

ENVIRONMENT AND HIGHWAYS CABINET BOARD

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

26 MAY 2016

SECTION A– MATTER FOR DECISION

WARD(S) AFFECTED: ALL

BUSINESS PLAN 2016/17 – ENGINEERING & TRANSPORT

Purpose of Report

1. To endorse the business plan for the Engineering and Transport Division covering the period 1st April 2016 to 31st March 2017.

Executive Summary

2. During the financial year 2015/16, the Council reviewed its 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.
3. A follow-up review undertaken by the Wales Audit Office during the summer of 2015 of the Council's performance management arrangements and findings from our own internal review led to the business planning arrangements for 2016/17 being further strengthened with the inclusion of both workforce planning and property asset management matters. In addition, there is also now a requirement for a clearer link to be made between priorities, actions and measures.

Background

4. The Business Plan 2016/17 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 2016.
5. The Forward Financial Plan Savings (Appendix 1), priorities, actions and measures of the Business Plan, have been the subject of screening

assessments and where deemed necessary, full equality impact assessments and public consultations undertaken.

Monitoring and Review

6. 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, actions, measures 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.
7. 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.
8. All managers will have performance appraisal reviews, 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.
9. 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 Impact

10. The Business Plan sets out contributions to the Forward Financial Plan of circa £356K for the year 2016/17 and £290K in 2017/18. Additionally, efficiencies through staff reductions equating to circa £189K in 2016/17.

Equality Impact Assessment

11. This report is not subject to an Equality Impact Assessment.

Workforce Impacts

12. Changes to Welsh Government legislation will create new pressures which are unfunded and will create additional work for staff to manage. These are set out in the Business Plan.

Legal Impacts

13. There are no legal impacts.

Risk Management

14. The Business Plan priorities have been assessed in accordance with the Council's Corporate Risk Assessment process. Mitigation plans are contained under Principle 5 – Risk Management of the plan.

Consultation

15. There is no requirement for external consultation.

Recommendation

16. It is recommended that Cabinet Board formally endorses the Business Plan 2016/17 for the Engineering and Transport Division.

Reasons For Proposed Decision

17. To implement the Council's performance management framework.

Implementation of Decision

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

Appendices

19. Appendix 1 - Engineering and Transport Business Plan 2016-17

List of Background Papers

20. None

Officer Contact

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ENVIRONMENT: ENGINEERING AND TRANSPORT SERVICES**BUSINESS PLAN 2016/17****INTRODUCTION**

This business plan covers the period 1st April 2016 to 31st March 2017. The services and functions within the scope of the Plan are as follows:-

- Engineering, Project & Cost Management
- Integrated Transport Unit
- Highway Development Control
- Road Safety & Business Performance
- Parking Services

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
- **Improving Outcomes, Improving Lives** - 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, Recycle** – Increasing the percentage of waste recycled and composted
- **Digital By Choice** – To 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 which 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.
- Changes to legislation will impact on the Engineering & Transport Services, including the Flood & Water Management Act, The Reservoirs Act, Equalities, Welsh Language Act, the Active Travel Bill, Environment (Wales) Bill and the Wellbeing of Future Generations (Wales) Act 2015 and Procurement Regulations in Wales.
- 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.

Internal

- The departmental head count in 2015/16 has been reduced further. The loss of senior staff in the Engineering Services, Programming and Commissioning, Transport and Highway Development Control will reduce the ability to respond. Specialists may have to be commissioned.
- With a reduced workforce and increased pressures on staff, any sickness in the service will have 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 reductions as part of the Forward Financial Plan will make it very challenging to deliver the Council's Corporate Improvement Plan and the objectives of the Single Integrated Plan.
- 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. This is a high risk function and contained in the Corporate Risk Register.
- In future years, the Fleet Renewals programme based upon its current budget provision will be insufficient to maintain current levels of service which may affect business continuity dependant on future service delivery models.
- The final solution into improving outcomes, improving lives 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. This has also been identified as a high risk in the Corporate Risk Register.

