CYNGOR
Sir y Fflint
Flintshire
COUNTY COUNCIL

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

We said in 2013/14 we would 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

2. Integrate business units and consider alternative models				
Progress Comment		Progress RAG	A	Outcome RAG	A

Risks to Manage
Net Score = Risk level as it is now
Target Score = Anticipated risk level when all actions are completed / satisfactory arrangements are in place

Risk	Manager Responsible	Net Score	Risk Trend	Target Score
Gaining political agreement to the future operating model. (Links to activities 1 and 2)	Chief Executive	G	↓	G

3. Streamlining the organisation				
Progress Comment		Progress RAG	G	Outcome RAG	A

Achievement Measures	Lead Officer	2012/13 Baseline Data	2013/14 Target	2016/17 Aspirational Target	Current Outturn	Performance RAG	Trend
Number of planned service reviews which have been completed.	Head of HR & OD	19 completed to date	15	N/A - Now overtaken by Value for Money	**13**	A	**Downturned**

4. Modernise working practices							
Progress Comment				**Progress RAG**	G	**Outcome RAG**	G

Achievement Measures	Lead Officer	2012/13 Baseline Data	2013/14 Target	2016/17 Aspirational Target	Current Outturn	Performance RAG	Trend
Procurement process efficiencies achieved	Head of ICT and Customer Services	£24,000	£102,000	£267,000	£111,324	G	**Improved**
Procurement cost efficiencies achieved	Head of ICT and Customer Services	N/A	£1.723m	£2.673m	£1.598m	A	**N/A**
* iTrent process efficiencies achieved	Head of HR & OD	£3,211	£6,427	£11,780	£5,000	A	**Improved**

* 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

Risks to Manage

Net Score = Risk level as it is now
Target Score = Anticipated risk level when all actions are completed / satisfactory arrangements are in place

Risk	Manager Responsible	Net Score	Risk Trend	Target Score
Gaining workforce and Trade Union agreement and acceptance of the organisational changes. (Links to activities 1 - 4)	Chief Executive	A	↔	A
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)	Directors and Heads of Service	A	↔	G

5. Provide capability and capacity to manage a reduced sized organisation				
Progress Comment		**Progress RAG**	A	**Outcome RAG**	A

Risks to Manage

Net Score = Risk level as it is now
Target Score = Anticipated risk level when all actions are completed / satisfactory arrangements are in place

Risk	Manager Responsible	Net Score	Risk Trend	Target Score
Ensuring organisational capability to make the changes happen and sustain the model. (Links to activities 1-5)	Head of HR & OD	A	↔	A
How we can fund the necessary investment costs to create change. (Links to activities 1 -5)	Chief Executive Head of Finance	A	↔	A

Priority:	Modern and Efficient Council
Sub-Priority:	Matching Resources to Priorities
Impact:	Protecting local frontline public services through the best use of our resources

We said in 2013/14 we would: -

1. Agreement of the Council Priorities for this Council

Progress Comment		Progress RAG	G	Outcome RAG	G

2. Agreement of the capital and revenue resources to deliver our priorities for this Council

Progress Status		Progress RAG	A	Outcome RAG	A

Achievement Measures	Lead Officer	2012/13 Baseline Data	2013/14 Target	2016/17 Aspirational Target	Current Outturn	Performance RAG	Trend
Resources in place to fund 2013/14 priorities	Head of Finance	N/A	100%	100%	100%	G	N/A
Resources in place to fund future year priorities	Head of Finance	N/A	N/A	100%	100% for 2014/5	A	N/A

Risks to Manage
Net Score = Risk level as it is now
Target Score = Anticipated risk level when all actions are completed / satisfactory arrangements are in place

Risk	Manager Responsible	Net Score	Risk Trend	Target Score
Securing Council agreement to the priorities.	Chief Executive	A	←→	G

Ensuring sufficient capital & revenue resources to meet ambition of our priorities.	Head of Finance	**G**	←→	**A**
Funding the delivery of our priorities if the national financial position worsens.	Head of Finance	**G**	←→	**A**
Gaining political agreement to a business approach for fees and charges which may have public opposition.	Head of Finance	**R**	←→	**A**

