

Salford City Council



# Performance Report

May 2008

## Introduction:

2007/8 was a successful year for Urban Vision as a whole with a great number of service highlights, successful projects and awards recognition. Performance against national and local indicators was also encouraging, with many targets met and exceeded. Furthermore, whilst not all targets were met, a more robust performance monitoring system has enabled the teams within Urban Vision to identify causes and develop action plans to ensure that performance is continually improved.

Moving forward into 2008/9 has seen the development of a Service Delivery Plan which sets out individual sections key projects and service objectives for service provision to Salford City Council. The Service Delivery Plan forms the basis of the Performance report and the new format is designed to enable greater ownership of performance and to allow the individual service areas and key clients to monitor their performance against key objectives throughout the year.

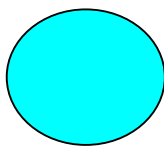
The BVPI national monitoring system has been changed to the new NI (National Indicators) system: those BVPIs that are no longer national measured have been examined by Urban Vision and Salford City Council to ascertain which should be retained as local indicators. Where an indicator is to be dropped, a report outlining the reasoning behind this will be made to Housing and Planning Lead Member for approval.

The key performance indicators have been examined with Salford City Council to ensure that what is being measured:

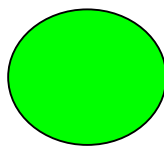
**Significant**  
**Measurable/ meaningful**  
**Achievable**  
**Realistic and Relevant**  
**Timely and tangible**

Targets are set either at national level or in conjunction with key clients at Salford City Council.

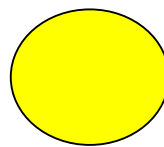
The report looks in turn at each service area and examines service highlights in each month including completed projects, events and compliments. The report then examines performance against key performance indicators, using the following key:



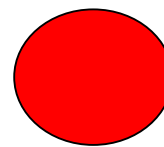
**Exceeded/  
completed  
Target**



**On Target**



**Insufficient  
Information**



**Behind  
Target**

The report will now also indicate the direction of travel in performance.



**Improving**



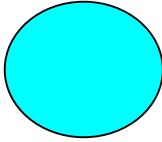
**Deteriorating**



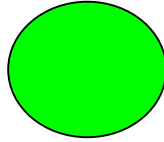
**No Change**

## Performance Summary: May 2008

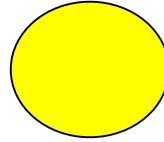
As it is early in the year there are many indicators where performance information is not yet available. For information on those indicators behind target please see the rest of the report.



