

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 Building Services

Purpose of Report

- 1 To seek Member approval for the Operational Business Plan for Building 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 Building 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 Building 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

Building Services

Prepared by the

**Lighting & Building Services Manager
and**

Head of Service, Streetcare Division

Sponsor

Councillor Edward V. Latham

Cabinet Member for Environment

Section 1 - Introduction

The former Building Services was disaggregated in August 2010 in preparation for the Housing Stock Transfer that subsequently took place in the spring of 2011. In parallel the section that carried out Building Maintenance of the Council's portfolio of Public Buildings joined the Streetcare Division of the Environment Directorate.

Building Services does not have a revenue budget of its own and therefore operates as a Business Unit, being dependent upon charging clients for work carried out. It is therefore crucial that the service takes account of the mix and timing of work in its resource planning.

Preparatory work is undertaken during March/April each year to establish what capital schemes along with maintenance works are likely to be available. As much of the work in schools is required during the school holidays a large proportion has to be sub-contracted out.

Details of the staffing structure are shown in Appendix 1

The purpose of Building Services as identified by its customers through a System Review is: To perform a comprehensive building service to ensure properties remain fit for purpose.

Our vision for the service is that, ultimately, it will be admired by citizens. As part of achieving this goal we have adopted the values of: mutual trust and respect; leading by example; no blame; team and collaborative working; empowered staff, fairness, acting with integrity, openness, and doing 'what matters' for our clients.

The service is responsible for the following:

The activities of Building Services encompass all aspects of building maintenance and improvement work, it provides an in-house solution for building work that is responsive to the needs of the Council and is accountable. The scope of work undertaken is as follows:

- General Building Maintenance including, Carpentry, Bricklaying, Plastering, Glazing and Painting;
- Mechanical Services e.g. Heating Systems Commercial, Plumbing, Gas Services;
- Electrical Services including Installation testing and inspection, Fire alarms, emergency lighting and Portable appliance testing; and,
- Emergency Services for all trades 24 hours/day/365/year;

Services are provided to a wide range of customers:

- Secondary Schools (Capital Maintenance Works, Responsive Repairs, Programmed Work);
- Primary Schools (Capital Maintenance Works, Responsive Repairs, Programmed Work);
- The Authority – for all Civic Owned Buildings;
- Outside bodies e.g. Colleges, Community Councils, and Gwalia Housing (Responsive Repairs and Programmed Works).

As part of ensuring that good quality and value for money services are provided to our customers the following accreditations are held:-

- Gas Safe Registered
- NICEIC Registered
- OHSAS 18001
- Investors in People

The anticipated operating budget for 2016/17 is as follows:

Building maintenance revenue (Internal & Primary Schools)	£2,602,700
Building maintenance revenue (Rechargeable & Comp Schools)	£597,239
Capital Works	<u>£1,250,000</u>
	£4,449,940

Section 2 - Priorities

Progress with achieving the priorities in 2015/16

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

- Delivered a balanced financial outcome for the service area. This was achieved by increasing turnover where suitable works could be identified utilising existing employed resources and sub-contractors where appropriate.
- ‘Clearview’ system of recharging work: The simplification of the recharge system to customers for labour and materials has reduced the number of queries received in comparison to the old style Schedule of Rates. Where there have been queries, particularly on emergency response work, the arrival

and departure times of the operatives along with the site representative's signature has been facilitated by the hand held electronic devices now utilised by all emergency response operatives.

- Work to reduce sickness absence levels: Proactive management has continued to be applied. (see *Mandatory Corporate Measure CM05*).
- Annual employee training and development programme completed.
- Completed 4,353 Emergency/Urgent jobs, with 4 Hour response compliance increasing to 91%, and 24 Hour response compliance increasing to 77%
- Completed 2,449 Non-urgent/Service jobs.
- Comprehensive measurement of Customer Satisfaction was not undertaken as planned in 2015/16 and is a priority for the current year.

