TRF9	**Increased sale of traffic telematics services to neighbouring authorities**	**10,000**	**17/18**	Medium confidence in delivery. NPTCBC already engaged, ongoing discussions with Carmarthenshire. Income would be at risk if other Councils cut budgets.
TRF10	**Prioritise 1/2 of one fte within telematics to work on capital projects as a fee earner.**	**10,000**	**17/18**	Medium confidence in delivery.
TRF11	**Deliver operational efficiencies within Parking operations**	**60,000**	**17/18**	Reorganisation releases £60k of revenue funding and increased productivity. Medium confidence in delivery.
TRF15	**Systems Thinking review of the 'Charging for Waivers' process.**	**15,000**	**17/18**	This would involve charging firms for waivers to park in restricted areas for business purposes
TRF21	**Park & Ride cost reductions**	**200,000**	**17/18**	This saving can be offered up following the review and subsequent closure of Fforestfach park and ride site
TRN4	**Bus Station - Departure Charges**	**60000**	**17/18**	Increase in Income High confidence in delivery.
TRN5	**Bus Station – IT Hardware & Software Maintenance savings via collaboration with NPT**	**4000**	**17/18**	Collaboration with NPT on software licence. High Confidence.
TRN6	**Budget review: Bus Station – Premises Maintenance**	**30000**	**17/18**	Budget review enables a £30k per annum saving, subject to reserves being available should the budget be exceeded.
TRN7	Budget Review: Bus Operator Payments – Community Transport	40000	17/18	Derived from operating efficiencies and procurement of registered local bus services now being provided by a Community Transport operator.

				No reduction in service.
TRN8	Web-based Platform for Traffic Survey Information	0	17/18	Service improvement. Increases efficiency and assists with sharing of traffic data.
TRN10	Systems Thinking Review to rationalise workflow within the team	15,000	18/19	Service improvement. May require staff consultation. Potential risk to grant provision.
TRN16	Actively Lobby Welsh Government re: funding provision arrangements for concessionary fares	L	17/18	Potential significant saving if we can reduce our contribution
TRN17	Briefing Note on Transport Policy to be presented to Cabinet Advisory Committee to engage members in reviewing the transport policy	0	17/18	Service Improvement
TRN18	**Re-tender local bus services**	**1600**	**17/18**	Re-tender of services produced modest saving

3.3.12 Opportunities Proposed For Consultation

Ref.	Proposal	Value	Year	Explanation
TRF3	**Review car parking tariffs to match demand patterns**	**60,000**	**17/18**	Figure is based on 5% overall increase Confidence in delivery Medium Political decision required.
TRF5	Charge for residents parking permits.	140,000	17/18	Most authorities that operate schemes do charge for permits. This will enable the service to operate at zero cost. Political decision and consultation required.
TRF6	**Charge for Sunday Parking within city centre**	**40,000**	**17/18**	Modest charges proposed to offset operational cost. e.g. 50p for first hour and £2 all day.
TRF7	Charge in Car parks that are currently free	46,000	17/18	Political decision required. Additional income will offset existing maintenance costs
TRF8	Enforcement of moving traffic offences (via new technology)	30,000	18/19	Investment in new technology reqd. Welsh Government approval reqd. Will assist traffic flow and movement; will also generate income.
TRF12	Expand Camera Car Operation via use of other council vehicles	20,000	18/19	Capital investment £8k required Medium confidence in delivery

TRF13	**Withdraw funding for bespoke Park & Ride services and divert existing commercial local bus services via the Park & ride sites**	**200,000**	**18/19**	Local bus services may have insufficient capacity and may be less desirable for users. Risk in a reduction in use making the service less viable/cost effective. This would involve reaching agreement with transport operators.
TRF14	**Capitalising staff within Highway improvements**	**60,000**	**17/18**	Staff switch to fee earning and are only available to advise or assist internal services on a fee based arrangement.
TRF16	Review School Crossing Patrol sites	18,000	17/18	Five sites are staffed but also have pedestrian crossing facilities. Sites no longer meet GB Road Safety criteria for school crossing patrol sites. Political decision and consultation with staff (potential relocation).
TRF17	Review delivery of on-street civil parking enforcement operation	0	19/20	Engage a private contractor to undertake the issuing of penalty charge notices. Significant risk to Council reputation. NPT have recently brought the service in-house to mirror CCS model
TRF20	**Remove budget for implementing residents parking schemes**	**80000**	**17/18**	Residents parking schemes would have to be funded through community budgets or other funding sources

3.3.13 OPPORTUNITIES THAT REQUIRE INVESTMENT

Ref.	Proposal	Value	Year	Explanation
TRF18	**New Technology Spend to save investment in cashless parking**	**20,000**	**17/18**	Introduction of cashless parking technology within car parks will reduce manual reconciliation costs.

3.3.14 ADVERSE PROPOSALS

In order to ensure members have options which are capable of realising the 50% savings required a number of adverse proposals have to be presented.

These are options not recommended by Officers but they could be considered if required.

In almost all cases these options are delivered by a reduction or cessation of services.

Ref.	Proposal	Value	Year	Explanation
TRF19	Stop all school crossing patrols	250,000	18/19	Not Statutory. Consider alternative (community) funding as per the NPTCBC model. Initial adverse reaction. Political decision and consultation.
TRN9	Cease electronic provision of information at the Bus Station and revert to paper.	36,000	17/18	Inferior service which cannot react to service changes or convey variable messages to the public.
TRN11	Cease subsidised funding of remaining public transport routes (100%).	688,000	18/19	Only services funded through the Welsh Government's Bus Services Support Grant to be retained. Two other Local Authorities in Wales are known to have taken this approach. Risk that Welsh Government could withdraw its funding leaving some areas without a local bus service. Confidence in delivery: Low
TRN12	Withdraw funding for the four Community Transport schemes that provide services within the Council's area.	88,000	18/19	Service users who cannot access conventional local bus services through age or disability would not be able to make journeys. Consultation and EIA required. Issue with Prevention. Confidence in delivery: Low
TRN13	Withdraw funding for bus shelter maintenance and remove as they become life expired or damaged	10,000	17/18	Areas would be left without bus shelters unless Community Councils could be encouraged to take them on.
TRN14	Withdraw funding for survey team	M	18/19	5 part-time employees plus 2 vacant posts (inc. supervisor). Significant safeguarding issues with checks on school transport personnel and vehicle licensing not being undertaken. Other duties would need to shift (reducing true saving) or cease (duties include surveys, TRO posting, Bus Station banksman duties etc.).
TRN15	Overnight closure of Swansea City Bus Station – reduction in security costs	14,000	17/18	National Express services would use Wellington Street. Loss of departure charges £7k p/a. Safety implications to the travelling public.

3.3.15 Key Risks

- Reduction in grant funding (Welsh Government or European) could lead to reduced opportunity to earn fees, reduction in staffing levels and an inability to support members and internal clients on projects such as City Centre Redevelopment, Fabian Way Strategy and Community budget scheme feasibility / cost estimates.
- Cessation of NPTCBC telematics maintenance SLA would mean a loss of fee income that has been used to subsidise the CCS telematics maintenance contract, this would place an additional burden on CCS revenue budgets
- Reduction in telematics funding would lead to a reduced ability to maintain traffic signal junctions, reduction in ability to respond to faults, further leading to increased congestion, risk of accidents and claims / action against authority's failure to comply with statutory duties. There may also be increased maintenance contract costs which will exceed revenue budget provision.
- Reduction in bridge and structures maintenance funding may lead to closure of some sections of the highway network which will affect accessibility. Catastrophic failure may result in threat to life, permanent loss of elements of the highway network and prosecution against the authority.
- Reduction in Road Safety Engineering and Education, Training & Publicity would reduce our ability to respond to and support members, AM's and MP's. Inability to respond to community concerns regarding speeding and road safety. Increased risk of Road Casualty accidents especially amongst our most vulnerable sections of community with corresponding reputational damage to the authority and action / claims. This may also result in an inability to undertake Road Safety audits for all highway improvements which will prevent the authority defending Coroner court actions / civil claims.
- Budget projections are based on current parking incomes, however there is a risk that these incomes could decline as shopping trend and patterns (e.g. online shopping) continue to change. However it is felt that this will be mitigated by the regeneration proposals.

3.4 HIGHWAYS MAINTENANCE AND ENGINEERING SERVICES (CLUSTER)

3.4.1 The Highways Maintenance and Engineering Services are a Hybrid set up with 80% of the workload carried out by the in-house sections and 20% carried out by external contractors via external procurement frameworks. Works contracted out are still managed by the In-House Technical and Operational services.

The overarching service operates from a depot based at Clydach and is made up of three sections:

- **Engineering Services**; including
  Street Lighting, Construction Works and Plant Services.

  Engineering Services directly employs 54 members of staff (excluding shared business, financial and administrative support staff);
- **Highways Maintenance**; including
  Planned Maintenance, Routine and Re-active Maintenance, Winter Maintenance, Highways Emergency Service, Street Works, Drainage and Coastal Management and Highway Licensing and Enforcement. Highways management systems.

  Highways Maintenance employs 77 members of staff (excluding shared business, financial and administrative support staff);
- **Support Services** including
  Finance, purchasing and stores activities which are embedded in delivery;.

Together these services are responsible for:

- Asset management, highways policy and guidance. The Highways Asset Management Programme (HAMP) is very detailed and explains how the Highways service works and considers all its assets. This is available online at http://www.swansea.gov.uk/highways ;
- Road resurfacing, footway resurfacing, safety barriers, white-lining, PATCH;
- Potholes, drain cleaning, pavement repair, signs, weed spraying;
- Lighting design, repair and replacement, illuminated sign maintenance;
- Civil Engineering construction works, including major schemes, development works and grant funded schemes;
- Highways Emergency Response 24 hours a day all year round;
- Winter Maintenance; including planned pre-salting, salt ('grit') boxes, snow ploughing, responsive salting;
- Plant hire and maintenance;
- Co-ordination and Control of Utility Companies, events and all other highway works, interferences and road closures;
- Drainage consent, major flood relief schemes, surface water flooding and coastal defence management;

- Licensing and Enforcement for skips scaffolding, signs, works, and obstruction dangers;
- Finance, Purchasing and Stores. Highways claims management.

In order to ensure that the service can adequately respond to situations which often arise as a result of extreme weather conditions, staff resources can be called upon from across the entire service. This allows the Highways Maintenance function to operate with an overall lower staffing level.

It is critical that the Authority maintains a 24/7 highway emergency response service in order to comply with it's statutory duty to maintain safe passage over the highway and to prevent and respond to flooding.

3.4.2 Good Practice Identified:

- Fully committed to Association for Public Service (APSE) Benchmarking, with a solid overall performance.
- 2012 Highways Maintenance "Best Improvement" Finalist in the APSE performance networks awards.
- Swansea pioneered the now recommended publication of a programme of planned maintenance works since 2000 for Welsh Authorities.
- The PATCH inititive (Priority Action Team for Community Highways) is acknowledged as good practice and publishes planned schedules in advance.
- Swansea is an active member of the All Wales Asset Management Project cited as good practice by the Chief Executive of the Institution of Highway Engineers. Swansea's Highways Asset Management Programme(HAMP) and online publication of the PATCH schedule is available here http://www.swansea.gov.uk/highways
- The recent Pot Hole initiative (targeting repairs within 48hrs) has been delivered well and has been positively received.
- The ethos of continuous improvement and the use of Systems Thinking is already well established within the Service (e.g. Driving Forward Programme; Overgrowth Noticing).
- Cross-Service working (internal collaboration) is strongly supported and encouraged with staff being trained in more than one area of specialism.
- Openly engaged in collaboratibve works with other Councils and organisations (Fire and Rescue Services, Multi Agency Flood Group, Probation Service).
- Lifecycle 'cost of ownership' and preventative measures feature strategically in programme planning and asset management. For example, Swansea was one of the first Welsh authorities to embark upon a programme of lighting replacement (with LED lamps) in 2012, reducing maintenance costs and contributing towards carbon reduction at the same time.
- Swansea's approach to thorough Gully Cleaning which focuses on outcomes in terms of flood reduction rather than 'fix times' was highlighted as Best Practice at an APSE conference.

- 2010 All Wales intervention Levels for safety defects agreed and implemented by Swansea. This is recognised as the way forward. Agreements have not yet been reached in England or Scotland;
- Robust Winter Maintenance and Safety Policies which have stood up to legal challenge.
- Open to the use of new technology to provide better services e.g. mobile technology (for works ticketing) and thermal mapping of the road network (to enable more effective targeted pre salting treatment of the highway).
- Operation and promotion of a Winter Warden scheme enabling local residents to assist in Winter maintenance duties (such as locating and using salt bins) was highlighted as Best Practice by a national review and acknowledged internally by Scrutiny as a good way to engage with communities.
- Reduced staffing structure: 13 senior staff (40%), including Head of Service, managers and supervisors have left and not been replaced over the last 5 years.
- Although perceived as an 'easy target' for criticism, there is strong evidence of high quality work in both major and minor projects, and in provision of a service which is of value to residents.

3.4.3 Current Business Model

The service is provided via a 'hybrid' operating model which allows work to be delivered by in-house services or the private sector as is appropriate. The majority of Welsh Authorities operate their 'Highways Services' similarly with a mixture of in-house and external provision.

Works carried out by the Highways Maintenance and Engineering Cluster spans four different types of service: statutory oversight (policing and ensuring compliance of others); client and design functions; commissioning work; and operational work. Almost all of the operational services cover more than one type of role e.g. Planned Maintenance provide a Client and Design function, and also commission services.

The Highways service recognises that not all specialisms can or should be delivered in house for cost, efficiency or resilience reasons and as a result some works are outsourced via one of three channels:

a) Through a partnership framework;
b) Via competitive procurement processes; and
c) By a combination of in-house provision and external supply.

These arrangements are further detailed as follows:

a) Partnership Framework

The Service tendered a framework partnership in 2008 and again in 2012 with the successful tender on both occsions being a consortium of a specialist resurfacing company and an established civil engineering contractor.

Utilising an operational partnership approach adds resilience and allows progression of works where internal resources are fully committed. For example, following an award of a £300k quick spend grant from Welsh Government we were able to allocate the money directly to the partner to undertake necessary works when in-house resources were already committed to end of year schemes. The Partner

undertook work on behalf of the Authority as a priority at a time when all local Authorities in Wales were trying to spend their own additional funding.

The partnership approach allows the Council to place orders for work at a best value rate without having to undertake a new procurement process for each separate order. The partnership is now in it's eighth and final year (subject to current open tender results) and is considered to have worked well. The Authorities' partner commented on this as follows:

"we are able to provide significant economic and performance benefit to the authority by providing a single point of contact to manage numerous specialist maintenance schemes throughout the authority, from footway improvements to highway drainage works. "The partnership arrangement allows us to reduce our supervision and measurement costs through joint working and by being part of a joint team."

This Partnership and partnership approach is referred to throughout this paper.

b) Competitive Procurement

It is not always practical or cost effective for the Council (or the partner) to provide a service directly. For example, specialist resurfacing processes require significant capital investment in plant and materials, and unless such plant is heavily utilised it sits idle, depreciating.

Where neither the Council nor the partner have the required expertise or resource to deliver specialist works the Council may seek to procure that service competitively; either as a single competitive procurement or via period frameworks e.g. for road markings and safety barriers.

Using competitive procurement for services outside of the Partnership agreement ensures the Council can still obtain best value from the private market.

c) Combination

This is where the service is provided 'in-house' but parts of that service are still procured externally. This is the hybrid operating model at a functional level and can be demonstrated by the in-house Plant department which owns its own fleet, but hires in from external companies those plant items that are not cost effective to procure and hold internally.

This allows the Council to benefit both financially and logistically from operating it's own Plant Service whilst still ensuring the sourcing of specialist equipment for hire is managed corporately and continues to be provided at best value.

Each of these approaches features some degree of external procurement of services.

The principle and practice of procuring specialist works (versus in house provision of everything) is well established and was recently challenged following a staff suggestion to undertake road lining in house. A feasibility study was undertaken which evidenced that such specialist work could not be delivered competitively by the authority.

This typifies the issues around specialist service provision where plant and equipment are expensive and not fully utilised. This is presented as Appendix 8 - Feasibility of Lining Works.

Financial Overview of the Cluster

The Operational Units managed and controlled budgets during 2015/16 as below:

Engineering	**Turnover**	**Surplus**
Construction Trading Account	£3.6M	£290K
Plant	£659K	£113K
Street Lighting Maintenance	Budget of £1.5m	
Highways Maintenance Budget	**Budget**	**Income**
24001 City Centre	£69,800	
26015 Coastal Protection	£34,900	
26017 Drainage	£116,000	
26028 Structural Maintenance	£1,402,900	
26029 Environmental Maintenance	£153,400	
26030 Safety Maintenance	£321,500	
26040 Winter Maintenance	£354,200	(£10,000)
26043 Routine Repairs	£1,827,400	
26044 Admin and Professional	£961,958	(£196,700)
26045 Flood Protection	£156,300	
26050 Operational Wages	£10,900	
26052 Routine Maintenance	£32,600	
26053 Recycling	£1,900	
Total Incl. Finance Purchasing & Stores	£5,443,758	(£206,700)

The following Capital Budgets are also managed by the Cluster.

C02971 Castle Sq. Refurbishment	£7,000
C02990 15/16-Footway Renewals	£718,000
C02991 15/16-Dropped Crossings	£29,000
C02992 15/16-Repl Safety Barriers	£69,000
C02994 15/16-Carriageway Resurfacing	£1,338,000
C02995 15/16 Highways Spend to Save Programme	£1,000,000
C03307 Urgent Infrastructure Works	£142,000
C03369 15/16-Street Light Refurb	£428,000
C03512 15/16-Drainage Works	£440,000
C03551 Purch Plant Vehicles & Equip	£18,000
C03570 15/16-Unadopted /Private Streets	£101,000
C06228 West Cross Coastal Defence Wall	£181,000
C06230 15/16 Coastal Defence Works	£100,000
C06231 15/16-Wind Blown Sand Mitigation Works	£10,000
C07580 Cemetery Road Resurfacing 09/10	£102,000
Total Capital Projects	**£ 4,683,000**

3.4.4 Performance Comparison

Each function of the service has been examined individually and is presented as a description of how the service operates followed by its benchmarking and performance statistics which are provided as evidence.

A variety of benchmarking is undertaken across the Highways service to monitor performance and efficiency, ranging from Welsh National Performance Indicators to A.P.S.E. benchmarking. Comparisons are also undertaken with private sector rates and Welsh Government Frameworks.

Swansea are Welsh representatives for both maintenance and lighting with A.P.S.E. and have been involved in development of the joint Society of Chief Officers of Transportation in Scotland (SCOTS) / County Surveyors' Society Wales (CSS Wales) Performance Report and chair the Wales Highway Maintenance Performance Group.

A.P.S.E. performance indicators for 2014/15 have been used as the indicators are issued in November and the 2015/16 results have not been published to date. Where possible the information provided for 2015/16 has been provided to show trends.

Engineering Services

Engineering (as a group) directly employs 54 members of staff (operational and manual) and receives additional back-office support from the Finance, Purchasing and Stores section.

1. Engineering Services – Construction Works

The Council's construction team numbers just 26 staff in total and operates as an internal contractor for the rest of the service, other departments across the Council and external bodies/companies.

The team has no revenue budget per se and operates via a Trading Account which allows it to recoup it's costs. In 2015/16 it turned over £3.6m and generated a surplus of £290,000.

The team carry out work on a competitive price basis comparing against the competitively procured Partnership Framework.

Works undertaken by the Construction Team include:

i) Section 278 (S278) and Section 38 (S38) works for property developers.

Under the Highways Act 1980 a legal agreement (S278) is required with the Highways Authority (the Council) as part of a planning application, before any works can be carried out on the public highway. For example, alterations to the highway which would allow access to a development site (roundabouts, junction improvements etc.).

Further, where a developer proposes to construct a new estate road for residential, industrial or general purpose traffic that may be offered to the Highway Authority for adoption as a public highway then an S38 agreement prior to the works commencing is the preferred route.

Under either approach, developers are usually responsible for all aspects of work (design through to completion) and may employ a road works contractor, but if an S38 agreement is made before construction starts then the Council can ensure it is constructed to the appropriate standard with proper lighting and drainage.

By providing design and construction services to the private sector at a competitive rate, the Council benefits from the income source and also realises an additional benefit of certainty that the highway has been build correctly and to the correct specification.

In using the Council as a contractor, the developer benefits from garaunteed adoption of the works; they do not have to purchase a bond to protect against contractor insolvency; and they do not have the normal one year works maintenance period to cover.

An internal audit of the Highways Trading Account for 2015/16 acknowledged that *"Section 278 and similar income generating works procured from the private sector are a valuable source of income for the Authority."*

Income generated from external sources during 2015/16 amounted to £541,000.

ii) Community Budgets works.

The Community Budgets programme provides Ward Members with a £9,388 per annum allowance (2016/17) which can be spent in support of local improvements and events.

Where highway improvements are requested, the Council's Facilities Management team assist members with their client responsibilities to ensure both legal and corporate compliance.

In addition to this, discussions on design, feasibility and cost are provided by the Engineering Service, resulting in an outline design and cost estimate being provided. This is undertaken as 'business as usual' and is not charged back to the community budgets.

Chargeable works commence when an order is placed and either: a) the work is delivered based on the estimated price; or b) further design and planning is undertaken (for larger works) prior to commencement.

In offering this service to members the Council seeks to :

- Ensure best value is obtained (in addition to competitive construction rates the Council does not have to incur or levy additional licencing charges);
- Ensure compliance with process and protect members' interests as they become the 'client' (with legal responsibilities) under the Construction (Design and Management) Regulations (CDM);
- Ensure that works undertaken are properly licensed, have due regard for Health and Safety (of both the workforce and the general public) and are not detrimental to the asset (the highway);

Whilst there is a perception that works undertaken internally are often expensive or slow to be delivered, this is genuinely quite often due to statutory procedures and costs as illustrated in the yellow lining works example below where the actual 'work'

element is just over 6% of total cost and legislative requirements add to both cost and delivery time.

Requirement: Provision of 50 metres of double yellow lines		
Activity	**Cost**	**Comment**
Advertising	£600	Legislative requirement
Legal Fee	£300	Legislative requirement
Lining Works	50m x2 lines x £0.60 per metre = £60*****	* Lining works are externally procured for efficiency reasons (see 3.4.3) and works are grouped with other lining activities to avoid standard minimum works charges.
Total	**£960.00**	

Further detail of the process, legal responsibilities and examples of work can be seen in Appendix 9 – Community Budgets

The works undertaken are generally priced using rates from the competitively tendered framework contract where appropriate. However there are some activities where the nature and scale of the works mean that it is not possible to use the framework rates. In these circumstances a bespoke estimate is provided.

It is acknowledged that the framework contract is not always the most appropriate mechanism for pricing small scale works as the contract was intended to be for schemes above £100k. However the framework is about to be retendered with more appropriate banding for smaller scale works.

iii) Work for internal clients.

In undertaking work for client departments the initial price estimate provided is always a competitive one as a comparison will have been made to the competitive framework (partner rates).

In addition to this there are other advantages to the client and the authority. i.e.:

- Where works are completed ‘under price’ the saving remains with the client
- Management, coordination and compliance costs are kept to a minimum
- The long term cost (and protection) of the asset is assured

Engaging with the client at design stage can often result in a change to the specification or the construction methods, particularly where budgets are limited and the work is ‘value engineered’ to deliver a similar output at less cost without compromising quality.

Where it is not possible to revise the specification to meet the budget without undue compromise then a price review may be undertaken to ascertain whether tendered rates can be reduced. Whilst this is not a sustainable practice it can be considered, particularly on larger schemes where there is a greater corporate need.

iv) Work for other clients.

In addition to the above scenarios chargeable works are also undertaken for residents of Swansea (e.g. provision of vehicular access to properties) and work to

install a new signal crossing was recently undertaken for a neighbouring authority which was completed and well received by the client.

There is potential for increased works of this nature and one scheme has already been requested for delivery during the next financial year.

Expanding the service and delivering a greater volume of works both internally and externally has been proposed as an opportunity.

Construction Work - Benchmarking

Whilst budget holding sections tend to use performance benchmarking such as the A.P.S.E. indicators, the Construction Division do not have a revenue budget but operate as a contractor within the Authority. Income generated from works undertaken covers all operating costs and any surplus monies supports budgets across the Highways functions.

In general, work undertaken internally is priced using the competitively procured Partnership Framework as a guide to charges.

However, as the tender was primarily for schemes or groups of schemes exceeding £100,000 in value, the charging structure does not lend itself to smaller works and in these instances jobs are priced on merit and an estimate submitted to the client for approval. The restructuring of the new partnership agreement will address this matter and make the pricing structure more appropriate for all works.

One major difference between internal and external provision of schemes is that external contractors will require work to either be designed and have working drawings produced, or client staff being on hand to direct the works. This results in higher overhead costs to client's who then have to plan, manage, procure and/or supervise works. This overhead can be reduced when the internal service is used as the section's experienced staff undertake these functions on the Client's behalf.

In addition to value engineering schemes, the section will endeavour to assist internal Clients where budgets are severly restricted. This can be managing entire schemes or reviewing the framework rates endeavouring to improve on them. This is possible on some schemes, particularly larger ones, but would be unsustainable on a wider scale.

Two examples of this are:

a) works at Penyrheol Comprehensive where the section acted as the Principal Contractor for all stages of the project and in addition, designer for one stage, saving the client approximately £3,500; and

b) a surfacing scheme at Gors School was reassessed producing a saving of £3,400 which enable the scheme to proceed.

2. Engineering Services – Street Lighting

The Street Lighting team currently consists of 25 members of staff (with 2 of these positions earmarked as savings).

The team has a revenue budget of £1.5million and also manages a capital budget of circa £250,000 for refurbishments and asset replacement.

The Authority has a large lighting stock comprising of around 28,500 street lights, 4,100 illuminated signs and bollards and approximately 900km of underground cable. The service actively participates in A.P.S.E. benchmarking relating to lighting and carbon reduction. The full A.P.S.E. lighting report is attached as Appendix 10 – APSE Street Lighting PIs

The condition of lighting assets (columns and bracket arms) is managed via an externally procured structural testing programme, with the results used to produce the capital programme for ongoing replacement.

Undertaking lighting works in-house allows the Service the flexibility to alter work plans to cater for unforeseen circumstances, whereas doing so with an external contractor is likely to attract a financial penalty (or compensation payment).

The recent Local Government Borrowing Initiative (L.G.B.I.) provided £6.7m of funding. To maximise the benefit from the initiative the funding was used to purchase modern L.E.D. lanterns and dimming gear whilst the installation was funded via the existing (revenue) maintenance budget.

This enabled two initiatives to progress :

i) the replacement of traditional lighting with L.E.D. lanterns (70% of the authorities lanterns are now L.E.D.); and

ii) the introduction of dimming gear on non-L.E.D. lanterns (this accounts for a further 10% of columns).

Both measures will have long term benefits in energy reduction, carbon emission reductions and lowering maintenance costs.

Approximately 20% of the authority's columns have not been addressed by this programme and a significant element of these remaining columns will be on private streets or land owned by the housing department. A capital investment of circa £1.5m would be required to procure the necessary hardware to complete the rollout of L.E.D. lanterns. Installation costs would be in addition to this.

The Authority as a whole has a target to reduce carbon emissions by 30% by 2020 and is on track to deliver this. It is estimated that this energy saving initiative will reduce carbon emissions by 40% over the lighting network making a significant contribution to the Authority's target.

The savings from energy reduction and the reduction in maintenance requirement will realise an annual budget saving of £400,000 per annum whilst continuing to provide street lighting to the communities.

Lighting Benchmarking

WALES / SCOTS 2014/15

A.P.S.E. Indicator		Highest in Wales	Avg.	Lowest in Wales	C&CS	Position in Group
PI 06a	Energy cost per street lamp	£52.03	£41.16	£32.53	£38.17	5th of 14
PI 18b	Average annual electricity consumption per street light (measured in KwH)	495.89	386.37	264.70	315.13	2nd of 13
PI 37b	CO2 emissions per street light (measured in Kg)	264.36	205.98	141.11	168	2nd of 13
PI 01a	Average cost of maintaining street lights.*	£160.81	£75.18	£19.44	£160.81	13th of 13
PI 04	Average time (days) to restore lamps to working order. (Authorities)	9.89	4.31	1.28	19.2**	-- **
PI 05	Average time (days) to restore lamps to working order. (External Electricity Provider)	30.61	14.29	5.00	9.23	4th of 10

*See Performance Indicator Note below

**Data was submitted to A.P.S.E. but was excluded in the indicators as it was believed that the method of measuring was inconsistent with other Authorities.

NATIONAL 2014/15

A.P.S.E. Indicator		Highest	Avg.	Lowest	C&CS	Position in Group
PI 06a	Energy cost per street lamp	£69.05	£42.44	£23.03	£38.17	20th of 59
PI 18b	Average annual electricity consumption per street light (measured in KwH)	597.95	387.62	200.66	315.13	10th of 57
PI 37b	CO2 emissions per street light (measured in Kg)	447.49	208.72	88.45	168	11th of 59
PI 01a	Average cost of maintaining street lights*	£160.84	£73.59	£19.44	£160.81	56th of 56
PI 04	Average time (days) to restore lamps to working order. (Authorities)	12.78 days	4.41	1.28	19.2**	--
PI 05	Average time (days) to restore lamps to working order. (External Electricity Provider)	39.40 days	14.23	3.00	9.23	18th of 44

*See Performance Indicator Note below explain performance

**Data was submitted to A.P.S.E. but was excluded in the indicators as it was believed that the method of measuring was inconsistent with other Authorities.

Benefits of the initiative started to take effect in 2015/16, the table below showing the performance imptovements in 2015/16.

WALES 2015/16

A.P.S.E. Indicator		C&CS Submission	Trend Against 2014/15
PI 06a	Energy cost per street lamp	£30.28	-20.67%
PI 18b	Average annual electricity consumption per street light (measured in KwH)	296.79Kwh	-5.82%
PI 37b	CO2 emissions per street light (measured in Kg)	158.218Kg	-5.95%
PI 01a	Average cost of maintaining street lights.	£51.60	-68%
PI 04	Average time (days) to restore lamps to working order. (Authorities)	11.54 days	-38.54%

Whilst the tables above may present some of the indicators in a questionable light, this is due in no small part to the way the indicators are compile and a conscious decision to concentrate resources on the lamp replacement programme rather than daily maintenance. This is explained in more detail below:

Performance Indicator Note

1. **PI 01a** – Abnormally high due to inclusion of LGBI capital expenditure of £3.3m. (PI is calculated as total expenditure less energy charges). Post spend it is anticipated that we will compare favourably with other authorities.
2. **PI 04** – Resource was intentionally focussed on lantern replacement ahead of repair in order to drive benefits from the LGBI investment programme. Response times during 2015 show a 68% improvement and the current response time is circa 5 days. The LGBI investment will lead to less frequent failures and enable further improvement in this PI.
3. **PI 05** – Many Authorities do not own their cable network and faults are rectified by an external provider. The results locally and nationally compare poorly with those for the Local Authorities.

It is anticipated that the reliability of the L.E.D. will reduce maintenance costs and indicators will improve considerably over the coming years.

Design work is undertaken for internal departments and external companies such housing developers. The rates charged compare favourably with the National Procurement £25k+ Framework 2015 (N.P.F.) and the Welsh Government Technical Consultancy Framework (W.G.T.C.F.) as evidenced in the table below.

Position	C&CS Equivalent	Consultant Average N.P.F	Consultant Average WGTCF	C&CS Hourly Rates*
Principal Engineer	Street Lighting Manager	£49.17	£48.55	£47.96
Chartered/ Senior Engineer	Senior Engineer	£36.30	£36.63	£37.38

Graduate/Senior Technician	Lighting Designer or Inspector	£33.00	£33.37	£29.27

*CCS rates include the overhead costs

3. Engineering Services – Plant Services

Following reorganisation in 1996 a plant department was established to:

- Increase efficiency and ensure the availability of quality plant items at the depot at least possible cost
- Protect the welfare of the workforce by updating plant to comply with Health and Safety legislation e.g. Anti-vibration to protect against hand arm vibration (H.A.V)

Plant services is a two man operation based at the Clydach depot.

The section operates on a commercial basis, covering all costs and the trading statement for 2015/16 is detailed below.

Category	**Expenditure**	**Income**
Staff/Employees	£73,902	
Premises, stores & Finance support	£120,442	
Internal recharges	£242	
Transport	£28,111	
Procurement	£647,593	
Income from sales		£27,300
Income from hires		£956,538
Total Gross Expenditure and Income	**£870,290**	**£983,838**
Trading Surplus		**£113,548**

There are significant operational advantages in operating an internal plant service:

- Operational efficiency. The Highways haulage fleet is parked at the operational Clydach depot in accordance with the statutory ‘O’ Licence obligation. The workforce collect plant from the on-site plant shop saving time in travelling to private hirers.
- Plant usage is booked against project codes and recharged accordingly, generating income. The surplus generated in 2015/16 was £113,548.
- All income through hire is available to support budgets and purchase new plant, maintaining high standards and utilising new technology.
- Substantial savings are realised through purchase of plant consumables, e.g. Disc cutter diamond blades. External companies charge approximately £30 per millimetre of blade wear, irrespective if the items are returned with less wear. Purchase of blades for owned plant realises savings of £228 per blade. At current usage this equates to £9,500 per annum.

