
Report to: Clackmannanshire Council

Date of Meeting: 22 August, 2019

Subject: Organisational Redesign: Update

Report by: Chief Executive

1.0 Purpose

- 1.1. The purpose of this report is to update Council on progress with implementing the organisational redesign it agreed as part of the 2018/19 Budget, approved on the 8th March 2018. The report aims to provide further information on the key actions to be prioritised within the broader framework of activity planned over the coming 12-18 months.

2.0 Recommendations

It is recommended that Council:

- 2.1. Agrees the range of planned activity which represents Phase 2 of the Council's organisational redesign (Exhibit 2 and paragraph 3.8)
- 2.2. Notes the timescale of phase 2 activity up to February 2021 and the intention to integrate sustainable service and financial planning in the medium term (paragraph 3.2)
- 2.3. Notes the intention to regularly update and refine the phase 2 plan to reflect contextual changes, new opportunities and learning, whilst updating Council on a regular basis (paragraphs 3.3 and 3.4)
- 2.4. Notes the priority aspects of development work highlighted in paragraph 3.8
- 2.5. Notes that the next update report for Council will present an updated plan with responsibilities and indicative timescales incorporated, alongside progress to date.

3.0 Considerations

- 3.1. At the meeting on 27 June 2019, Council considered an update report on progress with organisational redesign since August 2018. Alongside reporting on progress to date, the report also set out a framework against which future activity could be reported, monitored and evaluated. The report also indicated that a further report would be presented to the August Council meeting, highlighting priority redesign activity that is planned over the next phase of development. This report builds on the update presented in June 2019.
- 3.2. The second phase of activity is intended to cover the period up to February 2021. This timescale has been established with the aim of progressing the alignment of the review and development of the Council's organisational redesign approach with the Council's medium term financial planning approach. In time, it is anticipated that these approaches will be fully integrated and a continuous cycle of innovation, learning and review activity will represent 'business as usual' across the range of public services delivered locally.
- 3.3. Planned key actions are highlighted at this stage but Council is asked to note the intention that this is a dynamic plan which will continue to be updated to reflect new opportunities or changes to plans, for instance in response to lessons learned as we continue to implement transformational change across the range of services we deliver, or due to contextual and environmental changes.
- 3.4. Regular updates have also been scheduled for future Council meetings. This routine reporting aims to retain Council's focus on the broader agenda for change and not only the restructuring aspects of the redesign process. It also provides greater transparency and opportunity for scrutiny and evaluation of the progress that is being made. Routine reporting also aims to sustain momentum and engagement on driving forward the necessary transformation agenda.
- 3.5. Separately on this Council agenda is a report on the Council's Best Value Assurance Progress report. The report recognises the positive progress being made and additionally recognises that the Council still has a challenge to meet in delivering service and financial sustainability. Council will also note that the action plan developed to meet Audit Scotland and the Accounts Commission's recommendations/ Findings is integrated within this organisational redesign framework to ensure that the desired improvement activity is fully embedded within the Council's future plans.

