

APPENDIX 2

Year End Chief Officer Report

Report Author: Chief Officer – Organisational Change (Neal Cockerton)

Report Date: April 2015

Report Period: 01 October 2014 to 31 March 2015

Introduction

The Chief Officer report is produced on a half yearly basis and provided to Cabinet Members for review and assurance focusing on the 'business as usual'. The reports are provided for Overview and Scrutiny Committees as part of their Forward Work Programmes. Chief Officer reports compliment the Improvement Plan monitoring reports.

Chief Officer reports are exception reports which summarise the key information Members should be aware of, including both good and poor performance. Emerging issues / operational risks are also detailed. The reports are split into three distinct sections: -

1. Performance Overview - this section is used to give an overview of the progress being made towards delivery of key plans for the services which include those Improvement Priorities which do not have an in year focus i.e. these are not reported within the quarterly Improvement Plan monitoring. It is also used to highlight good news and key issues (including operational risks) arising. In addition, summary progress is given for key projects and collaborative areas of work.

2. Internal and External Regulatory Reports - this section summarises regulatory work reported in the half year and its outcomes and intended actions arising from recommendations.

3. Corporate Reporting - this section summarises the performance in relation to corporate issues i.e. Sickness absence, Complaints

Plus supporting appendices: -

Appendix 1- Performance Indicators - summary table of the key performance indicators used to manage the services. In addition, any NSI and PAM (statutory PIs) reported by the services are included.

Appendix 2 - High level (red) operational risk detail - completed full risk templates for those risks currently assessed as high (red).

Section 1 - Performance Overview

This report covers the following functional areas:

- Highways Engineering Consultancy
- Facilities Services
- Catering and Cleaning Services
- Property Maintenance and Design Services
- Valuation and Estate Services
- CCTV

Areas of Positive Performance

All services have performed positively during the period covering within this report.

The new Holywell High School is now on site and good progress is being made with the construction of the facility. Currently site preparation works (groundwork's) are in progress and the site is being levelled and prepared for the construction of the buildings structural frame.

There has been intensive work around the development of Community Asset Transfers (CATs) with in excess of 67 expressions of interest being submitted for a range of assets covering 22 Community or Town Councils. 58 of the Expressions of Interest have been cleared to proceed to Business Modelling.

Farm disposals continue to be progressed with some positive movement in sales over the last six months leading up to the end of the financial year. This activity has contributed positively to the Councils overall position in relation to capital receipts.

Business Planning around the development of Alternative Delivery Models is continuing with work around feasibility being drawn to a conclusion. This work will then provide an overall assessment of viability and frame management decisions on moving forwards with range of models.

The Catering Service has been working hard to promote and support the Healthy Eating agenda on our schools with new menus and increased promotion and awareness raising activity with children.

Work is in progress in relation to the current CCTV system from the perspective of creating a more efficient, targeted and responsive service for the future. This work is looking at the current system, camera network and monitoring centre as well as re-procuring the monitoring service.

Work is currently in progress around the development of a combined Capital Strategy and Asset Management Plan. This document will form one of a number of key strategic documents which will support the Medium Term Financial Strategy.

Areas of Concern

The external environment within which our property/land disposals operates in remains challenging as a direct result of the current economic climate.

In addition the current climate above is also impacting negatively on the work of the Design Consultancies which are primarily driven by capital programmes and funded through capital resources. These funding streams are reducing and action is being taken to mitigate exposure

Improvement Plan (no in year priorities)

Not Applicable

Key Projects

As noted above the Holywell School development and Community Asset Transfers are two major work streams that are currently being progressed.

The Holywell development is reaching a stage where the main structural frame will soon begin to be formed, the intention being that this creates a watertight envelope before the onset of winter.

As advised above the preparation of a Capital Strategy and combined Asset Management Plan is a key piece of work which is currently in progress.

Collaboration / Partnership Working

As reported previously the joint working to develop a collaborative contract framework has been completed and is now being used across North Wales to deliver the 21st Century Schools programme. This was used to appoint the Constructors for the new all through school in Holywell.

