
Report to: Clackmannanshire Council

Date of Meeting: 25 June 2020

Subject: Respond, Recover and Renew

Report by: Chief Executive

1.0 Purpose

The purpose of this report is to propose a strategic outline to facilitate the Council's ongoing Covid-19 pandemic response and necessary recovery activity, whilst renewing the Council's agreed Be the Future Plan. The paper sets out a range of principles which underpin the approach with the aim of maximising and streamlining activity to ensure resources are clearly focussed on agreed priorities.

2.0 Recommendations

It is recommended that Council:

- 2.1. notes the Background information set out in section 3
- 2.2. agrees the proposed approach set out in section 4
- 2.3. reaffirms the Be the Future workstreams of Sustainable Inclusive Growth; Empowering Families and Communities and Health and Wellbeing (paragraph 4.4)
- 2.4. endorses the initial priorities set out in paragraph 4.6 and agrees that this work continues to be developed to support the delivery of elected member engagement through the summer months
- 2.5. notes that in the medium term, proposals will be shared with the Be the Future Board (paragraph 4.6) but that this position is unlikely to be achieved whilst the national emergency response remains in force due to the immediacy of the mobilisation required (paragraph 4.9).
- 2.6. agrees the continued development of response, recovery and renewal activity during recess, through the development and delivery of virtual workshop sessions for all elected members. These workshops aim to review and document renewed (Be the Future) priorities, informed by recent experience and learning in responding to the COVID-19 emergency (paragraphs 4.9 and 4.10)
- 2.7. notes that it is likely that the EDMF will require to be convened during the summer recess, given the ongoing development of recovery action (paragraph 4.11)
- 2.8. notes the recent decision of EDMF which reflects the initial steps taken to review and increase capacity to support change (paragraph 4.13)

- 2.9. notes the initial range of workforce issues under consideration, including leadership development (paragraphs 4.12 to 4.17)
- 2.10. notes the significant financial risks summarised in Section 5 and the potential need for Council to agree a funding strategy and /or potential review of the Council's current year budget (paragraph 5.13).

3.0 Background

- 3.1. COVID-19 is the most significant public health emergency that the UK has faced in a generation. It has had a huge impact globally, nationally and locally on communities, businesses and residents. Clackmannanshire Council is playing a critical role in seeking to mitigate these impacts at the local level. The Council is working collaboratively with its partners to protect and support the most vulnerable in our communities in line with Scottish Government and Public Health (Scotland) advice.
- 3.2. The Council's Incident Management Plan was implemented on the 9 March, 2020 and on the 16 March, a briefing for the Council Leader, Depute Leader, Leaders of both Labour and Conservative Groups, and the Council's Independent Councillor, took place, which was intended to provide guidance on clarifying roles, responsibilities and delegation parameters within the Council's agreed Major Emergency Operating Procedures (MEOPs). This group of elected members was also subsequently ratified by Council, at its meeting on 23 March, as the cross party Emergency Decision Making Forum (EDMF).
- 3.3. Since 10 March, the Council has also been working with partners on the Forth Valley Local Resilience Partnership (LRP). These meetings are currently chaired by the Chief Executive of Stirling Council. The LRP had been meeting on a weekly basis and this has recently moved to bi-weekly meetings.
- 3.4. Since the implementation of the Council's Incident Management Plan, regular briefings have been held with all EDMF members. The format of these briefings has evolved: initially daily briefings were provided by the Chief Executive; then replaced with the daily COVID-dashboard briefings. Additionally, regular updates have been provided on a weekly basis by the Acting Chief Executive. These arrangements are being kept under review as the Council starts to implement both recovery and renewal activity.
- 3.5. The response to COVID-19 has necessitated substantial changes in the way that the Council operates, with staff having been redeployed to essential roles which are often different to their normal responsibilities. In line with UK and Scottish Government advice, our staff, wherever possible are, and will remain, working from home. These measures are in line with the principles outlined in the Scottish Government's Roadmap, whilst also providing reassurance to those staff who are 'shielding' or self isolating.
- 3.6. Whilst this context has, and continues to be, extremely challenging, there have been many positive examples of individual, community, staff and partner support, creativity and kindness across the County. It is likely that the response and recovery activity required will be both significant and need to be sustained over a long period of time. It is proposed that the recovery activity should aim to build on this local proactivity and positivity.
- 3.7. The COVID-19 pandemic impact came just as the Council had set out its ambitious Be the Future Plan (Appendix A) and signed the Clackmannanshire and Stirling City Region Deal with the UK and Scottish Governments. It is imperative that the Council builds on this work, taking account of its learning in managing its COVID-19 response to renew and integrate its priorities for the future. Whilst it remains early days, this paper seeks to start the process of building the framework within which these developments can proceed at pace.