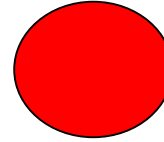
=5



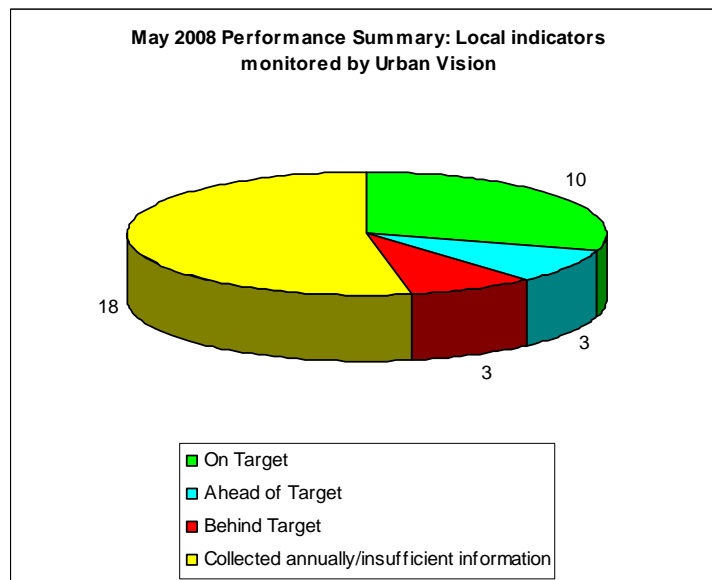
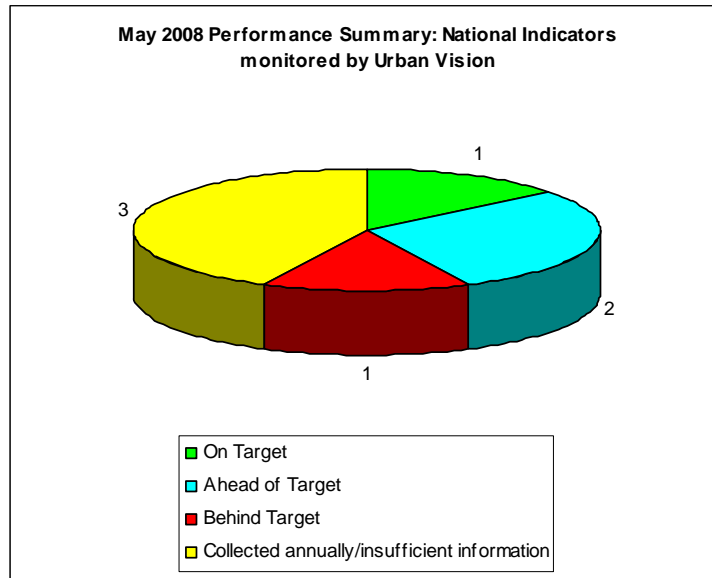
=11



= 21



= 4



# Performance Analysis May 2008

## Design Services

The Design Team is led by Director John Clarke and has been growing rapidly over the last year to adapt to a growing number of outside commissions. In May, the team achieved the following performance on its measured indicators.



= 0



= 1



= 2



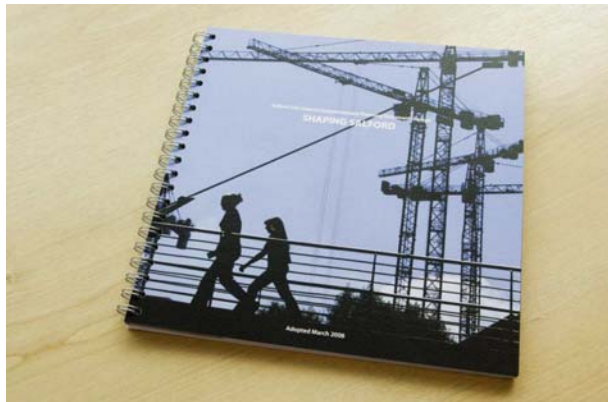
= 2

### Shaping Salford design guide adopted by the City



Salford City Council adopted “Shaping Salford” a supplementary planning design guide produced by Urban Vision. An exciting and beautifully put together document, the guide is styled to resemble a recipe book and aims to provide supplementary planning guidance to support the vision for the future of Salford. Featuring beautiful photographs and drawings, as well as knowledgeable and informative text regarding Salford and its history, the document has been a great success.

Barbara Spicer, Chief Executive, wished to express her thanks to all involved in producing the document, saying “It’s one of the best, most well produced, informative and yet beautiful documents I have seen come out of Salford since I’ve been here and I know that it is not simply theory but theory that will be put into practice... It says a lot about the standards we expect for the City both now and in the future... Well done.”



## The Design Team will ensure the delivery of better construction projects

Measure	Performance 2007/8	Target 2008/9	Performance 1st April -30th April 2008	Comments
Percentage of partnered construction projects handed over in 2008/9 that completed on time.	100% (6 out of 6 projects)	92%	No projects	
Percentage of partnered construction projects that achieved final account agreement in 2008/9 that completed within +/- 5% of the target cost.	92% (12 out of 13 projects)	92%	33% (1 of 3 projects)	↓
Percentage of partnered construction projects handed over in 2007/8 that were defect free on handover.		92%	100% (3 out of 3 projects)	
Percentage of partnered construction projects handed over in 2007/8 that were free of reportable accidents.		92%	66% (2 out of 3 projects)	↓
Has Urban Vision improved the Percentage level of satisfaction shown in questionnaires returned by clients and end users on completed partnered schemes started in 2007/8	9.02 average score	Average score 8/10 assessed from a survey	No surveys received. An annual analysis of survey results will also be undertaken	