Priorities to be delivered in 2016-2017

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

1. Complete schemes to agreed cost, quality and time;
2. Expand skills and capability with respect to home adaptations;
3. Achieve a balanced financial outcome for the service area;
4. Minimise waste, recycle as far as is cost effective, and make the most of sustainable materials where possible;
5. Maintain and further develop if necessary the 'Clear View' recharging system of work.
6. Optimise attendance at work, acknowledging that genuine sickness can affect anyone at any time;
7. Complete Performance Appraisals for all employees in line with corporate guidelines;
8. Expanded use of electronic hand held devices in the Day to Day maintenance section to assist with improving service performance;
9. Meeting emergency response times as far as possible;
10. Ensure all transactions with our clients and supplies can as far as possible be completed on-line.
11. Measure customer satisfaction in line with Corporate guidelines

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 and thereby contribute to raising education standards and attainment;
- Corporate improvement priority 3, Improving Outcomes/Improving Lives, to ensure the service can plan its part in maximising the number of adults with or without support that can live independently in their own home;
- Corporate improvement priority 4, Prosperity for All, so the service is well placed to play a role in physical regeneration;
- 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, the service generating a surplus of £100,000 per annum towards balancing the budget for the Environment Directorate.
- 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

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 Building 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

Building Services can manage with the anticipated revenue/capital workloads within its capacity, and where workload exceeds our capacity, particularly during school and summer holiday period, sub-contractors are utilised.

The service is currently at a minimum staffing level and succession planning is a priority, with an apprentice and graduate training programme needed to supplement trades and technical experts that have been lost to retirement.

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 Managers will continue to monitor staff morale through team briefings and site visits.

Workforce turnover is minimal.

Longer term observations

There will be a need to continue to ensure expert leadership and technical skills are in place to ensure the council's building management and maintenance requirements are met going forward in the face of continuous industry changes and changing service demands. Whilst the extent may vary, this will be true 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 trades and technical experts that have been, and will be, lost to retirement. These additional programmes would need to be resourced and funded as part of the succession planning.

The extent and exact nature of the 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 54 employees in Building Services and it can be seen from the graphs that around half of all personnel are over 50, with around one-third approximately in the age range 50 – 55. There are currently no office based staff under the age of 35 and only 5 under 50 years old. 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.

Actions identified from above are included in the Priorities / Actions / Outcomes Table in Appendix 4

Section5 – Property consequences of the adopted priorities

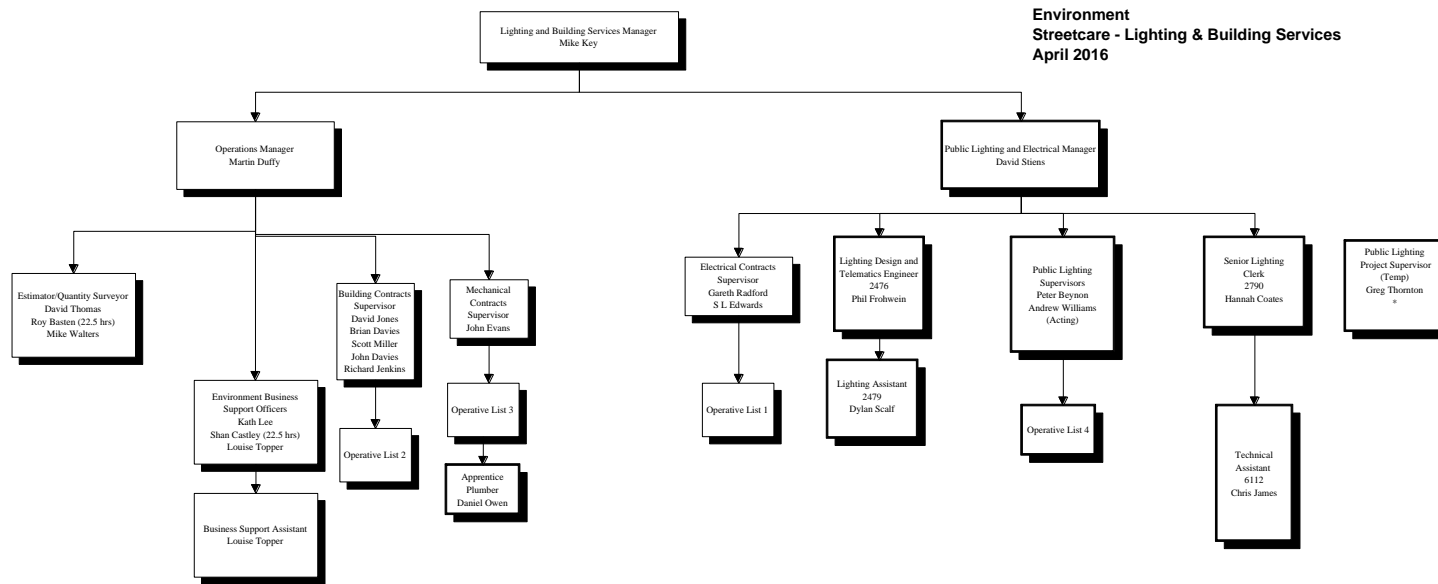
Building services currently operate from an old converted bus garage at Tregelles Court in Neath Abbey. Whilst welfare facilities for operational staff are minimal all service needs are generally satisfied and there will be no accommodation impacts in generally delivering the identified priorities. However, strategically there is a need to consider consolidating building services with other environment services at The Quays in Briton Ferry. This would allow all staff involved in property maintenance to be co-located and allow the Environment Directorate to vacate the main building at Tregellis Court and shed associated costs. The facility at Briton Ferry is more modern, has better facilities, and provides good access to the County Borough generally.

