Quarterly Performance Report – Assets & Transportation

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Introduction

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: -

Flintshire Futures	• Development of Flintshire Connects facilities continues with the ongoing exploration of facilities in Flint and Connahs Quay. • Options in relation to the feasibility study of Clwyd Theatr Cymru are currently being explored and linkages to any potential future development of the County Hall Campus. • Work in relation to the office rationalisation process continues with the review and development of strategies linked to Mold Campus and Connahs Quay Offices. • Third party lease terminations continue to be progressed. • Phase 3 of the work at Alltami Depot, involving the refurbishment of the first floor, is being planned. A programme of work for the remainder of the site has been drawn up which will see the refurbishment of the 'red shed' and two new facilities one for food waste collection and the other for grounds maintenance equipment. Tenders will be developed through the Q4 with a proposed site start of April 2013.

Other highlights by service area are as follows: -

Transportation	• Work has yet to commence on developing an integrated transport solution. This will be progressed once understanding and scoping work around the review of subsidised transport has been considered fully. • The exploration of a regional transport solution continues to be progressed through the regional transport consortium, Taith. An Outline Business Case (OBC) which recommends a regional transport team as a preferred option will be considered by Cabinet in Q4 of the current financial year.
Valuation and Estates Management	• Work on the agricultural estate rationalisation programme continues to be progressed with our tenants. Marketing of Pigeon House Farm, Hope, has now been completed and officers are currently finalising the legal documentation to close the sale..
Property Maintenance and Design Consultancy	• Design development work and cost planning continues to be progressed in relation to the new school at Shotton. • The service area continues to support the Flintshire School modernisation programme, (21st Century Schools) developing cost plans, conceptual designs and strategic procurement options. • In relation to the service restructure staff are going through the assimilation and matching process.
Energy and Water Management	• We continue to explore the potential opportunities for renewable technologies with the proposed installation of Photovoltaic cell arrays on a number of schools, a biomass boiler at Bryn Garth school, a small scale wind turbine in Rhosesmor and a number of Building

	Management connection works.
Highway Policy and Strategy	• Work on the creation of a further two half width bus bays at Shotton is scheduled to commence on site in Q4 of the current financial year. • The development of a route called 'Burton Marsh', which will make a physical connection into England has been tendered and work on site is scheduled to commence in January 2013.
Highway Engineering Consultancy including Traffic Services	• The Speed Limit Review has now been completed and a report was submitted to scrutiny. The consultation period has been extended until the end of February 2013. • Detailed modelling continues to be progressed in relation to the Mold Flood Alleviation scheme and discussions are currently being undertaken with Welsh Government Officials regarding the further funding of the project.

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

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

Outcome RAG

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

Council Priority	Target Date	Progress RAG	Outcome RAG	Commentary
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				
1.3 To reduce asset costs and maximise income and receipts	Dec 2016	A	G	Para 3.1
1.5 To extend agile working within the workforce	Dec 2016	A	G	Timescale extended to make coterminous with 1.3 and 6.5. Para 3.1.2

5. To make our communities safe and to safeguard the vulnerable, with children and older people being priority groups				
5.6 Introduce Civil Parking Enforcement (CPE)	Nov 2013	A	G	Para 3.1.3
5.10 Delivering sustainable modes of travel schemes	Mar 2016	G	G	Para 3.1.4
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				
6.5 Rationalisation of property and land estate	Dec 2016	A	G	Para 3.1.1 and 3.1.5
6.6 Complete TAITH work programmes	Apr 2013	G	G	Para 3.1.6
10. To protect, plan and develop sustainable natural and built environment				
10.3 Manage energy consumption within Council buildings	On-going	G	G	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

R	**High Risk**
A	**Medium Risk**
G	**Low Risk**

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
CG05a Asset Management	A	A	2015/16
CG05b Asset Rationalisation	A	A	2015/16
CD07 Depot Review	A	A	2013/14
CD06 Transport Arrangements for Traffic Users	A	A	2013/14
CL11 Integrated And Public Transport Infrastructure (External)	A	A	2015/16

2.3.1 Performance Indicators and Outcome Measures

Key

R	**Target missed**
A	**Target missed but within an acceptable level**
G	**Target achieved or exceeded**

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
*** IA3.1L1 -** Increase the Standard Assessment Procedure (SAP) Rating in Council housing stock	66.70	68.00		A	↔
IMPROVEMENT SUCCESS MEASURES					
*** EEF/002a -** Percentage change in carbon dioxide emissions in the non domestic public building stock	This indicator has now been withdrawn. Consideration being given to replacing this with an indicator linked to Display Energy Certificates as a mechanism to drive building energy performance				

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. We have not been successful in our phase 2 bid but are continuing to progress part 2 of the phase 1 works in Holywell Central. These works are likely to commence in the new financial year. *'Arbed'* (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	✓	
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	C	

energy and water consumption		
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 are 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	A	G
6.5 Rationalisation of property and land estate	Dec 2016	A	G

Progress - This is a long term piece of work linked to a number of work stream within the Flintshire Futures programme. We continue 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 present themselves. Activity to move more staff to agile and mobile working will increase over the coming years as we seek to rationalise further our office accommodation and consolidate into core buildings.

3.1.2

1.5 To extend agile working within the workforce	Dec 2016	A	G

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 workstream1.3 and 6.5 above.

3.1.3

5.6 Introduce Civil Parking Enforcement (CPE)	Nov 2013	A	G

Progress – Report submitted to Cabinet in December 2012.. Anticipated go live date for CPE Autumn 2013.

3.1.4

5.10 Delivering sustainable modes of travel schemes	Mar 2016	G	G

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	A	G

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 of 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 of office accommodation and consolidate into core buildings.

3.1.6

6.6 Complete TAITH work programmes	Apr 2013	G	G

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 and include Burton Marsh and bus bays in Shotton.

3.1.7

10.3 Manage energy consumption within Council buildings	Ongoing	G	G

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 No further detail to report.

3.3 Performance Indicators and Outcome Measure Monitoring

3.3.1 Workshop to be undertaken in Q4 to review targets.

3.4 Key Actions from Service Plan Monitoring

3.4.1 Develop understanding of and responses to Customer Needs
Feedback from customers can be monitored in a number of ways and is captured through regular feedback into the Quality System.

3.4.2 Property Marketing via Web
County Council Assets are placed on the national database ePims. In addition we are promoting our assets through the Flintshire connects facility and via our web site.

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 Audit work programme to be discussed with Audit Manager in January 2013.