

## 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 2014/15 – Agree an organisational change programme that will: -

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

Progress Comment	Progress RAG	G	Outcome RAG	G
<p>Chief Officers in post and settled into new roles. Management structures within the new portfolios are subject to ongoing review as part of the Council's organisational change programme and business planning.</p> <p>Transitional risk register monitored regularly by the Chief Executive. Risks effectively managed to plan to date with no discernable direct impacts on service performance because of the operating model itself, Council governance or organisational change plans.</p> <p>The benefits of the new model have been tested externally by the WAO corporate assessment with positive informal feedback; subjective feedback within the Council and from external partners has also been positive.</p>				
<p><b>Achievement will be measured through:</b></p> <ul style="list-style-type: none"> <li>▪ Successful transition into the new operating model</li> <li>▪ Streamlining the organisation</li> </ul> <p><b>Achievement Milestones for strategy and action plans:</b></p> <ul style="list-style-type: none"> <li>▪ Implementation of senior management structure phase 1 operating model on time and on budget by June 2014 - Complete</li> <li>▪ Agreement of senior management phase 2 proposals for implementation throughout 2014-15 by September 2014</li> </ul>				

**Improvement Plan Progress**  
**January 2015**

Achievement Measures	Lead Officer	2013/14 Baseline Data	2014/15 Target	2016/17 Aspirational Target	Current 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%	66%	A	G
Overall annual efficiency savings from the implementation of the senior management structure (phase 1) of the operating model.		N/A	£0.460m	£0.600m	£0.365 (79%)	A	A

## 2. Integrate business units and consider alternative models

Progress Comment	Progress RAG	G	Outcome RAG	A
<p>As part of the new operating model business units have been integrated to simplify and align service delivery points with the intent of streamlining business and delivering efficiencies.</p> <p>The Council has developed a new approach to business planning for the longer term that proposes alternative service delivery models where appropriate based on the aims of protecting services and being cost efficient. This has been progressing at a fast pace: -</p> <ul style="list-style-type: none"> <li>• A proportion of the draft budget proposals for 2015/16 are based on changes to / integration of service teams as part of the new business plan approach.</li> <li>• A two phase alternative delivery model programme for 12 service areas initially are being reported to Cabinet.</li> </ul> <p>The amber RAG status for outcome reflects the collective concern that despite the fast pace the options may not deliver the required efficiencies in the time available due to the scale of budget challenge.</p>				
<p><b>Achievement will be measured through:</b></p> <ul style="list-style-type: none"> <li>▪ Agreement of internal service functional mergers and re-alignments as a follow through of the operating model and senior management review implementation</li> <li>▪ Agreed proposals for sustainable models for each of the services/functions listed for transformation</li> <li>▪ Overall annual efficiency savings from combination of the above</li> </ul>				

Achievement Measures	Lead Officer	2013/14 Baseline Data	2014/15 Target	2016/17 Aspirational Target	Current Outturn	Performance RAG	Outcome Performance Predictive RAG
Number of mergers/re-alignments achieved in functional areas (alternative delivery models)	Chief Executive	N/A	Between 5 and 8	Between 8 and 10	Premature at Q3 stage pending completion of ongoing organisational change plans	N/A	N/A
Number of sustainable models agreed for transformation		N/A	Between 3 and 5	Between 3 and 5	12 areas identified for feasibility	N/A	N/A
Overall annual efficiency savings from senior management phase 2 proposals (employees)		N/A	N/A	2015/16 £1.400m	N/A	N/A	N/A

**Risk to be managed – Gaining workforce and trade union agreement and acceptance of the transition into the new operating model**

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	Target Date
(L)	(I)	(LxI)		(L)	(I)	(LxI)				(L)	(I)	(LxI)	
H	H	R	<p>Organisational briefings and decision-making paths for the adoption and successful implementation of continuing change programmes.</p> <p>Capacity and capability to produce effective designs and plans is being met by prioritisation and the use of external support/ expert advisors where required.</p> <p>Continued development of the new approach to business planning along with the development and delivery of a Communications Strategy (including employee communications via a variety of mechanisms).</p> <p>Regular dialogue with trade unions via FJTUC and Service liaison meetings.</p>	L	M	G	<p>Agreement to the 2015/16 budget proposals by Council (February 2015).</p> <p>Agreement to commitments to alternative delivery models past the feasibility stage.</p> <p>Long-term decisions for services for 2016/17 onwards based on business plans.</p>	Chief Executive	↔	L	L	G	Jan 15

Risk to be managed – Transitional risks of the operating model

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	Target Date
(L)	(I)	(LxI)		(L)	(I)	(LxI)				(L)	(I)	(LxI)	
H	H	R	Transitional risk register is in place and frequently monitored to ensure risks are being managed.	L	M	G	No future actions.	Chief Executive	↔	L	L	G	Jul '14