

NEATH PORT TALBOT COUNTY BOROUGH COUNCIL

Environment and Highways Cabinet Board

1st September 2016

Report of the Head of Streetcare

M. Roberts

Matter for Decision

Wards Affected: All

Operational Business Plan for Lighting Services

Purpose of Report

- 1 To seek Member approval for the Operational Business Plan for Lighting Services.

Executive Summary

- 2 Operational Business Plans contribute to service improvement by setting out service specific issues and priorities for the next 12 months, along with how they will be addressed.

Background

- 3 Every Division/Business Unit within the Authority is required to complete an OBP for each financial year outlining, amongst other issues, the following:-
 - Performance against last year's Action Plan and Targets.
 - The actions and targets for the 12 months from April 2016 to March 2017.

Financial Impact

- 4 There are no financial impacts associated with this report.

Equality Impact Assessment

- 5 No specific Equalities Impact Screening or Assessment has been undertaken in respect of this Business Plan as any related savings required under the forward Financial Plan or service changes needed to

deliver the action plan have or will be subject to specific decision reports as required which will address equalities and other issues.

Workforce Impact

6 There are no workforce impacts associated with this report.

Legal Impact

7 There are no legal impacts associated with this report.

Risk Management

8 In line with Corporate requirements, risks to the service are identified and addressed where relevant in the Action Plan.

Consultation

9 Employees within the individual services and external customers where relevant have been consulted in the development of the Action Plan.

Recommendation

10 It is recommended that the Cabinet Board endorses the Lighting Services Operational Business Plan for 2016/17.

Reason for Proposed Decision

11 To implement the Council's Performance Management Framework.

Implementation of Decision

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

Appendices

13 Lighting Services Operational Business Plan for 2016/17.

List of Background Papers

14 None

Officer Contact

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Neath Port Talbot County Borough Council

Environment Directorate

Business Plan 2016 / 2017

For

Lighting Services

Prepared by the

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

Sponsor

Councillor Mrs. Sandra Miller

Cabinet Member for Streetcare and Highways

Section 1 - 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 16 employees within the Lighting Service working from the Service Response Centre at The Quays in Briton Ferry.

The service is responsible for the following:

- Providing design and installation services to internal teams.
- 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.
- Management of the Service Level Agreement for traffic signal equipment maintenance with the City and County of Swansea.
- 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.
- Provision of technical services to internal and external clients.

The revenue budget for the service in 2016/17 is £1,995,308 including £901,386 for energy charges and approximately £100,000 of 'externally' funded work.

Section 2 - Priorities

Progress with achieving the priorities in 2015/16

Progress with achieving the priorities set last year was as follows:

- 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.
- Amended lamp change regime in line with new infrastructure
- APSE Awards 2015 – Finalist in the 'Best Performer' and Most Improved category.
- Annual employee training and development programme completed

Priorities to be delivered in 2016-2017

The most important things for the Service to achieve are to:

1. Implement a medium to long term planned maintenance programme for effectively managing the infrastructure that not covered by the renewal project
2. Formulate and implement a revised strategy for maintenance of the new infrastructure.
3. Continue to deliver a balanced financial outcome for the service area.
4. Be proactive in maximising the attendance at work.
5. Ensure completion of EDR's, and the development of staff/operatives.
6. To continually manage and monitor the Public Lighting infrastructure energy budget.
7. To progress Phase Three of the Lighting Renewal Project and continue to deliver capital improvements in the traffic signal infrastructure within the set budget.
8. Pursue grant opportunities for LED lighting

Why are these priorities?

Through focusing on these priorities we aim to play a key role in ensuring Neath Port Talbot is a place where people want to live, work and visit. Specifically, they flow from the following:

- Corporate improvement priority 2, Better Schools/Better Prospects and are designed to ensure the service can play its part in the Strategic School Improvement Plan, by improving access via safe route to schools initiative's and lighting design and installation in the Authority's school transformation programme;
- Corporate improvement priority 4, Prosperity for All, so the service is well placed to play a role in physical regeneration in the investment in our Town Centre and Communities, by renewing and replacing the Street Lighting infrastructure;
- Corporate improvement priority 5, Reduce, Reuse, Recycle, so the service can make its contribution to delivering statutory waste reduction and recycling targets;
- Corporate improvement priority 6, Digital by Choice, to improve service access and efficiency;

The set priorities are also needed to:

- Fulfil the requirements of the Council's adopted Forward Financial Plan, specifically, by reducing energy consumption.
- Take forward the outcome of the corporate reviews of Performance Management and Sickness Management
- Ensure business continuity and resilience
- Continue maximising efficiency and value for money.
- Help deliver 'what matters' to our customers, as identified by survey results
- Ensure long term sustainability of the service.
- To meet legislative requirements such as the Well-Being of Future Generations Act

What is our approach to achieving these priorities?