Organisational redesign framework

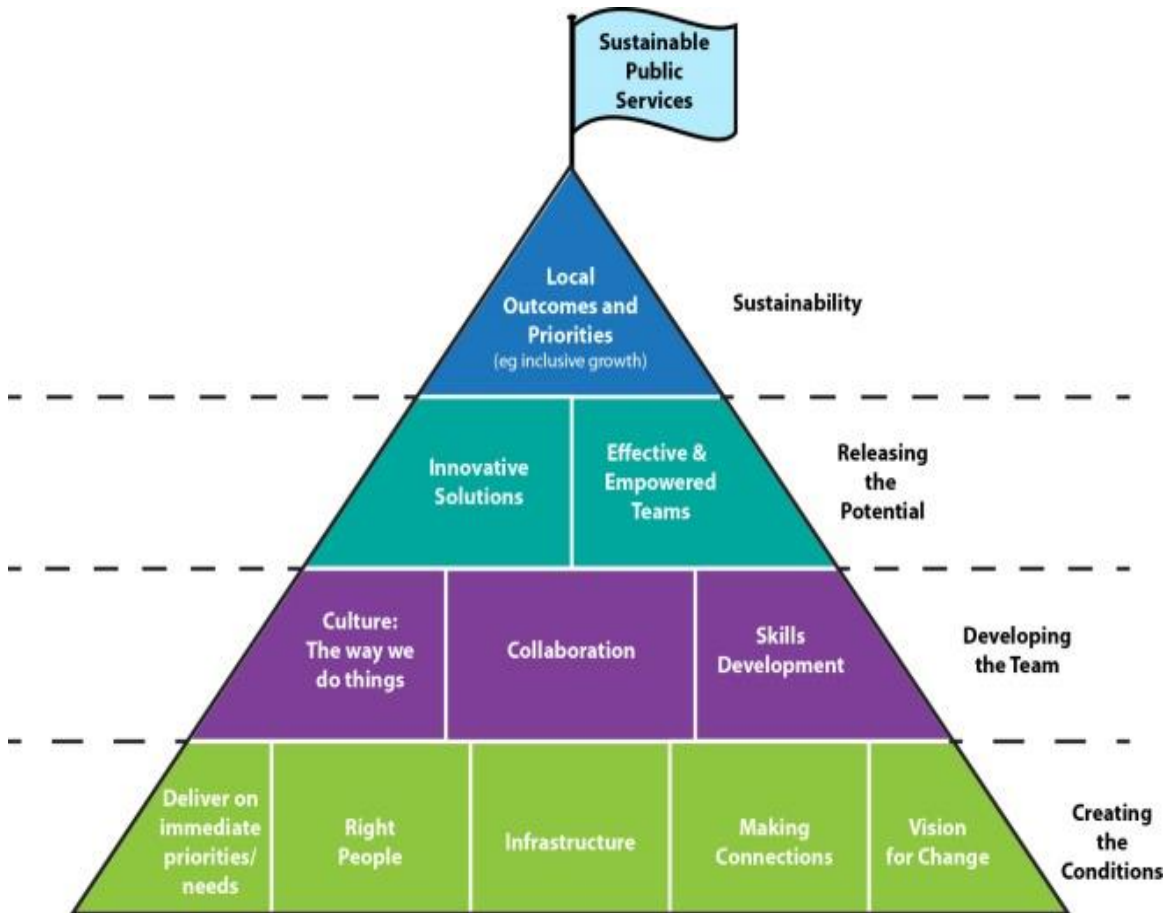
- 3.6. As stated in Council's previous update report, the framework and activity set out in Exhibit 1 is complementary to, and aligned with, the Council's Transformation Strategy which was agreed in March 2019. The framework sets out the broad phases of activity to move the Council from where it was in

August 2018 to achieving sustainable public service delivery in the medium to longer term.

3.7. The framework proposes four key phases which need to be progressed to allow the Council to deliver medium to long term service and financial sustainability. The phases are not intended to be sequential but run concurrently. The four phases are as follows:

- **Creating the conditions:** This phase is about creating the conditions for sustainable change. It focuses on ensuring that alongside delivering business as usual, the Council is investing in its people for the future. It also requires investment in building the Council's internal systems, strategies and frameworks and in building effective stakeholder relationships with local partners, national agencies and our communities. This activity is underpinned by a streamlined and focused vision and priorities which clearly recognises the need for change.
- **Developing the Team:** This phase prioritises embedding a positive and empowering culture which supports the Council's vision for change. Our communities and service users are at the heart of everything we do and our culture embodies this priority. This phase continues to develop effective stakeholder relationships and evidence these through positive collaborative arrangements across the range of services the Council delivers. This phase also recognises the need to continue to support our workforce with focussed leadership and skills development.
- **Releasing the potential:** This phase reflects the establishment of effective and empowered teams which are confident in delivering both operational service delivery and innovative proposals for change. The network of empowered teams is supported by a positive #Team Clacks culture where innovation and learning are embraced and supported.
- **Sustainability:** This phase is characterised by effective delivery of the Council's agreed outcomes and priorities. Over time it is anticipated that, whilst ensuring that the Council continues to meet all of its statutory duties, performance data will show a prioritisation of investment in those areas agreed by Council. The aggregation of the Council's service delivery models will be sustainable in both service delivery and financial terms.