- Plant is maintained internally ensuring high standards.
- Owned plant has vibration recording equipment which protects the health and well-being of workforce from Hand Arm Vibration Syndrome (H.A.V's) and Carpel Tunnel. Reports are produced which show the vibration data for both the plant items and the users of that plant, ensuring that the wellbeing of operatives is managed in the most effective way possible. This data is also vital when defending claims for industrial injury/disease. Hire companies do not operate the same electronic system which was highlighted during a recent H.S.E. investigation.

Plant is continually monitored and items added to the fleet where usage justifies or existing plant replaced where it is beyond economic repair, or where changes in health and safety requirements necessitate upgrading.

Great care is taken when purchasing plant to ensure the correct purchase is made, with the following procedure being adopted.

- Use past experience of the plant item e.g. reliability, functionality, longevity etc
- Consider purchase cost, value for money and any residual value.
- Consider the compatibility of new plant with existing plant (not just operationally but also in terms of 'cannibalising' parts to save on repair costs).
- Consult with plant hirers and colleagues within the industry or field of specialism, to gather their experience with the prospective items to be purchased.
- Consult internet reviews.
- Arrange for the item to be supplied on a trial basis, where possible.
- All plant is purchased in accordance with Contract Procedure Rules (CPR)

Plant benchmarking

Smaller items of plant are generally purchased and larger items such as excavators (where the frequency and type of work undertaken would not support the purchase of such items) are hired from local companies via the Authority's Contract for Hired Plant.

Contract hire rates available to the Authority are generally significantly lower than those available to the open market due to the suppliers' preference to deal with a large organisation such as the Council.

The table below shows a comparison of rates between the Council's Plant section and the lower rates submitted on the plant tender.

Plant Item	Supplier A costs £ p/w	Supplier B costs £ p/w	Supplier C costs £ p/w *	Supplier D costs £ p/w	**Highways Plant £ p/w**	Saving against Cheapest £ p/w	Saving against average £ p/w
1.5t 360 machine	124.00		140.00	155.00	**99.90**	24.10	39.77
1.5t Hammer	80.00		98.00	125.00	**74.00**	6.00	27.00
Roller 80	80.00		94.00	95.00	**83.99**	-3.99	5.68
Single drum roller			119.00	100.00	**59.94**	40.06	49.56
Trailers	40.00		15.00	5.00	**4.81**	0.19	15.19
14" floor saw	52.00	40.00	25.00		**20.00**	5.00	19.00
12" petrol disk cutter	32.00	20.00	13.00		**13.00**	0.00	8.67
Cement mixer	17.60	14.00	10.00		**9.25**	0.75	4.62
Vibrating poker unit	40.00	30.00	9.00		**8.51**	0.49	17.82
24v Drill	32.00	24.00	17.50		**11.10**	6.40	13.40
9" trench foot compactor	44.80		20.00		**19.98**	0.02	1.62
3kva generator	28.00	22.00	16.50		**13.00**	3.50	9.17
Hydraulic power pack	56.00	50.00	25.00		**22.20**	2.80	21.47
compactor plate	40.00	25.00	17.00		**17.02**	-0.02	10.31
petrol Strimmer	36.00	25.00	18.00		**9.99**	8.01	16.34
petrol hedge trimmer	36.00	24.00	18.00		**5.18**	12.82	20.82

***** Only supply within the industry

When plant required isn't owned it is hired in from the framework at very competitive rates. The table below shows rates available to C&CS in comparison to those offered to the open market. This shows the Authority not only provides best value in it's plant hire, but also drives to achieve best value from it's own suppliers.

Plant Item	Supplier 1		Supplier 2		Supplier 3	
	Rate to Authority	Rate to private company	Rate to Authority	Rate to private company	Rate to Authority	Rate to private company
13 Tonne excavator	£26/hr	£32.50/hr	£31/hr	£34.10/hr		
20 Tonne excavator	£35/hr	£43.75/hr	£35.50/hr	£39.05/hr		
J.C.B.	£20/hr	£25.00/hr	£23/hr	££25.30/hr		
16 Tonne Lorry					£32.41/hr	38.50/hr
Lorry with Crane					£28.05/hr	37.00/hr

Under the Contractors Plant Agreement (C.P.A.) many items hired through external suppliers do have a minimum hire period which will vary from 3 days to 2 weeks, with the corresponding associated hire charges applying.

Authority owned plant has the added advantage of having no minimum hire period.

Highways Maintenance

Highways Maintenance (as a group) directly employs 77 members of staff (operational and manual) and receives additional back-office support from the Finance, Purchasing and Stores section.

At a recent conference on Highways a comparison was given in relation to spends on the local road network. This is summarised below:

- Local Road networks have a typical lifecycle spend of £34,000 per km;
- The Welsh average for local road network spend is £8,800; and
- Swansea has an even lower spend at just £7,000 per km.

This statistic highlights the comparative lack of funding on Highways in Wales compared to the required lifecycle spend.

4. Highways Maintenance – Planned Maintenance

The service provides a core client/design function which is a fee based commissioning service using both ‘the partnership’ and individual tenders/ frameworks. This is a small in house team of six staff (5.5 fte) and fees charged are based on actual time spent on a job. Fees are also monetarily capped by the service at 90% of the maximum fee value prescribed by the Association of Civil Engineers (ACE) consultants.

Using the Partnership provides additional and specialist resources for Capital works programmes alongside the Construction Team.

The Highways Act 1980 sets out the main statutory duties; in particular Section 41 imposes a duty to maintain highways at public expense. This duty is further developed in the code of good practice for highway maintenance.

The service delivers robust asset management approaches for the Highway Authority for all non-trunk roads maintainable at public expense. The network includes 1102 km of carriageway and 1500km of footway, this includes long term maintenance of the asset through the Highways Asset Management Plan, the 5 year Highway Works Programme and monitoring the road surface friction results.

The service is a member of the All Wales / Scots Asset Management Project where new legislation and best practice is regularly discussed, and where practicable responses can be made on an all Wales basis. Contracts can also be shared with other Authorities via this vehicle (e.g. the Carmarthenshire framework can be used by C&CS and is checked for a price comparison if works are tendered).

Swansea were heavily involved in the development of the PI Reporting toolkit (used for CIPFA returns) which was developed via the All Wales Asset Management Project and CSS.

The section oversees the PATCH programme to undertake localised repair works where local Members are actively engaged in identifying problems within their ward. This function relies on the ability to balance network need with political demands. This arrangement was studied by City of Cardiff Council's Scrutiny team in 2013/14 and recommended as good practice. The PATCH programme is carried out by the Partners on competitively tendered rates.

The team have ownership and long term responsibility for the condition of the network that extends beyond a single programme of works. This vested interest allows prioritisation of the statutory oversight role which includes monitoring the highway for signs of exceptional use and damage. This is a critical role particularly when dealing with a deteriorating asset with a £50m backlog of work (carriageways and footways). The long term nature of the responsibility can be seen in Appendix 11 Depreciation Models which shows the current model for network depreciation over 20 years, together with the effect that budget reduction would have. As condition deteriorates the requirement for reactive maintenance increases dramatically which is far less cost effective. Deterioration may also lead to an increase in indefensible claims resulting in a greater spend on compensation settlements and increased insurance premiums.

The team undertake major works on a prioritised basis for the roads in Swansea and this includes allowances for internal re-prioritisation such as rearranging works that clash with corporate events. Residents (and the wider public) are kept informed with proposed Planned Works on footways and carriageways in order to minimise disruption.

Planned Maintenance Evidence

Benchmarking is carried out in conjunction with APSE and a sample of the core indicators are provided below. The following National Indicator is reported and is measured by external contractors working for Welsh Government.

National Indicator 2014/15		Best in Group	Average of Group	Worst in Group	C&CS	Position in Group
THS12	Condition of principal roads (TRACS type surveys - England & Wales)	4.5%	11.9%	19.7%	4.8%	2/22

This indicator shows the relative condition of the road network during 2014/15 and the Authorities PI for 2015/16 remains good at 5.1% although it is understood that the Authorities position has most likely dropped to 4/22. This was expected due to LGBI expenditure in other Authorities being targeted at carriageway resurfacing.

WALES 2014/15

A.P.S.E. Indicator		Best in Group	Avg in Group	Worst in Group	C&CS 14/15	Position in Group*	C&CS 15/16
PI 02b	Condition of principal roads (TRACS type surveys - England & Wales)	1.2%	4.15%	8%	3.2%	4/13	3.3%
PI 41a	% of carriageway length receiving planned works	8.3%	4.25%	0.04%	0.04%	11/11	Not yet available
PI 02e	Condition of non principal roads (Class B - England and Wales only)	2.8%	5.58%	10.8%	4.1%	4/13	4.5%
PI 02f	Condition of non principal roads (Class C - England and Wales only)	5.9%	13.7%	21.6%	7.1%	2/13	7.3%
PI 02g	Condition of unclassified roads (England and Wales only)	2.34%	14.4%	44%	Not availabl e	2/10	7.6%

** Position is out of 22, results shown reflect number of returns.*

PI02b, e and f are from the same survey as the National indicator but to a greater degree of detail. 15/16 results for Swansea also displayed

PI02g is based on a sample survey, the 2016 result for Swansea is listed and position compared to 14/15 results.

PI41a shows Swansea carried out planned maintenance works on the smallest length of road in Wales in 14/15 by a considerable degree. This would be a concern in terms of funding however it is recognised that during this period most Authorities bar Swansea invested the LGBI money available into carriageways and therefore had a significant amount of additional funding. This reinforces the success of the overall condition rating in light of the additional investment experienced by all the

other Welsh Authorities and explains the drop in position from 2nd to 4th in terms of road condition. .

As staff work on Capital projects and are fee based, the following comparators have been made against both the Carmarthenshire Framework and the Welsh Government Technical Consultancy Framework.

C&CS Positon	Carmarthenshire Framework Average Rate	Welsh Government Technical Consultancy FrameworkAve Rate	C&CS Hourly Rates*
Principal Engineer	£48.07	£47.61	£44.76
Senior Engineer	£36.27	£43.06	£39.61
Snr. Technicain	£33.04	£36.16	£34.40

**C&CS rates are shown at basic salary with a 2.2 multiplier for overheads.*

Note: Whilst C&CS rates may in some cases be slightly higher than the Carmarthenshire framework average rate, we believe these rates are still broadly comparable and that the C&CS rates still represent good value.

5. Highways Maintenance – Routine/Reactive Maintenance

This function is provided as a hybrid (in house) model with support from the partnership and the underlying statutory duty is to maintain the highway (and ensure safe passage). The service consists of circa 54 staff who deal with around 55,000 enquiries a year, with 86% of enquiries being responded to within 10 days (an indicator which is measured monthly).

Current arrangements were established following a best value review in 2000 and refined following the establishment of Street scene in 2010 and an Operational review in 2015.

The operational teams have extensive local and technical knowledge which is highly important in an area where records have traditionally been poor. Asset inventories are improving but even where good records exist the on-site knowledge is still invaluable in real time situations. For example the Authority have approximately 40,000 road gullies and numerous drains, channels or “grips”. The gullies are recorded on a mapping system however the grips are often located off road, in undergrowth or hidden from general view with their location only known from experience and local knowledge.

The service requires a flexible, multi-skilled workforce capable of responding to changes in priority in particular during exceptional circumstances (usually resulting from extreme weather events). For example a masons gang may be called upon to work in water courses or undertake winter gritting duties in times of need.

The partnership recognise that they cannot easily meet this requirement and have commented: *“Our current specialist works teams will remain available to maintain the current quality and programme confidence required by you to obtain your maintenance objectives. They are also available to complement your multi-skilled workforce in those areas that they are trained should your workload demand. We may however need to bring in sub-contractors for some works that are outside our core functions”*

Highway inspection services are not widely available outside of Local Authorities and private provision is focused on the individual's responsibilities rather than the reasonably practicable approach that the budget holder requires when assessing risk. The reliability in court of an independent Inspector with no responsibility or buy in to the long term condition of the highway would be a risk.

The Highways network in Swansea is similar in size to that of Cardiff and is largely urban (excluding Gower/Mawr). Whilst an exact comparison of staffing is not possible we are able to show comparisons with our neighbouring authorities as below.

	Cardiff	Bridgend	Swansea
Operational Staff	42	38	34
Technical Officers	n/k	20	16

The service operates a 24 hour emergency service throughout the year dealing with flooding, traffic accidents and white outs, together with the more mundane issues of pot holes. Out of hours public safety functions are also covered in relation to dangerous structures and a number of other areas not part of the day time service.

Operationally staff have to be flexible and responsive at all hours whether they are part of the formal standby rota or not and need to pull together during emergency situations to safeguard people and properties.

Resilience is provided by the Partnership who can provide routine works via planned programmes of work and give and additional resource when required.

The Highways Maintenance "Driving Forward" programme was established in 2015 to review the service (following the split with Cleansing). Subsequently work processes have been reviewed, and perhaps most notably, the approaches for the pot hole initiative were developed at this forum following poor perceptions in the reputation tracker and concerns of senior politicians and their aspiration to see an improvement in the public perception of highway maintenance.

Routine/Reactive Maintenance Evidence

WALES 2014/15

A.P.S.E. Indicator		**Best in Group**	**Avg of Group**	**Worst in Group**	**C&CS**	**Group Position***
PI 03a	% of Cat 1 defects made safe within response times (carriageways)	100%	82%	25%	94.42%	7/15
PI 39b	% of planned KM of safety inspections completed (carriageways)	100%	98.7%	93%	93%	10/15
PI 28	Number of Cat 1 defects per KM of maintained carriageway	0.0	0.45	1.6	0.57	10/15
WPI 001	Number of 3rd party claims per KM of maintained carriageway	0.00	0.075	0.24	0.14	14/15
PI 31b	% change in number of	93.7%	-4.7%	-50%	-3.86%	4/15

	non repudiated 3rd party claims in last 3 years compared to previous 3 year period					
WPI 005	Headline indicator for net expenditure on the highway asset (per Km of carriageway maintained)	£19,315	£8,861	£4,764	£7,066	8/15
PI 060	Km inspected per Safety Inspector (carriageways & footways)	3,066km	1,310km	324km	908km	NA

** Actual position is out of 22, results shown reflect number of returns.*

PI03a is reported as a corporate indicator. Swansea reports the second highest number of Category 1 issues/emergencies, but manages a high return against these.

PI39b – This indicator reflects the robustness of the insurance inspection regime. Results are improving and the performance is monitored monthly.

WPI 001- This indicator is expected to be higher for urban Authorities with a much higher population per km. Cardiff was placed 15/15 for a similar reason.

PI31b Slight reduction in numbers non-repudiated, further information listed in the Highways Technical Systems section.

WP005 An important comparator measuring revenue expenditure per km. Swansea's performance is comparable against most Authorities, however no detailed work has been carried out to confirm the reliability of this indicator which has a medium confidence rating.

PI060 This is a new indicator and was not supplied by Swansea last year but has been calculated at 908km. Driven and walked inspections have not been separated and this will distort figures depending on the rural or urban nature of the Authority.

Due to the contractual nature of the current commercial partnership, and the fact that the arrangement is currently being re-tendered, staffing cost comparisons are considered commercially sensitive.

However, when our in house supervisory and operational staff rates are compared against the private sector rates (via our partnership rates) our costs, even including an overhead cost, are broadly comparable at lower levels and notably more competitive at supervisory level and in terms of standby provision.

6. Highways Maintenance – Street works

The street works service is mainly concerned with statutory oversight (policing function; ensuring others comply with legislation) and licensing of activities on the Highway. All Welsh Authorities provide this service in–house and collaborate in an All Wales manner when discussing problems with high profile statutory undertakers e.g. BT, Dwr Cymru etc.

Comparison with other Authorities is difficult due to differing structures and functions but the following shows the approximate staffing arrangements our more comparable Authorities.

Authority	No Staff	Notices Handled	Note
Swansea	6	30,000	(5.5 fte)
NPT	4	4500	
Newport	5	5063	Excludes licencing
Cardiff	12	32000	

Controlling works on the Highway is important as uncontrolled works can cause physical damage to the highway, economic damage (via a disrupted network), and reputational damage (via public perception).

To address this, all works/events on the highways are assessed and planned to cause as little disruption as possible. Even with perfect planning some disruption is inevitable but the in house service is focused on safeguarding the network.

The process is supported by legislation and codes of best practice, and fines can be issued where non-compliance is found.

Income for this area in 2015/16 was approximately £130k but it should be noted that the legislation is based around cost recovery, and the limitation placed on “profit” would affect the viability of external provision. Income can be shown as follows:

Section 74: Charges in relation to over-runs of works	£ 11,100
Section 72: Charges in relations to defective works	£ 35,297
Sampling and Fixed Penalty Notices (Various fines & charges)	£ 82,930
Total	**£ 129,327**

Further developments are expected in this area as Welsh Government are looking to adopt the principle of internal noticing of works and have already indicated that Authorities will be encouraged to do the same. This will require additional processes to be introduced which may have resource implications, but importantly will need the service to be adaptable.

The service is currently trialling an initiative (known as the coring programme) which examines the quality of the repairs applied to the highway following ‘roadworks’. This is specialist work needing experience outside of the current team and operates on a cost recovery basis. It is currently estimated that the scheme will bring in £40-50k of income with approximately 45% being cost and 55% being ‘over recovery’.

Highway licensing is also undertaken by the team and is run in a minimalistic reactive way. The Authority has one officer dealing with this subject and intervention is carried out where non-compliance is reported either by the public or by members of staff. The Licensing function currently has a cost recovery/income stream of approximately £140k per annum.

Source of Income / Cost Recovery (2015/16)	Amount (£)
Skip Licencing	44,571
Scaffolding	21,183
Pavement Licences and A Frames	14,347

Temporary Traffic Regulation Orders (TTRO)	27,952
Other Licences	35,751
Total	**£ 143,804**

Total income excluding the coring programme for the team is £273k, total cost including a 30% overhead is £210k.

Street Works Evidence

The control of Street works is not an area included within the A.P.S.E. data sets, however statistics are collected nationally but not published, making comparison difficult. A full range of indicators is attached as Appendix 12 – Street Works Score Card.

	2014/15				2015/16			
Measure	**Q1**	**Q2**	**Q3**	**Q4**	**Q1**	**Q2**	**Q3**	**Q4**
Days Occupancy	9236	8147	9067	10144	8555	9334	10809	13027
Percentage over-run	5.7	2.9	4.2	0.9	0.4	0.7	1.7	1.5
No. of Inspections recorded as chargeable	340	617	1003	1413	264	669	1003	1342

The example above highlights the sheer volume of roadworks registered and inspections undertaken throughout the year. This also highlights that in quarter 4 of 2015/16 only 1.5% of work over-ran against a total of 13,027 days of work undertaken.

A comparison has been made of the licensing costs; for example Private Works on the Highway has a chargeable range of £212 to £405, with C&CS at £395. This survey is carried out every 4-5 years and is due to be repeated. Rates are increased annually at or above the rate of inflation.

Further comparison will be undertaken in relation to C&CS new coring programme and results after the first 6 months will be compared to the other Authorities in Wales carrying out this work. Early indications suggest that the quality of utility repairs in the Authority are toward the bottom end of the spectrum. This supports the proposed extension of the coring programme with a view to driving up quality and protecting our assets (the Highway) from unnecessary and accelerated deterioration.

7. Highways Maintenance – Drainage and Coastal Management

Work undertaken is mainly a client/statutory oversight and is closely linked to the Flood and Water Management Act (2010). This Act designated the City and County of Swansea as Lead Local Flood Authority which resulted in the establishment of new statutory duties to coordinate and manage flood risk from local sources .i.e. surface water, groundwater and ordinary watercourses. The team consists of just four staff (3.5 fte).

The Service Functions undertakes the following statutory duties:

- Flood and Water Management Act 2010

- Flood Risk Regulations 2009
- Land Drainage Act 1991
- Coastal Protection Act 1949
- Reservoir Act 1975

Under the terms of Flood and Water Management Act 2010 Welsh Government produced the first National Strategy for flood and coastal erosion. This places significant responsibility on C&CS as lead authority, to ensure that the fundamental objectives below are delivered:

- Reducing the consequences of flooding
- Raising awareness and engaging people affected by flooding
- Providing an effective response
- Prioritising investment

Due to the nature of the statutory oversight and stakeholder support, the service is carried out internally with commissioning as required. Collaboration is undertaken both with WLGA and other local Authorities and the team are currently undertaking their first commission from a neighbouring Authority. The ability to offer such services on a larger scale are limited (as this is a small team) however, such sale of services does help to support the unit financially.

Long term policy and data management lends itself to internal services to ensure ongoing responsibility whilst the need to undertake flooding investigations limits the ability to use local specialists due to potential conflicts of interest. Part of the role includes assessment of drainage proposals for new developments; as such the internal provision ensures that long term maintenance and effects on the highway are given due consideration during planning applications.

The team provide valuable knowledge and expertise to routine operations in addition to the above functions and also commission a programme of Capital Drainage Improvements either through specialist contractors (Coastal Works currently £200k) or the Partnership (Drainage/Flooding £400k pa.). In addition to internal budgets the team have been successful in obtaining approxiamtely £350k of capital grants for flooding/coastal related works this year.

Drainage and Coastal Management Evidence

No indicators exist in relation to Drainage or Coastal management as much of this service is client/design based or fulfilling a statutory oversight role. All staff earn fees and scales of payment have been compared against the competitively tendered consultancy contract.

Positon (C&CS Job Title)	Carmarthenshire Framework Average Rate	Welsh Government Technical Consultancy Framework Avg Rate	C&CS Hourly Rates*
Principal Engineer	£48.07	£47.61	£44.76
Senior Engineer	£36.27	£43.06	£39.61
Engineer	£33.04		£34.40

**Overhead multiplier of 2.2 included in C&CS Rates.*

8. Highways Maintenance – Winter Maintenance

The Highways Winter Service is an in-house service that relies on resources from across the service to ensure service provision during winter weather conditions. The dedicated resource for this team is just one half of one person (i.e. 0.5 fte). Work is carried out via a mix of commissioning (weather forecasting/ weather stations/ specialist vehicle servicing) and in-house operations.

The majority of this work occurs outside of normal working hours and is undertaken by staff drawn from other team operating on standby system. This can impact on day time operations as staff sometimes require rest days following overnight working.

This is an important service to the Authority and certainty of our ability to deliver is paramount; for that reason we must have robust arrangements in place and the requirement to provide this cover is written into staff contracts.

In other areas of Wales the gritting part of this service is provided in a similar manner or by full time night shift provision.

There are advantages in using internal staff as during whiteout conditions staff are able to provide a day time service as they are fully trained.

Use of a part year night shift is possible with staff rotation however this would leave day crews reduced in number. The night shifts are also less productive when winter operations are not being undertaken, as supervision is at a lower level, and quarries and other support services would be unavailable. Some works are also not possible at night due to noise issues. These revised arrangements have been trialled in some other authorities (Bridgend) but have not been widely adopted due to the loss of productivity during the day.

Winter Maintenance Evidence

Winter Maintenance is covered by A.P.S.E. and the following are an example of the indicators reported.

WALES 2014/15

A.P.S.E. Indicator		**Best in Group**	**Avg of Group**	**Worst in Group**	**C&CS**	**Position in Group**
PI 114	% of carriageway network subject to precautionary salting treatment	52.8%	35.6%	24.5%	42.7%	3/15
	Route Efficiency	53.75%	71.92%	170.64%	59.85%	4/15
	Top Priority Routes completed on time	100%	99.9%	99.1%	100%	1/15
	Average Route Length (kilometres)		80.39		131	NA

** Position is out of 22, results shown reflect number of returns.*

PI114 refers to the extent of the network pre-salted (gritted). Although Swansea treats more than most Authorities, the Authority is heavily urban and the route efficiency is 4th in Wales.

Average Route length is 131km which is the longest in Wales. This maximises the use of plant and staff but the operation is at the limit of that which is achievable - both in terms of legislation and reactivity (more than 4 hours from start to finish).

9. Highways Maintenance – Highways Technical Systems

This is a small core of staff who provide the technical back up for the operational units. Works cover everything from workflow management, inspection records and land registry searches to technical FOI responses and claims handling and investigation. Routine driven inspections are also carried out in accordance with the maintenance team's safety policy.

The front desk area is included in this review, however much of this function has been transferred to the corporate call centre in accordance with the back office review. Performance management is also included in this area (using the Mayrise management system) and provides management information for Corporate, APSE and internal uses.

Realistically this is a maximum of seven staff (3 technical staff, 2 admin staff, 2 inspectors); plus one security guard to supplement the external security providion.

The team work closely with operational staff and have developed mobile working to provide teams with real time workflow. The team has implemented significant ICT improvements for the highways service including data capture and communication via handheld devices. The team have also rolled out a service wide asset management system which captures valuable data and improves the efficiency and effectiveness of our operations.

Highways Technical Systems Evidence

As a primary support function the team do not hold a breadth of PIs of their own. They are however responsible for claims investigations and A.P.S.E. PI's in relation to claims are listed in routine maintenance which shares the function. In addition claims related statistics are listed below.

Year	09/10	10/11	11/12	12/13	13/14	14/15	15/16
Claims received	347	347	262	360	368	211	211**

** Prediction based on partial years figures.

The repudiation (rejection) rate is currently 82.98% across all highways claims comparing to 83.99% in 2014/15.

A study by the RAC Foundation shows that 31,483 claims were made against Councils across Britain during 2015/16 for vehicle damage caused by poor road conditions, and 33% of those were successful.

The table below shows an extract of the Welsh data which highlights Swansea's success in defending such claims. This performance contributes toward our achievement of lower insurance premiums.

WALES	2015/16			
Local Authority	**No. of claims**	**No. of Successful Claims**	**Percentage of Claims Successful**	**Total Value of Successful Claims**
Cardiff	237	51	50%	£11,952
The Vale of Glamorgan	173	39	56%	£7,327
Swansea	97	6	7%	£584
Powys	77	20	54%	£7,878
Neath Port Talbot	76	17	77%	£3067
Bridgend	76	40	66%	£8,234
All Wales Totals	1279	249	33%	£62,332

2014/15 and 2015/16 figures were reduced partly due to a change in legal process.

10. Finance – Back Office Support

The finance and purchasing aspects of back office support are currently included in the Business Support review and as such are not reviewed here. The Stores function is included in the operational review across the wider Highways service.

Finance: The team provide budget monitoring and management of capital and revenue accounts, including: reporting of financial information to Highways and Transportation Head of Service, payment of invoices for Highways and Transportation, control and management of Highways Oracle Project Costing, processing of manual and fee timesheets into Oracle Time and Labour module, process and maintain absence relating to staff and manual workers.

Purchasing: To procure and source all goods and services through corporate contracts ensuring Contract Procedure Rules and financial regulations are adhered to at all times. To supply Central Procurement with position statements on WPCC.

Stores: Management of the main stores at Clydach and Central Transport Unit (CTU) ensuring; all goods and services are ordered through Oracle inventory and Purchasing, maintain adequate stock of all commodities to ensure continuity of operations' run inventory reports to show slow moving stock, provide out of hours service to Highways and Transportation, ensure annual stock take is undertaken.

3.4.5 Customer Satisfaction and Stakeholder Engagement

A wide range of customer and stake holder engagement is undertaken across the Service.

The corporate Reputation Ttracker shows that performance is perceived poorly by the survey of 200 people. Only 26% believe a good service is provided. This is believed to relate to condition of the network rather than actual poor service delivery.

An Engagement Event was recently held for all staff in the Highways Service and alongside other staffing issues Commissioning was explained and staff were given further opportunity to contribute to future improvements and to make saving suggestions.

Engineering Services

A customer survey was recently undertaken with clients including internal departments, external organisations and developers. Questions were grouped into four categories:

i. Advice and design.

ii. Financial service (Estimating and cost efficiency)

iii. Construction Works

iv. Overall View of Service.

Results were good with 86% of clients rating the service as good or better (see table immediately below).

Function	Very Good	Good	Total – Very Good/Good
Advice and design.	63%	35%	98%
Estimates and Financial functions	46%	48%	94%
Construction works	55%	38%	93%
Overall View of Service	56%	40%	96%

Highway Maintenance

- Scrutiny has reviewed the service in:

  2010 Winter Maintenance

  2012 Highway Maintenance

  2015 Street scene (incorporating Highway Maintenance)

  In general the feedback from the panels has been very supportive:

  "Street scene services are and remain critical services for the people of Swansea. It's the one side of the Council that every citizen uses and interacts with on a daily basis,"

  and

  "Promotes and encourages communities to take up the Winter Warden Scheme by reducing the bureaucratic burden on the communities and individuals who want to sign up to the scheme"

- Feedback from the recent pot hole initiative is excellent. The following feeback has been received:
  - Corporate Communications have provided the following feedback:
    Evening Post - 3 positive stories, 2 positive opinion pieces
    Swansea Bay Radio – 1 positive story and website coverage
    593 unique page views on council website
    30,376 reached on council Facebook, 110 likes, 105 comments / shares
    52 likes, 25 retweets and conversations

- Positive feedback from our insurance providers in relations to Highways claims defence (2013). The Company's ratings are Green, Amber, Red, and Black; the Authority's practices were equi-distance between Green and Amber however it was decided to award a Green to Swansea and the following comment was made: *"The Authority was found to have a good, robust system and the overall standard was deemed Acceptable"*
- Planned Maintenance traditionally carried out works surveys for most schemes and feedback was very positive. However the view is that feedback tended to reflect that the stakeholders had received a new road rather than any perception of level or quality of the service provided. Two recent schemes have been surveyed (following works at Beaumont Crescent and Freeman Street) and initial feedback is shown below:

Scheme **Question**	**Beaumont Crescent** Average Score	**Freeman Street** Average Score
Workmanship	4	4
Communication	2.7	4
Co-Operation Of Workforce	3.2	4
Cleanliness Of Finished Site	3.7	4
Health And Safety	3.3	3.3
Environmental Awareness	3.3	3.3
Overall Average Score	**3.4**	**3.8**

Key 1 – Poor, 2 – Satisfactory, 3 – Good, 4 - Excellent

- The PATCH programme consults with Ward members prior to works being undertaken in their ward to allow comment or suggestions for alternative works. These have to follow suitability/priority guidelines but decisions are discussed with Councillors prior to works proceeding.
- Community Councils and Stakeholder groups are met on a regular basis, for example the Sandfield residents association was met to discuss measures to reduce sand on the Mumbles road; and the Marina Residents Association are regularly met in relation to Marina maintenance.

Finance Procurement and Stores Evidence

This service is largely internal with the majority of stake holders (suppliers and contractors excluded) being found operationally within the service. Feedback from internal managers is good with any issues being resolved at internal meetings.

As previously stated, finance and procurement elements are being reviewed as part of the ongoing business support / back office review and are therefore not examined under this review.

The provision of the Stores service is being considered (in conjunction with CTU) as it is believed there are viable alternatives to the way this service is currently delivered. There is therefore a proposal within the Central Transport Unit section of this report, to review the Stores service. Any such review will naturally be carried out

for Stores Operations as a whole and in conjunction with the wider highways service and stores users.

At present the stores operation is based at two sites, Central Transport Unit and Clydach Depot.

The Clydach stores (which is more prevalent to Highways Maintenance, Construction and Public Lighting) holds over 450 lines of stock with a value in the region of £150,000. The operation at Clydach is controlled by two staff and stock turnover by value is in the region of £30,000 per month (20%).

The Central Transport Unit Stores holds 2,500 lines of stock with a value of £130,000. The operation at CTU is controlled by three staff and the stock turnover is in the region of £20000 per month.

This operation will be reviewed as part of the proposed stores review.

3.4.6 Conclusion on Current Service Provision across the Cluster

The authority provides a cost effective Highways Maintenance and Engineering Service which is delivered via a common in-house (hybrid) model. This is widely considered to be the most appropriate method of delivering the service as it maintains control and flexibility, allows income generation and still enables the externalisation of services and bolstering of resilience as required.

Like most highways services Swansea has been exposed to CCT and Best Value reviews, so the concept of becoming commercially aware is not a new one. Within this cluster income generation opportunities are limited to a small number of functions and a few fee earning staff, however, two of the functions that do earn fees (Construction and Plant Services) are able to operate as cost neutral or better (both generating a small surplus during the previous financial year).

Given the statutory nature of the work and the acknowledged low level of funding across the whole of Wales, it is important that this commercial approach continues.

The quality of the work provided by the service is believed to be good and despite perceptions about the service being an expensive one, evidence suggests it is actually well placed in comparison to the private sector and competitively tendered framework rates.

