
Report to: Clackmannanshire Council

Date of Meeting: 8 March, 2018

**Subject: Clackmannanshire Council Best Value Assurance Report -
Action Plan**

Report by: Chief Executive

1.0 Purpose

- 1.1. The purpose of this paper is to propose to Council an Action Plan to progress the recommendations contained in the Best Value Assurance Report which was published by Audit Scotland in January, 2018, and presented to Council at its meeting of 8 February, 2018.

2.0 Recommendations

- 2.1. It is recommended that Council agrees the Action Plan which is attached as the Appendix to this report.

3.0 Background & Considerations

- 3.1. The Best Value Assurance Report was presented by a representative of Audit Scotland to the Council meeting held on 8 February.
- 3.2. Council agreed at that meeting that an Action Plan would be prepared and presented to the March meeting.
- 3.3 The Best Value Assurance Report for Clackmannanshire Council contained the following four recommendations:
- that councillors and officers should build on their constructive working relationships to provide the coherent, combined leadership necessary to secure the council's financial position
 - that the council should consider savings options and decide how best to direct resources to priorities; it should work with communities to develop options and prepare for the difficult decisions it has to make
 - that the council should further develop its working relationships with community planning partners to ensure their combined resource is directed towards the strategic local outcomes

- that council should balance the drive for savings with the need for sufficient officer time and skills to support change. It should also consider how it could make more use of external assistance to support improvement.

3.4 It was suggested in the Chief Executive's covering paper to the February Council meeting that the Council was well-placed to act, since in the last year a number of strategic decisions on organisational transformation and financial sustainability had been taken, notably:

a) agreed in the *Taking Clackmannanshire Forward* document a three step approach for operating in an increasingly challenging economic and financial environment;

b) agreed an overall Strategic Change Framework within which to undertake whole organisation redesign;

c) agreed a set of organisational design principles and a broad design for the organisation;

d) researched and piloted a number of core operating models to design and build services around; and

e) signed up to a Local Outcome Improvement Plan with community planning partners which sets out key strategic priorities for Clackmannanshire.

3.5 The Action Plan builds on those foundations to move the transformation process to the next stage by committing to (among other things):

a) taking forward whole organisation redesign and service transformation based on already agreed frameworks and principles;

b) agreeing key priorities for future workforce development to enable and support redesign and change;

c) establishing a governance process and structure to drive, oversee and monitor the redesign and change process;

d) putting in place project management and governance arrangements, as well as other capacity, required to support the transformation process.

3.6 It is recommended that Council approves the Action Plan at the Appendix to this report.

4.0 Sustainability Implications - n/a

5.0 Resource Implications - n/a

6.0 Exempt Reports - this report is not exempt.

7.0 Declarations

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

Our Priorities

Clackmannanshire will be attractive to businesses & people and ensure fair opportunities for all

Our families; children and young people will have the best possible start in life

Women and girls will be confident and aspirational, and achieve their full potential

Our communities will be resilient and empowered so that they can thrive and flourish

8.0 Equalities Impact

8.1 n/a

9.0 Legality

9.1 In adopting the recommendations contained in this report, the Council is acting within its legal powers.


10.0 Appendices

Appendix 1 - Clackmannanshire Council Best Value Assurance Report, 2018 – Action Plan

