

**Neath Port Talbot County Borough Council**

**Environment Directorate**

**Business Plan 2015 / 2016**

For

**Lighting Services**

Prepared by the

**Lighting & Building Services Manager  
and  
Head of Service, Streetcare Division**

Sponsor

**Councillor Sandra Miller**

Cabinet Member for Streetcare and Highways

## **Introduction**

Lighting Services forms part of the Lighting and Building Services section. The section was established as part of service realignment with the Streetcare Services Division in February 2011 and details of the staffing structure and operating centres are shown in Appendix 1. In summary there are currently 15 employees within the Lighting Service working from the Service Response Centre at The Quays in Briton Ferry.

The service is responsible for the following:

- Undertaking capital and revenue schemes with regards to public lighting and traffic signal schemes (Telematics).
- Completing Major/Minor works as in-house contractor as appropriate.
- Construction of Public Lighting infrastructure renewals
- Maintaining public lighting.
- Administration of the Service Level Agreement for traffic signal equipment maintenance with the City and County of Swansea.
- Providing design and installation services to internal teams.
- The provision of 'out of hours' emergency call-out services.
- Responding to public correspondence and enquiries.
- The installation and renewal of traffic signal equipment.
- Collecting and maintain lighting information for the Welsh Government on the Motorway and trunk Road network.
- Analysing technical and condition survey data and recommending maintenance schemes for inclusion in annual works programmes.

The revenue budget for the service in 2015/16 is £2,265,530 including £922,263 for energy charges and approximately £100,000 of 'externally' funded work.

## **Key Achievements and Performance Summary for 2014/15**

- Managed resources within budget and delivered all service related savings required in the Forward Financial Plan.
- Delivered all minor lighting schemes within the agreed works programme to time and budget

- Completed Phase 2 of the Council’s large scale Lighting Renewal Project, including resolution of the long standing ‘two wire line’ issue, and tendered the third and final phase.
- Amend lamp change regime in line with new infrastructure
- APSE Awards 2014 – Runner up in the ‘Best Performer’ category.
- Annual employee training and development programme completed

**What are the most important things for the Service to achieve?**

The key objectives for 2015/16 that have been agreed with the Chief Executive, the Director of Environment, and sponsoring Cabinet Member are divided between divisional and service specific objectives as follows:

Corporate/Divisional Aims and Key Objectives

**Aims**

To play a key role in ensuring Neath Port Talbot is a place where people want to live, work and visit; to deliver services that improve environments and amenities; to help revitalise communities and facilitate the role of Council elected representatives as Community Champions.

To secure these aims the following vision and values have been adopted:

**Vision**

Citizen admired services which are resilient, adaptive, efficient and effective

**Values**

Mutual trust and respect, leading by example, no blame, team and collaborative working, empowered staff, fairness, acting with integrity, openness and doing what matters

## Service Specific Aims and Objectives

Within the above context the purpose of the Lighting Service as identified by the public through a System Review is:

### **Purpose of the Lighting Service**

To maintain lighting systems to aid safety, security and well-being.

Furthermore, specific service objectives are:

SO1 To provide continuously improving services which meet the needs and expectations of users and the general public, in a cost effective and professional manner.

SO2 To undertake approved schemes to agreed cost, quality and time.

SO3 To minimise waste, recycle, and make the most sustainable use of materials where possible.

SO4 To provide services which deliver 'What Matters' as identified by the public which is (in terms of top 5):

- Safety from personal injury and harm
- A feeling of personal safety and security
- Crime is deterred and prevented
- Avoidance of damage to property (home/vehicles)
- Lights are on when it's dark and repaired quickly when broken.

## Priorities to be achieved for 2015/16

To achieve our aims and objectives the following key priorities have been identified:

1. To deliver the savings allocated within the Council's Forward Financial Plan and contain overall expenditure within the cash limits set for the service.
2. To maximise attendance at work and minimise sickness absence.
3. To ensure performance management arrangements in the Service are effective and in line with the Council's Corporate framework, including the completion of Employment Development Reviews.

4. To continue to invest in our staff taking account of succession planning.
5. To continue to develop collaborative work internally and with other agencies where beneficial, and to measure customer satisfaction.
6. To maintain effective business continuity and emergency response plans.
7. To maintain high standards of Health and Safety at Work
8. To continue to address the remaining high risks of service failure due to life expired infrastructure.
9. To deliver other contributions to the works programme to time and budget.

### **Why have these priorities been set?**

These priorities have been set for the following reasons:

- 1 To fulfil the requirements of the agreed Forward Financial Plan developed through detailed consideration over several months by the Corporate Management Group (Corporate Directors' Group and Heads of Service) in consultation with Members and Staff. This was required following the UK Comprehensive Spending Review and subsequent decisions by Welsh Government concerning the allocation of funding over the Public Sector in Wales.

