CLACKMANNANSHIRE COUNCIL

Report to Clackmannanshire Council

Date of Meeting: 15 May 2014

Subject: Making Clackmannanshire Better - Update

Report by: Head of Strategy & Customer Services

1.0   Purpose

1.1.   The purpose of this report is to maintain Council's regular update on the development and implementation of the Council's business transformation programme, *Making Clackmannanshire Better* (MCB).

2.0   Recommendations

It is recommended that Council:

2.1.   Notes progress made since the last update report; and

2.2.   Notes the planned activity in the coming months.

3.0   Considerations

3.1.   The last update on the MCB programme was considered by Council on 21 February 2014. Recent activity has included the following key activities:

- Completion of initial phases of the Tullibody pilot;

- Ongoing review of the School Estate to Support 21st Century Learning;

- Roll-out of Leadership & Management Development;

- Making Clacks Work Smarter.

A detailed update on the programme was provided to the MCB Steering Group on 28 April. An outline of progress in a number of these areas follows.

3.2.   The Tullibody Pilot has now completed Phase 3 activity, incorporating recommendations and lessons learned from Phase 1 to Phase 3.

3.2.1.   Since the last update in December 2013, ongoing engagement with community stakeholders has enabled a focusing of activity on, better access to, and provision of community resources. A review of data and research has concluded with the report identifying a number of draft Target Operating Models to be trialled as tests of change before wider implementation.

3.2.2. A capital funding bid has been approved for Tullibody as part of the Town and Villages Initiative investment pot in the 2014/15 budget. The Initiative which focused on Sauchie in an earlier phase, will move to focus on Tullibody over the coming year.

3.2.3. Collaborative working with the community stakeholders enabled the co-hosted Community Focus Group event held on 23 January 2014. Over 30 community and voluntary groups were represented, council services including Education and Facilities also participated. The focus of the event was to identify the issues and barriers the community faced in accessing and utilising community assets and resources, particularly those which impact on their ability to support the enablement and growth of resilience within their community.

As output from this session, stakeholders identified a need for different models and approach to local service design and delivery, which would include leisure, community development, health, learning and service-based provision, with dedicated local youth provision.

3.2.4. Engagement with wider community groups has seen the reconstitution of the Tron Traders group, offering a single point of contact and co-ordination for future consultation and engagement.

3.2.5. Discussions have led to agreement to hold a local community planning event in June 2014, to include a wide range of stakeholders to consider multi-service designs based on the draft Target Operating Model for local and community services. This session will draw together key activity across council service areas, such as the Local Development Plan, the Town and Village Initiative and the school estate review, with consideration given to how all potential regeneration funding streams and partner resources could be multiplied to achieve shared objectives.

3.2.6. As part of lessons learned, the community/officer groups are reviewing the method and timing of engagement. Initial reflections include an acknowledgement that different stakeholders have different starting positions and different priorities, therefore reaching agreement on common ground can take time.

3.3. The strategic planning of the school estate is progressing well, and will continue to develop under the working title *'Supporting 21st Century Learning'.* It has been a number of years since a strategic review of the school estate in Clackmannanshire has taken place.

3.3.1. With such a significant footprint in our communities, the school estate forms an important and integral component of service re-design as part of Making Clackmannanshire Better. As such, the review is not being carried out in isolation. It must be seen in terms of its articulation with a number of local and national priorities and developments, most notably:

- Government policies and priorities in terms of educational provision for the operation and design of the school estate.

- Local Development Plan in terms of the function, location and capacity of the school estate.

- *Making Clackmannanshire Better*. In direct recognition of this, the Tullibody Pilot provides an exciting opportunity for the school estate to be an integral part of multi-service planning and, in time, potential coproduction with communities.

3.3.2. The initial part of the review consisted of considering educational research and national guidance relating to best practice, in terms of the operation and design of the school estate. An audit process of the current school estate has now been completed. This has involved visits to all schools in Clackmannanshire to assess how well each school is placed to support 21st century learning, on the basis of set criteria.

3.3.3. Visits have been made to a number of local authorities to assess and discuss different forms of provision, including: Perth and Kinross, Falkirk, Stirling, Argyll and Bute, and Aberdeen. School estate review papers from Edinburgh, West Lothian, East Ayrshire and Glasgow have also been reviewed and considered.

3.3.4. The next stage is to draft a discussion document for consideration by the Council Management Team before a draft is prepared for elected members to consider. Thereafter, wide engagement with a range of stakeholders through a formal consultation will be required.

