
Report to: Meeting of Clackmannanshire Council

Date of Meeting: 11 August 2022

Subject: Target Operating Model and Organisational Redesign

Report by: Chief Executive

1.0 Purpose

- 1.1. The purpose of this report is to seek approval to develop a Communication and Engagement Strategy and establish a Target Operating Model (TOM) that will provide a consistent foundation and framework within which future organisational change and redesign can be developed and accelerated.
- 1.2. The proposed TOM prioritises getting the basics right for the users of our services by placing the needs of residents, communities and businesses at the heart of Council decision-making. It also reflects a mixed economy model of service delivery, underpinned by objective analytical evaluations of the most effective ways of addressing customer needs, delivering outcomes, ensuring resilience in service delivery and securing financial sustainability.
- 1.3. These proposals aim to build on, consolidate and further refine the significant work taken forward by the Council since February 2020 when the Be the Future Transformation Plan was agreed as part of the Budget setting process for 2020/2021. It also reflects the valuable learning gained through the period of the pandemic. The TOM will guide the organisation through the next stage of its Transformation journey.

2.0 Recommendations

Council is asked to agree:

- 2.1. the proposals to develop a Consultation and Engagement Strategy as detailed in section 4 of this report
- 2.2. the proposed Target Operating Model as summarised in Exhibit 1 and detailed in Section 5
- 2.3. the revised Organisational Redesign principles which are consistent with those embedded within the TOM (paragraphs 6.9 and 6.10).

Council is asked to note:

- 2.4. the background and context set out in section 3 of this report

- 2.5. the Be the Future Plan set out at Appendix A
- 2.6. that future thematic reports will be submitted to Council as further work is completed and/or business cases developed (paragraph 5.5)
- 2.7. that the TOM does not aim to resolve the Council's immediate funding gap but will develop iteratively over the medium to long term to deliver sustainability (paragraph 5.13).

3.0 Background and context

- 3.1. In February 2020, Council agreed the Be the Future Transformation Plan (Appendix A) which consolidated the vision, outcomes and priorities set out in the Local Outcome Improvement Plan 2017-2027 (LOIP); and the Be the Future Corporate Plan (2018-2022). This work was underpinned by work that had been undertaken in 2019 to start the process of internal organisational redesign to ensure that the Council is able to take forward its ambitious transformation plans over the next ten years.
- 3.2. In March 2020, the Covid-19 pandemic fundamentally changed the way the Council had to operate to deliver services to some of the most vulnerable people and families within our communities.
- 3.3. Our communities, partners and Council staff demonstrated significant flexibility and creativity in managing these challenges, co-ordinating resources and skills to ensure people remained safe and were able to access vital public services. Whilst over two years later this position has continued to evolve, the Council must continue to operate in a very different way to that in place pre-pandemic.
- 3.4. At a very early stage Council reviewed and reaffirmed its commitment to the three strategic themes embedded within Be the Future:
 - Sustainable Inclusive Growth
 - Empowering Families and Communities
 - Health and Well Being.

At the same time, it was accepted that against this very challenging context, it was vital that priority was placed on progressing key aspects of the Transformation Programme to ensure that the Council continues to work towards the dual aims of service and financial sustainability that underpin the Be the Future Plan.

- 3.5. Much has been achieved over the last two years and some of the highlights of these achievements have been captured in a range of digital assets (videos) previously shared with elected members.
- 3.6. The current (2022/23) financial year, the start of year 3 of the Be the Future Transformation, has already highlighted a range of contextual challenges that reinforce the case for change:

