CLACKMANNANSHIRE COUNCIL

Report to: Clackmannanshire Council

Date of Meeting: 19 December, 2019

Subject: Transformation Update

Report by: Chief Executive

1.0   Purpose

The purpose of this report is to update Council on progress with implementing the agreed organisational redesign framework. This report provides an update on key aspects of organisational redesign activity . It is based on the 18 month Phase 2 organisational redesign plan approved by Council in August 2019.

Additionally, this report signals the start of the process of integrating the Council's strategic planning approaches. Specifically, this report also details the work in hand to develop the Council's medium term Transformation Plan and seeks to develop more integrated reporting of progress within these related workstreams for the future.

2.0   Recommendations

It is recommended that Council:

2.1.   Notes that this report starts the process of integrating strategic planning frameworks related to organisational redesign and transformation (paragraphs 1.0 and 3.1-3.6)

2.2.   Notes the progress in implementing key actions within the organisational redesign action plan (paragraphs 4.1-4.2 and Appendix B)

2.3.   Notes the key organisational redesign highlights and achievements detailed in paragraph 4.3

2.4.   Notes the progress and planned development of the STRIVE pilot (paragraphs 4.5-4.8) and that any proposed options/ changes to service delivery models will follow the governance process of Programme Governance Board and Council as required (paragraph 4.8)

2.5.   Notes the progress in developing the prioritised Transformation Plan, including the progress in implementing the diagnostic work with iESE and the Innovation mandate in collaboration with the Improvement Service (paragraphs 5.1-5.9)

2.6.   Notes the range of proposed additional assistance from the Chief Digital Officer (Digital Office for Scottish Local Government) in support of the Council's developing Transformation Plan (paragraphs 5.10 and 5.11)

2.7.   Approves the establishment of the Chief Digital Officer (Digital Office for Scottish Local Government) as an Associate of the Council's Programme Governance Board (paragraph 5.11)

3.0   Background

3.1.   At its meeting on 22 August 2019, Council considered an update report which set out proposals for Phase 2 of the Council's organisational redesign, covering the period up to the end of February 2021. The timescales agreed reflect the intention to integrate the Council's service and financial planning in the medium term.

3.2.   A clear organisational redesign framework is in place for monitoring and evaluating progress and refining activity based on four key phases which need to be progressed to allow the Council to deliver medium to long term service and financial sustainability (Appendix A).

3.3.   Planned key actions are highlighted at this stage but this is designed to be 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.   As stated in Council's update report in October 2019, the framework and activity set out in Appendix A is complementary to, and aligned with, the Council's Transformation Strategy which was agreed in March 2019. This update report also starts the process of integrating these two aligned workstreams.

3.5.   Since August 2019, aligned with the preparation of the Council's next Budget, significant priority has been invested in the development of the medium term Transformation Plan. Whilst the Council's organisational redesign activity is focussed on how we improve and **develop our organisation to support sustainable change**, the Transformation Plan is focussed on developing a programme of specific functional reviews with the aim of providing better **integrated, customer and service user focused models of service delivery** which are also financially sustainable.

3.6.   As work progresses to develop and refine arrangements, it is clear that, in essence, the activity generated in the Sustainability Phase of the organisational redesign framework reflects the establishment of a mature Transformation Plan which is systematically refreshed with new ideas/ options as organisational culture, capacity and confidence is embedded. Given the progress achieved to date, it is proposed that this and future update reports focus on both organisational redesign activity and the establishment of the Transformation Plan.

4.0   Organisational Redesign Update

4.1   As previously agreed, clear responsibility and accountability for taking forward organisational redesign tasks has now been allocated. Appendix B provides a high level update on progress against each of the agreed actions. Key officers leading on each of the specific priority proposals have also been identified and Strategic Directors have been allocated strategic sponsor roles against each of the four phases.

4.2   It is intended that these reports will start to be presented as part of the developing management reporting arrangements for the Programme Governance Board (PGB). An updated report on progress will be presented to the next PGB in February 2020. This information will also be presented to Council as part of these routine update reports. The next scheduled update report for Council will also seek to consolidate some activities which, on review, have converged. As a consequence there is an opportunity for some streamlining of activity for reporting purposes.