11.0 Background Papers

1. Best Value Assurance Report for Clackmannanshire Council (Accounts Commission)

2. Report to Council of 8 February, 2018, on Best Value Assurance Report for Clackmannanshire Council

NAME	DESIGNATION	TEL NO / EXTENSION
Elaine McPherson	Chief Executive	

Clackmannanshire Council Best Value Assurance Report, 2018

Action Plan

March, 2018

Audit Scotland Recommendation	Proposed Action(s)	Timescale (by)	Leads
<p>1. councillors and officers should build on their constructive working relationships to provide the coherent, combined leadership necessary to secure the council's financial position</p>	<p>A - uses the agreed strategic change framework and organisational design principles to implement a whole organisation redesign, including:</p>		
	<p>i) agreeing the service functions which should be within the organisation divisions of People, Place and Performance (the Council's agreed strategic design) and associated management structure</p>	<p>March, 2018</p>	<p>Council (all elected members)</p>
	<p>ii) implementing the revised management structure associated within that agreed strategic design</p>	<p>May 2018</p>	<p>Council (Appointments Committee)</p>
	<p>iv) updating the existing Workforce Strategy to include key priorities for future workforce development to enable and support redesign and change</p>	<p>June 2018</p>	<p>Council (all elected members) and Chief Executive</p>
	<p>iv) developing a programme of digitisation to support redesign and service change</p>	<p>June 2018</p>	<p>Council (all elected members) and Head of Resources & Governance</p>
	<p>B - establishes a Programme Management Office to support organisational redesign incorporating: project management, funding and digital support (resourced -in part- from the existing Transformation Fund)</p>	<p>June 2018</p>	<p>Council (all elected members) and Head of Resources & Governance (in consultation with CMT)</p>
<p>C - establishes a governance process and structure to drive, oversee and monitor the redesign and change process, building on existing cross-party and member/ officer engagement</p>	<p>May 2018</p>	<p>Group Leaders and Chief Executive</p>	

Clackmannanshire Council Best Value Assurance Report, 2018

Action Plan

March, 2018

<p>2. the council should consider savings options and decide how best to direct resources to priorities; it should work with communities to develop options and prepare for the difficult decisions it has to make</p>	<p>D -i) building on the approaches agreed in <i>Taking Clackmannanshire Forward</i>, agrees its service priorities and associated standards, using these to inform and direct resources</p> <p>ii) builds on the recent large community engagement in budget consultation to establish regular discussions with communities on financial sustainability</p> <p>iii) adopts an updated Corporate Plan which sets out how what the Council will do to enable improved outcomes and financial sustainability</p> <p>iv) adopts and implements a revised Procurement Strategy to promote financial sustainability and value for money through the use of sound procurement practices and innovative solutions</p> <p>v) facilitates applications for asset transfer and actively supports community empowerment</p>	<p>June 2018</p> <p>May 2018 and ongoing</p> <p>April 2018</p> <p>April 2018</p> <p>Ongoing</p>	<p>Council (all elected members)</p> <p>Head of Strategy & Customer Services</p> <p>Council (all elected members)</p> <p>Head of Resources & Governance</p> <p>Head of Strategy & Customer Services</p>
<p>3. the council should further develop its working relationships with community planning partners to ensure their combined resource is directed towards the strategic local outcomes</p>	<p>E - i) implements new governance arrangements for community planning to focus on joint achievement of Local Outcome Improvement Plan outcomes</p> <p>ii) undertakes a joint baseline strategic financial assessment of community planning partners to identify spending comparative to LOIP ambitions</p> <p>iii) takes forward the City Deal initiative (subject to agreement of Heads of Terms)</p>	<p>June 2018</p> <p>June 2018</p> <p>Ongoing</p>	<p>Clackmannanshire Alliance representatives</p> <p>Depute Chief Executive</p> <p>Executive Director</p>

Clackmannanshire Council Best Value Assurance Report, 2018

Action Plan

March, 2018

4. the council should balance the drive for savings with the need for sufficient officer time and skills to support change. It should also consider how it could make more use of external assistance to support improvement	F - i) carries out a programme of training in leading and managing transformational change (funded from the existing corporate training budget)	August 2018	Head of Resources & Governance
	ii) commissions an external expert report on core funding needs of the Council	April 2018	Depute Chief Executive
	iii) explores opportunities for external support and advice from the Improvement Service, CoSLA, other councils and relevant organisations/individuals	Ongoing	Chief Executive

Clackmannanshire Council Best Value Assurance Report, 2018

Action Plan

March, 2018
