

APPENDIX 2

Priority: Modern and Efficient Council
Sub-Priority: Organisational Change
Impact: Managing services well to achieve our priorities

What we said we would do in 2013/14 – Agree an organisational change programme that will: -

1. Establish a future ‘operating model’ for a modern Council

Progress Comment	Progress RAG	G	Outcome RAG	A
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A new corporate operating model has been proposed for the council. The consultation on the model closes in February. A council decision is due in March. Implementation will be April - June.

Achievement will be measured through:

- The development of a “politically” agreed and sustainable “social business model” for the Council

Achievement Milestones for strategy and action plans: (Lead Officer – Chief Executive)

Development and adoption of a “politically” agreed and sustainable “social business model” for the Council – December 2013

2. Integrate business units and consider alternative models

Progress Comment	Progress RAG	G	Outcome RAG	A
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As a follow on from 1 above (1) all functions will be reviewed for a leaner and more integrated model and (2) a number of functions have been listed for transformation/alternative models. This is supported by a number of value for money organisational change proposals as part of the 2014 -15 budget strategy.

Achievement will be measured through:

- Agreeing a model to support the future operating model

Achievement Milestones for strategy and action plans: (Lead Officer – Chief Executive)

Agreement of a model to support the future operating model – December 2013

Risk to be managed – Gaining political agreement to the future operating model. (Links to activities 1 and 2)

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
(L)	(I)	(LxI)		(L)	(I)	(LxI)			(L)	(I)	(LxI)	
H	H	R	<p>The demanding timescales for the completion of the design programmes are being met through prioritisation of activity</p> <p>Capacity and capability to produce effective designs and plans is being met by prioritisation and the use of external support</p> <p>The organisational reaction to ambitious and radical plans is being met by work to build consensus</p>	M	M	A	<p>Continued prioritisation of professional and political leadership capacity</p> <p>Appointment of expert external advisors for specific change programmes</p> <p>Planning of organisational briefing and decision-making paths for the adoption and implementation of change programmes</p>	Chief Executive	↔	L	L	G

3. Streamlining the organisation							
Progress Comment			Progress RAG	G	Outcome RAG	A	
<p>As part on the medium term financial plan and as part of the 2014-15 and budget strategy a twin programme of (1) corporate review and (2) workforce (scale) review is underway. Employment policies have been reviewed and readopted. The council has opened a voluntary redundancy programme. A workforce review panel will be sitting from March to plan and approve organisational structuring.</p> <p>Service Review completion and implementation for 2013-14 is on track. 49 'Value for Money' reviews have been scoped out as part of the budget strategy for 2014-15. These will be delivered as part of a co-ordinated change programme during 2014-15.</p>							
<p>Achievement will be measured through:</p> <ul style="list-style-type: none"> The changing organisational hierarchy, workforce numbers and costs <p>Achievement Milestones for strategy and action plans: (Lead Officer – Head of HR and OD) Measures for the percentage change in workforce numbers and the paybill to be established as part of the workforce scaling programme – from February 2014</p>							
Achievement Measures	Lead Officer	2012/13 Baseline Data	2013/14 Target	2016/17 Aspirational Target	Current Outturn	Performance RAG	Outcome Performance Predictive RAG
Number of planned service reviews which have been completed. <i>(2013/14 target may change dependent on the identification of priorities as part of Change Programme)</i>	Head of HR and OD	19 completed to date	15	N/A Overtaken by Value for Money	13	A	G

4. Modernise working practices

Progress Comment	Progress RAG	G	Outcome RAG	A
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The Purchase-to-Pay solution has now been fully rolled-out to all Directorates and Service Areas with exception to schools and transactions involving job costing solutions. The process efficiencies highlighted below relate to purchase ordering and receipting only. Further additional efficiencies will be achieved on invoice processing during 2014/15. The projected outturn for 2013/14 is £103,677. The process efficiencies have now been calculated using local process recording efficiencies rather than National Audit Office figures as reported previously on the Mid-Year report (£161,000).