4.3   Appendix B sets out a range of activity which is complete and/or in hand. Highlights include:

-       Launch of the Council's second staff survey in November 2019

-       Joint development and approval of Working Together Agreement between management and trade unions

-       Facilities Agreement approved between management and Trade Unions

-       Achieving 'Deal Ready' status in respect of the Stirling and Clackmannanshire City Region Deal following the conclusion of the iterative development of the Deal documentation with both UK and Scottish Government and sign off by the Joint Committee on 14 November 2019

-       Significant progress in implementing senior manager structures, with the majority of posts now filled

-       Work commenced within senior manager portfolios to develop team structures

-       Approval of the Police Scotland co-location business case in October 2019

-       Completion of digital maturity assessment with Digital Office

-       Poverty and Inclusive growth summit In October 2019, delivered with Alliance partners

-       Significant range of 'Business as usual activity' which includes extraordinary activity in respect of EU Withdrawal and the General Election.

4.4   Related to the approval of the Police co-location at Council's October meeting, work is also progressing to implement the STRIVE (Safeguarding through Rapid Intervention) pilot . An eight-week pilot is planned to take place in Kilncraigs in early 2020 to test a concept that joined-up working and integrated service delivery improves outcomes for the most vulnerable people in Clackmannanshire.

4.5   The STRIVE pilot, previously referred to as MATAC or MASH, builds on existing good partnership working to reduce the likelihood and impact of vulnerable people experiencing crisis and to reduce the intensive resource required by a variety of public services.

4.6   The public service system will be considered as a whole and not as a collection of separate parts. This "whole-systems" approach will focus on the sharing of intelligence between agencies. Practitioners will be better able to "join the dots" to understand the overall risk and vulnerability represented by individual cases. In particular, the approach aims to focus on those people on the cusp of statutory intervention to ensure that they get the help and support they need as early as possible. Having a GDPR-compliant Information Sharing Protocol (ISP) in place is a key consideration for the STRIVE Team.

4.7   The key enablers of the STRIVE pilot are the proposal to integrate Alloa Police Services with Council services at Kilncraigs, Alloa (Council approval 24th October) and Clackmannanshire Council's response to the Housing First Scotland initiative (Rapid Rehousing). Police Scotland and Housing Services, along with Child Care and Health, are expected to be core participating partners. Other partners expected to provide support include Adult Services, Education and Criminal Justice.

4.8   It is expected that learning from the STRIVE pilot will inform the development of a future business case exploring service delivery model options for consideration by Clackmannanshire Council and its partners. This business case and associated options will follow the agreed governance route for Transformation proposals through the Programme Governance Board and Council as appropriate.

5.0   Development of the Council's Transformation Plan

5.1   Draft transformation proposals have been shared with all elected members as part of the Budget Update session in October 2019. This session also updated elected members on the arrangements to schedule business case development for individual transformation proposals, using a prioritisation tool. Having completed the prioritisation activity, a 3-5 year rolling plan of transformation activity is anticipated.

5.2   At its October meeting, Council also agreed to invest in additional external assurance work with the Improvement Service and iESE to undertake the 'Innovation Mandate' and additional diagnostic work, to augment the draft Transformation Plan already shared with elected members. This additional work aims to both provide assurance over work to date and presents the opportunity to bolster the range and pace of our transformational planning.

5.3   The Innovation Mandate is a tool which is applied prior to a transformation or a sense check on progress and collective understanding in terms of an organisations transformation approach and plans. It checks or establishes the parameters for transformation. It is delivered through a workshop format and involves the leadership cohort of Members and Officers. The aim of the approach is to optimise the transformation programme established.

5.4   Following Council's approval in October 2019, the Senior Leadership Group met with iESE to commence planning and scoping activity. At the Chief Executive's request, iESE have agreed to seek to complete both elements of work (which need to run concurrently) prior to budget setting. Whilst this presents a challenging timescale, it aims to allow a refreshed Transformation Plan to be presented alongside the Council's budget for 2020/21.