## Engineering and Highways

The Engineering and Highways Division is led by Director Steven Lee. The division enjoyed great success last year: performance in street lighting improved dramatically from the previous year and repairing of defects within target times was consistently 100% throughout the year. In May, the teams achieved the following performance on its measured indicators:



=2



=8



=11



=1

### Lower Irwell Urban Drainage Pilot hailed as Best Practice by Environment Agency

Nigel Openshaw, Urban Vision's Group Engineer, attended the Environment Agency's Flood Response Meeting in May, to give a talk on the Lower Irwell Integrated Draining Pilot Project which involved various partners including Salford University and United Utilities. The project considered integrated urban drainage from a strategic prospective. Nigel also discussed flooding issues across Salford and the threat posed by the lack of expertise and local knowledge in flood prevention. He also highlighted the need for Surface Water Management Plans and the local drainage knowledge held by Drainage Engineers to be recognised and recorded for use in development projects.



The Environment Agency wrote thank Nigel for his "Most interesting talk...the joint working of Salford City Council, the Environment Agency, Sheffield University and other stakeholders is good practice which I think the other local authorities present will be looking to emulate."

Flood Prevention and management is becoming an increasingly important topic for local authorities and it is pleasing to see Urban Vision and its partners leading the way.



### Agnes Hopkins Day Centre grateful to Urban Vision for 'Excellent' Work



Urban Vision's Schemes Team undertook the resurfacing of the Agnes Hopkins centre car park in February 2008. The project was undertaken to ensure that the Centre's neighbours would not experience any land slippage.

J. W Ketley, Chairman, wrote to Urban Vision to express his gratitude for the work undertaken. He said "On behalf of our next door neighbour, we wish to thank you the excellent corrective work your engineers carried out in order to stop his lawn/ soil falling down." Congratulations to all involved.

### Councillor Ferrer thanks the Highways Team for Dramatic Improvements on Delemere Avenue



Urban Vision's Highway's team recently resurfaced Delemere Avenue in Claremont as part of the Highways Investment Programme.

The works were undertaken to improve the condition of the pavements (left: before, below: after) . As well as improving the appearance of the neighbourhood, the programme has contributed to significant reductions in tripping claims on Salford's pavements.

The scheme was 9 weeks in duration and was completed on the 4<sup>th</sup> of April.

Councillor M. M. Ferrer, Councillor for Claremont, emailed Urban Vision to express her thanks for the works that were carried out. Councillor Ferrer said "The road looks great- a big thank you to the team." Well done to all involved.



### Swinton Scheme takes Parking Pain away from Residents



Urban Vision's Traffic Management Team have been working to improve parking provisions for residents in the Swinton area. Zone B of the Community Parking Scheme was implemented in February 2008 and in May, residents from Everton Street wrote to the team to say "what a great benefit, we as residents have felt... we now have our streets back and are no longer living in a car park." (left: before the scheme)

The residents wished to thank all of the team, "in particular Mr Paul Carter, who was most helpful at the time of implementation." Well done to all involved for designing and implementing the scheme successfully.



## Urban Vision leads the way in GIS usage



Urban Vision's Highway Record's Service has been recognised as a market leader in its implementation of GGP System's Geographical Information System. The team featured on the front page of Geographic IT News in May as an example of GIS Best Practice.

The GIS has allowed an archive of historic records including maps, property records and legal documents to be converted into an integrated information resource giving immediate access to essential information and allowing procedures such as Highway

Closures to be linked to official documentation.