The service has been ‘slimmed down’ over recent years and the current service operates on three well founded principles:

- It is in the public interest that the authority owns and manages the local road networks, both from a cost efficiency and a safety perspective;
- Operating as a hybrid is essential to build service resilience and ensure that some specialist and lesser used services are delivered in a cost effective manner; and
- The ability, the local knowledge and the attitude of the workforce is fundamental to the delivery of a safe and efficient service.

The Service has an ethos of continuous improvement and this review has helped the service look more critically at how it can improve it’s offering, and will help deliver new (and already planned) changes in a focussed manner.

3.4.7 Savings Already Identified

Savings already proposed and accepted for this cluster are tabled in Appendix 1 – Savings Agreed and total circa £618,000 (12% of Service Target).

In addition to this the following opportunities are proposed:

3.4.8 Opportunities Proposed For Progression

Ref.	Proposal	Value	Year	Explanation
HE2	**Provision of Red Diesel for Clydach depot**	**5000**	**17/18**	Capital investment of £7k Confidence in delivery is high
HE3	Explore opportunities for increased delivery of operational works and technical services in house	L	18/19	Commercial & Public opportunities exist Would require increased staffing Business Case would need to be developed
HE4	More Homes Project – Infrastructure Works	L	18/19	Scale of works not yet known Requires CBS support and confirmation Would require increased staffing
HE5	Increased infrastructure works on behalf of Housing Department	50,000	18/19	Investment in Housing assets presents significant opportunities. Requires Housing support and confirmation Would require increased staffing
HE6	Investigate potential hiring of plant to staff at weekends	L	19/20	No additional investment sought Confidence in succeeding is Low Work to build proposal is low
HE7	Extend LED Lamp Replacement to illuminated street signs (on failure)	0	18/19	Undertaking as a full capital programme would provide low return on investment (ROI). Proposal is therefore to replace with LED at failure as part of business as usual
HE9	**Deletion of Lighting Inspector Post**	**35,000**	**17/18**	staffing restructure in 2017/18
HE10	Complete the LED Lantern replacement Programme. (<20% of stock) OR replace when fail	L	17/18	Three categories / levels of investment. £255k to complete working lights; a further £279k for lights not on highways land; and £393k - columns not used. ROI is low (est 6%) but would aid carbon reduction. Alternative proposal is to only replace these as lanterns fail.

Ref.	Proposal	Value	Year	Explanation
HE11	Creation of a plant database for the whole of the place directorate	L	17/18	Currently being trialled. Low cashable savings but will provide a more corporate approach, resource sharing efficiencies and cost avoidance.
HE14	**Flexible Retirement of Asset Management Officer**	**12000**	**17/18**	Reduction in staffing structure
HE15	**Delete Lighting Inspector Post**	**32000**	**17/18**	Reduction in staffing structure
HE24	Review delivery of community budget scheme works	0	17/18	The new construction framework will be implemented in early 2017. It is proposed for a review of the construction element of the works to be undertaken 6 months after implementation to evaluate the cost effectivemness of the delivery. This could be undertaken through a report to CAC.
HM1	**Increase in Coring Programme works.**	**25,000**	**17/18**	Confidence is high Provides an income stream and drives up the quality of the highway repairs by utility companies.
HM2	**Reduction in Winter Gritting Routes resulting from Thermal Mapping works.**	**10,000**	**17/18**	Political decision required. This is more efficient and targetted use of resources resulting in a saving which can be should be deliverable without any perceived loss of service
HM5	**Licensing Charges increase of 3%**	**2,000**	**17/18**	Appropriate review and increase in charges
HM7	Improve programming of works and communication	0	17/18	Service improvement (non financial) High confidence in success
HM8	Review of daytime emergency works re-charging.	0	17/18	Proposal to ensure full Cost Recovery. Savings (if any) will be low.
HM9	Decommissioning of water course grids. Review to confirm ownership and remove non-owned liabilities.	0	18/19	Review of assets and operations. Internal (legal) input required. Unknown financial benefits but should reduce financial risk. Needs to consider the Council's responsibility as Local Lead Flood Authority.
HM10	Welsh Trees Initiative: A grant based project to stop erosion through rainfall using natural barriers.	Potential future cost avoidance 0	17/18	Grant based project to prevent rainfall erosion via use of natural barriers, and prevent rainfall reaching the highway (reducing flooding) with zero maintenance costs.
HM12	Review if or how Highways can generate further income from advertising.	L	17/18	Work with the Commercial Team to explore new opportunities and investigate what others are doing via the APSE network.
HM14	Review and report on Weed Spraying Arrangements	0	17/18	Cross Council review of approach, efficiency and cross-service working

HM20	Integration of Highways Plant and Highways/CTU Stores	0	17/18	Implement structure changes to Highways Plant and Highways/CTU Stores to bring a more efficient and effective service (The savings are detailed in CTU14)

3.4.9 Opportunities Proposed For Consultation

Ref.	Proposal	Value	Year	Explanation
HE8	Cease assumed responsibility for lighting on non-highways owned land.(Private Streets and Authority owned land).	46000	17/18	Political Decision and Consultation Turn off lighting and cease maintenance or transfer responsibility or only provide on a full cost recovery basis. (£46k is energy only, maintenance saving would be in addition)
HM3	**Reduction of Private Streets and Un-adopted Areas budget (Stopping Emergency Strips)**	**35,000**	**17/18**	Political decision required. Reduction in budget will impact on ability to repair non adopted council owned land.
HM4	Investigate use of ASBCP Act for Highway Offences (Using legislation to deliver fixed penalty fines)	0	18/19	Proposal to explore opportunity. Consultation and political decision required following investigation.
HM6	Reduction of Disability Crossover budget	10000	17/18	Needs political decision and consultation
HM11	Evaluation and Sale of surplus Highways land.	L	17/18	Review highways owned land with a view to selling. Land sales will generate a small capital income and reduce risk (of claims) and maintenance costs
HM25	Review of Weekend Working Arrangements	M	18/19	Consider a Review of working arrangements to provide contractual weekend working (i.e. options include 5/7 working, reduced overtime etc.)

3.4.10 Opportunities That Require Investment

Ref	Proposal	Value	Year	Explanation
HE1	Capital investment in the lighting cable network.	0		Lighting Cable Network is ageing. Replacement would reduce maintenance cost. Confidence is Medium, ROI is untested Future Cost Pressure Avoidance
HM13	Continuation of the Pot Hole initiative beyond March 2017	COST		Needs £150k additional investment p/a/ to continue
HM19	Major Capital Investment in Planned Maintenance Work to improve asset condition and reduce both the need and cost of reactive works, and the cost of insurance claims.	L		Elements of cost avoidance are logical ROI has not been proven. The highway asset condition is declining at current investment levels. Confidence in delivering cashable savings is low unless very significant capital investment made.

3.4.11 Adverse Proposals

In order to ensure members have options which are capable of realising the 50% savings required a number of adverse proposals have to be presented.

These are options not recommended by Officers but they are valid options and Councillors have it within their gift to pursue these options if required.

In almost all cases these options are delivered by a reduction or cessation of services.

Ref.	Proposal	Value	Year	Explanation
HE12	Considerably reduce street lighting provision (switch off lighting)	M	17/18	Would require street lighting switch off and removal. Would provide both maintenance and energy savings; Could be focussed on traffic highway and/or residential lighting.Total lighting and energy budget is £1.3m
HM15	Winter Gritting Routes - further reduction	14000	18/19	Further reduction in percentage of network treated (delivered via thermal mapping data to minimise risk). Would lead to more routes not being treated.
HM16	Weed spraying 50% reduction	30000	17/18	Reduce service levels of weed spraying as it is not a statutory service. Reputational risk due to visible impact particularly during wet summers.
HM17	Further Reduction of Disability Crossover budget	10000	17/18	Would require consultation and EIA

Ref.	Proposal	Value	Year	Explanation
HM18	Licensing Charges increase a further 7% above inflation	5,000	17/18	Could damage reputation and have significant kickback from public & businesses. Political decision and consultation required.
HM21	Reduction of the City Centre Maintenance Budget	10,000	17-18	Budget reduction would leave a minimum budget that is committed to ongoing costs and leave little room for project work and enhanced maintenance.
HM22	Reduce Highways Maintenance Operations by 4 members of front line staff	150000	17-18	Would significantly reduce service levels (pot holes, repairs) and impact ability to respond to extreme weather conditions..
HM23	Reduce Drainage team by 30% (2 staff)	80000	17-18	Cessation of routine gulley emptying in the Autumn/Winter period, moving to a reactive only service.

3.4.12 Key Risks

- Further reductions in staff following the Senior Staff Review may restrict the ability of Highways and Transportation to meet increased workload demands, thereby reducing our ability to make savings and generate additional income.
- The ability to retain and/or recruit qualified and technical staff given the upturn in construction industry is a potential risk.
- The service delivers work for other parts of the council, and therefore budget decisions taken by Cabinet and Council would have an impact on workloads and income.
- A programme of testing for all street lighting columns needs to continue on a risk based approach to minimise the risk of column collapses.
- Structural testing of street lighting bracket arms has been added to the programme of testing for lighting columns due to recent failures. This has the potential to require apparatus to be replaced and reduction in capital funding will limit the ability to replace the failed apparatus and columns will have to be cut down and bracket arms removed.
- The aged and deteriorating lighting cable network requires investment for renewal. The increasing number of faults places a strain on the revenue budget.
- Policy decisions at National and Welsh Government, particularly following the ‘Brexit’ vote could affect funding to Local Authorities.
- The balance between income and revenue budgets creates a potential risk around the net cost of the service.
- Loss of the Engineering Service will have a significant detrimental effect on the ability of other departments to deliver their objectives and obtain product guarantee due to:

i. Higher whole service costs as Engineering advise, design solutions, and undertake the procurement, delivery, management and supervision on their behalf.
ii. Money leaving the Authority as external companies' profits.
iii. Being exposed as Clients under CDM

- The Highways Emergency Out of Hours and Winter Maintenance services are reliant upon staff from across the service with 'Gritter' drivers are recruited from both the Engineering and Highways Maintenance operational units (and the Cleansing Service). In the event that staff numbers reduce significantly then alternative arrangements would have to be made to ensure compliance with our duty to provide safe passage over the highway. Similarly, flooding to properties from highway land, or watercourses for which the Authority is responsible, would result in third party claims as well as have severe reputational issues.
- A service specific risk exists in relation to the expansion of the asset the service is responsible for. Under new Asset management guidelines assets are being transferred without either budget or staff resource and in sometimes poor condition. The risk is both in terms of maintenance and claims. E.g. recently 38 streets transferred from Housing responsibility to Highways within a 2 month period and without any additional budget.
- Without additional investment, the condition of the carriageway network will deteriorate significantly over the next 10 years. The number of roads classified as being in 'poor condition' will more than double, pushing up both reactive maintenance and planned maintenance costs as a result of increased demand; possibly at the expense of more cost effective preventative maintenance which then exacerbates the problem.
- The long term condition of coastal defences is a concern in relation to the increasing number of with severe weather events. This concern is based on the increasing in severity and frequency of extreme weather events alongside a condition survey which was undertaken in recent years.
- In seeking to comply with the Active Travel Act (and provide more cycle routes) there is a risk that classifying a road as a recognised cycle route may result in more stringent criteria being applied when determine 'faults' (as per code of practice). For example, ironworks 15mm below the road surface may be acceptable on a general carriageway but could be interpreted as a significant risk to cyclists. The remedial measure may require the re-setting of all ironworks along a stretch of road.

3.5 INTEGRATED TRANSPORT UNIT (ITU)

3.5.1 The Authority is now commencing a process to implement an Integrated Transport Unit (ITU) which will bring the transport functions of the Council into a single group. At present there are a handful of separate transport coordinators within the Council arranging similar services independently. The ITU would therefore combine the Highways Transportation Group, Social Services Transport and Home to School Transport into a single unit where skills and expertise could be properly pooled with a view to managing peaks in demand, and realising greater efficiencies in terms of increased productivity and cost reduction.

The proposal for the creation of an ITU was considered and supported throught the Budget and Performance Review Group. Work has commenced to establish the ITU but this has been delayed by significant staff shortages. However some progress has been made and a Transport Steering Group has been established. This group has representation from transportation, fleet management, Social Services, Education and HR with the remit to ensure that service and transport changes are considered and evaluated effectively.The staff shortages have now been addressed and it is hoped that the ITU can be established at the start of the 17/18 financial year (subject to consultation).

A more detailed report on the creation of an Integrated Transport Unit is included as Appendix 13

The establishment of the ITU will help ensure the effective planning and deployment of the transport resources across the Council which should achieve financial savings. The level of savings possible is yet to be determined but this will be calculated as the ITU develops.

Included under the banner of the Integrated Transport Unit is a project to review Staff Travel which will seek to reduce staff travel both internal and external to the County boundaries.

Two elements of cost reductions have been proposed as part of this report and are table below. However it should be noted that the budgets for these activities do not fall under the Highways and Transportation budgets.

3.5.2 Opportunities Proposed For Progression

Ref.	Proposal	Value	Year	Explanation
TRN2	10% Reduction in 'in County' mileage claims. **Corporate Budgets**	100000	17/18	As part of the Integrated Transport Unit proposals a project will be undertaken to reduce staff travel (in County). **Corporate Budgets**.
TRN3	20% Reduction in OOC mileage claims **Corporate Budgets**	100000	18/19	As part of the Integrated Transport Unit proposals a project will be undertaken to reduce staff travel 'out of County'. **Corporate Budgets**.

TRN1	Construction of new 'Available Walking Routes' to Schools. **Education Budget**	280,000	19/20	Improvements to routes allows withdrawal of school bus services for children who live within the statutory distance of their catchment school, but are unable to walk or cycle because of an 'unavailable walking route'. This is an **Education Budget** Three routes have been preliminarily identified as candidates for consideration: Kingsbridge Link (£80k p/a), Clyne Common (£120k p/a) and Birchgrove Road (£80k p/a). Capital Cost tba Risk - challenge after construction

4.0 STAGE 4 –DELIVERY MODEL APPRAISAL

4.1 Consideration and Discounting of Delivery Models.

The addition of **'Hybrid'** to the commissioning review toolkit provides a more appropriate label for those services already operating a 'mixed economy' and enables 'In-House' to be seen as those services provided purely by Council employees.

In keeping with previous reviews all delivery models were initially considered; it was agreed that for expediency and consistency a standard subset of three models would be considered in more detail for each Service/Cluster.

Three models were then discounted:

i) Transformed In-House. For good reason none of the current services are considered as purely 'in-house' and whilst it would be technically possible to transform some services from their current Hybrid state to such a model, with the limitations the Council already faces this option is not considered practical and has therefore been discounted.

ii) Community Transfer. Given the scale, scope and statutory nature of the duties involved it would not be feasible to undertake a wholesale transfer of these operations to a community based service. This does not preclude use of community transfer as an option for functional elements.

iii) Collaboration / Partnership. Again, wholesale transfer of arrangements to a collaborative structure (be that with Private or Public Sector) is not considered desirable. Elements of collaboration still exist at a functional level and will continue to form part of the Hybrid Solution (e.g. the sharing of technical resources with partners, the creation of regional frameworks for construction and technical services and wider use of procurement frameworks such as NPS).

4.2 Models Considered Appropriate for Further Consideration

Three remaining models were therefore carried forward to the competitive scoring sessions, these being:

i) Transformed Hybrid. This is the further refinement of the current operating model. The Hybrid model delivers services via a mix of internal service provision, externally sourced services, collaboration and potentially community transfer;

ii) Outsource to the Private Sector. Under this model a third party (or parties) would be asked to provide all services or appropriate subset(s) of these. Any such award would have to be in full compliance with European procurement rules.

iii) Alternative Company Model. The nature of the alternative company for this evaluation was not prescribed. Typically such companies could be a staff mutual; a TECKAL; a not for profit organisation; or an arm's length trading company. Under each of these models the authority would have varying degrees of control, risk and reward but ultimately the advantages and disadvantages between models would not be vastly different.

4.3 An **Options Appraisal Workshop** was held on 31st August to consider these models against each of the Services / Clusters under review.

Each Service / Cluster presented an overview of their services and held discussions with stakeholder groups scoring the models for appropriateness against:

- Service Outcomes;
- Corporate Priorities;
- Financial Impact;
- Sustainability and Viability;
- Deliverability.

4.4 **Summarised results** are provided below.

In each instance the most appropriate model for service delivery was considered to be the Transformed Hybrid (a refinement of the current operating model).

Similarly, the creation of an alternative company was considered a less attractive option, although not ruled out, and the wholesale outsourcing of services to the private sector was seen as the poorest option by comparison.

From a scoring perspective, across all four services, the overall percentage fit can be shown as:

Service	**Transformed Hybrid % Fit**	**New Company % Fit**	**Private Provider % Fit**
Highways Operations	**85**	**61**	**52**
Traffic & Transportation	**89**	**41**	**24**
Marina	**87**	**53**	**40**
CTU*	**73 (76)**	**48 (50)**	**32 (33)**

* the CTU workshop did not score any provider on the Corporate Priority: Improving Pupil Attainment thus skewing the result under the standard formula. Aformula adjustment to remove that criteria for CTU only reflects the scores as 76, 50, and 33 as shown above.

4.5 A more detailed table of scores is presented immediately below

	No of Criteria	Transform Hybrid	Private Provider	New Company		Transform Hybrid	Private Provider	New Company
Engineering and Maintenance (Cons)								
Service Outcomes	4	18	12	13		4.5	3.0	3.3
Corporate Priorities	5	18	18	18		3.6	3.6	3.6
Financial Impact	6	28	10	14		4.7	1.7	2.3
Sustainability & Viability	4	20	13	14		5.0	3.3	3.5
Deliverability	3	15	9	10		5.0	3.0	3.3
Total Services Score (Pts)	110	99	62	69		90.0%	56.4%	62.7%
Whole Average Score						4.6	2.9	3.2
Engineering and Maintenance								
Service Outcomes	4	15	10	12		3.8	2.5	3.0
Corporate Priorities	5	18	12	16		3.6	2.4	3.2
Financial Impact	6	24	12	12		4.0	2.0	2.0
Sustainability & Viability	4	18	13	16		4.5	3.3	4.0
Deliverability	3	13	6	10		4.3	2.0	3.3
Total Services Score (Pts)	110	88	53	66		80.0%	48.2%	60.0%
						4.0	2.4	3.1
Traffic & Transportation (TNMG)								
Service Outcomes	5	24	4	5		4.8	0.8	1.0
Corporate Priorities	5	25	0	16		5.0	0.0	3.2
Financial Impact	6	28	9	14		4.7	1.5	2.3
Sustainability & Viability	5	25	4	8		5.0	0.8	1.6
Deliverability	3	15	7	8		5.0	2.3	2.7
Total Services Score (Pts)	120	117	24	51		97.5%	20.0%	42.5%
						4.9	1.1	2.2
Traffic & Transportation (Transp)								
Service Outcomes	5	20	4	8		4.0	0.8	1.6
Corporate Priorities	5	16	5	10		3.2	1.0	2.0
Financial Impact	6	24	15	16		4.0	2.5	2.7
Sustainability & Viability	5	24	3	6		4.8	0.6	1.2
Deliverability	3	13	8	8		4.3	2.7	2.7
Total Services Score (Pts)	120	97	35	48		80.8%	29.2%	40.0%
						4.1	1.5	2.0
Marina and Maritime Quarter								
Service Outcomes	4	17	7	9		4.3	1.8	2.3
Corporate Priorities	5	16	8	9		3.2	1.6	1.8
Financial Impact	5	24	11	15		4.8	2.2	3.0
Sustainability & Viability	3	15	8	10		5.0	2.7	3.3
Deliverability	3	15	6	10		5.0	2.0	3.3
Total Services Score (Pts)	100	87	40	53		87.0%	40.0%	53.0%
						4.5	2.0	2.7
Central Transport Unit								
Service Outcomes	4	14	11	10		3.5	2.8	2.5
Corporate Priorities*	4	12	4	8		3.0	1.0	2.0
Financial Impact	5	20	8	15		4.0	1.6	3.0
Sustainability & Viability	3	13	3	6		4.3	1.0	2.0
Deliverability	3	14	6	9		4.7	2.0	3.0
Total Services Score (Pts)	95	73	32	48		76.8%	33.7%	50.5%
						3.9	1.7	2.5

4.6 During the reviews (and workshops as part of such) the following opinions on the advantages and disadvantages for each of the models were proposed and discussed.

Option 1 – Transformed Hybrid	
Advantages	***Disadvantages***
• Arguably the least risk option • Already an efficient, well performing service (evidenced by benchmarking) • Workforce have strong skillsets, experience and local knowledge • No additional set up costs • Control and Accountability are held locally (Members and Officers) • Commitment to Corporate Priorities and ownership of business outcomes. • The model is flexible and adaptable enough to address changes in legislation, service needs and market forces. • Not driven by profit measures • 'Profits' support wider service delivery • Helps preserve local employment • Supports delivery of other services. • Retains flexibility ahead of potential LGR	• Perceived reduced ability to innovate and provide value for money. • Changes to Terms and Conditions and operational practices can be difficult and slow to introduce. • Historic lack of technological Investment • Corporate budget cuts impacting on service area performance, eg less legal support, HR support etc. • Can be less risk averse and appear more 'bureaucratic' (rightly or wrongly) •

Option 2 - Outsourcing to Private Sector	
Advantages	***Disadvantages***
• Could inject new investment without the need for the Authority to invest up-front. • Introduction of new ways of working and innovation. • Removal of perceived red tape and overhead cost of bureaucracy. • Reduced political priority	• Loss of local control and flexibility • Staff transfer promotes reliance on contractor. • Change in strategy / needs leads to increased costs over contract price. • Potential loss of local employment. • Contract and procurement costs. • LA would need a client function. • Poor timing bearing in mind uncertainty of local government reorganisation. • Culture of money making as opposed to social conscience of CCS • Loss of political reactivity • Would take many months (years) to negotiate and implement given scale.

Option 3 – Set up a New Company/Joint Venture	
Advantages	***Disadvantages***
• Possibility to reduce overall management costs. • More flexible to change • Could enable economies of scale to be achieved • Platform to encourage more income generation/commercialism beyond Public sector. • May be appropriate at a future date for some aspects of the service • Reduced political priority • Increased objectivity. • Trading opportunities increase • Less internal 'obstruction'	• Poor timing bearing in mind uncertainty of local government reorganisation. • Different methods of existing service delivery. • Needs a partner who wants to undertake preferred Joint Venture approach. • Teckal Company could only trade at 20% of turnover externally • Initial set-up cost could be circa £500k. • Knock on effect on wider corporate services • Reduced political reactivity • Limited capital for set up • Has failed elsewhere • Less internal support • Would take many months (years) to implement.

4.7 Ongoing development of the Transformed Hybrid model is supported by each of the Service Managers and the Head of Service.

4.8 In addition to the scoring of the models and the above widely discussed rationale, the following, more service specific rationale is offered in support of the proposal.

Service	Additional Supporting Rationale
Highways Operations	• The current delivery model is already considered robust; • Commercial opportunities around statutory duties are limited; • The Authority is focussed on whole life cost of assets; • Shared resources help drive down whole service cost • Retaining the service retains flexibility and responsiveness • The service can and does help the authority avoid cost • The market cannot provide a one-stop solution • The partnership approach to externalising works is working • Provision of 24/7 winter maintenance standby would be provided at a premium by a private sector service provider. • 2009 A.P.S.E. guidance on in-sourcing stated: *"There is mounting evidence that councils have been bringing services back in-house and are continuing to do so." and* *"APSE's research shows insourcing is happening for practical reasons rather than any ideological stance."* • Diversity of functions makes a single supplier contract unlikely (increasing potential contract management overhead and and complexity);

	• In any outsourcing scenario, ensuring local knowledge (staff) transferred to the new supplier and could be retained would be important • Contract values and lack of established major highway term contractors within Wales make Term Maintenance Contracts (TMC) less appealing to the private sector • Evidence shows contractor charges for re-mobilisation, programme changes and out of hours emergency working to be very expensive. Such "compensation events" occur frequently in Highways and arrangements would need to be contractually very robust.
Traffic & Transportation	• Traffic currently operates at a near zero net cost • Parking and traffic management is a significant strategic transport tool • Transportation is a low cost service (in staff terms) which delivers significant benefits to residents and visitors alike. • Policy development, bids for funding and regional networking could not be provided more efficiently by contracting out the service • The bus station has been remodelled and is now well managed and delivered as a cost neutral service – to externalise this provion would introduce unnecessary risk • Audit reports on large scale ERDF and Welsh Government funded infrastructure projects have confirmed the use of the 'in-house' design consultancy as being best value.
Marina	• The service operates at a net profit • Previous externalised management arrangements have not been successful • Surplus funds are re-invested to promote longer term viability of the operation • Additional monies and shared staffing support the (statutory) upkeep of the River Tawe Barrage • Previous management approaches (wholly private and arm's length company) have been less successful than the current set-up.
Central Transport Unit	• The service recovers all of it's costs and offers services to the Council at competitive rates, saving money for others • The delivery model is recognised as a good one (APSE) • Holisitic approach consolidates costs, allows greater economies of scale and a channel for corporate governance • Allows efficiencies, priorities and service improvements to be tailored for the benefit of the end user • Ensures resilience and service delivery for others • Ensures responsibility for Operator's Licence compliance • Hybrid model offers income generation opportunities • Helps safeguard the authority (financial and reputational risk)

	• Helps other services avoid costs (via competitive rates) • Although a good service is currently provided there are recognised opportunities to improve upon this • Previous externalised management arrangements have not been successful

4.9 **RECOMMENDATION**: The Transformed Hybrid model clearly comes out on top for all services in this review and is recommended as the adopted model subject to members agreeing that the package of savings and opportunities proposed are adequate.

5.0 SERVICE ENHANCEMENT / IMPROVEMENT OPTIONS

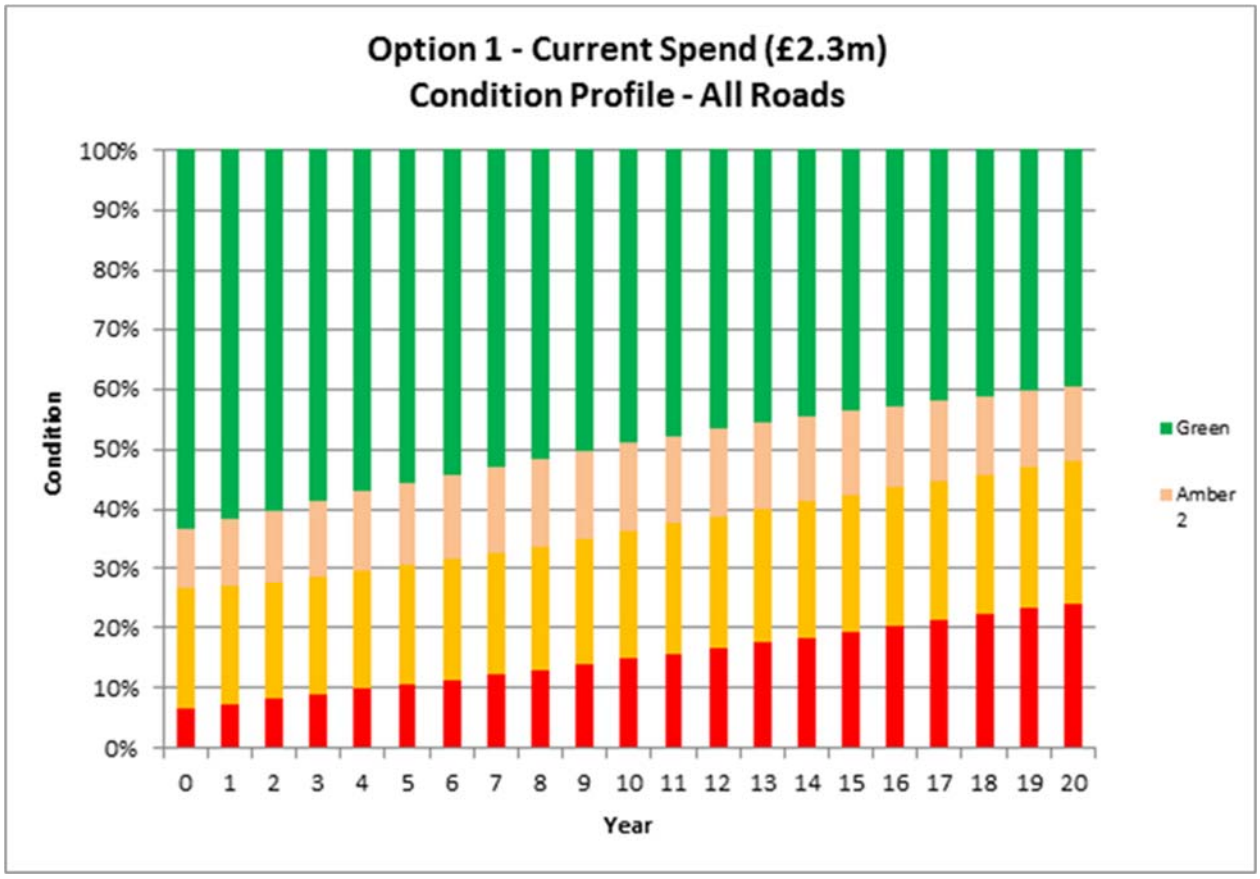
It is recognised that some areas of activity within the Highways and Transportation Service require increased levels of expenditure and an increased level of resources in order to maintain service levels and meet customer expectations. The areas which would benefit from additional investment/resources are as follows;

5.1 Increased Highway Maintenance Capital Investment

The following budget proposal reflects the urgent need to increase the resources available to maintain the highway. It reflects the maintenance backlog of work for the Authorities 1,000km of carriageways which is calculated at £54m and recognises that without further investment the condition of the carriageway network will severely deteriorate over the next 10 years, significantly increasing the costs of planned and reactive maintenance.

The report is based on figures calculated by the Welsh asset management valuation tool and uses both a deterioration model for roads and the annual condition figures that are produced from highways surveys. The overall value of the carriageway network is calculated to be just in excess of £1,039m with an annual depreciation of £122m.

Current funding (including the £1m spend to save initiative) is around 50% of that required to keep the carriageway network in its current condition. The graph below shows how the roads will deteriorate over the next 10 to 20 years if current funding remains the same.



The important points to notice are

a) by 2026 the number of roads in poor condition will have more than doubled.
b) by 2026 the number of roads in good condition will have reduced from 62% to 47%.

This means that by 2026 the number of roads requiring reactive day to day maintenance (ie pot holes) will have increased by over 900 streets. Assuming revenue budgets remain constant (unlikely under current spending pressures) the service would be unable to meet minimum statutory obligations for a deterioration of this nature.

In terms of cost effectiveness, planned maintenance is far more cost effective than reactive maintenance, in simple terms a pot hole may cost between £50-£100 to fill whereas a metre square of resurfaced road is costed at £15 and preventative measures (e.g. surface dressing) may cost as little as £5m2.

These figures exclude a number of key issues which exasperate the situation and are not considered namely, traffic growth, network growth, the increase in HGV traffic to residential areas, the resilience of roads in poor condition to severe winters, increasing risk of flooding.

A suggested **additional expenditure of £2m per annum of Capital funding** would raise the level of carriageway funding to a steady state level where the condition of the carriageway network would not deteriorate as a whole.

5.2 Funding To Carry Out More Highway Maintenance Works During Evenings/Weekends

There have been an increasing number of requests to carry out more planned and reactive maintenance works during the evening/nights or on Sundays to minimise the disruption to motorists. There are significant cost increases with working during night times and on Sundays as there are premium rates for contractors and overtime rate enhancements. These costs can be particularly high with some activities like patching as the surfacing suppliers may need to specifically open and man surfacing plants which are very expensive. In some areas it is not possible to work during the nights as the noise and disruption is not considered acceptable for nearby residents.

The Service tries to balance the level of disruption for motorists with the cost effectiveness of carrying out the works using off peak working and some weekend working as appropriate. However if there is an increased level of expectation to limit disruption further then it will be necessary to increase budgets to enable more works to be planned during the nights and weekends. It is difficult to quantify the costs associated with this however an **increased revenue budget allocation of £50k per annum** will provide funding for increased night/weekend working. This will need to be evaluated to see whether further funding is required.

5.3 Telematics

Increasing the investment in staffing levels will assist in reducing congestion and improving journey time reliability on key arterial routes.

5.3.1 Investment in Telematics Equipment

The telematics network would benefit significantly from an **additional £200k per annum of Capital funding** as it will allow life expired junctions to be renewed and new technologies to be implemented to improve junction efficiency, thereby reducing journey time. This will result in a gradual improvement in the stock throughout the City and County, with more reliable junctions not being prone to unexpected failures as happened recently on Oystermouth Road, resulting in a 10 minute journey increasing to 50 minutes at the peak of the traffic congestion. Efficient transport access into the city would improve the reputation of the Council and City, supplementing the Economic Regeneration aspirations of the City & County of Swansea.