5.5   The half day Innovation Mandate workshop has been arranged for the 7 January 2020. It will involve a facilitated discussion to assess change and risk appetite and readiness. The session participants are:

-       Council Leader
-       Depute Leader
-       Convenors
-       Group Leaders
-       Independent Councillor
-       Senior Leadership Group (Chief Executive, Strategic Directors)

5.6   The diagnostic activity blends aspects of each of the three diagnostic approaches summarised below. It is an evidence based and customer focussed approach which aims to maximise effectiveness and efficiency in Council processes.

-       Customer focus diagnostic
-       Cultural diagnostic
-       Efficiency and Effectiveness Diagnostic .

5.7   Whilst the projected elapsed time for the diagnostic activity is eight weeks, it involves an intensive 1-2 week period on site for a team of 3-4 iESE associates who will work with staff across the following services:

-       Revenues and Benefits

-       Housing

-       Environmental Services

-       Education and Children's Services

-       Planning

-       Health and Social Care

-       Leisure and Tourism

5.8   iESE deploy a range of approaches and toolkits which include demand analysis and management; financial analysis; work shadowing across services; focus groups and interviews. There is additionally the aim of developing staff capacity and skills which could allow the Council to replicate the approaches for the future as well as support customer focus, team building and organisational culture.

5.9   iESE launched the approach with a specific launch event for staff, trade union representatives and elected members which was held on 6 December. iESE commenced their on site activity on the 10 December. It is intended that following the iESE engagement, at the end of the diagnostic phase, a specific roadshow activity will be given over to reviewing the success and lessons from our engagement.

5.10   In addition to recent engagement with Digital Office for Scottish Local Government to undertake the Digital Maturity assessment, the Chief Executive met with Martyn Wallace, the Chief Digital Officer to consider how digital can be embedded within the Council's transformation plans and to consider what support/ engagement is available.

5.11   The following key areas of support were identified:

-       In parallel with the iESE diagnostic work, Digital Office will also undertake a review of the developing Transformation Plan to ensure that digital approaches are embedded as an enabler within new approaches

-       Digital Office will engage on the outcome/output of the digital maturity assessment and highlight priorities for change, including signposting key skills development needs and relevant training resources and toolkits

- The Chief Digital Officer has offered to become an Associate of the Programme Governance Board to advise on embedding digital enablers for transformation and service delivery, if desired

- The Chief Digital Officer has offered to be part of the core reference group taking forward the development of innovative whole system work to identify integrated , early intervention and preventative models of service delivery to improve outcomes and experience for service users with multiple and complex needs. This work reflects the developing agenda as the multidisciplinary group of services and partners is seeking to identify tangible proposals to address the initial findings of the Clacks Effect work.

6.0   Sustainability Implications

6.1   N/A

7.0   Resource Implications

7.1   Financial Details

7.2   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 ☐

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

7.4   Staffing

8.0   Exempt Reports

8.1   Is this report exempt? No

9.0   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)

