

ENVIRONMENT AND HIGHWAYS CABINET BOARD

REPORT OF THE HEAD OF ENGINEERING AND TRANSPORT – D.W. GRIFFITHS

9th JUNE 2015

SECTION A– MATTER FOR DECISION

WARD(S) AFFECTED: ALL

BUSINESS PLAN 2015/16 – ENGINEERING & TRANSPORT

Purpose of Report

To endorse the business plan for the Engineering and Transport Division covering the period 1st April 2015 to 31st March 2016.

Background

During the financial year 2014/15, the Council reviewed performance management arrangements. A number of improvements to the Council's performance management framework were proposed following the review and the Policy and Resources Cabinet Board subsequently formally approved those changes at its meeting on 27th March 2014.

One of the key elements of the revised framework is for business plans to be prepared at Head of Service level across the Council. The attached business plan has been prepared for the activities that sit within the portfolio of the Head of Engineering and Transport. It has been developed with the full participation of Managers and it also links directly to the personal objectives that have been agreed between the Head of Engineering and Transport and the Director of Environment for the financial year commencing 1st April 2015.

Service changes set out at Appendix 1 – Forward Financial Plan Savings and Targets of the Business Plan, have been the subject of screening assessments and where deemed necessary, full equality impact assessments and public consultations.

Screening Assessment has been undertaken on this plan to assist the Council in discharging its Public Sector Equality Duty under the Equality Act 2010. After completing the assessment it has been determined that this function does not require an Equality Impact Assessment.

Monitoring and Review

Progress in delivering the business plan will be monitored in a number of ways:-

- Regular meetings will take place with the Cabinet Member to report progress in delivering the business plan;
- A mid-year appraisal meeting will take place between the Director of Environment and the Head of Engineering and Transport to check progress;
- Quarterly meetings will take place between the Head of Engineering and Transport and the respective managers to confirm each team is on track to deliver the actions set out in the key priorities, service objectives and savings contained within Forward Financial Plan. These meetings will review report cards for the relevant services which contain detailed information on performance indicators and targets for improvement.

In addition to formal mechanisms for reviewing performance, managers will be accessible and visible to all staff working in the department and that there is continuous dialogue taking place about priorities, performance and scope for further improvement.

All managers will have personal development reviews by the end of June 2015, with a view to identifying and agreeing suitable learning and development activities to support performance, improvement and to mitigate identified risks. Officers within the department will also work with other colleagues from across the Council and, where appropriate, other agencies to seek out alternative ways of meeting the priorities of the Council in a climate of diminishing resources. This will be extremely challenging with service provisions being reduced further during the term of this plan.

In addition to the monitoring arrangements set out above, Members of the Environment and Highways Scrutiny Committee may also wish to identify areas that they would wish to examine within the Forward Work Programme of the Committee and in particular manager's specific service report cards.

Financial Implications

The Business Plan sets out contributions to the Forward Financial Plan of circa £417K for the year 2015/16.

Recommendation

That Cabinet Board formally endorses the Business Plan 2015/16 for the Engineering and Transport Division.

Reasons For Proposed Decision

To implement the Council's performance management framework.

List of Background Papers

Equalities Impact Assessment Screening Form
Service Report Cards

Ward Affected

All

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COMPLIANCE STATEMENT

BUSINESS PLAN 2015/16 – ENGINEERING AND TRANSPORT

(a) **Implementation of Decision**

The decision is proposed for implementation after the three day call-in period.

(b) **Sustainability Appraisal**

Community Plan Impacts

Economic Prosperity	-	Positive
Education and Lifelong Learning	-	Positive
Better Health and Well Being	-	Positive
Environment and Transport	-	Positive
Crime and Disorder	-	Positive

Other Impacts

Welsh Language	-	Positive
Sustainable Development	-	Positive
Equalities	-	Positive
Social Inclusion	-	Positive

(c) **Consultation**

There is no requirement for external consultation.