Exhibit1: Organisational redesign framework



3.8. Exhibit 2 sets out the key planned improvement priority actions for Phase 2 of the Council’s organisational redesign. Phase 2 is characterised by a focus on embedding and better integrating the work undertaken to date, promoting a positive customer focused organisational culture, and providing a specific focus on securing innovation in our relationships with our communities as well as promoting the profile and contribution of Clackmannanshire. To facilitate these developments, Exhibit 2 incorporates three key areas which are considered to be critical to delivering organisational sustainability. These are:

- **empowering families and communities:** revitalising our communities and working in partnership to develop, innovate and sustain community participation and empowerment with regards the delivery of local services
- **embedding Council vision and values:** promoting a positive and consistent customer focused organisational culture which ensures that collaboration, inclusive growth and innovation are at the heart of all we do whilst demonstrating our organisational values as set out within Be the Future (Appendix A)

- **continuing to raise the profile of Clackmannanshire locally, regionally, nationally and internationally:** working collaboratively and in partnership to create opportunities for inclusive growth and jobs and skills development aligned with City Region Deal and the development of a Regional Economic Strategy .

Exhibit 2 – Planned Priority Activity – Phase 2 Organisational Redesign

Phase	Activity	Planned Work
Creating the Conditions	Deliver on immediate priorities/needs	<ul style="list-style-type: none"> • Balanced Budget 2020/21+ • Reprioritised Capital investment programme • City Region Deal: Full Deal incorporating financial profiling • Improve visibility: Roadshows and briefings on Culture, values and change, new Corporate Plan • Potential election events • Health and Social Care Partnership Service and Financial sustainability • Chief Officer Group relaunch and conference: Protection
	Right People	<ul style="list-style-type: none"> • Appointment to Senior Management roles • New HSCP Chief Officer/ Review of HSCP resourcing • Organisational restructuring in all portfolios aligned with new service delivery proposals • Additional capacity: Funding officer and communications officer • Specialist capacity: Transformation and CRD
	Infrastructure	<ul style="list-style-type: none"> • Capital Strategy • Medium Term Financial Plan • HSCP Recovery Plan • Learning Estate Strategy • Local development Plan • Strategic Housing Investment Plan • Developing and Implementation of Sport and Active Living Infrastructure • Devolved business support model • Digital Strategy: priority automation proposals • Embed Programme Governance Board • Communications: internally and externally
	Making Connections	<ul style="list-style-type: none"> • Collaborative work with Improvement Service: PMO joint appointment • Develop joint proposals with SFT/Hubco for specialist support • Collaborative work with Scottish Enterprise: CRD PMO appointment • Forth Valley CEs meetings to review opportunity to develop joint business cases progressed • Forth Valley Regional Economic Strategy development proposal • Federation of Small Businesses, Clacks Business and FV Chamber of Commerce Engagement to review and improve arrangements for Business engagement
	Vision for Change	<ul style="list-style-type: none"> • New Corporate Plan: Streamlined priorities: Be the Future • Aligned LOIP • Strategic narrative on economic impact of CRD and regional Economic Strategy
Developing the Team	Culture: the way we do things	<ul style="list-style-type: none"> • Embed corporate vision and values: New corporate Values: Be the Future campaign (Staff, Trade Unions and Stakeholders) • Workforce Strategy • Maximising attendance/ health and well-being campaign • Healthier Working Lives Gold Standard accreditation • Development of Employee Voice initiatives