4.0 Proposed Approach

- 4.1. In developing the Council's Be the Future Plan, significant effort was invested in ensuring that it provided an integrated and flexible platform from which to build sustainable public service delivery. Whilst the scale of that challenge has increased over the last three months, our emergency response has also provided a significant opportunity to expedite much of the activity required to take forward key elements of our plans.
- 4.2. It is imperative that the Council sustains the momentum built through this period and makes good use of the lessons learned to further evolve innovative and sustainable arrangements for the future within the 'new normal'. It is intended, therefore, that as the Council moves to recovery phase of activity, it is fully integrated within our Be the Future Programme and not seen as a separate activity.
- 4.3. To facilitate this process, on the 15 June, the EDMF agreed to establish, on a temporary fixed term basis, the post of Recovery Co-ordinator at senior manager level, reporting to the Senior Leadership Group. This augments the Council's managerial capacity and places recovery activity within a clear management framework. The Recovery Co-ordinator will facilitate the work of the Operational Recovery Group which was established in May. This group comprises representatives from across Council services, trade union colleagues and the Council's Project Manager for the Be the Future Programme. Recruitment for this post has been initiated by the Strategic Director (Partnership and Performance).
- 4.4. A key step in renewing the Council's Be the Future Plan is to revisit the core workstreams and priorities to ensure that they remain appropriate. Be the Future set out three workstreams:

- Sustainable Inclusive Growth
- Empowering Families and Communities
- Health and Wellbeing.

It is proposed that these three workstreams remain highly relevant in the context of the ongoing COVID-19 response and required recovery activity. Council is requested to reaffirm its commitment to these core themes.

- 4.5. The Be the Future Transformation Programme (Appendix A to this report), also summarises, at Appendix 3, the individual projects prioritised within each of these three workstreams. It is considered prudent to review these priorities to determine if there is a need to amend or rephrase priority projects. This exercise will be significantly informed by the priority developments required to progress the Council's COVID-19 recovery activity and take account of momentum gained in establishing new service delivery models and/or ways of working. Work has already commenced within the Operational Recovery Group and with senior managers to highlight potential priority projects.
- 4.6. Whilst this work is developed, there is already an initial range of projects which are suggested including:
 - **new ways of working**: new blended model of education provision; strengthened partnership working models, including with communities and the third and voluntary sectors; new Health and Social Care models; digital solutions, including remote/home working and the establishment of virtual democracy and governance arrangements

- **supporting economic recovery:** developing a Regional Economic Strategy within Forth Valley to maximise the opportunities for businesses and local employment; progressing critical elements of the City Region Deal such as Scotland's International Environment Centre (SIEC); promoting community wealth building and Wellbeing economy (these aspects are also covered in a separate update report also on this Council agenda)

- **financial sustainability:** supporting income maximisation for vulnerable communities and residents; securing longer term financial balance for Council and partnership service delivery.

It is anticipated that for medium to longer term developments, the proposals/ options will be reported through the established Be the Future Board arrangements.

- 4.7. There will be additional factors which influence prioritisation of actions, including those set by the Scottish Government. In May 2020, Scottish Government launched the Scottish Government COVID-19 Renew Programme. The main objective of this work is to understand how *'national outcomes for the people in Scotland have been impacted by COVID-19, lock in positive reforms and identify the most important strategic, policy and delivery shifts for Scotland's renewal.'*
- 4.8. The Scottish Government's approach builds on its stated mission and the National Performance Framework. The Council's proposed approach is aligned with these principles by building on the Council's agreed ten year Be the Future Programme Aims, workstreams and priorities, renewed in recognition of the changed starting point. It is intended that work and options developed as part of the Council's recovery and renewal activity will also remain aligned with this national approach as far as possible.
- 4.9. It is also proposed that elected members are engaged in the development, as well as agreement, of these local priorities. Clearly, based on our experience to date, there has been an urgency and immediacy required in responding to some of the measures taken following Scottish Government and Public Health (Scotland) advice. Undoubtedly, this will continue to be the case for many aspects of the recovery work, especially within these initial stages. However, initial work is being taken forward with a view to developing virtual elected member workshops focussed on renewing (for instance, amending or rephrasing) the Council's Be the Future Programme.
- 4.10. The workshops will be facilitated virtually which may place some operating constraints in terms of capacity and practicalities. The workshops will also need to be convened in the near future which will coincide with the traditional Council recess period. With these conditions in mind, Council is requested to indicate its support for the proposed all member engagement, using virtual workshop sessions, which will take place during the traditional recess period.
- 4.11. The urgency of much of the recovery work will be ongoing through the summer. On this basis, Council is requested to note the likelihood of EDMF governance being sought for appropriate developments during this period.

Workforce

- 4.12. As priorities are agreed, it is necessary to ensure that the Council's resources are deployed in line with these priorities. However, as recently outlined to the EDMF, it is already clear that additional resources will be required to ensure that Clackmannanshire's communities, businesses, and Clackmannanshire Council as an organisation is able to continue to respond to this emergency whilst simultaneously undertaking critical recovery and renewal activity.

4.13. The EDMF, at its meeting on 15 June, agreed:

- To delegate a further £200k from the Transformation Fund to support the work outlined in this report. This funding is to be used in conjunction with that previously delegated to support transformation at directorate level, creating a total delegated fund of £520k.
- As detailed in paragraph 4.3, a Recovery Co-ordinator post has been established, on a fixed term basis, at Senior Manager level to co-ordinate the Council's ongoing response and recovery activity.
- The vacant Improving Outcomes Manager post to be advertised on a permanent basis to augment senior management capacity within the People Directorate.
- Arrangements to be put in place to permanently recruit to the Strategic Director (People) post which is currently filled on a secondment basis until February 2021.
- To establish appropriate Appointments' Committee arrangements to take forward the recruitment of the Strategic Director (People) and Improving Outcomes Manager posts.
- To delegate to the Chief Executive and/or relevant Strategic Director the appointment of any fixed term internal and/or additional senior management resource from the £520k earmarked reserve, with this arrangement being reviewed in six months time.

