

# Quarterly Performance Report – Assets & Transportation

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**Report Period** Quarter 2: July - September 2012

## Introduction

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The report is produced on a quarterly basis and provided to Cabinet Members for review and assurance and will be available for Overview and Scrutiny Committees as part of their Forward Work Programmes.

The report consists of an overview of the key messages to highlight across all work streams in Assets & Transportation, which is followed by highlights from each service area. Parts 2 and 3 of the report include an assessment of performance in the quarter from the following sources:

- Improvement Plan Monitoring
- Strategic Assessment of Risks and Challenges
- Performance Indicators and Outcome Measures
- Improvement Target Action Plan Monitoring
- Key Actions from Service Plan Monitoring
- Internal and external regulatory reports
- Customer satisfaction and feedback
- Awards and accreditations
- Resource Management (HR, ICT, Finance, Assets)

## 1. Foreword

This section of the quarterly performance report gives a summary of highlight information such as key activity, issues arising, awards/accreditations. The purpose of this section is to give information highlights only; further details if appropriate are included in section 3 and signposted below.

Report highlights for this quarter are the following items: -

<p><b>Flintshire Futures</b></p>	<ul style="list-style-type: none"> <li>• Holywell Flintshire Connects facility refurbishment works have commenced and the project is scheduled to be handed over in October, the project is on plan to achieve this date.</li> <li>• The feasibility study of Clwyd Theatr Cymru has now been completed and was reported to the Theatre Management Board in 2012 prior to it being finalised in August.</li> <li>• Work in relation to the office rationalisation process and the ongoing development of the other Flintshire Connects facilities continues with the potential for Flint to be the next Connects Office to be developed.</li> <li>• Third party lease terminations continue to be progressed.</li> <li>• Work relating to the development of Alltami depot continues with phase 2 of the office remodelling complete and work around the remodelling of the reception to commence shortly. Work in relation to the remodelling of the 'red shed' and other service buildings will follow subject to planning approval being granted.</li> </ul>
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Other highlights by service area are as follows: -

<p><b>Transportation</b></p>	<ul style="list-style-type: none"> <li>• Work will commence on the development of an integrated transport solution when the Transport Manager takes up her position in October 2012.</li> <li>• The exploration of a regional transport solution is a further work area that is being progressed and a business case is being prepared through the regional consortium, Taith. This is at a very early stage and reports will be brought to the Taith Board when the business case has been developed in more detail.</li> <li>• Review of subsidised bus services will commence when the Transport Manager takes up her post in October. This is an important piece of work which will start to shape future bus services in Flintshire. Reports will be brought back to Members for future consideration and comment.</li> </ul>
<p><b>Valuation and Estates Management</b></p>	<ul style="list-style-type: none"> <li>• Work on the agricultural estate rationalisation programme continues to be progressed with our tenants. We have recently commenced the marketing of Pigeon House Farm, a vacant farm unit in Hope.</li> </ul>
<p><b>Property Maintenance and Design Consultancy</b></p>	<ul style="list-style-type: none"> <li>• Work is progressing well in relation to the new Shotton Primary School, with detailed design development work and cost planning in progress.</li> <li>• The service area is also supporting the Flintshire School modernisation programme, developing cost plans, conceptual designs and strategic procurement options.</li> <li>• In relation to the service restructure staff are currently going through the assimilation and matching process.</li> </ul>

<b>Energy and Water Management</b>	<ul style="list-style-type: none"> <li>• The Carbon Trust undertook an independent assessment of our performance in the management and delivery of the Councils Carbon Reductions Strategy; the outcome was positive and will be fed back to a future meeting of the Committee.</li> <li>• We continue to explore the potential opportunities for further biomass boilers to be installed on our remote sites, together with the development of other renewable technologies.</li> </ul>
<b>Highway Policy and Strategy</b>	<ul style="list-style-type: none"> <li>• Work on the creation of a further two half width bus bays at Shotton has commenced, this should further relieve congestion issues around Shotton.</li> <li>• The survey of 'lines and signs' have now been completed and work to reinstate a number of these throughout Flintshire has commenced to ensure that they are compliant with the related Traffic Regulation Order. As noted previously Implementation of CPE is anticipated Autumn 2013.</li> <li>• The development of a route called 'Burton Marsh', which will make a physical connection into England is currently being tendered. Other work items relating to feasibility studies and pre-delivery work packages are currently being programmed or developed.</li> </ul>
<b>Highway Engineering Consultancy including Traffic Services</b>	<ul style="list-style-type: none"> <li>• The Speed Limit Review has now been completed and Officers will be preparing a report for Scrutiny in November.</li> <li>• Work continues to be progressed regarding the development of design solutions for the Mold Flood Alleviation Scheme. Detailed modelling has now been undertaken in relation the town and this information has been shared with Welsh Water who are considering the data.</li> <li>• In relation to the restructure process we are currently reviewing JEQ information returned from panel.</li> </ul>

