

NEATH PORT TALBOT COUNTY BOROUGH COUNCIL

Economic & Community Regeneration Scrutiny Committee

28th October 2016

Report of the Head of Property & Regeneration

Simon Brennan

Matter for Monitoring

Wards Affected: All

Architectural Services & Project Management Report Card

Purpose of Report

1. To present for Scrutiny the Report Card for the Architectural Services & Project Management Unit.

Executive Summary

2. The Economic & Community Regeneration Cabinet Board on the 15th July 2016 approved the Divisional Business Plan for Property & Regeneration.
3. Each Business Unit within the division is required to complete a Report Card for each financial year, outlining the following:-
 - Performance against last year's Action Plan and Targets.
 - The challenges and opportunities faced in the short and medium term.
 - The actions and targets for the 12 months from April 2016 to March 2017.
4. The Report Card, set out in Appendix A, summarises the service priorities, key measures and key actions for the Architectural Services and Project Management Unit.

Consultation Outcome

5. Employees within the individual services and external customers where relevant have been consulted in the development of the Report Card.

Financial Impact

6. The work of the Section is funded by a combination of existing revenue and capital budgets, grants and external fee income.

Equality Impact Assessment

7. Not applicable.

Workforce Impacts

8. These are covered in the appended report card.

Legal Impacts

9. Not applicable.

Risk Management

10. A Risk Matrix for the Directorate has been prepared which incorporates the risk within this service area.

Recommendation

11. This item is for monitoring purposes.

Reasons for Proposed Decision

12. Not applicable.

Implementation of Decision

13. Not applicable.

Sustainability Appraisal

14. The activities of the Environment Directorate have an impact on all themes of the Corporate Performance Plan. Operational Business Plans contribute to service improvement by setting out service specific priorities for the next 12 months and how they will be met. Managers are required to consider Corporate policies such as equalities and health when determining how they meet their service priorities.

Appendices

15. Appendix 1 - Architectural Services & Project Management Report Card.

List of Background Papers

16. Property & Regeneration Operational Business Plan - Economic & Community Regeneration Cabinet Board - 15th July 2016

Officer Contact

17. Mr. Clive Barnard,
Architectural Design & Project Management Manager.
Tel. 01639 686569
Email: c.barnard@npt.gov.uk

Service Report Card 2016-2017**Architectural Services & Project Management****Quarter 2 Update – (1st April 2016 – 30th September 2016)****Section 1:
The actions and targets for the 12 months from April 2016 to March 2017**

The Architectural Services Department is a multi-disciplinary, in-house consultancy responsible for the innovative design and procurement of community and cultural buildings and for the repair and maintenance of the Council's extensive building portfolio. The Department has achieved considerable success, repeatedly matching and exceeding the aspirations of various clients, bringing additional value and specific benefits to the communities of Neath Port Talbot.

The Department has the capability and resource to lead and co-ordinate whole project life cycles including:-

- Providing a significant and integral input into grant funding application processes.
- Engendering a collaborative ethos in establishing project briefs with other departments and external agencies ensuring stakeholder buy-in.
- Considerable expertise in establishing and implementing the most beneficial forms of procurement.
- Establishing and managing team structures including the appointment and management of external consultants and contractors where appropriate.
- Creating design solutions that successfully achieve client objectives and criteria.
- Managing design, programme, cost, value and risk often within exceptionally tight programmes and budget constraints. Dealing with conflict and providing extensive experience in negotiation ensuring wherever possible positive outcomes.
- Work collaboratively with the City and County of Swansea, Carmarthenshire and Pembrokeshire local authorities to establish a South West

Wales Construction framework which is used to appoint consultants and contractors to assist in the delivery of our project work.

- Administering and managing the construction process with robust governance assuring quality control, health and safety management, value for money and building performance.
- Providing a considerable resource in post-construction services ensuring a smooth and workable hand-over process and subsequent control of end-user issues.
- Managing and delivering the repair and maintenance of council properties utilising innovative and effective management systems.
- Staff numbers have decreased significantly over the last five years as a result of ER/VR to 22 FTE's. The complexity of the procurement and delivery process, together with the financial value of the schemes have, however, increased.
- The department's work streams have contributed to the delivery of two of the Corporate Improvement Priorities i.e. Better Schools Brighter Prospects (Strategic School improvement Programme) and Prosperity for All (Promoting Economic Growth).