Property Table:

<u>Property Name</u>	<u>Required Change</u>	<u>Why</u>	<u>Impact</u>
Tregelles Court, Neath	To vacate the premises and relocate to The Quays, Briton Ferry if the service can be accommodated	Costs will be saved, facilities for staff improved, and efficiency improved	To be assessed with Facilities Management at The Quays

Actions identified from above are included in the Priorities / Actions / Outcomes Table in Appendix 4

Appendix 1

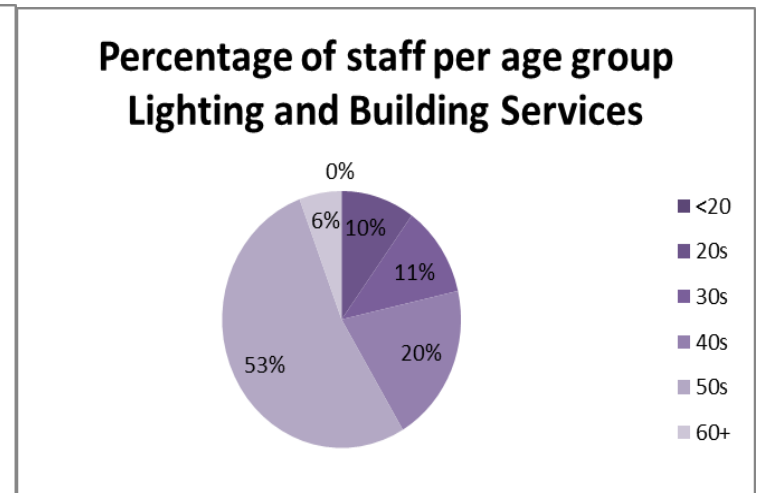
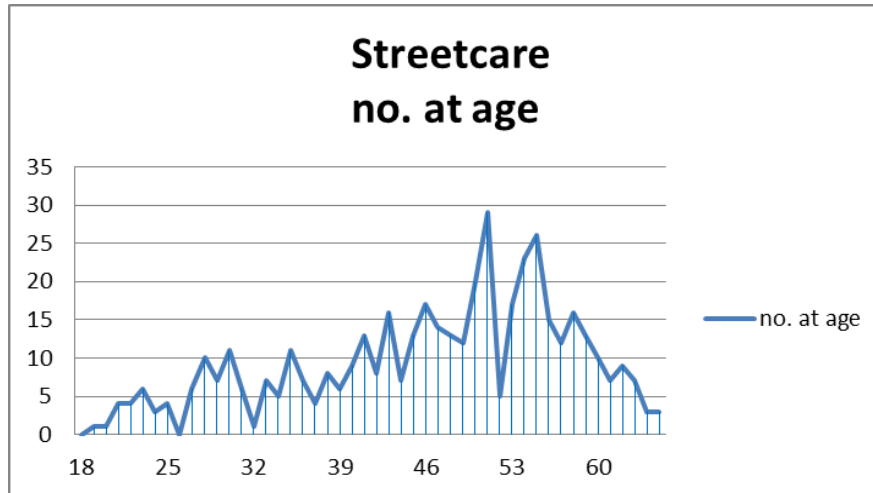
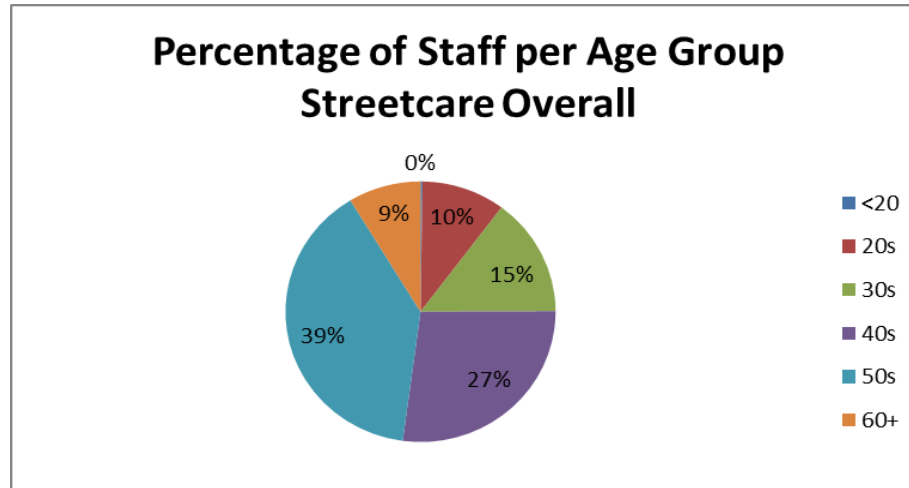