## 2. Performance Summary

### 2.1 Improvement Plan Monitoring

The following table summarises the progress made to date and progress against the desired outcome of the Council Improvement Priorities on which Assets & Transportation lead.















#### KEYS

##### Progress RAG

<b>R</b>	<b>Limited Progress</b> – delay in scheduled activity; not on track
<b>A</b>	<b>Satisfactory Progress</b> - some delay in scheduled activity, but broadly on track
<b>G</b>	<b>Good Progress</b> - activities completed on schedule, on track

##### Outcome RAG

<b>R</b>	<b>Low</b> - lower level of confidence in the achievement of outcome(s)
<b>A</b>	<b>Medium</b> - uncertain level of confidence in the achievement of the outcome(s)
<b>G</b>	<b>High</b> - full confidence in the achievement of the outcome(s)

Council Priority	Target Date	Progress RAG	Outcome RAG	Commentary
<b>1. To be a modern, efficient and cost effective public organisation through our four resource strategies - the Medium Term Financial Strategy, the People Strategy, the Asset Management Strategy and the ICT Strategy - whilst ensuring our local taxes and fees and charges are fair and affordable</b>				
1.3 To reduce asset costs and maximise income and receipts	Dec 2016			Para 3.1
1.5 To extend agile working within the workforce	Dec 2016			Timescale extended to make coterminous with 1.3 and 6.5. Para 3.1.2
<b>5. To make our communities safe and to safeguard the vulnerable, with children and older people being priority groups</b>				
5.6 Introduce Civil Parking Enforcement (CPE)	Nov 2013			Member workshop scheduled October 2012. Para 3.1.3
5.10 Delivering sustainable modes of travel schemes	Mar 2016			- Integrated transport business plan being developed - Work streams from Taith programme being implemented Para 3.1.4
<b>6. To protect and grow the local and regional economy, to be a prosperous County and to provide help and support for those vulnerable to poverty</b>				
6.5 Rationalisation of property and land estate	Dec 2016			- First Flintshire connect to open in October - Lease release programme continues Para 3.1.1 and 3.1.5
6.6 Complete TAITH work programmes	Apr 2013			Burton Marsh link to commence on site in the Autumn Para 3.1.6
<b>10. To protect, plan and develop sustainable natural and built environment</b>				
10.3 Manage energy consumption within Council buildings	On-going			Para 3.1.7

## 2.2 Strategic Assessment of Risks and Challenges (SARC)











The table below summarises the position of SARCs at the end of the reporting period.

### KEY

<b>R</b>	<b>High Risk</b>
<b>A</b>	<b>Medium Risk</b>
<b>G</b>	<b>Low Risk</b>

Commentary is included in section 3 for those SARCS: -

- that are showing a Red RAG status
- where the RAG status has changed since the last reporting period
- where the Green Predictive Date has changed since the last reporting period
- where there has been considerable change or additions of secondary risks and activity



SARC	Previous RAG Status	Current RAG Status	Green Predictive
<b>CG05a</b> Asset Management			2015/16
<b>CG05b</b> Asset Rationalisation			2015/16
<b>CD07</b> Depot Review			DEC 2013/14 still ok
<b>CD06</b> Transport Arrangements for Traffic Users			2013/14
<b>CL11</b> Integrated And Public Transport Infrastructure (External)			2015/16

## 2.3.1 Performance Indicators and Outcome Measures

### Key

<b>R</b>	<b>Target missed</b>
<b>A</b>	<b>Target missed but within an acceptable level</b>
<b>G</b>	<b>Target achieved or exceeded</b>

Graphs and commentary are included section 3 for those indicators shown with a RAG status of either Amber or Red. An asterisk (\*) indicates that the indicator is an *improvement* target.