Section 2: Overall Summary of Performance for 2015-16 Financial Year

The past year has seen the Department manage a number of significant developments within Neath Port Talbot which have had a huge positive impact on both the local and wider community. There were no reportable accidents or injuries to staff during 2015/16.

The projects include:-

Ysgol Bae Baglan – A £40m All-Through Community School (Ages 3-16) for 1550 pupils. (see Figure 1 below)

A new comprehensive school built to replace the former schools of Traethmelyn Primary and Sandfields, Glanafan and Cwrt Sart Comprehensive.

Aberavon Leisure & Fitness Centre – A £13.5m project completed within budget and to programme. (see Figure 2 below)

The Leisure Centre was built to replace the former Afan Lido/Aquadome Leisure Centre. It was opened to the public in January 2016 and has been extremely well received by both patrons and the local community.

Ysgol Gyfun Ystalyfera (Phase 1) – A £15m scheme currently in progress providing a new Teaching Block as part of the 21st Century Schools Programme. (see Figure 3 below)

The new teaching block has in excess of 35 classrooms and teaching spaces including new Technology and Science Labs, a Learning Resource Centre and a 'Grab and Go' catering facilities.

Neath Town Centre Regeneration (See Figure 4 below)

A £13m development involving the demolition of the existing Magistrates Court and the construction of a new 600 space Multi-Storey Car Park, approximately 2100m² of retail space currently occupied by Wilko's and a small commercial office currently occupied by Shop mobility. The project was completed within budget and to programme and since it's opening in September 2015 has received positive feedback from end users.

We have successfully managed the property related projects and programmes identified in the 2015/2016 capital programme to ensure they were completed within their allocated budgets and to programme:-

- The property maintenance budget allocation for 2015/2016 was circa £1million. This was managed to ensure that the Council's existing property portfolio is maintained and remains operational for use by a variety of service users.
- Our service budget for 2015/2016 was £1,317,838 and we had an overspend for the year of £90K. This was due to a corporate decision to reduce the price of our professional fees charged. This was reported during the 2015/2016 budget monitoring reports. The additional funding has subsequently been given to the Environment Directorate which is reflected in the 2016/2017 service budget.
- Our 2015/2016 average full time equivalent days lost figure of 1.6 days was significantly below the Council's average of 9.7 days. There has been one unplanned employee departure during the year and we are currently trying to recruit a replacement.
- We carried out a number of informal staff development reviews in 2015/2016 to identify training requirements and to gauge staff satisfaction and plan to carry out formal reviews for every member of staff in Quarter 3 of 2016/2017.
- We did not have any recorded complaints during the year (the same as the previous year). We receive many informal compliments when buildings are completed but these are not recorded.

Figure 1



Figure 2



Figure 3



Figure 4



**Section 3:
Service Priorities 2016-17**

Priority	Actions to deliver priority	Officer Responsible	Timescale	What will be different? Measures and/or Outcomes
<p>1. Completion of YGG Ystalyfera Phase 1 and negotiate contract price for Phase 2 which will lead to the construction of a lower school facility for circa 220 pupils.</p>	<p>Continue to project manage the construction phase at site and to monitor the programme and expenditure.</p> <p>Awarded the pre-construction work for Phase 2 to Dawnus Construction and work alongside them to agree the design and cost profile to enable the build contract to be awarded.</p>	<p>Clive Barnard</p>	<p>Complete Phase 1 Jan 2017</p> <p>Start on site for Phase 2 Feb 2017</p>	<p>A new school block to replace older school blocks which have been demolished.</p> <p>A new lower school teaching block for pupils aged 3 – 11 to replace the existing schools admin block which will be demolished.</p>
<p>2. Agree fixed contract sums for the construction of two new comprehensive schools; Namely, a new Welsh Medium Comprehensive School at the former Sandfields School site (Value £17m), which will involve the demolition of the existing buildings prior to construction commencement and a new 'All Through' Comprehensive School at the existing Dyffryn School site (£35m). It is intended that site works will commence in spring</p>	<p>Work alongside the appointed contractor for both projects to progress the design and specification to align with the intended build programme and available budgets and to award the build contracts in March 2017.</p>	<p>Clive Barnard</p>	<p>March 2017 to start building works</p>	<p>New schools will be provided.</p>