Gill Hickman, Senior Records Officer, (pictured above, right) said "Highway enquiries can be complex and wide ranging and include everything from public rights of way and insurance claims to highway closures and street lights. By using GIS we can maintain, manage and access all data relating to the highway network - ensuring that the provision of information written or verbal is immediate and maintained at one source. Publicity such as this is fantastic for the team and Urban Vision as we are seen to be market leaders in the field"

Urban Vision is proud of the integrated Records service that it offers. Congratulations to the Records team for its hard work to bring the benefits of the GIS to Salford.

## Urban Vision sponsors Salford schools road safety campaign



Urban Vision and Birse, Tarmac and Morrison's Highway Maintenance have been working closely with Salford's 83 primary schools to encourage and promote road safety.

Each school has been provided with a banner (left) bearing the slogan "Show you care, please park elsewhere". The scheme also provides 2 radar guns for pupils to use outside schools, along with an illuminated sign which displays a sad or happy face depending on the speed of the driver.

Urban Vision's Road Casualty Reduction Group strives to reduce the number of accidents on Salford's roads through education, enforcement and engineering. The group wishes to thank all those that have contributed to the scheme.

## Urban Vision helps Scouts and Guides to 'be prepared' for St Georges Day Parade

Adela Ransbottom, Assistant District Commissioner of the 24<sup>th</sup> Swinton St Charles Cubs, wrote to Urban Vision to thank them for all their help in arranging the Scouts and Guides St Georges Day Parade.



## Friends of Kersal Dale thank Urban Vision for Rights of Way Success

Harry Davies, Chairman of Friends of Kersal Dale (right), wrote to Ian Lavin, Urban Vision's Public Rights of Way Officer in April to thank him for his quick response in reopening the Radford Street footpath.

The path, which runs from South Radford Street through the Dale to Radford Street had been obstructed by a construction firm. Ian Lavin was able to resolve the issue quickly to ensure Kersal Dale remained accessible to all.



## Streetlights add to security and safety in Salford

Residents of Vincent Street in Salford had frequently complained of antisocial behaviour in the neighbourhood. Urban Vision's streetlighting team designed a lighting scheme for the area to try to combat crime and antisocial behaviour.

Mrs Denise Fry, a resident of Vincent St, wrote on behalf of her neighbours to say a "big thank you for all the help and support given to get our street lights that we so desperately needed... we feel much safer and it gives us that bit more security on our properties. We are very grateful to your staff."

## Urban Vision supports Greener Streets Initiative



Steve Mangan (pictured left with Cllr Antrobus) and Andy Devine have been actively involved in supporting the Greener Streets initiative over the past 18 months. The initiative involved planting trees in Salford's "Green triangle" of Seaford Road, Gerald Road and Cromwell Road.

Steve worked closely with the Red Rose Forest team to ensure that the integrity of the highway was not compromised by planted trees and that they were planted without obstructing sight lines, or other street furniture. Steve also helped coordinate the works. Steve has also been involved in agreeing the design of the tree pit and reinstatement, again, to ensure that root growth does not compromise our footways. Andy Devine (Traffic and Transportation) worked to integrate the traffic calming "build outs" scheme on Gerald Road with tree installations.

On Friday 6th June, the Green Streets Launch took place at Salford University. The event was attended by prominent politicians, senior officers at Salford City Council and Red Rose Forest, NWDA and New Deal for Communities representatives. Both Andy and Steve's input was recognised and complimented by one of the key speakers. Peter Stringer (Red Rose Forest) said "This project demonstrated true partnership working". Congratulations to all involved for this great success.




