

Salford City Council



**Urban Vision Partnership Ltd.**

**Service Delivery Plan  
2008/9**

**“Working Towards our Urban Vision”**

## Urban Vision Service Delivery Plan – 2008/09

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## 1.0 Introduction

On 19 January 2005 Salford City Council approved the creation of Urban Vision Partnership Ltd, creating a vehicle for the delivery of the majority of services that were previously provided by the Development Services Directorate. Combining the skills and resources of the public sector, with those of private sector partners Capita Symonds and Morrison, Urban Vision commenced in February 2005 to meet the ever-increasing demands and aspirations of Salford's citizens.

Urban Vision has provided the following services for Salford City Council since its formation:

- Design services
- Highways and street lighting maintenance;
- Traffic and transportation services;
- Engineering design services;
- Development Control services;
- Building Control services;
- Geological Services (since Autumn 2006);
- Property services;
- Building Maintenance services;
- Facilities Management services;
- Partnering procurement and Constructing Excellence consultancy services on behalf of the council.

As a multi-disciplinary Joint Venture Company (JVC), Urban Vision provides the full range of 'built environment' professional services. With capacity and capability, Urban Vision is able to deliver development and regeneration consultancy services from pre-application planning advice to a comprehensive project management service. These services can be offered as a full suite, or on a pick and mix basis, to external clients enabling the venture to be commercially successful to the benefit of all its partners.

Salford City Council recognised that, if it was going to meet the changing aspirations and demands of Salford's citizens, it would have to develop new ways of working. A strategic directorate was therefore established combining the housing, planning, engineering, property and business services functions. Urban Vision has been and will continue to work closely with the Housing and Planning Directorate in order to deliver the council's agenda for these services.

## 1.1 The Partnership Vision

Urban Vision is committed to working to achieve Salford City Council's pledges and corporate priorities. This is reflected in the Partnership Vision for effective service delivery:

### Mission

- To provide high quality, innovative, customer focused land and property services that deliver excellent solutions for the built environment to ensure the city council achieves its vision for the transformation of Salford.

### Service Quality

- To maintain Salford as the primary client at all times in order to become a key partner in delivering the council's vision, aspirations and pledges.
- To assist the council in achieving optimum CPA, Best Value and top quartile performance results.
- To manage the city council's works budgets on its behalf in a proper and professional manner.

### Sustainability

- To improve the social, economic and environmental sustainability of Salford as a result of our work improving the land and built environment in the City. This is to be achieved through our procurement and supply chain work, by our commitment to working with the Salford Construction Partnership and the provision of sustainable design options for council clients to consider.

### Community Involvement

- To actively engage and become involved with all groups that make up the Salford Community and ensure that employment, training and opportunities generated by the growth and development of Urban Vision are offered to residents of Salford. This is to be achieved through the level and depth of our consultation work and through the work of our Community Liaison Officers.

### Commercial

- To become a financially successful joint venture of which the city council is proud and can share in its success for the benefit of the Salford Community. This will be evidenced from the achievement of our commercial business targets.

## 1.2 Strategic Context

Urban Vision is uniquely placed to assist with regeneration throughout the city and beyond: enjoying the freedom to trade in the regeneration market, expanding its expertise, capacity and skill sets to deliver and manage regeneration projects. At the same time, through its integrated service approach, Urban Vision is the delivery vehicle for Salford City Council's statutory powers as the Planning and Highway Authority.

At the inception of Urban Vision, the Council identified a number of specific objectives:

- 1) Better roads and pavements through targeted investment.
- 2) Involvement in types of work previously difficult to access, such as PFI, BSF and Urban Regeneration Companies
- 3) Bringing growth to assist with the council's economic development plans e.g. through delivering services for external clients.
- 4) Ability to recruit and retain the best staff for delivery to the citizens of Salford.

These objectives are reflected throughout Urban Vision's service delivery plan and performance monitoring focus.

Urban Vision fits into the council's corporate service planning framework, which seeks to ensure that all service planning is coordinated and consistent in order to deliver the City Council's corporate objectives. Urban Vision's service delivery plan and operational priorities are therefore developed from the City Council's Strategic and Best Value Plan and the Housing and Planning Strategic Service Plan.

This is the fourth annual service delivery plan of the Urban Vision Partnership. This service delivery plan sets out the objectives of each of the services provided by Urban Vision to Salford City Council.

The over-arching strategic context for Urban Vision is provided by Salford **City Council's mission**:

**'To create the best possible quality of life for the people of Salford'**

To give more substance to the mission, Salford City Council developed a set of seven pledges. These are the council's own priorities and promises to the community that align with the Community Plan themes of the Local Strategic Partnership, Partners IN Salford. These seven pledges form the basis of Urban Vision's service delivery objectives.

**The 7 pledges and the 3 key themes of the Cabinet work Plan, coupled with lead member and Housing and planning priorities underpin Urban Vision's key service objectives.**

## 2.0 Performance Review 2007/8

Urban Vision's Service Delivery Plan 2007/8 comprehensively set out and aligned all service delivery objectives to Salford City Council's aspirations. Urban Vision's progress against these objectives is set out in full in Appendix 1.

### 2.1 Partnership Vision Performance

This section provides a summary of performance highlights against the vision of the partnership.

#### 1) Service Quality

In addition to ISO9001 certification, Urban Vision has achieved external certification to British Standard OHSAS18001 (Health and Safety) in 2007/8. These certifications demonstrate the consistency in quality of services provided across Urban Vision and improvements that have been made in the health and safety culture in the organisation.

#### Satisfaction Surveys

In 2007/8 Urban Vision conducted a number of surveys to ensure that customer satisfaction with the quality of service provided.

Post contract customer satisfaction surveys were sent to households in the vicinity of works (both footway and highway) carried out by Urban Vision's Highways service in 2007/8 (appendix 2, Graphs 1 and 2). There were a total of 236 responses from 16 projects. These responses showed that overall:

- 95% of respondents felt the footways/ roads were in need of improvement prior to the works;
- 79% felt that the general appearance of the area had been enhanced as a result of the improvements;
- 77% felt that the footways/ roads had been made safer for all users as a result of the works;
- 59% felt that the works had improved their perception of the Highways Improvement service in Salford;
- 71% felt that the works had improved the quality of their local environment
- 82% felt that disruption caused by the work on footways/roads was kept to a minimum;
- 76% felt that the operatives working on the footways were friendly and helpful at all times;
- 81% felt that the working areas were adequately protected to ensure the safety of pedestrians and residents.

Urban Vision conducted an overall customer satisfaction survey in 2007/8, questioning respondents on performance in key areas such as quality of service, value for money, timely delivery and health and safety awareness. The survey was conducted across Capita Symonds Regions North offices and was distributed electronically to all key clients. The response rate for the survey was considerably less than expected: 4 responses, only 2 of which were from Council employees, were received. As a result of this, meaningful conclusions cannot be drawn from the responses.

To ensure that future surveys yield a higher number of responses and provide a representative sample, a team across Capita Symonds Regions North is examining the content and method of survey used. In 2008/9, the survey will be designed in conjunction with key clients including Salford City Council.

#### **BVPI Results**

Urban Vision is responsible for the delivery of a number of national indicators on behalf of Salford City Council. Performance on these Best Value Performance Indicators in 2007/8 was positive: of 13 indicators, 7 were on or exceeded their target, 2 did not achieve their target and 4 have yet to be reported. These results contributed to the Council's overall CPA assessment. (Appendix 2: Graph 3)

Planning performance was especially encouraging as, despite an internet fault which caused hundreds of applications to be delayed, the team recovered their position to meet the national targets for major, minor and other planning applications. A contingency plan has been devised to ensure a similar technical fault would be detected and rectified sooner.

The BVPI target for the percentage of appeals allowed on refusals was not met. In some cases the planning officer's recommendations were overturned by the panel. To ensure that the appeals process is as fair and transparent as possible, Urban Vision will conduct a comprehensive programme of member training in 2008/9.

The Highways division is responsible for 6 BVPIs. The Street Lighting team improved dramatically on the previous years performance: achieving both of their targets by a considerable margin. The results of the highways surveys indicate that, of the 4 targets relating to the condition of Salford's roads and footways, the team achieved 3. Of the 3 that were achieved, performance on 2 indicators was considerably better than the target.

Urban Vision is also responsible for the reduction of the number of people killed / seriously injured / slightly injured in road traffic collisions in Salford. In 2007/8, 2 of the 3 targets were achieved including the target for reducing the number of children killed/ seriously injured. It is acknowledged that not all accidents are preventable, however, the work carried out to prevent road casualties, identify accident hotspots and increase awareness is reducing the number of accidents on Salford's roads.



## Awards

2007/8 has been a successful year for Urban Vision and this has been echoed through the recognition garnered from various industry awards:

- Urban Vision and Salford City Council were awarded Public Private Partnership of the Year at the LGC Awards 2008 for their work on the Salford Construction Partnership.
- Urban Vision and Salford City Council were Highly Commended in the Partnership Award for Sustainable Communities at the LGC and HSJ Sustainable Communities Awards 2008.
- Urban Vision's 'more' planning consultancy was shortlisted in the Planning Consultancy of the Year category at the Royal Town Planning Institute Awards 2007.
- Urban Vision was a finalist in The MJ Achievement Awards 2007 Best Public/ Private Partnership category.

## 2) Sustainability

Environmental sustainability and climate change are crucial issues and have become a major focus of the Housing and Planning Directorate at Salford City Council. Urban Vision has embraced the sustainability agenda and has been seeking ways to ensure its services are delivered in a sustainable fashion. Some significant progress has been made in this area in 2007/8, building on the successes of previous years.

### Sustainability in Design

A sustainability monitoring form has been designed for use with all construction projects to identify key good practice features against which the sustainability of projects can be monitored. Urban Vision aims to incorporate sustainable techniques and materials on all of its projects although this is subject to the type or project and the brief put forward by the client. In 2007/8, 5 projects were applicable for the monitoring form which sets out a number of sustainable design and construction methods. The form monitors which of the listed methods are applicable to particular project and of these methods, which have been applied.

Progress in this area has been significant: 82.5% of applicable items were utilised in 2007/8 compared to 79% in 2006/7. Urban Vision is aware that the use of sustainable construction methods is highly important and will continue to push the use of this form and it's featured sustainable methods in 2008/9.

### Sustainability in Materials

Between January 2007 and December 2007, Urban Vision, through the delivery of the Highway Investment Programme, achieved the following:

- 100% of waste material (30393.20 tonnes) was sent for recycling
- 100% of recycled sub base material (9458.96 tonnes) was used
- 38% of aggregate material (26785.55 tonnes) used was of a recycled nature.

This excellent contribution to environmental sustainability is echoed through the implementation in early 2007 of the use of biodiesel in all of Urban Vision's highway maintenance vehicles. Biodiesel is a transport fuel oil made mainly from organic vegetable oils and is completely biodegradable, non-carcinogenic, non-mutagenic and non-allergenic. The use of the fuel has had both financial and environmental benefits.

The introduction of a volumetric concrete wagon has provided an environmentally sustainable solution with further cost benefits. By reducing vehicular movements, compared with traditional methods of concrete supply, waste is reduced; the recycled content of the mix is increased, plus CO2 emissions are reduced.

### **Economic Sustainability**

Creating job opportunities for local people and involving local companies in the supply chain contributes greatly to the regeneration and economic development of a city. Urban Vision has continued to work closely with and support the Salford Construction Partnership, which Salford City Council and Urban Vision created in 2004. In 2007/8 the Salford Construction Partnership was able to place 169 previously unemployed Salford residents into sustainable employment with its partner contractors. A further 140 undertook construction related training.

Urban Vision itself is continuing to grow which has brought increased numbers of economically active people to the Eccles area. In 2007/8 the Environment Team (formerly GMGU) relocated to Emerson House, increasing the number of staff based in Eccles.

The success of the Salford Construction Partnership model and the framework procurement partnerships implemented by Urban Vision has attracted considerable interest from outside parties. In 2007/8 Urban Vision hosted visitors from the Scottish Executive's Workforce Plus team as well as representatives from the Swedish City of Solna who were keen to learn more from the recognised best practice model.

### **3) Community Involvement**

Urban Vision is committed to Salford and its residents. Many members of the community have benefited from Urban Vision's work with the Salford Construction Partnership.

Community Liaison Officers (section 5.0) attend all Community Committee meetings providing a point of contact at Urban Vision for residents and Councillors. The Highways team also work closely with the Community Committees to facilitate the spending of the Devolved Highways Budget which allocates £100,000 each to the 8 communities (see appendix 3).

Urban Vision has also demonstrated its community commitment through the sponsorship of a 15 year old GCSE student from Moorside High School. During a work placement with the Design team, the student demonstrated excellent natural ability and as a result, Urban Vision has committed a long term package of learning and financial support to enable the student to eventually become an architect.

The Traffic and Transportation team were involved in the creation of a new road safety themed play area in Winton which opened in August 2007. The play area was designed in consultation with local residents and has a “Children’s Traffic Club” theme.