Improvement in the traffic signal stock will also bring about a reduction in the annual second line maintenance contract, providing a saving to the authority. This is the maintenance work which has to be carried out by external contractors when our in house staff are unable to rectify the faults.

5.3.2 Additional Staff Resources in Telematics

An additional Telematics Engineer would have a number of advantages;

- At present, our monitoring of the Highway Network is very much reactive. Staff will strive to minimise negative impacts on the travelling public once a fault / issue is identified. – An additional member of staff will allow a more proactive approach to monitoring of the highway network, especially the main arterial approaches to ensure that issues are identified earlier, mitigation measures put in place quickly, to reduce disruption and consequential delays.
- An additional member of staff will be able to work on capital design projects bringing additional income into the authority.
- An additional member of staff will allow greater collaboration with local communities, investigating members' concerns with regard to congestion, protecting our most vulnerable sections of our community with safe routes within communities.

The staffing resource would **cost approximately £40k per annum of revenue funding** (inclusive of on-costs).

5.4 Traffic

An additional traffic engineer would enable closer, more comprehensive engagement with communities and enhancing the council's prevention / safeguarding capabilities and would have the following benefits:

- Provide greater more comprehensive support to members. At present the performance indicator for response times to member queries is not being met. In addition, the ability to support members and assist in maintaining the reputation of members and the Council is severely compromised, with officer responses focussing on the lack of funding, where an additional officer will allow time to consider more holistic solutions through collaboration with partners, engaging with the public to change attitudes, through PACT and other public meetings. This would have an immediate reputational benefit.

- Welsh Government grant allocations for Safe Routes in Communities and Road Safety Grants are through competitive bids from all welsh authorities, at present there is insufficient resources to meaningfully engage with schools and other important partners, which is a key component of any successful bid. Therefore, the share of grant allocation from the Welsh Government is being compromised, due to lack of resource to evidence meaningful engagement with communities in formulating bids for grant funding.
- An ability for the current team leader to focus on strategic policies to protect the authority, such as a policy for Road Safety Audit, a Road Safety Strategy (covering road safety engineering as well as road safety education, training and publicity) – important elements of the council's safeguarding duties.
- Unfortunately, WGov road safety grant funding is predicated on reducing accidents, and schemes that address community concerns are not considered as a priority. An additional Traffic Engineer will help to provide a proactive service to members to work with communities to establish solutions, for consideration of future funding. Providing best value for any future community budget allocation and protecting members and enabling investigation into areas of concern rather than those just linked to accident statistics.

The staffing resource would **cost approximately £40k per annum of revenue funding** (inclusive of on-costs).

6.0 SAVINGS, OPPORTUNITIES AND DISCRETIONARY SERVICES

6.1 The Savings Target

The Highways and Transportation Service, as part of the Place directorate, has been set the target of finding a 50% saving against its revenue budget as benchmarked at 2014/15

The service has a revenue budget cost to the Authority of almost £10m.

This section summarises the proposals which try to achieve that 50% (£5m) and presents those summaries in three categories, those being:

i) **Savings:** where we have 'cost certainty' and the proposals have either been achieved, agreed or are considered achievable via 'business as usual';

ii) **Opportunities:** where there is a clear potential for income generation or cost reduction but the actual return may not have sufficient financial certainty and/or can only be banded into High/Medium or Low at this stage. There is a recognition that some of the measure proposed are savings which have been previously rejected by members.

iii) **Adverse Measures:** whereby savings can only be achieved by reducing service provision (all service types); stopping (discretionary) services; or some other measure which officers consider counter-intuitive to long term service provision.

Category	**2014-17**	**2017/18**	**2018/19**	**2019/20**	**Total**
Savings	£2,220,000	£170,000			**£ 2,390,000**
Opportunities (H&T Budget)		£1,328,600	£496,000		**£ 1,824,600**
Opportunities (Non HT)		£200,000	-	£280,000	**£ 480,000**
Adverse Measures		£345,000	£1,040,000	0	**£ 1,385,000**
Total	**£2,220,000**	**£2,043,600**	**£1,536,000**	**£280,000**	**£6,079,600**

6.2 Cost of Investment in Service Improvement

Category	**Capital Cost**	**Revenue Cost**
Investment in Highway Infrastructure	£2,000,000	
Investment in Telematics Equipment	£200,000	
Investment in Evening & Weekend Works		£50,000
Investment in Resources (Traffic Engineer)		£40,000
Investment in Resources (Telematics Engineer)		£40,000
Total	**£2,200,000**	**£130,000**

7.0 CONCLUSIONS AND RECOMMENDATIONS

7.1 Financial Findings

The Highways and Transportation Service in Swansea is not dis-similar to services provided up and down the country. The service has operated under a 'best value' regime for many years and whilst there are recognised areas for improvement, the functions are generally well managed and the findings of this review reflect that.

Given that the service was already a well performing one, the review has not surprisingly struggled to identify a 50% revenue budget saving against the operational cost of the service without including proposals that are not recommended by officers.

The current operational (revenue) budget is just under £10m per annum giving an outline £5m savings target. As summarised in Section 5 this target can be achieved if the majority of these proposals are accepted and savings made against corporate budgets and enabled on behalf of others are accepted.

The savings are effectively grouped into two main categories;

- Those which can be recommended by officers ar they would not aversely impact upon communities
- Those which are not recommended by officers as they would have significant impacts on the communities. However they are measures which have been considered and implemented in some authorities across the UK

7.2 Delivery Model Findings

As per section 4 of this report, three possible delivery models were examined and scored. These models were discussed and scored by groups of key stakeholders in discussion with the SME(s) for the service.

All Services and all discussions leaned heavily towards the view that the most appropriate model of delivery is the Hybrid model currently employed. Transformed Hybrid is therefore the recommended model of choice subject to members agreeing that the savings potentially achievable under that model are acceptable.

7.3 Recommendations

i) That the confirmed savings of £2.39m be noted;

ii) That opportunities and measures listed (totalling £3.689m) be considered and are either:

a) authorised for immediate implementation;

b) authorised for consultation;

c) are parked subject to review in future years.

d) are rejected

iii) That the precise savings for these opportunities are determined and they form the basis of the budget savings.

iv) That the Hybrid model of service delivery continues as the model of choice and that a programme of work is now compiled to enable Services to examine and implement the agreed recommendations.

v) That the service improvements proposed are considered and are either:

a) authorised for implementation; or

b) rejected

vi) That service areas are reviewed in the future should changes affect the viability or competitiveness of the service delivery

8.0 HR IMPLICATIONS

Preferred options do not incur compulsory redundancies; any deletion of posts will be achieved through voluntary measures and natural wastage.

Any proposals which result in changes to staff terms (such as shift patterns) will be properly managed and consulted upon in the appropriate manner.

9.0 LEGAL IMPLICATIONS

The service does not foresee any notable requirement for additional legal input beyond the business as usual service.

10.0 EQUALITY IMPACT ASSESSMENT

All proposals are currently undergoing Equality Impact Assessment screening and it is anticipated that prior to Cabinet:

a) All proposals will have undergone an EIA screening;
b) Cabinet will only be asked to approve implementation of proposals that do not require a full implementation report;
c) Where Cabinet request that proposals are taken to consultation, these will receive further assessment to ensure compliance and any public consulatation will form part of that assessment.

A more detailed review of progress will be provided in due course.

11. IMPLEMENTATION

Following Cabinet approval all remaining proposals will progress to implementation in a controlled manner and be monitored to ensure delivery and capture of financial benefits.

Where consultation is required an appropriate programme of works will be developed.

Commissioning Review (2017)
Option Appraisal Report
Highways and Transportation

APPENDICES

APPENDIX 1 : SAVINGS AGREED

Table 1 : Achievable Savings

Grp	Saving	£ 2014/15	£ 2015/16	£ 2016/17	£ 2017/18	£ 2018/19	£ 2019/20	Total Revenue Saving (£,000)
HO	Energy savings from LGBI		400K					400
HO	Increase in Income Target			17k				17
HO	Delete Tower Attendant Post		14K					14
HO	Restructure Plant		5K					5
HO	Delete Night Patrol			21K				21
HO	Depot Savings			125k				125
HM	Reduce Maintenance Weekend Working		30k					30
HM	Capitalisation of Planned Maintenance Staff		50k					50
HM	Recycling Sidings Waste Dependant on upgrade of recycling centre.			30k				30
HM	New Coring Programme (Agreed & Budget Taken)		£5k	5k				10
HM	Event Road Closures (Agreed & Budget Taken)		8k					8
HM	Management Supervisory and Admin saving	20k	20k	10k				50
HM/E	Saving from Business Transition		40k					40
HM	Staff Saving Planned Maintenance		10k					10
HM	Senior Staff Saving Senior Engineer				47K			47
HM	Senior Staff Savings Projects Team Manager				30k			30
HM	Senior Staff Savings Project Officer			20k	20k			40
HM	Senior Staff Savings Posts to be capitalised			97k				97
MAR	Marina RAG Saving – Barrage Fee	10K						10
MAR	Marina RAG Saving – Mooring price increase			40K				40
MAR	Marina Staff Saving		10k					10
CTU	CTU Fleet Utilisation Review (realised via Services)	159k						159
CTU	Fleet Management Staff Saving		33k					33
Traf	Cease Abandoned Vehicle service			£50k				50
Traf	Cease 20 mph programme	100k		£100k				200
Traf	Cease road safety measures in target areas			£80k				80
								Cont/d

Grp	Saving	£ 2014/15	£ 2015/16	£ 2016/17	£ 2017/18	£ 2018/19	£ 2019/20	Total Revenue Saving (£,000)
Traf	Cease prog.of providing disabled parking spaces			£20k				20
Traf	Reduction in Network Management budget	£15k						15
Traf	Reduction in School Crossing Patrols		£22k					22
Traf	Reduction in Traffic budget	£46k						46
Traf	Reduction in frequency of P&R services	£88k						88
Traf	Senior Staff Savings AK			47k				47
Traf	Cease programme of upgrading bus stops (target areas)			£20k				20
Traf	Savings in bus station operation	£60k						60
Traf	Reduce budget for cleansing of bus shelters	£30k						30
Traf	Removal of staff shuttle bus service	£70k						70
Traf	Staff savings Transportation	£51k						51
Traf	Two group leaders xGrade 12		£130k					130
Tran	Local Bus Re-Tender			£1k				1
Tran	Increase Advertising Sponsorship			5k				5
Tran	Penllergaer Shuttle			19k				19
Tran	Staff Savings Transportation Support	20K						20
Tran	Staffing reductions Survey team			10k				10
	Senior Staff Savings CT			10k	27k			37
	Senior Staff Savings Dev Engineer JM			47k				47
	Senior Staff Savings tbc				46k			46
	Total Savings Committed							**2,390**

Appendix 2

apse solutions

City and County of Swansea

Review of Fleet Management and Fleet Maintenance Efficiency

This report has been prepared by Peter Hollinshead and Alan Green on 28th August 2015

Version 1.0

INVESTOR IN PEOPLE
ISO 14001 REGISTERED FIRM GB 11409
ISO 9001 REGISTERED FIRM GB 11132
ISO 27001 REGISTERED FIRM GB 14074

APSE Review of Fleet Management and Fleet Maintenance Efficiency

Action Plan in Response to Recommendations

Activity Headline & Supporting Narrative	Anticipated Deliverables & Outcomes	Resources	Dependencies & Risk	Timeline
Income Generation Opportunities Realising opportunities to generate income	MOTs (own fleet, own staff & public), triage repairs arising from MOTs, school minibus maintenance, 3rd party & public sector vehicle maintenance, spot hire company maintenance, driver training & other 3rd party spend brought in-house	CTU Management team, Sustainable Swansea Commercial Team	Future CTU facility capacities and resources, size of future CCoS vehicle fleet, impact of future fleet maintenance benchmarking, Commissioning Review	On-going/tbc
Revised Service and Maintenance Regimes Review of existing frequencies on fleet vehicle servicing based on mileage & use, service delivery approaches (SS & Baling Plant)	Reduced servicing costs, improved productivity and vehicle turnaround, rationalised service delivery (SS & Baling Plant)	CTU Management team	O licence vehicles out of scope, vehicle operational context, user resistance, future location of key users (SS & Waste @ Baling Plant)	March 2016
Manufacturers' Book Times for repairs Establish generic standard times for basic repairs	Greater control over labour times, improved productivity, reduced costs	CTU Management team	Cultural change resistance, aligned support from stores in terms of parts, availability of workshop resource to underpin, enforcement of times, breadth of repair complexities	March 2016

Vehicle Maintenance Costs (light commercial) Benchmarking of workshops with potential external providers via NPS Light Commercial Contract Hire tender (@ 200 CCoS units)	Options available to ensure cost reduction for light commercial maintenance, improved cost control, fixed price budget per vehicle, potential cost savings, revised service delivery approach	Fleet Manager, Fleet Engineer, National Procurement Service, CCoS Procurement	NPS tender configuration (& outcomes), TU resistance to 'outsourcing', impact on workshop viability & resilience	May 2016
Vehicle Supply Options Appraisals Review of vehicle acquisition evaluation, financing and terms, inclusion of Whole Life Costing in evaluations	Improved understanding of most appropriate methods of acquisition, potential cost savings, more consistent approach to evaluations	Fleet Manager, CCoS Procurement & Finance, NPS	Funding options availability (capital etc),	May 2016
Improved Management Information Systems Review and revision of MI, upgrade of IT system, introduce systems thinking to rationalise processes, document process flows	Greater control of fleet costs, standard suite of fleet MI, exception reporting improved, reduced manual processes, improved user MI	CTU management team, CCoS ICT, H&T Quality Manager	ICT resource availability, CTU process realignments,	October 2016
Review of CTU Financial Structures and Charging Revision of charges, including overhead allocations, and accounting to bring 'up to date'	Revised charge structure, clearer accounting, clearer opportunity for benchmarking and budget monitoring at more discreet cost centre levels, revised CTU budgets	Fleet Manager. CTU Snr admin officer, H&T Finance & Stores Manager (KS), CCoS Finance	End user budget realignment,	March 2016

CTU Staff Skills Gaps Address perceived skills gaps – finance, fleet management, workshop skills, commercial opportunities. Consider succession planning	Improved resilience and role/process understanding, upskilling to develop productivity and income generation opportunities	CTU staff,	Financial resources (current restrictions), staff resource levels	June 2016
CTU Structure Review Revised CTU structure, 'release' Fleet Manager from 'admin duties' to strategically manage fleet (direct link to staff skills gap), match changes to model of service delivery, consider stores assimilation under CTU.	Fleet Manager concentrating on strategically managing fleet, improved team resilience, adjusted structure to meet service delivery changes, direct control of stores	Fleet Manager, HoS Highways & Transportation, CCoS HR	Future operational model & size of CTU, impact of Integrated Transport Unit, Senior Staff Review, Business Support Review & Place dept budget cuts on CTU staff, Commissioning review impact on operational model	On-going/tbc
Fleet Fuel Provision Review current 'bunkering' approach (perceived as expensive but acknowledged attendant resilience issue). Consider impact of PHW & Fforestfach depot sale/relocation on corporate fuel stock. Challenge current supply option costs and on-cost approach	Most cost effective options to backfill corporate capability to refuel, (and maintain level of resilience), fuel card implementation	Fleet Manager, CTU Snr admin officer, CCoS Procurement	Depot relocation impacts, size of future fleet, insufficient resilience,	July 2016

Spot Hire Desk Review Improve MI and controls, consider impact of PHW depot sale/relocation on service delivery	Greater challenge and more robust user authorisation routines, regular review and greater user awareness, revised methods of service delivery	Fleet Manager, CTU Snr admin officer,	Stakeholder compliance, devolved process issues, depot relocation, ICT system development	April 2016/tbc
Fleet Utilisation Continue work previously completed on fleet asset utilisation	Cyclical challenge of users where vehicle use below corporate expectation, reduced fleet costs	Fleet Manager, Fleet Compliance & Performance officer	Stakeholder resistance, available MI to challenge, shift of costs to grey fleet	Cyclical
Grey Fleet Controls Address weak controls surrounding use of private vehicles within CCoS	Improved duty of care and cost controls	Fleet Manager. CCoS HR	Staff resistance, role of ITU, Fleet Manager availability	tbc
CTU User Forum Establish regular user group	Opportunity to formally update users, discuss key issues and address perceptions	CTU Management team, CTU users	User engagement,	Oct 2016

Appendix 3

TRANSPORT POLICY BRIEFING NOTE

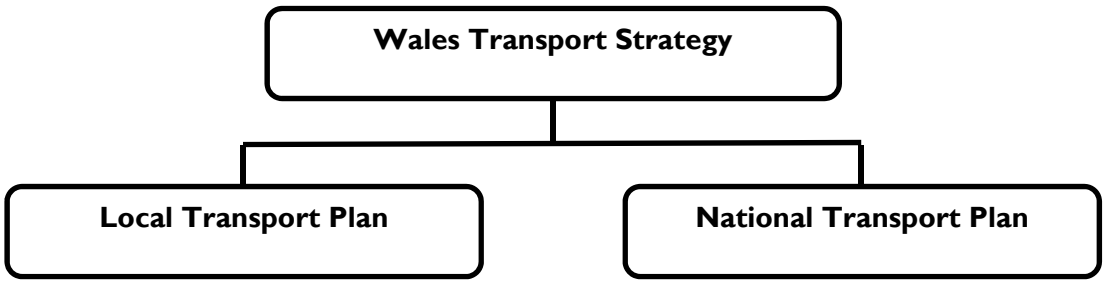
1. INTRODUCTION

1.1 Transport Policy within the City & County of Swansea is governed by a legislative framework which is principally established by '*One Wales – Connecting the Nation, The Wales Transport Strategy*' (WTS) (2008). The WTS establishes the requirement for Welsh Local Authorities to have in place a transport strategy which will guide and facilitate the development of transport needs at a local level across Wales. The requirement for local transport policy is realised by the 22 Local Authorities through their Local Transport Plans (LTP). The LTP provides transport policy and infrastructure programmes for each of the Welsh Councils.

1.2 The LTPs are complemented by the National Transport Plan (2015). The NTP, which is the Welsh Government's supporting policy and provides the strategy for the strategic transport issues and infrastructure in Wales. The strategic transport needs and movements are often beyond the control and influence of individual Local Authorities and these issues are therefore controlled by the NTP. The NTP also deals with transport issues which are not devolved to Local Authorities such as Freight, Ports, and Rail.

1.3 The relationship between these policy documents is summarised in the figure below:

Figure 1 – Transport Policy Framework



1.4 The current LTP for the City & County of Swansea was adopted by Council in January 2015 and subsequently accepted by the Welsh Government in May 2015. The LTP was developed in conjunction with the three local authorities in South West Wales, namely Carmarthenshire County Council, Neath Port Talbot County Borough Council, Pembrokeshire County Council and the City & County of Swansea. This regional approach to the transport policy was enacted in order to support the work of the Swansea Bay City Region, and to build upon and preserve the collaboration in transport provision between Local Authorities which has been developed over the past fifteen years.

2 THE LOCAL TRANSPORT PLAN

2.1 The LTP is therefore entitled '*The Joint Transport Plan for South West Wales*' and provides a single transport policy for South West Wales, which is supported by separate capital investment programmes which signal the transport investment priorities for the Council and are

subsequently used to secure the necessary funding. The policy covers a five year period from 2015 – 2020.

2.2 The LTP, as with the policy before it, was underpinned and developed through consultation with the Public as well as key stakeholder groups. These consultations provided the basis for determining the issues and opportunities for transport provisions in South West Wales regionally and the City & County of Swansea in a local context. The LTP has five stated objectives; these are:

Figure 2 - The LTP Objectives

1. *To improve the efficiency and reliability of the movement of people and freight within and beyond South West Wales to support economic growth in the City Region*
2. *To improve access for all to a wide range of services and facilities including employment and business, education and training, health care, tourism and leisure activities*
3. *To improve the sustainability of transport by improving the range and quality of, and awareness about, transport options, including those which improve health and well being*
4. *To improve integration between policies, service provision and modes of transport in South West Wales*
5. *To implement measures which will protect and enhance the natural and built environment and reduce the adverse impact of transport on health and climate change*
6. *To improve road safety and personal security in South West Wales*

2.3 These objectives serve to realise the vision of the Local Transport Plan which is shown in the figure below.

Figure 3 - The LTP Vision

To improve transport and access within and beyond the region to facilitate economic regeneration, reduce deprivation and support the development and use of more sustainable and healthier modes of transport.

2.4 The culmination of the policy is the capital infrastructure programme, which encompasses a range of investments from road traffic, to transport interchange, public transport and walking and cycling improvements. The variety of these investments is reflective recognition that no single mode of transport can deliver the solutions to ensure efficient and affordable transport within the City & County of Swansea. It should however be noted that public transport and walking and cycling investments make up the majority of the improvements proposed by the LTP; this is in order to reduce transport congestion, increase efficiency of movement and promote sustainable, affordable access for all users.

2.5 The Local Transport Plan's Capital Investment Programme is included in Appendix 1 for information. The transport modes reflected in this programme are summarised in Appendix 2.

3 LOCAL TRANSPORT FUND

3.1 The Local Transport Fund (LTF) is the principal funding mechanism for the schemes identified in the LTP. This is an annual funding grant from the Welsh Government, and the pan-Wales budget is currently £12million per annum.

3.2 Despite the highlight competitive nature of the bidding process, which is compounded by often short deadlines, the City & County of Swansea has been very successful in securing funding from the Welsh Government and has delivered approximately £2million per annum for transport infrastructure investments.

3.3 The funding restrictions of the Local Transport Fund largely dictate the schemes that are funded within any given year. These restrictions are summarised below:

- Schemes must be included within the Local Transport Plan Programme;
- Conforms to Welsh Government target objectives
- The grant funding must be able to be spent within one financial year; (which usually means that);
    - The scheme is preferably on land that the Council owns.
- Match funding is preferable;
- One new scheme application per year;
- Maximum grant bid of £1.5million per annum;
- Schemes can only receive LTF funding for a maximum of three years (this is a new requirement which has not yet been demonstrably exercised).

3.4 The terms of the Local Transport Fund, and the limited funding available, means that complex schemes or those which require land purchase are usually too difficult to deliver through this mechanism because of the uncertainties that this can bring.

3.5 The deadlines between invitation to submit bids and actually submission can be as little as three weeks for the LTF, and as the terms and conditions can change markedly from year to year it is not feasible to pre-prepare funding bids.

3.6 The lack of funding opportunity and the constraints of the terms often means that the number of schemes which conform to the requirements is often quite few.

Ben George – Transport Strategy

July 2016

Appendix 1 - LTP Capital Investment Programme

Scheme Name	Description of Scheme	Priority	Local, regional or national significance	Cost (£k)	Funding sources
Fabian Way corridor	This is large multi element scheme to improve connectivity along this corridor which is a strategic development site. The overall scheme will deliver the outcomes of the Fabian Way Transport Assessment which was developed by the Welsh Government and endorsed by both Neath Port Talbot County Borough Council and the City & County of Swansea. The schemes will be delivered on a phased basis as developments come to fruition and it is anticipated that a substantial amount of match funding would also be achieved through Developer contributions. The scheme includes:; Park & ride; Dedicated bus lanes; Junction improvements; Interchange hubs; Cycling and walking links	1	Regional	25,000	Local Transport Fund, Section 106, CIL, ERDF, LA capital funds
City Centre Project	A scheme which will deliver an off-road traffic-free network for cyclists in Swansea City Centre. The scheme is expected to be delivered on a phased basis and will complement proposals for city centre redevelopment and regeneration.	1	Local	700	LTF, S278, ERDF, Corporate
• City Centre Cycle Network					
• Kingsway Public Transport Initiative	Reconfiguration of the Kingsway to accommodate enhancement public transport infrastructure.	11	Local	10,000	LTF, Corporate
• Air Quality Package	A series of traffic management measures to improve city centre air quality.	17	Local	1,000	LTF, Corporate
• Public Transport Enhancements to Employment Centres	A package of public transport enhancements to improve connectivity for public transport services to employment sites within the city centre.	12	Local	2,000	LTF, Corporate
Morfa Distributor Road	A new arterial route connecting the A4067 Neath Road with the city centre. The 1.4km road will perform four prime functions: improving journey time reliability into and out of the city, improving air quality in the Hafod AQMA by displacing traffic to the new route, opening up land for development and facilitating the construction of a number of new walking and cycling routes.	2	Regional	5,000	LTF, S106, Community Infrastructure Levy (CIL), Corporate
Carmarthen to Swansea Bus Corridor	A series of enhancements on the Carmarthen to Swansea bus route which will serve to promote journey time reliability, improved travel times and passenger waiting facilities.	3	Regional	500	LTF, ERDF, Corporate
Kingsbridge Cycle Link	This scheme would deliver a missing link in the cycle network between Gowerton and Kingsbridge crossing Stafford Common using a former railway alignment.	4	Local	500	LTF, RDP, S106, CIL, Corporate
Electric Vehicle Charging Network	A scheme to investigate and implement a network of electric vehicle charging points across South West Wales. This will seek to draw together fragmented existing provision and install new sites at strategic locations using standardised technology.	5	Regional	5,000	LTF, S106, CIL, ERDF, Corporate, Private Sector
Walking & Cycling Links to NCN Routes	The City & County of Swansea benefits from a good quality strategic cycle network (NCN4 & NCN43), but connectivity to residential communities is often poor. This scheme would construct a series of traffic-free paths to enhance and create these connections.	5	Local	3,000	LTF, S106, CIL, ERDF, Corporate

Scheme Name	Description of Scheme	Priority	Local, regional or national significance	Cost (£k)	Funding sources
Walking Links to Schools	A number of school children within the City & County of Swansea currently qualify for free schools transport on the grounds of there not being a 'safe walking route to school'. This creates a revenue burden for the Council and does not serve to promote healthy lifestyles for the children. This scheme would therefore create walking and cycling routes for children who do not have the benefit of a 'safe walking route to school	5	Local	1,500	LTF, S106, CIL, ERDF, Corporate
Pontarddulais to Grovesend Cycle Link	Pontarddulais is the largest single community not to benefit from a dedicated walking and cycling link into the existing NCN. This scheme would construct a linkage from Pontarddulais to Grovesend where existing provision would provide connectivity to Gorseinon and Kingsbridge. (Delivery of the Kingsbridge Cycle Link would open up many more destinations).	5	Local	1,500	LTF, S106, CIL, ERDF, Corporate
Road Safety Package	A range of schemes and interventions which will improve road safety in line with the priorities of the Road Safety Framework for Wales and which will target collision hotspots and other areas of increased risk for example around or routes to schools	9	Local	1,500	RSG,SRIC, LTF
Swansea Air Quality Package	A series of traffic management measures to improve air quality within the Air Quality Management Areas (AQMA).	10	Local	300	LTF, Corporate
Swansea Valley to City Centre Bus Corridor	A series of enhancements on the Swansea Valley to Swansea bus route which will serve to promote journey time reliability, improved travel times and passenger waiting facilities.	12	Regional	1,800	LTF, Corporate
Strategic Bus Corridors around Swansea	A series of enhancements on high frequency bus routes around Swansea which will serve to promote journey time reliability, improved travel times and passenger waiting facilities.	12	Regional	2,000	LTF, Corporate
North Gower Trail	This scheme would deliver a missing link in the cycle network between Gowerton and Penclawdd. Approximate length – 1.5km.	15	Local	400	LTF, RDP, Corporate
Landore Park & Ride Extension	The identified site is currently used as an overflow to complement the existing site.	16	Local	2,000	LTF, S106, CIL, Corporate
Park & Share site closes to M4 junctions	A scheme to provide a permanent facility for Park and Share users adjacent to the M4 corridor and to replace the temporary facility shared with the DVLA on the Felindre Strategic Business Park.	18	Local	800	LTF, Corporate
Swansea West Park & Ride	A fourth park and ride site to complement the existing provisions to the north and east of the city centre. A preferred site is yet to be identified.	19	Local	800	LTF, Corporate
Swansea West Access Road	There is a need to improve access to the Swansea West Business Park to improve provision of employment sites. A new access road would be essential to facilitate this. Preliminary studies have identified a preferred alignment. Developer contributions are possible.	20	Regional	5,000	LTF, S106, CIL, ERDF, Corporate
Investigate Light Rail Schemes	A study to consider the application of Light Rail or Ultra-Light Rail Transit within the City & County of Swansea. This study may require revenue funding and may not therefore be eligible for LTF funding.	21	Regional	100	LTF, Corporate

Appendix 2 - LTP Capital Investment Programme by Transport Mode

Scheme Name	Estimated Cost (£k)	Highways	Integrated Transport	Rail	Active Travel
Fabian Way	25,000	✓	✓		✓
City Centre Project					
• City Centre Cycle Network	700				✓
• Kingsway Public Transport Initiative	10,000		✓		
• Air Quality Package	1,000	✓	✓		✓
• Public Transport Enhancements to Employment Centres	2,000		✓		
Morfa Distributor Road	5,000	✓	✓		✓
Carmarthen to Swansea Bus Corridor	500		✓		
Kingsbridge Cycle Link	500				✓
Electric Vehicle Charging Network	5,000	✓			
Walking & Cycling Links to NCN Routes	3,000				✓
Walking Links to Schools	1,500				✓
Pontarddulais to Grovesend Cycle Link	1,500				✓
Road Safety Package	1,500	✓			✓
Swansea Air Quality Package	300	✓			
Swansea Valley to City Centre Bus Corridor	1,800		✓		
Strategic Bus Corridors around Swansea	2,000		✓		
North Gower Trail	400				✓
Landore Park & Ride Extension	2,000		✓		
Park & Share site closes to M4 junctions	800	✓	✓		
Swansea West Park & Ride	800		✓		
Swansea West Access Road	5,000	✓	✓		✓
Investigate Light Rail Schemes	100		✓	✓	
Total Number of Schemes		**8**	**13**	**1**	**11**

Appendix 4

HIGHWAYS & TRANSPORTATION
PROJECT DELIVERY 2013/14 – 2016/17

1. INTRODUCTION

1.1. The Transportation Group is responsible for the planning and delivery of transport strategy, policy and infrastructure delivery and also for the provision of a number of public transport services; including supported bus services, the administration of concessionary bus travel, school bus travel and liaison with private bus operators.

2. 2013/14 PROJECT DELIVERY

2.1. ***Morfa Distributor Road (£1080k):*** The commencement of a new road to alleviate traffic congestion in the Hafod. Air quality improvements and riverside regeneration opportunities are also attached to this scheme. This first phase improved the southern junction with New Cut Road.

2.2. ***Boulevard Project:*** A scheme to improve the gateway arterial route into the city centre. This regeneration scheme also delivered a new bus lane and cycle route to bring about improved function for this important route.

2.3. ***City Centre Cycle Network (£600k):*** A number of schemes were delivered under this project heading in 2013/14. These investments delivered a number of new routes for cycling in and close to the city centre. This investment was supported by an increase in measured cycling trips; a trend which has largely continued since. The routes were:

- Waterfront Connections – a route between Argyll Street and the LC;
- Boulevard – a route between the LC and the Tawe Bridges;
- Mumbles Road Shared Use Path – a route between Brynmill Lane and St. Helens Rugby Cricket Ground.
- Strand Row: A new route between New Cut Road and Kings Lane to serve, in part, the St David's Student Accommodation on New Cut Road.

2.4. ***Local Government Borrowing Initiative – Low Energy Lighting (£8000k):*** Street lighting across the City & County of Swansea was upgraded to low energy LED lighting. This has significantly lowered the energy cost for this asset. This investment has accrued a saving of £400k.

2.5. ***Local Government Borrowing Initiative – Traffic Signals (£1250k):*** Renewal and upgrade of 10 pedestrian crossings and 10 signal junctions, which reduced the power consumption of these sites by 60% and improved reliability.

2.6. This investment also delivered a Wireless Network Extension, which allows the telematics equipment to communicate without the use of third party owned telephone lines. The use of wireless communications has increased reliability and reduced the communications budget requirement by 75%. The network can also be used to provide CCTV at junctions across the City & County of Swansea.

2.7. ***Local Government Borrowing Initiative - Raised Bus Kerbs (£200k):*** This scheme delivered raised kerbs at bus stops across Swansea in support of the requirements of the Equalities Act (2010).

3. 2014/15 PROJECT DELIVERY

3.1. ***Morfa Distributor Road (£1200k):*** A continuation of the project's development and the construction of the first substantive sections of new road.

3.2. ***City Centre Cycle Network (£330k):*** Princess Way – between the junction with Oystermouth Road and Kingsway Circle. This was an important enhancement as it was the first route to be permitted within the pedestrianised zone and was lauded in transport planning circles as it was a departure from the common approach and signalled our willingness to deliver the aims of the Active Travel (Wales) Act.

3.3. ***Joint Local Transport Plan for South West Wales (2015 – 2020):*** A new transport policy was developed and adopted by the four Councils in South West Wales as a replacement for the former Regional Transport Plan (2010 – 2015). The common policy is supplemented by four separate programmes for each Local Authority area. The policy is important in not only complying with our legislative requirements, but the plan is one of the few joint transport plans which signals the good regional partnership working which persists here in South West Wales.

