

Quarterly Performance Report – Assets & Transportation

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Report Period Quarter 4/Year End: 1st January 2012 to 30th April 2012

Introduction

The report is produced on a quarterly basis and provided to Executive 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>Flintshire Futures</p>	<ul style="list-style-type: none"> • Holywell Flintshire Connects is progressing well with tenders received and evaluated and a contractor is to be appointed. A start on site is scheduled for May. . • The feasibility study of Clwyd Theatr Cymru has now commenced with the first design review meeting being undertaken on the 26th April 2012. The initial feasibility work is anticipated to be completed in August. • Work in relation to the office rationalisation process and the ongoing development of the Flintshire Connects facilities continues. Space planning and decant options are being developed with the support and assistance of staff. As noted in previous reports there is a strong desire to ensure that there are key linkages with any town centre regeneration planning outcomes in terms of future cleared site use. • Third party lease terminations continue to be progressed. • Work is almost complete refurbishing redundant accommodation within Deeside Leisure Centre which will see the collocation of a number of leisure services into one area. This will create greater flexibility and improved customer services. • Work relating to the development of Alltami depot continues and work has commenced on site to refurbish the existing office block and create flexible space which supports agile and mobile working. Work is currently underway to prepare a planning application which addresses the wider site issues and need to consolidate facilities.
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Other highlights by service area are as follows: -

<p>Transportation</p>	<ul style="list-style-type: none"> • Work is about to start in relation to developing an integrated transport solution which will see, as its main objective, the integration of a number of existing transport services into one unit to create service efficiency and improved customer service delivery.
<p>Valuation and Estates Management</p>	<ul style="list-style-type: none"> • Work on the first phase of the agricultural estate rationalisation has now been concluded and discussions are in progress with a number of our tenants around options relating to purchase.
<p>Property Maintenance and Design Consultancy</p>	<ul style="list-style-type: none"> • Work on the new Connahs Quay Primary School continues to be progressed with the scheme running to plan. • Work in developing the new Shotton Primary School is at an advanced and the Constructor has now been appointed as an early part of the contractual arrangements. This approach ensures that the Constructors skills in buildability and value engineering are brought to the process so that their knowledge and skill sets can be applied in this design phase. • Job Evaluation Questionnaires have now been submitted for evaluation and panelling in relation to the team restructure.

<p>Energy and Water Management</p>	<ul style="list-style-type: none"> • Refinement of work associated with the new energy management system to improve energy monitoring and reporting, and support improved analysis and diagnosis of issues earlier than currently, continues to be progressed. • The first biomass boiler at Whitford Primary School has now been successfully installed and is working well. Monitoring of its effectiveness will be closely undertaken as this will inform future strategies and determine whether these installations should be installed elsewhere. • Members workshop held in relation to energy conservation and sustainability issues.
<p>Highway Policy and Strategy</p>	<ul style="list-style-type: none"> • Work on the creation of the new half width bus bays at Shotton is currently in progress Work on the remaining two bays will commence in the first quarter of the current financial year.. • The survey of ‘lines and signs’ has now been completed and costed This has identified relining work with an estimated cost of £60,000 and new signs or the relocation of existing signs at an estimated cost of £30,000. A work programme will be drawn up which will see the redefining of a number of faded lines and the relocation of signs to more accurately reflect the Traffic Regulation Order to which they relate, this work is in connection with Civil Parking Enforcement (CPE). Implementation of CPE anticipated autumn 2013. • TAIH programme item, Mold to Sychdyn cycle route works to be complete with the exception of lining and signing work and a central refuge at the end of Raikes Lane and Mold Road. Schemes relating to Burton Marsh and the ‘Toyota’ link have been surveyed. The Toyota project has been held pending discussions with Welsh Government over legal issues relating to land ownership. • Consideration of further schemes relating to the Shotton Corridor are currently being developed, linked to the wider synchronisation of lights and development of new cycle routes. • A consultation process on a proposed service restructure of the Public Rights of Way Team has now concluded and job evaluation questionnaires now need to be completed and evaluated. The three maintenance officers have been moved across from Streetscene into the Rights of Way team located within County Hall.
<p>Highway Engineering Consultancy including Traffic Services</p>	<ul style="list-style-type: none"> • Speed Limit Review work tenders returned and appointment made. Work has commenced with initial data analysis being undertaken. • Work continues to be progressed regarding the development of designs for a further phase (phase 2) of the Mold flood alleviation scheme this phase of the work will involve ground investigation work which will require access onto land not in the ownership of the County Council. Initial early meetings with landowners along the line of the proposed route have been undertaken but formal access arrangements now need to progress so that the investigations can proceed. • Work to infill dunes at Talacre beach has now been completed. • The proposed restructure of Engineering Design Consultancy continues, Job Evaluation Questionnaires have been completed and are awaiting evaluation.