#### **4) Commercial**

Urban Vision has achieved considerable commercial success in 2007/8 winning a number of important contracts. Throughout the company, various teams have been working with both public and private sector clients including: Rossendale Council, Bolton Council and Countryside Properties.

The Engineering division has had particular success, winning contracts from Peel Holdings, Central Salford Urban Regeneration Company, Aone+ and Greater Manchester Transport Executive totalling £600,000 of new business that will involve all work streams.

The largest of the schemes from Peel Holdings commissioned the design and site supervision of Broadway Link, a new highway located along the edge of the Manchester Ship Canal linking Salford Quays with the motorway network at Eccles. The road is part of the Mediacity:UK Development that will see the BBC relocate from London to Salford in 2010. Urban Vision will undertake the design, procurement and site supervision of the project, which will include the building of a new railway bridge.

## **2.2 Strategic Context Performance**

As highlighted in section 1.2, Salford City Council identified a number of key objectives at the inception of Urban Vision. This section provides an update on Urban Vision’s progress against these key objectives during 2007/8

### **1) Better roads and pavements through more targeted investment**

The number of tripping claims made to the council has decreased dramatically over the past 3 years as a result of the intensive investment in the highways and pavements of Salford, from 566 in 2005/6 to 345 in 2007/8. The Forecast Payout amount (including projected saving) has been considerably higher than the actual payout over the last 3 years. Urban Vision’s implementation of a robust Section 58 defence and high levels of investment in Salford’s have resulted in this marked reduction in claims and payouts. (Appendix 2: Graphs 5 and 6)

### **2) Involvement in types of work previously difficult to access, such as PFI, BSF and Urban Regeneration Companies**

Urban Vision is now involved in a number of projects that were previously difficult to access. For example, Urban Vision successfully bid for the Technical Advisor Role to Kirklees Council’s Wave 6 Building Schools for the Future programme.

The partnership is also responsible for raising revenue through sponsorship of the Highways. Revenue streams increased by £50,000 in 2007/8 bringing the contribution to Salford City Council to £332,000. Urban Vision has also been involved in the Lancashire Building Schools for the Future programme including through elements of design.

**3) Bringing growth to assist with the council's economic development plans e.g. through delivering services for external clients.**

When Urban Vision commenced in 2005, 392 staff were seconded from Salford City Council. At the end of March 2008, Urban Vision had 470 employees with 16 vacant posts. Of these vacant posts, 3 are new posts. (Appendix 2, graph7)

This level of growth has contributed to economic development in the area. It is important to recognise that the council also benefits from the flexibility provided by access to Capita Symonds and Morrison staff at times of high demand. Urban Vision has also used process efficiency to enable growth: for example, the introduction and the development of hand held data capture devices, for Safety inspections and New Roads / Street Works Act inspections has led to the employment of two extra Street Works Inspectors.

Urban Vision has also continued to support the work of the Salford Construction Partnership.

**4) Ability to recruit and retain the best staff for delivery to the citizens of Salford.**

Urban Vision recognises the importance of experienced, high quality staff to successful service delivery. Coupled with expanding and varied portfolio of work, people development has come to the forefront in 2007/8 to aid with the recruitment and retention of the best staff.

Urban Vision achieved Investor in People accreditation in June 2007, reflecting a high level commitment to training and career development.

A People Development Officer has been appointed to implement a high quality programme of training and personal development, working closely with Capita Symonds (Regions North). A Wellbeing Programme is being implemented to bring about a positive shift in culture and encourage the development of a healthy, motivated and resilient staff through initiatives such as annual health checks, smoking cessation advice and eye care vouchers.

### 3.0 Key Performance Objectives by Service Area

The 4 key sections of Urban Vision are:

- Design: Director, John Clarke
- Engineering and Highways: Director, Steven Lee
- Regulatory: Director, Dave Jolley
- Property: Director, Richard Wynne

An Urban Vision structure chart can be found at Appendix 4.

This section sets out the key performance objectives for each of Urban Vision's service areas. Each section comprises a number of teams which provide specific services to Salford City Council. These services are set out along with Key Projects and Key Service Objectives for 2008/9. These will be monitored against their targets on a quarterly or biannual basis.

### 3.1 Design

The design studio, made up of 55 staff offers a full design service: the team is not restricted to output associated with final product built environments, but also have a wealth of experience in various areas including interior design and landscape architecture. Highly experienced Urban Designers provide advice in master planning and regenerating communities; including specialist advice in the preparation of supplementary planning guidance for local authorities.

#### Services:

- Architectural Design
- Building Design
- Co-ordination and control of partnering contractor process
- Development of design brief
- Graphic Design
- Interior Design
- Landscape Design
- Coordination of full design team including surveying and engineering disciplines within Urban Vision
- Professional 35mm photography
- Urban Design – Masterplanning and regeneration
- Administration of Building Contracts

#### Key Projects 2008/9:

Project	Planning Stage	On Site	Completed
Lower Broughton Hub	August 2008	April 2009	September 2010
Wheatersfield Primary	May 2008	February 2009	August 2010
Glendinning Primary	May 2008	February 2009	August 2010
Eccles Library Refurbishment		June 2008	January 2009
Salford Museum and Art Gallery	Feasibility/ Concept Design September 2008		Lottery Funding processes to begin after feasibility stage

**Key Service Objectives 2008/9:**

Objective	SMART Target		Lead Responsibility
Create local employment opportunities and apprenticeships through construction procurement and supply chain management.	Unemployed local residents assisted into Construction Work	116	Stuart Boott in conjunction with the Salford Construction Partnership
	Unemployed local residents trained	40	
	Construction employers signed-up to Salford Construction Partnership Protocol	88	
To seek greater benefits from the partnering process	Full design team embracing the ethos behind the partnering process by October 2008		John Clarke
Improve time and cost predictability of construction projects	Provide Quantity Surveying team with closedown information within 2 weeks of project closedown meeting		Stuart Boott
Ensure key performance information is captured for each project	Review closedown meeting process to ensure all information is communicated to key parties within 2 weeks of closedown meeting.		Group Leaders – Tom Nolan, Alex shaw, Perry Twigg, Gordon Reid
	Review key performance information to extract lessons learnt: end of March 2009		
Conduct client satisfaction surveys to monitor and improve service provision standards	Review survey content and methods by August 2008		Denise Coote / Charlotte Heap / John Clarke
	Average of 80% satisfaction to be achieved		
	Conduct survey results analysis to extract key learning points		
Improve relationships and communications with key clients at all levels	Workshop with key clients to discuss communication issues including provision of briefs by end of December 2008		John Clarke

## 3.2 Engineering and Highways

### 3.2.1 Engineering Design

Urban Vision's team of civil and structural engineers deliver a comprehensive service covering all aspects of highways, bridges and structures. As well as delivering projects for Salford City Council to a high standard, the team have been working upon a number of exciting schemes for other clients.

#### Services:

- Bridge Design, Maintenance, and Inspections
- Highways and Infrastructure Design
- Street Lighting Design
- Structural Design, and Surveys
- Topographical Surveys

#### Key Projects 2008/9:

Project completion dates are subject to change as a result of programming issues. Engineering Design aims to complete the programmed works by the end of March 2009.

Programme of Works	Key Projects 2008/9	Projected Completion	Progress
<b>Transport Capital Programme (schemes&gt;£100k)</b>	Sustrans NCN Route 6 Irwell Riverside Track	July 2008	
	Broad Street (Barr Hill) Parapet Repairs	August 2008	
	Liverpool Road (Boysnope – Barton Moss Rd)	May 2008	
	Liverpool Road Cadishead Anti-Skid Surfacing	March 2009	
	Trafford Road / Quays Junction Signals	August 2008	
	East Ordsall Lane Canal Bridge	June 2008	
	Station Road / Bolton Road Pedestrian Facilities	September 2008	
	Bridgewater Way Improvements	May 2008	
	A580 / Newearth Road Pedestrian Crossing Schemes	March 2009 subject to community consultation	
	A572 Simpson Road / Leigh Road Resurfacing	July 2008	
	Protection to Network Rail Bridges	March 2009	
	Street Lighting Renewal Programme	March 2009	



<b>Transport Capital Programme (Community Committee Schemes &gt; £50k)</b>	Derby Road Traffic Calming	January 2009	
	Pine Grove Monton Safer Routes to School	December 2008	
	Rake Lane / Lumbs Lane Traffic Calming	November 2008	
	Walkden Road Pedestrian Crossing	Awaiting community consultation and approval	
<b>Planning Capital Programme</b>	Refurbishment of Salford Quays Cranes	January 2009	
<b>Environment Directorate Capital Programme</b>	Old Warke Dam		
<b>New Deal for Communities</b>	Littleton Road Pedestrian Crossing Facilities		

**Key Service Objectives 2008/9:**

Objective	SMART Target	Lead Responsibility
Improve Time predictability of construction projects through the continuation of the 'Rethinking Construction' approach.	85% of partnered construction projects with value exceeding £100k handed over in 2008/9 that completed on time (+/-5%)	Dave Dean
Improve Cost predictability of construction projects through the introduction of the 'Rethinking Construction' approach.	85% of partnered construction projects with value exceeding £100k handed over in 2008/9 that completed within the target cost (+/-5%)	Dave Dean
To carry out Principal and General Bridge Inspections in 2008/9 for 155 bridges in Salford	90% compared with the target set by national standards which require a 6 yearly cycle for Principal Inspections and 2 yearly cycle for General Inspections	Paul Garrett
To deliver the Local Transport Programme 2008/9.	On budget and on time.	Dave Dean

### 3.2.2 Highway Network Management

Providing a range of services, the Highway Network Management team manage and maintain public and private sector highway assets. Attracting staff from other local authorities and the private sector, Urban Vision is building different specialist skills within the team to manage the additional work load.

#### Services:

- Highway Safety Inspection in accordance with the Highways Act 1980
- Inspection of Utility Works in accordance with the New Roads and Street Works Act 1991
- Analysis of highways survey data to produce annual BVPI figures
- Assessment of highways survey data to determine scheme priorities
- Assessment of whole life costs for net present value / commuted sum calculation

#### Key Projects 2008/9:

The Highway Network Management team does not undertake key projects. The team undertakes a programme of highways and utilities surveys.

#### Key Service Objectives 2008/9

Objective	SMART Target	Lead Responsibility
Improve road and pavement condition through the delivery of a programme of works following the Councils decision to invest £22 million over the next 5 years in highway improvements	NI 168 <23%	Stuart Whittle
	NI 169 <55%	Stuart Whittle
	<b>BVPI 224b:</b> This indicator is no longer national and it is proposed that Urban Vision continue to monitor it provided there is a budget: report to go to lead member end of June 2008	Stuart Whittle
	<b>BVPI 187</b> This indicator is no longer national and it is proposed that it be dropped as the survey is not meaningful and expensive to conduct. Report to go to lead member end of June 2008	Stuart Whittle

	LI 178: Percentage of footpaths and other rights of way that are easy to use. 75.3%	Ian Lavin
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### 3.2.3 Highways

There is a dedicated team of a 110 based at the Swinton Road Depot, who deliver high quality highway services. Through Urban Vision's partner, Morrison Highway Maintenance, additional management and resources are also available. The team are now providing additional services by way of inventory surveys and validation.

#### Services:

- Carriageway improvements
- Drainage works
- Machine laid surfacing works
- Routine maintenance works
- Street lighting
- Winter maintenance

#### Key Projects 2008/9:

The Highways Teams undertakes key projects that are designed by Engineering Design. The key projects for the various programmes to be undertaken in 2008/9 can be found in section 4.2.1.

#### Key Service Objectives 2008/9:

Objective	SMART Target	Lead Responsibility
Undertake Highways maintenance works in each ward of Salford.	Monthly report to be developed to show works completed by ward area by end of July 2008	Alan Nadin
Ensure Salford's residents are informed about the commencement and completion dates of highway schemes.	Display roads signs with works information 2 weeks prior to project commencement	Eddie Greenwood
	Deliver letters to all residents 1 week prior to project commencement	

Repair reported defects on the road and footway classified as extremely urgent	99% within 2 hour target	John Horrocks
Repair reported defects on the road and footway classified as urgent	99% within 24 hour target	John Horrocks
Maximise the usage of recycled and recyclable materials on Highways projects	100% of waste material sent for recycling	Reza Qureshi
	100% of imported sub base material of a recycled nature	
	70% of imported aggregate material of a recycled nature	
A range of users perceive an improvement to their roadways	80% of respondents say safety improved	Rob Stubbs
	80% of respondents say appearance improved	
A range of users perceive an improvement to their footways	80% safety improved	Rob Stubbs
	80% appearance improved	
Reduce the annual cost of street lighting	<£1,100,000	Phil Matthews
Complete the Street lighting analysis with a view to seeking investment to improve this aspect of the service.	Analysis complete and a meeting on 12 June to with John Spink to move this forward.	Phil Matthews
Street Lighting: Rectification of street lighting faults: non DNO. (days)	BVPI 215a: No longer a national indicator. But will be monitored. Target Under Review	Phil Matthews
Street Lighting Utilities Rectification of street lighting faults: DNO. (days)	BVPI 215b: No longer a national indicator. But will be monitored. Target Under Review	Phil Matthews
Maintain the top performance standard for responding to reported street lighting outages within 24 hrs	<1% – expressed as average % not working	Phil Matthews

### 3.2.4 Traffic and Transportation

Traffic and Transportation comprises 3 key teams. The Traffic Management team aims to enable the safe and expeditious movement of all traffic, including cyclists and pedestrians through the provision of a comprehensive traffic management and transportation service.