ENVIRONMENT: ENGINEERING AND TRANSPORT SERVICES

BUSINESS PLAN 2015/16

INTRODUCTION

This business plan covers the period 1st April 2015 to 31st March 2016. The services and functions within the scope of the Plan are as follows:-

- Engineering Services
- Integrated Transport Unit
- Highway Development Control
- Road Safety
- Parking Services
- Environment Business Support
- Programme and Commissioning

COMMUNITY AND CORPORATE OBJECTIVES

The Single Integrated Plan for the Neath Port Talbot Area was prepared by the Local Service Board in 2013/14 and adopted by full Council. The vision contained within the Single Integrated Plan is as follows:

“Creating a Neath Port Talbot where everyone has an equal chance to be healthier, happier, safer and prosperous”

The way the Council contributes to the delivery of the Single Integrated Plan is set out in the Corporate Improvement Plan. There are six improvement objectives for 2015/18:

- **Safer, Brighter Futures** - Improve outcomes for children in need and children looked after by improving the performance of the Council's Children and Young People Services Department
- **Better Schools and Brighter Prospects** – Raise educational standards and attainment for all young people
- **Maximising choice and independence** - Maximise the number of adults who are able to live independently with or without support within the home of their choice within their community
- **Prosperity for All** – Support and invest in our town centres and communities to promote economic growth, regeneration and sustainability, maximise job opportunities and improve access to employment
- **Reduce, reuse and recycle** – Increase the percentage of waste recycled and composted

- **Better, simpler, cheaper** - improve customer/citizen access to services and functions provided by the Council or on behalf of the Council and to improve the efficiency of those services and functions.

The delivery of the six improvement objectives is based on our key principles of equality; sustainability; promoting the Welsh Language and culture; engaging with citizens; and partnership working.

SERVICE PURPOSE, VISION AND VALUES

The Engineering and Transport department was formed in April 2010 when a number of functions were combined following a rationalisation of senior management portfolios. The following purpose, vision and values were created with the full involvement of the Accountable Managers and through a series of Workshops.

Purpose: To support elected Members and chief officers to provide leadership and continuous improvement in the Engineering and Transport portfolio whilst discharging the statutory duties of the Council.

Vision: To deliver services that improve the local environment, amenities and sustain communities.

Values: To act fairly, in an open consultative and transparent way taking into account local needs.

CONTEXT

The internal and external environments have been assessed in drawing up this plan. Key issues that will affect our service delivery in 2015/16 are as follows:-

External

- The division will have to manage the impacts resulting from changes implemented at national level, these include the concessionary fare reimbursement scheme and the implementation of the new youth concessionary card scheme.
- Changes to legislation that will impact on the Council's Capital and Revenue Programmes going forward, such as the Flood & Water Management Act, The Reservoirs Act, Equalities, Welsh Language Act and the new Active Travel Bill.
- In transportation terms connecting communities together to access employment, training, health and other services will be challenging following the reduction in the Council's revenue support to non-commercially viable services, with further pressure impacting on community transport organisations that have also been affected by revenue cuts and reducing grants.

- The Council has been reliant upon Welsh Government Grant to support road safety revenue and capital programmes of work. This could reduce in the coming years, which will impact on the Council's accidents statistics and perception of the public in terms of road and pedestrian safety in our communities.
- Reduction in grants generally will affect the Council's ability to deliver improvements to infrastructure and regenerating our communities.

Internal

- The departmental head count in 2015/16 has been reduced further. The loss of senior staff in the Engineering Services, Transport and Fleet sections will reduce the ability to respond now and into the future. Specialists will have to be contracted from the private sector.
- With a reduced workforce and increased pressures on staff, sickness is having an impact on the delivery of services. Effective management of sickness will be a key focus for all Managers to maintain and improve attendance at work.
- The downward pressure on revenue budgets and the requirement to make further cuts will make it very difficult to deliver the corporate aspirations of the Council.
- There are Safety Concerns emerging from aging assets. To ensure that the Council's highway infrastructure, bridges and structures remain functional, the Council's current asset management plans will need to review the risks and to establish an appropriate investment strategy.
- In future years, the Fleet Renewals programme based upon its current budget provision will be insufficient to maintain current levels of service which will affect business continuity.
- The final outcome into Transforming Adult Social Care review and its potential effect on the provision of transport services and fleet renewals, will need to be managed in consultation with the workforce and Trade Unions.