4.14. Alongside this additional capacity, work is also being undertaken to look at the specific opportunities to flexibly deploy our staff and allow us to move forward priority developments. As individual project priorities are clarified, work is ongoing to look at how we engage with both trade union representatives and individual staff members to implement these arrangements. Many staff have already willingly been redeployed into new duties and/ or have taken on additional duties during the emergency response phase of the Council's activity and the proposed approach aims to build on this positive commitment. In particular, senior managers are considering how those staff who are currently unable to work from home, as their roles do not lend themselves to these arrangements, are deployed on other priority tasks.

4.15. There is a broader range of significant and cross cutting considerations relevant in relation to the recovery of our workforce. Reflecting on the Council's response phase, Council staff have been required to quickly adapt and evolve work practices. Many of these are positive and reflect the ambitions and direction of travel set out in Be the Future. It is proposed that many of these could be evolved into our future practice and policies, including considering the benefits of extending and formalising homeworking within the changed operating context that will be developed. Further considerations include:

- **Health and Safety of Employees:** the recovery phase will require continued management of significant risk to safeguard employees, including: homeworking, social distancing, hygiene measures, and the appropriate provision and use of PPE
- **Employment Policies:** many policies were updated and reviewed during the response phase and this activity is ongoing. Further review of terms and conditions and employment policies may need to be developed in support of a new employment model which aligns with new service delivery models
- **Cultural Impact:** given the learning and approaches adopted during the emergency response period, significant momentum has been built in establishing community, voluntary and third sector led provision and supports. Further developing these potential models may expedite/ change organisational culture and strategy for the future.

- **Employee engagement and communication:** within the context of a significantly changed working environment, it is critical that we review arrangements for engaging and communicating with staff, including those that are home working or absent from work. The recent Wellbeing survey, whilst generally quite positive, highlighted inconsistent approaches between services and individual managers regarding the levels of contact maintained.
- 4.16. The approach will be complemented by a review and renewal of our leadership development arrangements for senior managers. It is critical that managers are supported to lead and support their teams, develop in their roles and contribute fully to ongoing response, recovery and renewal work.
- 4.17. Council previously agreed to support investment in the leadership development arrangements for senior managers, including arrangements established with Ceannas. The Chief Executive is currently putting in place arrangements to extend these arrangements and review the alignment and proposals for senior managers and supervisors to ensure that the scope of planned activity remains appropriate. The Ceannas costs would be met from the delegated Organisational Change Fund balance of £45k.

5.0. **Financial Considerations**

- 5.1. Delivering the emergency response and recovery activity required for the COVID-19 pandemic will likely have a significant impact on Council finances and resources in the current and future financial year(s). This section aims to highlight key financial considerations and risks, though more detailed monitoring information is currently being prepared and will be reported at a later date.
- 5.2. As summarised in Section 3, the Council has been operating in a business critical emergency mode under the Council's agreed MEOPs arrangements. Since the inception of this activity, the Section 95 Officer and their team have been working with services to monitor the likely financial implications of changes to service delivery, as well as playing a critical role in administering a number of the specific hardship funds for businesses and individuals that have been established by the Scottish Government.
- 5.3. The Section 95 Officer has also been part of the national arrangements, established by COSLA and working with the Directors of Finance network, to both monitor actual expenditure and identify other likely financial consequences of the pandemic. The Council has submitted returns capturing information on estimated costs, lost income and reduced costs through COSLA to the Scottish Government. This has developed a picture across Scotland of the estimated financial impact of the pandemic and the emphasis on the requirement for additional funding. Table 1 below summarises the additional funding provided by the Scottish Government and the forecasted expenditure for the initial period from 1 April to 30 June and the remaining funding to support recovery from 1 July onwards.

Table 1: Summary of Additional Funding from SG for Covid-19 and Estimated Net Spend (April to June 2020)

Additional Funding	Received £
Hardship	465,000
Consequential – share of £155m	1,442,000
TOTAL	1,907,000
Estimated Additional Costs	1,897,000
Reduced Costs	(117,000)
Net Costs to June 2020	1,780,000
Remaining Funding to support costs beyond 30 June	127,000

- 5.4. There is ongoing work to verify some aspects of expenditure allocated by services against COVID-19 funding to ensure that it is eligible. It is imperative that only additional costs are allocated against these budgets and not core budgeted expenditure. Additionally, the Section 95 Officer has recently reiterated their guidance in respect of expenditure against core budgets- i.e. that only essential spend should be made, especially where specific service delivery arrangements are currently diminished. This may allow the Council to make some savings in respect of its usual operational expenditure- this is also being monitored.
- 5.5. In many councils, COVID-19 expenditure is already significantly greater than the money allocated by Scottish Government. Based on the first three months of COVID-19 expenditure in Clackmannanshire, there remains £127k available to fund additional expenditure from July onwards and there are a number of costs which are anticipated, but not yet reflected this level of commitment. These anticipated costs cover both ongoing response and planned recovery activity, for instance, funding IT equipment to support virtual learning and/or remote working arrangements. Council may, therefore, need to reprioritise expenditure within the year to accommodate these significant additional costs.
- 5.6. There is a considerable amount of work being undertaken to establish a new education delivery model in line with Scottish Government and parent expectations. These arrangements have been set out in the Education Local Phasing Plan. At this stage, however, work to cost the impact of running summer hubs and re-opening schools in a significantly changed context is ongoing. It is anticipated that additional costs are likely to be substantial to cover expenditure for costs such as additional staffing, transport, outdoor learning, and childcare.
- 5.7. The key areas of additional COVID-19 expenditure include such things as staffing costs, for instance, additional overtime or increased use of Casual/Supply staff and/or agency costs; health and safety, such as increased costs of providing vital equipment such as PPE, appropriate cleaning products; increased support to vulnerable people and the rapid establishment of extended home/remote working.

