CLACKMANNANSHIRE COUNCIL

Report to Council

Date of Meeting: 15th August, 2013

Subject: Making Clackmannanshire Better

Report by: Director of Finance and Corporate Services

1.0 Purpose

1.1. The purpose of this report is to maintain Council's regular update on the establishment, development and implementation of *Making Clackmannanshire Better (MCB),* the Council's business transformation programme*.* There are linkages between this paper and the Budget Strategy Update paper also under consideration as part of this on this Council agenda.

2.0 Recommendations

It is recommended that Council:

2.1 Notes the progress made since the last update report

2.2 Endorses the Programme workstreams set out in Exhibit 1

2.3 Notes the planned activity in the coming months.

3.0 Considerations

3.1. On the 27th June, Council considered a paper which provided an update on the progress and activity to date to establish, develop and implement MCB. The key focus of this early work was to put in place appropriate programme governance and to seek initial engagement with community representatives from Tullibody in respect of the initiation of the Tullibody pilot. Work had also been undertaken to start to promote awareness of the developing MCB programme with partners and staff.

3.2 Since the last update, activity has focussed on:

- the development of Programme Workstreams

- defining the resourcing requirements and roles and responsibilities to allow the Programme to be delivered

- development of a draft project scoping document for the Tullibody Pilot

- developing a format for the planned publicity event involving Sir Harry Burns

- commencement of Phase 1 of the Tullibody Pilot which focuses on data collection, collation and analysis to establish the current range of services and providers in the area.

  Some of these developments are considered in more detail in the rest of this report.

3.3 The key aim underpinning the development of the workstreams was to avoid as far as possible the establishment of an additional layer of corporate improvement activity over and above that already being taken forward in many parts of the Council. The Programme aims to organise largely existing improvement activity into related corporate improvement themes and workstreams. As a consequence, much of the activity should be recognisable. Given the scale of the Council's operations and pressures, it was considered that this pragmatic approach provides a 'best fit' approach.

3.4 The establishment of a corporate framework for this activity, plus the robust programme governance arrangements in place, also seek to ensure that a wider range of options may be considered than would possibly have been taken forward within individual services working alone, potentially constrained by existing operating parameters, structures and funding.

3.5 Exhibit 1 below sets out the Programme Workstreams and Key Themes. These were developed through the Budget Challenge process and through further discussion with individual service management. Once collated, the information was organised into the themes detailed. These have been discussed and shared with the Steering Group and managers.

Programme Workstreams & Key Themes
under which each initiative/project sits

Workstreams & Key Themes			Incorporating the following:
1	**Making It Happen**		
		The Tullibody Pilot	Reviewing service provision in the Tullibody, Cambus and Glenochil areas. This is inter-linked and has various inter-dependencies with all other workstreams and will have priority focus / delivered in 3 Phases: Phase 1 - Data collection & mapping Phase 2 - Data analysis & options formulation Phase 3 - Recommendations & lessons learned
2	**Focusing on Prevention & Early Intervention (for Better Outcomes)**		
	Key Themes	**(i)** **Supporting Early Years**	Early Years Collaborative, GIRFEC, Private Sector Nursery Provision, Foster Carers, Residential Care for Children, Review of Children's Services, Multi-agency Protection HUB
		(ii) **Supporting Adults**	Reshaping Care for Older People, Health & Social Care Integration, Redesign of Learning Disability Services, Personalisation - including Self-Directed Support (SDS), Multi-agency Protection HUB, Homelessness Assessment, Early Intervention, Criminal Justice services
		(iii) **Providing Advice & Information**	Advice Services & Information (provided across all service providers), Corporate Advice Service Delivery Models, ClacksWorks (Model), Channel Shift
3	**Developing Integrated & Sustainable Services**		