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.

DELIVERY OF PRIORITIES 2015-2016

A review of the Business Plan for 2015/16 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) Reduced accidents on the county highway network through targeted investment.
- c) Provided evidence and support relevant to highway infrastructure and transport at the Council's Local Development Plan inquiry
- d) Successfully entered into several SLAs generating income into the department, supporting service delivery, i.e. the School Crossing Patrol Service, Fleet, Road Safety Unit, Training and C&C of Swansea.
- e) Successful production and adoption of the Authority's Road Safety Strategy for 2015-2020.
- f) Successfully delivered the Council's Capital and Revenue schemes, i.e. Bridge Strengthening programme, traffic schemes, safe routes in communities and the Strategic Bus Corridor from Port Talbot, Swansea University Campus and the City Centre.
- g) In partnership with local bus operators, supported an application to OLEV for Ultra Low Emission Vehicles to operate on the new bus corridor.
- h) Bid for and secured £2.2M of external funding for infrastructure improvements contributing to "prosperity for all" improvement objective.

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 due to variety of reasons. This is causing pressure on the remaining workforce following the ongoing reduction in resources and a timely response to enquiries.
- c) The Welsh Government monitoring period for 2014 showed the Council failed to achieve a reduction in Pedal Cyclist casualties, showing a 15% increase when compared against 2004/08 baseline data. Cyclists are identified as a particularly vulnerable road user group, so measures need to be taken to mitigate any increased risks. We have introduced our own target of a 25% reduction in all casualties by 2020.

PRIORITIES TO BE DELIVERED 2016/17

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

Why have we set these service priorities

- These priorities have been identified to support connectivity, growth, economic development and regeneration of the Borough to support the prosperity for all corporate objectives.
- To maintain and discharge the Council's statutory duties across service units and risks identified in the Council's Corporate Risk Register.
- To support the Council's Digital by Choice Strategy, supporting access to services and functions specifically in parking, road safety & ITU.
- To contribute to the FFP Savings Plan 2016/17.
- These priorities will aid Service Managers to identify and deliver the aim and objectives of the Single Integrated Plan.

How are we going to secure these priorities

- These priorities will be secured in-house by the E&T division's experienced and qualified staff.
- However, should a limit to available manpower or specialist knowledge be required, an external resource may need to be procured if all priorities are to be achieved.
- Partnership working will be progressed with internal partners, the third sector, the Public Service Board Members and neighbouring Authorities.

Priorities/Actions/Measures Table:

Priority 2016/17	Actions to deliver the priorities	Officer(s) Responsible	Timescale	Evidence to indicate achievement e.g. outcomes
P1 – Develop business cases and implement projects identified in the Local Transport Plan and Capital	Develop and progress business cases and feasibility studies for Bid	Engineering Manager & Road Safety	Ongoing	Funding secured and project delivered i.e. LTF, VVP, Road Safety, Safe Routes in communities & European

Programme to promote connectivity, growth and economic development	submission to secure grant funding	Manager		WEFO
P2 – Maintain the Council’s Highways Structural Assets, in order to secure access to communities and other amenities	Develop programme for inspections	Engineering Manager	Rolling Programme	Inspection reports produced, works identified and priorities project funded from Revenue & Capital programme
P3 – Assist in the development of a Flood Mitigation Plan for Harbourside and Coastal Areas to support safer communities and economic growth	Commission specialist advice to produce strategic plans	Engineering Manager	March 17	Land developed 11 hectares for employment sites
P4 – Casualty reduction through the implementation of the NPT Road Safety strategy in line with WG policy, creating safer and healthier communities	Delivery of targeted education, training & publicity programme	Road Safety Manager	March 17	Reduction in casualties on the County Highway network
P5 – Introduction of adult cycle training in line with the NPT Road Safety Strategy	Delivery of targeted training programme	Road Safety Manager	March 17	Reduction in cyclist casualties
P6 – Improve attendance at work through better sickness management	Maximise attendance at work	All AMs	Ongoing	Reduction in days lost
P7 – Pay by phone/virtual permits	Deliver programme through Digital by Choice Strategy	Parking Manager	March 17	Introduction of new virtual permit system and pay by phone provision
P8 – Delivery of Strategic Transport Hub at PT Parkway (R1)	Design & construct the new facility	Engineering Manager	July 17	Scheme constructed
P9 – Retendering of local bus, home to school of SEN Transport contracts	Tender through WG’s e-tendering portal	ITU Manager	July 16/17	New 5 year contracts awarded
P10 – In partnership with the CVS Council for voluntary services to develop local transport strategies in rural areas of the Borough	Partnership working with third sector & Public Service Board	ITU Manager	Ongoing	Alternative transport solutions implemented.