- 5.8. There are a number of other potential financial risks, including:
- delays in implementing previously agreed savings and Be the Future projects
 - potential impacts on council tax, non-domestic rates and council rent collection rates
 - impacts on the agreed capital budget both in terms of deferred/delayed delivery of agreed projects and costs. There is also a risk of contractor claims and requests for flexibility in terms of contractual terms
 - some loss of income, though not to the extent that other Councils are reporting. This primarily relates to school meals, planning income and closure of leisure/hire facilities.
- As part of finalising the first quarter outturns, these aspects are all under review.
- 5.9. At this stage, it is also difficult to forecast the medium to longer term impacts on our communities. Given the levels of deprivation and vulnerability in some of our communities, it is likely that many will experience greater individual and collective impacts which may require greater support in the future.
- 5.10. The Council has also received a total allocation of £8.458m of funding for specific Scottish Government initiatives including Business Grants, Newly self employed Hardship Fund, and the Food Fund along with an additional amount for the Scottish Welfare Fund. To date £6.591m of these funds are committed and further commitments continue to be made as applications are received. This funding is ring-fenced and can only be used for the purpose set out in the grant form. Any unspent funds are expected to be returned to the Scottish Government.
- 5.11. A separate mobilisation plan has been developed for the Health and Social Care Partnership. The mobilisation Plan totals £12.405m, though this quantum includes an estimated £3.265m of savings and efficiencies reported as being at risk in the current financial year. The mobilisation plan costs also include the estimated costs of financial support to social care providers in line with COSLA guidance. This covers additional exceptional costs for PPE and sickness/isolation pay. The Clackmannanshire and Stirling HSCP Chief Finance Officer has recently reported to the IJB that significant further work is required to capture and quantify the whole system additional costs attributable to COVID-19 response and recovery activity.
- 5.12. Whilst there is a commitment to fund 'reasonable' expenditure, there is a risk that if mobilisation costs are not fully funded, compounded by planned savings not being achieved, there is potentially a significant financial risk to the Council. At this stage, the Council's Quarter 1 outturn is being finalised on the basis that funding will be routed through the NHS and passed to the Council to meet the costs incurred. The Section 95 Officer and IJB CFO, however, are working in partnership to clarify this position as a matter of priority.
- 5.13. Given the potential severity of the financial risks summarised above, work will be progressed and a funding strategy developed with the aim of mitigating any emergent pressures. Additionally, there may be a need to review the Council's current year budget if the monitoring information indicates that cost profiles are significantly different from those planned for when the budget was set. The Section 95 Officer is also awaiting the finalised Quarter 1 outturn position to inform whether it is necessary to implement precautionary spending restraint measures.

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".

13.0 Background Papers

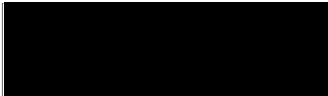
13.1 Have you used other documents to compile your report? (All documents must be kept available by the author for public inspection for four years from the date of meeting at which the report is considered)

Yes (please list the documents below) No

Author(s)

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Approved by

NAME	DESIGNATION	SIGNATURE
Nikki Bridle	Chief Executive	

Be the
Future



**Clackmannanshire
Council**

Clackmannanshire Council
Be the Future Programme





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Change the Future: Be the Future

We are entering a period of significant change for public service delivery over the next decade in Clackmannanshire.

Everyone who lives and works in our area rightly expects high quality, accessible, efficient and joined up public services. There is a clear policy imperative to deliver greater choice, flexibility and responsiveness in what, and how, services are delivered. This is aligned with a strong desire to maximise the value of service user, family and community participation in designing and delivering service delivery models of the future.

These increased expectations are augmented by our individual and collective experiences of technological advances in our homes and how we live our lives. It is important that public service models change to reflect these societal shifts and that public service transformation is aligned with these broader developments, making the most of technological advances wherever relevant.

This context for our transformation coincides with a period of significant challenge within our area. In Clackmannanshire, we are living longer with more complex needs: there are high levels of vulnerability and inequality in some of our towns and villages that require significant and often complex support; our economic performance requires improvement to facilitate the social and financial resilience and independence of our residents; we have a high proportion of our children living in poverty, and we are facing unprecedented challenges to protect our outstanding natural environment within the context of a worldwide climate emergency. At the same time, resources continue to reduce.

Our ambition is to deliver sustainable public services by improving the economic performance of the area and creating the conditions to ensure that our people, places and businesses enjoy the benefits of greater prosperity. We want to build on the strong identities of our town and villages and develop sustainable new models of delivering public services in our communities. This is not a quick fix and represents a significant and challenging programme of longer term transformation activity and investment that will need to be delivered in partnership.