Our approach to delivering these priorities is to undertake our work via a mixed economy of in-house and external service delivery as provides best value to the Council and our customers.

Actions and Measures

See Appendices 4

Section 3 – Risk Management

To assess what risks the service faces and identify how any risks will be managed an annual risk assessment is undertaken. The risk assessment for Lighting Services is given in Appendix 2 below.

Section 4 - Workforce Planning

Graphs showing some details of the employee profile are shown in Appendix 3.

Shorter term observations

Lighting Services five year renewal programme is due to be completed by October 2017, and is currently on target and budget. Staffing and skills requirements to be reviewed for personnel after completion in line with revised maintenance requirements.

The service is currently at a minimum staffing level and succession planning is a priority.

Continued development of the workforce is required to ensure that the service is not compromised which includes any technology or legislation changes. The workforce is actively encouraged to work flexibly and workforce turnover is minimal.

Longer term observations

There will be a need to continue to ensure that expert leadership and technical skills are in place to ensure the council's Street Lighting and Telematics and requirements are met going forward in the face of continuous technical changes and changing service demands. Whilst the extent may vary, this will be the case whatever service delivery model is in place.

The current training matrix needs to be maintained and complemented with an apprentice and graduate training programme to supplement technical experts that have been, and will be, lost to retirement. This training would need to be resourced as part of succession planning.

The extent and exact nature of any apprentice/graduate programmes can be tailored to any decision regarding future service delivery model but in the absence of any programme, or positive decision concerning the future service delivery model, then

in any case there will be a service delivery model change 'by default' within the next ten years or so. There are 16 employees in Lighting Services and it can be seen from the graphs that around half of all personnel are over 50. In the event of a failure to complete a training programme within ten years, not only will there be a sudden dramatic fall in staff with retirement there will be no expert and experience staff to train others.

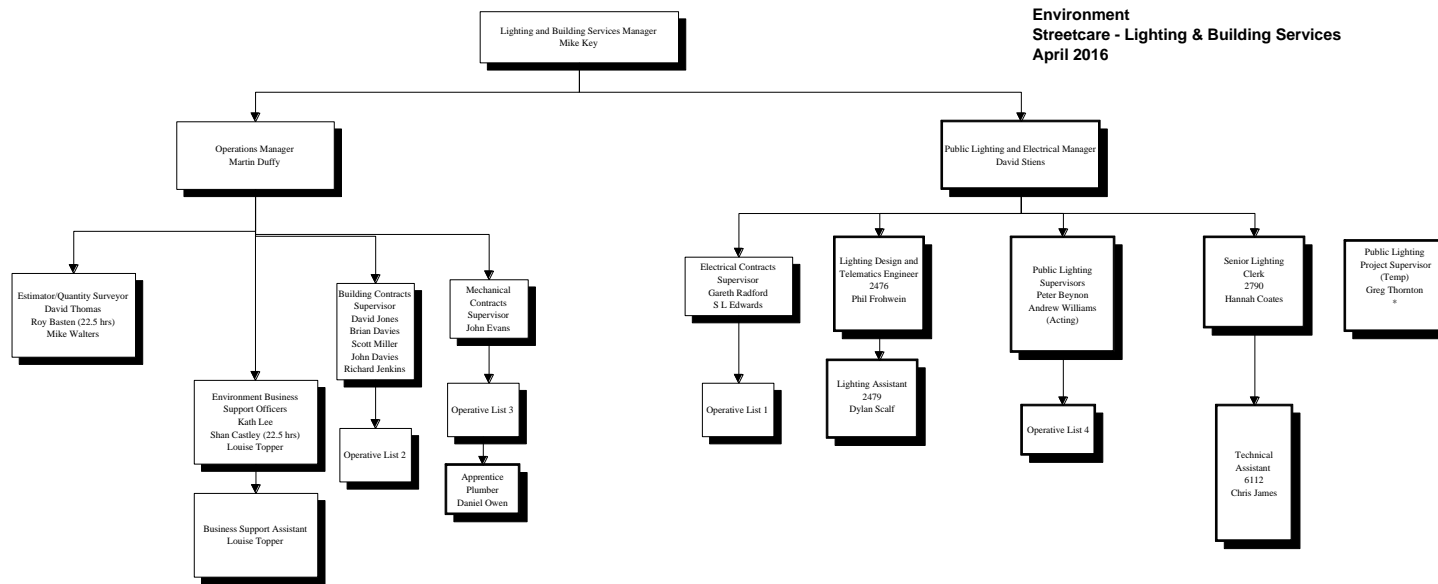
A programme of retraining for a different mix of work will be required for the workforce going forward after the renewal project is completed with less emphasise on excavation and associated works, and more emphasis on technical maintenance aspects including testing of programmes and servicing of the electronic equipment.