STAKEHOLDERS

- Members of the public & business.
- Council Members, Chief Officers, Workforce, Welsh Government, SW Police, MAWW Fire & Rescue Service, SWTRA, Abertawe Bro Morgannwg Health Board, Network Rail, Port Authorities, Bus and Train Operators, other Local Authorities, Community Councils and the City Region Board.
- Voluntary Sector.
- Council Departments.

ACHIEVEMENTS 2014/15

A review of the Business Plan for 2014/15 demonstrates that, on the whole, the department delivered the objectives set out in the business plan for the year.

Key achievements included:-

- a) Successfully managed resources within budget and delivered all identified savings in the FFP
- b) Opened Baglan Bridge within budget and on time, enabling further economic growth and better connectivity, opening up a new strategic bus corridor at Baglan Energy Park
- c) Developed and implemented a 'transport safeguarding policy' for the Council
- d) Reduced accidents on the county highway network through targeted investment
- e) Provided evidence and support relevant to highway infrastructure and transport at the Council's Local Development Plan inquiry
- f) Successfully introduced new policies to discharge new legislation in Land Drainage & Sustainable Design
- g) Reduced risk of flooding through targeted investment on substandard culverts and drainage systems
- h) Successfully managed the reduction in the Council's revenue support to commercial bus operators – consulting on options to mitigate impacts maintaining skeletal services
- i) Supported the reduce, reuse, recycle key priority within Fleet Services to support changes in the Council's waste collection service by negotiating with the workforce and trade unions new shift patterns
- j) Procured a new South West Wales Regional Framework for Civil Engineering contractors
- k) Successfully implemented management of change in the Parking Services providing improved enforcement of resident parking and taxi ranks.
- l) Successfully entered into several SLAs generating income into the department, supporting service delivery that would otherwise have ceased, i.e. the School Crossing Patrol Service, Fleet, Transport and Road Safety Unit

Areas where performance was below expectation included:-

- a) Introduction of dynamic purchasing system – the options appraisal showed it was cost prohibitive. An alternative procurement system will be considered via the WG procurement portal when new EU legislation is adopted. This will support the better simpler cheaper key priority.
- b) The management of sickness is below the Corporate target partly due to variety of reasons. This is causing pressure on the remaining workforce following the ongoing reduction in resources, currently reducing the ability to respond

SERVICE OBJECTIVES 2015/16

The following key priorities have been set following analysis of the internal and external environments:

Key Priorities:-

Priority	Key Milestones	Target Date/ Milestones
Develop business cases and implement projects identified in the Local Transport Plan and Capital Programme to promote connectivity, growth and economic development	Develop and consult on business cases and feasibility studies	Ongoing March '16
	Submit bids to WG, WEFO and others	March '16
	Implement approved projects	Ongoing
Assist with the Local Development Plan Inquiry, leading to its adoption, sustaining communities, providing affordable housing, industrial and retail development opportunities	Provide technical support to Planning Department in response to Inspectors' requirements	Ongoing
	Complete presentation of data for final report	Sept. '15
Maintain the Council's Highways Structural Assets, in order to secure access to communities and other amenities	Develop programme for inspections	May '15
	Identify priority projects	July '15
	Implement plan to deliver priorities	Ongoing
Assist in the development of a Flood Mitigation Plan for Harbourside and Coastal Areas to support safer communities and economic growth	Develop Flood Management Plan and Prioritise projects	June '15
	Implement plan as funding permits	To be confirmed
Casualty reduction through the development and production of NPT Road Safety strategy in line with WG policy, creating safer and healthier communities	Prepare Draft Strategy	Oct '15
	Consultation	Dec '15
	Submit Bids	March '16
Manage the legislative changes introduced by WG to support access to employment, training and other services through Bus funding/Concessionary fares and 'Youth Cards'	Develop method of payment for reimbursement of operators	June '15
	Consult with operators on reimbursement scheme	July '15
	Implement the scheme	Sept '15
Bring into operation new Neath Multi-Storey Car Park improving accessibility to the town centre and local amenities	Facilities Management Contracts in place	June '15
	Completion of construction and handover	July '15
	Operational Management of car park	From Aug '15
Introduce Dynamic Procurement System for SEN and School Transport Services	Via Welsh Government Portal when new EU Legislation is adopted by UK	March '16
Improve attendance at work through better sickness management	Maximise attendance at work	Ongoing

