

APPENDIX 2

Priority: Modern and Efficient Council
Sub-Priority: Asset Strategy
Impact: Having the right buildings in the right places for the right uses

What we said we would do in 2014/15:

- 1. Refresh the Asset strategy along-side capital planning**
- 2. Reduce the number and review the usage of Council property assets**
- 3. Further extend the use of agile working and so free up the amount of office and other space needed to deliver services.**

Progress Status:

Progress RAG

G

Outcome RAG

G

What we did in 2014/15:-

In relation to the Councils Asset Strategy, this has been refreshed however, a more fundamental positioning of this document is now being taken in that it will be combined with the Councils Capital Strategy. The new document, titled 'Capital Strategy and Asset Management Plan' will naturally link to the capital planning, capital receipt generation and capital resources generally and will be one a suite of documents which feed in and support the councils Medium Term Financial Plan.

Work continued to be progressed in relation to our overall strategy and intent of reducing the level of corporate accommodation. We are achieving this as part of our asset management strategy. Currently we are planning accommodation consolidation around phase four of County Hall with the overall intent that this will be mothballed. In addition to this we have closed our Connah's Quay Offices and demolition is now pending. In relation to other property changes the main library facility on the Mold Campus site has now closed and activity relating to the clearance of the building is underway.

Our Community Asset Transfer approach was launched in November 2014, meetings have been undertaken with a number of Town and Community Councils in order to discuss how best to support and progress transfers. We have engaged Flintshire Local Voluntary Council (FLVC) to assist and support organisations in developing business models and manage the process.

What went well:-

Work to build the new Holywell High School is now in progress with the levelled area from which to construct the main school prepared, good progress is being made. The buildings structural frame will soon start to be delivered to site with the overall intention that a weather tight envelope is concluded before the winter.

There has been intensive work around the development of Community Asset Transfers (CATs) with in excess of 65 expressions of interest being submitted for a range of assets and covering all town and community Council areas. A total of six Expressions of Interest have been cleared to proceed to stage two Business Modelling and will be panelled in June 2015.

Farm disposals continue to be progressed with some positive movement in sales over the last six months leading up to the end of the financial year. This activity has contributed positively to the Councils overall position in relation to its capital receipts.

What did not go so well:-

The external environment within which our property/land disposals operates in remains challenging as a direct result of the current economic climate.

In addition the current climate above is also impacting negatively on the work of the Design Consultancies which are primarily driven by capital programmes and funded through capital resources. These funding streams are reducing and action is being taken to mitigate exposure

Achievement will be measured through:

- Reducing maintenance and asset costs
- Increased joint use of assets with partners
- Carbon reduction
- Increased agile working
- Fewer Council owned and maintained property assets

Improvement Plan Progress
Year End 2014/15

Achievement Measures	Lead Officer	2013/14 Baseline Data	2014/15 Target	2016/17 Aspirational Target	2014/15 Outturn	Performance RAG	Outcome Performance Predictive RAG
CAM/001b (i) - Percentage of the total value of required maintenance to Priority 1 (Urgent) Works <i>(The lower the outturn figure the better the performance)</i>	Chief Officers – Organisational Change	1.4%	1.6%	2%	1.3%	G	G
CAM/001b (ii) - Percentage of the total value of required maintenance to Priority 2 (Essential) Works <i>The lower the outturn figure the better the performance)</i>		39.5%	42%	46%	39%	G	G
CAM/001b (iii) - Percentage of the total value of required maintenance to Priority 3 (Desirable) Works		59.1%	56.4%	52%	59.7%	G	G
EEFLM1 - Carbon Reduction Commitment - Reduce our carbon footprint through delivery of our Carbon Reduction Strategy (non domestic portfolio)	Chief Officer – Planning & Environment	1.51% (increase in year) 18.53% (cumulative reduction)	29% (cumulative reduction)	60% cumulative reduction by 2021	0.43% (reduction) 18.96 (cumulative reduction weather corrected)	A	A

**Improvement Plan Progress
Year End 2014/15**

Achievement Measures	Lead Officer	2013/14 Baseline Data	2014/15 Target	2016/17 Aspirational Target	2014/15 Outturn	Performance RAG	Outcome Performance Predictive RAG
Reduction in square meters of occupied office accommodation	Chief Officer Organisational Change	N/A – new measure	10%	30%	22%	G	G
Reduction in other operational assets (square meters) excluding schools		N/A – new measure	2%	5%	5.4%	G	G
Number of assets transferred to the community through Community Asset Transfer or other mechanism		2	2 - 4	8 - 10	3	G	G