2. Performance Summary

2.1 Improvement Plan Monitoring















KEYS



Progress RAG – Complete the RAG status using the following key: -

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 – Complete the RAG status using the following key: -

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			See paragraph 3.1.1
1.5 To extend agile working within the workforce	March 2015			See paragraph 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)	Sept 2013			See paragraph 3.1.3
5.10 Delivering sustainable modes of travel schemes	March 2016			See paragraph 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				
6.3 Support the Deeside Renewal Area Programme	Sept 2012			
6.5 Rationalisation of property and land estate	Dec 2016			See paragraph 3.1.1
6.6 Complete TAITH work programmes	Ongoing			See paragraph 3.1.5
10. To protect, plan and develop sustainable natural and built environment				

10.3 Manage energy consumption within Council buildings	On-going			See paragraph 3.1.6
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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
CG05a Asset Management			2015/16
CG05b Asset Rationalisation			2015/16
CD07 Depot Review			December 2013
CD06 Transport Arrangements for Traffic Users			2013
CL11 Integrated And Public Transport Infrastructure (External)			September 2013

2.3.1 Performance Indicators and Outcome Measures



Key

	Target missed
	Target missed but within an acceptable level
	Target achieved or exceeded

The status of the indicators are summarised for the year end below:

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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	2010/11 Outturn	2011/12 Target	2011/12 Outturn	RAG	Changes (Trend) e.g.: Improved / Downturned
* EEF/002a - Percentage reduction in carbon dioxide emissions in the non domestic public building stock For further detail see 3.3.1	2.89%	4%	3.88% **		Improved
* IA3.1L1 - Increase the Standard Assessment Procedure (SAP) Rating in Council housing stock	64.10 Average SAP Rating	65.73 Average SAP Rating	66.74 Average SAP Rating		Improved

** Please note EEF/002a is reported a year in arrears, so this figure relates to 2010/2011.

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. Ongoing activity.	✓
	4. Refurbishment of Energy systems at Deeside Leisure Centre	C
IA3.1L	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.	✓
	3. Solid wall insulation installation throughout CESP areas, the renewal area, and households benefitting from the housing renovation loans. Ongoing activity.	✓

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	✗	See paragraph 3.4.1
Depot rationalisation	✓	See paragraph 3.4.2
Property Marketing via Web	✗	See paragraph 3.4.3
The Community Services Feed in Tariff and Renewable Heat Incentive report.	✗	See paragraph 3.4.4
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	✗	See paragraph 3.4.5
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	✗	See paragraph 3.4.6

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 Further detail can be found at 3.5.1.	Traffic Management Act – March 2012	Limited Assurance
Internal Audit	Flood Risk Management – February 2012	Substantial Assurance
Internal Audit	Transportation Review – February 2012	Review and modernise transport service

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	On-going		
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; the most recent release being Ty Messyn in Flint. 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	2015		
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Progress completion date changed to 2015 (previously 2012) – This is a complex workstream 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)	Autumn 2013		
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Outcome Amber (previously Green) – There is a potential requirement to explore a wider approach to 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. Anticipated go live date for CPE Autumn 2013.

3.1.4



5.10 Delivering sustainable modes of travel schemes	March 2016		
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Progress Green previously Amber - Linked to activity connected to Taith. Work programme for 2011/12 complete and work now in progress to deliver the programme for 2012/13. Overall a ongoing and long term piece of work.

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 stream 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.

3.1.5

6.6 Complete TAITH work programmes	April 2012		
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Progress previously Amber and now Green – Work programme for 2011/12 complete and work now in progress to deliver the programme for 2012/13. Overall an ongoing and long term piece of work.

3.1.6

10.3 Manage energy consumption within Council buildings	On-going		
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Progress previously Amber and now Green – 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

No observations this quarter.

3.3 Performance Indicators and Outcome Measure Monitoring

3.3.1 * EEF/002a - Percentage reduction in carbon dioxide emissions in the non domestic public building stock

The return of a reduction of 3.88% is only marginally below our own internal Carbon Reduction target of 4% and ahead of the Welsh Governments 3% year on year target. Once again the severity of winter weather will have influenced the outcome.

3.4 Key Actions from Service Plan Monitoring

3.4.1 Develop understanding of and responses to Customer Needs

Work is in progress and meeting held to consider how this may inform the Quality Management System in terms of opportunities for improvement.

3.4.2 Depot Rationalisation

The internal office refurbishment programme at Alltami is in progress. This will reflect modern ways of working such as agile and mobile working. Design work relating to the remaining areas of the depot is being concluded in order that a planning application may be submitted.

3.4.3 Property Marketing via Web

Currently exploring this with colleagues in Regeneration.

3.4.4 Feed in Tariff and Renewable Heat Incentive

Currently deferred due to the impact upon income generation, or capital required to install the renewable energy systems.

3.4.5 Development of a data collection system

System being developed with I Prophets, final version completion anticipated by the end of February 2012, went 'go live' on 1st April 2012.

3.4.6 Implementation of Quality Assurance system ISO 9001

Whilst there is already a QAS in two service areas the proposal is to widen this further into other areas of the Assets and Transportation Service, such as Highway Engineering Consultancy, Valuation and Estates Services and Transportation. Valuation and Estates Service has progressed its activity regarding QA registration and is waiting for an initial assessment from the British Standards Institution (BSI). Elsewhere within the Assets and Transportation there are a number of services in the process of service reviews, as such it would not be appropriate to proceed until this work is concluded.

3.5 Internal & External Regulatory Reports

3.5.1 Traffic Management Act – Limited Assurance

Recommendations raised within the report are set out below:

- Works for road purposes notices must be submitted to the Highways Regulatory Services Team for all highways works undertaken by the authority in order to comply with current legislation in place.
- A procedural document for key staff detailing the exact requirements needed for the Highways Regulatory Services Team should be introduced.
- Agreement will need to be obtained with key officers to establish a method to ensure that all notices required for each particular works undertaken are submitted to the Highways Services Regulatory Team. This may involve changing the way individual jobs are recorded.

- Liaison should be undertaken with other local authorities to determine best practice and the findings should be shared with management to determine a best way forward.
- Following agreement with key officers for adhering to the regulations, the regulatory team should consider undertaking this exercise on a regular basis in order that relevant officers can be notified of applications requiring notices to be submitted.

The above are currently being worked on with a latest end date for completion of April 2013 on the basis that in some instances development of the Mayrise System will provide an automated process for notification.