		<ul style="list-style-type: none"> Develop Empowering Families and Communities proposal
	Collaboration	<ul style="list-style-type: none"> Develop sustainable health and social care models of care aligned with housing strategy and leading edge research: Programme and investment priorities Public Service procurement options appraisal Collaborative models to increase capacity/skills: Improvement Service and Scottish Enterprise Clacks Effect work: potential options for wider collaboration on issues re disproportionate public sector resource need and scale factors
	Skills Development	<ul style="list-style-type: none"> New PRD process Extend Leadership development: Senior managers, supervisors, trade union and elected member to be considered Develop succession planning arrangements Senior Leadership Forum established
Releasing the Potential	Innovative Solutions	<ul style="list-style-type: none"> Poverty and Inclusive Growth Summit and Legacy Primrose Street implementation Social Work Management information system CRD procurement approach Programme Governance Board multi year Transformation programme Developing public service focus and options/models with communities and partners Partnership work with CTSI: food and waste initiative Collaborative service delivery: Internal Audit; Street Lighting
	Effective and empowered teams	<ul style="list-style-type: none"> Management Charter and Action plan for extended Senior Leadership Group Transition to new portfolios under new Senior Management Structure Significant refresh and new workforce policies e.g. carers, menopause, various Health and Safety
Sustainability	Local outcomes and Priorities	<ul style="list-style-type: none">

- 3.9 As previously indicated, clear responsibility and accountability for taking forward tasks will be allocated. The next Council update aims to clarify key officers leading on each of the specific priority proposals. It is intended that senior managers and strategic directors will take corporate leadership roles which aims to promote matrix working within the new structures. This approach also aims to facilitate skills development and succession planning and thereby enhance organisational resilience.
- 3.10 The further regular updates for Council will also be aligned with the work and progress of the Programme Governance Board.

4.0 Sustainability Implications

4.1. N/A

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 X

5.4. *Staffing*

6.0 Exempt Reports

6.1. Is this report exempt? No

6.0 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)

- 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

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

7.0 Equalities Impact

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

8.0 Legality

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

9.0 Appendices

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

Appendix A: Council vision and values

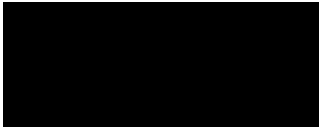
10.0 Background Papers

10.1 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
Nikki Bridle	Chief Executive	452002

Approved by

NAME	DESIGNATION	SIGNATURE
Nikki Bridle	Chief Executive	

THE CORPORATE PLAN 2018-22,

Be the FUTURE - OVERVIEW

Our Vision	We will be a valued, responsive, creative organisation, through collaboration, inclusive growth and innovation, to improve the quality of life for every person in Clackmannanshire.	
Our Outcomes	<ul style="list-style-type: none"> ● Clackmannanshire will be attractive to businesses and people and ensure fair opportunities for all. ● Our communities will be resilient and empowered so that they can thrive and flourish. ● 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 Priorities	Inclusive Growth, Jobs & Employability	Reducing Child Poverty
	Raising Attainment	Sustainable Health & Social Care
	Empower Families & Communities	Organisational Transformation
Our Values	Be the CUSTOMER	Listen to our customers, communicate honestly and with respect and integrity.
	Be the TEAM	Respect each other and work collectively for the common good.
	Be the LEADER	Make things happen, focusing always on our vision and outcomes, and deliver high standards of people leadership and corporate governance.
	Be the COLLABORATOR	Work collaboratively with our partners and communities to deliver our vision and outcomes.
	Be the INNOVATOR	Look outwardly, be proactive about improvement and strive always for innovation and inclusive growth.
	Be the FUTURE	Work always towards ensuring that we deliver our vision and live our values, so that we become a valued, responsive Council with a reputation for innovation and creativity.