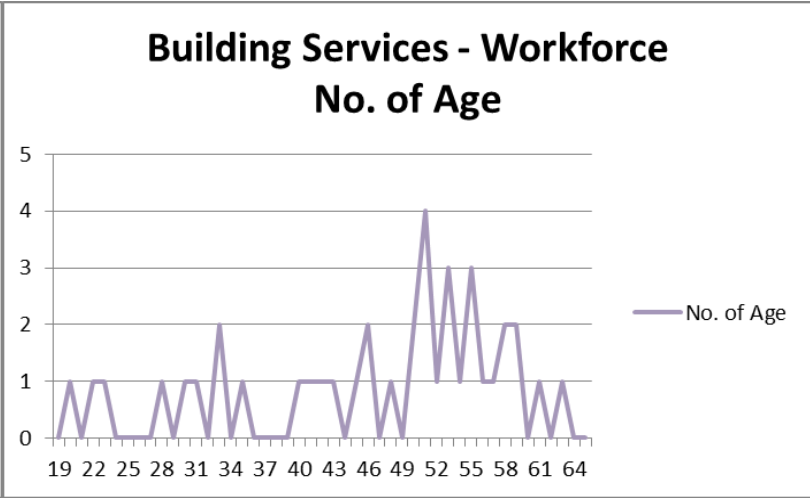
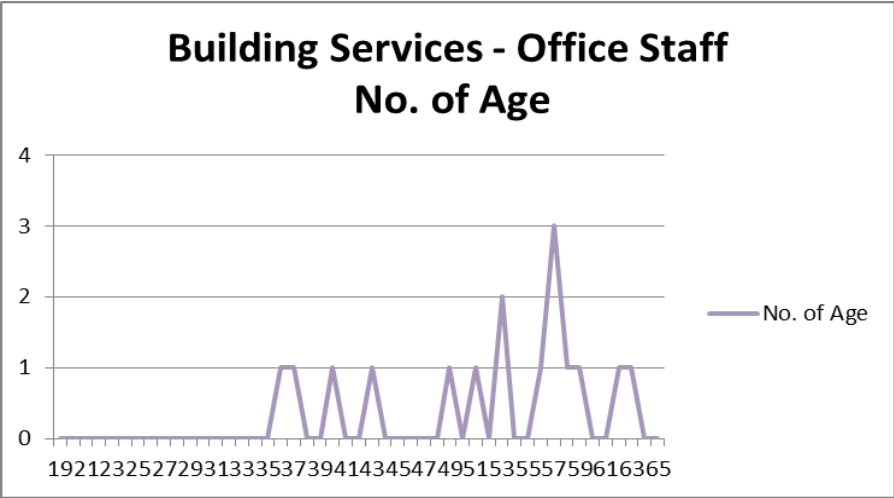
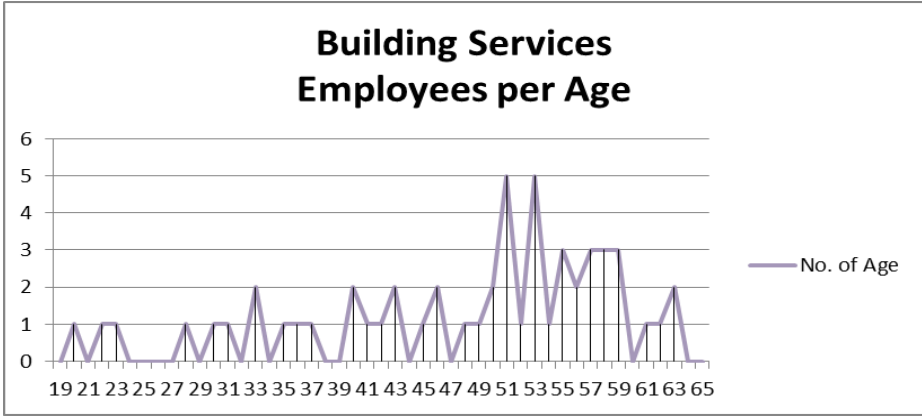
* on secondment to Lighting Project