Priority Measures (2016-2017)		2014/15 Performance (if available)	2015/16 Performance (if available)	2016/17 Performance Outlook
Engineering				
General Bridge Inspection (Statutory Duty)	457 Bridges	200	228	Maintain at 50% Inspections p.a.
General Retaining Wall Inspections	1,836 Retaining Walls	610	227	Maintain
Principal Bridge Inspection (Statutory Duty)	457 Bridges	10	10	Maintain
Principal Retaining Wall Inspections	1,836 Retaining Walls	0	3	Improve
Deliver capital and Revenue Programme of work	% delivered in accordance with agreed programme	100%	50%	Improve
Applications for abnormal load movements on County network (Statutory Duty)	Applications checked & route authorised	1,200	2,015	100%
Highway Development Control		2014/15	2015/16	2016/17
Planning Application (Statutory Duty)	Referred Highway applications requiring a response within 21 days	64%	59%	Improve
	Referred Drainage applications requiring a response within 21 days	52%	49%	Improve
Watercourse Consents (Statutory Duty)	Number of applications submitted and dealt within the statutory period	100%	100%	Maintain
Integrated Transport Unit		2014/15	2015/16	2016/17
Improve Vehicle Maintenance	% of vehicles presented on time for inspection	62.6%	94.1%	Maintain
	% of vehicles repaired within 5 days	Baseline	97.3%	Maintain
	% of HGV MOTs passed on first presentation	87.5%	90.6%	Maintain
Reduce Carbon Emissions	Reduction in CO ² emissions	3,592 tonnes	3,323 tonnes	Improve
Concessionary bus passes in circulation 2013/14	% of adults over 60 who have a concessionary bus pass	88.9% (34,224 passes)	92.1% (37,156 passes)	Maintain
Road Safety		2014/15	2015/16 (April-June '15)	2016/17
Casualty Data (excluding Trunk Roads)	Car Occupants	138	51	Improve

	Motor Cyclists	28	6	Improve		
	Pedestrian Casualties	34	6	Improve		
	Pedal Cyclists	20	5	Improve		
		Candidates	Candidates			
Driver Training (Statutory Duty)	Young Drivers 17-25 years	193	196	Maintain		
	Older Drivers 50+	73	51	Improve		
	Employee Driver Training	494	326	Improve		
	Licence acquisition pass rate	79%	82%	Maintain		
		Candidates	Candidates			
Motorcycle Training (Statutory Duty)	Compulsory Basic Training	83	23	Improve		
	Rider Training	77	57	Improve		
	Enhanced Rider Training	93	105	Maintain		
		Students	Students			
Education Programme (Statutory Duty)	Primary Education	10,400	18,182	Maintain		
	Pedestrian Training	789	527	Improve		
	On-road Cycle Training (Primary)	120	386	Maintain		
	On-road Cycle Training (Adult)	N/A	NEW	Baseline		
	Secondary Education	3040	3059	Improve		
Parking Services		2014/15	2015/16	2016/17		
On and Off Street Civil Enforcement	No. of Penalty Charge Notices issued	11,055	10,607	Reduce		
	No. of Penalty Charge Notices paid	8,444	7,206	Improve		
	Penalty Charge Notices cancelled following appeal	1,086	1,601	Reduce		
	Penalty Charge Notices cancelled for other reasons	502	501	Reduce		
	Penalty Charge Notices progressing in system	1,023	1,299	Reduce		
Business Resources		2014/15	2015/16	2016/17		
Mail Monitoring	1.4.14 to 31.3.15	E&T	Response Time 2014/15	E&T	Response Time 2015/16	Performance Outlook 2016/17
Process mail effectively and improve response times	Public mail received	498	2,035 (Env)	496	1,894 (Env)	
	Answered 1-8 days	401	80.52%	405	81.65%	Improve