10.0   Equalities Impact

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

11.0   Legality

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

12.0   Appendices

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

        Appendix A: Clackmannanshire Council Organisational Redesign Framework

        Appendix B: Organisational Redesign Progress Update

13.0   Background Papers

13.1   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)
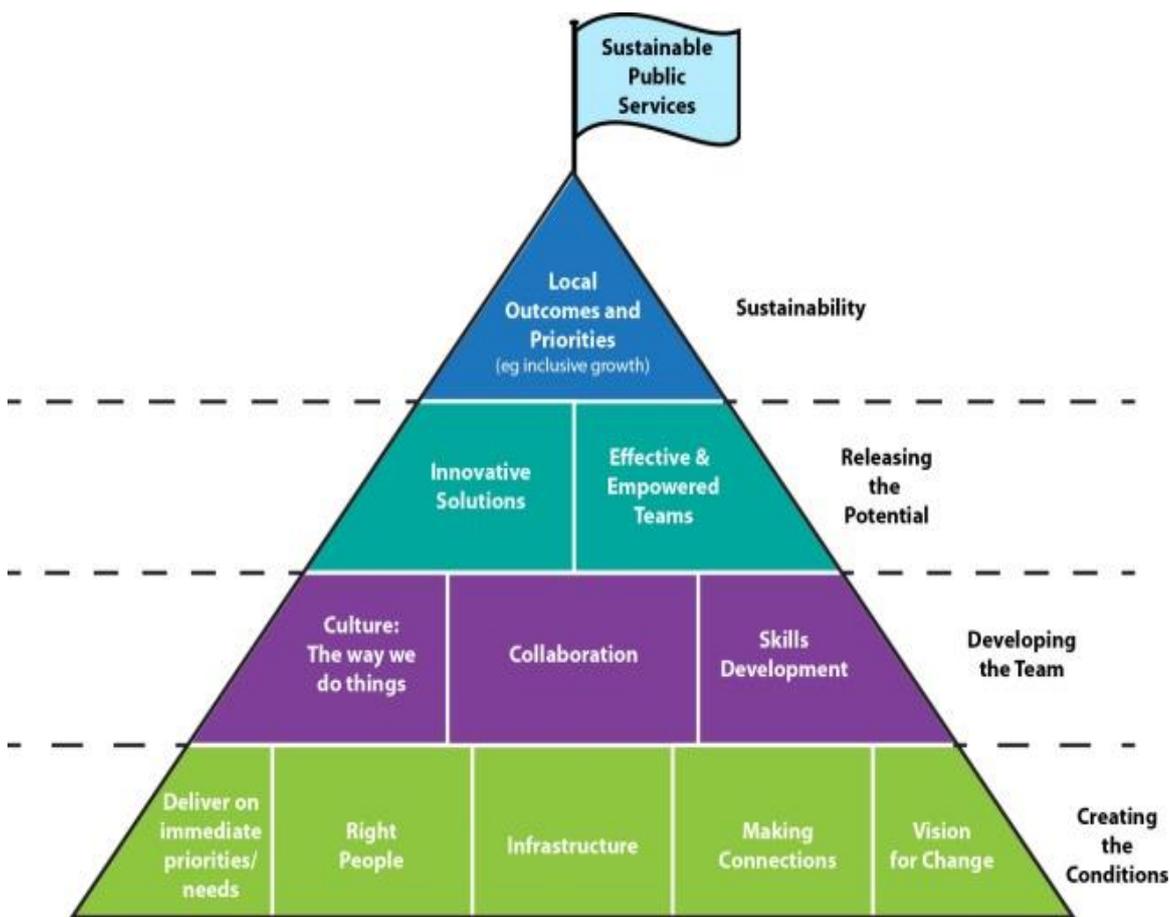   Yes ☐ (please list the documents below)   No ☐

Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Nikki Bridle	Chief Executive	452002

Approved by

NAME	DESIGNATION	SIGNATURE
Nikki Bridle	Chief Executive	███████████

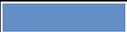Appendix A: Clackmannanshire Council Organisational Redesign Framework

The four phases are not designed to be sequential but run concurrently.

- **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.