- significant financial and demand pressures arising from real terms and actual reductions in public sector funding over several years, now exacerbated by significant inflationary increases and issues of workforce and materials supply
 - locally there are significant challenges to service and financial sustainability with projected budgets and services unlikely to be able to meet demand in the short, medium and longer term. This equates to a funding gap of circa £11.311m in 2023/24 and a cumulative funding gap of c £22m up to March 2026
 - at national level, a challenging financial outlook for Local Government as outlined in the Resource Spending Review published in May 2022 and covering the period up to 2026/27 compels greater efficiency with scarcer resources
 - significant demand pressures in relation to demands for services, improving outcomes and increasing customer and service user expectations of service quality and delivery. These themes were reflected as an acute challenge in setting the current year's (2022/23) Budget
 - Workforce challenges, in relation to supply, reskilling and adapting roles to build operational resilience; agile and adaptable, data informed services, and operating models and partnerships
 - increasing pace of technological advances, rendering traditional systems and staffing models increasingly obsolete and unable to meet the needs and expectations of customer and service users, including access expectations and requirements.
- 3.7. This brings the need for a TOM that can deliver sustainable change into even sharper focus. Portfolios are under significant pressure to accelerate the review of the services and service standards that are required in a more integrated way across the public sector, as well as considering how services can best be delivered and exploring the opportunities for generating additional income or leveraging other forms of funding and investment. In addition, there potentially remain significant opportunities to improve the efficiency of operational delivery as demonstrated by evaluations undertaken by Digital Office and iESE.
- 3.8. Whilst much work is already advancing in respect of a number of these issues, it is proposed that the establishment of a Target Operating Model will provide a consistent framework from which wider organisational change and redesign can be accelerated and individual activities better coordinated.
- 3.9. In order to facilitate Council's decision-making in respect of the TOM, this paper considers three key interdependent elements:
- **Destination:** ensuring that there is a shared understanding of, and commitment to, the desired outcomes and outputs of our Be the Future Plans across communities, partners, staff and other stakeholders

- **Target Operating Model:** establishing a flexible framework that provides a bridge from our current operating state to the desired model. The TOM aims to promote consistency without being prescriptive, recognising the varied range of service delivery considerations that exist over the 1000+ statutory services that the Council delivers. It also provides the foundations for the development of service level TOMs as organisational redesign progresses
- **Organisational Change and Redesign:** ensures that structure, processes and people are supported to implement the vision and strategy defined by the 'Destination' and is consistent with the TOM framework.

4.0 Destination: Change the Future: Be the Future

- 4.1. Appendix A sets out the Be the Future Plan, which aims to synthesise and integrate the LOIP and Corporate Plan priorities. Two years on since the production of the Plan, the case for change remains compelling and has gathered renewed focus as set out in paragraphs 3.5 and 3.6.
- 4.2. In developing the Be the Future Plan, significant effort was invested in seeking to integrate vision and priorities across these key strategic planning documents. This was a conscious aim of seeking to simplify and streamline the planning framework whilst ensuring strategic alignment of the key strategic planning elements: creating a Golden Thread that ensures that there is a consistent core and focus on priorities and outcomes, and which allows resources to be targeted effectively.
- 4.3. There is, therefore, an existing agreed set of strategic priorities and outcomes. However, a key design feature of our transformation work has been the commitment to be innovative in how we do things and not just what we do. There is a shared commitment to the principle that how we do things is just as important as what we do. To date this element has not been as well developed or implemented as was originally planned.
- 4.4. A significant impact of the Covid-19 pandemic is that work planned to raise awareness, take feedback and communicate ambitions in respect of these ambitions was significantly curtailed with only a small number of staff and stakeholder sessions taking place as resources were redeployed to support critical civil contingencies activities.
- 4.5. This engagement is critical to:
 - raise awareness of what is planned
 - empower communities, partners, staff and other stakeholders to co-design and co-create solutions for the future
 - maximise participation levels across communities, partners, staff and other stakeholders
 - inform capacity building and investment considerations
 - support a potentially wider economy of service delivery models

- ensure that there is a shared understanding of, and commitment to, planned outcomes.

4.6. It is, therefore, proposed that a consultation and engagement strategy will be prepared and presented to Council. The approach will:

In the short term:

- continue to develop the Family Wellbeing Partnership to build services around communities
- raise awareness of agreed priorities and outcomes
- listen and respond to our communities, partners, staff and other stakeholders
- address participation barriers and identify opportunities
- reflect feedback received as Plans are refreshed
- learn from other areas such as Wigan and Aberdeen City Councils to inform future developments.