Indicator	Previous Annual Outturn	Annual Target	Annual Outturn	RAG	Improved / Downturned
* <b>IA3.1L1</b> - Increase the Standard Assessment Procedure (SAP) Rating in Council housing stock	66.70	68.00	N/A		
<b>IMPROVEMENT SUCCESS MEASURES</b>					
* <b>EEF/002a</b> - Percentage change in carbon dioxide emissions in the non domestic public building stock	3.88%	4%	**		
* <b>THS 007</b> – The percentage of adults aged 60 or over who hold a concessionary bus pass	76.25%	78%	N/A		

\*\* Please note EEF/002a is reported a year in arrears.

### 2.3.2 Improvement Target Action Plan Monitoring

The following table summarises the progress made in relation to the actions being undertaken to achieve the targets set for the Improvement Targets.

**Key** - ✓ on track, ✗ behind schedule, C completed

Ref	Action & Planned Completion date	On-track?
*EEF/002a	1. Maintain Energy 'Be Responsible' campaign, rollout e-learning module to staff, and undertake bridge link and energy Champion events. Ongoing activity.	✓
	2. Installation of energy efficient equipment and systems. Ongoing activity.	✓
	3. Monitor and manage energy consumption through remote access Building Management Systems, Monitoring and Targeting and Automatic Meter Readings.	C
	4. Refurbishment of Energy systems at Deeside Leisure Centre	C
*IA3.1L1	1. Complete work on the 4 Community Energy savings programmes (CESP) in Higher Shotton, Greenfield, Connah's Quay Golftyn 4 and Connah's Quay central 2. Efficiency works area about to commence on site.	✓
	2. Complete Arbed* Phase 1 and submit proposals for Arbed Phase 2. Decision is pending from Welsh Government on phase 2 proposals.  * <b>'Arbed'</b> (meaning 'Save') is a £30 million fund sourced primarily from the Strategic Capital Investment Fund (SCIF) and the UK Department of Energy and Climate Change (the initiative is also known as the 'Strategic Energy Performance Investment Programme').	✓

	This groundbreaking scheme is intended to tackle climate change, help eradicate fuel poverty and boost economic development and regeneration within Wales. Most importantly the improvements to the housing stock under the 'Arbed' scheme will ensure that long term solutions are put in place to future proof Welsh homes	
	3. Solid wall insulation installation throughout Community Energy Saving Programme (CESP) areas, the renewal area, and households benefitting from the housing renovation loans. Ongoing activity.	✓
THS 007	Continue to promote the scheme and seek to increase take up through our Flintshire Connect facilities.	✓

## 2.4 Key Actions from Service Plan Monitoring

The following table shows which areas have incurred slippage or have been subject to a revised timetable and references the page number where commentary can be found to further explain the slippage/revised timescales: -

**Key** - ✓ on track, ✗ behind schedule, C completed

Improvement Area	On-track?	Commentary
Use Asset Management to drive through the assets workstream within Flintshire Futures	✓	
Implement recommendations from Making the Connections particularly around procurement	✓	
Review and reorganisation of services	✓	
Review current Service Communication Strategy	✓	
Develop and implement positive Change Management	✓	
Develop understanding of and responses to Customer Needs	✗	Refer to 3.4.1
Depot rationalisation	✓	
Property Marketing via Web	✓	Refer to 3.4.2
Continue to implement the Carbon Reduction Strategy to help manage and control greenhouse gas emissions and deliver on national targets relating to carbon reduction.	✓	
Finalise the programme of surveys of the Council's major offices and buildings to establish the baseline use of energy and water consumption	C	
Continue to raise the profile of energy within the Council and the cost of this resource	✓	
Continue to support and advise Directorates on energy and water conservation measures	✓	
Continue to install BEMs within County buildings to increase remote access and monitoring of building heating controls	✓	

Develop data collection systems that allow prompt and accurate data collection and analysis	C	
Develop and implement action plans to ensure current DEC ratings are improved and hence energy efficiency performance increased	✓	
Implement a Quality Assured system ISO 9001	On hold	Refer to 3.4.3

## 2.5 Internal & External Regulatory Reports





The following internal or external audit/regulatory work has now been completed during the quarter and the outcome of the work can be summarised as follows. Negative outcomes should be discussed in more detail in section 3 and page numbers are referenced in the table below.