Phase	Activity	Planned Work	Timescale	Lead	Progress	Update
	Deliver on Immediate Priorities/Needs	Balanced Budget 2020/21+	Mar-20	CFO (Sec 95 officer)		Draft budget in preparation. Briefings held with elected members and trade union representatives. Budget timing linked to national operating environment considerations
		Reprioritised Capital investment programme	Mar-20	CFO (Sec 95 officer)		See above- part of budget preparation arrangements
		City Region Deal: Full Deal incorporating financial profiling	Jan-20	CE		Partnership has achieved Deal ready status- awaiting post General Election progression of Deal by Governments
		Improve visibility: Roadshows and briefings on Culture, Values and Change, new Corporate Plan	ongoing	CE		A number of roadshows have taken place across a range of Council venues. Different approaches have been used to develop engagement on vision, values and embedding positive organisational culture. Feedback has been positive and further roadshows scheduled.
		Potential election events	Dec-19	CE		General Election to take place 12 December 2019
		Health and Social Care Partnership Service and Financial sustainability	Mar-20	CO HSCP		HSCP CO meeting jointly with Partnership CEOs. Transformation Board now established and work progressing to agree remit and governance framework. Partnership CFOs working with HSCP CFO to develop aligned Transformation Plan and Medium Term Financial Plan. Clackmannanshire Chief Executive has requested a briefing for all elected members from SG and HSCP CO which is currently being scheduled for January 2020
		Chief Officer Group relaunch and conference: Protection		CE		Chief Executive and CSWO developing proposal for COG away day focussing on development of improvement priorities for Public Protection (adults, children and criminal justice) across Partners
	Right People	Appointment to Senior Management roles	Aug-19	CE		All new Senior roles have now been appointed, with new Strategic Directors in post, and Senior Managers across the Council either in post, or start dates identified
		New HSCP Chief Officer/ Review of HSCP resourcing	Mar-20	CO HSCP		Chief Executive (in partnership with CEOs NHS Forth Valley and Stirling Council) supported Chef Officer preparation, submission and approval of resourcing paper to HSCP IJB in November, 2019. Resources agreed and recruitments (where appropriate) being progressed
		Organisational restructuring in all portfolios aligned with new service delivery proposals	Dec-19	CE		New Strategic Directors have agreed structures in place, with appointments made to senior roles. As new senior managers are transitioning into new roles, priority task highlighted re the development of redesign proposals at service level
		Additional Capacity: Funding Officer and Communications Officer	Nov-19	SD P&P		Recruitment for both posts completed, with successful applicants expected to start January 2020
		Specialist Capacity: Transformation and CRD	ongoing	CE		Transformation Programme Manager and CRD Programme Manager in post, with the Programme Management Office recruiting to key posts, which will work across both the Transformation Programme and CRD. External resource being used on a targeted basis to augment internal capacity e.g. iESE and Digital Office re the development of the multi-year Transformation Plan
		Capital Strategy	Mar-20	CFO (Sec 95 officer)		In development, alongside development of Budget and Transformation Plan proposals for budget setting 2020/21
		Medium Term Financial Plan	Mar-20	CFO (Sec 95 officer)		In development, alongside development of Budget and Transformation Plan proposals for budget setting 2020/21
		HSCP Recovery Plan	Mar-20	CO HSCP		HSCP meeting jointly with Partnership CEOs. Transformation Board now established and work progressing to agree remit and governance framework. Partnership CFOs working with HSCP CFO to develop aligned Transformation Plan and Medium Term Financial Plan. Clackmannanshire Chief Executive has requested a briefing for all elected members which is being scheduled for January, 2020
		Learning Estate Strategy	Dec-19	SD PEOPLE		Significant investment in realigning draft proposals with corporate transformation proposals. Effective partnership working across service portfolios to develop Learning estate Strategy for Council in December 2019

Phase	Activity	Planned Work	Timescale	Lead	Progress	Update
Creating the Conditions Strategic Sponsor: Chief Executive	Infrastructure	Local Development Plan	Dec-19	SD PLACE		The publication and consultation on the Main Issues Report is the first major step in the process for producing a new Local Development Plan. This initial Issues stage is the part of the process where the public will have the greatest opportunity to be involved and to influence the preparation and content of the LDP. The MIR was reviewed by the Place Committee at its meeting of 7 November and a paper is on the agenda for the Council meeting of 19 December
		Strategic Housing Investment Plan	Nov-19	SD PLACE		The Place Committee approved the latest SHIP at its meeting of 7 November. This latest SHIP covers the period 2020-25
		Developing and Implementation of Sport and Active Living Infrastructure	Jul-20	SD PEOPLE		Leisure and Libraries moving from P&P to People structure in January, 2020. Development of new infrastructure with Leisure and Sport/Active Living framework will commence immediately and updates will be provided via People Committee
		Devolved Business Support Model	May-20	SLG		This is being considered alongside the development of service redesign proposals by senior managers. It is intended that any proposed model is considered for application across portfolios on a consistent basis, if appropriate
		Digital Strategy: Priority Automation Proposals	Apr-20	SD P&P		The Chief Digital Officer is proposed as an Associate Member of the Programme Governance Board. Digital maturity assessment now complete, awaiting feedback from Digital Office. Digital workshop held in September 2019. The draft Transformation Plan will be reviewed by Chief Digital Officer to support prioritisation and innovation
		Embed Programme Governance Board	Mar-20	CE		Transformation Programme Change Board is meeting regularly, with the meetings becoming more focussed on change activity and driving progress
		Communications: Internally and Externally	ongoing	SD P&P		Communications Officer in post from January 2020. Priority will be to focus on Transformation, vision, values and culture communications. A key aspect of the role will be external communication of achievements and progress. A revised communications strategy will be prepared for approval by March 2020
	Making Connections	Collaborative work with Improvement Service: PMO joint appointment	Apr-19	CE		Complete. Programme Manager in post, jointly appointed with Improvement Service
		Develop joint proposals with SFT/Hubco for specialist support	May-20	SD PLACE		Chief Executive and Strategic Director met with Hub to identify opportunities. Currently looking to align opportunities with emerging Transformation Proposal development
		Collaborative work with Scottish Enterprise: CRD PMO appointment	Mar-20	CE		Two candidates considered to date- appointment not yet secured. Chief Executive currently following up with Scottish Enterprise
		Forth Valley CEs meetings to review opportunity to develop joint business cases progressed	ongoing	CE		Regular meetings scheduled with FV Council CEs. Significant progress and focus has been on developing the Regional Economic potential. Work has been supported by Scottish Government who have funded strategic support from Ross Martin. Leaders have agreed key priority is to develop options as the basis of wider political engagement. Additionally, a number of conversations are continuing at service level on potential service redesign options within FV
		Forth Valley Regional Economic Strategy development proposal	Mar-20	SD PLACE		as above
		Federation of Small Businesses, Clacks Business and FV Chamber of Commerce Engagement to review and improve arrangements for Business engagement	ongoing	SD PLACE		Initial engagements undertaken with each body. Proposals will be developed as part of Transformation Plan proposals
	Vision for Change	New Corporate Plan: Streamlined priorities: Be the Future	Mar-19	SD P&P		Corporate Plan, with agreed Priorities, was approved by Council in December 2018
		Aligned LOIP	Mar-19	SD P&P		Council's priorities, as agreed in the Corporate Plan, are aligned with the LOIP 2017-27 Outcomes

