

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

What we said we would do in 2014/15 – Agree an organisational change programme that will: -

1. Implement the proposed future operating model for the Council.

Progress Comment	Progress RAG	A	Outcome RAG	G
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Achievement Measures	Lead Officer	2013/14 Baseline Data	2014/15 Target	2016/17 Aspirational Target	Q1 Outturn	Performance RAG	Outcome Performance Predictive RAG
Minimising service disruption and failure, which affects performance targets, during the transition phase of the new model	Chief Executive	65% Improvement plan targets met	75%	100%	57%	A	A
Overall annual efficiency savings from a combination of the achievement milestones above		N/A	£1.450m	£2.000m	£0.613m	A	A

* this figure will be provided based on targets that can be measured quarterly and once the analysis has been completed.

2. Integrate business units and consider alternative models

Progress Comment	Progress RAG	G	Outcome RAG	A
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Achievement Measures	Lead Officer	2013/14 Baseline Data	2014/15 Target	2016/17 Aspirational Target	Q1 Outturn	Performance RAG	Outcome Performance Predictive RAG
Number of mergers/re-alignments achieved in functional areas	Chief Executive	N/A	Between 5 and 8	Between 8 and 10	Under review	A	A
Number of sustainable models agreed for transformation		N/A	Between 3 and 5	Between 3 and 5	N/A – Annual Measure	A	A
Overall annual efficiency savings from a combination of the above		N/A	£1.450m	£2.000m	£0.613m	A	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	Target Score Date
Gaining workforce and trade union agreement and acceptance of the transition into the new operating model	Chief Executive	G	↔	G	
Transitional risks of the operating model	Chief Executive	G	↔	G	

Priority: Modern and Efficient Council
Sub-Priority: Financial Strategy
Impact: Protecting local frontline public services and delivering Council priorities through the best use of our resources

What we said we would do in 2014/15: -

1. Develop a longer term financial plan.

Progress Comment	Progress RAG	A	Outcome RAG	A
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2. Agreement of the capital and revenue resources to deliver the priorities within the Improvement Plan.

Progress Status				Progress RAG	G	Outcome RAG	G
Achievement Measures	Lead Officer	2013/14 Baseline Data	2014/15 Target	2016/17 Aspirational Target	Current Outturn	Performance RAG	Outcome Performance Predictive RAG
IPME2M1 - Resources in place to fund 2014/15 priorities	Chief Officer - People & Resources	100%	100% for 2015/16 budget	100%	25%	G	G

3. Deliver on the four programmes of the organisational change and efficiency programme:

- Corporate Efficiency: assets, customer, finance and procurement.
- Organisational Design: operating model, functional and structural design, alternative delivery models.
- Workforce Scaling: workforce planning, workforce reduction, vacancy management, costs of employment.
- Functional Efficiency: value for money in all service and support functions.

Progress Status	Progress RAG	A	Outcome RAG	A
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Achievement Measures	Lead Officer	2013/14 Baseline Data	2014/15 Target	2016/17 Aspirational Target	Current Outturn	Performance RAG	Outcome Performance Predictive RAG
Achieve 85% or more of the agreed efficiencies for Corporate Efficiency included within the 2014/15 budget.	Chief Officer - People & Resources	N/A – new measure	85%	100%	25%	A	A
Achieve 80% or more of the agreed efficiencies for Organisational Design included within the 2014/15 budget.		N/A – new measure	80%	100%	25%	A	A
Achieve 80% or more of the agreed efficiencies for Workforce Scaling included within the 2014/15 budget.		N/A – new measure	80%	100%	42%	A	A
Achieve 85% or more of the agreed efficiencies for Functional Efficiency included within 2014/15 budget.		N/A – new measure	85%	100%	25%	A	A
Seek alternative efficiencies for the remaining 15% (or more) for the Corporate Efficiency included within the 2014/15 budget to bring the outturn within budget.		N/A – new measure	15%	0%	TBC Greater detail to be provided at Q2	N/A	A
Seek alternative efficiencies for the remaining 20% (or more) for the Organisational Design efficiency included within the 2014/15 budget to bring the outturn within budget.		N/A – new measure	20%	0%	TBC Greater detail to be provided at Q2	N/A	A
Seek alternative efficiencies for the remaining 20% (or more) for the Workforce Scaling efficiencies included within the 2014/15 budget to bring the outturn within budget.		N/A – new measure	20%	0%	TBC Greater detail to be provided at Q2	N/A	A

Seek alternative efficiencies for the remaining 15% (or more) for the Functional Efficiency efficiencies included within 2014/15 budget to bring the outturn within budget.		N/A – new measure	15%	0%	TBC Greater detail to be provided at Q2	N/A	A
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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	Target Score Date
Ensuring that capital and revenue resources are sufficient to operate effectively Current uncertainty of the budget gap going forward, predicted reduction of 1.5% - 4.5% for 2015/16, which could mean a gap of £12m - £18m leading to this risk being assessed as high 'red'.	Chief Officer Organisational Change	R	↑	R	
Uncertainty in the level of Welsh Government Funding which represents 80% of the funding of council services Current uncertainty of the budget gap going forward, predicted reduction of 1.5% - 4.5% for 2015/16, which could mean a gap of £12m - £18m leading to this risk being assessed as high 'red'.	Chief Officer Organisational Change	R	↑	R	
Gaining Agreement to the financial strategy	Chief Executive & Corporate Finance Manager	A	↔	A	
An update on the progress made against the efficiencies included in the 2014/15 budget was reported to Cabinet and Corporate Resources Overview and Scrutiny Committee in July, highlighting 2 areas where there is concern in achieving planned efficiencies: - 1) Delegation of teaching assistant support to schools	Corporate Finance Manager	A	↔	A	