Service Delivery:

Objectives	Performance Indicators	2014/15 Performance*	Critical Success Factors	Performance Outlook 2015/16
Engineering, Commissioning & Programming Services				
General Bridge inspection (Statutory Duty)	457 Bridges	200	Rolling programme to discharge statutory duties	Maintain
	1836 Retaining Walls	610		
Principal Bridge Inspection (Statutory Duty)	457 Bridges	10		Improve
	1836 Retaining Walls	0		
Deliver capital and other grant funded projects on time and to budget	% delivered in accordance with agreed programme	100%	Delivery on time and within budget	100%
	% delivered in accordance with agreed budget			
Approval of abnormal load movements on County network (Statutory Duty)	1,200 applications	100%	Statutory duties discharged	Maintain
Highway Development Control				
Planning Application (Statutory Duty)	Referred Highway applications requiring a response within 21 days	64%	Decision made within statutory 21 days – Statutory duties discharged	Improve
	Referred Drainage applications requiring a response within 21 days	52%		
Water Course Consents (Statutory Duty)	Number of applications submitted and dealt within the statutory period	100%	Decision made within statutory 8 week period – Statutory duties discharged	Maintain
Integrated Transport Unit				
Improve Vehicles maintenance	% of vehicles presented on time for inspection	62.6%	National 80.89%	Improve
	% of vehicles repaired within 5 days	New target	Baseline	Baseline
	% of HGV MOT's passed on first presentation	87.5%	National 82.4%	Maintain
Reduce Carbon Emissions	% reduction in CO ₂ emissions	'13-'14 3,622 Tonnes '14-'15 3,592 Tonnes	Annual Comparison -0.81%	Improve
Concessionary bus passes in circulation 2013/14	% of adults over 60 who have a concessionary bus pass	88.9%	National 84.3%	Maintain

Road Safety				
		NPT	Regional Average	
Casualty Data Excluding Trunk roads	Car Occupants	138	348	Improve
	Motor Cyclists	28	43	Improve
	Pedestrian Casualties	34	52	Improve
	Pedal Cyclists	20	24	Improve
		Candidates	Candidates	
Driver Training (Statutory duty)	Young Drivers 17 – 25 years	193	187	Maintain
	Older Drivers 50+	73	49	Maintain
	Employee Driver Training	494	752	Maintain
	Licence acquisition pass rate	79%	56% (National Average)	Maintain
		Candidates	Candidates	
Motorcycle Training (Statutory duty)	Compulsory Basic Training	83	10	Maintain
	Rider Training	77	16	Maintain
	Enhanced Rider Training	93	13	Maintain
		Students 13/14	Students 14/15	
Education Programme (Statutory duty)	Primary Education	10,400	11,100	Maintain
	Pedestrian Training	789	398	Maintain
	On road Cycle Training	120	191	Maintain
	Secondary Education	3040	1823	Improve
Parking Services				
On and off street Civil Enforcement	No. of Penalty Charge Notices issued	11,055	Compliance with Parking Orders to improve road safety and traffic flow	Reduce
	No. of Penalty Charge Notices paid	8,444		Improve
	Penalty Charge Notices cancelled following appeal	1,086		Reduce
	Penalty Charge Notices cancelled for other reasons	502		Reduce
	Penalty Charge Notices progressing in system	1,023		Reduce

Financial:

Objectives	Performance Indicators	2014/15 Performance	Key Success Factor	Performance Outlook 2015/16
Deliver savings targets set for 2015/16	% savings at risk	Nil	Meet Financial Targets	Maintain
Contain Budget within cash limit	% revenue expenditure within Budget	100%		Maintain
Identify strategies to deliver future years' savings targets	% savings solutions identified/savings target	100%		Maintain

Workforce:

Objectives	Performance Indicators	Performance		Key Success Factor		Performance Outlook 2015/16
	1.4.14 to 31.3.15	Working days lost: 2013/14 2014/15		Average days lost: 2013/14 2014/15		
Reduce sickness absence levels to below Council average of 9.43 days	3 or more instances – all staff	206.5	247	1.31	1.56	Improve
	28 days or more – all staff	1902	1410.5	12.07	8.92	Maintain
	All sick – FTE (158 staff 2014/15)	1653	1729	10.49	10.94	Improve
Ensure all staff receive an EDR in each 12 month period	% staff receiving EDR in last 12 month period	100%		Maximise the potential of people remaining in the workforce		Maintain
Meet identified learning and development needs	% learning and development needs met	100%				Maintain

Customers:

Objectives	Performance Indicators	2014/15 Performance	Key Success Factor	Performance Outlook 2015/16
Mail Monitoring	1.4.14 to 31.3.15	E&T	Response Time	
Process mail effectively and improve response times	Public mail received	498	2035 (Env)	
	Answered 1-8 days	401	80.52%	Maintain
	Answered 9-15 days	43	8.63%	Improve
	Answered 16-20 days	22	4.42%	Improve
	Answered (more than) 20 days	32	6.43%	Improve

F.O.I. Mail	1.4.14 to 31.3.15		ENV	
	FOI received	23	123 (Env)	Maintain
	FOI answered (less than) 20 days	21	93.94%	Improve
	FOI answered (more than) 20 days	2	6.06%	Reduce
Complaints & Compliments	1.4.14 to 31.3.15			
Monitor and resolve complaints in line with corporate procedure rules	Complaints received	6	Do what matters for customers	Reduce
	Compliments received	9		Improve
	% of complaints upheld Stage 1	0		Maintain
	% of complaints upheld Stage 2	0		Maintain
Ombudsman's Complaints	1.4.14 to 31.3.15			
Investigate and resolve complaints	Complaints investigated	2	Do what matters for customers	Reduce
	Complaints upheld	0		Maintain

RISK ANALYSIS

Risks to achieving our objectives and plans to mitigate those risks are as follows:-

Ref	Description of Risk	Existing Score	Mitigating Actions	Owner	Revised Score
1	Reduced staff and skills levels will impact on the quality of funding bids to WG and WEFO which could affect economic growth, transport and safer communities.	16-H	Build resilience across section and department through maintaining knowledge base and training.	DG/Service Managers	12-H
2	Lack of resources to maintain existing bridge and highway structures, to discharge statutory duties.	25-H	Manage the highway asset by introducing weight limits, width restrictions on roads and bridges.	Service Manager	15-H
3	Increase in road casualties on the County highway network due to reducing resources.	20-H	Maintain current resource level to discharge statutory function.	Service Manager	15-H
4	Identifying and implementing existing and future saving strategies as part of FFP.	25-H	Discharge statutory duties. Income generation.	All Service Managers	20-H
5	Additional workload and emergencies which are not programmed.	25-H	Re-profiling and prioritising of Council capital and revenue resulting in slippage to programme delivery.	Service Manager	16-H

Risk Key: H=High, M=Medium, L=Low

Forward Financial Plan Savings Targets (as approved by Council January 2015)

New Ref	Board	Description	Lead	Main Impacts	2015/16	2016/17	2017/18	2018/19	2019/20
					£000	£000	£000	£000	£000
ENV 515	E&H	Car Parking	D Griffiths	Further parking policy review	29				
ENV 516	E&H	Road Safety	D Griffiths	Increase Income	10				
ENV 518	E&H	Fleet review - reduction in fleet size to reflect service changes	D Griffiths	Revised service provision and savings to fuel, tax etc	50				
ENV 525	E&H	Programme Management	D Griffiths	Reduce base budget - staff or income generation		10			
ENV 526	E&H	Fleet Maintenance	D Griffiths	Savings from staff retirement and procurement	45				
ENV 590	E&H	Reduce subsidies to bus operators	D Griffiths	Potential reduction in Public Transport, inevitably some residents will have difficulty accessing jobs and services	234				
ENV 604	E&H	Social Services Transport	D Griffiths	Fuel efficiency	25				
ENV 606	E&H	Corporate Capacity	D Griffiths	Reduce budget by 10%	24				
		TOTAL SAVINGS			417	10	0	0	0