Phase	Activity	Planned Work	Timescale	Lead	Progress	Update
	Vision for Change	Strategic narrative on economic impact of CRD and Regional Economic Strategy	Mar-20 then ongoing	SD PLACE		Initial work being undertaken by Chief Executive with Council Leader as part of budget preparation. Future work will be developed by Strategic Director Place. Draft framework agreed with Council Leader
	Culture: the way we do things	Embed Corporate Vision and Values: New Corporate Values: Be the Future Campaign (Staff, Trade Unions and Stakeholders)	ongoing	SD P&P		This is being embedded in a number of ways, including Workforce Development Plan, Staff Survey, PRD Process, Roadshows and through corporate communication processes. The The Chief executive and Strategic Directors have also commenced a Leadership Blog which appears to be achieving a broad audience.
		Workforce Strategy	Jun-19	SD P&P		Strategic Workforce Plan agreed by Council in June. Ongoing updates to P&P Committee. Year 2 action include Portfolio Workforce Plans
		Maximising Attendance/ Health and Well-being Campaign	ongoing	SD PEOPLE		Progress ongoing based on development of a plan to improve attendance and wellbeing at work. Highlights include work to align data and ensure comparability with other local authorities, drive staff wellbeing strategies, and improve attendance at work will be reported via P&P Committee
		Healthier Working Lives Gold Standard Accreditation	Will not progress	SD P&P		NHS have advised that we retain Silver at this point, further work required to attain Gold standard
		Development of Employee Voice Initiatives	ongoing	SLG		SLG are taking this forward through iESE
Developing the Team Strategic Sponsor: SD Partnership and Performance		Develop Empowering Families and Communities Proposal	Sep-20	SD P&P		Initial task is focussed on mapping existing services which are spread across service portfolios. It is then planned that a broader stakeholder group will be established to take forward the development of options under the Transformation Plan business case development.
	Collaboration	Develop sustainable health and social care models of care aligned with housing strategy and leading edge research: Programme and investment priorities	Oct-20	SD PEOPLE		Council approved the Primrose Street Development as a 'soft launch' of potential future models. Markers also placed in both Strategic Housing Investment Plan and HSCP care models for further development of the approach. Priority for progression is developing the allocation policy and care model associated with Primrose Street. Progress now being made with STRIVE approach as part of co-location
		Public Service Procurement Options Appraisal	Oct-20	SD P&P		This will be developed as part of Transformation Plan proposals
		Collaborative models to increase capacity/skills: Improvement Service and Scottish Enterprise	ongoing	CE		There are a range of external supports in place to develop the Council's approach including Improvement Service, iESE, Digital Office and ongoing discussions with Scottish Enterprise.
		Clacks Effect work: Potential options for wider collaboration on issues re disproportionate public sector resource need and scale factors	Nov-20	CE		Clacks Effect has been identified as a key project in the Council's Transformation Programme and options will be considered as part of this project. Timescales for delivery will also be determined within the overall Programme
	Skills Development	New PRD Process		SD P&P		New process is implemented and has been rolled out across Council. This included the development and implementation of CEX process
		Extend Leadership Development: Senior Managers, Supervisors, Trade Union and Elected Member to be considered	Apr-20	SD P&P		Leadership development approach in place with Ceannas for ESLG. Proposals developed and approved in respect of all tiers of management. Scoping of programmes and implementation currently under consideration in anticipation of new senior managers taking up posts
		Develop Succession Planning arrangements		SD P&P		Workforce Strategy Agreed. Portfolios to draft Portfolio Workforce Plans as part of business planning process
		Senior Leadership Forum established	Aug-20	SD P&P		This will be established formally, once all senior managers in post and leadership development programmes have been implemented
		Poverty and Inclusive Growth Summit and Legacy	Oct-19	SD P&P		Successful summit and week of events held in October 2019. Work in hand to develop and implement legacy activities.