## The Highways Team will improve the condition of Salford's Highways

Measure	Performance 2007/8	Target 2008/9	Performance 1 <sup>st</sup> April -31 <sup>st</sup> May 2008	Comments
Tonnage of highway construction materials recycled.	2007 recycling performance:  100% of waste material (30393.20 tonnes) was sent for recycling 100% of sub base material (9458.96 tonnes) was recycled 38% of aggregate material (26785.55 tonnes) was recycled.	100% of waste material sent for recycling  100% of imported sub base material of a recycled nature  40% of imported aggregate material of a recycled nature	Between January 2008 and May 2008: 100% of waste material (3551.68 tonnes) was sent for recycling 100% of sub base material purchased (1250.79 tonnes) was of a recycled nature recycled 41.36% of aggregate material purchased (3162.90 tonnes) was of a recycled nature	↔
What Percentage of reported defects repaired on the road and footway classified as extremely urgent have been responded to within the 2 hour target?	99.9%	99%	100%	↔
What Percentage of reported defects repaired on the road and footway classified as urgent have been responded to within the 24 hour target?	99.8%	99%	100%	↔
Has there been a reduction in the number of third party claims received by the Council?	345	<420	Collected quarterly-Due to be reported in June's report	
Has there been a reduction in monies paid out on tripping claims?	1 <sup>st</sup> April 2007 to 31 <sup>st</sup> December 2007 – £2,182,074	£2,300,000	Collected quarterly-Due to be reported in June's report	
Has there been an increase in the % of claims successfully rebutted?			Collected quarterly-Due to be reported in June's report	New performance indicator to be determined in conjunction with insurers
The percentage of footpaths and other rights of way, which were easy to use	85.1%	75.3%	Awaiting feedback as to the status of this indicator as it is no longer national	
BVPI 165 The percentage of pedestrian crossings with facilities for disabled people	48.3%	68%	Awaiting feedback as to the status of this indicator as it is no longer national	
1. Do a range of highway users perceive there to be improvements to their roads?	78% agreed appearance improved 81% agreed safety improved	80% appearance improved  80% safety improved	ANNUAL SURVEY MEASUREMENT: OUTCOMES AND LEARNING POINTS	
2. Do a range of highway users perceive there to be improvements to their footways?	77% agreed appearance improved 61% agreed safety improved	80% appearance improved 80% safety improved	ANNUAL SURVEY MEASUREMENT: OUTCOMES AND LEARNING POINTS	

### The Highway Network Management team will improve the management of Highway works in the city

Measure	Performance 2007/8	Target 2008/9	Performance 1 <sup>st</sup> April -31 <sup>st</sup> May 2008	Comments
NI 168 Has there been a reduction in the % condition of principal roads in need of repair?	6.0%	23.0%	Outturn figure available June 2009	
NI 169 Has there been a reduction in the % condition of non-principal roads in need of repair?	8%	26.5%	Outturn figure available June 2009	
Has there been a reduction in the % condition of unclassified roads in need of repair?	22%	12.0%	It is intended that Urban Vision will continue to monitor this providing there is a budget for it. Outturn figure available June 2009	
Has there been a reduction in the % condition of footways in need of repair?	26%	55%	It is intended that this indicator will no longer be measured as it is not meaningful or cost effective. A report will go to lead member for approval in June	

### The Traffic and Transportation Team will improve safety on Salford's Highways

Measure	Performance 2007	Target 2008	Performance 1 <sup>st</sup> January-30 <sup>th</sup> April 2009	Comment
NI 47 Number of people killed or seriously injured.	102	<86	32	Year end projections indicate a total of 92. This figure reflects the national trend that shows authorities struggling to achieve the 2010 40% reduction target. 
NI 48 Number of children killed or seriously injured.	13	<15	2	Year end projections indicate a total of 6. 
Number of people slightly injured.	869	<1554	265	Year end projections indicate a total of 795. No longer collected nationally. 

Urban Vision is behind target on reducing the number of people killed or seriously injured. The general trend in road collision casualties in Salford is downwards, however, there are inevitable fluctuations year on year. It is difficult for the Road Safety Team to have a direct influence on the number of collisions as they are events that happen between third parties and are not subject to the direct control of Local Highway Authorities. Furthermore, the figures used are relatively small and therefore it only requires a slight change in the year end totals to significantly alter the performance level. The road casualty records will still continue to be inspected, so that further investigation can be made to treat any 'hot spot' areas that become apparent.