4. 2015/16 PROJECT DELIVERY

4.1. ***Morfa Distributor Road (£1500k):*** A continuation of the project's development.

4.2. *Fabian Way Corridor Improvements (£300k):* This investment delivered improvements to the traffic signal management systems, preliminary designs for Baldwins Bridge junction and new bus shelters.

4.3. ***Fabian Way Cycle Route (£280k):*** This was a very much needed enhancement to cater for the Bay Campus which opened in September 2015. Prior to the opening of the Bay Campus this route was used by ~100 cyclists each day. Following the opening of Bay Campus its use has risen to ~350 cyclists each day.

4.4. ***Upper Bank Cycle Route (£250k)*****:** A new 2km cycle route following the alignment of the former Swansea Vale Railway Line and linking Llansamlet, Bonymaen and Morfa Retail Park with an off-road, traffic free cycle route which has been very well received.

4.5. ***Swansea Strategic Transport Model (~£150k):*** An important project delivered in partnership with colleagues in the Planning Department. This project utilised pioneering methods built on mobile phone data to plan for the development and growth forecasted through the LDP. The model has allowed the Council to improve accountability when dealing with Developers to ensure their conclusions and assessments are robust. The model will also be used more generally to improve traffic management across the City & County of Swansea. The Council's approach has been commended by the Welsh Government and being one of the first models to use of mobile phone data, it has been of interest not only within Wales but also further afield.

4.6. ***Wheels2Work (50k):*** This project provides assistance to those who are unable to access job opportunities because of transport constraints by providing mopeds and scooters on a low rent basis. The Council is one of only three local authorities in Wales offering this service and it is expected that it may be expanded to Carmarthenshire and Neath Port Talbot CBC in the coming months.

4.7. ***Active Travel (Wales) Act (2014) - Existing Route Map:*** This new piece of legislation has placed a number of new duties upon Local Authorities in Wales which are aimed at improving the provision for walking and cycling. The first duty was complied with through the delivery of the Existing Route Map in September 2015. This phase of work mapped and audited the walking and cycling provisions within the City & County of Swansea and resulted in a new promotional map being made available to the public in mid-2016.

4.8. ***Bay Campus Travel Planning:*** Officers from the Transportation department began meeting with First Cymru and Swansea University in late 2014 to plan for the transport requirements of the Bay Campus which ultimately opened in September 2015. The Council provided considerable planning expertise in forecasting demand and developing proposed bus and cycle routes to serve the new campus. This resulted in the delivery of three new high frequency bus routes which operate at up to 10 minute frequencies to move the thousands of students to and from the campuses each day. These services are also available to the public and therefore represent a significant improvement to city centre public transport provision. This partnership working has been recognised by the Chartered Institute of Logistics and Transport who have shortlisted this project in its upcoming UK Transport Planning Awards 2016.

5. 2016/17 PROJECT DELIVERY

5.1. ***Morfa Distributor Road (£1100k):*** The delivery of this £5million project is due for completion by the end of 2017. The new road will deliver an important new arterial route into the city centre, which bypasses the congested area of Hafod which also suffers from air quality problems caused by peak hour traffic congestion. The new road will facilitate redevelopment of this riverside area and also delivers strategic routes for walking and cycling to link with existing infrastructure.

5.2. ***Westway (£1600k):*** An important project to deliver public realm enhancements to Westway, to improve the road network, bus station access and also to deliver improvements to support potential investments to Kingsway in the coming years.

5.3. ***Fabian Way (450k):*** A detailed business case is being prepared in partnership with Neath Port Talbot County Borough Council, South Wales Trunk Road Agency and Welsh Government for the infrastructure needs of the Fabian Way Corridor over the coming years. The business case will support multi-million pound investments in transport infrastructure from the Welsh Government and serve and support adjacent redevelopment including the further expansion of Bay Campus.

5.4. **Safe Routes in Communities (c.£1000k over the past four years):** This annual funding source has delivered local improvements to improve road safety and walking and cycling links within communities.

5.5. ***Quality Bus Partnership Agreement:*** This agreement has been developed in partnership with First Cymru, as a replacement for the former agreement which was in place when the ftr Metro was in place.

5.6. ***Active Travel (Wales) Act (2014) - Integrated Network Map:*** The second legislative requirement of this Act is the delivery of the Integrated Network Map which will set out the proposed enhancements for the walking and cycling networks over the next 15 years. This is due to be submitted to the Welsh Government in September 2017.

Appendix 5

Intentionally Blank

This Appendix has been removed and the data incorporated in the main body of the report.

Appendix 6

Report of the Cabinet Member for Environment

Corporate Briefing – 23rd February 2012

CAR PARK MANAGEMENT ARRANGEMENTS

Purpose:	To report on the assessment of the option of continued in-house management of Council-owned car parks and consider whether to pursue third party management options.
Policy Framework:	Regional Transport Plan, City Centre Strategic Framework
Reason for Decision:	To agree whether or not to pursue the option of third party management of Council-owned car parks.
Consultation:	Legal, Finance.
Recommendation(s):	• That, for the reasons outlined in this report, the option of third party management of car parks is not progressed at this time; • That improvements in car park standards and facilities are secured through an invest to save programme to be agreed; • That the future management arrangements, within the Council's Transportation Service, of all Council-operated public car parks detailed in the report, are noted.
Report Author:	Chris Vinestock
Finance Officer:	Kim Lawrence
Legal Officer:	Patrick Arran

1.0 Introduction

1.1. In August 2011, a project was initiated to explore the options available to the Council for the ongoing management of its car parking stock, to address concerns about the condition of the car parks and in response

to the inclusion of an anticipated saving of £150,000 included in the Council's medium term financial plan.

1.2. On 22nd September 2011 Cabinet considered a report on car park management and agreed two primary project objectives:-

- To optimise financial returns from the Council's current stock of car parking.

- To ensure that the future car parking provision meets the needs of Swansea.

1.3. On the 3rd November 2011 Cabinet considered a further report which set out the options available to the council and agreed that officers should formulate a business case for the council retaining ownership and management of car parks and consider the case for introducing third party management.

1.4. This report considers the outcome of that work and recommends a way forward.

2.0 Current position

2.1 The council currently operates 58 car parks across the City and County of Swansea (see Appendix A). Most of the car parks are managed by the Environment Department (Transportation and Streetscene services), with 7 surface car parks managed by the Culture and Tourism Service. In total there are 53 surface car parks and 5 Multi Storey Car Parks (MSCPs). At present, all council owned car parks are managed and operated directly by the Council. Whilst many of the car parks charge for parking, a number are free.

2.2 The car parks are in mixed condition, but with most requiring investment in surfacing, lighting, signing, road markings and payment / access control equipment. In addition the multi-storey car parks require significant maintenance work including concrete repairs and waterproofing of concrete car park decks.

2.3 It is suggested that the standard of Council-operated car parks should match or exceed the standard of competing private car parks in terms of appearance, illumination, security, drainage, surfacing, access (including lift access and CCTV in MSCPs), lighting and payment facilities. The expenditure necessary to achieve these standards has been assessed.

2.4 To improve the attractiveness of car parks, and make them easier to use and manage, investment in new payment and access control equipment is required. This will provide communications between car parks and the central office and give remote access to control systems.

2.5 The Tables below summarises the costs involved.

Table 1: Major Maintenance and Desirable Improvement Costs (Income Generating Car Parks)

Car Park Type	Managing Service	Major Essential Maintenance Costs	Desirable Improvement Cost	Replacement and Upgrading Technology Cost	Total Cost
MSCP	Transportation	£1,400,000	£60,000	£325,000	£1,785,000
Surface	Transportation	Nil	£603,000	£113,000	£716,000
Surface	Culture and Tourism	Nil	£163,000	£23,000	£186,000
Surface	Streetscene	N/A	N/A	N/A	N/A
	Total	**£1,400,000**	**£826,000**	**£461,000**	**£2,687,000**

Note - No improvement cost for Clarence Terrace has been included as the car park building needs major repairs and is subject to redevelopment.

Table 2: Major Maintenance and Desirable Improvement Costs (Free Car Parks)

Car Park Type	Managing Service	Major Essential Maintenance Costs	Desirable Improvement Cost	Replacement and Upgrading Technology Cost	Total Cost (inclusive of essential, desirable and technology) (if charges are introduced)
MSCP	Transportation	£85,000	£3,000	£12,000	£100,000
Surface	Transportation	£0	£30,000	£ 49,000	£79,000
Surface	Culture and Tourism	£0	£6,000	£7,000	£13,000
Surface	Streetscene	£0	£9,000	£9,000	£18,000
	Total	**£85,000**	**£48,000**	**£77,000**	**£210,000**

2.6 The total cost of these improvements, for free and income-generating car parks, amounts to £2.9m.

2.7 Replacing and upgrading technology would allow more efficient cash collection and fault reporting, better management information, more efficient operation of Multi Storey car parks and better payment options and facilities. For income-generating car parks this would cost an estimated £460,000, which would be subsequently offset by efficiency savings, which could pay back the upfront investment.

2.8 As part of the project, options to generate additional income were considered. Car valeting services provided by a third party but within council car park(s) would be one option. Renting out areas for storage,

hiring out areas for displays / promotions, car boot sales and sponsorship of all or parts of car parks could also generate a modest income.

3.0 Benefits of retaining the in-house management option

3.1 There are some advantages of the Council retaining the car parks in Council ownership and continuing the current operating arrangements. This would maintain the current revenue stream, albeit that this is currently failing to meet budgeted levels.

3.2 There are also operational benefits of retaining in-house management, as this would maintain tariff control and the ability to support local businesses in the city centre through parking offers.

3.3 However the in-house option would require the investment in improvements to be funded, one way or another, by the Council.

4.0 Third party management option

4.1 A third party management arrangement for the Council's car parks would involve the Council retaining ownership but letting a contract to a third party who has experience of operating car parks. The operator would manage day to day operations and manage the car parks commercially to generate income for it and the Council. A third party operator, who would be likely to have portfolio of car parks in the UK, could secure economies of scale in procurement and operation, and could take advantage of additional marketing and tariff promotions.

4.2 The advantages are that the third party would be required to undertake and fund the improvement works, at no up-front cost to the Council. The contract would set income sharing arrangements that would allow the third party and the Council to benefit from income growth, but would also reflect the fact that the third party had invested in improving the car parks and would need to recoup its investment.

4.3 The financial benefits to the Council would be that it would not have to fund the major maintenance and improvement work required, and that it would retain a share of income above agreed levels. It should be noted that the income to the Council would be expected to be below the current level to reflect the up-front investment by the operator.

4.4 The third party management option has been used successfully elsewhere, but the exact arrangements that would apply in Swansea are subject to local decisions, the market and the outcome of a specific procurement exercise. The implications can not be quantified without a procurement exercise.

4.5 There are risks associated with third party management: income received by the Council is likely to fall, at least in the short term, and that

the third party operator may seek greater control of parking tariffs than the Council is willing to give. The other significant risk is that, given the number of car park sites that are identified as development sites, this may deter third party operators from tendering. Alternatively the specific arrangements for compensating a third party operator for car park sites taken out of the agreement for redevelopment may be so costly as to undermine the overall benefits of the approach.

5.0 Development Context and Programme

5.1 There are two key factors that will affect the availability and the future council ownership of car parks within the city centre, and hence the suitability of the third party management option. These are the planned redevelopment of some of the surface car parks and the proposed City Centre Retail Scheme redevelopment, for which there is currently no fixed date. It is difficult to predict when these city centre developments will take place so an assumption that developments will be completed by 2015/16 has been made.

5.2 Whilst some of the redevelopment schemes (such as the City Centre Retail Scheme) will likely include replacement car parking, developers may not support the creation of replacement car parking under Council ownership. Whilst any loss of income from these car parks will be one issue, the other consequence of these development plans is that it generates substantial uncertainty as to the life of car parks and limits the benefit (and scope for pay back) for any investment in improvements. Table 3 details the car parks involved.

Table 3: City Centre Sites Identified For Development

Site	Type	Management	Location
Sites identified for development prior to 2017			
The Quadrant	MSCP	Transportation	City Centre
St David's	MSCP	Transportation	City Centre
Oxford Street	Surface	Transportation	City Centre
Post Office, The Strand	Surface	Transportation (Private Owner)	City Centre
Mariner Street	Surface	Transportation	City Centre
Paxton Street	Surface	Transportation	City Centre
Clarence Terrace	Surface	Transportation	City Centre
Worcester Place	Surface	Transportation	City Centre
Other sites identified for development			
East Burrows Road	Surface	Transportation	City Centre
High Street	MSCP	Transportation	City Centre
Northampton Lane	Surface	Transportation	City Centre
Park Street East	Surface	Transportation	City Centre
Park Street West	Surface	Transportation	City Centre
Pell Street	Surface	Transportation	City Centre
Salubrious Place	Surface	Transportation	City Centre
YMCA	Surface	Transportation	City Centre

5.3 It can be seen that development plans affect a large proportion of the Council's city centre car parks, which would form the core of any third party management arrangement. This would make investment by a third party unlikely, and would be likely to deter potential tenderers. If a third party management arrangement were to be introduced, subsequent removal of the core car parks from the arrangements would be costly. For these reasons it is not considered timely to progress the third party management option.

5.4 For consistency and clarity, all public car parks operated by the Council and detailed in this report will in future be managed by the Council's Transportation Service.

6. Financial Implications

6.1 The recommendation not to pursue out-sourcing will mean that the anticipated saving of £150,000 per year included in the Council's medium term financial plan will not be achieved at least initially. This saving has therefore been removed from the 2012/13 revenue budget and medium term financial plan reported to Council earlier this week. Savings could be achieved following investment in new technology, and these would contribute to the Council's budget savings targets after the investment on a "spend to save" basis has been recouped, if a decision is taken not to apply released resources to car park maintenance and improvement. A detailed "spend to save" business case will be prepared.

6.2 Keeping the service in-house will mean that the Council will retain the benefits of the 'Isle of Wight Council vat case' if this is successful.

6.3 In the absence of investment by a third party, improvements to the Council's car parks will be progressed through an invest to save programme, whereby investment in essential maintenance work and new technology will be funded by efficiency savings and additional income . This will be subject to the submission and approval of the appropriate FPR6 and FPR7 reports.

6.4 If it is decided to pursue the third party management option the following factors need to be taken in to account:-

- there are likely to be additional costs is terms of dedicated project staff, and consultancy advice (e.g. VAT and property issues) during the procurement process;
- any contract would need to be structured to enable the Council to benefit from potential future vat benefits;
- if the private sector operator is required to invest in the car parks there may be a reduction in the annual revenue stream to the Council.

7.0 Human Resources Implications

7.1 Trade Unions and car park management staff have been regularly briefed and consulted from the outset of the Car Park Management Project.

7.2 If car park management is retained in house, HR implications will depend on whether identified staff efficiency savings as a result of the possible introduction of new technology, are realised. Should the efficiency savings be achieved, this would either result in having more staff available for on street enforcement work, or the affected staff may be placed in a Redeployment / Redundancy situation.

8.0 Legal Implications

8.1 One of the recommendations in this report is not to pursue an option involving third party management of Council car parks at this time. If that recommendation is not agreed and a decision made to pursue the third party management option a procurement process would need to be carried out under the Council's rules and the relevant EU legislation.

8.2 The changes outlined in this report may lead to staff being redeployed or made redundant. In this event, detailed legal and HR advice will be required.

8.3 If the Council does not invest to keep its car parks up to standard that may lead to claims being made against the council for injury or loss resulting from a defect in the relevant car park.

Background Papers:

Appendices: Appendix A - Car Parks Owned and Operated by the Council

Appendix A

CAR PARKS OWNED AND OPERATED BY THE COUNCIL

	CAR PARK	LOCATION	CAR PARK TYPE	INCOME GENERATING?
Transportation - City Centre				
1	The Quadrant MSCP	SA1 3QW	Multi-Storey CP	Yes
2	St. David's MSCP	SA1 3NG	Multi-Storey CP	Yes
3	High Street MSCP	SA1 1NU	Multi-Storey CP	Yes
4	Sea Gate	Marina	Multi-Storey CP	Free
5	Pau Square	Marina	Multi-Storey CP	Free
6	Park Street East	SA1 3DJ	Surface	Yes
7	Park Street West	SA1 3DJ	Surface	Yes
8	Picton Lane	SA1 3BG	Surface	Yes (season ticket)
9	Pilothouse Wharf	Marina	Surface	Free
10	Pell Street	SA1 3ES	Surface	Yes
11	Northampton Lane	SA1 4EH	Surface	Yes
12	Worcester Place	SA5 4AQ	Surface	Yes
13	YMCA	SA1 4EH	Surface	Yes
14	Salubrious Place	SA1 3LZ	Surface	Yes
15	Oxford Street	SA1 3AG	Surface	Yes
16	Mariner Street	SA1 1NU	Surface	Yes
17	Paxton Street	SA1 3SQ	Surface	Yes
18	East Burrows Road	SA1 1RR	Surface	Yes
19	Pockets Wharf, Trawler Rd.	SA1 3XL	Surface	Yes
20	Post Office (The Strand)	SA1 2AE	Surface	Yes
21	Clarence Terrace	SA1 3QT	Surface	Yes (season ticket)
22	Madoc Street	SA1 3RB	Surface	Yes
Transportation - Suburban				
23	Treharne Road	SA6 8AW	Surface	Free
24	Sway Road	SA6 6HT	Surface	Free
25	Glantawe Street	SA6 8DQ	Surface	Free
26	High Street	SA6 5LQ	Surface	Free
27	Vardre Road	SA6 5LU	Surface	Free
28	Lime Street	SA4 4AD	Surface	Free
29	Brighton Road	SA4 4BW	Surface	Free
30	Gowerton By-pass	SA4 3GE	Surface	Free
31	Mill Street	SA4 3ED	Surface	Free
32	Water Street	SA4 8RL	Surface	Free
33	Cambrian Place	SA4 8RG	Surface	Free
34	The Bush, Eversley Road	SA2 9BZ	Surface	Yes
35	Saddler Street	SA1 2PP	Surface	Free

CAR PARK		LOCATION	CAR PARK TYPE	INCOME GENERATING?
36	The Dairy	SA3 4LQ	Surface	Yes
37	The Quarry	SA3 4LQ	Surface	Yes
38	Oystermouth Foreshore	SA3 4DP	Surface	Yes
39	Sketty Lane	SA2 8QB	Surface	Yes
40	Southend	SA3	Surface	Yes
41	Langland	SA3 4QU	Surface	Yes
42	Caswell Bay	SA3 3BW	Surface	Yes
43	Caswell Hill	SA3 4RY	Surface	Yes
44	Bracelet Bay	SA3 4LQ	Surface	Yes
45	Clyne Gardens	SA2 8EG	Surface	Yes
46	Horton	SA3	Surface	Yes
47	Port Eynon	SA3	Surface	Yes
48	The Baths	SA1 4PQ	Surface	Yes (from 2010/11)
Culture & Tourism				
49	LC - Oystermouth Rd	SA1 3ST	Surface	Yes
50	Knab Rock	SA3 4EL	Surface	Yes
51	Singleton Boating Lake	SA2 8PY	Surface	Yes
52	Opp St Helen's	SA2 0AS	Surface	Yes
53	The Recreation Ground	SA2 0AR	Surface	Yes
54	Loughor Foreshore	SA4 6TE	Surface	Free
55	Llangyfelach Road, Brynhyfryd	SA5 9L	Surface	Free
Streetscene				
56	Llangyfelach Road	SA5 9L	Surface	Free
57	Brynhyfryd Square	SA5 9EB	Surface	Free
58	Lime Street	SA4 4LD	Surface	Free

Appendix 7

Report of the Director of Place / Cabinet Member for Place

Corporate Briefing/Cabinet/Council – Insert Date

GUIDANCE FOR WORKS ON THE HIGHWAY AND THE ADOPTION OF NEW INFRASTRUCTURE

Purpose:	To provide information to developers on the highway aspects of pre-planning application guidance and introduce a sliding scale of fees for highway adoption agreements.
Policy Framework:	Corporate Plan 2015/17 : "Delivering For Swansea": Priority Three: Creating a vibrant and viable City and Economy .
Reason for Decision:	To support and promote development within the City & County of Swansea .
Consultation:	
Recommendation(s):	It is recommended that: 1. Appendix A, "Guidance For Works On The Highway and The Adoption Of New Infrastructure" is provided to developers as an informative at the pre-planning application advice / planning application stage. 2. That specific recommendation to adopt a sliding scale for Section 38 agreements is approved.
Report Author:	Mark Thomas, Group Leader Traffic and Highway Network Management
Finance Officer:	
Legal Officer:	
Access to Services Officer:	

Please do not use headers and footers on the report.

1.0 INTRODUCTION

1.1 In order to assist developers comply with the Highways Act, as part of planning and delivering their developments, it is considered helpful to provide a guidance document that explains the various considerations necessary, should their proposed development interact with the existing adopted highway or should the developer wish to offer their completed development for adoption by the Highway Authority.

1.2 The document, “Guidance For Works On The Highway And The Adoption Of New Infrastructure” (Appendix A), is intended to assist developers working through the pre-application / planning processes, to fully understand what are purely planning issues and which issues need to be addressed with the Highway Authority. Developers have previously expressed concerns that they were initially unaware of these commitments when submitting planning applications, and of the resultant financial implications.

2.0 HIGHWAYS AND DEVELOPMENT ISSUES

2.1 The document will address issues that have been a subject of discord with developers and seek to clarify processes, raise awareness of statutory requirements, under the Highways Act, that Developers must comply with, over and above those issues addressed within the Planning Permission process and the Town and Country Planning Act.

2.2 The guidance document will explain the benefits of Developers offering their sites for adoption (S38 process) and the process to be undertaken. This has been an issue with some developers who have not offered their sites for adoption and not informed their customers of this fact, when they have purchased their properties. There, are a number of reasons why developers have declined the opportunity to offer their sites for adoption,

- Level of commuted maintenance sums requested
- Level of section 38 fees requested by the Authority.

2.3 The guidance document explains how commuted maintenance sums are calculated, enabling Developers to ascertain whole project costs and cost certainty at project feasibility stage. Previously, some Developers have claimed to be unaware of the requirement to pay commuted maintenance sums and have therefore declined to offer their sites for adoption, resulting in local residents having to pay an annual maintenance charge to a management company or, in some cases, having their streets and public lighting maintained to an unacceptable standard with irregular interventions by the Developer.

2.4 Welsh Authorities charge a section 38 fee of 8.5 percent of highway works costs to adopt a development. These costs cover technical

approval of the Developer's design, inspection to ensure that the site is constructed to an adoptable standard and legal fees. However, some of the larger Developers have raised concerns that for their larger sites the 8.5% charge is excessive and does not represent value for money. They have therefore, declined to enter into section 38 agreements resulting in residents suffering, as described in section 2.3 above. Therefore, the City & County of Swansea is the first authority in Wales to consider introducing a sliding scale, following benchmarking with English Authorities such as Bristol. It is envisaged that for more expensive projects the percentage charge will be less than 8.5%, but still sufficient to cover officer time and assist in making the service operate on a full cost recovery basis. Developers have welcomed this approach, following initial discussions and it is considered that such an approach will encourage greater uptake of the section 38 adoption process.

2.5 A summary of the sliding scale of fees is provided below

Value of works	Fees
Under £250,000	Minimum fee of £2k or 8.5% of works cost
Over 250,000	8% of works costs with a capped maximum fee of £28,750
Over £500,000	7.5% of works costs with a capped maximum fee of £45,000
Over £750,000	7% of works costs with a capped maximum fee of £58,750
Over £1,000,000	6.5% of works costs with a capped maximum fee of £70,000
Over £1,250,000	6% of works costs with a capped maximum of £75,000

2.6 It is proposed that, in order to undertake activities on/ from the public highway all Developers who's developments have the potential to cause disruption to the public highway, will submit a Construction Traffic Management Plan (CTMP) for approval by the Highway Authority, at no cost. The guidance document explains what is expected of a CTMP, that the approval of the document is a condition of the Planning Consent, and that if additional advice and assistance is required, then this service is available, but at a cost.

3.0 Equality and Engagement Implications

3.1 An EIA screening process has been undertaken and included as Appendix B.

4.0 Financial Implications

4.1 It is anticipated that advance notice of the requirement for Commuted Maintenance Sums and adoption of the proposed sliding scale of fees for Section 38 agreements will increase the number of sites being offered for adoption and result in increased fee income for the Authority.

5.0 Legal Implications

5.1 There are no legal implications associated with this report.

Background Papers: none

Appendices: Appendix A , “Guidance For Works On The Highway And Adoption Of New Infrastructure”.
Appendix B – EIA Screening

Feasibility of Undertaking Lining Works In-house.

Introduction.
A staff suggestion has been submitted referring to undertaking lining works in-house. The following is a feasibility appraisal of setting up and carrying out this function.

Prime Costs.

Purchase of lorry equipped with burners.	£90K
Pram & Lance	£5K
Materials	£550/tonne
Glass beads	£500/tonne
Labour - Unburdened)	£12/hour
Labour -Burdened @ 150%	£30/hour

Cost of applying markings.

Lorry and ancillaries	£95K (Purchase)
Annual cost based on a 5 year life	= £365 per week
C.T.U. Maintenance	= £150 per week
Fuel at 130Litres/week x £1.10/L	= £143 per week
Fuel for burners at 70L/week x £0.6/L	= £42 per week
Weekly vehicle cost	= £700 per week.

Allow 10 weeks for breakdown, holidays,
weather etc. therefore working period = 42 weeks

Weighted cost for transport = $\frac{£700 \times 52}{42}$ = £867/week.

Assume output of 2000m of lining per week (new and maintenance work)
Transport cost = £867/2000 = **£0.43/m**

Materials
Yellow thermoplastic - at average material usage of 1000m per tonne
= £550/1000 = **£0.55/m**

White - at average material usage of 1000m per tonne
= £550/1000 = £0.55/m
Add glass beads @ 1 tonne to 10 tonne= £500/10/1000 = £0.05/m
= **£0.60/m**

Labour
Yellow Lining can be carried out using a 2 man gang.
Therefore labour charge = 2 x £30 x 37 = £2220.00
At an output of 2000m =£2220/2000 = £1.11/m

White Lining requires 3 men
Therefore labour charge = 3 x £30 x 37 = £3330.00
At an output of 2000m = £3330/2000 = £1.67/m

Total price per metre based on laying 2000m of yellow line per week.
= £0.41 + £0.55 + £1.11 = **£2.07/m**

Total price per metre based on laying 2000m of white line per week.
= £0.41 + £0.60 + £1.67 = **£2.68/m**

The rate charged by lining contractors (approx.*) = **£0.60/m**
*Tender currently out for advert

Other Considerations.

1. Flexibility - Some works require work to be undertaken on a Sunday, at night or an early start. The lining contractor isn't restricted to set working hours offering greater flexibility to carry out such works.

2. The process of road marking is weather dependent with frequent periods when markings cannot be applied. At these times the contractor would not be used and therefore the Authority does not incur any costs.

3. Additional labour would have to be employed to undertake lining work as the present establishment is sufficient only to carry out the existing workload.

4. At downtimes alternative work would have to be found and the skill set of the lining personnel would be limited for the type of work undertaken in the section.

5. The calculations assume an annual downtime for the haulage of 10 weeks but the cost of the lorry will have to be borne should this figure be exceeded.

6. Alternative work would have to be found for the third man when the gang were employed on yellow lining.

Conclusion.
The Engineering Section is progressive in exploring new working methods and processes and strives at all times to keep work in-house.

However, there is some specialist work which private companies are more equipped and experienced to undertake and this is the case for roadmarking.

Appendix 9

Commissioning Review: Community Budgets

1.0 Introduction

1.1 Each ward Councillor has for some years received an Environmental Improvements (EI's) allowance of £1,000 per annum to fund highway related environmental improvement works in their wards.

1.2 In 2013/14 each Member's EI's allowance was increased to £3,000 per annum and the scheme extended to include works on all Council Owned land and Public Rights of Way.

1.3 In November 2015 the Environmental Improvements programme was replaced by the Community Budgets Programme. Details of the Communities budget are included in the report to Cabinet dated 19th November 2015 – Community Budgets.

1.4 As well as the change in name, each Member's allowance was increased from £3,000 to £9,388 per annum for 2015/16 and 2016/17. This was in response to Member concerns that the existing level of funding was inadequate to have an impact within communities.

1.5 Restrictions on the use of the funding were also reduced to allow Members greater flexibility in support local improvements and events.

1.6 Concerns had been raised by Members regarding costs of delivery of schemes, the fee of 15% of works costs charged for design/administration work, and, communication with Members in delivering schemes.

2.0 Purpose of the Report.

2.1 This report aims to provide members with a comprehensive view of the processes and charges relating to the management and delivery of Highway related works under the Community Budget Programme.

2.2 Attached to the rear of this report are:

a) Four examples of Community Budget Works undertaken; (Cost Examples)

b) A high level flowchart of the Community Budget Works Process (Fig 1)

c) A detailed flowchart of the Traffic Regulations Order Process (Fig 2)

3.0 Process.

3.1 The Community Budget programme is managed by Corporate Building and Property Services' Facilities Management team.

3.2 Initial Member contact is with Facilities Management.

3.3 A catalogue of typical schemes with the associated budget costs is held by Facilities Management which is used as a guide to aid Members in deciding the feasibility of a project.

3.4 If the budget costing meets expectations or further advice or estimated costs for any particular scheme be required, Facilities Management refers the Member to the relevant service provider e.g. Improvements or Traffic management teams.

3.5 Having established the Member's requirements, assigned officers will assess the proposal and consult with the Member on the proposal's viability, including matters that would have to be addressed such as:

- Safety implications of the proposal.
- Governing legislation e.g. traffic orders, accessibility, Welsh Language Act etc
- Policy matters e.g. Residents parking policy
- Costs.

Officers will also advise on alternative options.

3.6 Every effort is made to provide this information to Members within two weeks; however, delays may be experienced depending on available resources.

3.7 Based on the information provided Members have three options:

i. Request the scheme be moved on to the detailed design stage. This would apply to a scheme such as construction of a new layby.

ii. Request the work to be undertaken. This would apply to minor works such as placing a few bollards. There is still input required by design staff to compile any safety plans, risk assessments and indicative plans and obtain Statutory Undertakers information.

iii. Decide not to proceed.

3.8 If the scheme is to proceed an instruction shall be given to Facilities Management who will issue the service provider with an instruction to either implement the scheme or proceed with a detailed design, providing a financial code and specific job number for cost allocation.

3.9 If, during the design, unforeseen items come to light, such as services that need to be diverted, the price to deal with these is calculated and presented to Members.

3.10 Upon completion of the design, the budget cost is adjusted, if necessary, and the work issued to the Engineering Division for programming and implementation.

3.11 Similarly, minor works are issued directly to Engineering to be undertaken.

3.12 This process is set out diagrammatically and attached as Fig.1.

4.0 Financial.

4.1 A small percentage is removed from the overall budget to cover the input of a budget co-ordinator in Facilities Management.

4.2 Estimates for individual schemes/works are prepared at consultation stage, and these include all costs relating to advertising of TRO's, other service providers, commuted sums for future maintenance and provisional budget design and construction costs.

4.2 Costs incurred by Highways staff in the initial consultation stage and in preparing the works package for issue are absorbed by the department and are not charged to the Community budget.

4.3 Design work is charged to the individual scheme on a time related basis.

4.4 Disbursements such as advertising costs and legal fees are also charged to the individual schemes.

4.5 Works undertaken by the in-house Engineering Division are priced using the competitively procured Partnership Framework where possible.

4.6 Where work is specialist in nature and the in-house unit either haven't the skills or it is not cost effective for them to carry out the work themselves a suitable contractor will be engaged. An example is road marking which due to the equipment required, its limited use throughout the year and the weather dependency of the process makes it uneconomic to carry out this work.

4.7 Where specialist work is undertaken, competitively procured contracts such as the contract for road marking are utilised.

4.8 Prospective costs for licences and CDM for external service provision are detailed in 5.4.6 and 5.4.8 below.

5.0 Service Provision.

5.1 The Council is committed to using in house engineering services to design and construct schemes whenever the necessary skills and resources are available.

5.1.1 The information below details the service provided by the department's staff and defines the responsibilities undertaken to protect Members and the Authority generally, in terms of sustainable works, compliance with legal and health & safety legislation and also Council policies. Four detailed examples of schemes are presented at the endo f this report (Cost Examples)

5.2 Design

5.2.1 Design of highway related Community Budget schemes is carried out by the Capital Projects Team, an in house Civil Engineering Consultancy offering design and project management services for a range of projects within the City and County of Swansea, ranging from multi million pound schemes to Community Budget schemes costing less than £1,000.