Section5 – Property consequences of the adopted priorities

Property Table:

<u>Property Name</u>	<u>Required Change</u>	<u>Why</u>	<u>Impact</u>
The Quays	None	All service needs satisfied	No impact

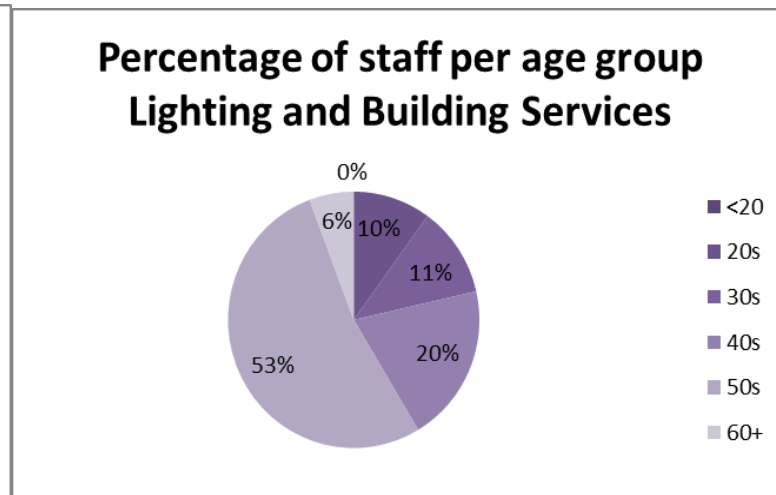
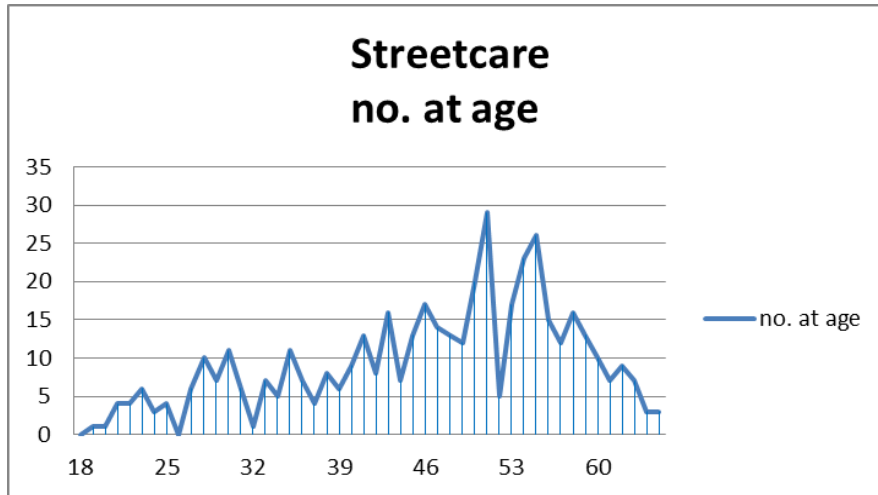
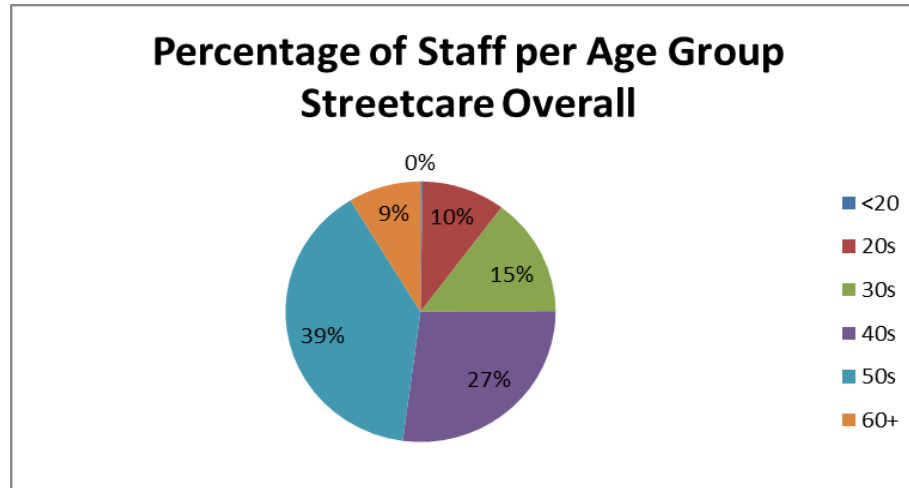
Appendix 1