## The Street Lighting Team will improve Salford's Street lighting

Measure	Performance 2007/8	Target 2008/9	Performance 1 <sup>st</sup> April -31 <sup>st</sup> May 2008	Comment
Street Lighting: Rectification of streetlighting faults: non DNO. (days)	7.36	Under Review to be determined for next month	5 days	↓
Street Lighting Utilities Rectification of streetlighting faults: DNO. (days)	35.86	Under Review to be determined for next month	23.63 days	↓
Maintain the performance standard for responding to reported street lighting outages within 24 hrs	0.71%	<1% expressed as average % not working.	0.40%	↑
Energy utilisation of Salford's Street lights ( watts/C02 emissions)	3.2 Megawatts	No target set. Subject to outcome of Business Case	3.2 Megawatts	↔
Energy cost of Salford's Street lights	£682,119.71	£1.1 million	£135,903.85	

## Regulatory Services

Regulatory Services division is led by Director Dave Jolley and enjoyed a successful 2007/8. Despite problems with planning applications submitted over the internet, the Planning team achieved the 3 BVPIs relating to determination time as well as achieving the local aspirational target on 2 out of 3. Part of the GMGU team (Environment) also relocated to Emerson House to allow a more holistic planning service provision. Moving forward, key projects and objectives for the Building Control and Environment Team will be examined on a quarterly basis.

In May, the teams achieved the following performance on its measured indicators:



=3



=0



=0



=1

### The Planning Team will improve Salford's Planning Service

Measure	Performance 2007/8	Target 2008/9	Performance 1 <sup>st</sup> April -31 <sup>st</sup> May 2008	Comment
NI 157a Percentage of major planning applications determined in 13 weeks.	67.50%	Nat. Target 60% Local Target 65%	66.67%	National Target - Yes Local Target - Yes ↑
NI 157b Percentage of minor planning applications determined in 8 weeks.	71.24%	Nat. Target 65% Local Target 66%	75.90%	National Target - YES Local Target - YES ↓
NI 157c Percentage of other planning applications determined in 8 weeks.	80.00%	Nat. Target 80% Local Target 84%	93.21%	National Target - YES Local Target - YES ↓
Percentage of appeals allowed against the refusal of planning applications.	43.59%	Nat. Target <40% Local Target <35%	42.86%	National Target - No Local Target - No ↑

After a successful 2007/8 Urban Vision's Planning Team continue to closely monitor performance to ensure Salford meets the National targets. Current performance on NI 157 a, b and c is well above target and reflects the progress made in performance monitoring and resource management.

The indicator for appeals is no longer nationally measured. Urban Vision proposes to continue monitoring performance on this as it reflects to some extent the transparency and fairness of Salford's planning system. Performance currently stands at 42.86% of appeal decisions allowed on refusal of planning permission, above the PI target of less than 40% of appeals allowed. There have been a total of 7 appeal decisions in the period April and May 2008 of which 2 were allowed with a third appeal being partially allowed. Within these three decisions, the officer recommendation to approve the application was overturned by the Planning and Transportation Regulatory Panel on two occasions. Had this not been the case then performance would currently stand at 20% (with one out of five appeals allowed). Performance on appeals is linked to consistent decision-making, a good robust planning policy framework and appropriate training for officers and Members of the Planning Panel. Member training was provided through 2007 and early 2008, the most recent training event being in March 2008. This session focussed on overturned recommendations with the purpose of ensuring the Panel understand and reflect on those decisions made.



## Property Services

Property Services is led by Director Richard Wynne and enjoyed a good year in 2007/8 despite changing market conditions: the property team was particularly successful in working with Salford City Council to reduce the level of rent arrears. Elsewhere, the property maintenance and facilities management team underwent a reorganisation to achieve efficiencies in the services offered to the council and to improve their commercial appeal. In May 2008 the teams achieved the following performance on its measured indicators:



=0



=0



= 6



= 0

### Urban Vision meets tight deadlines to build bridges with Bolton Council.



Urban Vision's property team, led by Principal Surveyor Steven Gwatkin, undertook a number of surveys for Bolton Council in April, meeting very tight deadlines and further developing a successful relationship with the council.