Delivery of the following savings is currently required from the Lighting Service:

<u>Saving</u>	<u>2015/15</u>	<u>2016/17</u>
Cessation of Night Time Patrol	£25,000	
Energy Savings from lighting renewal project – energy dimming	£15,000	
Energy savings from Part night Switching off of lighting		£50,000

2. Taking forward the outcome of the corporate reviews of Performance Management and Sickness Management
3. Business continuity and resilience

4. To deliver efficiency savings and continue to enhance value for money where possible.
5. To renew infrastructure in line with Member priorities.
6. To meet commitments and expectations established by the works programme

Delivery of these priorities will help ensure the long term sustainability of the service and the resultant user benefits as set out in the service objectives, i.e. safety from personal injury and harm; a feeling of personal safety and security; crime is deterred and prevented, and the avoidance of damage to property (home/vehicles).

#### **What risks have been identified and how will risks be managed.**

Business planning includes an annual risk assessment detailing the identified risks, an assessment of each risk, and how the risk is to be addressed. The risk assessment for the Lighting Service is given in the appendices and linked actions are identified in the Service Action Plan.

#### **How will we secure the identified priorities to be achieved?**

The Service Action Plan which covers the identified priorities is given in the Appendices.

Other than actions relating to day to day maintenance activity the main thrust of current activity within the section is to deliver the required contribution to the Forward Financial Plan and delivery of the agreed Large Scale Partial Lighting Renewal Project.

The reason for making financial savings is set out above whilst the need for a renewal project was identified to address under-performance in terms of service failures arising due to time expired infrastructure. This followed:

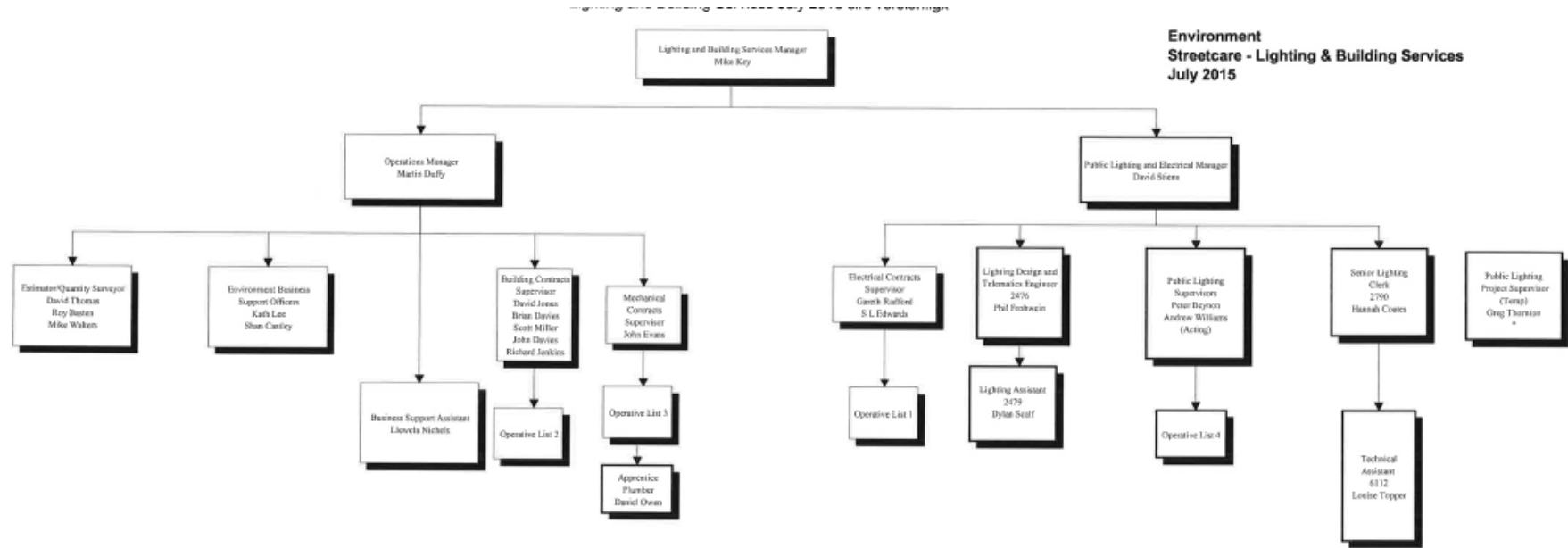
- Production of Strategic Outline Case for change encompassing ‘State of the Nation’ report regarding Street lighting considered by Members in September 2006; and consideration of options by Corporate Directors, including market testing with respect to a Public Private Partnership in June 2007.
- Assessment of the Outline business Case for change supported by Consultants after identification of funding going forward within the Council’s medium term financial plan, including initial affordability appraisal of a Public Private Partnership and subsequent full options appraisal, November 2010
- Consideration and approval of preferred option by Members in March 2011, i.e. a three phase Large Scale Renewal Project funded by Prudential Borrowing with maintenance arrangements to be further reviewed on completion.