On behalf of Salford City Council the Parking team provides a civil parking enforcement service, which operates a transparent parking strategy so that all areas of the city are treated fairly. The team aims to ensure that there is adequate parking provision for all on and off street needs. Security within residential areas is also supplied.

A fundamental responsibility of the Road Casualty Reduction Group is to reduce road casualties. This group comprises both the casualty reduction and road safety education teams providing a combination of engineering, education and enforcement support (the 3Es).

#### Services:

- Advice on general traffic management
- Consultation services for highway improvements
- Advice and production of road closures
- Advice and production of traffic regulation orders
- Advice on congestion reduction
- Advice on planning applications and development proposals
- Development of casualty reduction measures
- Environmental enforcement
- Management of school crossing patrol services
- Parking services
- Public transport infrastructure
- Road safety education, training and publicity
- Safety audit
- Travel planning
- Traffic and transportation design for highway infrastructure

**Key Projects 2008/9:** The team does not undertake key projects but rather supplies services and ongoing programmes of safety courses.

**Key Service Objectives 2008/9:**

Objective	SMART Target	Lead Responsibility
Ensure Salford's residents are informed about the commencement and completion dates of highway schemes.	Web portal- up to date and comprehensive	Trupti Patel
Provide an efficient response to planning applications: planning applications requiring an input from Traffic and Transportation responded to within 21 days	70%	Trupti Patel
Promote sustainable travel throughout Salford: <ul style="list-style-type: none"> <li>▪ Process school travel plans in 2008/9</li> <li>▪ Process workplace travel plans in 2008/9</li> <li>▪ Attract new Salford employees participating in Salford City Council Travel Plan initiatives in 2008/9</li> </ul>	12 school travel plans	Andy Devine
	5 workplace travel plans	
	80 employees	
Increase awareness and road safety knowledge of Salford's young people:	Increase the % of schools receiving road safety education interventions in 2008/9: 75%	Andy Devine
	Number of pupils receiving National Accreditation cycling during 2008/09: 750	
Contribute to the reduction of numbers of people killed, seriously injured or slightly injured on Salford's roads where possible	NI 47<86	Andy Devine
	NI 48<15	
	BVPI 99c (no longer national)<1554	
Improve response to written representation in connection with parking issues	100%of written representations to parking issues which are responded to within 56 days (as per legal requirements)	Bill Earnshaw

### 3.3 Regulatory Services

#### 3.3.1 Planning

Sustainable development is a core principle of the Planning team's work, to create and develop communities where people want to and enjoy living. Providing a planning consultancy enables us to deliver a large range of innovative services, as well as offering resources and savings to Salford City Council and other key clients.

Urban Vision has grown rapidly from a core team servicing Salford City Council to a team of 75 professional staff, who have been drawn from both the private and public sectors, working with Capita Symonds planning teams in regional offices. The team prepared for and has successfully achieved the move to 1APP (national standard planning application forms) and adoption of the Validation Checklist which was launched on 6th April 2008.

#### Services:

- Full Development Control Service, including
  - Pre-application advice
  - Application processing
  - Conditions discharge
  - Appeals-all types
  - Prior Notifications
  - Certificates of Lawful development
  - Enforcement:
    - Investigate breaches of planning control
    - Resolution of breaches via mediation or use of statutory notices
- Member training
- Planning policy
- Resolution of untidy land
- Negotiation on s106 agreements
- Monitoring and management of s106 agreements

**Key Projects 2008/9:**

Project	Expected Completion	Progress
MediaCity Uk	2010 Awaiting update from Emma Singleton	
Port Salford	Planning Application to Planning Panel 2008	
Salford Reds	Reserved Matters Application to Panel July 2009	
Buile Hill Park	Planning Application to Planning Panel 2008	
Salford Forest Park	Planning Application to Planning Panel 2008	
Greengate	Various phases between 2009-2015: 1st Phase of Ask/ Network Rail site. Application expected towards end of 2008	Tim Hartley
Salford Central	Outline planning application to Planning Panel Spring 2009	

**Key Service Objectives 2008/9:**

Objective	SMART Target	Lead Responsibility
Adapt and prepare for the significant increase in BVPI targets due to be implemented in 2010.	Review resource efficiencies, changes to scheme of delegation and resource requirements to prepare for target changes. March 2009	Alison Kershaw and Chris Findlay
Achieve as close to top quartile performance for processing planning applications as allocated resources will permit.	New National Indicator 157-includes BVPI109a to c-now excludes 204 and 205	Alison Kershaw
	N1157a: 60% (Local Target: 65%)	Alison Kershaw
	N1 157b 65% (Local target: 68%)	Alison Kershaw
	N1 157c: 80% (Local Target: 84%)	Alison Kershaw
Ensure that Members receive appropriate and targeted training	Probity and Propriety session- 29th May	Martin Hodgson
	Future member training programme to be agreed with Chris Findley by end of July 2008	
Develop a strategy to improve customer satisfaction in time for the next survey	Strategy to be drafted by summer 2008 Survey conducted by Beacon Research in 2010	Anthony Stephenson



Review the service, policies, processes, and procedures to facilitate the move from Development Control to Development Management (see appendix 5)	Report produced and “high level” action Plan. Detailed action plan needed once approach has been agreed. (see appendix 5)	Martin Hodgson/Alison Kershaw/Chris Findley
Identify and address skills and capability issues associated with delivery of new planning system and in particular urban design/design issues	Deliver through appraisals process, production of development plans and targeted training (via training workshops/groups) Training Plan for all staff to be established end of June 2008	Alison Kershaw
Address “Killian” government review of removing “barriers” to secure timely decisions and commencement of developments on site	Review with Chris Findley and Cllr Antrobus-Achievement of DC action plan end of December 2008	Chris Findley / Alison Kershaw/ Martin Hodgson

### 3.3.2 Building Control

Building Control continues to go from strength to strength. The team provide a highly customer focused service and are currently working on some of the largest developments in the country including BBC Mediacity:UK together with the redevelopment of Hope Hospital, “Salford Reds” Stadium and a multitude of challenging projects. The sustainability agenda drives many Building Regulation issues including control of carbon emissions / energy conservation, structural and fire safety, acoustics, the design of drainage systems and the provision of disabled facilities.

#### Services:

- Full Building Regulation service, including design assessments and site inspection work
- Nationwide LABC (Local Authority Building Control) Partnering work
- 24/7 emergency callout service – dangerous structures and open / dilapidated buildings
- Management / contract administration of demolition projects
- Securing of open and dilapidated property, including the monitoring of regeneration areas
- Licensing responsibilities under the Safety at Sports Grounds Act

**Key Projects 2008/9:**

Project	Expected Completion	Building Control Involvement	Progress
BBC Mediacity:UK UK: Building Regulations and Site Inspections	2011	Design assessment and inspection work will be ongoing throughout the term of these contracts – surveyors will have a daily involvement on site together with a very close working relationship with the design team. Fundamental issues such as structural and fire safety, together with energy conservation / carbon emissions form a challenging part of this work. Specific / specialist surveyors will take responsibility for individual projects and resource issues will be significant through to completion.	
Salford Reds Stadium: Building Regulations and Site Inspections	2010		
Hope Hospital: Building Regulations and Site Inspections	2011		
Salford City Council's Demolitions Programme 2008/9	March 2009	On time and on budget	

**Key Service Objectives 2008/9:**

Objective	SMART Target	Lead Responsibility
Check and respond to Building Regulation applications within 15 working days of receipt	80%	Paul Newton / Phil Mahoney / Phil Crowe
Carry out analysis of Customer Satisfaction surveys received to improve the quality of service provision for Building Regulation clients	November 2008	Charlotte Heap
Deliver Salford City Council's Demolition Programme	% of units demolished - in relation to clients annual programme	John Osborne

Ensure, where the building control team act in the capacity of "Designer" - projects are CDM compliant	100%	John Cocker
Respond to reports of Dangerous Structures within 1 hour (during office hours)	95%	Jack Lee
Respond to reports of Dangerous Structures within 2 hours (out of office hours)	95%	Jack Lee

### 3.3.3 Environment

Incorporating GMGU (Greater Manchester Geological Unit), 2007/8 has been the first full year that the Environment section has operated within Urban Vision. The move has provided opportunities for recruiting additional staff: widening expertise and experience for key clients and stakeholders both within Salford, AGMA and further a field. Moving into Emerson House has also enabled the team to integrate with the other service areas, which has been of great value for staff, commercial value and financial performance.

Contaminated land specialists, geologists and minerals and waste planners work closely with Capita Symonds colleagues, who deliver air quality, noise and ecology services, in order to offer a full range of environment services for all public sector clients. The Environmental Protection Planning Support Service for Salford City Council came into effect in July 2007 to provide a more efficient, cost effective service

#### Services:

##### Minerals and Waste Planning:

- Minerals and Waste Development Control services
- Minerals and waste planning monitoring and enforcement
- Policy support including LDFs
- Planning support on larger sustainable energy and infrastructure projects

##### Geo- Environmental:

- Environmental protection planning support service
  - Contaminated land
  - Noise
  - Air Quality
- Planning reviews
- Contaminated land risk assessment
- Controlled water risk assessment
- Landfill and ground gas monitoring and risk assessment

- Soil sampling, testing and reporting
- Due Diligence and Ground Investigations

**Key Projects 2008/9:**

Project	Expected Completion Dates	Progress
Irwell City Park	Initial cost appraisal for geo-environmental surveys submitted.	
	Second stage of more detailed proposals in preparation (to be completed by end June 08).	
	Survey work to commence Oct 2008 subject to funding approval	
Joint Waste Development Plan for AGMA	2011	
Joint Minerals Development Plan for AGMA	2011	

**Key Service Objectives 2008/9**

Objective	SMART Target	Lead Responsibility
Ensure that appropriate information is provided to the Development Control section to allow targets relating to Salford City Council Planning BVPIS to be met: <ul style="list-style-type: none"> <li>▪ Noise</li> <li>▪ Air quality</li> <li>▪ Contaminated Land</li> </ul>	Design an appropriate performance monitoring mechanism to capture information by end of July 2008	Charlotte Heap/ Chris Buckley / Julia Formstone
	Major Applications: 60% of responses within 28 calendar days of receipt	Charlotte Heap/ Chris Buckley / Julia Formstone
	Minor Applications: 65% of responses with 21 calendar days of receipt	Charlotte Heap/ Chris Buckley / Julia Formstone
	70% of reports submitted in response to a planning condition assessed within 10 working days of receipt.	Charlotte Heap/ Chris Buckley / Julia Formstone



Design a customer satisfaction survey and survey method to suit the type of services provided by the team	End of June 2008	Simon Talbot/ Charlotte Heap
Conduct an annual customer satisfaction survey to ensure that the service provided is of the highest standard	Distribute Survey by end of July 2008	Simon Talbot/ Charlotte Heap
	Undertake survey analysis and key learning points by end of August 2009	Simon Talbot/ Charlotte Heap

### 3.4 Property Services

#### 3.4.1 Property

Urban Vision's general practice surveyors are responsible for the provision of a comprehensive property advice service and have an excellent track record implementing property based solutions, on behalf of both public and private sector clients.

A steady growth in capacity and capabilities has enabled the Property team to successfully work for a number of new clients throughout the UK whilst continuing to provide an excellent service for Salford City Council. Working in new areas and different locations and applying best practice initiatives has aided the development of staff capabilities, enabling the team to work more efficiently and effectively to address a wide range of property needs.

