



# APSE Seminar 2016

## Flintshire's Journey: A Chief Officer's perspective

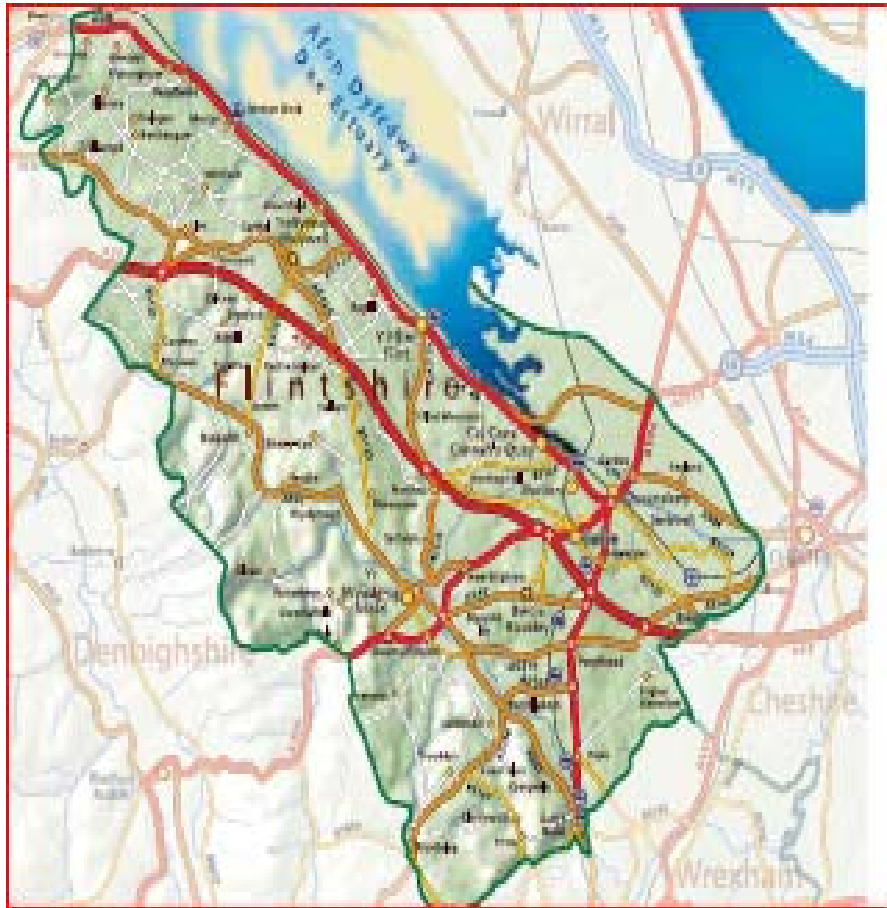
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28 April 2016



# Flintshire County Council



- » North East Wales
- » 6<sup>th</sup> largest authority
- » Population 152,500
- » Borders England

Group affiliation <sup>[1]</sup>	Members
Labour	31
Independent	19
Conservative	8
Liberal Democrat	7
Others	4
Plaid Cymru	1
<b>Total</b>	<b>70</b>



# Content

- » **Social Business – a new way of working**
- » **Strategic Planning – integrating our intent**
- » **Service Transformation – opening our minds**
- » **Community Assets – collective responsibility**



# Public Service Reform Choices

- » Local choice versus national policy
- » Priority versus non-priority
- » 'Provide' versus 'Buy'
- » Public expectations versus needs
- » Old public service values versus new social business values
- » The status quo versus investment in prevention and social re-engineering
- » Sustainability versus pragmatism in planning and choice

# Social Business – a new way of working

- » Understanding and ownership
- » Staff engagement
- » One size fits all
- » Governance and political awareness
- » Delivery and sustainability
- » Growing the social business market in Flintshire





# Communities and People



- » Variety of social business public service models
- » Playing on localities and sub-regions
- » Less 'dependent' and 'parental' models

- » Public co-role in debate and big decisions for public service reform
- » Citizen influence as customers
- » Greater community ownership and responsibility
- » Greater personal citizen responsibility





# Strategic planning – Integrating our Intent

- » Understanding and ownership
- » Staff engagement
- » One size fits all
- » Governance and political awareness
- » Delivery and sustainability

# Strategic Planning – integrating our intent

- » Challenging financial climate
- » Medium Term Financial Strategy (MTFS)
- » Business planning, programme boards and governance
- » Raising awareness
- » Spreading the message, public consultation
- » Refining our position
- » Delivering change







# Service Transformation – opening our minds

- » Flatter structures - reduced 3 Directors and 18 Heads of Service to 10 Chief Officer roles (incl. Chief Executive)
- » Reviewed services with target of 30% reductions in costs over 3 years 2015 – 2018 (whilst protecting front line service delivery)
- » All services involved (minor education and social services protection)
- » Base cost reductions; process improvements; amalgamating services; centralised admin support; business partner models; standards
- » Generating income – commercialisation next step

# Community Assets – collective responsibility

- » Many community assets under utilised
- » Critical and strategic review of community assets, libraries, leisure centres, youth and community centres, play areas and open spaces
- » Community Asset Transfer (CAT)
- » Communicate assets ‘at risk’ within communities





## Flintshire: Our Approach

- Strong early engagement of members and senior leadership team
- A collaborative but robust internal process
- Decisions driven by what will work for each service – no dogma
- Worked with Capita and Social Firms Wales to provide:
  - legal, HR, VAT and other technical advice
  - Service specific expertise
  - Feasibility and business planning support, check and challenge



# The Future – Organisational Reform

- » Redefined public services as a social business model
- » Greater commissioning and 'third party' models in a mixed economy
- » Less dependent communities with greater citizen responsibility
- » Local government still local, governing, adapting, doing and performing



# The Future - Organisational Reform

- » Setting political and social values
- » Reforming services rather than protecting
- » Systematic reform of public services
- » How to reform with speed and not recklessness
- » Balancing the long and short term
- » Acting as an honourable employer



# Thank you for listening

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