Improvement Plan Progress
Year End 2013/14

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Priority:	Modern and Efficient Council
Sub-Priority:	Achieving Efficiency Targets
Impact:	Protecting local frontline public services through the best use of our resources

We said in 2013/14 we would: -

1. Agree a four year organisational change & efficiency programme

Progress Status		Progress RAG	A	Outcome RAG	A

2. Agree a specific saving and efficiencies programme for 2014/15

Progress Status		Progress RAG	G	Outcome RAG	A

3. Agree the value for money strategy to support them

Progress Status		Progress RAG	A	Outcome RAG	A

4. Achieving our targeted efficiencies for 2013/14

Progress Status		Progress RAG	A	Outcome RAG	G

Achievement Measures	Lead Officer	2012/13 Baseline Data	2013/14 Target	2016/17 Aspirational Target	Current Outturn	Performance RAG	Trend
Achieve 85% or more of the agreed efficiencies included within the 2013/14 budget	Head of Finance	146%	85%	85%	80%	A	Downturned
Seek alternative efficiencies for the remaining 15%(or more) to bring the budget outturn in within budget	Head of Finance	N/A	15%	15%	61%	G	N/A

Risks to Manage

Net Score = Risk level as it is now

Target Score = Anticipated risk level when all actions are completed / satisfactory arrangements are in place

Risk	Manager Responsible	Net Score	Risk Trend	Target Score
Delivery of priorities if the national financial position worsens.	Chief Executive Head of Finance	G	←→	R
Gaining Political Agreement of the Financial Plan.	Chief Executive Head of Finance	A	←→	A
Ensuring the organisation responds positively to the financial plan and has the capability and capacity to make it happen.	Chief Executive Head of Finance	A	←→	A

Priority:	Modern and Efficient Council
Sub-Priority:	Procurement Strategy
Impact:	Making our money go further through smart procurement

We said in 2013/14 we would:-

1. Simplify, standardise and automate our local procurement arrangements both in professional practice and the use of technology.

Progress Status		Progress RAG	A	Outcome RAG	G

Achievement Measures	Lead Officer	2012/13 Baseline Data	2013/14 Target	2016/017 Aspirational Target	Current Outturn	Performance RAG	Trend
Achievement of procurement process efficiencies	Head of ICT & Customer Services	£24,000	£102,000	£267,000	£111,000	G	Improved
Achievement of procurement cost efficiencies	Head of ICT & Customer Services	N/A	£1.723m	£2.673m	£1.598m	A	N/A

Risks to Manage

Net Score = Risk level as it is now

Target Score = Anticipated risk level when all actions are completed / satisfactory arrangements are in place

Risk	Manager Responsible	Net Score	Risk Trend	Target Score
Ensure the internal adoption of improved procurement practice and process.	Head of ICT & Customer Services	G	←→	G

2. Optimise procurement efficiencies through the use of regional procurement frameworks.

Progress Status					Progress RAG	G	Outcome RAG	G

Achievement Measures	Lead Officer	2012/13 Baseline Data	2013/14 Target	2016/017 Aspirational Target	Current Outturn	Performance RAG	Trend
Achievement of efficiency savings achieved due to the use of regional procurement frameworks.	Head of ICT & Customer Services	£257,000	£250,000	£300,000	£303,000	G	Improved

3. Using the new Welsh National Procurement Service effectively to maximise the benefits for the organisation.

Progress Status	Progress RAG	A	Outcome RAG	A

Risks to Manage
Net Score = Risk level as it is now
Target Score = Anticipated risk level when all actions are completed / satisfactory arrangements are in place

Risk	Manager Responsible	Net Score	Risk Trend	Target Score
Keep up the pace of collaboration to maximise procurement efficiencies through the use of the National Procurement Service and regional procurement frameworks (links to activities 2- 4).	Head of ICT & Customer Services	A	↑	A

4. Implement proposals for a joint Flintshire and Denbighshire corporate procurement unit.

Progress Status	Progress RAG	A	Outcome RAG	G

Risks to Manage

Net Score = Risk level as it is now
Target Score = Anticipated risk level when all actions are completed / satisfactory arrangements are in place