## **Performance Management**

Each Accountable Manager in Streetcare Services is required to produce a Business Plan given they are responsible for substantial front line service responsibilities and resources, and often have substantial change programmes. The Head of Service and relevant Cabinet Board Member have contributed to and approved this plan against which progress will be reviewed with the Accountable Service Manager approximately midway through the financial year. In addition, during the year the plan may be scrutinised by the appropriate Scrutiny Committee.

To help facilitate effective performance reporting and scrutiny, the Accountable Manager (Alan Jenkins) and/or Technical Lead Officer (Dave Stiens) is also required to produce a Performance Report Card including key measures, targets (where appropriate) and benchmarks (where appropriate), that can be used to gauge how well the service is progressing in achieving the prioritised outputs and outcomes. This Performance Report Card will be presented to the appropriate Scrutiny Committee during 2015/16.

# APPENDIX 1





**Key Performance Standards & Measures****Appendix 2**

<b>No</b>	<b>Performance Measure</b>	<b>Actual 12/13</b>	<b>Actual 13/14</b>	<b>Actual 14/15</b>	<b>Linked Actions</b>
L2	Customer/Public Satisfaction	-	-	New PI	A12
L3	Mail responded to within 8 working days	77%	84%	71%	
L4	Average number of FTE days due to sickness.	1.1	3.2	3.3	A6
L5	Average cost of maintaining street lamps excluding energy	£55.02	£51.30	TBA	A1, A2, A3
THS/ 009	The average number of calendar days taken to repair all Street Lamp failures during the year.	1.94	1.65	TBA	A4, A5

**Risk Assessment for Lighting Service**

**Appendix 3**

<b>Risk No</b>	<b>Risk Description</b>	<b>Cause of Risk</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Risk Score</b>	<b>How Risk is to be Addressed</b>	<b>Linked Actions</b>
R1	Future lack of information concerning lighting failures for lamps not on remote monitoring	FFP includes deletion of the night scouting patrol	4	2	6 Medium	Development of on-line reporting and extension of remote monitoring where possible.	A5
R2	Reduced capital funding for signal/aids to movement replacement	Budget pressures	2	2	4 Medium	Early forecasting of system deterioration/ failures for inclusion in works programme	A4
R3	Renewal Project delays due to sickness/staff absence	Limited staff numbers and flexibility of staff between teams	2	1	3 Low	Improve management of site activity and sickness, develop greater staff flexibility	A6
R4	Failure to meet the Electrical Safety, Quality and Continuity Regulations for our own distribution network	Deteriorating network	1	3	4 Medium	5 year investment programme	A1, A3
R5	Inability to achieve required energy savings in 16/17	Inflationary cost/ budget increases vs actual increases	2	2	4 Medium	Trial further dimming and other energy saving options	A1

**Service Improvement Action Plan****Appendix 4**

<b>No.</b>	<b>Action</b>	<b>Supporting Corporate/Service Objective(s)</b>	<b>Officer Responsible</b>	<b>Target date Milestones</b>	<b>Linked Indicators &amp; Risks</b>
A1	Investigate alternative proposals for the delivery of the £50k energy FFP saving for 2016/17 and confirm proposals for delivery	SO1, SO2, SO4	AJ/MK/DS	Dec 2015	R5
A2	Undertake low energy LED lighting trial, assess outcome, and consider any appropriate change to the specification for the remaining portion of the 3 <sup>rd</sup> phase renewal contract	S01/S02/S03/S04	MK/DS	Sept 2015	R5, L5
A3	Finalise Phase 2 contract and manage Phase 3 renewal contract, profiling monthly spend to ensure match to capital budget	S01/S02/S03/S04	AJ/MK/DS	Ongoing	R3, R4
A4	Produce with other sections prioritised works programmes for 16/17	SO1/SO2/SO3/S4	DS/PDF/IC	Sept 2015	R2,R4
A5	Develop with IT potential reporting tool to enable greater extraction/manipulation of data from Telensa/Mayrise, and develop on-line reporting of lighting failures	SO1/SO2/SO3	DS	Mar 2016	R1
A6	Work to reduce sickness absence levels	S01, S02	DS/SUP	Ongoing	L4, R3

A7	Maintain, improve Health and safety in the workplace	SO1, SO3	DS/SUP/PDF	Ongoing	N/A
A8	Structured hand over of Accountable Managers duties	SO1, SO3	AJ/MK/DS	June 2015	N/A
A9	Hold discussions with Town Councils and Chamber of Trade with regard to funding of Christmas decoration provision	SO1	AJ/DS	Sept 2015	N/A
A10	Inclusion of Local Member lighting issues in the Phase 3 project to satisfy local needs	SO1, SO3	AJ/DS	March 2016	N/A
A11	Ensure EDR's are completed	SO1, SO3	MK/DS	March 2016	N/A
A12	Measure customer/public satisfaction	SO1, SO4	AJ/DS	March 2016	N/A