#### Services:

- Strategic Asset management advice and support
- Consultancy advice in relation to regeneration
- Commercial estate management including all Landlord and Tenant matters
- Acquisition of land and property
- Compulsory purchase advice
- Disposal of land and property
- Statutory and other valuations
- Capital Accounting
- Right to buy sales
- Rating advice
- Accommodation audits and implementation solutions
- Land and Property data and record management

#### Key Projects 2008/9:

Project	Expected Completion Date	Progress
Introduce a new Property Asset management system to hold information relating to the Councils land and property ownership and to assist in the provision of Property Services. This will replace the bespoke dataease system that is nearing the end of its useful life.	A business case will be put forward to seek the necessary approval in 2 phases:	
	Initial approval needed to progress discussions with a preferred supplier June 2008	

	Detailed consideration of a business case. August 2008.	
	Assuming approval, implementation and associated training etc will be overall 12-18 month period. Implementation to commence from Summer 2008.	
Complete Key Disposals 2008/9: Examples include: Tesco's foodstore at Pendleton and the associated sales of lands to Prime Commercial Properties.	Tesco: end of July 2008	
	Prime Commercial Properties: July 2008.	
	Other key disposal completion dates are under review and discussion with City Treasurer due to changing market conditions	
Complete key Acquisitions 2008/9 A key acquisition scheme is the Glendinning Street Compulsory Purchase Order that will deliver a site for a new 3 into 1 LEA Primary School.	Glendinning Street: end of May 2008.	
Creation of a Salford Innovation Park to support the arc of opportunity and the Manchester Knowledge economy by, in partnership with Salford University.	Create a joint venture partnership comprising Technology House, the Innovation forum and Salford University Business Park.	
	Selection of partner needed- out to tender May 2008.	
	Appointment of successful partner September 2008	
Regeneration Schemes: Progress the implementation of existing Regeneration schemes	<ul style="list-style-type: none"> <li>▪ Ordsall</li> <li>▪ Pendleton</li> <li>▪ Langworthy</li> <li>▪ Higher Broughton</li> <li>▪ Lower Broughton</li> <li>▪ Kersal</li> <li>▪ Charlestown As per agreed timescales</li> </ul>	
Establish and deliver the Office Refurbishment and Office Moves Programme including:	Turnpike House Refurbishment completion April 2009	
	Unity House Refurbishment Completion February 2009	

	Review of training facilities: by end of March 2009	
	Establishment of accommodation for City West Housing Trust: by the end of 2008	
	Others dependant on outcome of agile working proposals	

**Key Service Objectives 2008/9:**

Objective	SMART Target	Lead Responsibility
Reduce the level of rent arrears as a % of rent roll.	Rent arrears to be less than 7% of the rent roll figure (+/-5% of the value)	Peter Openshaw
Reduce the level of rent arrears.	<£250,000 +/-5%	Peter Openshaw
Deliver capital receipts target to support the mainstream financial allocations of the council.	To be set	Peter Openshaw
Deliver revenue income target to support the mainstream financial allocations of the council.	£3.7 Million	Peter Openshaw
Deliver expenditure targets for the acquisition of land and property	To be set	Peter Openshaw
Complete Commercial Estate Review	End of July 2008	Peter Openshaw
Contribute to the review and update of the Councils Asset Management Plan including provision of performance data in accordance with stipulated timescales	Provide Office Occupancy Data by end of May 2008	Peter Openshaw
	Provide Property Condition Data by end of September 2008	
	Provide backlog maintenance data by end of September 2008	
Undertake and provide surplus property option appraisals	In accordance with agreed timescales	Peter Openshaw
Conduct an annual customer satisfaction survey to ensure that the service provided is of the highest	Distribute Survey by end of December 2008	Charlotte Heap/ Peter Openshaw



standard	Undertake survey analysis and key learning points by end of August 2009	Charlotte Heap/ Peter Openshaw
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### 3.4.2 Facilities Management

The Facilities Management team manages almost 40 public buildings on a day- to- day basis on behalf of Salford City Council. The buildings managed include public, education and commercial properties and the team of 18 facilities, 6 asset management and 4 administrative staff ensure that there is a safe, secure and comfortable environment for occupants and visitors.

Compliance with health and safety is also ensured, including carrying out asbestos management, legionella conformity, equipment safety checks, fire risk assessments and disabled facilities maintenance and design. Designing and implementing facilities management procedures and monitoring regimes including lone working, door access systems, intruder alarms and response, CCTV systems and key holding services.

#### Services

- Operational Asset management for the council
- Advice on office space and the application of space standards
- Day to day management of designated buildings
- Granting of licences to hold markets and car boot sales
- Health and Safety legislation compliance.
- Management of the contract with “key holding” service company
- Management of door access systems, intruder alarms CCTV systems
- Procurement and management of Facility Management contracts

#### Key Projects 2008/9:

Project	Involvement	Progress
Strategic Review of Security Services in Salford including options appraisal for future service delivery from the new CCTV control centre in Civic Centre Swinton.	Expected Completion March 2009	
General Facilities management services for Innovation Forum	Contract management, day to day maintenance and management of service contracts.	Performance will be monitored with a Customer Satisfaction survey
Facilities Management for Salix Homes properties	Diamond House, Emerson House, Property Information Shop and Halton House.	Performance will be monitored with a Customer Satisfaction survey

Security services for GATEWAY Projects (Eccles, Walkden and Salford)	2010	Performance will be monitored with a Customer Satisfaction survey
Security Services for Salford Business Park	manned guarding utilising 21 security officers	Performance will be monitored with a Customer Satisfaction survey

**Key Service Objectives 2008/9:**

Objective	SMART Target	Lead responsibility
Introduce computerised system/ WEB PORTAL to assist in the monitoring of service contracts and ensure key contractual requirements are achieved.	Trial system in April 2008- System to be fully operational by 01/08/2008	Danny Hoy
Conduct a customer satisfaction survey to ensure service provision is of the highest quality	Agree survey content with Steve Durbar by end of July 2008 Release survey by November Analyse survey results by end of March 2009	Danny Hoy/ Charlotte Heap
Respond to Quaywatch clients alarm activations within 6 minutes	80%	Paul Byrne
Introduce an effective asbestos management policy and process	End of June 2008	Danny Hoy/Carol Cardwell/Stan Frost
Manage and deliver the asbestos survey programme	Corporate assets by September 2009	Darren Clegg

### 4.4.3 Education and Premises Surveying

The education and premises surveying team provides building, mechanical and electrical surveying services to Salford City Council and other key clients. The team comprises 25 surveyors, supported by administrative staff providing services to over 100 council education premises and approaching 350 corporate premises, plus an increasing portfolio of external clients buildings. The team is responsible for all council buildings (excluding council houses), such as:

- Education buildings
- Community health and social care buildings
- Depots
- Housing and planning buildings
- Council offices
- Commercial estate

#### Services:

- Responsive maintenance
- Planned maintenance
- Alterations
- Adaptations
- Refurbishment
- Extensions
- Statutory inspections

#### Key Projects 2008/9:

Programme	Key Projects	Progress
NDS programme (modernisation fund) 2008-2111	Cadishead Primary re-roof	Deliver agreed projects and planned expenditure for first year of programme by end of August 2009 (NB programme not yet finalised. Projects, completion dates and financial figures for individual projects to be inserted when known)
	Lewis Street structural repairs	
	Lower Kersal Primary windows	
DFC projects (Devolved Formula Capital)	Broadoak Primary entrance	Completion by end August 2008
	Mossfield phase 3	Completion by end August 2008
Responsive repairs	Day to Day repairs	Expenditure of Council repairs budget by end March 2009

programme 2008-09		
Planned maintenance programme 2008-09	Swinton Old Town Hall painting Civic Centre phases 1+2 WC refurbishment	Completion by September 2008
		Completion by end March 2009
		Expenditure of programme funding by end March 2009
Backlog of repairs programme 2008-09	Fit City Ordsall Boiler Replacement	Expenditure of programme funding by end March 2009
	Swinton Old Town Hall Flat Roof and Roof Lights Replacement	Completion of individual moves by agreed dates (to be inserted when known)
Office Move Programme 2008-09	Civic Centre/ Unity House moves / refurbishment	Expenditure of programme funding by end March 2009 Completion of individual moves by agreed dates (to be inserted when known)
	Wesley Street	
	Swinton Old Town Hall basement	
	City West	
Individual corporate premises projects	Harrop Fold one stop shop	Completion by agreed date (to be inserted when known)
Primary Capital Programme	Strategic support to Children's Services	Provide support to meet developing client requirements

**Key Service Objectives 2008/9:**

Objective	SMART Target	Lead Responsibility
Introduce computerised system/ WEB PORTAL to assist in the monitoring of service contracts and ensure key contractual requirements are achieved.	Trial system September 2008	Stan Frost/ Dave Lyon / Jonathan Till
Respond to emergency repairs within the target time of 4 hours	100%	Stan Frost
Respond to urgent repairs within the target time of 3 days	100%	Stan Frost

Respond to routine repairs within the target time of 10 days	100%	Stan Frost
Conduct end user satisfaction surveys to monitor and improve service provision standards	Review survey content and method to ensure fit for purpose by end of July 2008	Stan Frost
	Average 85% overall satisfaction score	
Advise the council of its obligations to meet legislative requirements as building owner	To confirm the programmes and plans in place to meet obligations by end of October 2008	Stan Frost
Implement the DDA Building Improvement budget	Achieve budget allocation spend (£250,000 +carry forward)by end of March 2009	Stan Frost
Implement the building backlog maintenance programme	Achieve required spend (£500,000 + carry forward) by end of March 2009	Stan Frost
Manage the council's corporate building maintenance budget effectively and deliver programmed works	Provide annual report to each property holding directorate with recommended maintenance and budget allocation requirements for the financial year 2009/10 by end of November 2008	Stan Frost

### 3.4.4 Quantity Surveying

The Quantity Surveying team provides support to all of Urban Vision's projects including MediaCity UK, working closely with Salford City Council and Central Salford URC.

#### Services:

- Quantity surveying services
- Client advice on post contract valuations and value for money
- Contract Administration
- Advice on the implementation of Rethinking Construction Partnering Agreements/ Frameworks
- Contract Documentation
- CDM Coordination

**Key Projects 2008/9:** The Quantity Surveying team support other disciplines in the delivery of their key projects.

**Key Service Objectives 2008/9:** The quantity surveying team collate the following information for all partnered projects for all disciplines.

Objective	SMART Target	Lead Responsibility
Demonstrate to the council that the rethinking construction approach has improved time predictability of construction projects	92% that completed on time at practical completion (including any extensions of time issued)	Steve Gogarty/ Charlotte Heap
Demonstrate to the council that the rethinking construction approach has improved cost predictability of construction projects	92% within the +/-5% target cost at final account agreement (including any additional funding introduced by client)	Steve Gogarty/ Charlotte Heap
Demonstrate to the council that the rethinking construction approach has improved build quality of construction projects	92% defect free on handover.	Steve Gogarty/ Charlotte Heap
Demonstrate to the council that the rethinking construction approach has improved health and safety on construction projects	To be determined	Steve Gogarty/ Charlotte Heap

### 3.4.5 Regeneration Projects

The Regeneration Projects team comprises of Architectural Technicians and Building Clerks of Works who are responsible for delivering regeneration projects for Salford City Council and other key clients.

#### Services:

- Delivery of HMR Block Improvement Schemes
- Delivery of Sure Start schemes
- Feasibility Studies
- Condition surveys
- Measured Surveys
- Existing and proposed drawings
- Contract Administration
- Design
- Consultation with Clients and Public
- Clerk of Works duties

**Key Projects 2008/9:**

Key Project	Expected Completion	Progress
White Meadows (Centre of Excellence)	July 2009	
Block Improvement Seedley South	March 2009	
Block Improvement Strawberry Road	February 2009	
Centenary House Office reorganisation	August 2008	
Block Improvement Liverpool Street Shops	March 2009	
Block Improvement Gateway Terraces	October 2008	
Block Improvement University Terraces	October 2008	
Replacement of windows & internal refurbishment Turnpike House	November 2008	

**Key Service Objectives 2008/9:**

Objective	SMART Target	Lead Responsibility
Demonstrate to the council the benefits of Rethinking Construction	Provide cost, time, defects and health and safety information relating to all partnered projects to Quantity Surveyors every month	Dave Holland
Conduct client satisfaction surveys to monitor and improve service provision standards	Review content and method of survey by end of July 2008	Dave Holland/ Charlotte Heap
	Analyse and produce report by end of March 2009	
	80% satisfaction rate	
Conduct residents satisfaction surveys to monitor and improve service provision standards	Review content and method of survey by end of July 2008	Dave Holland/ Charlotte Heap
	Analyse and produce report by end of March 2009: 80% satisfaction rate	

### 3.5 Business Strategy and Development

Delivering support services to both internal and external clients, the Business Strategy and Development team carries out consultancy work within a number of different specialist areas. The team also focuses on performance monitoring, quality and health and safety, events organisation, communication and marketing.

#### Services:

- Business Development
- Business process engineering advice and support
- Consultancy services
- Customer complaints and freedom of information requests
- Governance and support to the board of directors
- Human Resources and wellbeing programmes
- ICT Support
- Marketing, event management and communications
- Performance and risk management
- Quality , health and safety and environmental management system advice and support
- Reception services
- Reprographics
- Rethinking Construction procurement ,partnership and supply chain management advice and support
- Service improvements through quality systems
- Supply chain management
- Strategic Partnership and strategy advice

**Key Projects 2008/9:** The Business Development team will undertake the provision of support services to the other teams in the company. The team will also enter awards on behalf of Urban Vision and in 2008/9 will be seeking to achieve the Customer Service Excellence National Standard.