2) Workforce efficiencies					
Gaining agreement to further efficiency measures from 2015/16 onwards	Chief Executive & Corporate Finance Manager	A	↔	A	
Gaining agreement to a new corporate approach for fees and charges	Corporate Finance Manager	R	↔	A	

Priority: Modern and Efficient Council
Sub-Priority: People Change & Development
Impact: The Council has sufficient capability and capacity to operate effectively as a reduced sized organisation

We said in 2014/15 that we would: -

- Implement the People Strategy focusing on:**
1. Employee performance and productivity – including organisational and job design, effective workforce planning, flexible working and working patterns, terms and conditions and robust performance management.
 2. Employee Development and Talent Management – including employee engagement, talent management, behaviour and competencies development, learning and skills development.
 3. Health and Wellbeing – including development of ‘Flintshire Healthy Workplace’, information channels for employees to manage health and welfare; initiatives that support the reduction of sickness absence as part of the Council’s Attendance Management Strategy.
 4. Implement the new pay model as part of Single Status and address any on-going Equal Pay liabilities.

Progress Status	Progress RAG	A	Outcome RAG	G
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Achievement Measures	Lead Officer	2013/14 Baseline Data	2014/15 Target	2016/17 Aspirational Target	Current Outturn	Performance RAG	Outcome Performance Predictive RAG
CHR/002 – The number of working days/shifts per full time equivalent (FTE) local authority employee lost due to sickness absence	Chief Officer - People & Resources	10.82 days/shifts	9.6 days/shifts	8.3 days/shifts	2.67 days/shifts	A	G

REM3 - Increase the percentage of employees receiving an annual appraisal with Individual Development Plan 100% (please see note below) *		26%	90%	95%	20%	A	G
Reduced expenditure for agency / interim workers and consultants		£2.7m	10% reduction	10% - 15% reduction	£565k spend £108ksavings	G	G
Number of Flintshire County Council employees undertaking the supervisory and management training programmes developed with Coleg Cambria		92 employees	115-120 employees	105-110 employees	22	A	G
Percentage of Flintshire County Council employees completing the supervisory and management training programmes developed with Coleg Cambria		98%	90% - 95%	90%-95%	None completed as yet – period of completion is 18 months	N/A	G

* REM 3 – the figures shown for completed appraisals are those recorded on the iTrent system only and are therefore a major underestimate. Chief Officers will be managing the transition from retaining locally based records to recording all appraisals corporately on the iTrent system from this quarter onwards, which will be reflected when we next report on appraisal completion rates.

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	Target Score Date
Ensuring organisational capability to make the changes happen and sustain the new operating model	Chief Officer - People & Resources	A	↔	G	
Keeping up workforce motivation and morale to prevent resistance to organisational change and minimise service disruption such as industrial action	Chief Officer - People & Resources	A	↔	G	
Controlling the terms of the new pay model and terms and conditions of employment post implementation to prevent new Equal Pay risks from emerging.	Chief Officer - People & Resources	A	↔	G	

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

What we said we would do in 2014/15: -

1. Refresh the Asset strategy along-side capital planning
2. Reduce the number and review the usage of Council property assets
3. Further extend the use of agile working and so free up the amount of office and other space needed to deliver services.

Progress Status:	Progress RAG	A	Outcome RAG	G
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Achievement Measures	Lead Officer	2013/14 Baseline Data	2014/15 Target	2016/17 Aspirational Target	Current Outturn	Performance RAG	Outcome Performance Predictive RAG
CAM/001b (i) - Percentage of the total value of required maintenance to Priority 1 (Urgent) Works	Chief Officers – Organisational Change	1.4%	1.6%	2%	1.4%	G	A
CAM/001b (ii) - Percentage of the total value of required maintenance to Priority 2 (Essential) Works		39.5%	42%	46%	39.5%	G	A
CAM/001b (iii) - Percentage of the total value of required maintenance to Priority 3 (Desirable) Works		59.1%	56.4%	52%	59.1%	A	A

EEFLM1 - Carbon Reduction Commitment	Chief Officer – Planning & Environment	1.51% (increase in year) 18.53% (cumulative reduction)	29% (cumulative reduction)	60% cumulative reduction by 2021	Annual return	NA	NA
Reduction in square meters of occupied office accommodation		N/A – new measure	10%	30%	0%	A	G
Reduction in other operational assets (square meters) excluding schools	Chief Officers – Organisational Change	N/A – new measure	2%	5%	0%	A	G
Number of assets transferred to the community through Community Asset Transfer or other mechanism		2	2 - 4	8 - 10	2	A	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	Target Score Date
Gaining public acceptance	Chief Officer Organisational Change	G	↓	G	
How we can invest and ensure we have the capacity to implement the strategy	Chief Officer Organisational Change	G	↓	G	

