
Report to Clackmannanshire Council

Date of Meeting: 19 December 2013

Subject: Making Clackmannanshire Better - Update

Report by: Chief Executive

1.0 Purpose

- 1.1. The purpose of this report is to maintain Council's regular update on the establishment, 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 24 October 2013. The focus of that paper was updating Council on progress within Workstream 1 and Workstream 5 of the programme.

- 3.2. Since then, activity has focused on further progressing the key priority activities within:

- Workstream 1 - Making It Happen (The Tullibody Pilot);
- Workstream 5 - Making Our Organisation Stronger;
- and reviewing and refining details of initiatives proposed within:
 - Workstream 2 - Focusing on Prevention & Early Intervention (for Better Outcomes)
 - Workstream 3 - Developing Integrated & Sustainable Services
 - Workstream 4 - Making Best Use of Assets & Resources

Key developments are explained in more detail in the rest of this report.

- 3.3. **Workstream 1** - The Tullibody Pilot continues to evolve through Phase 2. Key focus has been concentrated on regular engagement with the community

stakeholder group. The objective has been to agree priority areas highlighted in their Community Action Plan which the project working group can support the community in progressing.

- 3.3.1. Meetings have been taking place on a bi-weekly basis over the past few months to develop closer partnership working. The meetings format and schedules have evolved during this time. A two hour meeting will now take place on a monthly basis, with an Elected Member for Ward 1 being invited to attend. Meeting/Action Notes will be issued after each monthly meeting and in between meetings, an electronic progress update is to be provided. Relations continue to develop though there remain points of difference on approach and expectation that are being worked through by all.
- 3.3.2. A schedule of ongoing meetings for January to March 2014 will be set up with the community stakeholder group through to project end. These will facilitate ongoing planned engagement and offer a regular forum for collective discussion, update on progress and agreement on how to proceed.
- 3.3.3. The internal data mapping is being further refined through engagement with Alliance partners, and specialist service areas. This will allow the data to be utilised as evidence of required focus on key areas where prevention and early intervention can be enhanced, in conjunction with the development of options for new service delivery models.
- 3.3.4. Through December, January when Phase 2 is scheduled for completion, the focus will be on:
 - progressing further agreed key priority elements of the Community Action Plan, in conjunction with the community stakeholder group to build relations and sense of common purpose;
 - the identification of potential external funding streams, where appropriate to support this work;
 - formulation of proposed options for service delivery models, lessons learned and recommendations to feed into Phase 3;
 - planning for the proposed publicity event to launch the Tullibody Pilot to the wider community - proposed date February 2014.
- 3.4. **Workstreams 2, 3 & 4** - The initiatives identified within these workstreams under the MCB banner have been refined and reduced in number from over 70, to less than 40, key pieces of work. This is to ensure that the focus will be on those initiatives which will deliver substantial cost savings, or contribute to reconfiguration of models for service delivery that will enable more integrated working and shifting the balance of resources to prevention, over the next three to five years..
- 3.5. The initiatives within these workstreams have been defined in conjunction with the relevant service area to clarify key responsible individuals, and provide a synopsis to describe what the initiative is seeking to address/deliver, and time-frames for delivery. Following this a project overview document has been drafted, see Appendix 1, which brings all aspects of the programme, including rationale together in one place.

3.6. **Workstream 5** - continues to make good progress. The previously noted key priorities of Organisational Values, Competency Framework and Leadership & Management Development initiatives, are being developed and progressing in parallel.

3.6.1. In particular, positive progress has been made in relation to the Leadership and Management Development Programme - tender submissions have been assessed and evaluated. Several high quality, reputable suppliers have been chosen to support the Council in delivering the programme under a 'preferred supplier' arrangement. The project remains on track to deliver a contract start date of December 2013. Thereafter, officers will work closely with the selected suppliers to finalise the content and scheduling of the programme, with a view to commencing delivery early in 2014.