**Key Organisational Objectives 2008/9:**

Objective	SMART Target	Progress
Continue to improve the health and safety culture across the organisation	AFR <0.65? Conduct health and safety climate survey and publish findings by end of March 2009	Steve Marlor / Mike Collier
Continue to promote Salford's sustainability agenda through achievement of IMS Sustainability standards ISO14001 (Environmental)	October 2008	Mike Collier / Jackie Shorrocks
Improve the Level of equalities compliance as defined by the Commission for Racial Equality to assist Salford City Council with achieving level 3	Action Plan to be devised by end of June 2008 Undertake X amount of Impact assessments in 2008/9	Charlotte Heap / Jonathan Till
Undertake a customer satisfaction survey to facilitate continuous service improvement	Devise survey questions in conjunction with key clients Av score 7.3/10 assessed from a survey	Charlotte Heap / Jonathan Till
Generate additional jobs in the company to assist with economic sustainability & development in Salford	24 based on 5% increase aspirational target depending on market conditions	
Demonstrate to the council that Urban Vision delivers value for money	Comprehensive value for money report to be made to Lead Member end of June 2008	Mike Collier
Increase income generated through sponsorship on Salford's highway: <ul style="list-style-type: none"> <li>Free standing units on the highway</li> <li>Bridge banners on the A580</li> <li>Roundabout and boundary signs</li> </ul>	£375,000	Jonathan Till

#### 4.0 Financial Targets 2008/09

Urban Vision has agreed targets with Salford City Council in relation to financial performance. Monthly invoices should be paid by Salford City Council on the 15<sup>th</sup> of each month. In order for the client to scrutinise the invoices they should be submitted three working days before payment is due. The efficiency savings target for 2008/9 is £410,000.

The following tables set out key budgets that should be the subject of monthly monitoring reports. Projections of spend and income to the year end should also be submitted.

<b>MANAGED BUDGETS</b> Budgets managed on behalf of the client by Urban Vision	<b>Expenditure</b>	<b>Income</b>	<b>Net Budget</b>	<b>Progress</b>
Highways Maintenance	5,138,660	-200,000	4,938,660	
Sponsorship on the Highways	0	-375,000	-375,000	
Car Parking	1,194,520	-1,561,290	-366,770	
AGMA Industrial Estates	216,010	-216,010	0	
Markets	240,560	-230,000	10,560	
Repairs	622,610	0	622,610	
Corporate Properties	1,762,880	-1,398,860	364,020	

<b>CLIENT BUDGETS</b> Budgets that appear on the Client ledger that are controlled by Urban Vision	<b>Expenditure</b>	<b>Income</b>	<b>Net Budget</b>	<b>Progress</b>
Industrial Estates Income	0	-1,069,000	-1,069,000	
Commercial Rents	0	-1,367,750	-1,367,750	
Quaywatch	357,000	-302,000	55,000	
Eccles CCTV	160,450	-60,000	100,450	
Building Control Fees	0	-878,260	-878,260	
Development Control Fees	0	-1,465,240	-1,465,240	

<b>Management Fee</b>	<b>Expenditure</b>	<b>Income</b>	<b>Net Budget</b>	<b>Progress</b>
	9899050	0	9899050	

## 5.0 Community Interface (Community Liaison Officers)

Urban Vision is committed to working closely with the Community and Members to achieve a smooth working relationship and to ensure Members have a positive view of the partnership when challenged by other external groups. Most elected Members have direct access to Urban Vision staff through their portfolio work but some interact with Urban Vision services more than others. Urban Vision, therefore, created a team of Community Liaison Officers in 2006 to ensure Members feel in touch with Urban Vision and the services provided.

Community Liaison Officers also attend bi-monthly Community Committee meetings providing a single point of contact for members of the public as well as Councillors and are expected to fulfil the following responsibilities:

- Attend Community Committee meetings to provide a single point of contact for Members and the general public.
- Communicate an understanding of who is responsible for dealing with certain services and issues within Urban Vision.
- Communicate information relating to telephone numbers and staff.
- Help to resolve situations where there has been a failure by Urban Vision staff to answer telephones or respond to messages.
- Participate in a robust service recovery system that will give Urban Vision the opportunity to explain, correct, or indeed apologise for any elected member claims of Urban Vision staff failings in a timely fashion.

Eight Community liaison officers have been appointed to undertake this role in addition to their everyday roles:

Area of responsibility	Officer
Claremont/Weaste	Ged Hodgkin
Swinton	Steve Gogarty
Walkden/Little Hulton	Neil Ashmall
Worsley/Boothstown	Max Griffiths
Ordsall/Langworthy	Rob Smith
Irlam/Cadishead	Trupti Patel
Eccles	Perry Twigg
East Salford	Andy Stockton

A structured survey was carried out in 2007/8 to assess the satisfaction of Councillors with the service provided by their Community Liaison Officer. These surveys were distributed at Community Committee meetings and asked Councillors to rate their satisfaction levels with the service provided by the Community Liaison Officers.

The response rate of this survey was very low (only one was received) and therefore it is difficult to make any judgement as to the performance of Urban Vision's Community Liaison Officers. To overcome this, it is considered that Councillors will be surveyed using semi-structured interviews in 2008/9.

## 6.0 Summary of Key Risks

Urban Vision regularly carries out a comprehensive risk exercise to identify the key risks in terms of the delivery of services to Salford City Council. The product of the risk exercise is the Urban Vision Risk Register (see appendix 6).

The Risk Register is produced in accordance with the principles and format required by the City Council. It shows the range of risks using a series of risk headings together with an analysis of the probability of the risk issue occurring, the impact of the issue and the measures or process in place to mitigate such risks. A colour coding system is used to highlight the key risk areas.

The Risk Register is reviewed on a regular basis and identifies the following issues as being key risk areas:

### Impact of Legislative Changes

Urban Vision's senior management team monitor and address any changes in legislation that affects the provision of its services and its responsibility as a partner of Salford City Council.

### Impact of Economic Downturn

Urban Vision has been monitoring very closely changes in the market and is preparing for any long term impacts that such a downturn may have on employment and budgets.

Other risks identified by the register are being addressed through key service objectives including:

- Failure to provide statutory or regulatory services well
- Poor health and safety practices/training
- The community not pleased with road/highway condition
- Insufficient fire practices/training

## 7.0 Governance and Probity arrangements

For the best practice and achievement of legislative requirements, a robust system of the governance and probity of Urban Vision is achieved by:

- A Partnership Forum
- A Joint Venture Board
- Good Reporting Arrangements
- Robust Legal Agreements
- Good representation
- A sufficiently skilled Client
- Sound communication procedures
- Clear decision making routes

Urban Vision Partnership Ltd is a private company, registered at company's house. It is made up of three partners which are Salford City Council, Capita Symonds and Morrison Highway Maintenance who have the following shareholding in the company.

Capita Symonds	50.1%
Morrison Highway Maintenance	30.0%
Salford City Council	19.9% plus a "golden share"

This level of shareholding provides:

- Sufficient commercial freedom as a private company in order that it has the ability to operate commercially without its progress being stifled.
- The ability of the Council to block a special resolution which proposes some form of major structural change.
- Appropriate corporation tax minimisation measures.

The Golden Shares are held solely by the Council. The key principle behind the council holding these shares is that the Company cannot, without the prior written consent of the council, take any of a series of fundamental actions. Urban Vision is not an employing body; all staff are seconded into the company from one of the partner organisations.

### Good Practice Features

The governance of the joint venture arrangements requires a number of fundamental features to be in place. For the best practice and achievement of legislative requirements, the governance of Urban Vision is exercised mainly by its company structure. However, the process of Governance is not limited to the structure and the key processes relating to Governance are explained below:

### **Clear Reporting Arrangements**

- Board is made up of eight Directors and meets on a monthly basis to discuss the strategic direction of Urban Vision;
- Partnership Forum meets quarterly and is chaired by the Lead Member for Housing and Planning. The purpose of the meeting is to review Urban Vision's performance against a number of key performance indicators and to look at the partnership overall;
- Urban Vision/Salford City Council Liaison meetings take place monthly and are in place to assess performance and service delivery issues.

### **Robust Legal Agreements**

The legal agreements, which underpin the rigorous governance arrangements, are as follows:

- A Partnership Agreement.
- A Shareholders Agreement.
- A Service contract.
- Service Specifications.

### **Good Representation**

Each shareholder has representation on the Urban Vision Board and the number of Directors from each partner company is determined by their shareholding. Capita Symonds has four Directors on the Board, Morrison Highway Maintenance has two Directors and Salford City Council has one Director. Bill Taylor is Non-Executive Director, meaning that he chairs the Board and is the Managing Director of Urban Vision but has no voting rights.

### **A sufficiently skilled Client**

Salford City Council and Urban Vision are undertaking review work to ensure that Salford can act as a sufficiently skilled and experienced client that undertakes a range of tasks related to governance, probity and performance.

### **Sound Procedures**

Well-defined procedures are in place to support good governance and probity.

### **Clear Decision Making Routes**

The council has revised its Scheme of Delegation, List of Proper Officers, and Standing Orders to accommodate Urban Vision

### **Company governance arrangements**

Urban Vision has its own governance arrangements and regulations as a company and these are operated through a monthly Board Meeting to consider:

- The management of the strategic and operational elements of the company.
- A short, medium and long-term company Business Plan.
- Compliance with legal agreements entered into by the company.
- To report once a year to shareholders at the Annual General Meeting.

### **Complaints**

Urban Vision is committed to providing high quality services and this includes service recovery. A robust complaints procedure is in place that acknowledges the receipt of complaints within 3 working days and aims to resolve the complaint satisfactorily within 10 working days. If the 10 working days deadline is not feasible, as the complaint may need further investigation, Urban Vision will notify the complainant within the 10 working days to advise them of the delay. Complaints are logged using the council's CITIZEN system and quarterly performance reports are shared with the Client.

## Appendix 1: Performance against Service Delivery Plan Objectives 2007/8

This section examines Urban Vision’s performance against the objectives set out in the 2007/8 Service Delivery Plan. This uses the following key code:

EXCEEDED TARGET/ COMPLETED
ON TARGET
INSUFFICIENT INFORMATION TO REPORT
BEHIND TARGET

Overall, of the 65 milestones contained within the Service delivery Plan, progress is as follows:



### Pledge 1: Improving Health IN Salford. “We will improve the health, well-being and social care of the people in Salford.”

Service Area	Service Objective	Target 2007/8	Progress
Across Urban Vision	Demonstrate that Urban Vision is making progress for the City Council in terms of environmental, economic and social sustainability	Report to be ready July 2007.	Progress Report made to the forum June 2007. Urban Vision is working towards developing its sustainability strategy. <ul style="list-style-type: none"> <li>• Use of recycled and recyclable material by the highways service.</li> <li>• Implementing an environmental management system to achieve ISO 14001</li> <li>• Environmental Champions appointed for each business unit;</li> <li>• Continue to support the work of Salford Construction Partnership.</li> </ul>
Across Urban Vision	Increased awareness of sustainability.	Achieve ISO 14001 by October 2008- ensure progress is on target to achieve this.	On target to achieve ISO 14001.



Across Urban Vision	Achieve a 10% improvement in the accident frequency ratio [AFR] for Urban Vision as a whole.	An AFR of <1.95 by 31 <sup>st</sup> December 2007.TARGET REVISED TO <0.92.	Performance for the 12 months to the end of March 2008: 0.63 AFR	
Across Urban Vision	Undertake H&S Climate Survey amongst Urban Vision staff.	Survey complete by 30 <sup>th</sup> September 2007	The survey complete and results have been published to business unit managers.	
Highways Maintenance	Demonstrate to the Council that the service is delivered to the highest health and safety standards	Performance indicators and targets will be set by the "Strategic Health and Safety Management Group" which will meet quarterly from October 2007.	An executive Health and Safety report is now being made to Salford City Council on a monthly basis ensuring the targets set are closely monitored. These performance indicators will continue to be monitored in 2008/9.	
Highways Maintenance	Improve road and pavement condition through the delivery of a programme of works following the Councils decision to invest £22 million over the next 5 years in highway improvements.	What Percentage of reported defects repaired on the road and footway classified as extremely urgent have been responded to within the 2 hour target?	TARGET 99%	<b>ACTUAL 99.8%</b>
		What Percentage of reported defects repaired on the road and footway classified as urgent have been responded to within the 24 hour target?	99%	<b>99.8%</b>
		BVPI 223 – Has there been a reduction in the % condition of principal roads in need of repair?	24.7%	<b>6%</b>
		BVPI 224a – Has there been a reduction in the % condition of non-principal roads in need of repair?	29.5%	<b>8%</b>
		BVPI 224b - Has there been a reduction in the % condition of unclassified roads in need of repair?	16.0%	<b>22%</b>
		BVPI 187a - Has there been a reduction in the % condition of footways in need of repair?	26.0%	<b>26%</b>
		BVPI 178 – THE % footpaths and other rights of way that were easy to use	75.3%	<b>85.1%</b>
		Do a range of highway users perceive there to be improvements to their roads?	48% agree appearance improved 48% agree safety improved	<b>78% agreed appearance was improved 81% agreed safety was improved</b>
		Do a range of highway users perceive there to be improvements to their footways?	35% agree appearance better 35% agree safety	<b>77% agreed appearance was improved 61% agreed safety was improved</b>

			improved	
Traffic/ Road Safety	Build upon the reduction in tripping claims from the community attained in 2006/7.	Report made to Partnership forum by October 2007	A report has been made to Partnership Forum illustrating the reductions achieved in tripping claims: (Appendix 2 graphs 4 and 5)	
		Has there been a reduction in the number of third party claims received by the Council?	<441 based on 5% reduction	345 (396 projected for the year)
		Has there been a reduction in monies paid out on tripping claims?	£2,600,000	£2,182,074 (£2,269,226 projected for the year)
		Has there been an increase in the % of claims successfully rebutted?	Investigation underway to determine realistic future targets.	
Traffic/ Road Safety	Develop a traffic management strategy which ensures the service is able to undertake the volume of investigations into traffic management improvement requests as set out in the Community Action Plans 2007/8. Feed the results of those investigations back to the Community Committee.	Develop an effective strategy to manage traffic management improvement requests by the end of 2007/8	Liaison with Community Committees is ongoing	
Traffic/ Road safety	Contribute as required by the Council to the Greater Manchester Congestion Target Delivery Plan.	To assist the council as needed.	The council is assisted as requested	
Traffic/ Road Safety	Contribute as required by the Council to the Formative Corridor Partnership with the GMPTE.	To assist the council as needed.	The council is assisted as requested	
Traffic/ Road Safety	Contribute as required by the Council to the Sustainable Transport Strategy and the Cycling Strategy	Increase travel awareness, air quality and health and well being.	Travel Plan for Salford is complete. Car-sharing scheme and other initiatives are being promoted.	
		BVPI 99a – Number of people killed or seriously injured	TARGET <91	102
		BVPI 99b – Number of children killed or seriously injured	TARGET <16	13
		BVPI 99c – Number of people slightly injured	TARGET <1571	869
Engineering Design	Delivery of the Local Transport Programme 2007/8 Block 3	To deliver on time and on budget	Subject to end of year review	
		Complete production of Asbestos registers:	The Education register has been completed and MAZTEC has been	