~External focus~

Key Themes	**(i)**	**Working in Partnership & Developing Our Communities**	Learning Communities (not solely about children / education) Community Partnerships
	(ii)	**Providing Accessible & Effective Services**	Services may be best provided either centrally or locally - not 'one size fits all' for all services - Locality Management approach (person-centred service provision) Sport & Leisure Fit for purpose service models
	(iii)	**Driving Service Improvements**	Improvements that Service areas have identified to improve efficiencies and/or reduce costs - Customer Contact Management Strategy, Corporate Procurement, Commissioning, Shared Services, Extend current business models, Curriculum planning/time-tabling, Playground Asset Review, Fleet, Street Lighting, PPP Contract Negotiation, Fair Rent Policy, Extend Catering Income Generation

4	**Making Best Use of Assets & Resources**

Key Themes	**(i)**	**Making Better Use of Public Buildings & Facilities**	To review community use of facilities; public services shared assets; school catchments Corporate Procurement, Settlement Plan Review (asset focused), Strategic Planning of School Estate; Utilisation of School Estate, CAMS
	(ii)	**Reviewing Community / Subsidised Transport**	To review capacity for offering free/subsidised transport to improve access to public services / to optimise capacity by pooling resources across providers rather than limiting criteria for each transport channel) Corporate Transport Capacity, Review of Supported & Subsidised Transport
	(iii)	**Optimising Fees, Charges & Funding**	Corporate Funding (external), Income & Charging, Review of Voluntary Organisations, Clacks Business & BIDs, Fees, Discretionary Grant Funding, Voluntary sector grants and revisiting all SLAs, Maximising VFM in procurement

	5	**Making Our Organisation Stronger**	
~Internal focus~	**Key Themes**	**(i) Developing Our Organisation**	Organisational Values, Job Families, T&Cs, Voluntary Severance, Organisational Design, Alignment of Support Models, Outcome Focused Budgeting, Better Ways of Working, Corporate improvement approaches (e.g. CSE, CIM), ICT enablers.
		(ii) Developing Our People	Leadership & Management Development, Employee Induction, Competency Framework (Behaviours, Technical and Management Competencies), Performance Framework (PRDs), Employee Recognition, Employee Engagement

3.6 The workstreams are underpinned by a strong focus on improving the customer experience. Options and recommendations arising from the programme of activity will aim to focus on minimising the number of separate engagements necessary for customers and service users to access the services they require. This in turn aims to reduce the cost of maintaining separate and duplicate processes and arrangements both within the Council and in working with our communities and partners.

3.7 At this stage, Workstreams 1 and 5, the Tullibody Pilot and Making our Organisation Stronger have been prioritised, though much work has already been taking place which contributes to other workstreams, for instance the review of Advice, Support and Guidance services has been commissioned and is making good progress. The main rationale for this initial prioritisation is that these two workstreams have the potential to impact significantly the remaining workstreams in terms of both the scope and approach to the planned activity.

3.8 Project Managers for workstreams 1 and 5, The Tullibody Pilot and Making our Organisation Stronger, have also been agreed. For the Tullibody Pilot, work is now being taken forward to more formally establish the core project team, embed the engagement with the Community, finalise the Pilot Scope and review and analyse the data analysis activity undertaken to date. Similarly in respect of workstream 5, work is in hand to develop the workstream scope and agree and allocate wider responsibilities for the workstream tasks.

3.9 Work has also been undertaken to develop the more formal launch event mentioned in the last update report. Sir Harry Burns has confirmed his sustained interest in our

approach to service improvement and will visit the area on the 22nd October. The detailed programme of activity which will involve the community, elected members, partners and staff is currently being worked up.

4.0   Conclusions

4.1   The Making Clackmannanshire Better Programme is gathering momentum. A number of practical developments have been progressed since the last report to Council. Specific work is now being progressed in terms of the explicit programme workstreams.

5.0   Sustainability Implications

5.1.   The Council's budget and its approval will allow services to deliver against sustainable outcomes.

6.0   Resource Implications

6.1.   Financial Details

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

6.3.   Staffing

as above

7.0   Exempt Reports

7.1.   Is this report exempt?   **No**

8.0   Declarations

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

(1)   Our Priorities

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)

Financial Regulations

Scheme of Delegation

9.0   Equalities Impact

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

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   Appendices

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

None

12.0   Background Papers

12.1   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

Author(s)

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Approved by

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