

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	<ul style="list-style-type: none"> • Development of Flintshire Connects facilities continues with the development of more detailed work around the internal layouts for Connahs Quay and Flint. In addition the development of a Flintshire Connects in Buckley has now been approved and work in terms of conceptual designs have been prepared for one option which utilises an area of the Town Hall, other options are also to be explored. • Work in relation to the office rationalisation process continues with the review and development of strategies linked to the Mold Campus in particular. • Third party lease terminations continue to be progressed and this is an ongoing work activity. <ul style="list-style-type: none"> • The refurbishment works to Alltami Depot, are continuing with the major programme of activity now commenced on site involving the
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refurbishment of the 'red shed' and two new facilities, one for food waste bulking and the other for grounds maintenance equipment.

Other highlights by service area are as follows: -

<p>Transportation</p>	<ul style="list-style-type: none"> • Work has yet to commence on developing an integrated transport solution within the Council. This will be progressed once the impact of the bus subsidy review has been considered fully. • The review of subsidised bus services is about to commence and will follow on from a report which is to be presented to Cabinet in April 2013. • The exploration of a regional transport solution continues to be progressed through the regional transport consortium, Taith.
<p>Valuation and Estates Management</p>	<ul style="list-style-type: none"> • Work on the agricultural estate rationalisation programme continues to be progressed with our tenants. • This service also deals with the rationalisation aspects of the Flintshire Futures programme which is detailed above. • As well as the above work the service will be undertaking a number of property reviews throughout the next financial year with a view to rationalising the estate, securing further efficiencies and reducing our revenue costs created through our property portfolio.
<p>Property Maintenance and Design Consultancy</p>	<ul style="list-style-type: none"> • Design development work and cost planning continues to be progressed in relation to the new school at Shotton. Initial enabling works have commenced in order to create a safe buffer zone between the existing school and the new school. • The service area continues to support the Flintshire School modernisation programme, (21st Century Schools) developing cost plans, conceptual designs and strategic procurement options. Work is underway in developing design solutions at Holywell and we are also commencing studies into potential options for John Summers High School.
<p>Energy and Water Management</p>	<ul style="list-style-type: none"> • The second small scale biomass system within the County has now been completed. Four of the five larger scale Photo Voltaic installations planned for 2012/13 have recently been completed and site works are imminent for the installation of a Bergey 10 kw turbine at Rhosesmor. • We are continuing to explore, note and install renewable technologies throughout the County. • We have also expanded our monitoring of water consumption by installing Automatic meter Reading (AMR) systems at our Leisure Centres and a number of other High Schools. • We continue to roll out Building Management System installations which will facilitate remote access and monitoring of school heating systems
<p>Highway Policy and Strategy</p>	<ul style="list-style-type: none"> • Work on the creation of a further two half width bus bays at is now complete and complements the earlier work; as a result traffic flows in the area appear to have improved significantly • The development of a cycle/footpath route called 'Burton Marsh', which will make a physical connection into England has now been completed. Feedback to date from both cyclists and walkers has been extremely positive.

Highway Engineering Consultancy including Traffic Services	<ul style="list-style-type: none"> The Speed Limit Review consultation period has now closed. Officers have been analysing the feedback received and considering any further amendments to reflect the level and degree of this feedback. A report will be presented to Scrutiny and Cabinet in due course. Welsh Government has allocated further funding to the Mold Flood Alleviation scheme to enable the detailed design and modelling of the scheme to progress.
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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			Refer to 3.1.1
1.5 To extend agile working within the workforce	Dec 2016			Refer to 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			Refer to 3.1.3
5.10 Delivering sustainable modes of travel schemes	Mar 2016			Refer to 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			Refer to 3.1.5
6.6 Complete TAITH work programmes	Mar 2013			Refer to 3.1.6
10. To protect, plan and develop sustainable natural and built environment				
10.3 Manage energy consumption within Council buildings	On-going			Refer to 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

	High Risk
	Medium Risk
	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 Date
CG05a Asset Management	 ↔	 ↔	2015/16
CG05b Asset Rationalisation	 ↔	 ↔	2015/16
CD07 Depot Review	 ↔	 ↑	2013/14
CD06 Transport Arrangements for Traffic Users	 ↔	 ↔	2013/14
CL11 Integrated And Public Transport Infrastructure (External)	 ↔	 ↔	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

The status of the indicators are summarised below:



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 (11/12)	Annual Target (12/13)	Annual Outturn (12/13)	RAG	Improved / Downturned
* IA3.1L1 - Increase the Standard Assessment Procedure (SAP) Rating in Council housing stock	66.70	68.00	70.96		↑ Improved
* THS/007 – The percentage of adults age 60+ who hold a concessionary travel pass	76.25%	78%	81%		↑ Improved
IMPROVEMENT SUCCESS MEASURES					
* EEF/002a - Percentage change in carbon dioxide emissions in the non domestic public building stock	7.19% Reduction	5% Reduction	5.57% Increase		↓ Downturn See 3.3.3

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) concluded in Higher Shotton 1&2, Greenfield, Connah's Quay Golftyn 4, Connah's Quay Central 2, and Flint Castle.	C
	2. Complete Arbed* Phase 2 Year 1 and submit proposals for Arbed Phase 2 Year 2. We were not successful with our Year 2 bid but are continuing to progress Year 1 works in Holywell Central. The North Wales scheme has been delayed by Welsh Government and the delivery partner, Wilmott Dixon, but works are likely to commence in the new financial year. <i>'Arbed'</i> (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 <i>'Arbed'</i> 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 benefiting from the housing renovation loans. Ongoing activity. Continuing to offer funding packages for solid wall insulation to private householders in partnership with Housing Renewal	✓
* 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	✓	
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 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 para 3.4.1

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
	Summary of reports undertaken for Financial Year 2012/13	

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 streams 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. This programme will see the Council close a number of facilities and consolidate services through its Flintshire Connects facilities.

3.1.2

1.5 To extend agile working within the workforce	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. 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 and close our office accommodation and consolidate into core facilities.

3.1.3

5.6 Introduce Civil Parking Enforcement (CPE)	Nov 2013		
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Progress – Following a number of reports to Cabinet work is proceeding with the submission of the application to Welsh Government anticipated in April 2013, and an implementation October/November 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 and with projects flowing through the Regional Transport Plan. The Taith programme for 2012/13 has now been successfully delivered with the construction of a number of new bus bays in Shotton which have assisted traffic flows in and around the area, a major strategic cycle and walking link over Burton Marsh, Deeside which links to our coastal path, Deeside industrial park as well as Chester and Wirral.

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 of third party leases when opportunities arise through break clauses or lease termination dates. We are seeking to consolidate staff into, Flint or other available Council accommodation. Activity to move more staff to agile and mobile working will increase over the coming year as rationalise takes effect and consolidate into a small number of core buildings

3.1.6

6.6 Complete TAITH work programmes	Mar 2013		
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Progress - Work programme for 2012/13 has been completed. Overall an ongoing and long term piece of work developed each year through annual programmes of work.

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 and are attached to this report for consideration.

3.3 Performance Indicators and Outcome Measure Monitoring

3.3.1 *IA3.1L1 Increase the Standard Assessment Procedure (SAP) rating in Council housing stock*

Funding levered in from Welsh Government, Energy Company and other sources at the end of the CESP programme allowed us to insulate a greater number of council properties than anticipated this year. The heating programme was also accelerated, contributing to the reduction in energy bills for residents

3.3.2 *THS/007 – The percentage of adults age 60+ who hold a concessionary travel pass*

Whilst this has been a positive improvement it is quite conceivable that this increase could be as a direct result the rising costs of fuel and people switching from private car and using their free bus pass. We have very little control over the number of people who apply for a bus pass each year.

3.3.3 EEF/002 - Percentage change in carbon dioxide emissions in the non domestic public building stock

The outturn for 2012/13 is an increase of 5.57% compared with a reduction of 7.19% achieved in 2011/12. The targeted 5% reduction was not achieved. It should be noted that the decrease of 12.68% originally reported for 2011/12 was incorrect due to inaccurate utility invoicing. The figures reported for this indicator are not weather corrected to take account of particularly cold years and therefore do not allow for a more accurate comparison. Whilst the absolute increase for 2012/13 is 5.57%, weather corrected the outturn would be a 2.66% reduction.

Early indications for some of the other North Wales Councils estimate absolute increases of 10%+ on 2011/12, which indicates that FCC's interventions have had a positive effect in reducing emissions. Ongoing activities are taking place to improve performance and include the installation of energy efficient equipment and systems, Maintain Energy 'Be Responsible' campaign, rollout e-learning module to staff, and bridge link and energy Champion events.

3.4 Key Actions from Service Plan Monitoring

3.4.1 Other services will be considered once service restructures have been concluded

3.5 Internal & External Regulatory Reports

3.5.1 Audit work programme has been discussed with Audit Manager and a programme of work has now been set. For Assets and Transportation this is set out below.

Repairs & Maintenance	They are due to commence with P2P – review the efficiency in this / are controls stronger / tenders / quotations etc
Industrial Units	Management of / return on investment / how things can be done differently
Integrated & Public Transport Infrastructure – Bus Service	Review the current 'Bus Services' in place