	Answered 9-15 days	43	8.63%	63	12.70%	Improve
	Answered 16-20 days	22	4.42%	4	0.81%	Improve
	Answered (more than) 20 days	32	6.43%	24	4.84%	Improve
F.O.I. Mail			ENV		ENV	
	FOI received	23	123 (Env)	27	132 (Env)	N/A
	FOI answered (less than) 20 days	21	93.94%	23	85.19%	Improve
	FOI answered (more than) 20 days	2	6.06%	4	14.81%	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	8	Do what matters for customers	Reduce
	Compliments received	9	-	13	-	N/A
	% of complaints upheld Stage 1	0	-	0	-	Maintain
	% of complaints upheld Stage 2	0	-	0	-	Maintain
Ombudsman's Complaints	1.4.14 to 31.3.15					
Investigate and resolve complaints	Complaints investigated	2	Do what matters for customers	0	Do what matters for customers	Maintain
	Complaints upheld	0		0		Maintain
Mandatory Corporate Measures						
CM01 Number of transaction services:						
a.	Fully web enabled		1		N/A	2
b.	Partially web enabled		3		N/A	N/A
CM02 % of revenue expenditure within budget			98.82%		95.70	100%
CM03 Amount of FFP savings at risk			0%		0%	0%
CM04 Average FTE (full time equivalent) days lost due to sickness			10.94		7.9	Reduce
CM05 % (no.) staff performance appraisals to be completed during 2016/17			100%		100%	100%
CM06 Number of employees who left due to unplanned departures			6		3	0
CM07 Total number of complaints:						

Internal	0	0	0
External	6	8	Reduce
CM08 Total number of compliments:			
Internal	0	0	Do what matters for customers
External	9	13	Do what matters for customers
CM09 % (no.) of services measuring customer satisfaction	0	0	20% RS Training
CM10 % (no.) of service report cards to be produced by 31.3.17	5	5	100%

WORKFORCE PLANNING

What are the key workforce challenges for this service?	The key challenge for the division is the increased demand for services set against the reductions in senior experienced staff, which has taken place year-on-year, leading to a reduction in overall headcount across the division. Put simply, the division has less people to deliver more services.
What are the longer term workforce challenges for this service?	<p>Developing a skilled workforce to address the loss of highly experienced professional & technical staff is a key challenge to the service.</p> <p>The Parking service is already unable to meet service requests for enforcement from Council Members and the public. A business case to expand this function will be developed for scrutiny.</p>
What actions are we going to take to address these challenges?	<p>Promote the digitalisation of services where possible.</p> <p>Identify skill and knowledge gaps in services most affected by downsizing to date.</p> <p>Through the performance appraisal process, ensure all employees within the division are focussed on the priorities of the services and that skills and knowledge are developed and maintained through appropriate learning, mentoring and CDP development.</p>

PROPERTY MANAGEMENT

Property Name	Required Change	Why	Impact
Lonlas Workshops	RS to exist storage unit	FFP contribution of £4K	Unit can be released to enable better income
Tregelles Court Office	Consolidate Parking Services at The Quays	Releases building for closure, efficiency benefits to service	Allows building to close as part of Accommodation Strategy & exit PT Civic
Tregelles Court Depot	Installation of MOT Bay	Efficiency savings and income generation	Improved service resulting in reduced down-time to front line services

