

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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What we did in 2013/14 –

- Proposed and gained agreement for a new corporate operating model for the council.

What went well –

- Proposed and gained agreement for a new corporate operating model for the Council.
- Wide reaching and thorough consultation on the model both internally and externally prior to adoption.
- Full endorsement and agreement to the model by County Council.
- The new model will become operational in accordance with the planned timescale – 1st June.

What did not go so well –

- Confidence of the organisation in developing a more broad based transformation plan for all services in a consistently audacious way.

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	A	Outcome RAG	A
<p>What we did in 2013/14 –</p> <ul style="list-style-type: none"> As a follow on from 1 above (1) all functions have been reviewed for a leaner and more integrated model and (2) a number of functions have been listed for transformation/alternative models. This will be supported by a number of value for money organisational change proposals in line with the 2014 -15 budget strategy. 				
<p>What went well –</p> <ul style="list-style-type: none"> Functional reviews were completed contributing to the design of a new corporate operating model for the Council. A number of functions have also been identified for transformation/delivery via an alternative model. 				
<p>What did not go so well –</p> <ul style="list-style-type: none"> The progress for some of the functional transformations has not been as ‘fast tracked’ as originally planned. 				
<p>Achievement will be measured through:</p> <ul style="list-style-type: none"> Agreeing a model to support the future operating model 				
<p>Achievement Milestones for strategy and action plans: (Lead Officer – Chief Executive) Agreement of a model to support the future operating model – December 2013</p>				

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>	L	L	G	<p>Continued prioritisation of professional and political leadership capacity.</p> <p>Appointment of expert external advisors for specific change programmes as required.</p> <p>Planning of organisational briefings and decision-making paths for the adoption and successful implementation of continuing change programmes.</p>	Chief Executive	↓	L	L	G

3. Streamlining the organisation

Progress Comment	Progress RAG	G	Outcome RAG	A
<p>What we did in 2013/14 –</p> <ul style="list-style-type: none"> As part on the medium term financial plan and as part of the 2014-15 and budget strategy a twin programme of (1) Organisational Design (commencing with the new operating model and senior management structure) and (2) workforce (scale) review is underway. Employment policies were reviewed and readopted. The council also opened a voluntary redundancy (VR) programme. A series of Corporate Workforce Panels met at the end of March to consider applications under the VR Programme to ensure that consistent, sustainable and cost effective decision were made on the applications, with full consideration of the overall organisational design of the Council. Service Review completion and implementation for 2013-14 is largely complete. 50 estimated ‘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>What went well –</p> <ul style="list-style-type: none"> Proposed and gained agreement for a new corporate operating model and senior management structure for the Council. Service Review completion and implementation for 2013-14 is largely complete. The VR Programme was well managed and decision making on applications was fair, transparent and consistent, based on business cases and future sustainability for the Council. 				
<p>What did not go so well –</p> <ul style="list-style-type: none"> The numbers of employees approved to take Early Retirement or Voluntary Redundancy is short of the target for the Workforce (Scale) Review. Further immediate work is required including the next phase of the Organisational Design for management and a further phase of the VR Programme. 				
<p>Achievement will be measured through:</p> <ul style="list-style-type: none"> The changing organisational hierarchy, workforce numbers and costs 				

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

Achievement Measures	Lead Officer	2012/13 Baseline Data	2013/14 Target	2016/17 Aspirational Target	Year End Outturn	Performance RAG	Trend
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	Downturned

4. Modernise working practices

Progress Comment

Progress RAG

G

Outcome RAG

G

What we did in 2013/14 –

- The Purchase-to-Pay solution has now been fully rolled-out to all Directorates and Service Areas with exception of schools and transactions involving job costing solutions. Further additional efficiencies will be achieved on invoice processing during 2014/15.
- Procurement cost efficiencies is an area of on-going work, with a cross-directorate working group established to identify and realise additional procurement efficiencies such as a 'Back to Basics' programme reviewing commodity spend such as stationery.
- Negotiations in the re-letting of contracts has also released additional efficiencies.

What went well –

- Budget efficiencies target for procurement of £970k was exceeded by over £14k.
- Full roll out of the Purchase-to-Pay solution to all Directorates and Service Areas (except for schools and transactions involving job costing solutions).
- Increased procurement process efficiencies achieved on those for 2012/13.
- Increased iTrent process efficiencies achieved on those for 2012/13.
- A 'Back to Basics' programme reviewing commodity spend such as stationery released £74k
- Negotiation and re-letting of significant new contracts released £554k

What did not go so well –

- A slight short-fall in procurement cost efficiencies of £0.125m against the original Flintshire Future programme target of £1,723m, which was set some time ago based on 3% of influenceable spend.

Achievement will be measured through:

- Process and cost efficiencies

Improvement Plan Progress
Year End 2013/14

Achievement Measures	Lead Officer	2012/13 Baseline Data	2013/14 Target	2016/17 Aspirational Target	Year End 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 and 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).

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 at each phase of the developing Organisational Change Strategy and plans.	Chief Executive	↔	M	M	A

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 each phase of the 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

What we did in 2013/14 –

- The organisation adopted an intense and decisive programme management approach to change (in support of 1-3 above) and is making organised use of its corporate resources in support of this with expert external support (Hay Consulting).
- Reinvigoration of the LEAN Academy to support further organisational change and particularly the planned Value for Money reviews.
- The organisation drafted a competency based appraisal process which will become effective during 2014/15. This will support the identification of capability and capacity needs within the organisations in addition to placing greater emphasis on change and innovation amongst the entire workforce.

What went well –

- The adoption of a programme management approach to supporting change.
- The employment of Hay Consulting in supporting and helping to facilitate this large and complex phase of organisational change.
- Reinvigoration of the LEAN Academy.

What did not go so well –

- Capacity remains a challenge given the scale and pace of its organisational change programme.

Achievement will be measured through:

- 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.

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

See the measures for activities 1 – 3 above.

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: - <ul style="list-style-type: none"> • 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. • A programme of coaching focusing on 'desired' behaviours 	Head of HR & OD	↔	M	M	A

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, further exploration of options of engagement with external partners on a results/outcome basis.	Chief Executive / Head of Finance	↔	M	M	A