A clear and consistent focus on sustainable inclusive growth, empowering families and communities and health and wellbeing is required to achieve our transformation ambitions.



Councillor Ellen Forson
Council Leader



Nikki Bridle
Chief Executive

By 2030, we aim to deliver:



Improved economic performance with more, better paid jobs and development opportunities for local people



Sustainable health and social care and improved quality of life for our residents



Improved choices and chances as a consequence of raising attainment and skills development opportunities



More services designed, developed and delivered in partnership, including with our communities



Greater integration with our partners



Greater resilience and independence within our communities to minimise the impacts of poverty and inequality



Clear strategies and innovations which place Clackmannanshire in a leading role in meeting climate challenge

We will do this by:

Creating the conditions: We will create the conditions for sustainable change by investing in our people and systems for the future. We will improve arrangements for engaging and involving our stakeholders and prioritise our relationships with local partners, national agencies and our communities.

Developing the Team: We will embed a positive and empowering culture which supports our shared vision for change. Our communities, partners and service users are at the heart of everything we do and our shared culture embodies this priority.

Releasing the potential: We will establish and support the development of effective and empowered teams which are confident in delivering innovative proposals for change.

Sustainability: Service and financial sustainability is the outcome of our shared innovation. Innovation will be targeted in line with LOIP outcomes and Corporate Plan priorities. To deliver innovation, experimentation and learning is embraced.

1 Be the Future Aims and Programme Themes

Our Be the Future Aims (Exhibit 1) are bold and ambitious.

Our Aims are supported by a Programme of activity which will require investment to ensure that the right capacity and conditions exist for new arrangements to flourish and be sustained over the long term.

We anticipate that significant transformation will be implemented and embedded by 2030. This timeframe is also aligned with the delivery of key aspects of the Stirling and Clackmannanshire City Region Deal, the development of Regional Economic approaches, the establishment of our Longer-term Financial Planning and our capital investment priorities, for instance in respect of the Learning Estate Strategy.

Progress will be tracked through the established framework of the Be the Future Board; regular Council and Alliance Be the Future update reports, and committees as appropriate.

Our Be the Future Aims have been developed from the ambitions set out in our Local Outcome Improvement Plan (LOIP) outcomes (Appendix 1) and our Corporate Plan priorities (Appendix 2). These have been consolidated into three key themes: **Sustainable Inclusive Growth; Empowering Families and Communities and Health and Wellbeing.**

The Aims have been consolidated within three Be the Future Programme Themes which we believe reflect the areas which need to be prioritised to transform outcomes and deliver sustainable public services. The Aims and the three Programme Themes are summarised in Exhibit 1.

Further details on the individual areas of planned activity are summarised in Appendix 3. The projects detailed in the Plan reflect a blend of planned; scoped and/or implementation stages of development. This blend reflects the medium to long term timescale for the delivery of our Be the Future Aims and the delivery of sustainable public services. This approach also reflects the importance placed on early stakeholder engagement in the design and development of proposals.

It is intended that this is a dynamic programme of activity which will be regularly refined and updated to reflect our national and local context and our learning from trialling new models.



Exhibit 1 overleaf sets out the Be the Future Aims and three Programme Themes.



Aims and Programme Themes

Aims	We will transform our organisation and approaches
<p>to:</p> <ul style="list-style-type: none"> ● empower people and places to improve their wellbeing, skills and prosperity; <p>and</p> <ul style="list-style-type: none"> ● ensure that environmental, social and financial needs of our people and places are met and that future generations thrive. 	
<p>Sustainable Inclusive Growth</p>	<p>We will take steps to tackle poverty and inequality. We aim to maximise the opportunities for local people and businesses through our improved economic performance. We will also establish standards, delivery models and strategies which allow Clackmannanshire to play a leading role in meeting the climate challenge and protecting our built and natural environment.</p>
<p>Empowering Families & Communities</p>	<p>We will place people at the heart of service delivery. We aim to prioritise service users, family and community participation and leadership in developing and delivering solutions. We will work in partnership to build individual; family and community skills in support of social and financial independence.</p>
<p>Health & Wellbeing</p>	<p>We aim to improve the environment, quality of life and ease of access to services. Enhanced wellbeing will also provide greater participation opportunities as a consequence of improving economic performance in Clackmannanshire. Delivering increased wellbeing also aims to promote equitable growth.</p>

2 Be the Future: Transformation Principles

Our Be the Future Principles are summarised over four key themes:

- 1. Customer-focus:** Our customers, service users, residents and communities and staff are at the heart of everything that we do and critical to our shared success
- 2. Empowerment:** Greater stakeholder leadership, involvement and participation in the design and delivery of transformation and services
- 3. Continuous improvement and innovation:** Public service partners have a duty to secure continuous improvement. This theme additionally sets out four key principles critical to the identification of new and innovative operating models
- 4. Locality focus:** Options will, wherever practicable, be developed in the context of an assessment of place based strengths and needs.

These themes are largely self-explanatory. However, Theme 3 is more complex. This Theme highlights our duty to secure continuous improvement. Additionally, it highlights our ambition to do things differently and develop new approaches. To facilitate this, the core principles have been augmented to include:

Collaboration:

To meet the expectations of our residents and service users and deliver effective, integrated and efficient public services, it is necessary to look beyond Council service delivery responsibilities and consider the opportunities for creating new and better integrated models of public service delivery which focus on our customers. Our Alliance partners are keen to explore such opportunities and work is already being progressed to take this ambition forward, for instance the Safeguarding through rapid intervention pilot (STRIVE) which commenced in February 2020.