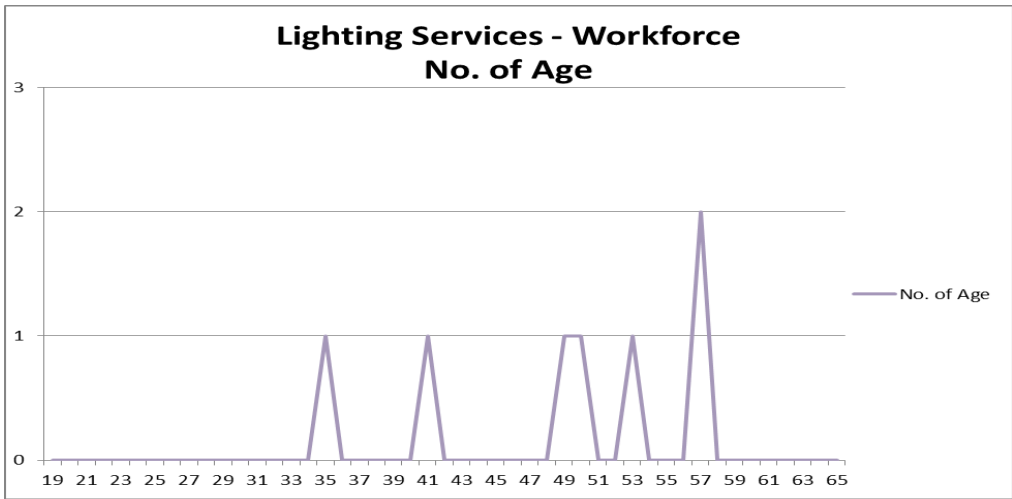
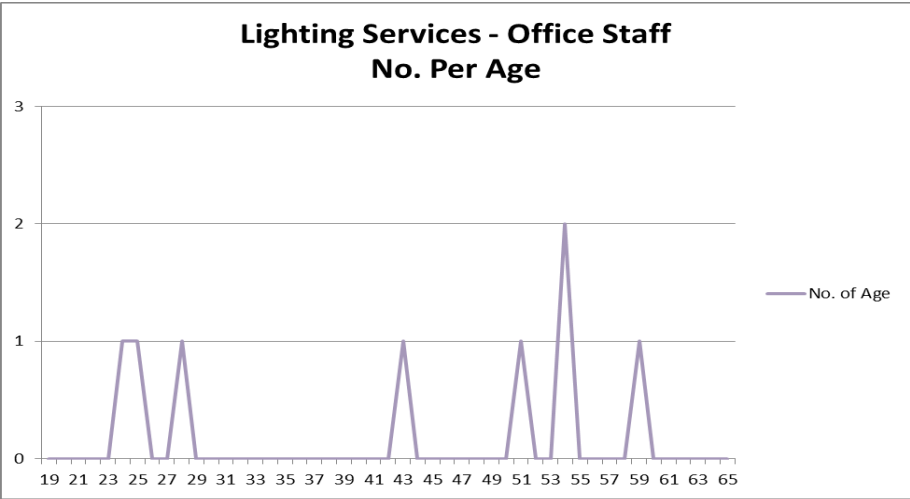
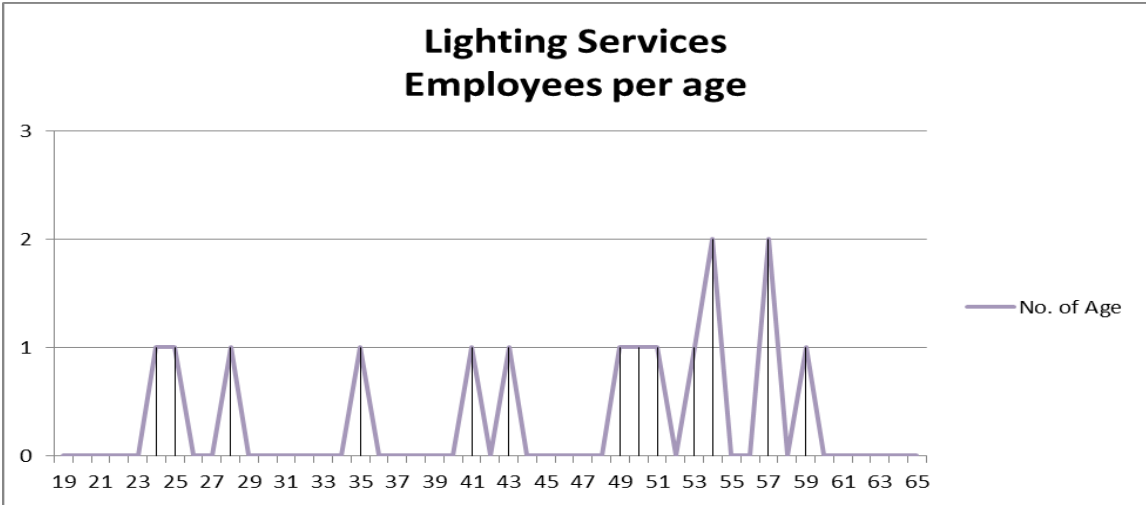


