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Report to: Clackmannanshire Council

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Date: 27 June, 2013

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Subject: Making Clackmannanshire Better - Update

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Report by: Chief Executive

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## 1.0 Purpose

- 1.1 The purpose of this report is to update Council on progress in taking forward the business transformation programme *Making Clackmannanshire Better (MCB)*.

## 2.0 Recommendations

- 2.1 It is recommended that Council notes the progress which has been made and also the activities planned over the next two months.

## 3.0 Background

- 3.1 Council agreed MCB at its budget meeting in February this year and an update report was provided to the Council at its last meeting in May (item Budget Strategy Update).

- 3.2 Since that time, the following progress has been made:

a) two meetings of the Member:Officer Steering Group have taken place, the first of those on 23 May, 2013, and the second on 21 June, 2013

b) remits for the various governance groups have been agreed and underlying project management arrangements have been put in place

c) a meeting has taken place with community representatives from Tullibody to discuss taking forward the Tullibody pilot which sits within *Making Clackmannanshire Better*

d) discussions have taken place with community planning partners and a presentation was given to the Clackmannanshire Alliance on 7 June, 2013

e) there have been a number of communications within the Council to raise awareness of *Making Clackmannanshire Better* among staff (e.g. article in Grapevine, presentation to headteachers' meeting, presentation to Senior Managers' Forum, information on CONNECT intranet); some of the material is included in this report as Exhibit 1 and Exhibit 2

f) a round of budget challenge sessions has taken place involving all services and relevant issues arising from these have been incorporated into *Making Clackmannanshire Better*

**Exhibit 1: recent introductory article in Grapevine**

## MAKING CLACKMANNANSHIRE BETTER

Chief Executive Elaine McPherson introduces *Making Clackmannanshire Better*.

**What's It About?**

It's about:

- reducing costs
- improving customer experience
- meeting changing customer needs
- improving performance
- achieving outcomes.

**Why Are We Doing It?**

The financial situation facing the Council was set out very clearly in a report by the Director of Finance & Corporate Services at the last meeting of the Council in March. This showed that the cumulative funding gap over the next four years is estimated at £23M which translates year on year as:

2014-15 - £7,242,000
2015-16 - £4,266,000
2016-17 - £5,273,000
2017-18 - £6,804,000

These represent significant levels of cost reduction at a time when there is also continuing and increased demand for council services.

This means that the Council needs a more fundamental review of what it does to ensure that it is providing the right services to the right people in the most effective and efficient ways. If we don't do this, it's unlikely the Council will achieve the outcomes it wants to achieve, be able to provide the range of services it currently does or be able to resource current levels of service performance. So *Making Clackmannanshire Better* is about taking forward a range of service improvement activities which will enable the Council to achieve its outcomes and to put itself in a sustainable position for the future.



Making Clackmannanshire Better  
Towards 2018

**How Is It Being Taken Forward?**

At strategic level, the Council has agreed to focus on a pilot business improvement project in Tullibody. Tullibody has been chosen because it has:

- public and voluntary services delivered by a range of partners from a range of different sites
- experienced significant and prolonged deprivation in some areas
- strong, well established and engaged community groups.

The pilot project will be progressed by the Organisational Change Group which has already been established and which has been focusing to date on the Kilncraigs move. It will be overseen by a Strategic Programme Board comprising the Chief Executive, Director of Services to Communities and Director of Finance & Corporate Services as well as by a Member/Officer Steering Group. The first meeting of the Member/Officer group is due to take place in May.

However, it's not all about large scale strategic projects and all services are being asked to think more creatively about their business. Everyone can have a part to play in *Making Clackmannanshire Better*.

**How Can I Find Out More?**

In the coming weeks there will be a special edition of Grapevine which will give more details about *Making Clackmannanshire Better* and how individuals and teams can make sure that their improvement activities and proposals are fed into the overall programme.