Additionally there are further opportunities to improve quality, expertise, resilience and cost effectiveness by reviewing the potential for new collaborative service delivery models for Council services. A number of examples of such reviews are set out within the revised Organisational Redesign Plan.

Integration:

This principle aims to ensure that the provision of services is streamlined and duplication and handovers within and between services are minimised. This applies within council services but is equally applicable between public service organisations.

Service design and delivery is focussed on maximising the effectiveness of the customer experience with issues, as far as possible, being resolved at the first point of contact.



Technology-informed design:

In order to keep pace with expectations in respect of the use of new technologies in accessing and delivering council and public services, it is important that we consistently consider the applicability of existing, new and emerging technological advances throughout all of our transformation activity. The application of such advances can pave the way for innovative new approaches to be established.

Technology will also be used to improve efficiency, for instance to improve the accessibility of public services through the use of enhanced on-line facilities, and to process high volumes of transactional enquiries by automating such systems. These approaches free capacity to spend in supporting more complex needs and enquiries.

Innovation:

There is an implicit duty on public services to deliver continuous improvement in the operation of our business. In many instances this activity focuses on making incremental improvements to existing arrangements which will improve quality and/or effectiveness and efficiency. Operational activity will continue to be reviewed to ensure that such benefits are identified and realised.

The ambition described within this Plan is significant and aims to establish a very different landscape of service delivery models. It is anticipated that a wider range of different models will co-exist in the future.

In order to deliver this ambition, innovation is critical. This means both doing existing things in different ways and doing new things.

Alignment and application of Be the Future Principles

Our Be the Future Principles are aligned with and underpinned by our Corporate Vision and Values (Appendix 2). As part of our work to develop our organisation to be able to deliver on this ambitious transformation agenda, Council has already approved an Organisational Redesign Framework and Plan (Appendix 4). A key feature of this work is the need to establish, sustain and develop our organisational culture to be able to support transformational change on a 'business as usual' basis. This culture will also need to support experimentation/ pilot approaches within our communities and by our stakeholders and staff.

Underlying all of this is the need to ensure that robust governance processes remain in place as approaches are developed, transition and/or are implemented.

It is intended that these operating principles will be systematically evaluated and/or considered in the development of business cases and options for change, thereby consistently informing the development of future service delivery models.