Risk Management Table:

Appendix 2

Ref	Risk Description	Likelihood Score	Impact Score	Total Score	Proximity	Mitigating Action	Target Date	Risk Owner
R1	Failure to meet anticipated income levels.	2	1	2L	1	Budget monitoring, lobbying regarding timing of proposed work to maximise turnover.	Monthly	MK, Managers & Supervisors
R2	Reducing workload capacity with ageing workforce profile and gradual loss of skilled personnel.	4	2	8M	1	Flexible use of employees and employment of contractors as appropriate.	Ongoing	MK
R3	Service disruption due to implementation of service changes, in particular with developing hand held systems for servicing duties.	2	2	4L	1	Close supervision and management of the introduction of the process.	Ongoing	MK and Managers
R4	Loss of servicing and testing work.	3	2	6L	1	Discussions with Property and Regeneration colleagues.	Ongoing	Electrical Manager
R5	Loss of moral leading to increased staff turnover	4	2	8M	1	Ensure skills shortage is addressed by targeted spend of training budgeted.	Ongoing	MK
R6	Failure to take a positive decision concerning service delivery model going forward	4	3	12H	1	Monitor the current service delivery model and be proactive in the decision making process.	Ongoing	Head of Service/MK
R7	Union request to revisit business case for use of council vehicles for home to work travel with a view to ceasing use. Removal of use would not only reduce efficiency in many cases but could lead to staff turnover and skills loss	4	4	16H	1	Continue with the monthly attendance time audit process which will provide reassurance of onsite working.	Monthly	MK





Priorities / Actions / Outcomes Table:

Appendix 4

Priority 1 – Complete schemes to agreed cost, quality and time.			
Action	Responsible Officer	Timescale	Evidence
Continue to deliver the service by retaining and training the staff.	MK/MD	Monthly	Delivery of schemes on time and within budget at end of year.
Provide effective supervision and information systems.	MK/MD/SUP/EST	Weekly	Monthly/quarterly progress meetings.
Priority 2 –Expand skills and capability with respect to home adaptations.			
Action	Responsible Officer	Timescale	Evidence
Establish training requirements/opportunities through appraisals and monthly team briefings, with a view to obtaining and attracting other works.	MK/MD/SUP	Monthly	Discussions with other departments and outside bodies.
Priority 3 –Achieve a balanced financial outcome for the service area.			
Action	Responsible Officer	Timescale	Evidence
Increasing turnover where suitable works could be identified utilising existing employed resources and sub-contractors where appropriate.	MK/MD	Monthly	The delivery of a balanced financial outcome for the service area, by monthly budget monitoring.
Priority 4 –Minimise waste, recycle as far as is cost effective, and make the most of sustainable materials where possible.			
Action	Responsible	Timescale	Evidence