Gaining workforce agreement and acceptance of agile working practices	Chief Officer Organisational Change	G	↓	G	
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Priority: Modern and Efficient Council
Sub-Priority: Procurement Strategy
Impact: Making our money go further through smart procurement

What we said we would do in 2014/15: -

1. Optimise procurement efficiencies through the use of regional and national procurement collaborations.

Progress Comment	Progress RAG	G	Outcome RAG	G
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Achievement Measures	Lead Officer	2013/14 Baseline Data	2014/15 Target	2016/17 Aspirational Target	Current Outturn	Performance RAG	Outcome Performance Predictive RAG
IPME4M3 - Achievement of efficiency savings achieved due to the use of National, Regional and Sectoral procurement frameworks	Chief Officer - Governance	£303,000	£250,000	£300,000	£120,000	G	G

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

Progress Comment	Progress RAG	G	Outcome RAG	G
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3. Develop an improved corporate approach to community benefits and supply chain management to benefit the organisation, local communities and the local economy.

Progress Comment	Progress RAG	G	Outcome RAG	G
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Achievement Measures	Lead Officer	2013/14 Baseline Data	2014/15 Target	2016/17 Aspirational Target	Current Outturn	Performance RAG	Outcome Performance RAG
Percentage of applicable contracts which include community benefits clauses	Chief Officer - Governance	100%	100%	100%	100%	G	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	Target Score Date
Keep up the pace of collaboration to maximise procurement efficiencies through the use of the National Procurement Service and Welsh Procurement consortium frameworks	Head of ICT & Customer Services	A	↑	A	
Ensure the internal adoption of revised procurement practice and process	Head of ICT & Customer Services	G	↔	G	
Having the creativity to apply community benefit clauses within contracts	Head of ICT & Customer Services	A	↓	G	

Priority: Modern and Efficient Council
Sub-Priority: Access to Council Services
Impact: Achieving customer, focused, modern and efficient access to council services

What we said we would do in 2014/15: -

1. Implement Phase 2 of our Flintshire Connects programme with extended range of services and locations.

Progress Comment	Progress RAG	G	Outcome RAG	G
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Achievement Measures	Lead Officer	2013/14 Baseline Data	2014/15 Target	2016/17 Aspirational Target	Current Outturn	Performance RAG	Outcome Performance Predictive RAG
IPME6M1 - The opening of new Flintshire Connects Centres	Chief Officer – Community & Enterprise	2	4 (cumulative)	5 (cumulative)	3	G	G
IPME6M2 - Scale of use of all Flintshire Connects Centres (footfall)		43,656	70,000	100,000	19,308	G	G
Range of services provided		Holywell only = 36	36	36	37	G	G
IPME6M3 - Customer satisfaction rating		Holywell only = 100% <i>based on verbal feedback</i>	90%	90%	93%	G	G

2. Review and improve our Customer Service Standards.

Progress Comment	Progress RAG	G	Outcome RAG	G
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Achievement Measures	Lead Officer	2013/14 Baseline Data	2014/15 Target	2016/17 Aspirational Target	Current Outturn	Performance RAG	Outcome Performance Predictive RAG
CUSM1L - Efficient Complaints Handling: The percentage of initial complaints responded to within 10 working days	Chief Officer – Community & Enterprise	83.93%	84%	85%	75.31%	A	G

3. Extend and improve (i) customer access to Council information and services using technology and (ii) opportunities for participation in consultation exchanges etc.

Progress Comment	Progress RAG	G	Outcome RAG	G
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Achievement Measures	Lead Officer	2013/14 Baseline Data	2014/15 Target	2016/17 Aspirational Target	Current Outturn	Performance RAG	Outcome Performance RAG
IPME6M4 - Scale and take-up of the new digital services (no. of visitors) per annum	Chief Officer – Community & Enterprise	2,001,881	2,000,000	2,000,000	290,673	G	G
IPME6M5a - Customer feedback: satisfied with visit to website *		Not Available	80%	85%	Not available	N/A	N/A
IPME6M6 - Take-up of		293	200	200	399	G	G

Flintshire's Mobile App							
IPME6M5b - Customer feedback: successfully found what they were looking for *	Not Available	80%	85%	Not available		N/A	N/A
IPME6M7 - No. of enquiries received via the mobile app	393	150	150	618		G	G

* Subject to availability of website take up survey

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	Target Score Date
How we can ensure the investment to further improve access to our services	Chief Officer, Community & Enterprise	G	↓	G	
Ensuring our customers can access our digital services	Chief Officer, Community & Enterprise	G	↓	G	
Ensuring a positive public response to the changing ways our services can be accessed	Chief Officer, Community & Enterprise	G	↓	G	
How the Council adjusts its processes and practices to support Flintshire Connects and the increased use of self service	Chief Officer, Community & Enterprise	A	↓	G	