Summary of Operational Risks (from the above sections)

Risk Type	Risk Ref. and Description	Net Risk Score	Risk Trend	Target Risk Score & Date	Status Open / Closed
Operational	Future workloads reducing with resultant need to review service team structure and resource levels	Red	↔	Green March 2016	Open

Section 2 - Internal and External Regulatory Reports

Report: Property Repairs and Maintenance

Date Finalised: November 2014 (report reference EN0530U1)

Conclusion: Reasonable assurance that the controls upon which the organisation relies to manage this area are suitably designed, consistently applied and effective.

Recommendations: 3 x medium, 3 x low

Summary

These are not formal recommendations that impact our overall opinion, but used to highlight a suggestion or idea that management may want to consider.

Areas of good practice:

All of the property maintenance staff, who had managed the contracts Which formed part of our testing sample had attended the Contract Procedure Rules training sessions undertaken by Procurement during November 2013.

CPRs have been complied with in relation to obtaining the correct number of quotations or tenders based on initial estimates of the value of the work.

There was no evidence of contract value “splitting” to avoid having to undertake the tendering process, however, there was evidence of smaller jobs totalling below £10k, and not therefore requiring a formal tender, being subdivided between contractors.

Any tenders examined above £100k included “Most Economically Advantageous Tender” (MEAT) terms with price and quality weighting being clearly highlighted. Evaluation of these tenders had been undertaken using the process recommended by Procurement.

All tenders had been opened by two officers, at least one of whom was independent of the process.

Key areas for improvement:

Where initial estimates indicate the work is valued at near £10k it would be prudent to consider obtaining more than one quotation to ensure value for money is achieved.

Separate aspects of works of the same discipline have been divided between contractors for jobs valued at below £10k. Quotations have been obtained for each aspect, however, the use of lots within tenders should be considered to allow contractors to bid for the whole contract along with individual lots to ensure best value is obtained. Procurement have indicated they are available to obtain further

advice on this issue.

The use of framework agreements should be considered for works of a similar nature.

Ensure all contractors are fully aware of the requirements for submission for MEAT tenders.

Section 3 - Corporate Reporting

Complaints Handling (Source: Corporate Complaints Database)

Portfolio	Total Number of Complaints Received	No. of Complaints Responded to within 10 working days	No. of Complaints <u>Not</u> Responded to within 10 working days	% Responded to within 10 working days	% Not responded to within 10 working days
Organisational Change (NC)	Full Year Outcome:			75.00%	25.00%
Q1	0	0	0		
Q2	0	0	0		
Q3	1	1	0	100.00%	0.00%
Q4	2	1	0	50.00%	50.00%

Sickness Absence (Source: I-Trent)

In reviewing the levels of sickness absence the absence rate as at the 29 April 2015 was 4.65% equating to 10.6 days lost per full time equivalent member of staff. In relation to this there has been and remain a number of staff who have been absent for long periods due to debilitating illnesses. The services are working with these individuals and our Occupational Health Service to find solutions and assist them in a return to work where possible.

Employee Turnover (Source: I-Trent)

Turnover for the year equated to 30% with a number of staff leaving through redundancy or retirement. Overall stability within the service areas has remained relatively high with the main area of movement in Facilities Services which provides cleaning, catering and Security services.

Employee Appraisals (Source: I-Trent)

A total of eight are recorded on the system, however, it is known that the number actually undertaken is much higher. On investigation it has been noted that data has not been added to the i-Trent data base from which the reported are produced. This matter has been raised with relevant service managers.

Data Protection Training (Source: I-Trent)

A total of 33 staff have received mandatory data protection training across a range of services.

Equality and Welsh Language

Percentage of employees who have completed the Equalities Monitoring / Diversity Audit (Source: I-Trent)

68.92% (286 staff out of 415)

Appendix 1 - Performance Indicators

No statutory performance indicators.

Appendix 2 – High Level (Red) Net Risks

Risk to be managed

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 & Date (when all actions are completed / satisfactory arrangements in place)			
Likelihood	Impact	Gross Score		Likelihood	Impact	Gross Score				Likelihood	Impact	Gross Score	Date
(L)	(I)	(LxI)		(L)	(I)	(LxI)			(L)	(I)	(LxI)		
H	H	R	Reviewing services and developing business plans around future models of delivery for those fee generating services	H	M	R	Consideration of new future service models to reduce risk to council. This is being progressed through the development of Alternative Delivery Models (ADMs)	Chief Officer (Organisational Change)	↑	L	M	A	2015/16 onwards