	Officer		
Review working practices and procedures to reduce waste.	MK/MD	Quarterly	Monitoring of service waste to ensure maximising of recycling opportunities.
Priority 5 –Maintain and further develop if necessary the ‘Clear View’ recharging system of work.			
Action	Responsible Officer	Timescale	Evidence
Monitor and review the Clearview system of work with key customers.	MK/MD	Quarterly	Notes of liaison meetings with key customers held by manager.
Priority 6 –Optimise attendance at work, acknowledging that genuine sickness can affect anyone at any time.			
Action	Responsible Officer	Timescale	Evidence
Work to reduce sickness absence levels - Proactive management continued to be applied.	MK/MD	Monthly	Records of return to work interviews and actions, Notes of staff meetings/briefings Corporate sickness measures
Priority 7 –Complete Performance Appraisals for all employees in line with corporate guidelines.			
Action	Responsible Officer	Timescale	Evidence
Complete Employee Appraisals/Development Reviews within timescale.	MK/MD/SUP	Annually	Review records of records and action held by manager.

Priority 8 – Expanded use of electronic hand held devices in the Day to Day maintenance section to assist with improving service performance.			
Action	Responsible Officer	Timescale	Evidence
Expand handheld device operation to all aspects of the servicing teams.	MK/MD/SUP	Annually	Roll out of new devices currently implemented and continually monitored by supervisors to identify any on-going issues.
Priority 9 –Meeting emergency response times as far as possible.			
Action	Responsible Officer	Timescale	Evidence
Maintain and improve, where cost effective, emergency response procedures and capability levels.	MK/MD	Quarterly	Urgent, 4 hours and 24 hour response time statistics held by manager.
Priority 10 – Ensure all transactions with our clients and supplies can as far as possible be completed on-line.			
Action	Responsible Officer	Timescale	Evidence
Review transactions and identify any significant business where no on-line capability exists	MK/MD/SUP	Quarterly	Record of service review
Develop a plan with IT to develop systems to plug any gaps			Record of prioritisation for any identified gaps by IT/Digital Service Board
Effectively manage on-line transactions			<ul style="list-style-type: none"> Records of electronic

			orders from clients <ul style="list-style-type: none"> • Records of electronic recharging to clients • Monthly financial monitoring via Barclays Spend Management
Priority 11 – Measure Customer Satisfaction.			
Action	Responsible Officer	Timescale	Evidence
Develop satisfaction questionnaire to issue to clients on completion of jobs or as part of general liaison.	MD/SUP	Weekly	Records of relevant questionnaires and analysis by manager.

Priority Measures Table:

Priority Measures (2016-2017)	2014-2015 Performance (if available)	2015-2016 Performance (if available)	2016-2017 Performance Outlook
PM1 – Minor and Major accident statistics.	6 No.	5 No.	Improve.
PM2 – 4 hour Emergency attended or completed within 4hours.	1399 jobs 87% (95% within 2 days)	1561 jobs 91% (96% within 2 days)	Continue Improvement
PM3 – 24 hour Emergency attended or completed within 24hours.	1758 jobs 75%	2058 jobs 77%	Continue Improvement
PM4 – 7 day Urgent completed within timescale.	607 jobs 54%	734 jobs 69%	Continue Improvement

Mandatory Corporate Measures Table

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	N/A N/A	N/A N/A	Establish baseline.
CM02 % of revenue expenditure within budget	100%	100%	Maintain.
CM03 % (amount) of FFP savings at risk	0%	0%	Maintain.
CM04 Average FTE (full time equivalent) days lost due to sickness	3.5	1.9	Monitor: Sickness levels are very low and some variations may be expected.
CM05 % (no.) of staff performance appraisals to be completed during 2016-2017	100%	100%	Maintain.
CM06 No. of employees who left due to unplanned departures	0	1	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 	1	4	Monitor

Mandatory Measures (2016-2017)	2014-2015 Performance (if available)	2015-2016 Performance (if available)	2016-2017 Performance Outlook
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	100%	100%	Maintain.