
Report to Clackmannanshire Council

Date of Meeting: 5 October 2023

Subject: Be the Future Update report

Report by: Chief Executive

1.0 Purpose

- 1.1. This paper provides the latest update in respect of the Council's Be the Future Target Operating Model (BtF TOM) and associated Transformation Programme. This report provides updates in respect of streamlining the Council's Strategic Planning Framework.

2.0 Recommendations

It is recommended that Council notes:

- 2.1. the work to develop the Council's approach to streamlining its Strategic Planning Framework (Paragraphs 3.1 to 3.7)
- 2.2. the refreshed Performance Management Framework (Appendix 2).

It is recommended that Council approves:

- 2.3. The Be the Future Annual Statement of Priorities 2023/24 (Appendix 1)

3.0 Streamlining the Council's Strategic Planning Framework

- 3.1. In May 2023, Council agreed that in parallel with the development of the Wellbeing Economy LOIP and the improving alignment of strategic priorities amongst partners, that the Council's Strategic Planning Framework would be streamlined.
- 3.2. In taking this decision, it was noted that the Council's Strategic Planning Framework would continue to be underpinned by the 'Golden Thread' performance model which ensures that the Council's agreed aims align effectively with those of our partners and national policy externally through the National Performance Framework/Outcomes, and that the 'Golden Thread' internally links the Council's vision with our operational plans and resources.

- 3.3. In parallel with the work to finalise the Wellbeing Economy LOIP, work has been undertaken to allow Council to implement the proposed streamlining of the SPF and to manage a smooth transition.
- 3.4. The proposed approach is that the traditional 4 year corporate plan approach is now replaced by an annual Be the Future Statement of Corporate Priorities to be considered and approved by Council. Appendix 1 sets out the 2023/24 Be the Future Statement incorporating the Be the Future priorities for 2023/24 agreed at the September meeting of Council.
- 3.5. This proposed approach is supported by refreshed Business Planning Guidance which will be provided to Strategic Directors to ensure consistent implementation of the approach across all Council services. Business plans are integral to the continuous performance management process. The plans provide a snapshot against which progress and performance, as well as any fundamental shifts in programmed activities, can be reviewed throughout the year.
- 3.6. The annual Be the Future Statement provides a thread of continuity over the long-term, consistent with the Be the Future Themes and partnership Wellbeing Outcomes and sustains the ‘Golden Thread’ performance model (see Exhibit 1). Additionally, it provides added agility to pivot and adapt our work and priorities annually, based on emerging events and threats and organisational learning, development and continuous improvement.

Exhibit 1 : Effective Business Planning and the ‘Golden Thread’

Business plans should show how the service key objectives and priorities align with the LOIP and an annual statement of corporate priorities, demonstrating how the service will contribute to the Council’s ambitions. The business plan should provide a clear direction for more detailed delivery plans within services and partnerships, and in so doing will be a pivotal working document for the service, to be consulted upon and shared with staff, partners and other key stakeholders, to help them plan their work and development activities – the *Golden Thread*.



- 3.7. Performance tracking will be streamlined to an annual overarching Wellbeing LOIP performance report: annual portfolio business plans for which performance will be reported twice per annum, and an annual Local Government Benchmarking Framework report. Taken together, this provides

a comprehensive and seamless platform for effective scrutiny of performance whilst ensuring we meet our Public Performance Reporting responsibilities. Appendix 2 sets out further detail on the Council's Performance Management Framework.

4.0 Sustainability Implications

4.1. There are no direct sustainability implications arising from this report.

5.0 Resource Implications

5.1. *Financial Details*

5.2. The full financial implications of the recommendations are set out in the report. This includes a reference to full life cycle costs where appropriate. Yes

5.3. Finance has been consulted and have agreed the financial implications as set out in the report. Yes

5.4. *Staffing*

None

6.0 Exempt Reports

6.1. Is this report exempt? Yes (please detail the reasons for exemption below) No

7.0 Declarations

The recommendations contained within this report support or implement our Corporate Priorities and Council Policies.

(1) **Our Priorities** (Please double click on the check box)

- 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)

8.0 Equalities Impact

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

Yes No

9.0 Legality

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

10.0 Appendices

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

Appendix 1 - BtF Statement of Priorities 2023/24

Appendix 1a - BtF Target Operating Model: Corporate Priorities 2023/24

Appendix 2 - BtF Performance Management Framework

11.0 Background Papers


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

Yes (please list the documents below) No

Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Stuart Crickmar	Strategic Director, Partnership and Performance	
Nikki Bridle	Chief Executive	452002

Approved by

NAME	DESIGNATION	SIGNATURE
Nikki Bridle	Chief Executive	

BE THE FUTURE : STATEMENT OF CORPORATE PRIORITIES 2023-24

In responding to Local Outcome Improvement Plan the Council's Priorities for 2023/24 is as follows:

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

By 2030 Clackmannanshire Council aims to deliver the following outcomes:

- 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 through 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

Our Values

Be the customer - Listen to our citizens, 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









Our Priorities for 2023/24











Our Corporate Priorities for Be the Future during 2023/24 are consolidated around the themes of:




Theme	What does this mean?
Sustainable Inclusive Growth	We will take steps to tackle poverty, inequality and the cost of living crisis. 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.
Empowering families and communities	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.
Health and wellbeing	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.







