
Report to Clackmannanshire Council

Date of Meeting: 18 May 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 Transformation Framework. This report provides updates in respect of:
- Capacity, resilience and resourcing model evolution
 - Achievements to date
 - Council's Strategic Planning Framework
 - Target Operating Model (TOM) Implementation Phase 1.

2.0 Recommendations

It is recommended that Council Notes:

- 2.1. the background to the Be the Future Programme (BtF) as set out in section 3 and Appendix 1
- 2.2. the development and evolution of the resourcing model and approaches developed to maximise the resource available to support the delivery of the Council's agreed TOM and Transformation projects (sections 4 and 6 and Appendix 2)
- 2.3. the significant key achievements to date delivered under the Council's Be the Future Transformation Programme (section 5 and Appendix 3)

It is recommended that Council agrees to:

- 2.4. Streamline the Council's Strategic Planning Framework as described in section 7 and paragraph 7.6 and Appendix 4, subject to the due diligence activity described
- 2.5. Endorse the proposed approach to develop Phase 1 Implementation Plans for the Council's agreed TOM (section 8).

3.0 Background

- 3.1. The purpose of this section of the paper is to summarise the progress and evolution of the Be the Future transformation programme since 2020. As reported to Council in December 2022, the transformation programme is moving into a new phase of delivery that reflects the increased integration across many aspects of the Council's strategic and operational work.
- 3.2. The transformation programme Be the Future, set out a ten year programme of priorities and outcomes aligned to the Local Outcome Improvement Plan (LOIP) and the Council's vision and values as expressed in the Corporate Plan. The programme was approved by Council in September 2019. (Appendix 1).
- 3.3. The Programme focuses on three key themes:
 - Sustainable Inclusive Growth
 - Empowering Families and Communities
 - Health and Wellbeing.

The BtF Programme has also provided the framework for shaping Council priorities, investment and delivery since 2019.

- 3.4. The initial focus of the transformation programme was to create the conditions that would enable longer term plans to be put in place to transform public services delivered in Clackmannanshire. These conditions focussed on integrating and streamlining the work already underway on organisational development with that of financial transformation and the future target operating model. Whilst progress continued to be made during the pandemic, pace was, inevitably, impacted.
- 3.5. With the development and subsequent Council approval in August 2022 of the proposals for the Target Operating Model around 'People, Process and Technology', pace has once again improved. Additionally, the current and forecast financial context and challenges have increased the urgency to reimagine the design of Council services.
- 3.6. As a consequence of this context, there is a growing appetite to develop collaborative models of service delivery across the public sector and to look to digital and data to improve service delivery. These themes are at the heart of the Council's approved TOM.
- 3.7. As a result, the priorities of the Be the Future programme have increasingly focused on exploring new delivery models, our future ways of working both internally and with our communities and partners and at the opportunity that digital and data presents within those models.

Be the Future Governance

- 3.8. The officer level governance is provided through the Strategic Oversight Group which was approved at Council June 2021. The Oversight Group meets on a 6-weekly basis.

- 3.9. The Be the Future Board has cross-party representation and is chaired by the Be the Future sponsor, who is the Council Leader. This Board meets quarterly as approved by Council May 2022.
- 3.10. Decisions related to the allocation of Transformation Funds and significant changes within the programme are taken by Council, including any delegations made to officers.
- 3.11. The governance model is kept under review and any changes addressed in the regular BtF Update papers as necessary.

4.0 Be the Future capacity, resilience and resourcing model

- 4.1 A number of approaches have been developed and refined to increase capacity and organisational resilience to support our transformation ambitions (Appendix 2).
- 4.2 Initially the operating model for the transformation programme was based on a traditional Programme Management Office (PMO), designed to deliver functions of governance, programmatic control and reporting. In January 2022, a new function of a Transformation Management Office (TMO) was established to better support capacity and resilience in respect of innovation, investment and collaboration.

The Council has actively invested in developing a core transformation team to drive forward Be the Future plans:

- In 2020, Council had approved fixed term posts for the Programme Management Office (two Project Managers, two Business Analysts and administrator) as well as seconded resource around funding and communications

-In March 2021, the Council appointed a Strategic Director for Transformation on a fixed term contract

-In June 2021, the Council approved the recruitment of a fixed term Senior Manager for transformation

Overall, this represents a significant investment in the Council's transformation programme and has been a measure of the Council's commitment to driving transformation forward.