3.4. *Making Our Organisation Stronger* continues to make significant progress, with recent focus on progressing the *'Developing Our People'* strand of this workstream. This includes employee engagement and recognition, employee induction, leadership and management development, wider employee learning and development, PRD, and organisational values.

3.4.1. A key priority has been the launch of the Leadership & Management Development programme:

The programme commenced in late February 2014, with a formal launch by the Chief Executive on 4 March 2014.

The programme is split into three pathways. The first pathway, entitled *Leading the Way*, is targeted at Service Managers. To date, 20 Service Managers have participated, covering topics including *Leading Change*, *Strategic Influencing*, as well as the first in a series of one-to-one leadership coaching sessions, delivered by our external consultants.

The second pathway, *Developing Leadership*, has delivered development activities to 52 managers at Team Leader level. Topics covered include *Managing Time*, and *Managing Absence and Difficult Conversations*. Group leadership coaching has also commenced, with participants forming cohorts with colleagues from across the organisation.

The programme is subject to ongoing evaluation, with feedback thus far indicating a very high level of satisfaction amongst those participating. This includes managers highlighting specific examples where they will be seeking to put into practice the skills gained during the sessions. The opportunity to use these skills to deliver the change agenda is integral to taking forward the overall *Making Clackmannanshire Better* initiative, with change leadership and cross-service ownership of the transformation key.

The third pathway, *Developing Our Talent*, will seek to develop employees with leadership and management potential as an internal talent management activity. Proposals for this pathway are currently being developed, and will be presented to CMT later this year.

3.4.2. Other key pieces of work under *Developing Our People*, as an integral part of *Making Our Organisation Stronger* have progressed as follows:

- *Performance Framework*

A joint process has been developed for Education, covering both Clackmannanshire (Clacks) and Stirling employees. This piece of work was progressed earlier than planned, to ensure the Council met its obligations in terms of Professional Update CPD requirements for GTC registered teachers and staff. The new process is consistent with both Councils' current approaches, and will be reviewed once the new corporate Clacks process is developed to maintain alignment.

Discussions have taken place with Social Services in relation to their requirements for a bespoke process covering SSSC social work staff. These members of staff are subject to particular requirements in terms of supervision and CPD not fully addressed through the current corporate PRD process. Any process specific to Social Services (across the Shared Service) will also be aligned with both Stirling and Clacks PRD processes, including any new future process for Clacks.

- *Employee Engagement*

CMT have received the initial data results from the Employee Survey 2013/14. Current activity is focused on drilling down to identify areas for attention, including analysis of the feedback from our people to the specific questions around communication and engagement.

A special edition of Grapevine will be published reporting the results to our employees, and feeding back some of the proposed actions and activity that will be undertaken to address concerns and areas of required focus.

Future activity will focus on working with our people to identify ways in which the organisation can engage with them more effectively. This will include looking beyond the employee survey alone, to develop other means of measuring employee perceptions.

- *Employee Induction*

The new OLLE online training system is now operational. The development of an induction suite for OLLE is also underway. As an integral part of this, discussions have taken place with the Training Services Manager in Social Services in relation to incorporating SSSC requirements for 'supervision', which includes induction, to ensure that the system offers an inclusive platform for managing this for all employees.

3.4.3. Other key activity progressed under *Developing Our Organisation:*

- *Job Families*

The project plan for the Job Families initiative has been considered by CMT, and is currently being refined to reflect feedback.

The project team has been established, and a meeting is scheduled to consider joint workforce resourcing and planning at CPP Alliance level.

An external consultant has been engaged, on an 'as required' basis, to provide support and challenge to the project team.

- *Values*

The proposed approach to take this forward will be considered by CMT. The approach requires a representative group of employees developing the organisational values, facilitated by the project team. Whilst managers will be closely involved in supporting and leading the process, it is proposed that refreshed Values will be developed by employees from a range of different levels and functions.

- *Terms and Conditions (T&Cs)*

Trade Unions balloted members on proposed changes to T&Cs, as agreed at Council. Union membership agreed to accept the proposals for 2014/2015. Work is currently underway to prepare for adoption of the changes.

- *Outcome-focused Resourcing / Budgeting*

This is linked to the activity around joint resourcing, which is a key plank of public sector reform. An initial internal meeting has taken place to consider options. It is intended that discussions will be broadened out to involve partners through the Clackmannanshire Alliance.