**What Kind of Improvement Activities?**

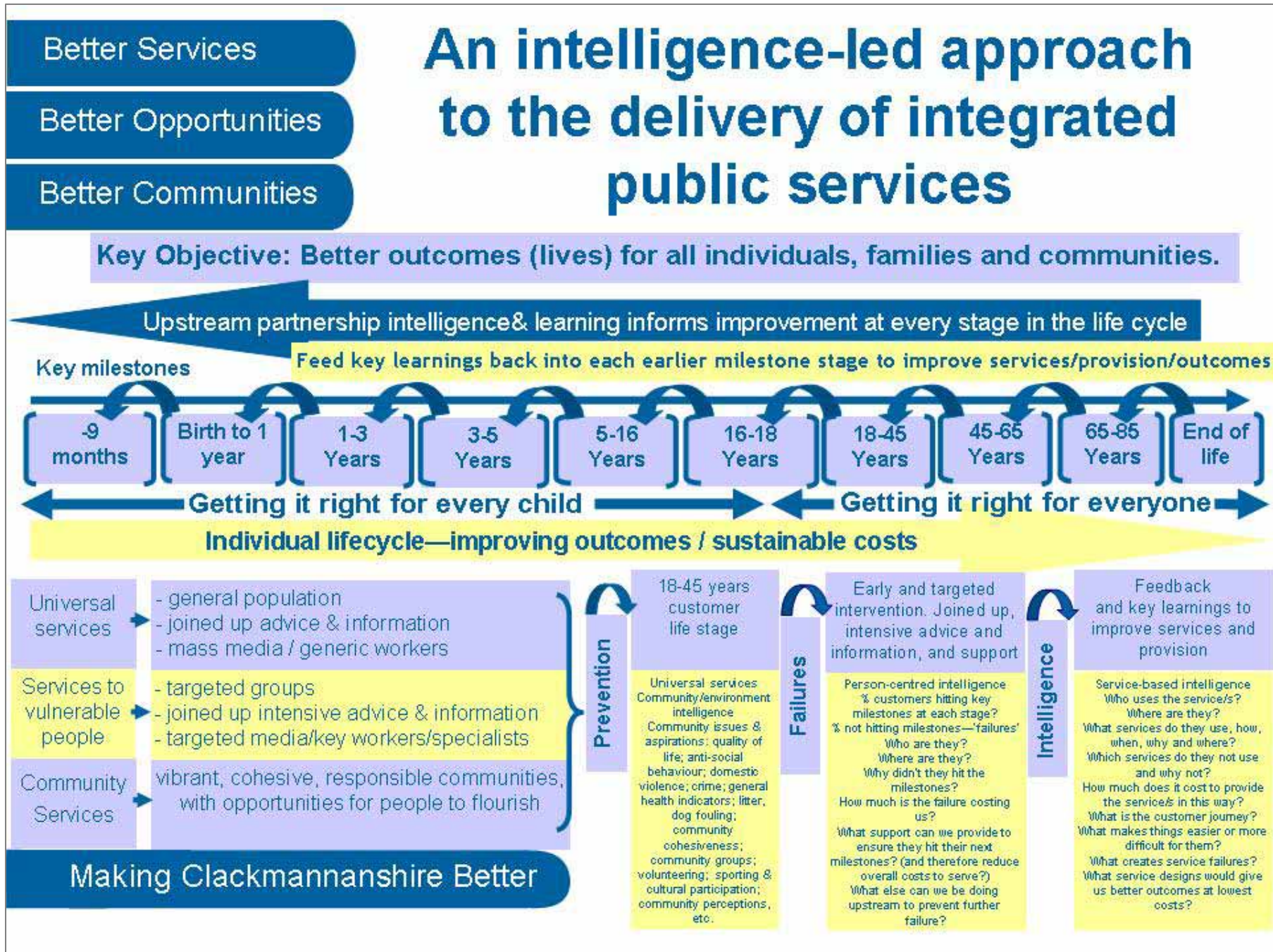
Improvement activities could include things like:

- co-location of services and/or service providers to enhance service provision and reduce property costs
- better integration of public service provision across different agencies so that the totality of resources are more effectively targeted
- alternative models of service delivery
- improving the efficiency of business processes.