- 4.3 In an extremely competitive market, following several rounds of recruitment, the project management and business analyst posts remained vacant. This presented an opportunity to design a new model for supporting transformation (PMO/TMO dual provision): this model comprised a new role of Transformation Officer and, consequently, the 5 Transformation Officers were appointed on fixed term contracts in May 2022.
- 4.4 From April 2023, as fixed term contracts were ending, the Council is transitioning to a new model of support which reflects our learning and the operating context. The model was embedded in recent Council Budget decisions. The key elements of this model are:

- the establishment of a permanent Senior Manager (Transformation) post which is funded 50 % from revenue and 50% capital

- two permanent Project Managers (Capital)

- £1.9m of capital investment in posts designed to support the delivery of priority capital projects which support transformation such as for Digital, the Wellbeing Complex and the City Region Deal

- additional capacity in legal, finance and procurement

- £1.1m Transformation Fund delegated to the Chief Executive

- Council's commitment to maximise the deployment of the benefit of adopting the Service Concession flexibility to support the implementation of the TOM and associated transformation projects to deliver service and financial sustainability.

4.5 In addition to enhancing capacity at the centre, a broader strategy has been deployed to maximise the quantum, quality and impact of the resource deployed to develop and implement transformation, including:

- **The Flexible Resourcing Fund** was provided to increase capacity and capability in critical projects and activities. The resource has supported the Wellbeing Hub, Digital and data transformation, Climate emergency response, Transformation Zones, Learning Estate and STRIVE

- The Discovery Fund** has provided funding to access short term expertise to undertake discovery work that helped move ideas through feasibility and options appraisal to a position where the proposal could confidently either be discounted or developed on further. This fund has not been used extensively to date but demand is anticipated to increase over the coming year.

- **Partnership alignment** has also been significantly improved and resources shared and targeted on priority cross-cutting themes, including Community Wealth Building and Wellbeing Economy (Alliance and Anchor Partnership), City Region Deal (University of Stirling and Stirling Council), Regional Economic Strategy (Falkirk and Stirling Councils), Digital Transformation (Digital Office Scotland and Council network), Family Wellbeing Partnership (Columba 1400, Hunter Foundation, Scottish Government, Wellbeing Economy Alliance) and STRIVE (Alliance partners).

- **Leveraging external resources** has also been used quite extensively: Wellbeing Hub (SportScotland), Values Based Leadership (Scottish Government, Hunter Foundation, Shaping Places for Wellbeing (Scottish Government), Free Childcare (Scottish Government) Residential Care for Children and Support Models (Vardy Foundation, Aberlour), Mental Health for Children and Young People (Scottish Government), and Be the Future Programme (The Improvement Service).

4.6 We have also used innovative approaches to develop capability that is based on peer-to-peer approaches. The Digital Champion programme has successfully empowered individuals to support the digital skills development

of their peers. The champions have been supporting staff members and Elected Members in the use of Microsoft Teams and they will continue to support colleagues as they transition to M365.

5.0 Be the Future Achievements 2020-2023

5.1 The scale of ambition of Clackmannanshire's transformation programme is being equalled by the achievements that are now being delivered in support of meeting the Be the Future objectives. The key areas in which significant progress is being delivered are summarised below, with further detail provided in Appendix 3:

- **Place-based Wealth Building** :Place-based wealth building is transformational activity that seeks to improve economic performance, health and wellbeing within Clackmannanshire by focusing on the sense of place where people live, work, learn and play. Our place-based activity supports our ambitions to drive Wellbeing Economy outcomes in Clackmannanshire and specifically includes Community Wealth Building, Transformation Zones, Shaping Places for Wellbeing, City Region Deal, the Council's Capital programme, Wellbeing Hub and Police co-location

- **Social Innovation**: Social innovation is transformational activity that changes how we make a marked improvement on society, particularly how we identify, better understand and how we meet the needs of our most vulnerable customers in Clackmannanshire. Our key achievements in this area include work in respect of the Family Wellbeing Partnership and STRIVE

- **Digital and Data Transformation**: The Digital and Data Transformation Programme sets out an ambitious roadmap to become a digital Council. Significant Investment has been committed to the programme, which has enabled the Council to bring in a scaled up multi-disciplinary delivery team. A range of Business Use cases are in development and will be shared with Council as they are finalised (see section 6)

- **New Models of Delivery**: Since 2020, Clackmannanshire Council has adopted new models of providing our services so we can give our customers what they need in the right way and at the right time. The learning we have gained from these will be integrated into the development and implementation of the TOM. Specific examples include: Kilncraigs Co-location and STRIVE, Systems thinking and person-centred service delivery (STRIVE), Up-stream approaches tackling poverty and inequality (Family Wellbeing Partnership, Values-based Leadership with Columba 1400), The Promise and Scottish Approach to Service Design, Engagement (Sponsor's Voice, Community capacity and SIEC Young Pathfinders

- **Grant Capture and Investment Strategy**: more innovative and strategic approaches to how we pursue external investment into opportunities within Clackmannanshire. Specific progress includes the approval of the Council's Investment Strategy and supporting a total of c£6.9m of funding into Clackmannanshire between summer 2020 and spring 2023.