Undertaken By	Title & Date Report Received	Overall Report Status
Internal Audit	Asset Management	Issued in draft, content being discussed with Internal audit.

## 3. Exception Reporting



### 3.1 Improvement Plan Monitoring

#### 3.1.1

Council Priority	Completion due	Progress	Outcome
1.3 To reduce asset costs and maximise income and receipts	Dec 2016		
6.5 Rationalisation of property and land estate	Dec 2016		

**Progress** - This is a long term piece of work linked to a number of work stream within the Flintshire Futures programme. We are continuing to rationalise our third party leases when opportunities arise through break clauses or lease termination dates. Consolidation of staff into Mold, Flint or other Council accommodation continues where logical opportunities arise to reduce our overall footprint present themselves. Activity to move more staff to agile and mobile working will increase over the coming years as we seek to rationalise our office accommodation and consolidate into core buildings.

#### 3.1.2



1.5 To extend agile working within the workforce	Dec 2016		
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**Progress** - This is a complex work stream connected with Flintshire Connects and seeks to increase the authority's ability to work in a mobile and agile way, through the use of IT and mobile technologies and is linked to workstream 1.3 and 6.5 above. We are currently





working on a number of areas and supporting teams in potential relocations on the basis that the move needs to make available additional space and also ensure that the service area moves from fixed desk to agile or mobile.

### 3.1.3

5.6 Introduce Civil Parking Enforcement (CPE)	Nov 2013		
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**Progress** – Work is being undertaken to explore the wider impacts of CPE linked to a review of all car parks and the creation of a more consistent position across the whole of Flintshire rather than in two towns. Member workshop to be held in October. Anticipated go live date for CPE Autumn 2013.

### 3.1.4

5.10 Delivering sustainable modes of travel schemes	Mar 2016		
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**Progress** - Linked to activity connected to Taith. Work in progress to deliver the Taith programme for 2012/13. Overall an ongoing and long term piece of work linked to delivering the outcomes detailed within the Regional Transport Plan. Suggest that this is now linked to 3.1.6.

### 3.1.5

6.5 Rationalisation of property and land estate	Dec 2016		
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**Progress** – This is a long term piece of work linked to a number of work streams within the Flintshire Futures programme. We are continuing to rationalise third party leases when opportunities arise through break clauses or lease termination dates, and consolidate staff into Mold, Flint or other Council accommodation. Activity to move more staff to agile and mobile working will increase over the coming year as we seek to rationalise office accommodation and consolidate into core buildings.

### 3.1.6

6.6 Complete TAITH work programmes	Apr 2013		
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**Progress** - Work programme for 2012/13 in progress. Overall an ongoing and long term piece of work. Schemes for 2012/13 are being currently being delivered.

### 3.1.7

10.3 Manage energy consumption within Council buildings	Ongoing		
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**Progress** – This is a long term programme around delivering our Carbon Reduction Strategy and the main themes within it such as good housekeeping, Invest to Save, Design and Asset Management and Renewable Technologies.

## 3.2 SARC Monitoring

3.2.1 These have been updated for this quarter.

### **3.3 Performance Indicators and Outcome Measure Monitoring**

3.3.1 Nothing further to report

### **3.4 Key Actions from Service Plan Monitoring**

#### **3.4.1 Develop understanding of and responses to Customer Needs**

Work is in progress a meeting was held to consider how this may inform the Quality Management System in terms of opportunities for improvement. A recent site visit by the accreditation body BSI has led to the certificate being reissued

#### **3.4.2 Property Marketing via Web**

County Council Assets planned on local property database ePims

#### **3.4.3 Implementation of Quality Assurance system ISO 9001**

Other services will be considered once service restructures have been concluded

### **3.5 Internal & External Regulatory Reports**

3.5.1 Nothing further to report