The Procurement cost efficiencies outturn of £970,000 is the level of savings included in the 2013/14 Budget and that is the figure monitored as part of the regular budget monitoring process. This is on-going work in progress with a cross-directorate working group established to identify and realise additional procurement efficiencies. There will be a short-fall against the original Flintshire Future programme target of £1,723 ml which was based on 3% of influenceable spend.

Achievement will be measured through:

- Process and cost efficiencies

Achievement Measures	Lead Officer	2012/13 Baseline Data	2013/14 Target	2016/17 Aspirational Target	Current Outturn	Performance RAG	Outcome Performance Predictive RAG
Procurement process efficiencies achieved	Head of ICT and Customer Services	£24,000	£102,000	£267,000	£53,000	A	G
Procurement cost efficiencies achieved	Head of ICT and Customer Services	N/A	£1.723m	£2.673m	£0.970m	A	A
iTrent process efficiencies achieved *	Head of HR and OD	£3,211	£6,427	£11,780	£4,000	A	A

* (iTrent process efficiencies will be achieved through the Organisation Admin Review. These savings relate to the introduction of automated expenses and based on the assumption that roll out across the whole organisation is completed before April 2014. Future development work will release comparable process efficiencies)

Risk to be managed – Gaining workforce and Trade Union agreement and acceptance of the organisational changes. (Links to activities 1 - 4)

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
(L)	(I)	(LxI)		(L)	(I)	(LxI)			(L)	(I)	(LxI)	
H	H	R	Regular and on-going dialogue with trade unions via FJTUC, Employee/Directorate liaison meetings and individual briefing. Employee communications via InfoNet, staff conferences, change exchange and as part of project communication plans.	M	M	A	Early and full engagement with employees and trade unions on the developing Organisational Change Strategy and plans.	Chief Executive	↔	L	L	G

Risk to be managed – Keeping up workforce motivation and morale to prevent resistance to organisational change and minimise service disruption such as industrial action. (Links to activities 1 - 4)

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
(L)	(I)	(LxI)		(L)	(I)	(LxI)				(L)	(I)	(LxI)
H	H	R	Employee communications via manager, InfoNet, staff conferences, change exchange and as part of project communication plans.	M	M	A	Early engagement and involvement of employees in change programmes and projects.	Directors and Heads of Service	↔	L	L	G

5. Provide capability and capacity to manage a reduced sized organisation

Progress Comment	Progress RAG	A	Outcome RAG	A
<p>The organisation has adopted an intense and decisive programme management approach to change (in support of 1-3 above) and is making the organised use of its corporate resources in support. The council has employed Hay Consulting to assist and is drawing on set aside invest to save resources. Capacity remains a challenge given the scale and pack of its organisational capital programme.</p>				
<p>Achievement will be measured through:</p> <ul style="list-style-type: none"> • The development of a “politically” agreed “social business model” • Agreeing a model to support the future operating model • The changing organisational hierarchy, workforce numbers and costs. <p>Achievement Milestones for strategy and action plans: (Lead Officer – Chief Executive) See the measures for activities 1 – 3 above.</p>				

Risk to be managed – Ensuring organisational capability to make the changes happen and sustain the model. (Links to activities 1-5)

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
(L)	(I)	(LxI)		(L)	(I)	(LxI)			(L)	(I)	(LxI)	
H	H	R	Management Development Framework, Lean Academy, Managing Change Successfully (Regional Programme). Personal Develop Plans arising from appraisals. HR support for coaching and mentoring opportunities.	M	M	A	Influencing and changing skills and behaviours by the introduction of the new competency framework with an emphasis on change and innovation. This will be achieved via appraisals and identification of development needs. External advice and support providing skills and expertise (Skills Transfer). Learning from other organisation and their approach to implementing major change programmes.	Head of HR & OD	↔	L	L	G

Risk to be managed – How we can fund the necessary investment costs to create change. (Links to activities 1 -5)

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
(L)	(I)	(LxI)		(L)	(I)	(LxI)			(L)	(I)	(LxI)	
H	H	R	To date a contingency fund has been available on invest to save basis to support change and priorities.	M	M	A	Consider future funding requirements to invest in future change programme, explore options of engagement of external partners on a results/outcome basis.	Chief Executive / Head of Finance	↔	L	L	G