6.0 Digital and data transformation

- 6.1. The Council's agreed TOM and recent Budget have prioritised early investment and progress in digital and data transformation. As stated above, Business Use cases are being developed and will be shared with Council and approval sought as necessary.
- 6.2. The first of such developments is focussed on enhancing the customer journey. In short, we are aiming to maximise the value and impact of our digital investment to improve access to services, streamline the customer journey, reduce response times and improve the customer experience.
- 6.3. Through our learning partnerships with other local authorities work has been undertaken to better understand the challenges faced by service users and customers when interacting with the Council. In line with the TOM, the Council is aiming to design digital services with people/ customers at the centre. The proposed approach aims to ensure that consistent service is delivered regardless of whether this is online, over the telephone or face to face.
- 6.4. A new Customer Service Hub will be introduced which will transform the way customers and businesses engage with Council services, making information more accessible, reducing response times and providing an enhanced customer experience. It is envisaged that efficiency and cash releasing benefits will be delivered in the medium term. The initial investment of £245,385 over 3 years, will be met from the Transformation Funds delegated to the Chief Executive in the recent Budget.
- 6.5. A briefing on the work under development, including the Customer Services hub will be arranged for elected members prior to Council's summer recess.

7.0 Strategic Planning Framework

- 7.1. The Council's Strategic Planning Framework is underpinned by the 'Golden Thread' performance model. This model ensures that the Council's 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.
- 7.2. This report has illustrated how the Council's vision has evolved as a consequence of our work and learning on the Be the Future Transformation Programme and the development of the TOM. A key feature of this work is the importance of collaboration and partnership working in developing sustainable delivery models.
- 7.3. Additionally, as a consequence of the significant partnership work evident in the delivery of the achievements set out in section 5, there has increasingly been a convergence of thinking and commitment amongst partners around key priorities for Clackmannanshire. This work is currently being consolidated in the work being undertaken with Alliance partners to establish a Wellbeing Economy Local Outcome Improvement Plan (LOIP).
- 7.4. The Wellbeing Economy LOIP is being developed in parallel with the significant work that has been undertaken as part of the Wellbeing Economy pilot process. The Wellbeing LOIP development reinforces the Alliance's

commitment to improving wellbeing outcomes as well as tackling poverty and inequality. It is based on a significant level of analysis and consultation that has allowed partners to 'funnel' our focus onto the key drivers for Clackmannanshire that will deliver a Wellbeing Economy. Consultation activity is ongoing until June, alongside the preparation of a draft Wellbeing Economy LOIP, likely to be focussed on 4 Wellbeing Economy strategic outcomes; 7 draft priorities and 8 strategic drivers. It is anticipated that the finalised document will be submitted to the Alliance and Partner Organisations during the summer.

- 7.5. This development is significant, providing a strong evidence-based Strategic Plan for Clackmannanshire. It also aligns exactly with the principles established by the Council's TOM. As part of seeking to sustain a focus on innovation and modernisation, consideration has, therefore, also been given to how we might streamline our Strategic Planning Framework and better integrate our strategic plans and priorities for the future.
- 7.6. It is proposed, therefore, that Council no longer prepares a Corporate Plan separate from the Wellbeing Economy LOIP. This reflects the alignment of strategic priorities amongst partners, the significant analysis and collaboration in producing the LOIP for Clackmannanshire and the centrality of collaboration and partnership in both the TOM and in practice when delivering local services both now and in the future.
- 7.7. Subject to Council's agreement to this proposal, the Council's Strategic Planning Framework will retain the Golden Thread performance model with an enhanced focus on Business Plan monitoring and scrutiny (see Appendix 4). Further work will be undertaken prior to the agreement of the Wellbeing LOIP to finalise the necessary preparatory work to manage a smooth transition, for instance enhancing existing Business planning processes/guidance and /or Budget processes to sustain organisational clarity, and discussion with External Audit. Additionally, corresponding sub-groups and working groups will be also be streamlined around the Framework and priorities to reduce overlaps, improve clarity and efficiency. Any changes proposed to existing arrangements will be submitted to Council and Alliance partners as necessary.

8.0 TOM Phase 1 Implementation

- 8.1. In August 2022, Council agreed the Target Operating Model which aims to allow the Council to transition from its current operating model to one that is sustainable for the future.
- 8.2. Since approving the TOM, the principles are rapidly embedding within the Council and providing a clear framework against which current and future redesign is developed and implemented. Already the development of significant elements within the TOM, such as the use of Digital Technology have been accelerated, with significant investment approved through the recent Budget and good progress being made in respect of the Council's implementation of MS365 and the development of SMART technology to improve efficiency and customer access.