We will be looking for improvement activities in teams, services and corporately, as well as across geographic localities and service user groupings. We will be looking for improvements not just in the context of council services but also, with our partners, in the context of the wider public sector.

**Aren't We Doing This Already?**

Up to a point, since improvement activities should be part of all our day to day operations. However, given the challenges we face, we need to make improvements on a greater scale in terms of thinking more about our specific services in the context of other Council services and other service providers, as well as making sure that all teams in the Council are doing their bit.



## 4.0 Future Activities

- 4.1 In respect of the Tullibody pilot, the data collection and analysis phases will be taken forward in the next two months. Data from a range of sources will be mapped and information will be provided, too, by groups from Tullibody. This exercise will provide information which will enable two or three specific priority areas for action to be determined and options appraisals then to be carried out on those. This approach will ensure that the pilot remains manageable and also for the methodology to be tested before being more widely rolled out.
- 4.2 As well as the Tullibody pilot workstream, a number of other initial strategic and corporate workstreams have emerged and these are:
- a) provision of advice, information services
  - b) public sector estate
    - fitness for purpose
    - use of facilities
    - sharing
    - school catchments
  - c) transport
    - corporate
    - partnership
    - school catchments
  - d) early years
- (see also paragraph 4.7 of this report).
- 4.3 Remits for these are in the process of being compiled and updates on progress on these workstreams will be reported to the next Council meeting.
- 4.4 As well as these strategic/corporate workstreams, there will be more localised workstreams being pursued within teams or services which staff are being encouraged to take forward under the *Making Clackmannanshire Better* banner.
- 4.5 Finally, while some initial activity has been taking place to communicate *Making Clackmannanshire Better*, it is proposed that after the recess, there should be a more formal public launch of the programme. In that regard, it is proposed that an event is held in Tullibody around late August/early September which would serve to promote MCB to a wider audience and also to engage collectively a wide range stakeholders.
- 4.6 There is Scottish Government interest in our approach to service improvement and business transformation and Sir Harry Burns, the Chief Medical Officer for Scotland and one of the national champions for the Early Years Collaborative, has expressed an interest in speaking at any event the Council might organise to promote *Making Clackmannanshire Better*.
- 4.7 Given that a meeting of the Member:Officer Steering Group is due to take place on 21 June, 2013, after this report has been circulated for Council, a

verbal update of any other developments will be given at the Council meeting on 27 June.

## 5.0 Conclusions

5.1 *Making Clackmannanshire Better* is an ambitious business improvement and transformation programme. Significant preliminary and preparatory work has been undertaken and at this stage the programme is progressing in accordance with expectations.

## 6.0 Sustainability Implications

6.1 A key driver for the Council in approving MCB was to manage the level of savings require to balance future years' budgets and to put the organisation in a sustainable financial position.

## 7.0 Resource Implications

*Financial Details* N/A  
*Staffing* N/A

## 8.0 Declarations

8.1 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 | <input checked="" type="checkbox"/> |
| Our communities are more cohesive and inclusive                  | <input checked="" type="checkbox"/> |
| Vulnerable people and families are supported                     | <input checked="" type="checkbox"/> |

(2) **Council Policies** (Please detail) N/A

## 9.0 Equalities Impact - N/A

## 10.0 Legality

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

## 11.0 Background Papers

Budget Update reports to Council of Feb 8, 2013, and May 16, 2013  
Agendas for MCB Member:Officer Steering Groups

### Author(s)

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Nikki Bridle	Director Finance & Corporate Services	Signed : N Bridle
Elaine McPherson	Chief Executive	Signed : E McPherson