5.2.2 To manage performance, continual improvements and evidence best value the Capital Projects Team have carried out benchmarking activities for a number of years. The team is a member of the County Surveyors Society (Wales) Engineering Services Benchmarking Team, set up to share good practice and promote professional development of engineering services within local government in Wales. In a comparison of hourly rates from the Welsh Government Technical Consultancy Framework, for schemes below £25K, hourly rates identified by the Capital Projects team are competitive and offer best value. This is detailed in the 'Cluster 2' section of the Commissioning Review report.

5.2.3 As stated in 4.2 above significant time is spent by design staff during the consultation and works ordering stages which is not charged to the Member's allocation. Consultants would charge all time spent on a project, including advising Clients.

5.3 Traffic Regulation orders.

5.3.1 There is a perception that schemes involving road marking are expensive and take protracted periods to deliver. However, to be enforceable, markings such as double yellow lines must have a traffic regulation order. The stages involved are:

i. Design
ii. Compilation of legal documentation.
iii. Advertising the proposed Order.
iv. Objection period.
v. Implementation.
vi. Legal sealing of the Order.

Fig.2. (attached) is a flowchart detailing the above TRO process.

5.3.3 Due to these processes implementation takes several months.

5.3.4 The costs of the legal and advertising vastly outweigh the works costs which for simple schemes are about 6%

5.4 Construction.

5.4.1 The in-house Construction section of the Engineering Division, are equipped to undertake the majority of civil engineering works. Specialist works are contracted out as described in 4.6 above.

5.4.2 Estimates for various Community Budget schemes are, whenever appropriate, built from item rates derived from a schedule of rates taken from the competitively procured Partnership Contract.

5.4.3 Where the framework is not applicable, as in the case of road marking, individual scheme prices are produced.

5.4.4 There is a perception that some works costs, particularly on small works, are higher than would be obtained from a local contractor but this does not take into account the 'whole service cost' should an external contractor be employed.

5.4.5 Should external contractors be engaged costs would be incurred by in house officers in preparing a specification for the works, producing a tender/quotation package and obtained prices in accordance with the Council's Contract Procedure Rules (CPR's), which may delay implementing the works by up to three months.

5.4.6 If external contractors are employed to work on the highway they must either:

i. Be licenced, which involves applying to the Department of Transport and undergoing a vetting process and also having an IT infrastructure to comply with the requirement to notify the Authority of proposed works, electronically.

ii. Apply for a Section 50 licence for **each** scheme carried out, the cost of which is currently £512.

The in-house Engineering Division is exempt from these licences and charges.

5.4.7 The Authority insists that any company or person engaged to undertake works carries the following minimum levels of insurance.

- Public Liability - £5M
- Employer's Liability - £5M

- Professional Indemnity -£2M

5.4.8 The Construction (Design and Management) regulations (C.D.M.) place legal responsibilities on Clients, Designers and Contractors in relation to health and safety. In 2015 the regulations were amended to tightening up compliance, making it a legal requirement to provide a health and safety plan for all projects.

Small contractors are generally ill equipped to produce these unless they employ someone to undertake this on their behalf, the cost of which will vary depending on the complexity of the plan, but is in the region of £150 to £800 per plan.

5.4.9 Under the Road and Streetworks Act the works promoter is responsible for any works for a period of two years. Being part of the Authority the in-house section take ownership of any work undertaken.

5.4.10 Besides the legislative issues highlighted, the in-house providers also:

- Ensure compliance with C.P.R's;
- Plan, organise and deliver schemes;
- Provide street works planning and co-ordination;
- Ensure compliance with specification;
- Self-supervise eliminating the need, and resultant costs associated with this;
- Manage variations;
- Take immediate ownership of the works.

6.0 Summary.

6.1 The Community Budget affords the opportunity for Members to implement schemes which benefit their ward residents.

6.2 It is important that proposals are delivered to Members expectations and efficiently. To this effect the in-house staff provide a service which delivers all the functions required to achieve these as well as protecting members as Clients.

6.3 Four examples of Community Budget Works are presented below.

Examples of Community Budget Works Undertaken

Example 1. Improvements to pedestrian guardrail at Morriston Cross.

There are varying types of pedestrian guardrail (PGR) currently in situ at the cross in Morriston. A large percentage of this is a galvanized rectangular section standard type being in a varying state of repair. The remainder is a bespoke style guardrail, predominantly black in colour fabricated in rounded section, installed as a part of a highway improvement scheme at Clase Road in 2003

To improve the streetscape and introduce a consistent style of guardrail in the area the Members for the Morriston Ward wished to remove the standard style barrier and replace with new of the same style as the bespoke black guardrail.

The funding for the scheme is from Member's Communities Budget allocation supported by funding set aside from a S106 Agreement in respect of a local development.

To date over 50 hours of officer time has been spent consulting with Members, other departments within the authority and suppliers in preparing estimates and timescales for the scheme. An instruction to pursue a scheme has recently been received.

The sequence of events leading to the instruction is set out below:

11/6/14	Initial request for estimated costs for replacing and/or painting the guardrail in the vicinity of the cross at Morriston.
7/7/14	Plan of existing PGR prepared and an assessment of the site carried out in conjunction with the Authority's Road Safety officer of existing barrier with a view to rationalizing the quantity of PGR.
5/9/14	Indicative cost and options presented to Ward Members.
9/9/14	Brief extended to include provision of diagonal crossing facility at the Cross. Referred to Telematics Section
24/11/16	Request from Ward Members for updated costs for the scheme.
11/2/16	Amended scheme costs provided to Ward Members.
26/2/16	Breakdown of amended scheme costs provided to Ward Members.
1/4/16	Update on scheme status provided. First mention of S106 finding to support scheme. Advice sought from Planning re: use of S106 funding.
7/4/16	Advised by Planning S106 funding cannot be used.
17/5/16	Meeting with Morriston Ward Members. Use of S106 funding to be pursued by Members. Further costs requested for ugrade of further guardrail along Woodfield Street together with timescales for delivery. Instruction from Members not to pursue diagonal crossing scheme.
16/8/16	Meeting with Members and Planning. Agreed S106 funding is available for the scheme. Costs requested for improvements to further street furniture, litter bins, bollards, seats etc. along Woodfield Street.
26/8/16	Costs for painting of perimeter railings to Library requested by Members.

19/9/16 Members advised of costs and timescales for manufacture , installation and painting of guardrail, these being £29,200. Costs for improvements to street furniture along Woodfield Street not included.

24/9/16 Instruction received to proceed with works to guardrail based on information provided.

Costing.
No fees have been charged for the consultation to date.
The works were priced utilising the Framework rates with an additional allowance for the bespoke guardrail. The estimate was forwarded to the Engineering Division for comment.

Two major factors had to addressed, these being whether the allowance would be sufficient for procuring the new barrier and also the logistics of undertaking the work at an extremely busy junction, in terms of traffic and pedestrians.

These issues were positively addressed and the scheme will proceed.

Example 2. Provision of bus shelter at Clydach Road, Ynystawe.

A request was made by the Morriston Ward Members for a bus shelter to be installed at a bus stop on the B4603, in the vicinity of No. 495 Clydach Road, Ynystawe.

The bus stop is located at a lay-by situated between Clydach Road and a service road fronting 487 – 499 Clydach Road. The difference in level between the two carriageways is approx. 900mm. Due to its elevated location the only access to the bus stop is provided by a flight of 5 steps.

The Equalities Act (2010) prescribes a legislative duty upon all local authorities in England and Wales to ensure that all bus stops are accessible by 2016.
There is a need to improve the Council's bus stops to ensure that they can be considered to be accessible to particularly benefit those with mobility impairment. The Council therefore exercises a policy whereby raised kerbing is installed at all bus stops which are subject to an associated modification (such as a replacement bus shelter, resurfacing etc.) This policy allows bus stops to be upgraded in a sustainable fashion, and demonstrates compliance with the legislative duties prescribed by the Equalities Act (2010).

The limited funding available through the Community Budget and also the inability to support additional works from other budgets, due to restrictions, can result in conflict with the above Act. Officers advise on legislation and reputational risk.

In this case the decision was to proceed with the shelter only.

The sequence of events is set out below:

5/10/15 Request from Leader to Transport Team for bus shelter at Clydach Road, Ynystawe.

20/10/15 Request by Transport Team to provide estimated costs for improvements to access facilities.

28/10/15 Costs provided to Transport team for:

- Raised bus stop kerbs.
- Access ramp from service road to bus stop.
- Uncontrolled crossing across service road.

18/11/15 Instruction from leader that Community budget funding is to be used to support specific request for shelter only. .Access facilities to be provided from other budgets if relevant service provider wishes to do so.

30/1/15 Instruction received from Leader to install shelter.

1/2/15 Confirmation received from Place Director to install a bus shelter only. The provision of additional access facilities is not to be supported from other budgets.

No further involvement in in scheme from capital Projects Team.

16/5/16 Installation of shelter complete.

Costing.
Estimate prepared from the Schedule was forwarded to the Engineering Division who have installed the shelter as directed.

Example 3. Footway maintenance at various locations within the Penllergaer.

Estimated costs were requested for maintenance works to footways at:

- Swansea Road, Penllergaer (two sites).
- Ynyswerdd, Penllergaer.

The footways had previously been assessed to be in Average condition for Footway Planned Maintenance purposes. The footways are not included in the 'Highways Maintenance Forward programme of Works 2015 – 2020'.

Estimates were prepared, based on the Highways Partnership schedule of rates, as used for Footway Planned maintenance schemes.

The estimated costs were questioned by the Member and a breakdown was provided. A further explanation of the costs was provided to the Member following her representation to the Head of Service.

With over 15 hours of officer time spent in providing the information requested, no instruction has been received to date.

The sequence of events is set out below:

24/3/16 Request for estimates from Member

30/3/16 Site meeting to indicate sites and discuss initial observations.

5/4/16 Estimates presented to Members

14/4/16 Breakdown of costs and quantities presented on request from Member.

3/5/16 Further explanation of build-up of costs presented to Member following representation to Head of Service.

29/10/16 No instruction received to date.

Costing.
The estimates provided were as follows.

Area of footway	Estimated cost
Swansea Road, Penllergaer – Footway fronting St. David's church	£8,945
Swansea Road, Penllergaer – Footway fronting No. 22-30	£8,275
Ynyswerdd – Footway fronting No. 5 - 12	£8,975

As has been detailed in the Commissioning report the method of pricing adopted by many contractors of having lower rates and higher preliminary items such as accommodation, welfare etc. makes prices appear extensive as the 'front end' of the Bill of Quantities is disproportionately higher. It must be noted that if a balance wasn't achieved by compensatory lower work rates a tender bid would be uncompetitive and would not be successful.

Example 4. Introduction of Traffic Regulation Orders to address inconsiderate parking on Heol Pentr Felin and the surrounding estate.

Officers initially became aware of a desire to implement a scheme to address the inconsiderate parking of DVLA staff within the Pentre Felin estate following a request from the Llangyfelach Community Council in 2011. During the following eighteen months officers attended five evening meetings where proposals were developed, shared with the public with the design going through a series of amendments at the request of those residents attending the meetings. The overriding desire from those residents attending was for Residents Parking to be implemented into the estate. However as the majority of properties had access to off street parking, it does not meet the criteria for Residents parking as set out in the appropriate council approved policy.

It was not possible to reach a consensus with the public and no further contact was received for a period of eighteen months. Following this, officers met with the ward member in October 2013. This meeting and a subsequent one two weeks later was with a very small number of local residents and was less ambitious in scale primarily addressing junction protection and protecting vehicular accesses.

Proposals were drafted which again failed to obtain a consensus with the wider community, and a further site meeting was held which was very well attended by approximately fifty residents. However, as before the main request was for Residents Parking which was not possible as it does not conform to Council policy.

Officers attended two further public meetings held during on 20 October 2014 and December 2014 where the issues regarding Residents Parking were again explained to those in attendance. However this led to a proposal to introduce a parking control zone.

This was discussed at a further public meeting in February 2015. Following this designs were finalised to provide a control zone with a 10am to 11am restriction. In light of previous

experience this was issued to all residents as a consultation with a yes/no option. The letter drop took place over the following weeks with repeats sent out to residents claiming not to have received a copy.

The survey results were analysed with the conclusion that the majority of residents were in favour of implementing the controlled zone. Officers then updated the costs of the scheme, confirmed that there were sufficient funds available within the EI Budget, and confirmed which publication the advertisement was to be included in. It was agreed that to minimise costs this should be the Swansea Leader. Whilst significantly cheaper than the Evening Post or Western Mail, the Swansea Leader publication does have significantly longer lead in periods, to enable a TRO schedule to be publicised.

Email correspondence was sent on the 11th of August 2015 advising that the TRO would be advertised in the November issue of the Swansea Leader.

In November 2015 the Traffic Regulation Order was advertised. As a consequence 9 letters of objection were received. The objection process concluding with the preparation and approval of an objection report took place between January and May 2016.

Following this drawings, Bills of Quantities and Safety Plans were issued to the Engineering Division. Works were undertaken through July, August and September.

The value of the scheme was £9,037 for which Traffic Management charged a total fee of £1,356 which did not cover the time spent for the consultation and management associated with this project.

Fig.1. Process for Ordering Community Budget Works

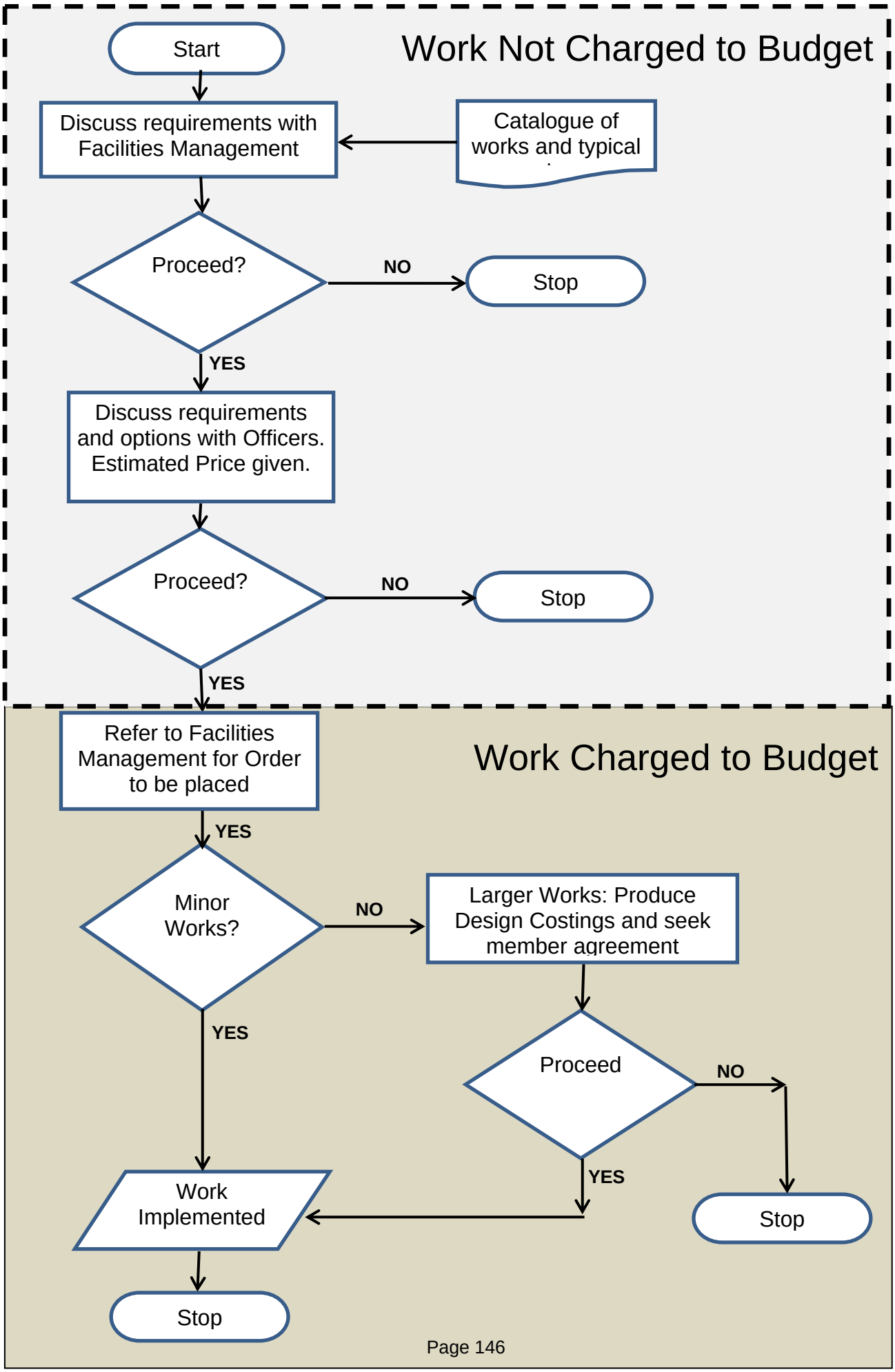
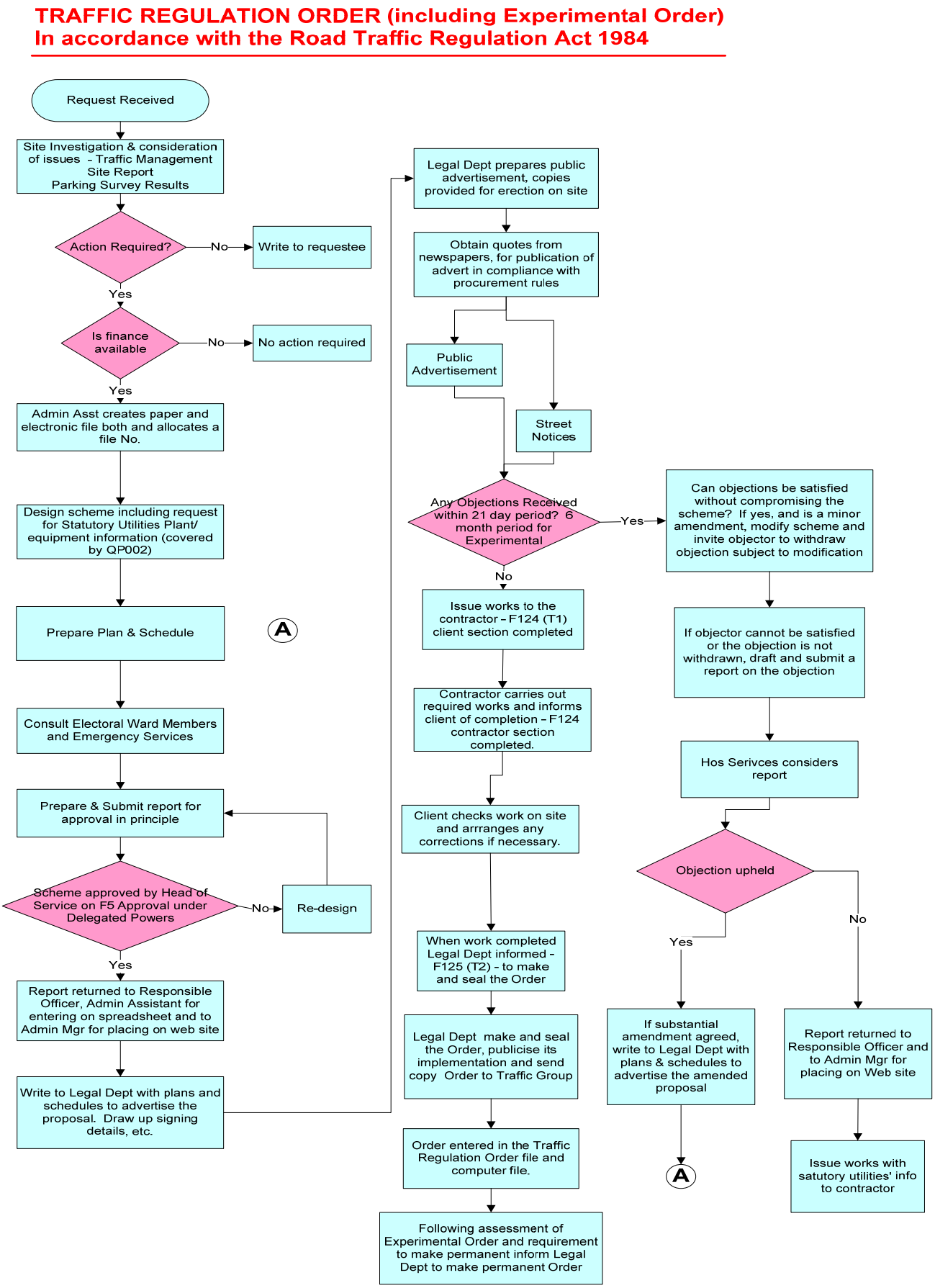


Fig 2: Process for obtaining a Traffic Regulation Order

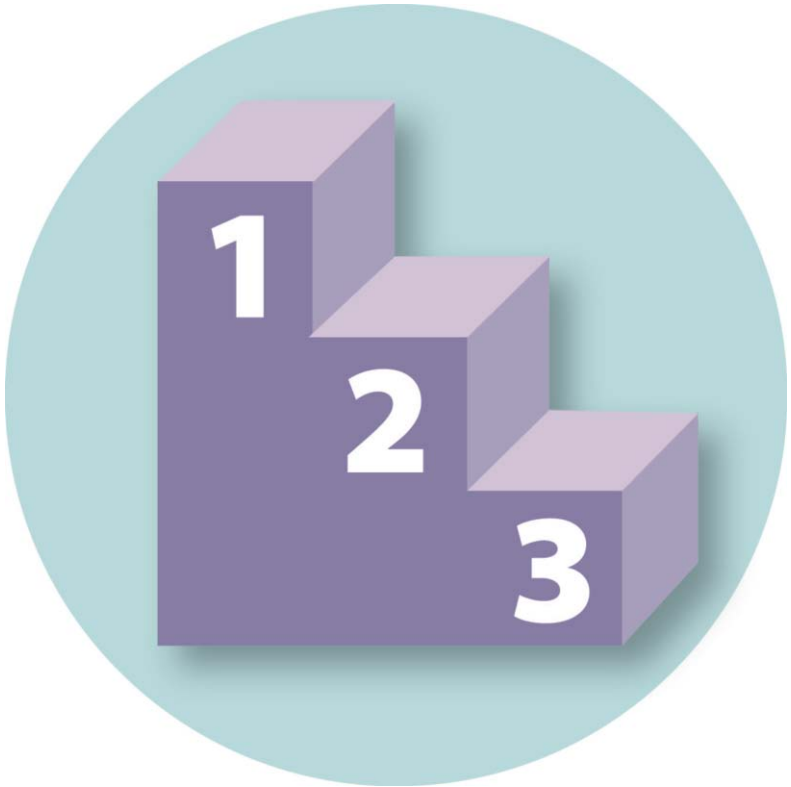


apse performance networks

Street lighting

2014-15, Issue 2

Performance indicator standings



apse performance networks

Street lighting performance indicator standings 2014/15 : Family group report

Name of authority **Swansea City & County**
PIN **8093**
Family group **L2**

Performance indicator	Number in group	Highest in group	Average for group	Lowest in group	**Your output/score**	Standing in group	Top quartile mark	Quartile achieved	Ten percentile mark
Safety performance indicators									
PI 39 - Percentage of columns with a valid structural test certificate	9	100.00%	31.38%	0.00%			55.27%		100.00%
PI 40 - Percentage of lights with a valid electrical test certificate	13	100.00%	72.41%	22.71%	**36.37%**	**11**	96.61%	**4**	100.00%
Condition / asset preservation performance indicators									
PI 19a - Routine faults as a percentage of street lighting stock	14	25.02%	18.26%	12.93%	**16.19%**	**5**	15.14%	**2**	14.29%
PI 19b - Mean time between failures (MTBF) in years	14	7.73	5.71	4.00	**6.18**	**5**	6.61	**2**	7.00
Asset information performance indicators									
PI 19 - Percentage of street lamps that are controlled by electronic gear	11	71.34%	39.75%	1.86%	**52.09%**	**-**	-	**-**	-
PI 21 - Percentage of faults repaired by regional electricity supplier	11	100.00%	99.71%	96.85%	**100.00%**	**1**	100.00%	**1**	100.00%
Customer service performance indicators									
PI 03 - Percentage of lamps restored to working condition within 7 days	12	98.10%	88.13%	52.81%	**59.51%**	**11**	97.30%	**4**	97.93%
PI 20 - Average time to restore lamps to working order	13	18.97	6.36	2.00	**18.97**	**13**	4.00	**4**	2.94
PI 04 - Average time to repair lamps (authority only)	11	9.89	4.31	1.28			2.80		2.00
PI 05 - Average time to repair lamps (electricity supplier)	10	30.61	14.29	5.00	**9.23**	**4**	8.00	**2**	5.00
PI 22 - Percentage of faults repaired by regional electricity supplier within SLA/agreed timescale	10	100.00%	87.35%	57.54%	**72.22%**	**8**	100.00%	**3**	100.00%
PI 27 - Public telephone calls/contacts as a percentage of faults	10	115.66%	59.66%	6.69%			32.56%		24.57%
PI 28 - Public telephone calls/contacts as a percentage of street lights	9	28.93%	13.05%	4.79%			5.83%		5.04%

Notes:

a. The authority will only be ranked in family group if it has shown an output / score within the set parameters for the performance indicator.

b. Quartile / percentile marks are only shown for those performance indicators for which there is a desirable achievement.

c. Quartile marks are only shown for those performance indicators for which there are a minimum of 8 outputs / scores within the set parameters.

Street lighting performance indicator standings 2014/15 : Family group report

Name of authority **Swansea City & County**
PIN **8093**
Family group **L2**

Performance indicator	Number in group	Highest in group	Average for group	Lowest in group	**Your output/score**	Standing in group	Top quartile mark	Quartile achieved	Ten percentile mark
Availability performance indicators									
PI 02a - Percentage of street lamps not working as planned	13	12.78%	3.68%	0.44%	**8.94%**	**11**	0.70%	**4**	0.65%
PI 02b - Percentage of street lamps dark on any one evening	14	9.45%	1.03%	0.00%	**0.00%**	**1**	0.00%	**1**	0.00%
Financial performance indicators									
PI 35 - Actual capital investment as a percentage of annual depreciation (Scotland only)	5	145.80%	71.56%	30.78%		**-**	-	**-**	-
PI 36 - Depreciated replacement costs (DRC) as a percentage of gross replacement cost (GRC)	12	68.79%	43.44%	0.05%	**30.50%**	**-**	-	**-**	-
PI 33 - Average cost of repairing routine faults	9	£189.93	£109.34	£51.32	**£172.23**	**8**	£75.01	**4**	£56.26
PI 34a - Annual cost of night inspecting a street light	3	£1.35	£0.97	£0.54			-		£0.63
PI 34b - Individual cost of night inspecting a street light	7	£0.11	£0.04	£0.01			-		£0.01
PI 42 - Revenue allocation per street light excluding electricity costs	12	£104.46	£39.68	£14.37	**£26.74**	**4**	£26.74	**2**	£20.31
PI 43 - Capital allocation per street light replacement	8	£68.84	£25.09	£3.43	**£5.30**	**2**	£19.35	**1**	£4.74
PI 01a - Average cost of maintaining street lights	12	£160.81	£75.18	£19.44	**£160.81**	**12**	£58.54	**4**	£32.36
PI 01b - Average cost of maintaining street lights excluding bulk/capital replacement	13	£78.97	£45.62	£13.97	**£38.42**	**7**	£34.93	**2**	£21.51
PI 01c - Total investment in infrastructure per street light	11	£138.95	£69.55	£23.24	**£32.05**	**2**	£50.62	**1**	£32.05
PI 06a - Energy cost per street lamp only	14	£52.03	£41.16	£32.53	**£38.17**	**5**	£37.75	**2**	£35.03
PI 06b - Energy cost per street lamp and illuminated sign	14	£46.53	£38.20	£30.43	**£33.43**	**3**	£33.61	**1**	£32.20
Environmental performance indicators									
PI 18b - Average annual electricity consumption per street light (KWH)	13	495.89	386.37	264.70	**315.13**	**2**	333.38	**1**	316.95
PI 37a - CO_2 emissions (kg) per head of population	13	59.21	33.93	20.02	**20.02**	**1**	28.53	**1**	21.75
PI 37b - CO_2 emissions (kg) per street light	13	264.36	205.98	141.11	**168.00**	**2**	177.73	**1**	168.97
PI 38a - Percentage of street lamps that are dimmable or part night lighting	14	83.13%	27.34%	0.00%	**50.40%**	**3**	47.24%	**1**	69.33%
PI 38b - Percentage of street lamps that are dimmable	14	50.40%	14.92%	0.00%	**50.40%**	**1**	33.18%	**1**	42.12%
PI 38c - Percentage of street lamps that are part night lighting	14	76.13%	12.42%	0.00%	**0.00%**	**8**	18.82%	**3**	41.49%

apse performance networks

Street lighting performance indicator standings 2014/15 : whole service report

Name of authority **Swansea City & County**

PIN **8093**

Performance indicator	Number in service	Highest in service	Average for service	Lowest in service	**Your output/score**	Standing in service	Top quartile mark	Quartile achieved	Ten percentile mark
Safety performance indicators									
PI 39 - Percentage of columns with a valid structural test certificate	38	100.00%	47.68%	0.00%			100.00%		100.00%
PI 40 - Percentage of lights with a valid electrical test certificate	53	100.00%	64.81%	0.00%	**36.37%**	**39**	98.31%	**3**	100.00%
Condition / asset preservation performance indicators									
PI 29a - Routine faults as a percentage of street lighting stock	59	31.36%	16.96%	2.48%	**16.19%**	**28**	13.10%	**2**	9.65%
PI 29b - Mean time between failures (MTBF) in years	56	10.89	6.05	1.29	**6.18**	**24**	7.32	**2**	8.47
Asset information performance indicators									
PI 19 - Percentage of street lamps that are controlled by electronic gear	56	79.89%	32.49%	0.00%	**52.09%**	**-**	-	**-**	-
PI 21 - Percentage of faults repaired by regional electricity supplier	43	100.00%	99.03%	88.96%	**100.00%**	**1**	100.00%	**1**	100.00%
Customer service performance indicators									
PI 03 - Percentage of lamps restored to working condition within 7 days	51	100.00%	88.55%	52.81%	**59.51%**	**49**	97.10%	**4**	98.60%
PI 20 - Average time to restore lamps to working order	50	18.97	5.77	1.56	**18.97**	**50**	3.36	**4**	2.86
PI 04 - Average time to repair lamps (authority only)	49	12.78	4.41	1.28			2.75		2.06
PI 05 - Average time to repair lamps (electricity supplier)	44	39.40	14.23	3.00	**9.23**	**18**	7.23	**2**	5.00
PI 22 - Percentage of faults repaired by regional electricity supplier within SLA/agreed timescale	41	100.00%	84.90%	36.67%	**72.22%**	**31**	100.00%	**3**	100.00%
PI 27 - Public telephone calls/contacts as a percentage of faults	45	148.26%	63.87%	6.69%			38.20%		23.89%
PI 28 - Public telephone calls/contacts as a percentage of street lights	46	29.45%	11.86%	4.37%			7.36%		5.78%

Notes:

a. The authority will only be ranked in family group if it has shown an output / score within the set parameters for the performance indicator.

b. Quartile / percentile marks are only shown for those performance indicators for which there is a desirable achievement.

c. Quartile marks are only shown for those performance indicators for which there are a minimum of 8 outputs / scores within the set parameters.