3.6.2. Other key pieces of work which are related to, or captured for visibility under Workstream 5 of MCB, have progressed as follows:

- The People Strategy, and Communications & Marketing Strategy, both of which underpin Workstream 5, were approved by Council on 24 October 2013.
- The Job Families Pilot was completed within Business Support in October 2013, with a report evaluating the pilot and detailing recommendations for progressing this piece of work more widely presented to CMT.
- Staff and Trade Union consultation regarding proposed changes to Terms & Conditions (as part of the overall budget process) took place in November and early December.
- The Council's Employee Survey was issued to all staff on 25 November 2013. Additional questions were added for 2013 relating to staff perceptions of communication and engagement, with opportunities for staff to comment on current approaches, and offer suggestions for improvement/s. These questions were added with the intention of feeding in to the Employee Engagement & Recognition project, which seeks to improve the organisation's overall approach to engaging and consulting with staff.
- In relation to ways of working, progress has been made reviewing best practice across the public, private and third sectors. This includes obtaining example benefits realisation models, policy documentation and staff promotional material.
- An initial mapping exercise is underway to review corporate improvement approaches, identifying duplication and overlap between existing approaches including the Clacks Improvement Model (CIM), Annual Governance Statement process, and Customer Service Excellence (CSE).

3.6.3. The focus for this workstream over the next few months will be to:

- finalise the detailed design and delivery plan for the Leadership & Management Development Programme in conjunction with the

successful provider/s, with delivery of the programme commencing in early 2014;

- review the Council's organisational values, with input from a cross-functional working group of employees;
- develop the approach to achieve an more integrated and robust competency framework, clearly reflecting the organisational values through the core (behavioural) competencies, developing clearly defined management competencies, and considering the potential inclusion of technical competencies;
- increased focus on developing channels and processes for employee engagement to support a positive and inclusive organisational culture.

3.7. A launch, with Alliance partners, for the Single Outcome Agreement, incorporating, Making Clackmannanshire Better, took place on Friday 6 December 2013 at Forth Valley College, Alloa campus. This event dovetailed with the Alliance meeting scheduled on the same day. The purpose of the launch was to give each Alliance partner the opportunity to present to the other member partners, and a wider Clackmannanshire audience, how they are delivering on their commitments laid out in the SOA, through closer partnership working and new approaches to service delivery.

3.8. As indicated in the previous Council report, it is proposed to hold a Tullibody-based publicity event to highlight partnership working developments achieved through the Tullibody Pilot, and offer a platform to showcase progress on delivery of the Community Action Plan (CAP) for the Tullibody area. This is being scheduled to take place in early 2014, with Sir Harry Burns as guest speaker.

3.9. MCB programme communications have been further progressed:

- development of marketing materials, e.g. a series of branded pull-up banners with impactful images taken of local communities for use at events such as the public consultations on the Budget 2014/15. These banners serve to illustrate how Making Clackmannanshire Better is seeking to deliver Better Services, Better Opportunities and Better Communities for the people of Clackmannanshire;
- a dedicated MCB web-page for ClacksWeb, launched at the time of the SOA & MCB launch event;
- social media to highlight the launch event, and to enhance wider awareness of MCB across the community;
- Frequently Asked Questions in relation to Making Clackmannanshire Better published on CONNECT and ClacksWeb;

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

Conclusions

- 3.11. The Making Clackmannanshire Better Programme continues to make progress, albeit further resourcing requirements still need to be identified in due course to ensure required capability and capacity for delivery.

Workstreams 1 and 5 will continue to build momentum as inter-dependencies are further identified. This will enable a critical path for delivery to be established, and highlight progress of key milestones and development of the key priority initiatives.

Processes for ongoing visibility of work planned for, or already being carried out within, Workstreams 2, 3 and 4 will be developed further over the coming months to ensure that visibility and monitoring of progress can be established.

Work on establishing anticipated cost and other benefits to be derived from delivery of each initiative is ongoing, and reporting will be enhanced over the next few months to reflect greater clarity around cost savings to be realised.

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	<input checked="" type="checkbox"/>
Our communities are more cohesive and inclusive	<input checked="" type="checkbox"/>
People are better skilled, trained and ready for learning and employment	<input checked="" type="checkbox"/>
Our communities are safer	<input checked="" type="checkbox"/>
Vulnerable people and families are supported	<input checked="" type="checkbox"/>

Substance misuse and its effects are reduced	<input checked="" type="checkbox"/>
Health is improving and health inequalities are reducing	<input checked="" type="checkbox"/>
The environment is protected and enhanced for all	<input checked="" type="checkbox"/>
The Council is effective, efficient and recognised for excellence	<input checked="" type="checkbox"/>

(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 ☒

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Approved by

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