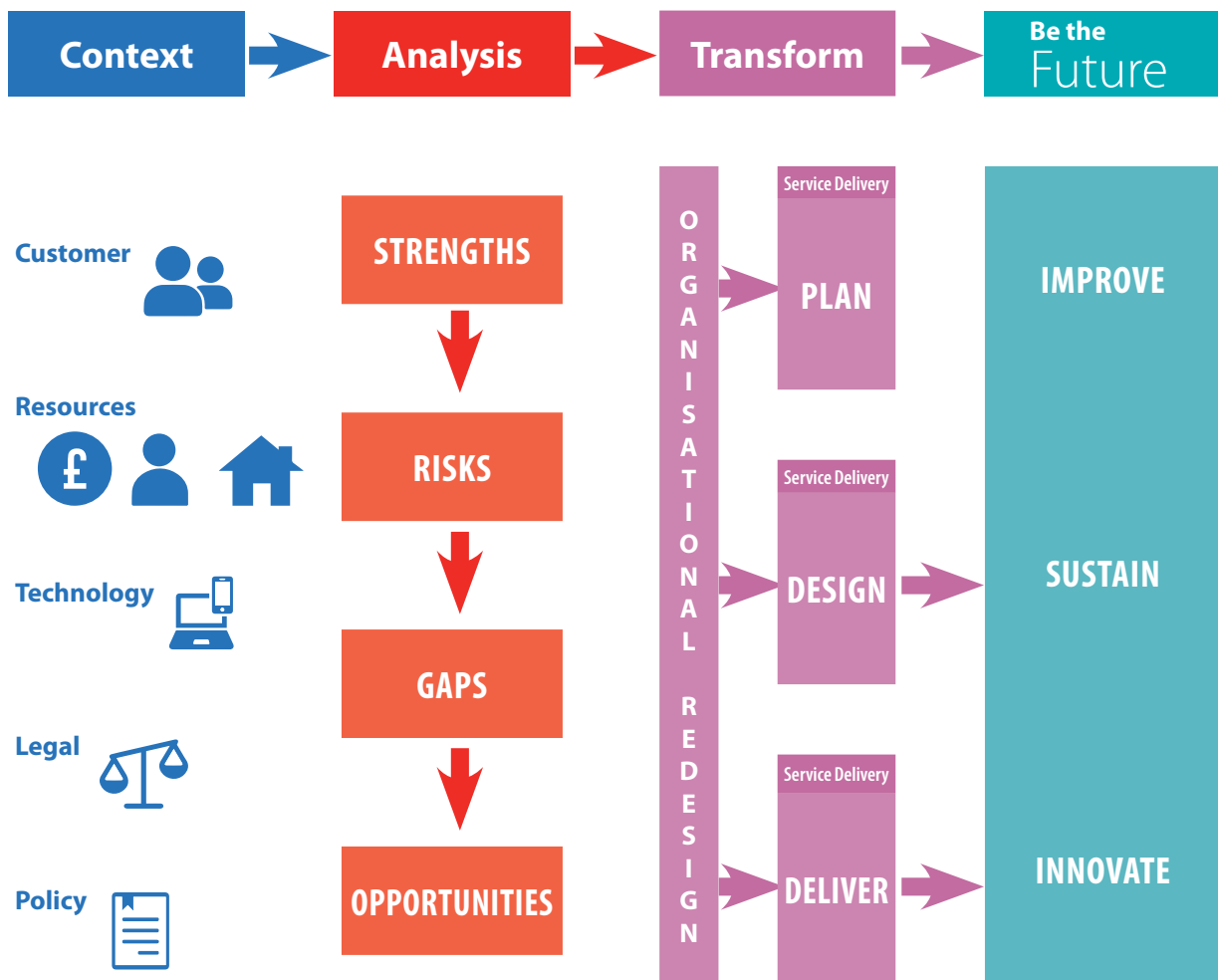


3 Be the Future Framework and Toolkit

In order to deliver our aims, a clear framework needs to be in place for taking forward the identification and delivery of new models.

Exhibit 2 sets out the high level framework.

Clackmannanshire Council Be the Future Framework



The framework summarises activity across four key areas:

- **Context:** Our operating environment needs to be regularly scanned to ensure that the right transformation projects are identified within appropriate parameters for development. For instance proposals need to be developed within current legal, policy and cost parameters; reference the most relevant technological advances; take account of performance standards and requirements, and meet the principles described, in the context of the Be the Future Aims.
- **Analysis:** proposals will reflect an analysis of current strengths, risks, gaps in provision and/or capacity and set out the opportunities for improving efficiency and effectiveness and /or new ways of doing things. These considerations will be presented in the form of a business case, underpinned by full options appraisal, incorporating Equalities Impact Assessment (EQIA) and Fairer Scotland Duty (FSD) assessments.
- **Transformation:** The internal change agenda which ensures that the organisation is able to support the planned transformation activity is set out in the agreed Organisational Redesign Framework. This is already established and regularly reported to each Council meeting.

The Transformation agenda is directly focussed on working with community leaders (elected members, service users, and communities) and our partners to co-design and deliver community-based and/or people centered delivery models. Initial phases of activity will focus on creating the right conditions and capacity for such arrangements to flourish. Progress will also be reported as part of regular Council and Alliance update reports.

- **Delivering the Be the Future Aims:** Achievement of the Aims will be demonstrated in the embedding of a mixed economy of service delivery models, underpinned by a focus on continuous improvement and learning. Our relationships, capacity and approaches will be embedded in the context of a mutually supportive shared culture that embraces change, experimentation, constructive challenge, learning and innovation. Customer focussed services will be sustainable.

Be the Future Toolkit

The Be the Future Framework is supported by a Project Management Office (PMO) and the development of a toolkit of transformation approaches.

To date, there has been a significant emphasis placed on developing the Project Management Framework and a robust business case template. These have been endorsed by the Programme Governance Board and are in use.

It is intended that the PMO works closely with individual project managers to produce the Business Case. This includes providing guidance and support in terms of consultation and engagement.

Appendix 1: LOIP Outcomes

In order to achieve our vision for Clackmannanshire we have developed four long term strategic outcomes which will drive the direction of our strategic partnership working in Clackmannanshire over the next 10 years:

Strategic Outcomes for Clackmannanshire

- 1 Clackmannanshire will be attractive to businesses and people and ensure fair opportunities for all.
- 2 Our families; children and young people will have the best possible start in life
- 3 Women and girls will be confident and aspirational, and achieve their full potential.
- 4 Our communities will be resilient and empowered so that they can thrive and flourish.



Clackmannanshire will be attractive to businesses and people and ensure fair opportunities for all.

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Appendix 2: Corporate Plan Vision and Values