Risk	Manager Responsible	Net Score	Risk Trend	Target Score
How we avoid delays in agreeing and implementing new joint arrangements.	Head of ICT & Customer Services	G	↓	G

5. Develop an improved corporate approach to community benefits and supply chain management to benefit the organisation, local communities and the local economy					
Progress Status		**Progress RAG**	**A**	**Outcome RAG**	**A**

Achievement Measures	Lead Officer	2012/13 Baseline Data	2013/14 Target	2016/17 Aspirational Target	Current Outturn	Performance RAG	Trend
Number / Percentage of applicable contracts which include community benefits clauses.	Head of ICT & Customer Services	1 Contract	100%	100%	100%	G	N/A

Risks to Manage

Net Score = Risk level as it is now
Target Score = Anticipated risk level when all actions are completed / satisfactory arrangements are in place

Risk	Manager Responsible	Net Score	Risk Trend	Target Score
Having the creativity to apply community benefit clauses within contracts.	Head of ICT & Customer Services	A	↓	G

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

We said in 2013/14 we would: -

1. Renew the Asset Strategy alongside capital planning

Progress Status		Progress RAG	G	Outcome RAG	G

2. Reduce the number of office buildings

Progress Status		Progress RAG	A	Outcome RAG	A

3. Extend the use of Agile Working

Progress Status		Progress RAG	A	Outcome RAG	G

Achievement Measures	Lead Officer	2012/13 Baseline Data	2013/14 Target	2016/17 Aspirational Target	Current Outturn	Performance RAG	Trend
Reduction in the cost per m2 per person in our offices	Head of Assets and Transportation	£1,233.00	£1,172.18	£794	£1,233.00	R	Maintained
Increase the use of our property assets by increasing partnership through the public and third sector via our	Head of Assets and Transportation/Head of Housing	1 Connects Office	3 Connects Offices	5 Connects Offices by 2016	2 Connects Offices	A	Improved

Flintshire Connects and other property rationalisation approaches.							
Reduction in our office storage space requirements (incremental)	Head of Assets and Transportation	12%	10%	2% by 2016	10%	**G**	**Improved**
Reduction in our core office buildings from three to two (core buildings to be smaller and more energy efficient)	Head of Assets and Transportation	3	2	2 by 2017/18	2	**G**	**Improved**
Reduce our carbon footprint through delivery of our Carbon Reduction Strategy (non-domestic property portfolio)	Head of Assets and Transportation	Current tonnes of carbon 14,112.5 (weather corrected) 2.66% Reduction	Target 5% reduction	60% by 2021	1.51% Increase (18.53% Overall cumulative decrease)	**A**	**Downturned**

Risks to Manage

Net Score = Risk level as it is now

Target Score = Anticipated risk level when all actions are completed / satisfactory arrangements are in place

Risk	Manager Responsible	Net Score	Risk Trend	Target Score
Gaining public acceptance to the rationalisation of assets.	Head of Assets & Transportation Head of Housing	**G**	⬇	**G**

How we can invest and ensure we have the capacity to implement the strategy.	Head of Assets & Transportation Head of Housing	**G**	⬇	**G**
Gaining workforce agreement and acceptance of agile working practices.	Head of Assets & Transportation Head of ICT & Customer Services	**G**	⬇	**G**

Priority:	Modern and Efficient Council
Sub-Priority:	Access to Council Services
Impact:	Improving customer services

We said in 2013/14 we would: -

1. Complete Phase 1 of our Flintshire Connects programme and the design of Phase 2			
Progress Status	**Progress RAG**	**G**	**Outcome RAG**	**G**

Achievement Measures	Lead Officer	2012/13 Baseline Data	2013/14 Target	2016/17 Aspirational Target	Current Outturn	Performance RAG	Trend
The opening of new Flintshire Connects Centres	Head of ICT & Customer Services	1 (as at 1/4/13)	2 Connects Offices	5 Connects Offices by 2016	2 Connects Offices	G	Improved
Scale of use of all Flintshire Connects Centres (footfall)	Head of ICT & Customer Services	3514 (between 1/1/13 and 31/3/13)	17,000	70,000	43,656	G	Improved
Customer satisfaction rating	Head of ICT & Customer Services	n/a	100%	100%	100%	G	N/A