Street lighting performance indicator standings 2014/15 : whole service report

Name of authority **Swansea City & County**
PIN **8093**

Performance indicator	Number in service	Highest in service	Average for service	Lowest in service	**Your output/score**	Standing in service	Top quartile mark	Quartile achieved	Ten percentile mark
Availability performance indicators									
PI 02a - Percentage of street lamps not working as planned	56	12.78%	3.14%	0.04%	**8.94%**	**50**	0.62%	**4**	0.43%
PI 02b - Percentage of street lamps dark on any one evening	65	12.02%	1.22%	0.00%	**0.00%**	**1**	0.00%	**1**	0.00%
Financial performance indicators									
PI 35 - Actual capital investment as a percentage of planned (Scotland only)	22	169.40%	65.52%	3.87%		**-**	-	**-**	-
PI 36 - Depreciated replacement costs (DRC) as a percentage of gross replacement cost (GRC)	45	96.67%	49.35%	0.05%	**30.50%**	**-**	-	**-**	-
PI 33 - Average cost of repairing routine faults	42	£218.96	£95.01	£26.22	**£172.23**	**38**	£58.08	**4**	£41.68
PI 34a - Annual cost of night inspecting a street light	20	£2.83	£1.37	£0.54			£0.73		£0.63
PI 34b - Individual cost of night inspecting a street light	28	£0.15	£0.06	£0.01			£0.03		£0.01
PI 42 - Revenue allocation per street light excluding electricity costs	58	£271.06	£43.26	£11.34	**£26.74**	**23**	£21.13	**2**	£17.28
PI 43 - Capital allocation per street light replacement	48	£75.23	£29.90	£1.99	**£5.30**	**7**	£9.30	**1**	£4.88
PI 01a - Average cost of maintaining street lights	56	£160.81	£73.59	£19.44	**£160.81**	**56**	£43.82	**4**	£32.48
PI 01b - Average cost of maintaining street lights excluding bulk/capital replacement	55	£99.70	£46.07	£11.01	**£38.42**	**28**	£30.39	**2**	£22.82
PI 01c - Total investment in infrastructure per street light	57	£156.03	£71.54	£23.00	**£32.05**	**7**	£42.62	**1**	£30.74
PI 06a - Energy cost per street lamp only	59	£69.05	£42.44	£23.03	**£38.17**	**20**	£36.23	**2**	£32.15
PI 06b - Energy cost per street lamp and illuminated sign	59	£57.49	£38.15	£16.40	**£33.43**	**16**	£31.84	**2**	£28.61
Environmental performance indicators									
PI 18b - Average annual electricity consumption per street light (KWH)	57	597.95	387.62	200.66	**315.13**	**10**	335.94	**1**	293.33
PI 37a - CO_2 emissions (kg) per head of population	58	59.21	31.14	9.63	**20.02**	**5**	25.19	**1**	20.74
PI 37b - CO_2 emissions (kg) per street light	59	447.49	208.72	88.45	**168.00**	**11**	177.73	**1**	153.58
PI 38a - Percentage of street lamps that are dimmable or part night lighting	60	94.31%	21.62%	0.00%	**50.40%**	**11**	38.58%	**1**	66.92%
PI 38b - Percentage of street lamps that are dimmable	62	90.69%	12.74%	0.00%	**50.40%**	**4**	16.47%	**1**	38.57%
PI 38c - Percentage of street lamps that are part night lighting	61	81.08%	8.87%	0.00%	**0.00%**	**29**	2.79%	**2**	33.95%

Appendix 11

Depreciation Models (Road Condition and Spend Levels)

The following graphs show the condition of the roads based on planned maintenance spending levels and are intended to show the effects that these differing spend levels will have on the highway asset over a 20 year period. The model used to predict these outcomes was produced as part of the All-Wales/Scots Asset Management Project and uses both a deterioration model for roads and the annual condition figures that are produced for the highways condition performance data.

The graphs show road condition in four bands:

- Green: Roads in Good Condition
- Light Amber (Amber 2): Roads in Average Condition. Condition is mostly ok but some defects evident and routine work is required.
- Darker Amber (Amber 1): Roads in Average to Poor Condition. Structure starting to fail, work or regular work required.
- Red: Roads in Poor Condition – Planned and significant works required.

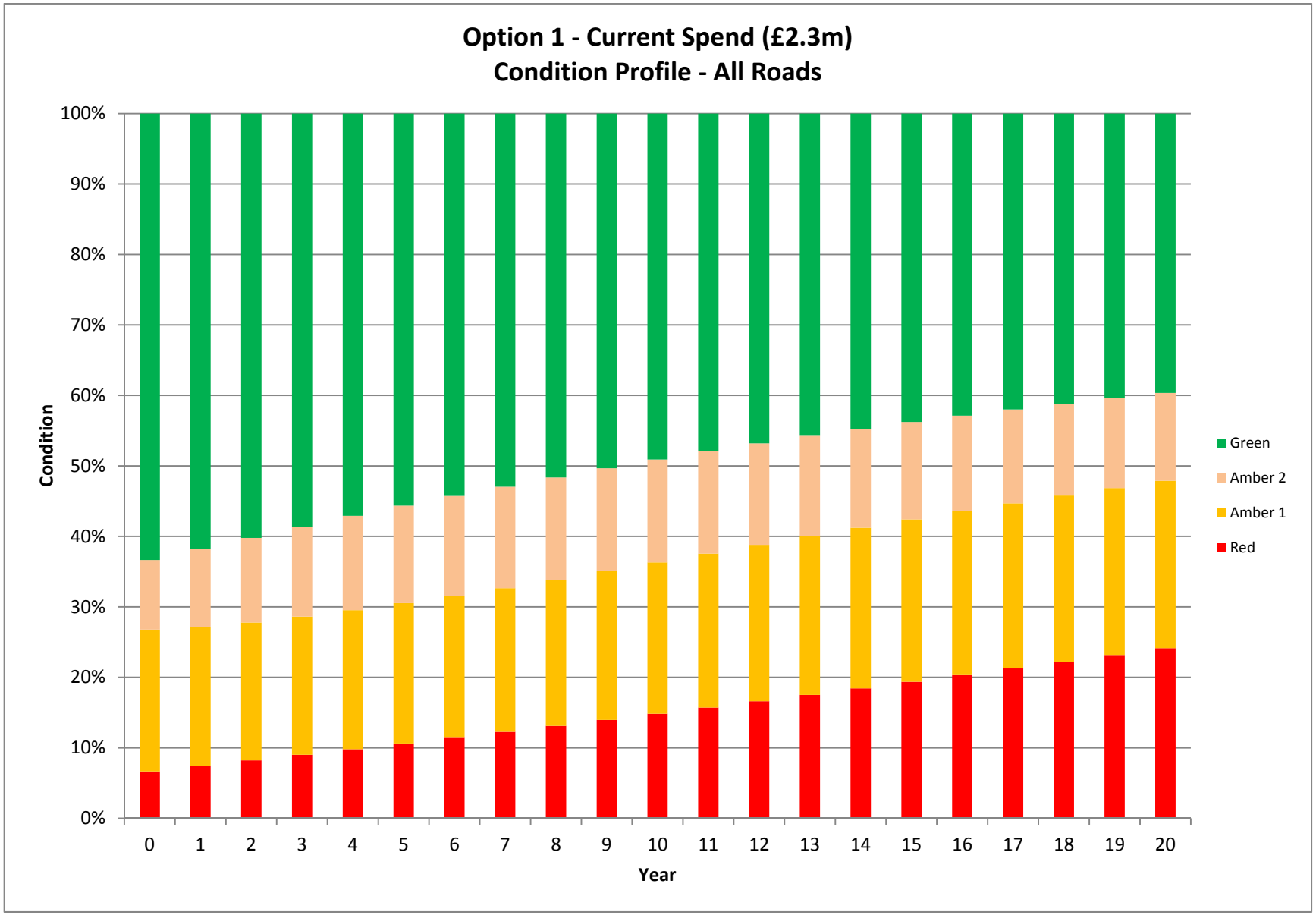
Current Road Conditions (Year 0) are assessed and shown as:

Good Condition:	61.84%
Average Condition:	9.63%
Average to Poor:	19.65%
Poor Condition:	6.49%

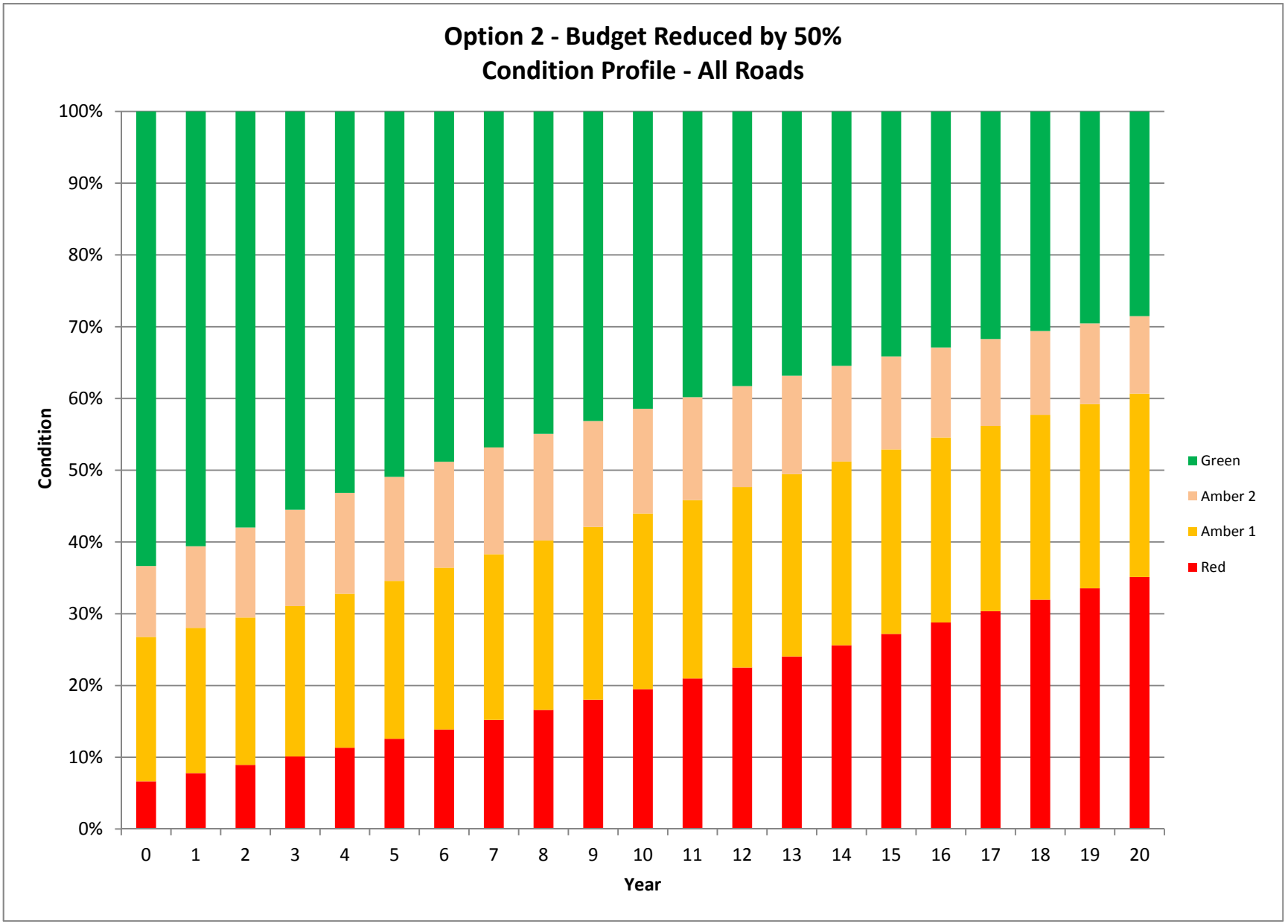
Three graphs are presented for comparison, each representing a different level of spend. These being:

Option 1 = Budget of £2.3 million (current budget plus spend to save initiative) (23% of all roads cease to be in good condition)
Option 2 = 50% reduction in budget (34% of all roads cease to be in good condition)
Option 3 = Steady State Budget (calculated at £4.3 million) (8% of all roads move up to be in good condition)

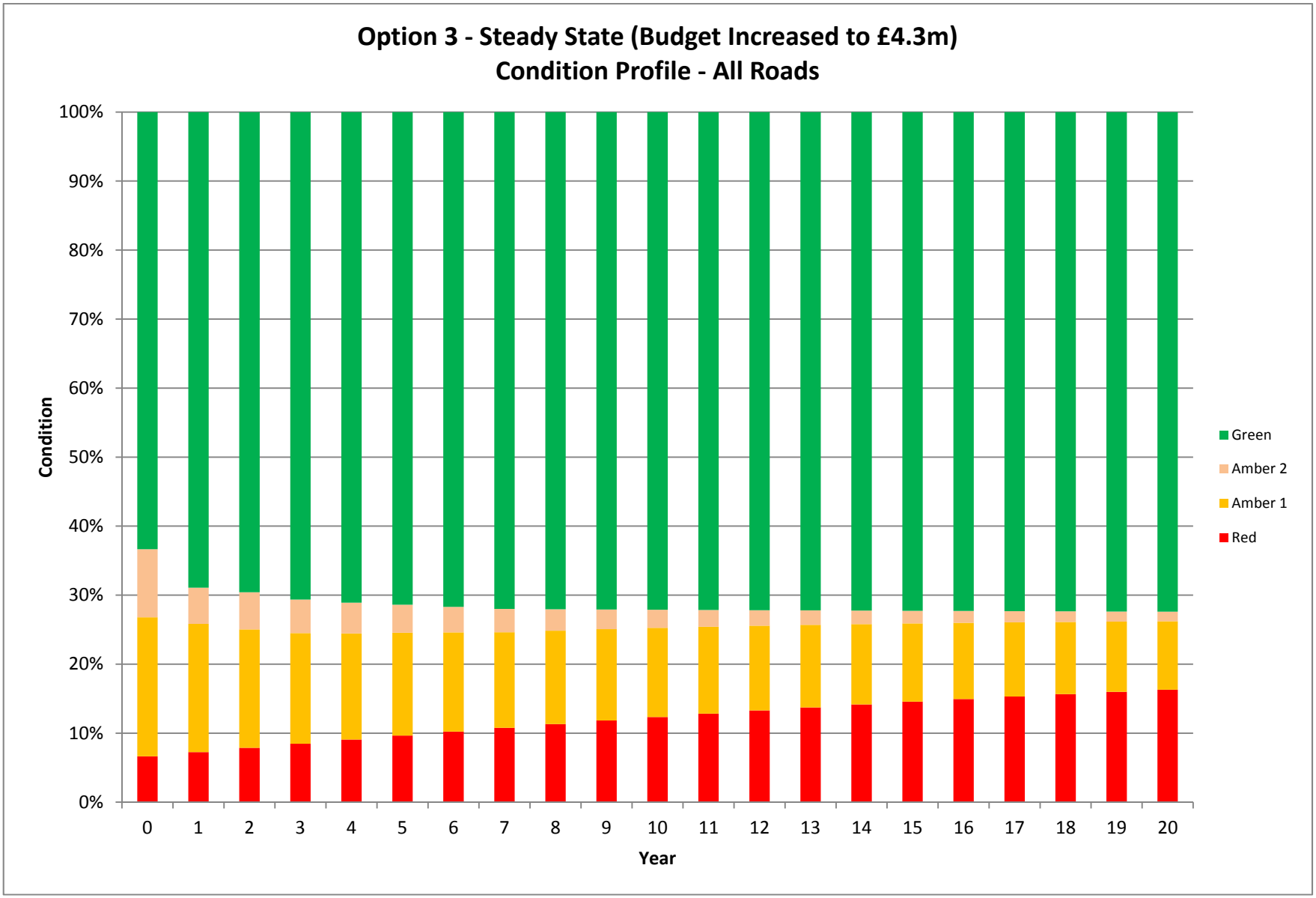
Note:
Steady State means the level of funding required to keep the roads in their current condition (slight increase in condition overall).
The figure used is based on mainly preventative maintenance with an allowance for some structural reconstruction.
Anything less than this value means the condition of the highway deteriorates.



Result Shown: Maintaining current spend levels (with the Invest to Save Initiative) will see the percentage of roads classed as being in 'Good Condition' decline from 61% to 38% over the period.



Result shown: Reducing spending levels by 50% would see the percentage of roads classed as being in 'Good Condition' decline from 61% to 27%, whilst those in 'Poor Condition' rise from 6% to 34%



Result shown: Increasing investment to a 'Steady State' level of £4.3m would enable 70% of the Authority's roads to reach, and be maintained in Good Condition.

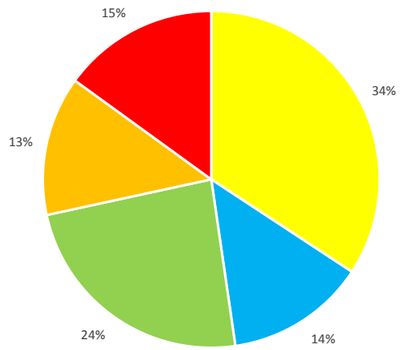
Appendix 12 - City and County Swansea (6855) Scorecard

Quarter 4 2015/16

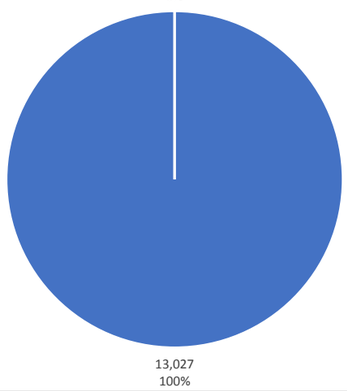
HAUC (UK)
HIGHWAY AUTHORITIES & UTILITIES COMMITTEE

Broad Promoter Type	Category	TPI 1 Works Phases Started	TPI 2 Works Phases Completed	TPI 3 Days of Occupancy	TPI 4 Average Duration of Completed Works Phases	TPI 5 Works Phases Completed after the Reasonable Period	TPI 6 Overrun Days	TPI 7 Number of Phase 1 Registrations	TPI 8 Number of Phase 1 Permanent Registrations	TPI 9 Incorrectly Timed Notices	TPI 10 FPNs Given	TPI 11 FPNs Paid	TPI 12 FPNs Withdrawn	TPI 13 Early Start Agreements	TPI 14 Agreed Sample Inspections	TPI 15 Sample Inspections Recorded as Chargeable	TPI 16 Sample Category B and C Inspections	TPI 17 Sample Category B and C Failures	TPI 18 Sample Category A Inspections	TPI 19 Sample Category A Failures
All	1 Major	42	41	4,463	131.25	1	2	26	24	13				40						
	2 Standard	192	182	1,752	12.40	3	6	162	159	26				41						
	3 Minor	912	895	3,112	1.91	10	51	451	432	18				87						
	4 Immediate Urgent	224	208	1,744	4.67	5	10	186	171	7				0						
	5 Immediate Emergency	198	193	1,956	4.67	3	7	165	154	5				0						
	Total	**1,568**	**1,519**	**13,027**	**22.41**	**22**	**76**	**990**	**940**	**69**	**10**	**0**	**0**	**168**	**11,170**	**1,342**	**243**	**10**	**96**	**1**
Utility	1 Major	42	41	4,463	131.25	1	2	26	24	13				40						
	2 Standard	192	182	1,752	12.40	3	6	162	159	26				41						
	3 Minor	912	895	3,112	1.91	10	51	451	432	18				87						
	4 Immediate Urgent	224	208	1,744	4.67	5	10	186	171	7				0						
	5 Immediate Emergency	198	193	1,956	4.67	3	7	165	154	5				0						
	Total	**1,568**	**1,519**	**13,027**	**22.41**	**22**	**76**	**990**	**940**	**69**	**10**	**0**	**0**	**168**	**11,170**	**1,342**	**243**	**10**	**96**	**1**
Highway	1 Major	0	0	0	0.00	0	0	0	0	0				0						
	2 Standard	0	0	0	0.00	0	0	0	0	0				0						
	3 Minor	0	0	0	0.00	0	0	0	0	0				0						
	4 Immediate Urgent	0	0	0	0.00	0	0	0	0	0				0						
	5 Immediate Emergency	0	0	0	0.00	0	0	0	0	0				0						
	Total	**0**	**0**	**0**	**0.00**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**

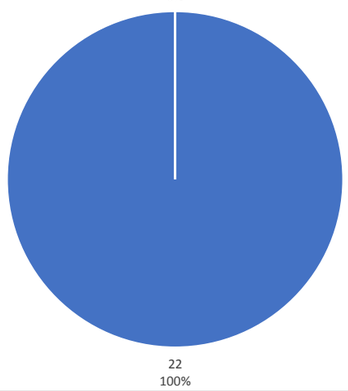
All – Days of Occupancy by Category (TPI 3)



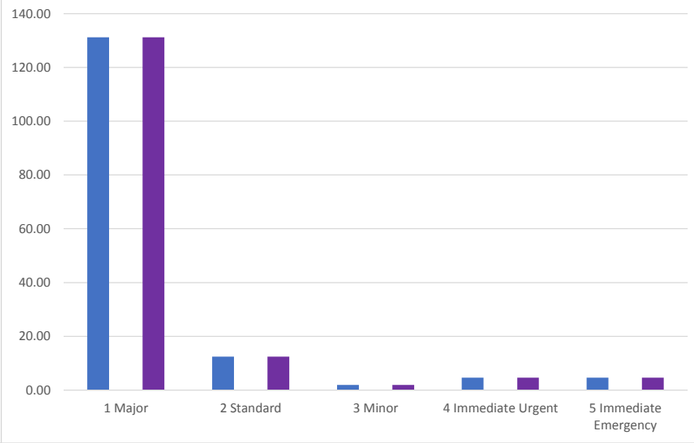
Share of Days of Occupancy by Broad Promoter Type (TPI 3)



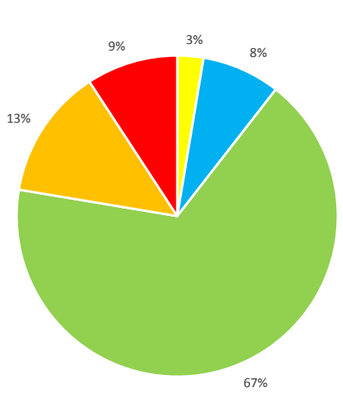
Share of Work Phases Completed after the Reasonable Period by Broad Promoter Type (TPI 5)



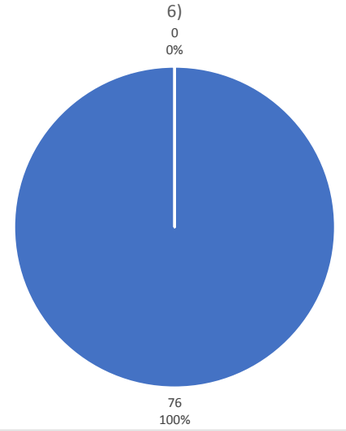
Average Duration of Completed Works Phases (TPI 4)



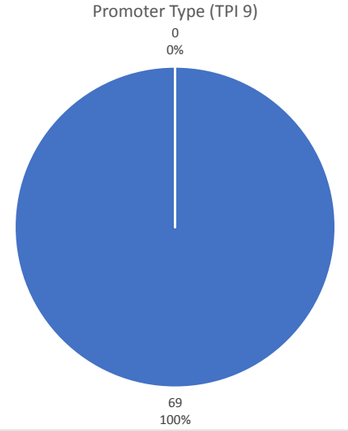
All – Overrun Days by Category (TPI 6)



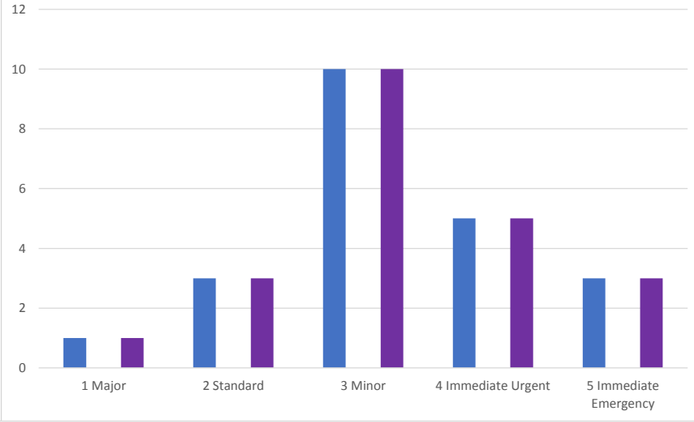
Share of Overrun Days by Broad Promoter Type (TPI 6)



Share of Incorrectly Timed Notices by Broad Promoter Type (TPI 9)



Works Phases Completed after the Reasonable Period (TPI 5)



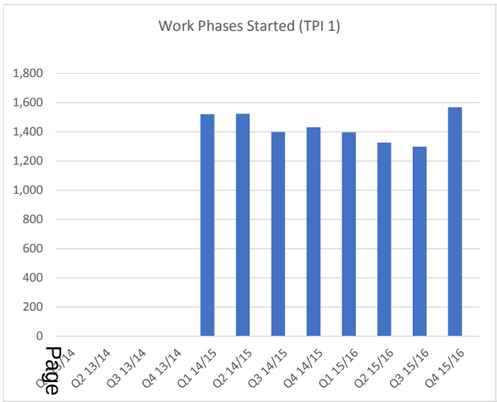
Date of Extraction: 20/05/2016

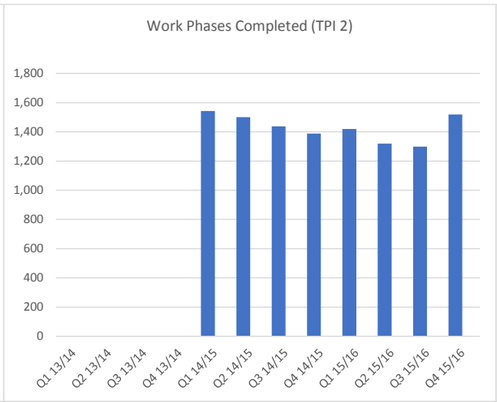
Appendix 12 - City and County Swansea (6855) All Quarters Scorecard

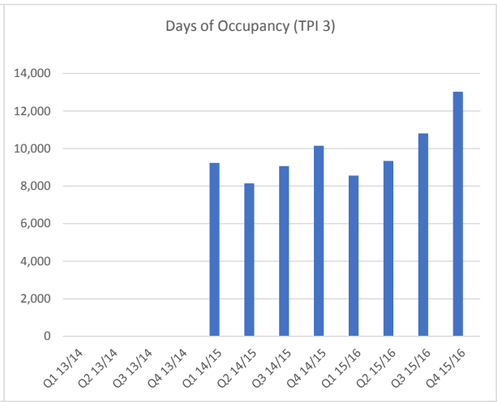
Up to Quarter 4 2015/16

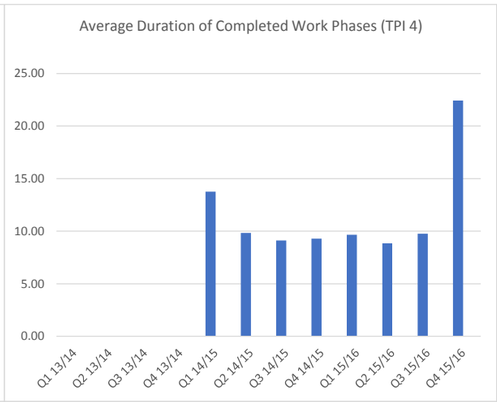
HIGHWAY AUTHORITIES & UTILITIES COMMITTEE

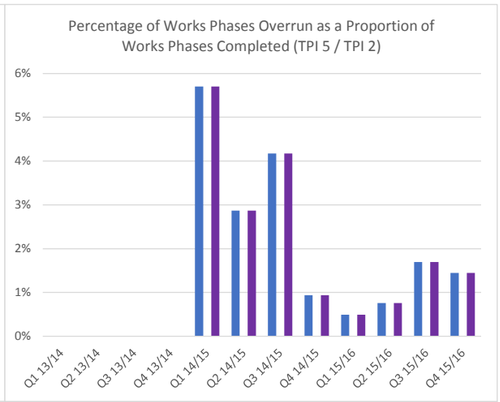
Period		TPI 1		TPI 2		TPI 3		TPI 4		TPI 5		TPI 6		TPI 7		TPI 8		TPI 9		TPI 10		TPI 11		TPI 12		TPI 13		TPI 14		TPI 15		TPI 16		TPI 17		TPI 18		TPI 19	
		Utility	Highway	Utility	Highway	Utility	Highway	Utility	Highway	Utility	Highway	Utility	Highway	Utility	Highway	Utility	Highway	Utility	Highway	Utility	Highway	Utility	Highway	Utility	Highway	Utility	Highway	Utility	Highway	Utility	Highway	Utility	Highway	Utility	Highway	Utility	Highway
2013/14	Q1	0	0	0	0	0	0	0.00	0.00	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Q2	0	0	0	0	0	0	0.00	0.00	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Q3	0	0	0	0	0	0	0.00	0.00	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Q4	0	0	0	0	0	0	0.00	0.00	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
2014/15	Q1	1,521	0	1,543	0	9,236	0	13.75	0.00	88	0	165	0	206	0	192	0	109	0	43	0	42	0	0	0	175	0	2,818	0	340	0	228	0	12	0	112	0	0	0
	Q2	1,523	0	1,500	0	8,147	0	9.82	0.00	43	0	76	0	133	0	119	0	108	0	19	0	17	0	1	0	211	0	5,683	0	617	0	187	0	12	0	90	0	0	0
	Q3	1,399	0	1,438	0	9,067	0	9.11	0.00	60	0	108	0	141	0	120	0	133	0	14	0	9	0	1	0	158	0	8,549	0	1,003	0	268	0	4	0	118	0	0	0
	Q4	1,432	0	1,388	0	10,144	0	9.29	0.00	13	0	22	0	29	0	25	0	74	0	11	0	5	0	1	0	230	0	11,368	0	1,413	0	301	0	14	0	109	0	1	0
2015/16	Q1	1,397	0	1,419	0	8,555	0	9.65	0.00	7	0	13	0	5	0	4	0	54	0	4	0	1	0	1	0	195	0	2,875	0	264	0	186	0	8	0	78	0	0	0
	Q2	1,326	0	1,319	0	9,334	0	8.84	0.00	10	0	18	0	897	0	872	0	55	0	7	0	6	0	0	0	145	0	5,765	0	669	0	288	0	11	0	117	0	1	0
	Q3	1,298	0	1,299	0	10,809	0	9.75	0.00	22	0	44	0	907	0	848	0	452	0	5	0	3	0	0	0	198	0	8,376	0	1,003	0	227	0	16	0	107	0	1	0
	Q4	1,568	0	1,519	0	13,027	0	22.41	0.00	22	0	76	0	990	0	940	0	69	0	10	0	0	0	0	0	168	0	11,170	0	1,342	0	243	0	10	0	96	0	1	0

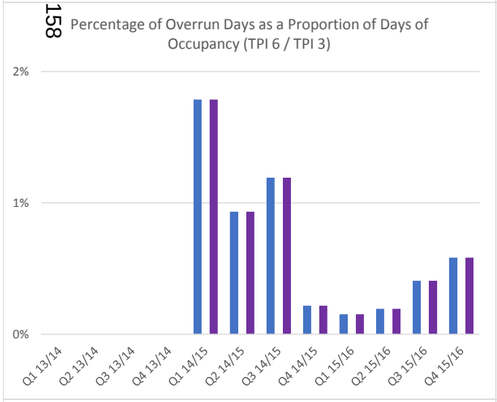


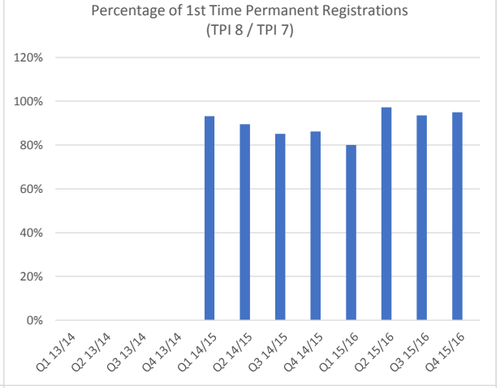


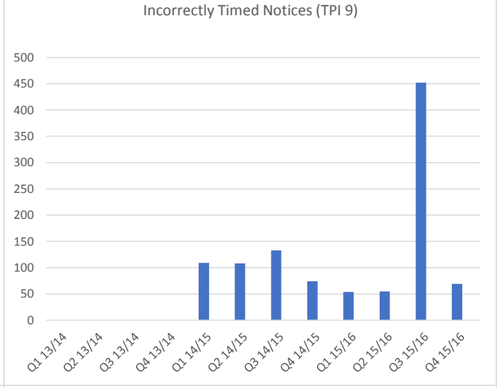


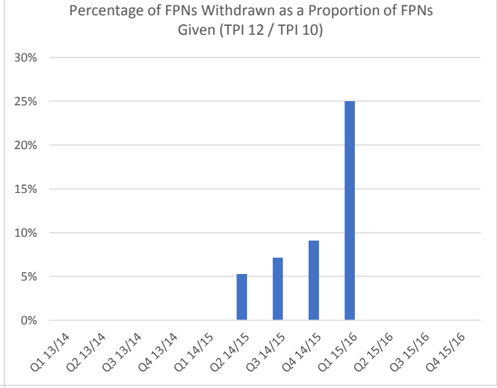


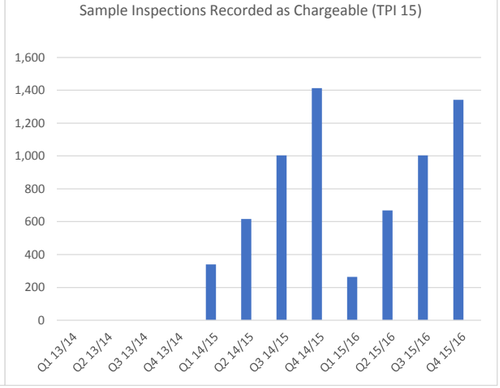


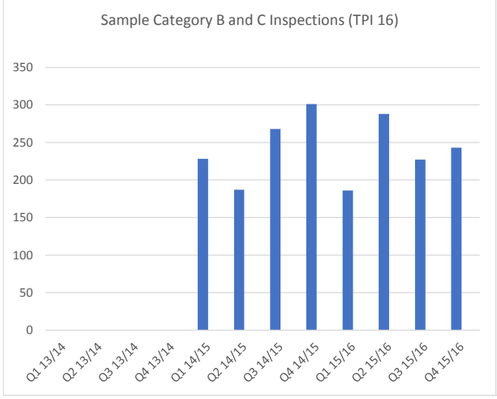


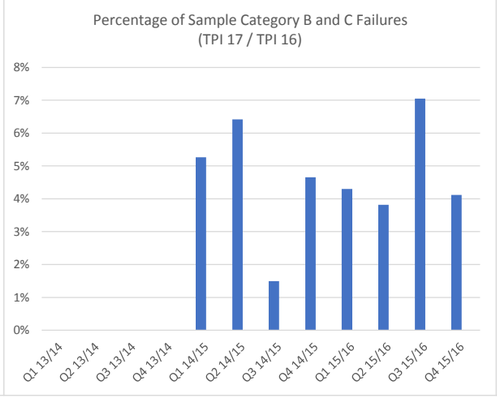


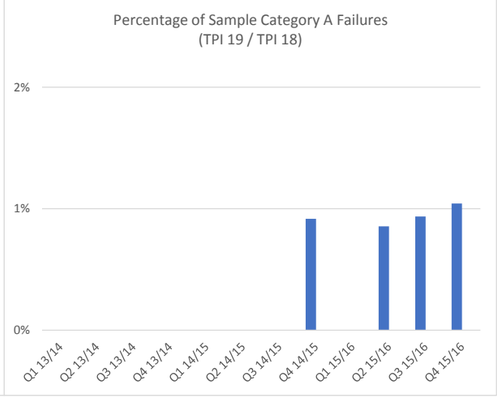












Date of Extraction: 20/05/2016

▪ Utility ▪ Highway ▪ All

Appendix 13

Report to BPRG 15/12/15
Developing An Integrated Transport Unit

OUTLINE BUSINESS CASE

1.0 Executive Summary

The Budget Performance and Review Group (BPRG) which is overseeing the outputs from Sustainable Swansea want a single Integrated Transport Unit (ITU) to be established in the City and County of Swansea.