In the medium to longer term:

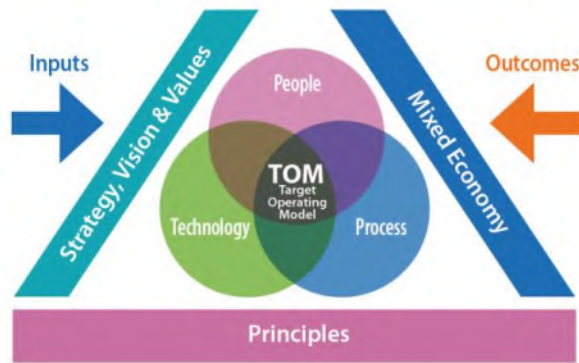
- embed a dynamic framework to support consultation, engagement and participation understand the organisational redesign requirements required to deliver this change
- create and embed participation opportunities and mechanisms as a regular feature of operations
- empower individuals, communities, partners, staff and other stakeholders to design and implement specific proposals
- consider the development of a Clackmannanshire Compact- a social contract between the Council and our communities.

5.0 Target Operating Model

- 5.1. The new target operating model proposed for the Council places a significant emphasis on getting the basics right for the users of our services. It places the needs of residents, communities and businesses at the heart of Council decision-making.
- 5.2. The proposed TOM is a mixed economy model with the Council's decisions on what services to provide, how and by whom being driven by objective analytical evaluations of the most effective ways of addressing customer needs, delivering outcomes, ensuring resilience in service delivery and securing financial sustainability.
- 5.3. The design of the TOM is purposely simple and aims to provide a sufficiently high level framework which is capable of being applied to all aspects of the Council's operations. By providing a consistent set of design and operating principles against which all redesign business cases can be developed and evaluated, it is anticipated that the resultant proposals should remain broadly aligned.

Exhibit 1 below summarises the key elements of the TOM.

Exhibit 1: Target Operating Model



5.4. There are three core elements that make up the TOM

- People
- Process
- Technology

Each element is summarised below. It is intended that more detailed thematic reports will be submitted to future Council meetings.

People

5.5. Underpinning the TOM will be significant cultural change. This is characterised by two dynamics:

Our People: how we do things; caring for and nurturing our people and supporting their growth and realising their potential

Our Leadership: creating , driving and sustaining a more strategic, financial and performance oriented culture.

These are not mutually exclusive factors but can and should be considered and deployed concurrently.

5.6. To facilitate this cultural change, the Council is working with Columba 1400 and the Hunter Foundation and Scottish Government in taking forward Values Based Leadership (VBL) as part of our work on the Family Well Being Partnership. A significant amount of work has already taken place with communities, staff and elected members. This work has taken the form of residential and community based work, with senior managers, front line staff, partners, young people and their families taking a relational based approach, services can be built around the whole family and/or community, working more closely with local partners to support and engage people.

5.7. The aim of this work is to reach sustainable and positive outcomes for more people, sometimes for less cost, supporting a wellbeing economy and demonstrating a more stream lined approach to outcomes based funding and reporting. The next phase will see 'deeper dives' to explore how we maximise the learning so far to support organisational and culture change across the Council, and promote Be the Future values in all that we do. This strategic

partnership forms a significant cornerstone of our People based transformation for the future.

- 5.8. In addition to the focus on VBL, it is proposed that cultural change will also focus on establishing a consistent strategic, financial and performance oriented culture, characterised by:
- strong and accountable financial leadership and commercial awareness
 - the ability to specify priorities and make choices within a resource constrained context
 - comprehensive financial and performance information underpinning decision making
 - an understanding of how to redesign services around the needs of people and not around structures (Scottish Approach to Service Design)
 - agility in responding to changing circumstances and managing financial risks.
- 5.9. Strong foundations already exist in many parts of the Council. However, this is not yet consistently demonstrated across all portfolios and services and continuous review and improvement will be required to ensure consistency and as new staff join the organisation.
- 5.10. A further critical strand of activity within the People classification is our Workforce Strategy. Significant progress has already been made in aligning the Workforce Strategy implementation plan with the Be the Future Transformation Plan and further evolution will be required to align with the TOM. A specific focus for development will be to re-evaluate the skills and capacity requirements of the organisation as we move from current to desired state under the TOM, with consequential considerations such as training, retraining and review of employment policies.
- 5.11. As a precursor to this, Trueman Change has been undertaking a Capacity analysis, with the report expected in the early Autumn. Additionally, the Chief Executive has been participating in development work with SOLACE and the Improvement Service looking at potential service delivery models for the future. This is also enhanced by the work we have initiated at Forth Valley level, looking at the potential for regional delivery models with a particular focus on resilience and financial sustainability. All of these inputs will potentially influence the skills and capacity evaluation and requirements for the future, over time.