Risk to be managed – Gaining public acceptance

Gross Score (as if there are no measures in place to control the risk)			Current Actions / Arrangements in place to control the risk	Net Score (as it is now)			Future Actions and / or Arrangement to control the risk	Manager Responsible	Risk Trend	Target Score (when all actions are completed / satisfactory arrangements in place)			
Likelihood	Impact	Gross Score		Likelihood	Impact	Gross Score				Likelihood	Impact	Gross Score	Target Date
(L)	(I)	(LxI)		(L)	(I)	(LxI)				(L)	(I)	(LxI)	
H	H	R	<p>Services continue to be moved to web based transactions and other modes of channel shift which will reduce the reliance on face to face and telephone services reducing transaction costs and providing core face to face services through our Flintshire Connects facilities.</p> <p>The website has been refreshed so as to make this more attractive and welcoming to users and promote increased web transactional activity.</p> <p>We are reviewing the utilisation of buildings within Mold Campus site as part of the current business planning and budget setting process.</p> <p>We have started to vacate phase four and relocate teams to phases one and</p>	L	L	G	<p>Continue to move services to remote access and web based transactions, to reduce transaction costs.</p> <p>Ensure Connects have capability for remote transaction and bill payment. In addition to the above our</p> <p>Provision of alternative facilities to ensure that service delivery and accessibility to services by our</p>	Chief Officer Organisational Change	↔	L	L	G	Jun' 14

Improvement Plan Progress
Year End 2014/15

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Likelihood	Impact	Gross Score		Likelihood	Impact	Gross Score				Likelihood	Impact	Gross Score	Target Date
(L)	(I)	(LxI)		(L)	(I)	(LxI)				(L)	(I)	(LxI)	
			<p>two. A design is currently being considered which will ensure that phase one reception provides a better facility for our customers</p> <p>The old reference library has been partially vacated. The building is scheduled to be vacated by the end of the summer.</p> <p>CAT policy was re-launched on 3rd Nov 2013 and all Town and Community Councils have been advised of available assets in their areas.</p> <p>Meetings with a number of Town and Community Councils have taken place to present and explain process and support them moving forward, this will continue.</p> <p>FLVC appointed to monitor initial applications and assist with business</p>				<p>customers is maintained.</p> <p>In connection with CATs we have reviewed a number of expressions of interest submitted by interested groups, and cleared these for groups to develop their business cases.</p> <p>We will be moving these business cases forward to formal panel where they will be reviewed and a recommendation made to Cabinet on the basis of the outcome of the panel.</p>						

**Improvement Plan Progress
Year End 2014/15**



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Likelihood	Impact	Gross Score		Likelihood	Impact	Gross Score				Likelihood	Impact	Gross Score	Target Date
(L)	(I)	(LxI)		(L)	(I)	(LxI)				(L)	(I)	(LxI)	
			modelling by groups. Resources continue to be allocated for collation of asset information in relation to the CAT process and to enable legal completion within a satisfactory timescale.				Update report to be prepared for submission to Cabinet on the progress being made regarding CATs and capital support requirements.						

Risk Progress Summary for 2014/15

No increases in risk for the period covered by this reporting period.

The net score is based on the position that the rationalisation programme is being delivered, CATs are in progress Expressions of Interest being progressed and panels arranged for the next 12 months.

Risk to be managed – How we can invest and ensure we have the capacity to implement the strategy

Gross Score (as if there are no measures in place to control the risk)			Current Actions / Arrangements in place to control the risk	Net Score (as it is now)			Future Actions and / or Arrangement to control the risk	Manager Responsible	Risk Trend	Target Score (when all actions are completed / satisfactory arrangements in place)			
Likelihood	Impact	Gross Score		Likelihood	Impact	Gross Score				Likelihood	Impact	Gross Score	Target Date
(L)	(I)	(LxI)		(L)	(I)	(LxI)				(L)	(I)	(LxI)	
H	H	R	<p>Rationalisation delivery team already in place and work under way to reduce the amount of office space we occupy. Work under way to demolish former council offices in Connah's Quay, thereby eliminating any further running costs.</p> <p>Engagement with partner organisations to support Flintshire Connects.</p> <p>We have funding which will continue to support the project and this will ensure that the project risks are managed and</p>	L	L	G	<p>No further actions at this time.</p> <p>Move to demolish the building in the summer of 2015 and then consider site redevelopment/regeneration options.</p> <p>Meeting with LSB partners to be arranged to determine their future accommodation requirements and ability to jointly work together on property relation regeneration or</p>	Chief Officer Organisational Change	↔	L	L	G	Apr '16

**Improvement Plan Progress
Year End 2014/15**



			progress continues to be made.				accommodation sharing initiatives.							
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Risk Progress Summary for 2014/15

No increases in risk for the period covered by this reporting period.