The overview of priorities provided at Appendix 1A should be incorporated into Portfolio Business Plans with performance tracking as set out in revised Business Planning Guidance.

Appendix 1A: Be the Future Target Operating Model: Corporate Priorities 2023/24

Transformation Activity/Theme	Sustainable Growth	Empowering Families and Communities	Health and Wellbeing	SLG Sponsor	Comments/ Next Steps
Digital and Data Transformation				Stuart Crickmar	<ul style="list-style-type: none"> • Implement MS365 • SW IT system (SWITS) • Customer Services Hub • Housing and Property IT system • App Pipeline Projects
Asset Strategy				Pete Leonard	<ul style="list-style-type: none"> • Sustainable asset base • Learning Estate Review • Surplus assets • Income generation proposals • Carbon reduction and net zero • Community Asset Transfers • Partnership/co-location
Sustainable Transport				Lorraine Sanda	<ul style="list-style-type: none"> • Resilient local transport • Carbon reduction and net zero • Regional opportunities • Partnership opportunities • Consolidate/ pooling opportunities

Transformation Activity/Theme	Sustainable Growth	Empowering Families and Communities	Health and Wellbeing	SLG Sponsor	Comments/ Next Steps
Communication and Engagement Model				Nikki Bridle	<ul style="list-style-type: none"> Resilient and future-focus model of internal and external communications Clear engagement mechanisms that promote participation and local leadership
Tackling Poverty				Lorraine Sanda	<ul style="list-style-type: none"> Invest in Family Well-being approaches Align Funding to tackling poverty Invest in what matters and works for communities Keep the Promise Wellbeing Economy Lens
Investment Strategy				Pete Leonard	<ul style="list-style-type: none"> Recruit skilled/expert resource Develop implementation Plan Develop revenue investment proposition to complement existing capital investment priorities
Workforce Strategy				Stuart Crickmar	<ul style="list-style-type: none"> Align Interim Workforce Strategy with BtF/TOM programmes of activity

Transformation Activity/Theme	Sustainable Growth	Empowering Families and Communities	Health and Wellbeing	SLG Sponsor	Comments/ Next Steps
					<ul style="list-style-type: none"> • Focus on future workforce needs- skills, numbers and culture • Embed consistent leadership skills and approaches including re governance and performance management • Develop skills development pathways • Redesign Business support model, including options re member and committee services • Map current 'as is' commissioning capacity and capability • Develop proposed 'to be' commissioning model options underpinned by assessment of capacity and capability requirements
Values Based Leadership/ culture change				Lorraine Sanda	<ul style="list-style-type: none"> • Promote positive customer first culture • Support innovation in Transformation priorities • Embed Be the Future Values

Transformation Activity/Theme	Sustainable Growth	Empowering Families and Communities	Health and Wellbeing	SLG Sponsor	Comments/ Next Steps
					<ul style="list-style-type: none"> • Design for peoples needs • Empowerment • Accessible digital and data- led approaches
Collaborative Community Models				Lorraine Sanda	<ul style="list-style-type: none"> • Shift to early intervention and prevention • Moving resources and staff closer to communities • Pooling of funding sources and support activities • Leveraging additional partnership and philanthropic funding • Creation of new community entity for decision making and funding opportunities • co-design of services with communities • Data Mapping and development of targetted outcomes and alignment of reporting
Place Redesign				Nikki Bridle	<ul style="list-style-type: none"> • Map current design and structure of full range of services cross Place

Transformation Activity/Theme	Sustainable Growth	Empowering Families and Communities	Health and Wellbeing	SLG Sponsor	Comments/ Next Steps
					portfolio <ul style="list-style-type: none"> • Review capacity and skills • Review deployment of capacity and skills • Identify potential options for future design

PERFORMANCE MANAGEMENT FRAMEWORK

APPENDIX 2

Business plans form part of a complex framework of plans, reports and monitoring arrangements that support performance management across the Council. It is important therefore that business plans make the right connections, to support and reinforce “joined up” working. The framework is supported throughout by the Pentana performance management system.

Planning	Reviewing	Reporting	
Local Outcomes Improvement Plan	LOIP Performance Measures	Annually	Alliance Council
Be the Future programme Corporate Priorities	Corporate Indicators & Actions Corporate Risks	Biannually	Strategic Leadership Group
		Biannually	Audit & Scrutiny Committee
Local Government Benchmarking Framework	Select LGBF Indicators	Annually	Audit & Scrutiny Committee
“Themed” strategies & plans	Scope and content usually determined by external stakeholder	As required	Council, Audit & Scrutiny Committee, Alliance
Business Plans	Business Plans Actions, Indicators & Risks	Biannually	Audit & Scrutiny Committee
		Monthly	Senior Management Team
Operational Plans	Operational Plan Actions, Indicators & Risks	Monthly	Service Operational Teams
Performance Review & Development Plans	Individual Work & Development Targets	Annually	Line Manager/Individual Employee Constructive Conversations throughout the year