Following a commission in January 2007, the team undertook a further 40 valuations of land & buildings for asset accounting purposes. The team had just 7 working days to undertake the surveys and input the valuations on the Council's systems.

A further instruction to undertake 8 more valuations was received on the 3<sup>rd</sup> April for completion by noon on the 7<sup>th</sup> - just 2 and a half working days. Despite the time constraints (not to mention the torrential rain) the team was able to meet both deadlines. Urban Vision is keen to establish relationships with other local authorities and excellent work such as this can only add to Urban Vision's reputation. Well done to all involved for their hard work and dedication.

### The Property Team will improve the property service

Measure	Performance 2007/8	Target 2008/9	Performance 1 <sup>st</sup> April -31 <sup>st</sup> May 2008	Comments
1. Urban Vision will reduce the level of rent arrears as a % of rent roll.	6.14%	7% +/- 5%	Collected quarterly-Due to be reported in June's report	
2. Urban Vision will reduce the level of rent arrears.	£239542	£250,000 +/-5%	Collected quarterly-Due to be reported in June's report	
3. Urban Vision will achieve the Councils Capital Receipt Target.	£14,971,410 Gross Receipts  £6,527,823 Net receipts	100%- to be agreed	Collected quarterly-Due to be reported in June's report	
4. Urban Vision will achieve the Councils Revenue income target from the Commercial Estate.	£3.931,752 101% of target	£3.7Million	Collected quarterly-Due to be reported in June's report	

<b>5. Urban Vision will achieve the Councils Expenditure Targets for the Acquisition of Land and Property.</b>	<b>£10,043,000</b> <b>91.3% of target</b>	100%- to be agreed	<b>Collected quarterly-Due to be reported in June's report</b>	
<b>6. % voids on the managed estate.</b>	<b>15.58% of units vacant</b> <b>13.88% of overall floor space</b>	13%	<b>Collected quarterly-Due to be reported in June's report</b>	

## Business Strategy and Support

The Business Strategy and Support division is led by Associate Director Paul Mallinder and enjoyed a successful year in 2007/8: improving health and safety within the company, achieving ISO9001 and ISOHAS18001 (Health and Safety) and also achieving recognition in a number of awards, most notably Best Public Private Partnership at the LGC Awards with Salford City Council for the Salford Construction Partnership. In May the team achieved the following performance on its measured indicators:



=0



=2



= 2



= 0

### CHAS accreditation acknowledges design excellence

Urban Vision achieved accreditation for CDM Designers under the Contractor's Health and Safety Assessment scheme (CHAS) in April. This latest success follows CHAS accreditation in CDM Coordination and general health and safety as well as acceptance onto the Constructionline register.

CDM Regulations place duties on those who undertake design work including those in architecture, civil, structural, building services engineering and building surveying.

The CHAS accreditation will benefit Urban Vision: saving time and costs in pre-qualification stages and aiding in winning work.

### Loopline tour for twinned town Lunen

Salford hosted 6 delegates from its twin town, Lunen (Germany) on 8<sup>th</sup> April. Under clear blue skies the visitors cycled around one of Salford's Loopline routes and the newly resurfaced Bridgewater Way on bicycles provided by Ranger Services at Clifton Country Park.

Urban Vision's Geoff Dean, Andy Devine and Nicholas Smith accompanied the visitors on the tour (right), demonstrating the new projects that have been put in place through Urban Vision's partnership with Salford City Council and Peel Holdings.



The visitors from Lunen completed their trip with a visit to the Trafford centre. Geoff Dean said the visitors "were very impressed with Salford's outdoor leisure facilities." Salford has been twinned with Lunen for 42 years.