THE CORPORATE PLAN 2018-22,
Be the FUTURE - OVERVIEW

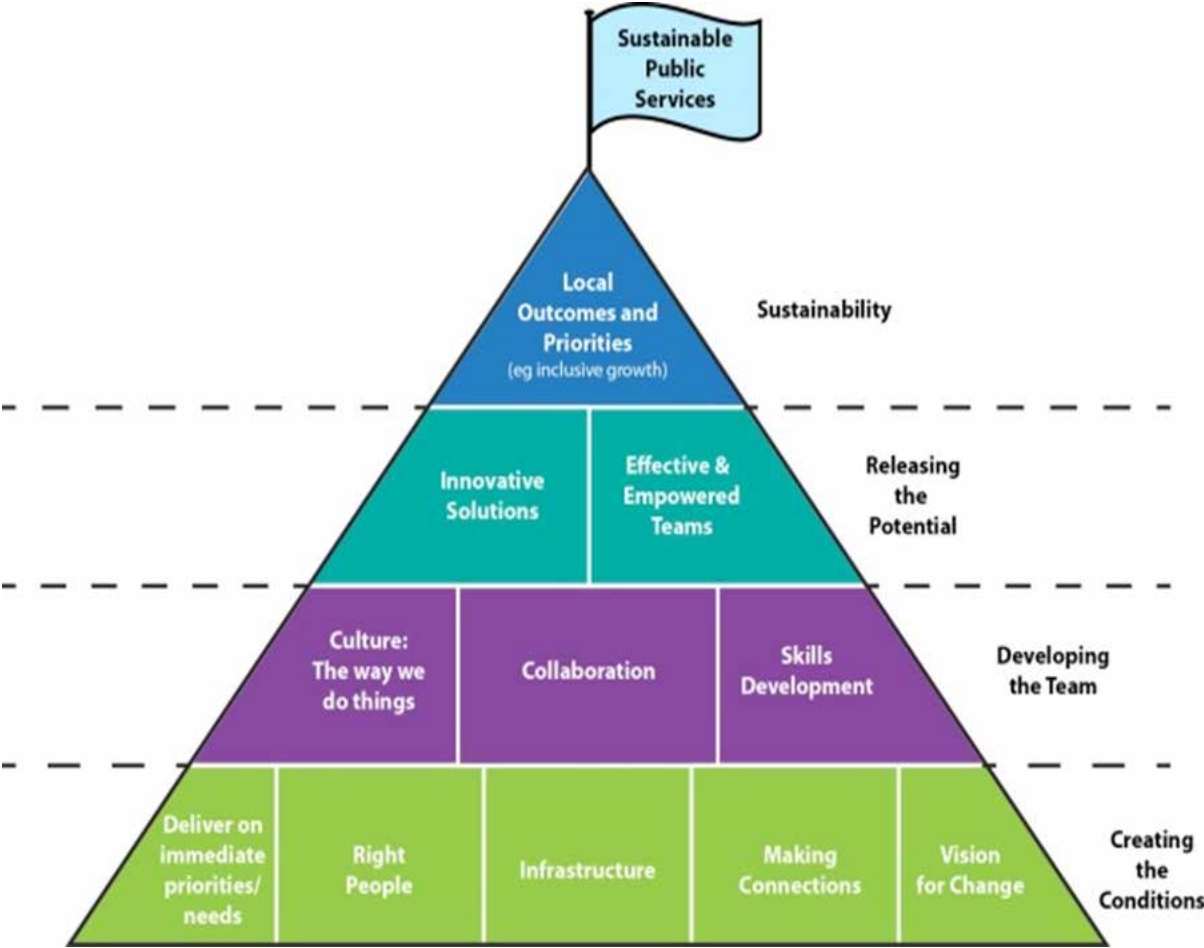
Our Vision	We will be a valued, responsive, creative organisation, through collaboration, inclusive growth and innovation, to improve the quality of life for every person in Clackmannanshire.	
Our Outcomes	<ul style="list-style-type: none"> ● Clackmannanshire will be attractive to businesses and people 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.

Appendix 3: Be the Future Plan (by Programme themes)

1 Sustainable Inclusive Growth	2 Empowering Families and Communities	3 Health and Wellbeing
<p>Skills Development</p> <p>CRD¹: Regional Skills and Inclusion Programme</p> <p>Skills Development: Strategic Framework</p> <p>CRD¹: Regional Digital Hubs</p> <p>Transforming Secondary School Curriculum</p> <p>Economic performance</p> <p>Revitalise Business Engagement (Inc. 3rd Sector)</p> <p>Strategic Transportation</p> <p>CRD¹: Scotland’s International Environment Centre (SIEC)</p> <p>Regional Economic Strategy</p> <p>Digital Enablement</p> <p>Environmental Sustainability</p> <p>Energy and Climate Change</p> <p>CRD¹: Energy Masterplan</p> <p>Carbon Budgeting and Ethical Investment</p> <p>CRD¹: Culture, Heritage and Tourism</p>	<p>Empowering families</p> <p>Safeguarding through rapid intervention and risk minimalisation</p> <p>Empowering Individuals, Families and Communities: Strategic Framework</p> <p>Collaborative Family Support Services</p> <p>CRD¹: Alloa Lone Parents</p> <p>Empowering communities</p> <p>Learning Estate: Connecting people, places and learning</p> <p>Transforming Local Democracy and Governance</p> <p>HRA Review of tenant advice and support</p> <p>Community capacity building</p> <p>Thriving Towns and Villages</p> <p>Financial resilience</p> <p>Income maximisation: Review of Revenues Service (incorporating Single Financial Assessment)</p> <p>Strategic Review of Procurement and Commissioning Services (incorporating HSCP strategic commissioning)</p> <p>Contract Administration</p> <p>HRA Business Plan refresh and review of rental policy</p>	<p>Health</p> <p>Transforming Adult Social Care</p> <p>Tackling problematic alcohol and substance use</p> <p>CRD¹ Active Travel</p> <p>Transforming mental health services</p> <p>Wellbeing</p> <p>Scottish Government Wellbeing Economy Pilot/ diagnostic</p> <p>Sustainable Ageing</p> <p>Community wellbeing: Centrestage review</p> <p>Active Living and Wellbeing</p> <p>Transforming approaches to Additional Support Needs</p>

Our Be the Future Programme represents a dynamic schedule of activity. It will be revised and refreshed on a regular basis to reflect developments in our operating context; our learning from implementing and trialling new ways of working and learning from other areas and developments. *City Region Deal (CRD)

Appendix 4 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.

Be the
Future



**Clackmannanshire
Council**