Process

- 5.12. In order to deliver the proposed mixed economy TOM model, whereby a combination of service providers reflecting internal, partnership and external service delivery mechanisms is implemented, there are some key areas the TOM proposes are developed:
- creating the space for improvements, innovation and new ideas to come forward which can then be supported through an investment and commissioning approach

- the development of business cases which present a broad range of options for consideration and which are not constrained by the current scope of services, the traditionally delivery model or an individual's preference or previous experience
- the enhanced profile and role of commissioning expertise and capacity which provides a broad and corporate view of the range of services to be provided, how and by whom
- the importance and enhanced role and profile of governance and reporting in a mixed economy of service delivery models
- the importance of improved market intelligence and data analytics to support the delivery of robust and insightful business case development as well as supporting robust and effective political and managerial decision-making
- how we better engage with our residents, customers and service users and make better use of customer data and digital solutions and channels
- in order to sustainably bridge the forecast funding gap, the Council needs to fundamentally review the services it provides, and how these services are delivered, starting with statutory service provision.

5.13. These areas proposed for development are already indicating gaps in capacity when compared with the Council's current operating model. The TOM is not a quick fix that will resolve the Council's immediate funding gap. On this basis, it is important to understand that the developments proposed will not be implemented in the short term but will require to be properly reviewed and developed, and recommendations made to Council to undertake appropriate redesign on the basis of the business cases developed.

5.14. The TOM sets out a new operating approach for the Council which over the coming years the Council will use to address its funding gap and longer term sustainability. This in itself represents a risk, given the immediate financial pressures facing the Council and anticipated in the Local Government Settlement. As a consequence, it is proposed that the implementation of the TOM and any consequential redesign will necessarily be incremental rather than one-off, seeking to contribute to closing the financial gap year on year. This approach also seeks to address affordability issues and ensure sufficient time for consultation and engagement on all aspects of redesign as they are designed and developed, especially with staff, Trades Union representatives and service users as appropriate.

Technology

5.15. There is significant scope to improve the effectiveness and accessibility of Council services and transform the organisation by greater use of digital solutions and channels. This is evidenced by both the outcome of Digital Office's Digital Maturity Assessment and our engagement with Digital Office in

respect of the Social Work IT System replacement and with James Harvard in respect of the implementation of MS365.

- 5.16. A significant factor in profiling Technology within the TOM is that there will be significant decisions required that reflect the choices, level of ambition and investment required by the Council in implementing its Digital Strategy. This is apparent at the early stages of work in respect of the implementation of MS365.
- 5.17. The TOM proposes:
- a greater focus on digital transactions and customer engagement, including the use of low-code application development and social media
 - a focus on assisting transition to digital self service
 - a seamless end to end self-service with the majority of transactions capable of being achieved in a single visit
 - improved efficiency and insight from developing data analytics capacity to inform redesign and improve outcomes.
- 5.18. The prioritisation of Technology within the TOM aims to deliver significant benefits for customers and service users as well as to improve the efficiency of internal processes. Anticipated benefits include making better use of customer intelligence to better understand and assess customer needs and improve customer experience. Additionally, efficiencies derived from improving automation of simple high volume transactions will free up scarce resource to focus on value adding activities such as resolving more complex customer enquiries and/or redeploying staff to deliver agreed Council priorities.