Property Services	Manage the work identifying and removing asbestos within buildings.	Education assets by July 2007. Corporate assets by September 2009	installed. The Corporate assets are on target.
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**Pledge 2: Improving IN Salford. “We will reduce crime and disorder and improve community safety”**

Service Area	Service Objective	Target 2007/8	Progress
Highway Maintenance	Complete the Street lighting analysis with a view to seeking investment to improve this aspect of the service.	Present to Forum October 2007	Report was made to the Forum. Street Lighting analysis is currently with the finance section for further investigation.
Highway Maintenance	Reduce the annual cost of street lighting to the Council.	Energy cost of Salford's Street lights <£665,200	£682119.71 Increases in energy prices prevented the target from being met.
		Invest to Save programme to reduce the cost of street lighting to be developed and approved.	The Business case is currently with the Treasurer: Urban Vision are investigating costs/figures further.

**Pledge 3: Encouraging learning, leisure and creativity IN Salford  
“We will raise education and skill levels and further enhance cultural and leisure opportunities in the city”**

Service Area	Service Objective	Target 2007/8	Progress
Business Development	Continue to offer training opportunities to young people through our work in the Salford Construction Partnership.	100 Salford residents into Training.	The KPI is currently ahead of target with 140 into training. 8 obtained work experience.
Business Development	Achieve Investor in People status to demonstrate our commitment to our workforce	Achieve Investor in People status by July 2007	Achieved in June 2007

<b>Pledge 4: Investing in Young People IN Salford</b> <b>“We will focus on services, activities and opportunities to support children and young people in order to achieve their full potential”</b>			
Service Area	Service Objective	Target 2007/8	Progress
Across Urban Vision	Creating local employment opportunities and apprenticeships by assisting with the Salford Construction Partnership	200 Salford residents assisted into work	169 assisted into work 2 recruited into apprenticeships.
Across Urban Vision	Continue to provide a mentoring service to local schools.	Each employee involved aims to mentor 1 student	The mentoring programme continues.
Traffic/Road Safety	Increase awareness and road safety knowledge of Salford’s young people	35 cycle courses run Run “Crucial Crew” courses for all Year 6 children in Salford (approx 2,500 children)	Achieved

<b>Pledge 5: Promoting Inclusion IN Salford</b> <b>“We will tackle poverty and social inequalities and increase the involvement of local communities in shaping the future of the City”</b>			
Service Area	Service Objective	Target 2007/8	Progress
Property Services	Deliver the annual DDA building improvement programme.	£200,000 + carry over expenditure.	Delivery of this programme is ongoing and currently on target. It is anticipated that the budget allocation will be spent or committed by the end of the financial year.
Architectural and landscape design	Improve levels of local employment on construction projects through the continued implementation of the ‘Rethinking Construction’ approach.	Hold Workshops in July and August 2007.	Workshop held in Blackpool on 19 <sup>th</sup> of July.
Architectural and landscape design	Continue to innovatively manage supply chain procurement to contribute to local employment.	Refresh the partnering ethos with staff for the benefit of the community.	A workshop is being organised that will refresh the ethos of partnering to all staff. Workshop is being held in May 2008.



Highway Maintenance/ engineering design/ Traffic and transportation	Improve communication with key residents groups and community activists about the commencement and completion dates of highway schemes.	Web portal to be maintained and up to date in order to inform Salford residents of Key works.	Web portal is being kept up to date
Highway Maintenance	Liaise with the Urban Traffic Control service to ensure that improving disabled crossings receives their high priority.	BVPI 165 The percentage of pedestrian crossings with facilities for disabled people >68%	Figure is currently 56%. Funding is available for further works. Future improvements are dependent on availability of funding. Outturn figure available June 2008
Business Development	Introduce improvements to customer and Member liaison and obtaining information on their levels of satisfaction.	Clarify role of officers and expectations.	Annual survey has been issued and clarification is included in the survey as to the role of Member Liaison Officers

**Pledge 6: Creating Prosperity IN Salford**  
**“We will ensure an economically prosperous city with good jobs and a thriving economy”**

Service Area	Service Objective	Target 2007/8	Progress
Across Urban Vision	Support the council with its value for money and efficiency improvement initiatives. <ul style="list-style-type: none"> <li>Gershon Targets</li> <li>VFM Programme</li> </ul>	Gershon efficiencies to be achieved	
		Value for Money Report to the Partnership Forum by December 2007.	A comprehensive benchmarking exercise is underway but due to its complex nature a report will not be made to the Partnership Forum by the date specified. This will be carried over to be achieved in May 2008.
Planning Services.	Achieve as close to top quartile performance for processing planning applications as allocated resources will permit.	BVPI 109a	Nat. Target 60% Local Target 65% <b>67.50%</b>
		BVPI 109b	Nat. Target 65% Local Target 66% <b>71.24%</b>
		BVPI 109c	Nat. Target 80% Local Target 84% <b>80.00%</b>
		BVPI 204	Nat. Target <37.5% Local Target <35% <b>43.59%</b>
Planning Services.	Achieve full compliance with the planning checklist.	100%	On target
Planning Services.	Provide systematic member training.	Provide timely and thorough training for new members as and when required	Comprehensive appeals training session for Members undertaken in March 2008

Planning Services.	Provide systematic evaluation of decisions.	Send decision notice to all applicants with systematic evaluation to illustrate fairness.	Decision notices sent to all applicants.
Architectural and landscape design/	Improved time predictability of construction projects through the continuation of the 'Rethinking Construction' approach.	90%	100% (6 out of 6 projects) achieved practical completion either on or before contractual completion including any extension of time issued.
Architectural and landscape design/ Engineering	Improved cost predictability of construction projects through the introduction of the 'Rethinking Construction' approach.	90%	92% (12 out of 13 projects). 7 projects agreed final account within +/-5% of the original target cost including any additional client funding. 4 projects agreed final account exceeded -5% of the original target cost including any additional client funding.
Property Services	Deliver capital receipts and revenue income and expenditure targets to support the mainstream financial allocations of the council.	Urban Vision will achieve the Councils Capital Receipt Target.  Revised to £25,500,000 Gross Receipts  £15,750,000 Net receipts	£14,971,410 Gross Receipts £6,527,823 Net receipts Significant drop in RTB applications & sales throughout year. A number of major sales were not completed and have been pushed back into 2008/09 including: <ul style="list-style-type: none"> <li>• Salford Shopping City (Tesco);</li> <li>• Oakwood School;</li> <li>• Wilburn Street;</li> <li>• Quays Project Office;</li> <li>• Buile Hill.</li> </ul>
		Urban Vision will reduce the level of rent arrears as a % of rent roll.	6.14%
		2Urban Vision will reduce the level of rent arrears.	£239,542
		% voids on the managed estate.	15.58% of units vacant 13.88% of overall floor space
		Councils Revenue income target: Circa £3,900,000 billed	£3.931,752 101% of target
Property Services	Assist with supporting the delivery of front line services through providing property advice and property solutions.	Survey to be issued late 2007. Average score of 7/10.	The response rate from the survey issued in 2007/8 was very low and it is not possible to adequately assess the performance of the property team. The survey is currently in the process of being redesigned for reissue in 2008/9: Urban Vision is working closely with SCC on this,
Property Services	Deliver land and property investment programmes.	Urban Vision will achieve the Councils Expenditure Targets for the Acquisition of Land and	£10,043,000- 91.3% of target Target was not achieved for a number of reasons: <ul style="list-style-type: none"> <li>• Phased possession of Top Street Properties;</li> </ul>

		Property: Target reduced to £11,000,000	<ul style="list-style-type: none"> <li>Late approvals on properties on Seedley South;</li> <li>Delays in acquisitions NDC, due to delay in securing replacement properties;</li> <li>Some high value owners were not willing to sell at this time.</li> </ul>
Property Services	Maximize the use of Council land and property assets for regeneration purposes, to remove blight and deliver new development.	Complete and implement Commercial Estate Strategy for management of commercial property.	Work underway: first draft report to be with SCC by mid December 2007. Review of Housing Assets as part of West Salford Housing company transfer taking place. The Commercial Estates Strategy was originally scheduled for May and so is behind schedule.
Property Services	Introduce a modern Urban Vision computerized asset management system to hold and manage the City Council's asset data.	Introduce new system in accordance with agreed timescales- by end of financial year.	Feasibility study has established that a bespoke system would be costly and high in risk. The possibility of currently available commercial systems or the expansion of the property function on SAP is now being examined.
Property Services	Contribute to the review and update of the Councils Asset Management Plan including provision of performance data in accordance with stipulated timescales	Provide Information on an annual basis as required	Information has been provided as required although it was provided behind schedule.
Property Services	Contribute to the Councils 3/5 year office accommodation strategy	Complete 100% of programme of works in accordance to agreed timescales.	Delivery and implementation is on target although some moves have been delayed due to circumstances not under Urban Vision' control.
Business Development	Raise the profile of development and innovation in Salford.	Hold GMGU Conference, Jan/Feb 2008	Conference was held on 13 <sup>th</sup> March
Business Development	Monitor and publicize service/performance improvements and efficiency gains.	Monitor and publicize service/performance improvements and efficiency gains on a monthly basis to the council and beyond	Monthly Reports are presented to council including good news stories. See Urban Vision intranet for more details.



<b>Pledge 7: Enhancing Life IN Salford</b> <b>“We will ensure that we are a city that is good to live in with a quality environment and affordable homes that meet the needs of the people”</b>			
Service Area	Service Objective	Target	Progress Monitoring
Engineering Design	Delivery of the Local Transport Programme Block 3	On budget and on time.	On target
Engineering Design	Recording and reporting on the percentage of recycled materials on engineering projects	100% of waste material sent for recycling  100% of imported sub base material of a recycled nature	Between January 2007-December 2007 the service achieved the following recycling performance: 100% of waste material (30393.20 tonnes) sent for recycling ; 100% of sub base material (9458.96 tonnes) was recycled; 38% of aggregate material (26785.55 tonnes) was recycled.
Across Urban Vision	Increased awareness of sustainability in design	Adopt sustainable good practice where it is approved by client. Sustainability monitoring checklist to be used on all projects by all services.	Monitoring checklist has been utilized a number of times. Urban Vision is aware that this is not being done for all projects at present and is undergoing a review of project completion processes to ensure the sustainability information is captured fully.



## Cabinet Work Plan themes

"Raising Aspirations" Objectives	Urban Vision's Involvement
Delivery of Citywide CCTV strategy	Involved in the tendering process for the new city wide monitoring station to be built.
Continued development of Mediacity:UK UK	Urban Vision has been involved throughout the planning applications process for the site to ensure the project progresses smoothly and in a timely manner. Urban Vision has continued to work with the URC and the Salford Construction Partnership to ensure the project progresses smoothly and to obtain community benefits.
Improved equality and diversity in service and employment	Urban Vision has been working with Salford to ascertain the way forward for Urban Vision's equality and diversity policy. An action plan for carrying out equality impact assessments on front line services is currently being devised.
Embed Ethnicity Monitoring Framework across Strategic Partnership structures	Framework partners have been assessed to check that their Equality and Diversity policies have synergy with the councils.