The net score is based upon the premise that the funding is in place to deliver aspects of the rationalisation programme, and that projects are moving forward.

Risk to be managed – Gaining workforce agreement and acceptance of agile working practices

Gross Score (as if there are no measures in place to control the risk)			Current Actions / Arrangements in place to control the risk	Net Score (as it is now)			Future Actions and / or Arrangement to control the risk	Manager Responsible	Risk Trend	Target Score (when all actions are completed / satisfactory arrangements in place)			
Likelihood	Impact	Gross Score		Likelihood	Impact	Gross Score				Likelihood	Impact	Gross Score	Target Date
(L)	(I)	(LxI)		(L)	(I)	(LxI)				(L)	(I)	(LxI)	
H	H	R	<p>Engagement with Managers and their teams continues, working with them to increase the levels of agile working through the provision of new hardware (primarily laptops) and software (running systems through Citrix) to facilitate and support remote access.</p> <p>Document management has made good progress linked to and supporting new ways of working.</p> <p>Work continues towards decant of phase 4. Detailed project plan developed. We are seeking a solution around a low cost no</p>	L	M	G	<p>We will be considering how best to manage document storage on the basis that the storage of such documents will move from essentially hard copy paperwork to electronic media. This will require system storage capacity increases to accommodate memory use.</p> <p>A phased decant plan is being finalised around the phase 4 decent with the majority of services decanting into phase</p>	Chief Office Organisational Change	↔	L	M	G	Jun '14

Improvement Plan Progress
Year End 2014/15



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Likelihood	Impact	Gross Score		Likelihood	Impact	Gross Score				Likelihood	Impact	Gross Score	Target Date
(L)	(I)	(LxI)		(L)	(I)	(LxI)				(L)	(I)	(LxI)	
			cost approach utilising as much furniture as possible to make this work. The new flexi policy has been launched which is a key element in the further support of agile working										

Risk Progress Summary for 2014/15

No increases in risk for the period covered by this reporting period.

The new score is currently based on the premise that work is progressing in relation to decanting phase 4, that agile and mobile working is embedded within the organisation and that policies and procedures for supporting and managing agile and mobile working are developed.

Risks to be managed: Ensuring that buildings are used effectively to match our priorities.

(This risk was previously reported under the Carbon Control and Reduction Improvement Plan Sub-priority)

Gross Score (as if there are no measures in place to control the risk)			Current Actions / Arrangements in place to control the risk	Net Score (as it is now)			Future Actions and / or Arrangement to control the risk	Manager Responsible	Risk Trend	Target Score (when all actions are completed / satisfactory arrangements in place)			
Likelihood	Impact	Gross Score		Likelihood	Impact	Gross Score				Likelihood	Impact	Gross Score	Target Date
(L)	(I)	(LxI)		(L)	(I)	(LxI)			(L)	(I)	(LxI)		
H	H	R	<p>Work continues to reduce paperwork and document storage through Electronic Data Management</p> <p>We continue to review the use of our estate and are currently delivering plans to work towards the closure of phase 4 County Hall and considering the future use of the main reference library on the County Hall campus site. We are seeking a solution around a low cost no cost approach utilising as much existing</p>	L	M	G	<p>Ongoing engagement with teams so that relocation does not impact on service delivery</p> <p>We will commence a review of our commercial and industrial estate during the course of the financial year in order to explore a number of</p>	Chief Officer Organisational Change	↔	L	L	G	Apr '16

**Improvement Plan Progress
Year End 2014/15**

		<p>furniture as possible to make this work.</p> <p>Continue to roll out agile working and enable staff to work in an agile or mobile way. Continue to support services in the adoption of new working ways</p> <p>Continue to ensure that services and teams are located/ co-located to maximise efficiencies.</p>		<p>scenarios e.g., is this portfolio core business, maintenance liabilities and income generation, opportunities to create regeneration opportunities in the future.</p>					
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Risk Progress Summary for 2014/15

No increases in risk for the period covered by this reporting period.

The net score is based on the position that the buildings are used effectively and ongoing challenge work around those assets likely to become surplus continue to be progressed.