**Urban Vision will contribute to Salford's aspirations surrounding quality, equality and diversity and sustainability**

Measure	Performance 2007/8	Target 2008/9	Performance 1 <sup>st</sup> April -31 <sup>st</sup> May 2008	Comments
Has Urban Vision improved overall customer satisfaction?	75% Although this is indicated as on target it is important to note that the number of surveys that the result is taken from is very small: only 4 responses were received.	Av score 7.3/10 assessed from a survey	Survey action plan in conjunction with Regions North-survey to be released by end of July 2008	
Has Urban Vision generated additional jobs in the company to assist with economic sustainability & development in Salford?	39	24 based on 5% increase	15	At the end of March 2008 there were 470 staff.
Has Urban Vision improved the Level of equalities compliance as defined by the Commission for Racial Equality	Preparation on target	Urban Vision will undertake X amount of Impact assessments to assist SCC with achieving level 3	Action Plan needs to be devised-Meeting arranged 01/06/2008	
Has Urban Vision assisted with the recruitment of local people to construction jobs?	2 year figures: 487 Salford residents assisted into work 295 Salford residents recruited into apprenticeships 9 Salford residents obtaining work experience	200 Salford residents assisted into work  100 Salford residents into Training.	Collected quarterly-Due to be reported in June's report	In collaboration with the Salford Construction Partnership.

## Strategic Context

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

### 1) Better roads and pavements through targeted investment.

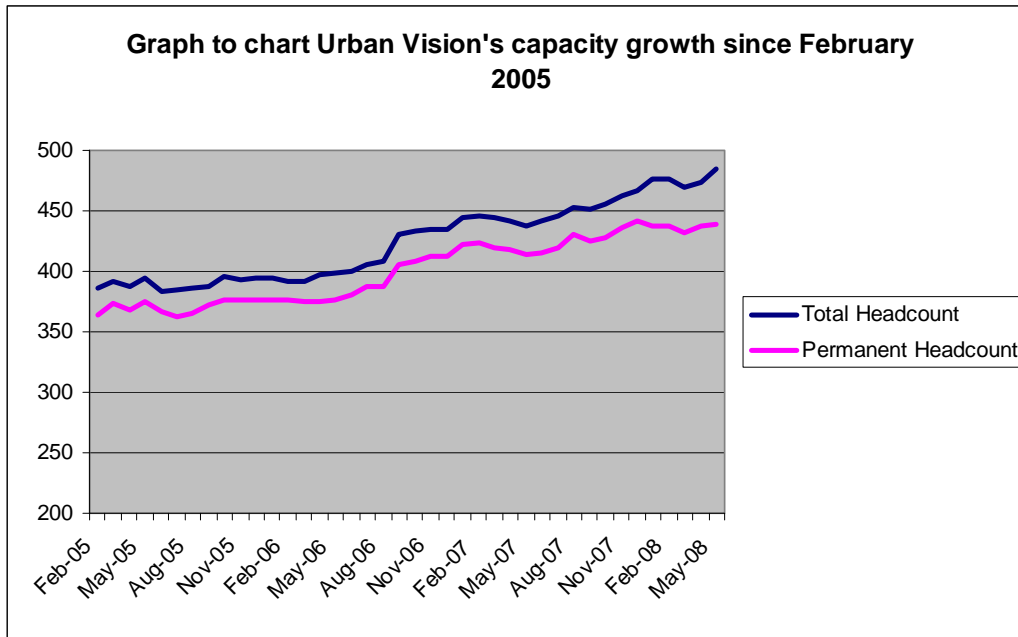
This section will contain tripping claims graphs and a summary of the Highways Satisfaction Surveys when they are undertaken.

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

This section will contain a monthly update from the Business Development Team.

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

Urban Vision's total headcount is at its highest level since its formation with 485 staff.



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

This section will contain an update on human resource issues including:

- Key appointments
- Investor In People status
- Staff training initiatives

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.