Appendix B Phase 2 Organisational Redesign Progress Update

Phase	Activity	Planned Work	Timescale	Lead	Progress	Update
Releasing the Potential Strategic Sponsor: SD Place	Innovative Solutions	Primrose Street Implementation		SD PLACE		Council approved the Primrose Street Development as a 'soft launch' of potential future models. Markers also placed in both Strategic Housing Investment Plan and HSCP care models for further development of the approach. Priority for progression is developing the allocation policy and care model associated with Primrose Street
		CRD Procurement Approach	Jul-20	SD PLACE		Once CRD Full Deal has been delivered, options will be prepared for appropriate governance. The CRD partnership has expressed a desire to seek innovative approaches to maximise local and environmental benefits wherever possible
		Programme Governance Board multi year Transformation Programme	Mar-20	SD P&P		A Transformation Programme is being developed, which will initially present proposals for the 5 year period to March 2025. This will be presented alongside the 2020/21 Budget
		Developing public service focus and options/models with communities and partners		SD P&P		Empowering Families and Communities has been identified as a key project in the Transformation Programme
		Partnership work with CTSI: food and waste initiative	Apr-20	SD PLACE		Meetings have been held with CTSI and other 3rd sector groups to discuss collaboration on food/waste education initiatives and also the provision of facilities at Forthbank HWRC to enable re-use of items that would ordinarily go to materials recycling or landfill. The Director is due to meet with Anthea Coulter in December
		Collaborative service delivery: for instance, Internal Audit; Street Lighting; Police co-location and STRIVE	Oct-20	SD PEOPLE		STRIVE pilot anticipated to commence February 2020 for a period of 8 weeks. During this time, engagement with FV partners will explore wider roll out of these initiatives beyond the pilot, and other options will be explored to continue activities in some capacity
	Effective and Empowered Teams	Management Charter and Action plan for extended Senior Leadership Group		CE		Work to develop Management Charter was taken forward as part of ESLG Ceannas activity. To date, this has been used as the basis of the development and refinement of a Leadership Sonar for senior managers (similar to 360). This will be developed into Charter. following completion of Sonar exercise for ESLG. To date, Chief Executive has completed her SONAR as start of cascade
		Transition to new portfolios under new Senior Management Structure	Oct-19 -Mar-20	CE		Appointments made to all senior manager roles within structure. Imminent start dates for external appointees
		Significant refresh and new workforce policies e.g. carers, menopause, various Health and Safety	Dec-19	SD P&P		Carers and menopause polices have been developed and considered by P&P Committee. Expected to be ratified at Council in December 2019. Good progress has been made on refreshing a range of health and safety policies - these are reported through the Council's health and safety executive.

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