2017 with a building completion and handover date of September 2018, and a full site handover in March 2019 for the Dyffryn site and a full handover for the Welsh Medium Comprehensive planned for September 2018.				
3. Demolition of Cwrt Sart Comprehensive School and procurement of a new 450 pupil Primary School on the site at a cost of circa £7m. Site works are programmed to start early summer 2017 for completion by September 2018.	Award a demolition contract to demolish the existing school – start demolition Oct/Nov 2016	Clive Barnard	Oct/Nov 2016	Cleared site to build a new primary school. See tender for the new school build in the spring of 2017 and award the build contract.
4. Progress feasibility works and complete design and options proposals including cost estimates for a new Theatre at the Plaza Cinema site and the refurbishment and remodelling of the Princess Royal Theatre.	Present a report to the ECR Board before Christmas 2016 presenting various design options and cost estimates for consideration.	Clive Barnard	Oct/Nov 2016	Proposals for a new Theatre.
5. Demolition of the old multi-storey car park and former Tesco store in Neath Town Centre.	Seek tender and planning approval to demolish	Clive Barnard	Jan/Feb 2017	Cleared site available for the next phase of the re-generation scheme.
6. Restoration and refurbishment of Margam Castle.	Prepare a feasibility report and cost estimate	Clive Barnard	Nov 2016	
7. Complete all property related	Design & Project Management	Clive Barnard	Ongoing up	Ongoing programme of work

works and projects identified in the 2016 / 2017 Capital Programme: i) 22No. Education projects @ £1.2m ii) 14No. Leisure sector projects @ £200k iii) DDA projects @ £150k iv) Health and Safety projects @ £850k	principles applied to ensure the successful completion of all project work to meet the annual programme deadlines.		to March 2017	throughout 2016/2017. The majority of the Education projects were completed over the school summer holiday period.
8. Manage the revenue maintenance budget of £1m	Design & Project Management principles are applied to ensure the successful completion of all project work to meet the annual programme objectives.	Clive Barnard	Ongoing up to March 2017	Ongoing programme of work throughout 2016/2017.

Section 4: Service Performance Quadrant 2016-17

Priority 1 - Complete Phase 1 of YGG Ystalyfera and negotiate a contract for Phase 2

Phase 1 works are currently on programme to be completed in January 2017 and we are working on the design development of Phase 2 and aim to submit a planning application in November/December 2016 and to start works on site in February 2017 as planned.

Priority 2 - Agree contract sums for new schools at Ysgol Newydd Margam and Ysgol Newydd Gymunedol Gymraeg

We have appointed a contractor, and a design team and we are working alongside them to develop design proposals and to establish a firm contract price for both projects. We intend to submit planning applications in November 2016, fix contract sums by February 2016 and start on site on both projects in March 2017. Demolition work will also commence at the former Sandfields site in October 2016 and we are currently on programme to complete both projects by September 2018.

Priority 3 - Demolition of Cwrt Sart Comprehensive School

We have awarded the demolition contract for Cwrt Sart. The demolition works should be completed by February 2017 and we are seeking tender to appoint a contractor to build a new school on the site to meet the programme deadline of September 2018.

Priority 4 - Complete a feasibility study of The Plaza.

The feasibility study is largely complete and a report is being prepared for presentation to the ECR Board.

Priority 5 - Demolition of the old multi storey car park and former Tesco store in Neath.

We are currently seeking tenders for demolition and hope to award a demolition contract in January/February 2017.

Priority 6 - Restoration and refurbishment of Margam Castle.

We have appointed consultants to prepare a feasibility study and cost estimate and both documents will be completed by November 2016.

Priority 7 - Complete all property related works in the 2016/2017 capital programme.

The majority of the capital programme works have been completed. The programme is continually monitored and all works will be completed within budget.

Priority 8 - Manage the revenue maintenance budget of circa £1m

The revenue maintenance work is carefully managed throughout the year and there are no budget issues to report.

