

## **Quarterly Performance Report – Assets & Transportation**

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**Report Period** Quarter 1: 1<sup>st</sup> April 2012 to 30<sup>th</sup> June 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: -

<b>Flintshire Futures</b>	<ul style="list-style-type: none"><li>• Holywell Flintshire Connects facility refurbishment works are to commence in is now being refurbished in preparation for a 'go live' opening date in October 2012. Building work is progressing well.</li><li>• The feasibility study of Clwyd Theatr Cymru is scheduled for completion in (draft) July 2012 and will be reported to the Theatre Management Board in August 2012 prior to its finalisation in August.</li><li>• Work in relation to the office rationalisation process and the ongoing development of the other 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 site use/opportunities.</li><li>• Third party lease terminations continue to be progressed.</li><li>• Work has now been completed relating to the refurbishment of previously redundant accommodation within Deeside Leisure Centre. Staff have now relocated in a phase one move with further consolidation of Leisure staff to follow on.</li><li>• Work relating to the development of Alltami depot has commenced on site to refurbish the existing office block and create flexible space which supports agile and mobile working. Currently phase two of a three phase refurbishment project is in progress which will see the current office accommodation extensively open planned and mobile and agile work adopted by the workforce. The planning application for the wider external site development has now been submitted which will allow increased consolidation of services into a fully integrated Streetscene location.</li></ul>
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Other highlights by service area are as follows: -

<b>Transportation</b>	<ul style="list-style-type: none"><li>• Work is yet to commence on the development of an integrated transport solution which will see, as its main objective, the integration of a number of existing transport services within the Council into one unit to create service efficiency and improved customer service delivery. Work will commence in earnest following the appointment of the Transport Manager who will take 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 has linkages to the Simpson Report which encourages increased collaboration, where appropriate to do so. This work is at early stage of development and follows work undertaken at a regional level to consider transport issues generally.</li></ul>
<b>Valuation and Estates Management</b>	<ul style="list-style-type: none"><li>• Work on the second phase of the agricultural estate rationalisation programme is now underway and involves further and more detailed discussions with our tenants and future purchase options and</li></ul>

	timescales.
<b>Property Maintenance and Design Consultancy</b>	<ul style="list-style-type: none"> <li>• Work on the new Connahs Quay Primary School is now complete and options are being explored around potential future site uses for the old Custom House School. On decant in July the building will be secured and regularly monitored.</li> <li>• Work in developing the new Shotton Primary School continues to be progressed, with detailed design development work and cost planning in progress.</li> </ul>
<b>Energy and Water Management</b>	<ul style="list-style-type: none"> <li>• 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 has been completed. A small number of sites are to be further encouraged to use the facility which is intended to reduce time and streamline reporting processes.</li> <li>• We are currently exploring the potential opportunities for further biomass boilers to be installed on our remote sites following the successful installation of a biomass boiler at Whitford.</li> </ul>
<b>Highway Policy and Strategy</b>	<ul style="list-style-type: none"> <li>• Work on the creation of the new half width bus bays at Shotton has been completed. Work on the remaining two bays is currently being progressed in relation to design issues.</li> <li>• The survey of 'lines and signs' has now been completed and work to reinstate a number of these throughout Flintshire is scheduled to start in August. The work, 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, is in connection with Civil Parking Enforcement (CPE). Implementation of CPE anticipated Autumn 2013.</li> <li>• The TAITH programme scheme for delivery this year is the development of a route called 'Burton Marsh,' which will make a physical connection into England. Planning permission is to be sought in August. Other work items relating to feasibility studies and pre-delivery work packages are currently being programmed or developed.</li> <li>• Considerations of further schemes relating to the Shotton Corridor are being developed, linked to the wider synchronisation of lights and development of additional cycle routes.</li> </ul>
<b>Highway Engineering Consultancy including Traffic Services</b>	<ul style="list-style-type: none"> <li>• Work in relation to the Speed Limit Review is currently in progress with initial data analysis being undertaken.</li> <li>• 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 requires access onto land not in the ownership of the County Council. A meeting has been held with Mold Town Council, Assembly Members, County Councillors and the MP to explain the scheme in some detail and a public consultation event is to be held once we have considered the data that is currently being collected and relating to ground</li> </ul>

conditions.

- The proposed restructure of Engineering Design Consultancy continues, Job Evaluation Questionnaires have been completed and sent to panel and are awaiting evaluation.

## 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			See paragraph 3.1.1
1.5 To extend agile working within the workforce	March 2015			See paragraph 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)	Sept 2013			See paragraph 3.1.3
5.10 Delivering sustainable modes of travel schemes	March 2016			See paragraph 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>				
6.3 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 TAIH work programmes	April 2012			See paragraph 3.1.5
<b>10. To protect, plan and develop sustainable natural and built environment</b>				
10.3 Manage energy consumption within Council buildings	On-going			See paragraph 3.1.6

## 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>High Risk</b>
	<b>Medium Risk</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 See 3.2.1 for further detail regarding the change in the Green Predictive date			December 2014
<b>CD06</b> Transport Arrangements for Traffic Users			2013
<b>CL11</b> Integrated And Public Transport Infrastructure (External) See 3.2.2 for further detail regarding the change in the Green Predictive date			December 2013

## 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>EEF/002a</b> - Percentage reduction in carbon dioxide emissions in the non domestic public building stock		4%	**		Annual Indicator
* <b>IA3.1L1</b> - Increase the Standard Assessment Procedure (SAP) Rating in Council housing stock		68.00			Annual Indicator

\*\* 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.	<b>C</b>
	4. Refurbishment of Energy systems at Deeside Leisure Centre	<b>C</b>
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.  '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.	✓

## 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	✓	
Property Marketing via Web	✗	See paragraph 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	See paragraph 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	Recently issued in draft and Management Comment to be completed

## 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 streams 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	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** – There is a 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** - Linked to activity connected to Taith. Work programme for 2011/12 complete, work now in progress to deliver the programme for 2012/13 (see above). Overall an ongoing and long term piece of work linked to delivering the outcomes detailed within the Regional Transport Plan.

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 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.

### 3.1.5

6.6 Complete TAITH work programmes	April 2013		
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**Progress 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 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

### 3.2.1 CD07 Depot Review

Scheme complexity and work phasing required a review of anticipated programme and delivery.

### **3.2.2 CL11 Integrated and Public Transport Infrastructure (External)**

Date change to reflect annualised programme and work activity.

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

No further detail to report.

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

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

The Quality Assurance System is being used to inform and analyse customer contact and feedback via opportunities for improvement.

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

Continues to be explored with colleagues in Regeneration.

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

A recent site visit by the accreditation body BSI has led to the certificate being reissued. For other areas of the service the further development of BSI accreditation is on hold pending team reorganisation.

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

No further detail to report