* on secondment to Lighting Project

Risk Management Table:
Appendix 2

Ref	Risk Description	Likelihood Score	Impact Score	Overall Risk (L x I)	Proximity	Mitigating Action	Target Date	Risk Owner
R1	Future lack of information concerning lighting failures for lamps not on remote monitoring.	4	2	8M	1	Development of on line reporting and extension of remote monitoring where possible..	2016/17	MK/DS
R2	Reducing workload capacity with ageing workforce profile and gradual loss of skilled personnel.	4	2	8M	1	Flexible use of employees, employment of contractors as appropriate, and succession planning	Ongoing	MK
R3	Service disruption due to implementation of service changes, in particular with developing new technology systems for maintenance duties.	2	2	4L	1	Close supervision and management of the introduction of the process.	Ongoing	MK/DS
R4	Loss of moral leading to increased staff turnover	4	2	6M	1	Ensure development needs are addressed by targeted spend of training budget.	Ongoing	MK
R5	Reduced capital funding for signal / aids to movement replacement	2	2	4L	2	Early forecasting of system deterioration / failures	Ongoing	Head of Service/MK
R6	Failure to meet the electrical safety, quality and continuity regulations for council owned distribution network.	1	3	3L	2	5 year investment programme.	2018	MK
R7	Renewal project delays due to sickness / staff absence.	2	1	2L	2	Close management of site activity and sickness and develop greater staff flexibility.	2018	MK
R8	Inability to achieve required energy savings in 2016/17	2	2	4L	1	Trial further dimming and other energy savings options.;	2018	MK/DS
R9	Lighting Project overspend	1	3	3L	2	Monthly progress and budget monitoring plus control of issued work.	2018	MK/DS





Priorities / Actions / Outcomes Table:

Appendix 4

Priority 1 – Implement a medium to long term planned maintenance programme for effectively managing the infrastructure not covered by the renewal project.			
Action	Responsible Officer	Timescale	Evidence
To evaluate and implement a strategy to manage the Street Lighting infrastructure.	MK/DS	Annually	Currently collating information to produce a Life Cycle Plan on completion of the Street Lighting investment programme
Priority 2 – Formulate and implement a revised strategy for maintenance of the new infrastructure.			
Action	Responsible Officer	Timescale	Evidence
Continue to deliver the service by retaining and training staff on the new technology installed under the Street Lighting Renewal Programme.	MK/DS	Quarterly	Record available on Public Lighting data base,
Priority 3 – continue to deliver a balanced financial outcome for the service area.			
Action	Responsible Officer	Timescale	Evidence
Continue to monitor and maintain existing employed resources and contractors where appropriate	MK/DS	Quarterly	Delivery of a balanced financial outcome for the service delivery area, by efficient management of resources both manpower and material. Monthly monitoring of output by cost and productivity.
Priority 4 – Be proactive in maximising the attendance at work.			
Action	Responsible Officer	Timescale	Evidence
Work to reduce sickness absences / proactive management continued to be applied.	MK/DS/SUP	Monthly	Records of return to work interviews and associated actions. Records of disciplinary action

			where necessary and Performance data is all held by managers.
Priority 5 – Ensure completion of EDR’s, and the development of staff/operatives.			
Action	Responsible Officer	Timescale	Evidence
Complete Performance Appraisals/Development Reviews in timescale.	MK/DS/SUP	Annually (All Line managers and Supervisors to complete by end September)	Records of appraisals and associated actions held by managers
Priority 6 – To continually manage and monitor the Public Lighting infrastructure energy budget.			
Action	Responsible Officer	Timescale	Evidence
<ul style="list-style-type: none"> • Continually monitoring the street lighting energy returns. • Pursue any opportunity for grant funding of LED’s • Pilot solar energy installations 	MK/DS	Quarterly	Energy data held on public lighting data base. Grant Bids. Details of pilot.
Priority 7 – To progress Phase Three of the Lighting Renewal Project and continue to deliver capital improvements in the traffic signal infrastructure within the set budget.			
Action	Responsible Officer	Timescale	Evidence
Continue to monitor set budgets and project progress. Cap renewal work within budget level	MK/DS	Monthly	Site installation of new infrastructure and removal of redundant equipment.
Priority 8 – Pursue grant opportunities for LED lighting.			
Action	Responsible Officer	Timescale	Evidence
Opportunities to be administered.	MK/DS	Quarterly	Applications to grant if applicable to access funds.

Priority Measures Table:

Priority Measures (2016-2017)	2014-2015 Performance (if available)	2015-2016 Performance (if available)	2016-2017 Performance Outlook
PM1 –% Lighting Renewal expenditure within profiled spend.	-	95%	Maintain
PM2 – Minor and major accident statistics.	1 No.	0 No.	Maintain.
PM3 – Mail responded to within 8 working days.	71%	50%	Improve.
PM4 – Average cost of maintaining street lamps (excluding energy but including borrowing cost for Renewal Project).	£52.22	£53.15	Increase with cost of borrowing repayment for renewal work
PM5 – The average number of calendar days to repair all Street Lamp failures during the year.	1.63	1.56	Maintain.
PM6 – No of streetlight out reports received via contact centre.	840	664	Improve
PM7 – No KW/Hrs of energy used for public lighting.	8088 Kwh	7184 Kwh	Reduce

Mandatory Corporate Measures

Mandatory Measures (2016-2017)	2014-2015 Performance (if available)	2015-2016 Performance (if available)	2016-2017 Performance Outlook
CM01 Number of transactional services: a) Fully web enabled b) Partially Web enabled	1	1	Maintain on-line fault reporting
CM02 % of revenue expenditure within budget	98.31%	97.69%	Improve. Aim to achieve 100%
CM03 % (amount) of FFP savings at risk	0%	0%	Maintain.
CM04 Average FTE (full time equivalent) days lost due to sickness	3.3	4.8	Maintain at well below council average as present.
CM05 % (no.) of staff performance appraisals to be completed during 2016-2017	100%	100%	Improve: 100% using the new corporate process.
CM06 No. of employees who left due to unplanned departures	0	0	Monitor.

CM07 Total number of complaints: <ul style="list-style-type: none"> • Internal • External 	N/A	0	Monitor.
CM08 Total number of compliments <ul style="list-style-type: none"> • Internal • External 	N/A	2	Monitor.
CM09 % (no.) of services measuring customer satisfaction	No data available	No data available	Improve.
CM10 % (no.) of service report cards to be produced by 31.03.17	N/A	100%	Maintain.