**Section 5:
Financial Quadrant 2016-17:**

Summary of financial performance.

The overspend in 2015-16 was due to a corporate decision to reduce the value of the on-cost multiplier, this was reported as an overspend during the 2015/16 budget monitoring reports and the funding has now been given to the Environment Directorate.

The budget allocation for 2016/2017 has been adjusted to account for the on-cost multiplier reduction and it is anticipated that there will not be an overspend this year.

Measure	2014-15 Actual (Full Year)	2015-16 Actual (Full Year)	2016-17 Qtr. 1 (projected to year end)
Corporate Measure (CM02): % revenue expenditure within budget	-0.63% underspend	6.41% overspend	0% over/underspend
Revenue Budget	£8,216	£90,332	£0
	£1,306,097	£1,317,838	£1,357,183
Corporate Measure (CM03): Amount of FFP savings at risk	n/a	There are no items included in the FFP that directly affect the departmental budget.	

Section 6: Employee Quadrant 2016-17

Summary of employee performance

Sickness levels have decreased this year over last year, equating to 1.9 days being lost per FTE employee which is below the Council average. Staff have been advised of the sickness management procedures and the section is continually monitoring sickness absence and is looking to improve on their sickness record during 2016/17.

There has not been any reportable accidents or injuries to staff and the department has a robust approach to H&S management of staff and also for project work.

There was one unplanned employee departure during the last twelve months (Sept 2015). We are currently looking to recruit a replacement, however, this is proving difficult as the standard of applications received does not meet the essential criteria necessary for the post.

Staff development reviews are scheduled to take place over the next few months and staff satisfaction surveys will be undertaken as part of these reviews.

NB – Qtr. 1 sickness data reported. Quarter 2 sickness data not available at the time of reporting.

Measure	2014-15 Actual (Full Year)	2015-16 Actual (Full Year)	2015-16 Qtr. 1 (cumulative)	2016-17 Qtr. 1 (cumulative)
Corporate Measure (CM04): Average FTE (full time equivalent) working days lost due to sickness absence				
Service: Architectural Services & Project Management	2.7 days	1.6 days	0.9 days	0.7 days
Total Service FTE days lost in the period	27	23	22	15

Directorate: Environment	9.8 days	10.2 days	2.1 days	2.4 days
Council	9.4 days	9.7 days	2.2 days	2.4 days
		2015-16 Actual (Full Year)	2015-16 Qtr. 1 (cumulative)	2016-17 Qtr. 1 (cumulative)
Corporate Measure (CM11): Staff engagement Measure		New	(See NB. 2)	
Corporate Measure (CM05): % of staff who have received a performance appraisal during 2016-17 (Target 100%) Number of staff who have received a performance appraisal during 2016-17		0%	0	Appraisals are scheduled to be carried out over the next few months.
Corporate Measure (CM06): Number of employees left due to unplanned departures		1 (1 Q.S. left in Sept 2015 to join Swansea C.C.)	0	0

Section 7: Customer Quadrant 2016-17

Summary of customer performance

Architectectural Services & Project Management has no complaints or compliments to report during 2015/2016.

Measure	2015-16 Actual (Full Year)	2015-16 Qtr. 1 (cumulative)	2016-17 Qtr. 1 (cumulative)
Corporate Measure (CM07): Total number of complaints			
Internal	0	0	0
External (from the public)	0	0	0
Corporate Measure (CM08): Total number of compliments			
Internal	0	0	0
External (members of the public)	0	0	0
Corporate Measure (CM09): customer satisfaction measure/s	None	None	Client satisfaction surveys are being measured during 16/17. See note below.

Note:

The department has started to issue Client satisfaction surveys to other departments and to key stakeholder, seeking feedback of project performance.

Survey responses received to date are as follows:-

- Ysgol Bae Baglan - Very good
- Ysgol Gyfun Gymraeg Ystalyfera (Phase 1) - Very good
- Caegarw Gypsy Site Extension - Very good

Survey responses are pending for:-

- Aberafan Leisure and Fitness Centre
- Neath Town Centre Re-generation (Phase 1)
- Adventure Golf Centre at Aberavon
- Adaptations at Ysgol Hendrefoilan Campus
- Community Employability Centre at Port Talbot