RISK MANAGEMENT

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

Ref.	Risk Description	Likelihood Score	Impact Score	Total Score	Proximity	Mitigating Action	Target Date	Risk Owner
R1	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.	4	4	16-H	1-2	Build resilience across section and department through maintaining knowledge base and training.	Ongoing	HoS/ Service Managers
R2/ ENV06 CRR	Adopted bridges/retaining structures – inadequate revenue & capital funding required to meet maintenance needs leading to potential failure resulting in closure, weight &/or highways restrictions – negative impact on residents.	5	5	25-H	1-4	Enhance programme inspections; identify priority projects for improvement in HAMP & CPSG, also links to ENV05 & ENV11 on Corporate Risk register	Ongoing	HoS/ Eng. Manager

R3/ ENV07 CRR	Immediate inability to operate large goods vehicles e.g. refuse trucks, gritters, community buses due to loss of Authority's Operator's Licence	3	3	9-M	1-4	Driver & vehicle risk management policy in place, coupled with robust maintenance systems and training regime	Ongoing	HoS/ ITU & RS Managers
R4/ ENV08 CRR	Increase in road casualties on County Highway network due to reducing resources.	4	5	20-H	1	Maintain current staffing level to target identified vulnerable road user groups through education, training & publicity using resources available	Ongoing	HoS/ RS Manager
R5/ ENV09 CRR	Impact from changes in service delivery in Social Services on Environmental Community Transport workforce	4	4	16-H	1	Work with Social Services on the rationalisation of Adult Care transport needs	Ongoing	HoS/ ITU Manager
R6/ ENV10 CRR	Reduction in Capital & Revenue programmes of work will affect asset condition & road safety standards.	4	5	20-H	1-4	Asset Management Planning, prioritise work & bid for external funding, also links to R3/ENV07.	Ongoing	HoS/RS & Eng. Managers
R7	Identifying & implementing existing & future saving strategies as part of FFP.	4	5	20-H	2	Discharge statutory duties. Income generation.	Ongoing	All Service Managers
R8	Additional workload & emergencies which are not programmed.	5	3	15-M	1	Re-profiling & prioritising of Council capital & revenue resulting in slippage to programme delivery	Emergency Response	Service Managers

Forward Financial Plan Savings Targets 2016/17

New Ref	Board	Description	Lead	Main Impacts	2015/16	2016/17	2017/18	2018/19	2019/20
					£000	£000	£000	£000	£000
ENV515	E&H	Car Parking	D Griffiths	Further parking policy review	29				
ENV516	E&H	Road Safety	D Griffiths	Increase Income	10				
ENV518	E&H	Fleet review - reduction in fleet size to reflect service changes	D Griffiths	Revised service provision and savings to fuel, tax etc	50				
ENV525	E&H	Programme Management	D Griffiths	Reduce base budget - staff or income generation		10			
ENV526	E&H	Fleet Maintenance	D Griffiths	Savings from staff retirement and procurement	45				
ENV590	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				
ENV601	E&H	Road Safety	D Griffiths	School Crossing Patrol income. Community Councils.		10			
ENV604	E&H	Social Services Transport	D Griffiths	Fuel efficiency	25				
ENV606	E&H	Corporate Capacity	D Griffiths	Reduce budget by 10%	24				
ENV607	E&H	Car Parking	D Griffiths	Tariff Reviews		30	30		
ENV611	E&H	Car Parking	D Griffiths	Withdraw free Christmas parking		20			
ENV 625	E&H	Road Safety	D Griffiths	Reduced Staff, exit Lonlas Unit		21			
ENV636	E&H	Car Parking	D Griffiths	Service Delivery		65			
ENV637	E&H	Community Transport	D Griffiths	Efficiency Saving		200*	260*		
		TOTAL SAVINGS			417	356	290	0	0

* Subject to improving lives, improving outcomes, alternative model of service delivery.