6.0 Organisational Redesign

- 6.1. In March 2018, Council agreed a new organisational redesign. The redesign effectively established a new managerial structure based on three new service delivery portfolios: People, Place and Partnership and Performance. Committee structures were also aligned with this managerial structure in August 2018. The redesign did not fundamentally consider the services the Council would deliver in the future, the performance standards or models of delivery as proposed in this report. This reflects the changed context since 2019 and the increased priority being assigned to the need for more fundamental changes in how public services are delivered.
- 6.2. The 2019 design proposed a reduction from 9 chief officers to 4 and a reduction in the tiers of management between Service Manager and Chief Officer. As a consequence, a new management role of Senior Manager was established with the planning assumption that there would be fewer managers in overall terms in addition to the reduction at chief officer level.

- 6.3. The new structure proposed 15 new Senior Managers compared with the 23 existing Service Manager roles. This restructure indicated a total saving of £765k, with £289k planned to be delivered in 2018/19. To date the following savings have been made:

Directorate	Planned Saving £'000	Saving Achieved £'000	Saving Over (under) Achieved £'000
Chief Executive	120	116	(4)
Partnership & Performance	223	218	(5)
Place	161	165	4
People	261	55	(206)
TOTAL	765	554	(211)

In the updates presented to Council on this, the most material being on 19 August 2021 in respect of the People Portfolio redesign, Council was informed that the residual balance of planned savings will be progressed through ongoing Organisational change and redesign. This reflects the current position.

- 6.4. In considering the implications of the TOM and as new models of delivery are designed, it is anticipated that it will be necessary to consider and review the operational structures required to manage and deliver services in the future. This will also be influenced by external factors such as the National Care Service Bill and Education Reform. Within the Council, work has already been progressed to better integrate service delivery, for instance within the People Portfolio. However, much more fundamental review on a corporate basis is required for the future. As indicated in paragraph 5.14, it is not anticipated that there will be a one-off wholesale review of structures but that this will be incremental.

Organisational redesign framework

- 6.5. On the 27 June 2019, Council agreed a framework within which Organisational Redesign would be progressed. Exhibit 2 below sets out the

broad phases of activity to move the Council from the as is position to achieving sustainable public service delivery in the medium to longer term.

- 6.6. Progress has previously been reported to Council against the redesign phases, though this was disrupted during the Covid-19 pandemic. This framework remains relevant and is complimentary to the proposed TOM. The Framework is also underpinned by an Organisational Change Protocol which was agreed with Trade Union Representatives, and by Council at its meeting on 22 April 2021. This protocol sets out the process that should be followed in respect of the design, development and recommendations proposed in respect of redesign.

Exhibit 2: Organisational redesign framework



- 6.7. The framework comprises 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 rationale for this approach is that even as the arrangements for embedding a sustainable transformation culture and capacity are being developed and implemented, alongside this activity, it is necessary for the Council to meet its year on year financial challenges and set a balanced budget. Additionally, the council needs to be able to demonstrate that it is meeting key milestones and learning from its investment on the path to securing sustainability.
- 6.8. 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 delivery and financial terms.

6.9. The TOM and the Organisational Redesign Framework will be underpinned by consistent principles. The previously agreed organisational redesign principles are set out in Appendix A and summarised as follows:

- Customer focus
- Empowerment
- Locality/ Place focus
- Collaboration
- Continuous improvement and innovation
- Integration /co-ordination
- Innovation
- Technology-informed design
- Strategic Alignment

6.10. It is proposed that these principles remain relevant in the context of the proposed TOM. However, the following amendments are proposed:

- Technology-informed design is removed from the principles given the increased profile assigned in the proposed TOM.
- In line with agreed Council priorities in the Be the Future Plan and agreed Budget, three additional principles are added in respect of; resilience and sustainability; Well Being Economy (WBE) and Community Wealth Building (CWB); and Green Strategy.

7.0 Sustainability Implications – N/A

8.0 Resource Implications – there are no explicit resource implications contained within this paper. The activity will be implemented from within existing agreed resources and specific future resourcing impacts determined as part of business cases submitted to future Council meetings.