The ITU is expected to support more integrated working and result in economies of scale, increase service resilience (thus protecting the Council from gaps in provision) the potential to broker transport for non-emergency patient transport and create an income stream. It is recommended that decisions on eligibility for transport are also made in the ITU, although the actual policy development should rest with the "home" Department. To ensure that policy is developed in the full knowledge of the access and transport implications a new Transport Steering Group is proposed.

One limitation of the ITU is that with efficiencies already having been made in the delivery of transport services over the last few years, through procurement and ongoing management of contracts, big savings are unlikely to accrue unless transport policy (where the Council has discretion) is changed.

The ITU will be formed by merging together current teams working in different departments and divisions under the management of a single Group Leader and reporting though the Head of Service for Highways and Transportation. Whilst the aim is to co-locate the ITU as quickly as possible to capture the synergies and integration opportunities, it is recognised that co-location is dependent upon other work being developed as part of the Depot Rationalisation Project and so initial integration will be via a single line of management only. Every effort will be made to jointly locate the ITU as quickly as possible.

The ITU will have targets to achieve which include reducing costs in some areas of spend and generating income from some activities. Estimates are included in this outline business case, but these will need to be thoroughly reviewed in the first year of the ITU operation to reflect real rather than predicted impacts.

2.0 Proposal and Objectives

One of the workstreams of Sustainable Swansea is focused on new models of delivery and a project within that workstream is "Shared Transport Services".

In April 2015 a cross Departmental Working Group was established to examine the implications and potential benefits which could accrue from bringing together the officers (located in various divisions and teams) working on transport into one co-located team, an Integrated Transport Unit (ITU).

This business case represents the output from the working group which proposes:

The creation of a single unit within the Council with responsibility for delivering Council transport outcomes through integrated policy, commissioning, deploying and utilising resources effectively and efficiently.

The objectives of creating an ITU are:

- To ensure consistent decision making in terms of applying transport strategy, policy and programmes
- To integrate transport provision and pursue economies of scale as they arise
- To sweat the assets (make best use and ensure maximum utilisation of existing resources)
- To create a more resilient team structure and retain technical expertise
- To improve the link between policy decisions and transport provision
- To reduce staff travel through establishing a common decision making protocol

3.0 Benefits and Limitations

The working group examined what happens in other Local Authorities (in our region and other examples in England) where ITUs have been developed. They looked at the expenditure on transport within the City & County of Swansea and the framework within which that expenditure took place. The group concluded that the key benefits of a single unit with responsibility for all aspects of transport delivery were as follows:

- The ITU would bring together scarce transport planning and transport management resources. Joint working within the ITU will ensure greater resilience, offer improved opportunities for career progression and thus result in greater stability for the Council

- More consistent decision making in respect of eligibility for transport (against established criteria)

- Comprehensive management reporting on transport provision and spend by the council will be possible

- The ITU would foster more integration between transport provided for school pupils (mainstream and Special Educational needs), college students and clients attending Social Services facilities.

- An ITU would also make possible further integration with Non-emergency patient transport services and this could lead to an income stream

- More scrutiny of pool car resources and staff travel claims will support maximum utilisation of pool cars and discouragement of private transport. This in turn will lead to budget savings

Evidence from elsewhere and the personal experiences of the working group also highlighted some limitations in terms of what an ITU could achieve as follows:

- Transport is a cross cutting issue and transport services are an essential component in delivering the Council's priorities. Therefore changes to the way in which transport is provided, or to the number of people who are eligible to use

transport services, or to the cost which falls on users, are all controversial. Therefore the support of elected Members is paramount and the financial benefits of the ITU will be achieved over time rather than immediately

- In the last 5 years there have been significant improvements in procurement processes for transport services and as a result cost savings have been achieved in the order of:

    - £301,892 for mainstream school transport between 2008/9 and 2014/15
    - £2,453,659 for Special Educational needs transport through the taxi framework between 2008/09 and 2013/14

- The one area where spend continues to outstrip budget is in EOTAS where the 2013/14 budget was £211,700 and spend was £397,187 and it is clear this needs to be addressed.

- Additionally more innovative forms of transport such as Community Transport and Wheels to Work projects have been developed to try and address gaps in provision and meet access needs in less conventional ways. These initiatives have been developed through the 100day transport budgets.

- The “easiest” saving to make is that related to staff travel. However, as this will almost certainly require consultation and negotiation with Trade Unions, and subsequent to adoption there will need to be a concerted effort by Managers to ensure new procedures are being complied with, it will take time to generate the savings

Overall this means that the largest savings can only be achieved through changes to policy and/or eligibility. There will be a significant amount of work on policy and eligibility in education and social services over the coming months and this will enable members to make decisions on the appropriate provision of transport in light of the severe budget constraints. There is a significant lead in time for introducing policy changes, particularly with respect to education and hence the options and approaches need to be developed as quickly as possible.

A key aim of the ITU is to achieve integration of policy with delivery for all transport activities. It is anticipated that the integration of policy will occur through the effective operation of the transport steering group.

The ITU will have strong links with the fleet management and maintenance team for the Council owned vehicles which are used to deliver transport services. There is a separate commissioning review of fleet services to consider the procurement, specification and effective operation of the Councils fleet. The fleet review has been brought forward as part of the recent depot rationalisation report although more work will be undertaken as part of the commissioning review of the Highways and Transportation Service in March 2016.

4.0 Options considered

A wide range of options was not considered by the working group as a clear remit which framed the scope of the investigation had been provided by Budget Performance and

Review Group (BPRG – formerly BRSG). However options were where considered are shown in Appendix A (pages 9-10).

5.0 Proposals

It is suggested that the following proposals are implemented;

- An ITU is established which will involve transferring staff from Social Services and Education. This Unit will manage all aspects of planning, eligibility and delivery for transport relating to Education and social services. The ITU will also manage the public and community transport policy, eligibility and delivery for the Council. The outline structure for the ITU is shown in Appendix B (page 11).

- A Transport Steering Group is established to monitor and evaluate policy and eligibility decisions and their impact on transport provision and cost. It is proposed that the core membership of the Steering Group will comprise the following officers:

    - Head of Highways and Transportation
    - Chief Education Officer
    - Head of Adult Services, and
    - The ITU Manager
    - Fleet Category Hub Procurement Officer
    - Chief Accountant
    - Other officers as required to support the group

    The purpose of this Group will be to review operational and policy issues in terms of their impact on transport needs and costs. A key aim of the group will be to reduce transport costs for the Authority wherever possible.

- A specific project will be established to review all staff and member travel demands. The project will focus on the following priorities:

    - Preventing the need to travel
    - Ensuring travel costs are minimised
    - Developing an effective pool car policy

It will be necessary to identify the resources required to support the three key activities (ITU, Steering Group and Staff & Member Travel) and a subsequent report will be taken back to Executive Board once the resources have been identified.

6.0 Proposed Timeline

Establishing an ITU by bringing together staff from different Departments and teams across the Council will take some time. There are issues of accommodation, IT, staffing structure and lines of reporting to be determined.

Once a decision to proceed with an ITU is taken, an ITU Manager will need to be appointed. This is not expected to be an external appointment but a re-classification of an existing Group Leader role within Highways and Transportation. A single line of management can then be established, working remotely in the first instance whilst accommodation is secured and ICT requirements are planned and delivered.

The recently adopted report on Depot Rationalisation in Swansea includes a two stage approach which impacts on the accommodation of the ITU. In the first phase Fforestfach Transport Depot (Social Services) is to be disposed of and marketing of the Pipehouse Wharf location of Fleet is to commence.

The next phase will be the decision on disposing of Pipehouse Wharf and the acquisition of new premises which is sufficiently large to accommodate an ITU which includes Social Services transport and Fleet as well as officers involved in planning, commissioning and delivering transport.

Timescales will depend on the market responses to the sites concerned, and so the timelines proposed in the following matrix include assumptions about the disposal of Fforestfach and Pipehouse Wharf and about securing suitable premises.

A timeline is set out in Appendix C (page 12).

7.0 Assessment of risks associates with establishing an ITU

A risk assessment for the development of an ITU in Swansea has been developed and the resulting risk register is shown in Appendix D (pages 13-15). This is a live document which will need to be checked and updated regularly as the project proceeds.

8.0 Financial Implications

There will be some initial costs associated with the establishment of an ITU. These costs relate to:

- Creating a shared digital platform which will support better utilisation of resources
- Re-location costs of staff - this is directly linked to the ongoing Depot Rationalisation Project
- Potential costs associated with Single Status

In addition to this there may be some resource requirements in order to drive forward the efficiency initiatives and policy and eligibility reviews. Hence further resources may be required as follows;

- Project management and potential consultancy resources to deliver the staff travel project
- Project management and potential consultancy resources to assist with operational efficiency reviews and policy and eligibility reviews

However, the establishment of an ITU which is responsible for all planning, commissioning, delivering, managing and monitoring transport will lead to savings in the short, medium and longer term. The exact level of savings is subject to ongoing evaluation, but the evolving business case should help to tease out the level of savings which could accrue. These will be measured against the 2015/16 baseline levels recorded at the end of the 2015/16 financial year, with the first measurements being at the end of the 2016/17 financial year.

The largest potential savings will be derived from policy and eligibility reviews and the levels of savings associated with this cannot be quantified as yet. Many of the savings from this process will have a longer lead in time and particularly in terms of Education, these may not be realised until 2018.

The one element of advanced work which can be undertaken is reviewing the current transport provision against the eligibility criteria. This is particularly relevant to Special Educational Needs Transport (SEN) whereby there is significant expenditure on transport which is less than the 2 or 3 mile statutory distance. In a number of cases there may be very good reason for the transport being provided, however it is appropriate that all the cases are reviewed.

The shorter term savings targets for the ITU are proposed as follows;

Staff Travel
The Council currently spends approximately £2.5m per annum on staff and member travel costs. There is a very clear opportunity to make significant savings on this

- **Pool Car Utilisation increases** - Pool car utilisation across the Council varies widely and the best comparison to make is the cost per mile per vehicle (which is a combination of the annual cost of the vehicle and the number of miles it is driven). The Council needs to take steps to improve the use of all pool cars to match the highest levels of current utilisation. Currently the best utilisation of pools cars results in costs per mile travelled of between £0.15 and £0.59 pence per mile. The worst utilised pool cars costs between £0.71 and £2.41 pence per mile. The target is that all pool cars will have a cost per mile no higher than £0.60 pence per mile

- **Staff Travel costs** – In 2014/15 staff travel in their own vehicles was as follows: Out of County travel – 455,267 miles, in County travel – 2,351,483 miles. This costs the Council £1.579m in 2014/15.

  The Council needs to ensure that journeys made by staff in their own vehicles are made in the most cost effective manner possible and that all alternative options are considered before making private car trips for work purposes. The target is to reduce the number of miles staff use their own vehicles as follows:

  - Reduction in out of county travel by 20% by 2017/18

  - Reduction in travel in county by 10% by 2017/18

  This will result in a **saving of approximately £500,000 per annum** on current costs

Social Services and Education
It is difficult to predict the level of savings and cost prevention which will be achieved from the establishment of the ITU and Transport Steering Group. However, the following indicative savings targets are proposed:

- **Reduction in EOTAS transport costs** – The EOTAS service (which has been the subject of a separate review) will benefit from a more structured approach to commissioning transport services when requests are referred to an ITU. It is

estimated that EOTAS transport spend will reduce by 15% on current levels. This could generate **annual savings in the order of £60,000**. As EOTAS has been the subject of a separate review recently it is important that identified savings are not duplicated.

- **Education - Home to School Tendering** – As stated earlier in this report significant savings have already been made in the last 5-6 years as a result of procurement efficiencies and tighter cost management. Whilst efforts will continue to drive down costs, big ticket savings will only accrue from significant changes in policy. However it is anticipated that ongoing tendering and route optimisation work will realise **annual savings in the region of £60,000**.

- **Social Services transport –**The Social Services Client Transport budget is approximately £400,000 and it is anticipated that savings in the range of 10% could be achieved through the integration. This leads to **projected annual savings in the range of £40,000**

- **Increased Income from Non-emergency patient transport** (NEPT) – It is predicted that the establishment of an ITU with the subsequent resilience and bolstered capacity will support further engagement with Abertawe Bro Morganwwg University (ABMU) Health Board and the opportunity to undertake more transport journeys on their behalf through a transport brokerage agreement. There are currently a small number of regular NEPT journeys carried out by Social Services Transport but there barely cover their costs. The current income for the NEPT work is £90,000. It is proposed to carry out a full review of this activity to understand the full costs of providing the service. If it is determined that it is a cost effective arrangement, further work will be undertaken to increase the activity to bring in additional surplus income to the Council. There are clear indications from the ABMU that they are interested in

9.0 Priorities for the ITU and Transport Steering Group

There are a number of different work streams and activities which need to be undertaken in order to drive down the costs of the transport for the Council and some of the key activities are as follows;

Education - Mainstream

- Review all discretionary aspects of transport provision including, faith schools, welsh language schools, post 16 transport and the provision of passenger assistants and consult on the changes as required
- Continue to review all contracts and routes for mainstream school transport and review whether alternative arrangements could be implemented
- Review all hazardous routes and determine whether route improvements could be undertaken which would reduce the need for transport to be provided

Education SEN

- Review all current SEN transport demands which are within the 2/3 mile statutory distance - consider whether the transport provision is still appropriate or whether alternative transport arrangements could be introduced
- Develop robust process for evaluating SEN transport needs against eligibility criteria and ensure reviews are undertaken at an appropriate frequency

EOTAS

- Determine the impact of the EOTAS review on the transport needs and provision
- Evaluate the opportunity to reduce external contract costs for EOTAS transport through seeking integration opportunities with existing transport facilities and arrangements

Adult Social Care

- Determine the impact of the adult service review on transport needs and provision
- Develop a policy for transport provision for adult services clients and apply to existing and future clients.
- Consider whether there are opportunities to revise the locations and times of adult day service provision in order to achieve cost reduction in transport

Internal Transport Fleet

- Evaluate the total costs associated with internal transport arrangements
- Review vehicle utilisation and consider how the vehicle fleet coulf be rationalised or deployed wider to reduce the overall vehicle costs
- Consider whether vehicles could be used to reduce costs of subsidised transport routes or de-minimus contracts
- Explore opportunities to increase collaboration with ABMU for non-emergency patient transport

10.0 Governance and Reporting

The progress of the ITU will be reviewed annually against the objectives, benefits and targets set out in this business case. Targets will be subject to review on a quarterly basis during the 20176/17 and 2017/18 financial years.

From 2017/18 onwards annual business plans for the ITU will be prepared and adopted subject to elected Members approval. The plans will include service standards, targets, dealing with problems and review periods.

The Transport service will be subject to a commissioning review along with all other service areas. This review will consider the options for commissioning the eligibility and delivery of all current transport operations.

11.0 Recommendations

It is recommended that:

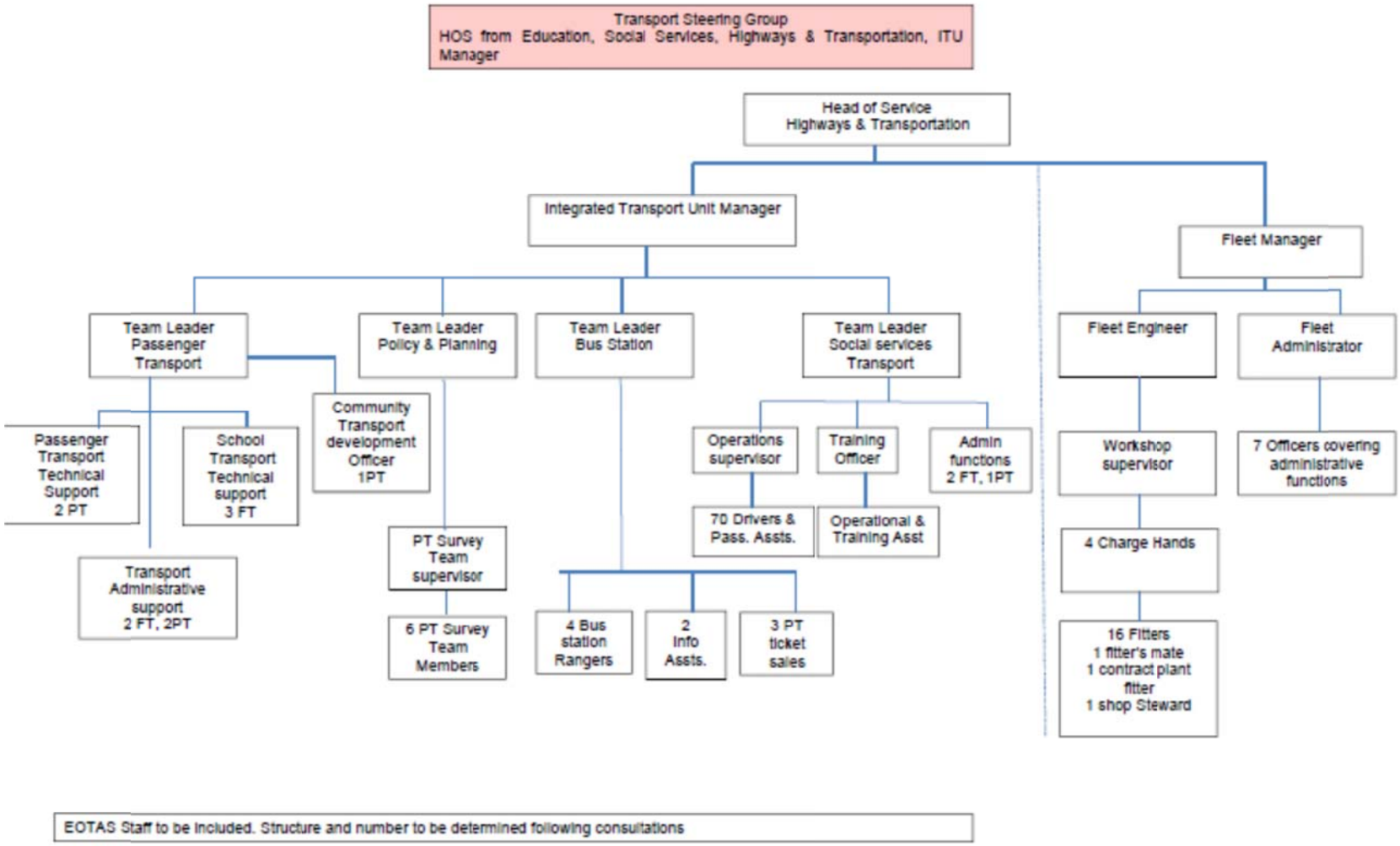
- Approval is given to proceed with establishing an Integrated Transport Unit
- A Transport Steering Group is established to ensure effective integration between transport policy and delivery
- A project is established to review all staff travel
- The transport provision is part of the commissioning review which will be undertaken in Spring 2016

Appendix A - Shared Transport Services Options Assessment

No.	Option	Benefits	Disbenefits	Comments and Conclusions
1.	Do nothing. Transport continues to be provided by a number of different teams across the Council.	• No changes need to be made • Users and providers are all familiar with current services • No pressure on staff to utilise pool vehicles more and use personal transport less	• No resilience in terms of staff and teams is developed • Limited potential for securing new savings from integration and better utilisation of vehicles • Fragmented provision and management reporting will continue • Limited ability to tap further into non-emergency patient transport and generate income	"If we carry on doing what we have always done, we will always get the same results". The working group was charged with looking at options for bringing together transport services from across the Council and so "do nothing" is not an option – unless it was the best and most cost effective way of planning and providing transport services. The examination by the group clearly indicated that there were benefits to bringing together some aspects of transport provision within an ITU. This option is not recommended.
2.	Bring every aspect of transport planning and provision into one ITU. This would include transport policy, eligibility, planning, provision, monitoring and evaluation. It would include Education, Social Services and the passenger transport Group alongside Fleet, Taxi and Taxi driver Licensing, Procurement and HR/Finance resources (to cover staff travel)	• All aspects of transport would be working together in a single team • There may be economies of scale once all teams are brought together	• Transport policy is linked to and derived from other policies (for example school catchment areas) and so cannot be easily separated from the "home" department • Officers working on Taxi and Taxi driver licensing are part of Environmental health teams with a much broader remit and could not easily be separated out and transferred • Centralised HR and Finance teams provide benefits of scale which would be lost by separating staff out to serve individual teams	• It is not appropriate to separate out staff developing transport policies which arise as a result of other departmental decisions (mainly in Education and Social Services) from their "home" department, especially as transport is often a small part of the overall job role • No other ITU investigated has included taxi and taxi driver licensing roles within their teams This option is not recommended
3.	Create a co-located ITU comprising those who plan, determine eligibility, commission, deliver and monitor and evaluate transport provision across	• Bringing all the relevant staff together will create resilience in terms of technical and professional	• Accommodation for a co-located team will be required. This should be tied in with the current re-location of Fleet services • There will be some IT costs associated with ensuring the ITU has a common	This option provides the biggest benefits and the disbenefits which are within the remit of the Council to address. It is recommended that this option be pursued.

No.	Option	Benefits	Disbenefits	Comments and Conclusions
3. cont.	the Council	expertise • Co-location and single line of management for an ITU will increase the opportunities for more integration and better utilisation of resources • Capacity and resources freed up by improved integration can be utilised to undertake more revenue generating non-emergency patient transport • The ITU capacity can be used to project lead the work into pool car utilisation and staff travel savings	digital platform to support further integration • There will be some inertia with many officers having already been re-located in recent months • Bringing together a number of existing teams may well give rise to some anomalies in terms of grading and pay which require investigation	
4.	Create a virtual ITU, with a single line of management but where staff remain in current teams	• Costs associated with co-locating the ITU will not arise • The single line of management will lead to some integration opportunities	• It is less likely that full integration will take place and so opportunities for taking on more revenue generating transport will not arise • There will be no additional capacity to improve resilience or project lead the pool car and staff travel projects which will lead to savings	This option has some of the benefits of option 3, but is unlikely to lead to a fully integrated and more commercial approach to transport provision. This option is not recommended.

Appendix B – Draft Structure for the ITU



Appendix C - ITU project timeline

Timescale	Activity	Lead
Dec 2105 – Mar 2016	• Secure political approval to proceed with ITU proposals • Finalise Unit structure and reporting lines • Departmental discussions on staff/revenue budget transfers into ITU • Undertake consultations with staff/unions • Investigate common digital platform for Social Services and Transport Team in first instance • Examine accommodation options for 2016/17 financial year • Appoint/confirm Group leader for ITU • Establish Transport Steering Group • Start review of staff travel and pool car policy	SD SD/HR Directors SD/HR IT SD/Facilities SD SD HR and SD
Apr – Dec 2016	• Undertake union consultation on changes to staff travel policy • Secure political approval for next phase of ITU development • ITU commences with Transport Team and Social Services and EOTAS transport merged into a single line of management through ITU Group Leader • Common digital platform developed and brought into service • Introduce revised staff travel and pool car policy • Transport brokerage options with ABMU examined • New premises for Fleet secured, ITU moves to new Fleet premises • Commence reporting on targets	HR SD SD IT HR GL ITU SD, GL ITU GL ITU
Jan - March 2017	• ITU complete • Develop brokerage for non-emergency patient transport • Evaluation of the ITU development and Closing Report to BPRG • Ongoing monitoring and review process developed	GL ITU SD G L ITU

Appendix D – ITU Risk Register

Risk Scoring

Likelihood of risk		Impact of Risk	
Unlikely	1-3	Low	1-3
Likely	4-6	Medium	4-6
Very Likely	7-9	High	7-9

Risk Categorisation

		Probability		
		Unlikely	**Likely**	**Very Likely**
Impact	**High**	Amber	Red	Red
	Medium	Green	Amber	Red
	Low	Green	Green	Amber

Risks Identified

Description	Consequence	Mitigation	Impact Rating	Probability Rating	Risk Score	Review Date	Risk Owner
Strategic Risk							
Political approval not secured	Creation of the ITU will be stalled	Ensure that Members are kept informed of progress and have regular opportunities to confirm ongoing support for the ITU	9	2	18	04/01/16	SD
Programme Risk							
Delayed start to ITU development	Work on achieving outline savings targeted will be delayed	Regular review of progress through HoS Group allowing early identification of key barriers to progress	6	3	18	31/01/16	SD
ICT - Development of a common ICT database for the ITU is delayed	The projected savings which may accrue through better utilisation of resources and the increase in incomes which may accrue through more NEPT services will take longer to achieve	Early engagement with IT to ensure they are engaged and fully aware of what is needed by when and can allocated resources accordingly	4	3	12	31/01/16	SM

Description	Consequence	Mitigation	Impact Rating	Probability Rating	Risk Score	Review Date	Risk Owner
HR/Staffing issues – (1)Consultation on transferring staff into the ITU is delayed	(1) The ITU will exist in name and line management only. No joint working on vehicle utilisation, no progress on savings	(1) HR are engaged in process from the start and allocate sufficient resources	3	4	12		
(2) Union consultation on changes to staff travel fail/falter	(2) Predicted savings on staff travel will not accrue or will take longer to accrue	(2) Early engagement through HR and trade unions on reason for and impact of changes	6	2	12	31/01/16	SM
(3) Work to ensure consistency of ITU post grading is delayed	(3) Lack of commitment by officers, failure to gel workstreams and slow or non-achievement of targets	(3) HR are engaged in process from the start and allocate sufficient resources	3	4	12		
Accommodation for the ITU is not secured or is likely to take >12 months	There may be delays to integration and thus to projected targets and savings.	Liaise with Depot Rationalisation project officers and with Facilities and services to ensure that good progress on ITU accommodation is made	4	4	16	31/06/16	SM
Organisational Risk							
Resources – The establishment of an ITU is accompanied by a reduction in the level of staffing to support the unit functions.	The integration of different teams will stall as there is insufficient staff to manage day to day work and develop better ways of working for the future.	Ensure that the functions and capacity of work involved in the ITU are well understood and supported by BPRG. Ensure that staff are fully engaged in the ITU development	6	2	12	31/04/16	SM

Description	Consequence	Mitigation	Impact Rating	Probability Rating	Risk Score	Review Date	Risk Owner
Other ongoing Reviews – are taking place in isolation and proposals, targets and savings may be directly opposed to each other, or being double counted	This will result in the perceived failure of the work of sustainable Swansea and will discredit the work by all those concerned in improving services and achieving cost reductions and service improvements	Ensure that as regular reports on review progress is circulated to BPRG, Executive Board, Corporate Management Team and to the (to be formed) Transport Group/Board	7	4	28	31/03/16	SD

Highways and Transportation Commissioning Review
Savings Agreed and Taken From Budgets 2017/18

Ref.	Proposal	Value	Year	Explanation
CTU18	Parts Saving in Fleet Maintenance	50,000	17/18	Reduced costs due to parts tender. Actual saving unknown until tender has been let.
CTU3	Replace 'spot hired' vehicles with fleet vehicle provision	50,000	17/18	Replace spot hired vehicles that have a long term requirement with fleet vehicles
CTU4	Reduce vehicle fuel usage	17,000	17/18	Improve fuel efficiency through monitoring, governance and introduction of supportive technologies. Subject to rollout of 'trackers'. 1% reduction = £17,000
CTU6	Increased income generation	20,000	17/18	Reduce third party spend on non-specialised sub-contractors and replacing spot hired vehicles
CTU7	Increased income generation	10,000	17/18	Schools' minibus maintenance currently provided by third parties.
HE14	Flexible Retirement of Asset Management Officer	12,000	17/18	Reduction in staffing structure
HE15	Delete Lighting Inspector Post	32,000	17/18	Reduction in staffing structure
HE2	Provision of Red Diesel for Clydach depot	5,000	17/18	Capital investment of £7k Confidence in delivery is high
HE9	Deletion of Lighting Inspector Post	35,000	17/18	staffing restructure in 2017/18
HM1	Increase in Coring Programme works.	25,000	17/18	Confidence is high Provides an income stream and drives up the quality of the highway repairs by utility companies.
HM2	Reduction in Winter Gritting Routes resulting from Thermal Mapping works.	10,000	17/18	Political decision required. This is more efficient and targeted use of resources resulting in a saving which can be should be deliverable without any perceived loss of service
HM3	Reduction of Private Streets and Un-adopted Areas budget (Stopping Emergency Strips)	35,000	17/18	Political decision required. Reduction in budget will impact on ability to repair non adopted council owned land.

Ref.	Proposal	Value	Year	Explanation
HM5	Licensing Charges increase of 3%	2,000	17/18	Appropriate review and increase in charges
MAR3	Increase large boat mooring fees in the Marina	5,000	17/18	A small increase may be absorbed by the market, generating an addition £5k p/a
MAR5	Increased Income Marina	25,000	17/18	
MAR6	Move to electronic management and issue of contracts	1,000	17/18	Could save circa £1k p/a and also improve the service to the customer
TRF10	Prioritise 1/2 of one fte within telematics to work on capital projects as a fee earner.	10,000	17/18	Medium confidence in delivery.
TRF11	Deliver operational efficiencies within Parking operations	60,000	17/18	Reorganisation releases £60k of revenue funding and increased productivity. Medium confidence in delivery.
TRF13	Withdraw funding for bespoke Park & Ride services and divert existing commercial local bus services via the Park & ride sites	200,000	18/19	Local bus services may have insufficient capacity and may be less desirable for users. Risk in a reduction in use making the service less viable/cost effective. This would involve reaching agreement with transport operators.
TRF14	Capitalising staff within Highway improvements	60,000	17/18	Staff switch to fee earning and are only available to advise or assist internal services on a fee based arrangement.
TRF15	Systems Thinking review of the 'Charging for Waivers' process.	15,000	17/18	This would involve charging firms for waivers to park in restricted areas for business purposes
TRF18	New Technology Spend to save investment in cashless parking	20,000	17/18	Introduction of cashless parking technology within car parks will reduce manual reconciliation costs.
TRF20	Remove budget for implementing residents parking schemes	80,000	17/18	Residents parking schemes would have to be funded through community budgets or other funding sources
TRF21	Park & Ride cost reductions	200,000	17/18	This saving can be offered up following the review and subsequent closure of Fforestfach park and ride site
TRF4	Amendment of second line telematics maintenance contract	10,000	17/18	Capital investment required High confidence in delivery

Ref.	Proposal	Value	Year	Explanation
TRF9	Increased sale of traffic telematics services to neighbouring authorities	10,000	17/18	Medium confidence in delivery. NPTCBC already engaged, ongoing discussions with Carmarthenshire. Income would be at risk if other Councils cut budgets.
TRN18	Re-tender local bus services	2,000	17/18	Re-tender of services produced modest saving
TRN4	Bus Station - Departure Charges	60,000	17/18	Increase in Income High confidence in delivery.
TRN5	Bus Station – IT Hardware & Software Maintenance savings via collaboration with NPT	4,000	17/18	Collaboration with NPT on software licence. High Confidence.
TRN6	Budget review: Bus Station – Premises Maintenance	30,000	17/18	Budget review enables a £30k per annum saving, subject to reserves being available should the budget be exceeded.
DIR	Staffing Saving realised by re-structure	10,000	17/18	