3.5.   Three key elements of *Making Clacks Work Smarter*, as an integral part of *Making Our Organisation Stronger* are*:*

o   Working Smarter

o   Building Flexible Infrastructure

o   Improving Access to Information and Services

Developments include:

3.5.1. Participation in an *'Open Data'* project - whereby four local authorities, Edinburgh, Aberdeen, East Lothian and Clackmannanshire Councils, are piloting projects with an organisation known as NESTA, which is an innovation charity. In essence, the project seeks to make use of government digital databases to enable customers direct access to 'open source' information through an application, rather than have to go through multiple services or organisations.

There are clear customer and efficiency benefits from enabling customers to have easy and direct access to information, hence this type of innovative approach is gathering momentum in North America and increasingly Europe.

As a pilot site, NESTA is providing development and design resources to support Clackmannanshire. A developer has been appointed who started working with us on1 May 2014.

3.5.2. In line with our priorities, we are focusing our development resource on developing an application to support our early years work. Once developed, the application will be available to other local authorities, though an open source data approach.

3.5.3. Rollout of new devices, such as i-Pads and Smart technology, continues to support new ways of working for Council employees. This involves creating the necessary supporting frameworks and modernised infrastructure, which is being installed as part of the move to the Kilncraigs Mill complex.

3.5.4. The upgrade of the Council's email platform, *Lotus Notes 9*, is moving towards full implementation. This will introduce more unified communications functionality, supporting mobile and flexible working, e.g. shared desktops; meeting room bookings, etc.

The *Lotus Notes 9* platform has now been built, and text messaging has been rolled out to some services. Additional collaborative features will be available from the beginning of May 2014.

3.5.5. *'Next Generation'* broadband has been procured, and BT has committed to implement this across the whole of Clackmannanshire by 2017. We currently await detailed time-frames for Clackmannanshire from BT.

3.5.6. *HR/Payroll iTrent* - this will deliver self-service to all employees and enable them to access and check/update their own information held on the HR/Payroll system. This functionality is a key aspect supporting flexible working. Employee self-service commenced roll-out from April 2014.

3.5.7. The project to develop a new financial system for the Council is in progress, and the Project Board has now been established.

3.6. There are no direct financial implications arising from this report.

Conclusions

Activity within the *Making Clackmannanshire Better* programme continues to progress with an increasing momentum.

4.0 Sustainability Implications

4.1. There are no direct implications arising from this report.

5.0 Resource Implications

5.1. Financial Details

5.2. The full financial implications of the recommendations are set out in the report. This includes a reference to full life cycle costs where appropriate.   Yes ☑

5.3.   Finance have been consulted and have agreed the financial implications as set out in the report.   Yes ☑

5.4.   Staffing - no direct implications arising from this report.

6.0   Exempt Reports

6.1.   Is this report exempt?   Yes ☐ (please detail the reasons for exemption below)   No ☑

7.0   Declarations

The recommendations contained within this report support or implement our Corporate Priorities and Council Policies.

(1)   **Our Priorities** (Please double click on the check box ☑)

The area has a positive image and attracts people and businesses	☑
Our communities are more cohesive and inclusive	☑
People are better skilled, trained and ready for learning and employment	☑
Our communities are safer	☑
Vulnerable people and families are supported	☑
Substance misuse and its effects are reduced	☑
Health is improving and health inequalities are reducing	☑
The environment is protected and enhanced for all	☑
The Council is effective, efficient and recognised for excellence	☑

(2)   **Council Policies** (Please detail)

8.0   Equalities Impact

8.1   Have you undertaken the required equalities impact assessment to ensure that no groups are adversely affected by the recommendations?

Yes ☐   No ☑

9.0   Legality

9.1   It has been confirmed that in adopting the recommendations contained in this report, the Council is acting within its legal powers.   Yes ☑

10.0   Appendices

10.1   Please list any appendices attached to this report. If there are no appendices, please state "none".
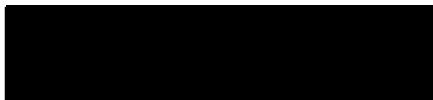
NONE

11.0   Background Papers

11.1   Have you used other documents to compile your report? (All documents must be kept available by the author for public inspection for four years from the date of meeting at which the report is considered)

Yes ☐ (please list the documents below)   No ☑

Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Stuart Crickmar	Head of Strategy & Customer Services	2127

Approved by

NAME	DESIGNATION	SIGNATURE
Stuart Crickmar	Head of Strategy & Customer Services	
Nikki Bridle	Director of Finance & Corporate Services	