9.0 Exempt Reports

9.1. Is this report exempt? No

10.0 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)

11.0 Equalities Impact

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

12.0 Legality

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

13.0 Appendices

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

APPENDIX A: Be the Future Transformation Plan

14.0 Background Papers

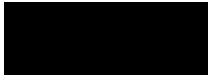
14.1 Have you used other documents to compile your report? (All documents must be kept available by the author for public inspection for four years from the date of meeting at which the report is considered)

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.

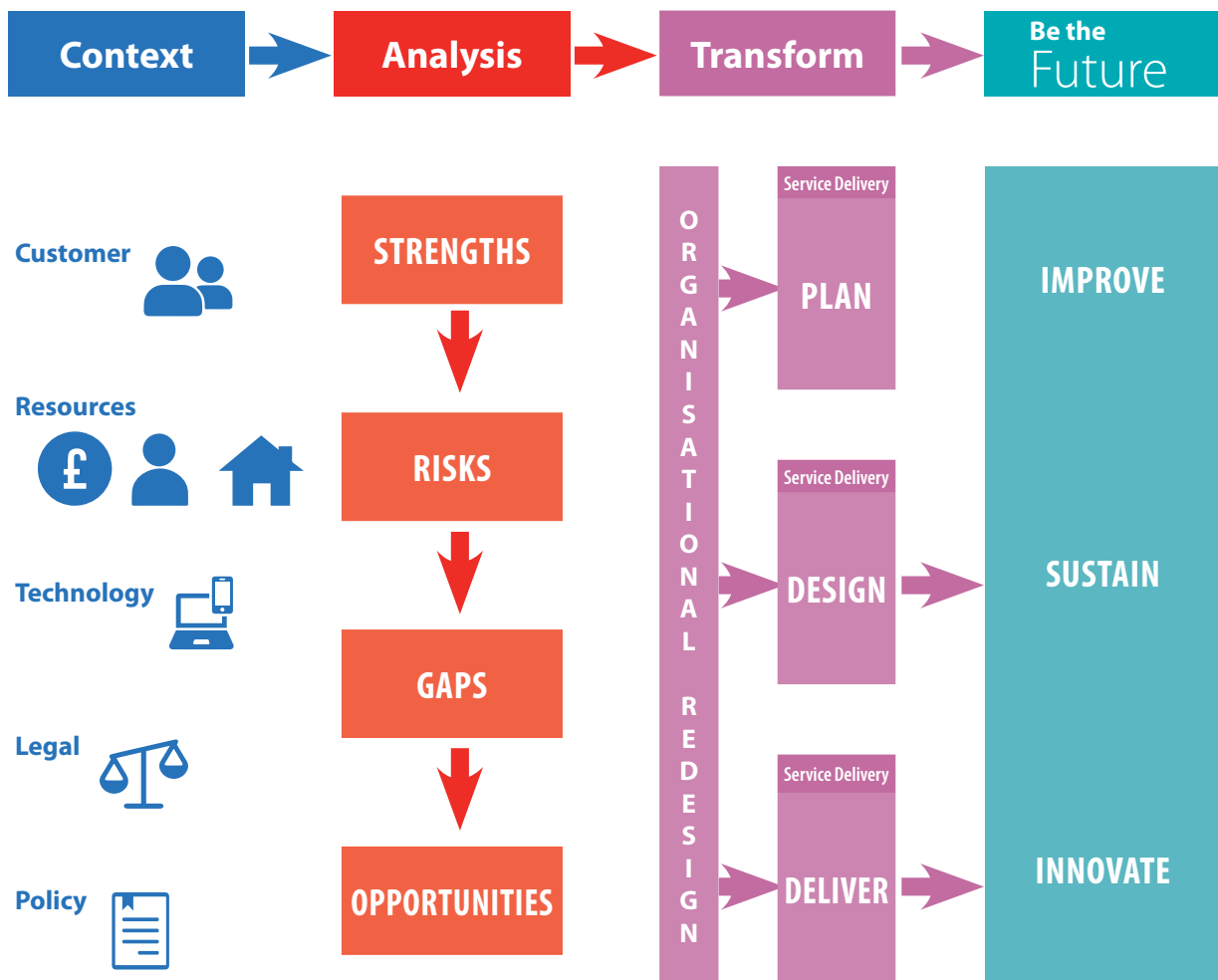


3 Be the Future Framework and Toolkit

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

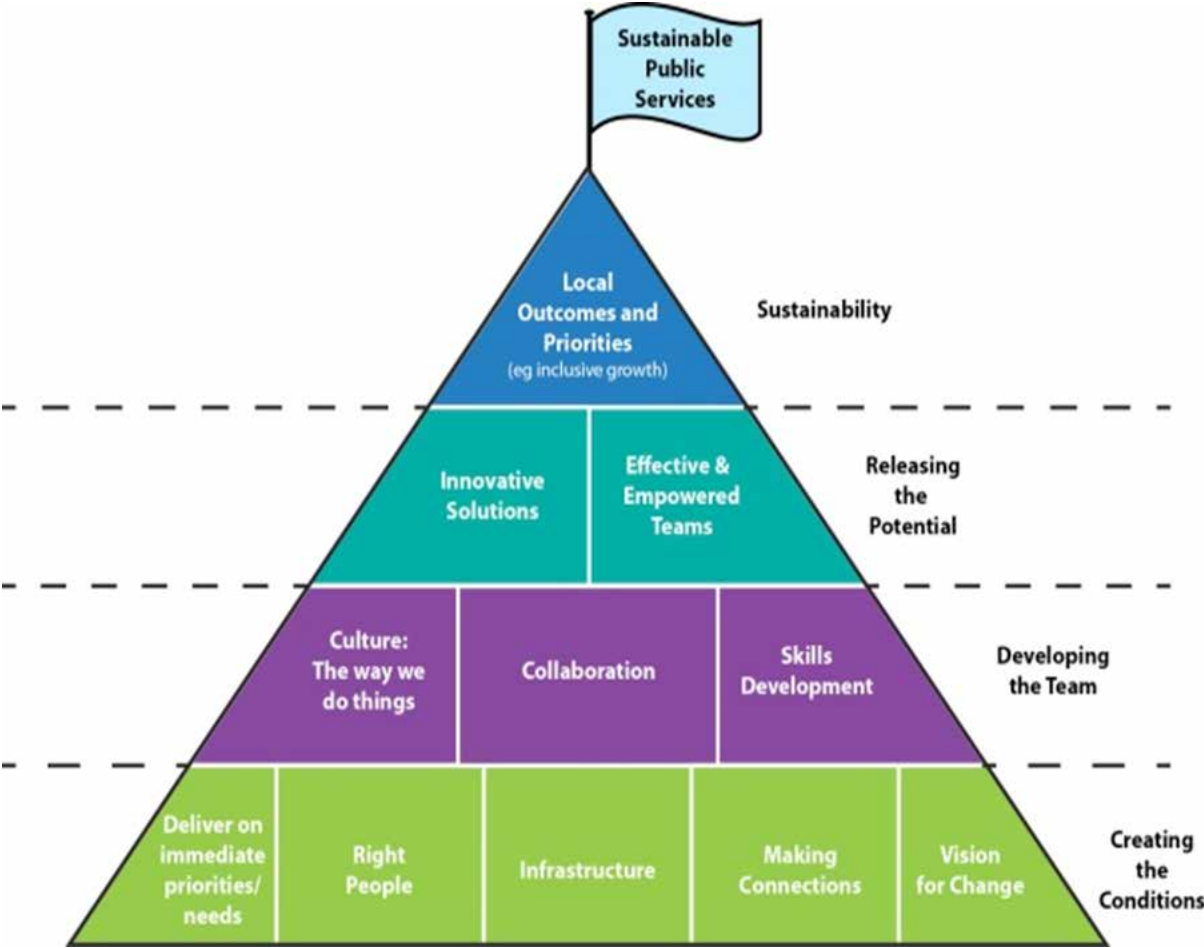
Our Vision	We will be a valued, responsive, creative organisation, through collaboration, inclusive growth and innovation, to improve the quality of life for every person in Clackmannanshire.	
Our Outcomes	<ul style="list-style-type: none"> ● Clackmannanshire will be attractive to businesses and people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