"Tackling Worklessness" Objectives	Urban Vision's Involvement
Drive Connecting People strategy and programme to ensure that our major regeneration projects of the future connect with the people of Salford in terms of employment and skills opportunities	Urban Vision has continued to engage in procurement partnerships and supply chain management strategies to focus on local employment opportunities. Urban Vision continues to be involved on the Executive Board of the Salford Construction Partnership Urban Vision has hosted several visits from parties interested in the Salford Construction Partnership's system of training and employment in 2007/8 including the Scottish Executives Workforce Plus Team and representatives from the Swedish city of Solna. Urban Vision was also involved in bidding for and winning the LGC Public Private Partnership 2008 award for the work of the SCP. The SCP was also 'Highly Commended' in the Partnership Award for Sustainable Communities at the LGC & HSJ Sustainable Communities awards

"Delivering One Council" Objectives	Urban Vision's Involvement
Delivery of Investors in People Accreditation for all Directorates of the Council on our journey to One Council Investors in People recognition	Investor in People accreditation was achieved by Urban Vision in June 2007.



Delivery of the new Think Customer work streams to ensure we continue to deliver an accessible single point of contact that enables multiple outcomes for our residents	Urban Vision provides the Community Liaison Officer service: officers attend all community committee meetings for their area. The call centre enables Salford residents to log requests for work and complaints. After a failure of the planning portal in August 2007, a decision was taken to re-consult all neighbours on undetermined applications and allow a further ten days for comments. Urban Vision has put into place a system to prevent a similar problem occurring again, working with Salford City Council's IT team.
Delivery of our Think Efficiency programme to ensure that we continue to modernise our organisation and improve it's effectiveness	Urban Vision has continued to seek improvement in procurement practices and to seek efficiency gains through collaborative working with partners.
Produce an asset management plan to ensure the City Council's own assets are managed efficiently and effectively to support the Council's delivery objectives	Property Services have aided the council in producing and implementing an asset management plan.
Scrutiny review of our partnership agreement with Urban Vision to ensure that it continues to deliver the Council's objectives	Work with the council to enable a scrutiny review of the partnership agreement.

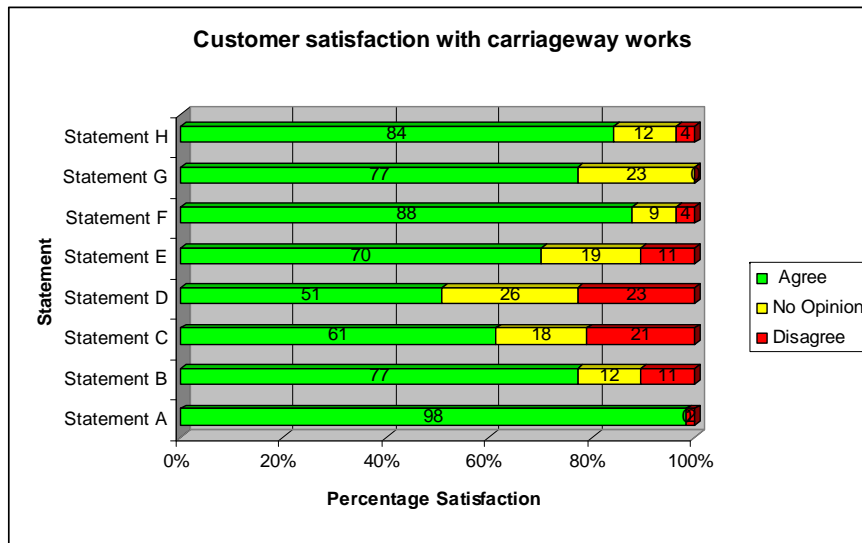
### Lead Member for Planning Priorities

Housing and Planning Priorities	Urban Vision's involvement
Secure the development, regeneration and growth of Salford by contributing to major projects	Urban Vision has continued to support the City Council in delivery of all major projects.
Deliver and commission environmental improvement and sustainability	Awareness of sustainability and 'whole life costs' in design has been a focus of Urban Vision with a sustainability checklist being used on all design projects. Urban Vision also held a management meeting dedicated to sustainability and is looking into ways to reduce the energy usage of Emerson House. The Property service will also be involved in assessing and issuing Energy Performance Certificates for all council owned buildings working with Salford City Council.

<p>To lead and support the following key corporate objectives:-</p> <ul style="list-style-type: none"> <li>▪ Gershon</li> <li>▪ VFM</li> <li>▪ Think Efficiency/Think Customer</li> </ul>	<p>Urban Vision has been undertaking an extensive Value for Money review in 2007/8. This was due to be completed prior to the year end but due to benchmarking issues this is now due to be presented to the Partnership Forum in June 2008.</p>
<p>Develop and implement a performance management framework to monitor and report upon performance against the delivery plan for <b>Urban Vision</b>: by December 2007.</p>	<p>Urban Vision reports performance on a monthly basis to the Monthly Monitoring Meeting and quarterly to the partnership forum. A biannual review of the objectives in the Service Delivery Plan was conducted in December 2007 and presented to Salford City Council in January 2008. Urban Vision and Salford City Council continue to work together to improve the performance management framework in the partnership including work on customer surveys and targets.</p>
<p>Produce a 3/5-year office accommodation strategy by end of May 2007.</p>	<p>Urban Vision has aided with the implementation of the office accommodation strategy in 2007/8.</p>
<p>Develop a Backlog Maintenance Strategy to reduce backlog maintenance from £13.3 million to an agreed level by end of April 2008</p>	<p>Urban Vision has assisted the council as required as part of Cabinet Work plan aims. The backlog maintenance strategy will continue to be an important aim in 2008/9</p>

## Appendix 2: Partnership Vision Performance

### Service Quality



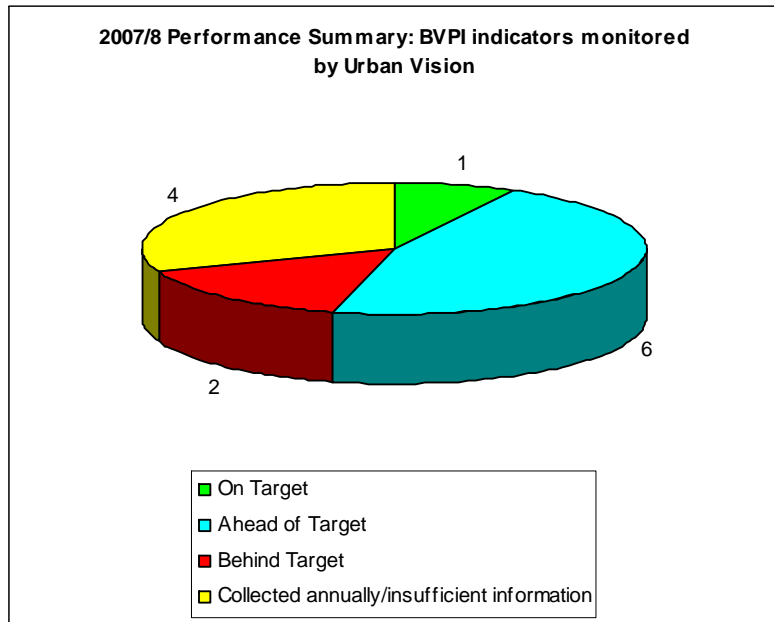
Graph 1



Graph 2

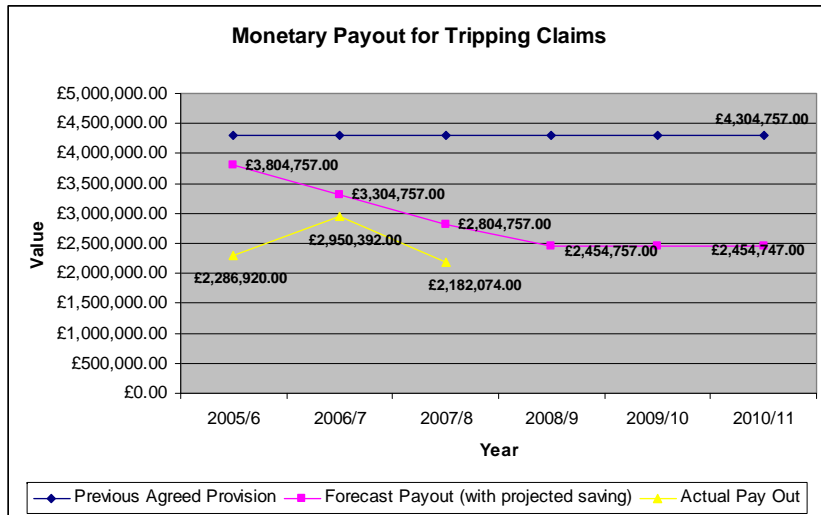


### BVPI Summary

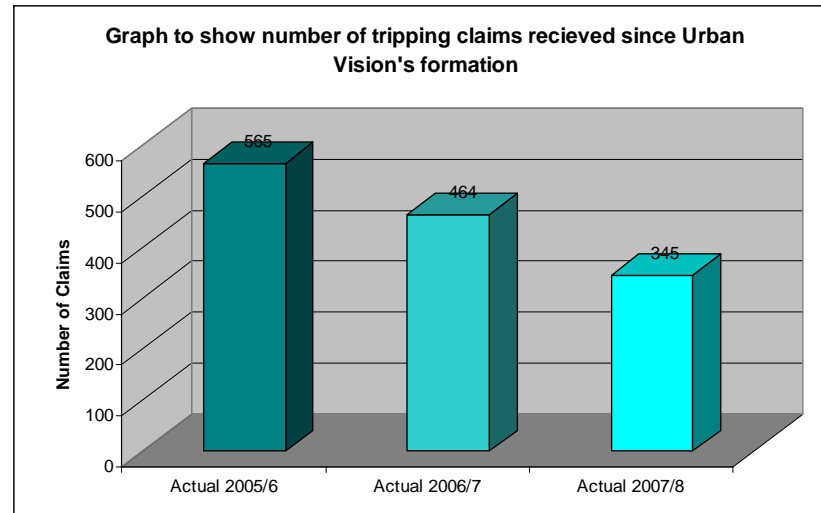


Graph 3

Better roads and pavements through targeted investment



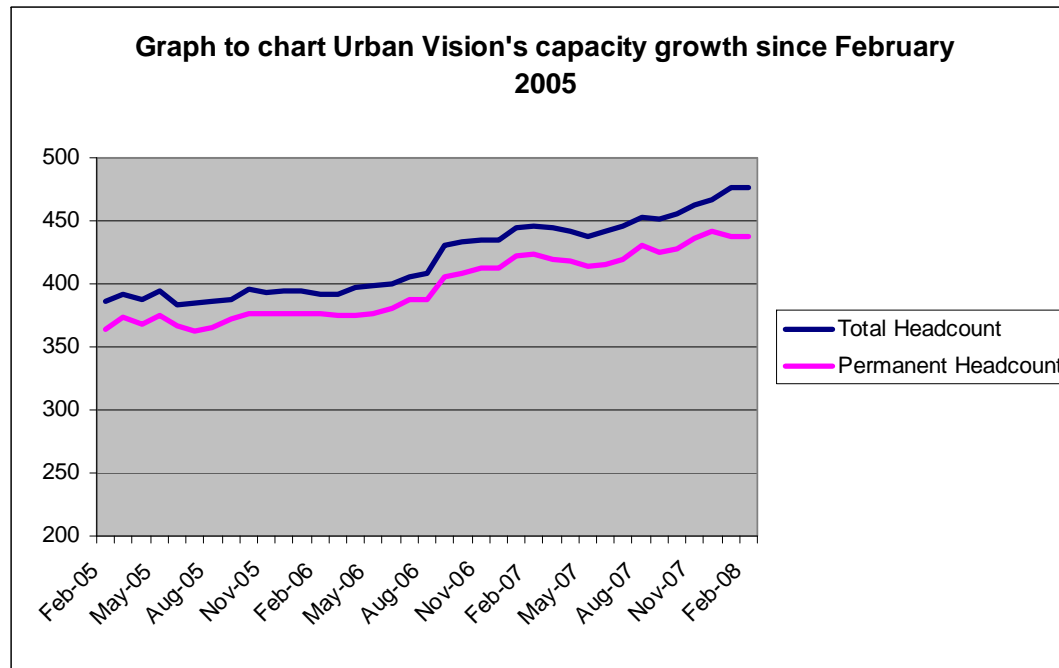
Graph 4



Graph 5



Bringing growth to assist with the council's economic development plans e.g. through delivering services for external clients.



Graph 6

## Appendix 3: Work in Support of Community Action Plans

Urban Vision will contribute to the delivery of the requirements set out in the Community Action Plans 2007/8. The Devolved Highways Budget has given around £800,000 to be split between the 8 Community Committees. These committees can use this money to work with Urban Vision to target funding at specific areas of highway in the locality that need improving. The Community Committees, with advice and support from Urban Vision are able to utilise the money from the budget to make the most significant improvements to their roads and pavements. The table below shows the works that have been suggested by the committees under this scheme.