Risks to Manage

Net Score = Risk level as it is now

Target Score = Anticipated risk level when all actions are completed / satisfactory arrangements are in place

Risk	Manager Responsible	Net Score	Risk Trend	Target Score
How we can ensure the investment to further improve access to our services.	Head of Housing / Head of ICT & Customer Services	G	←→	G
How the Council adjusts its processes and practices to support Flintshire Connects and the increased use of self-service.	Head of ICT & Customer Services	A	←→	G
Ensuring a positive public response to the changing ways our services can be accessed.	Head of ICT & Customer Services	G	←→	G

2. Implement a newly modernised website with increased and improved digital services				
Progress Status		**Progress RAG** A	**Outcome RAG**	A

Achievement Measures	Lead Officer	2012/13 Baseline Data	2013/14 Target	2016/17 Aspirational Target	Current Outturn	Performance RAG	Trend
Scale and take-up of the new digital services (no. of visitors) per annum	Head of ICT & Customer Services	1,459,283	1,500,000	2,000,000	2,001,881	G	Improved
Customer feedback - Satisfied with visit to website - Successfully found what they were looking for	Head of ICT & Customer Services	73.3% 73.54%	80% 80%	85% 85%	N/A	n/a information not available for new website	N/A

Risks to Manage

Net Score = Risk level as it is now

Target Score = Anticipated risk level when all actions are completed / satisfactory arrangements are in place

Risk	Manager Responsible	Net Score	Risk Trend	Target Score
Ensuring our customers can access our digital services.	Head of ICT & Customer Services	G	←→	G

3. Launch the new Flintshire mobile application "app"				
Progress Status		Progress RAG	G	Outcome RAG	G

Achievement Measures	Lead Officer	2012/13 Baseline Data	2013/14 Target	2016/17 Aspirational Target	Current Outturn	Performance RAG	Trend
Take-up of Flintshire's Mobile App	Head of ICT & Customer Services	N/A	To be determined	To be determined	360	N/A	N/A
No. of enquiries received via the mobile app	Head of ICT & Customer Services	N/A	To be determined	To be determined	516	N/A	N/A
Customer feedback - Satisfied with mobile app service	Head of ICT & Customer Services	N/A	To be determined	To be determined	Not Available	N/A	N/A

4. Review and improve our Customer Service Standards				
Progress Status		Progress RAG	G	Outcome RAG	G

Priority:	Modern and Efficient Council
Sub-Priority:	Single Status
Impact:	Achieving a fair and affordable pay and grading structure

We said in 2013/14 we would: -

1. Agree and implement a legal, affordable, acceptable and workable Single Status Agreement.				
Progress Status		**Progress RAG**	**G**	**Outcome RAG**	**G**

Risks to Manage

Net Score = Risk level as it is now
Target Score = Anticipated risk level when all actions are completed / satisfactory arrangements are in place

Risk	Manager Responsible	Net Score	Risk Trend	Target Score
An Agreement being reached within agreed timescales and how the Single Status Agreement and modernised terms and conditions are paid for in the long term with reduced financial resources.	Head of HR & OD Head of Legal & Democratic Services	G	↓	G

2. Adopting a modernised set of terms and conditions of employment so that we are a more customer focused organisation				
Progress Status		**Progress RAG**	**G**	**Outcome RAG**	**G**

Risks to Manage

Net Score = Risk level as it is now
Target Score = Anticipated risk level when all actions are completed / satisfactory arrangements are in place

Risk	Manager Responsible	Net Score	Risk Trend	Target Score
Employee / TU and organisational drive and commitment to work more flexibly / to extend opening hours.	Head of HR & OD Heads of Service	G	↓	G

3. Resolving and settling potential equal pay claims

Progress Status		Progress RAG	G	Outcome RAG	A

Risks to Manage

Net Score = Risk level as it is now

Target Score = Anticipated risk level when all actions are completed / satisfactory arrangements are in place

Risk	Manager Responsible	Net Score	Risk Trend	Target Score
Negotiating an affordable settlement rate for issued claims and meeting all settlement costs within defined funding range.	Head of HR & OD Heads of Service	A	↓	G