Community Area	Scheme	Details
Claremont / Weaste (Mick Walbank)	Eccles Old Rd / Hope High school	Erect pedestrian guardrail
	Tootal Drive - Eccles Old Rd to Edward Ave	Install humps, cushions, plateau, traffic signs and lines
	Parking to Hope village shops	Improve parking facilities. Ongoing
	Gilda Brook subway improvements	Lighting, tree clearing and boundary fence improvements. Ongoing
	Redesign of parking to Bolton Rd shops	Improve parking facilities. Consultation May 08.
	Doveleys Road speed management	Driver feedback signs proposed. Consultation May 08.
	Derby Road Traffic Calming	Install cushions, plateau, traffic signs and lines. Consultation complete.
Little Hulton / Walkden (Vinny Nash)	Memorial Rd	Installation of dropped crossings
	Mereside Grove	Footway improvements / carriageway widening
	Mellor Drive	Traffic calming scheme.
	Wharton primary school	Road narrowing and tactile paving.
	Sharp Street collision investigation	Driver feedback signs proposed. Consultation complete. Awaiting implementation.
	Ashton field drive collision investigation	Junction improvement. Consultation complete. Awaiting implementation.
	Mort lane / Madams Wood Rd	Investigation of measures to improve road safety. Ongoing
Walkden Rd	Relocate pelican crossing. Ongoing.	



<b>Irlam / Cadishead</b> (Ursula Sossalla-Iredale)	Liverpool Rd / Fairhills Rd	Junction improvement to pedestrian facilities
	De Trafford estate	Footpath improvements- drop crossings / tactiles. Ongoing.
	Liverpool Rd / Ferry Hill Rd	Junction improvement and pedestrian facilities @ St Paul's
<b>Ordsall / Langworthy</b> (Ross Spanner)	Fitzwarren St	Width restriction to assist with traffic calming
	Ordsall lane pedestrian crossing	Installation of new pedestrian crossing. Ongoing.
	North Phoebe Street	Install 20mph zone to complement existing calming o/s school. Ongoing.
	HGV signage to Salford Shopping City	Improvements to direction signing
	HGV weight restriction to Fitzwarren St	Weight restriction to assist with traffic calming
<b>Worsley / Boothstown</b> (Anne Godding)	A580 East Lancs Rd / Newearth Rd	Pedestrian crossing facilities at junction. Consultation May 08.
	Ellenbrook Rd	Re-surfacing
	Fairmont Rd	Re-surfacing
<b>Swinton</b> (Karen MacDonald)	Mossfield Rd / Sefton Rd footpath	Clear vegetation and install street lighting
	Pendlebury Rd	Residents parking scheme
	Hamilton Street	Traffic calming proposal. Consultation in June 08.
	Rake Lane/ Lumn's Lane	Traffic calming measures and footway works. Consultation complete
	Cromwell Road	Relocate Bus-Gate + Closure
	North Dean St	Re-surfacing
	Gaskell Street	Re-surfacing
Deans Road	Re-surfacing	
<b>East Salford</b> (Lee Anderson)	Orion Place	Improvements to street lighting
	Langley Rd	Traffic calming scheme
	Yew Street	Amendments to existing traffic calming
	Littleton Road	Implement pedestrian crossing. Ongoing.
	Gerald Road	Improvements to street lighting
	New Hall Rd	Improvements to street lighting
	Gt Clowes Street / The Priory	Driver feedback signs proposed. Consultation complete.
	Lower Broughton Road	Driver feedback signs proposed. Consultation complete.
	Granville Ave	Footway re-surfacing

	Neville Road	Traffic calming
<b>Eccles</b>	Liverpool Rd	Introduction of rumble strips on approach to M60
(Julie Blagden)	Buckthorn Lane	Re-surfacing
	St Andrews Primary School	Safer Route to school
	Buckthorn Lane phase 2	Re-surfacing
	Eccles Railway Station car park improvements	Ongoing liaison with FRECCLES.
	Pine Grove	Safer Route to School. Consultation complete. Awaiting implementation.
	Fox St/ College Croft	Plateau to assist accessibility for the mobility impaired. Ongoing.
	Eldon Place/ Arthur Street	Feasibility work for possible traffic management measures
	Parrin Lane	Driver feedback signs proposed. Consultation complete. Awaiting implementation.
	Worsley Road	Feasibility work for possible speed management measures
	Eccles Town Centre	Detailed surveys to determine level of vehicle use.
	Ellesmere St/ Renshaw St	Traffic calming measures. Consultation May 08.

SCHEME COMPLETED

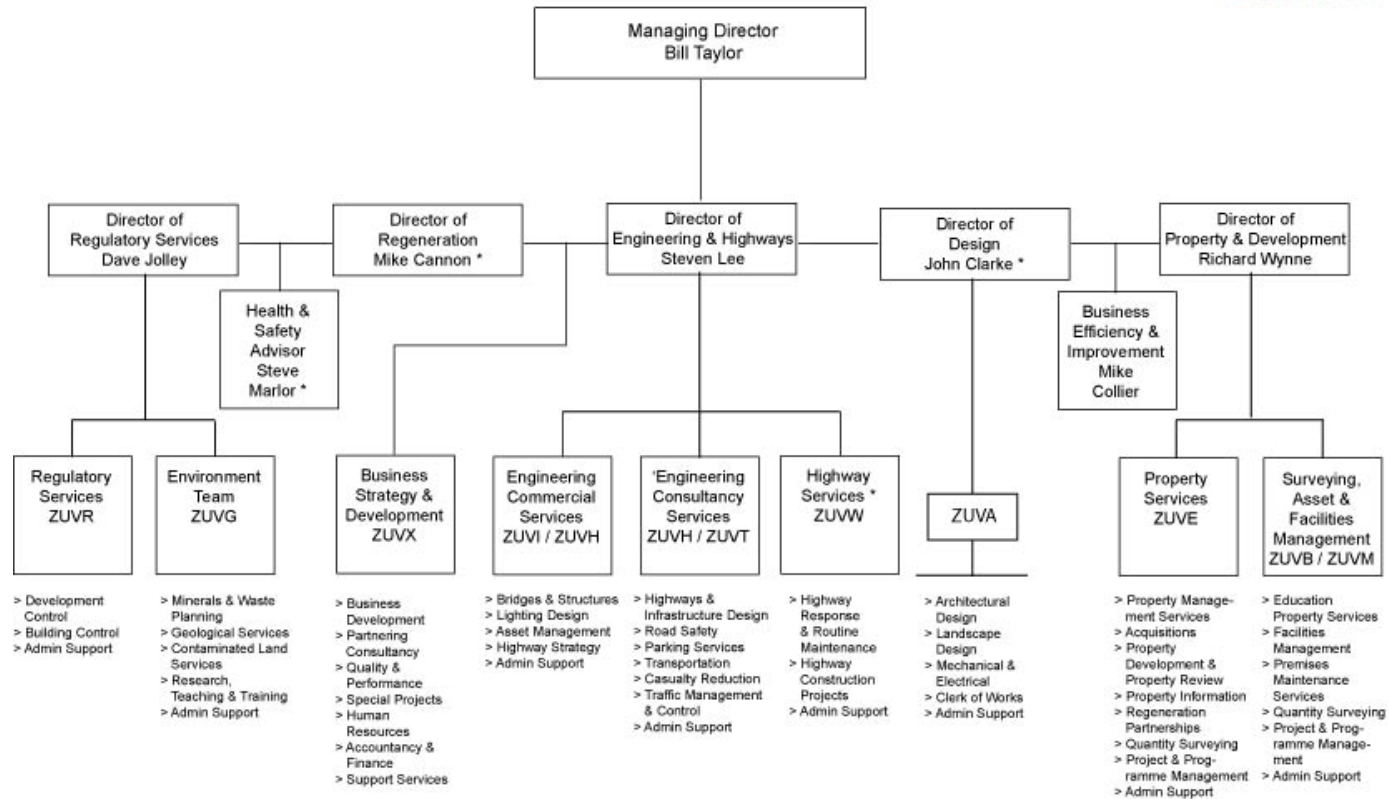
SCHEME IN PLANNING

STAGES

NEW SCHEME FOR 08/09

# Appendix 4

## URBAN VISION MANAGEMENT STRUCTURE



\* Partner Organisations Staff February 2008

## Appendix 5: Development Management

The government sees a number of key drivers of change:

- The sustainability agenda and the need to respond to the challenge of climate change and of creating places where we all want to live;
- The urgent need to provide for homes and jobs;
- The perceived slowness of the planning system in delivering these things and in particular in delivering major infrastructure projects such as power stations or airport terminals
- The effect of these issues on our international competitiveness.

What is it or what it will do:

- Replace the idea of development control as a passive, regulatory function, concerned with process rather than outcome
- Become a service that facilitates appropriate development and ensures it will happen quickly and will contribute to the local community, its environment and the economy.
- Manage the whole sustainable development 'delivery chain'. Processing planning applications will only be one part of this.
- Focus on getting appropriate development built and ensuring it is what the local community wants to deliver its local vision.

### Action Plan

Proposal	Lead	Deadline for Completion
1. Implement identified service improvements & completion of monitoring of planning conditions report. Review of current development control processes		April 2008  December 2008
2. Identification of resources		April 2008
3. Review of policy advice		October 2008
4. Identification of priority areas for development		October 2008
5. Publicity & information		October 2008

Relaunch Users Group		June 2008
6. Questions in Customer Survey		April 2009

**Recommendations**

1. The aim of moving from a development control to a development management service is supported.
2. The actions and timetable set out above are agreed as a way forward
3. That further reports on progress be brought to Members

## Appendix 6: Risk Register 2008/9

Risk	Risk Category	Impact	Likelihood	Score
Poor CPA score contribution	Political	3	1	3
Best Value Reviews turning in a poor score with poor prospects for improvement.	Political	2	1	2
Poor Strategic documents e.g. Local Transport Plan, Unitary Development Plan	Political	4	2	8
Poor roads and pavements	Political	3	1	3
Performance Indicators not improving	Political	2	2	4
Failure to deliver strategic objectives	Political	4	1	4
Budget overspend or underspend	Financial	3	2	6
Increasing level of third party claims on the Highway	Financial	3	2	6
Poor procurement practices	Financial	1	1	1
Tension between budget and service priorities.	Financial	2	2	4
LIFT projects additional financial burden	Financial	2	1	2
CPO's - uncertainty of land costs	Financial	2	2	4
Implementing Re-Thinking Construction principles for construction procurement	Economic	3	1	3
High staff turnover	People	1	2	2
High staff absence levels	People	2	1	2
Under-performing staff	People	2	1	2
Ineffective management	People	3	1	3
Duties of staff changing through Re-thinking Construction	People	2	1	2
IT Systems not backed up / loss of key data	Information	2	2	4
Knowledge workers	People	2	2	4

Old (legacy) systems not upgraded	Information	2	2	4
Document management and storage systems	Information	2	1	2
High levels of customer complaints	Social	2	2	4
Insufficient / too much consultation	Social	3	3	9
Tensions between Area Plans and UDP	Political	2	2	4
Failure to provide statutory or regulatory services well	Legal/Legislative	4	2	8
Poor health and safety practices/training	Legal/Legislative	4	2	8
Disability Discrimination Act	Legal/Legislative	3	1	3
New systems not compatible with corporate systems	Technological	3	1	3
Major system breakdowns - staffing levels too low to carry out manually	Technological	2	2	4
Insufficient fire practices / training	Physical	3	2	6
Insufficient security measures resulting in theft	Physical	3	2	6
Failure to comply with NRSWA	Physical	3	2	6
Rise of poorly maintained buildings - heat loss etc	Environmental	2	3	6
Rethinking Construction, Environmental/Recycling policies	Environmental	3	1	3
Failure to vet and evaluate companies adequately	Contractual	3	2	6
No or insufficient exit strategies/clauses on long term contracts	Contractual	4	1	4
Use of partners/sub contractors affecting Performance indicators	Contractual	3	1	3
Uncompetitive services on cost and quality	Competitive	2	1	2
Failure to give customers a satisfactory service	Customer/Citizen	0	0	0
The community not pleased with road/highway condition	Customer/Citizen	3	2	6
Public buildings failing to meet needs	Customer/Citizen	3	2	6
Ethnic people not being able to understand English language or written word.	Customer/Citizen	2	2	4
Staff / union discontent / strike	Reputational	4	2	8

High disciplinary incidents	Reputational	3	1	3
High number of Ombudsman findings of maladministration	Reputational	4	1	4
Potential of conflict of interest between the partners	Reputational	4	1	4
Public access via e-mail in conflict with City Council IT security practices	Technological	2	2	4
Control of asbestos at work regulations 2002	Legal/Legislative	4	1	4
Replacement of the fuel bowsers at Swinton Hall Road.	Legal/Legislative	4	1	4
Strike Action	Customer/Citizen	4	2	8
Impact of single status	Customer/Citizen	4	4	16
Clarification of CDM regs	Legal/Legislative	3	3	9
Impact of a recession/downturn and reducing of budgets	Financial	4	3	12
Impact of Building Schools for the Future	Financial	4	3	12