8.3. Council will recall that a clear and iterative approach to the implementation of the TOM was agreed to reflect organisational capacity and also to ensure learning from each phase informs future developments. During 2023/24, TOM Phase 1 priorities are being developed. The proposed approach is to:

- develop a set of draft 'Core Components' for the TOM which reflect the potential organisational operational functions for the future

- ensure that the core components and Phase 1 implementation proposals prioritise consideration of the future design requirements in respect of the Council's Community Capacity support arrangements; support for internal and external communication and developing the Council's commissioning capability and capacity

- secure analysis of the Council's current 'as is' baseline relative to a proposed 'to be' position in respect of the core components identified

- develop proposals for redesign in respect of the phase 1 priority components.

8.4. Subject to Council's agreement of the high level proposals set out at paragraph 8.3, a more detailed report will be submitted to the June meeting of Council setting out next steps.

9.0 Sustainability Implications

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

10.0 Resource Implications

10.1. Financial Details

10.2. 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

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

10.4. Staffing

None

11.0 Exempt Reports

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

12.0 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)

13.0 Equalities Impact

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

Yes No

14.0 Legality

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

15.0 Appendices

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

Appendix 1 - BtF model

Appendix 2 - BtF Resourcing, Capacity and Capability Enhancement

Appendix 3 - BtF Achievements

Appendix 4 - Strategic Planning Framework 'Golden Thread'

16.0 Background Papers

16.1 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

Redeployment Procedure 2021

Author(s)

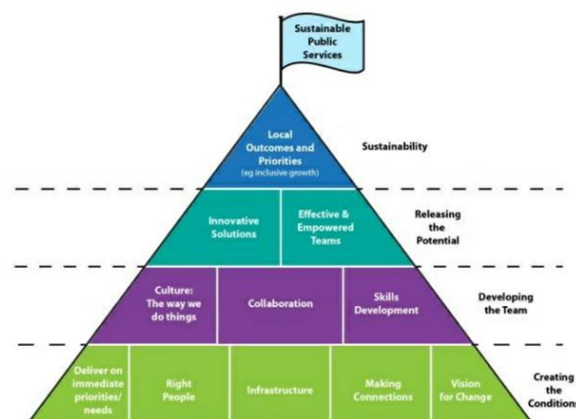
NAME	DESIGNATION	TEL NO / EXTENSION
Nikki Bridle	Chief Executive	452002

Approved by

NAME	DESIGNATION	SIGNATURE
Nikki Bridle	Chief Executive	

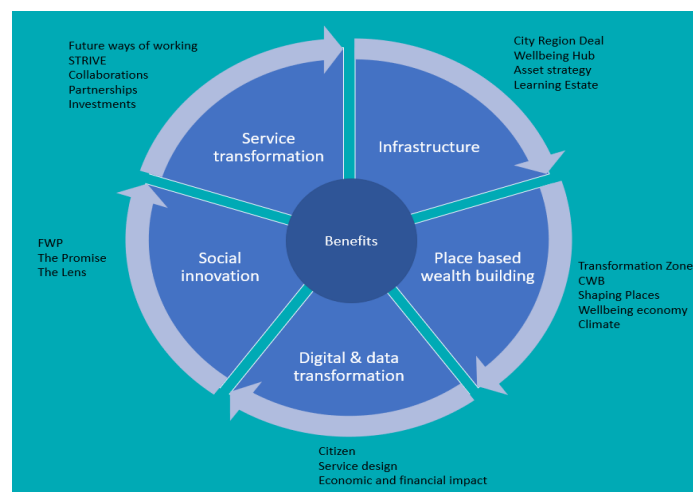
- 1.1. Be the Future is a 10-year portfolio of activity with programmes and projects at different stages of discovery, delivery and legacy.
- 1.2. When the programme was first put in place it was structured around priorities which the Council had previously approved and was augmented by activity defined from the iESE transformation workshops held across the Council and with partners in 2019. The initial stages of transformation activity focused on organisational development as is demonstrated in Exhibit 1 and was designed to create the conditions for future transformation.

Exhibit 1: Be the Future Organisational Redesign Framework 2020



- 1.3. Over the last 3 years, as shown in Exhibit 2, the transformation programme has matured into thematic workstreams which complement and overlap each other.

Exhibit 2: Be the Future Thematic Workstreams



- 1.4. The transformation programme has also increased in complexity since 2020. This complexity is a result of the ambition and scale of individual projects, the volume of partnerships that we have now developed and

the use of innovative approaches to design and deliver projects. Examples of this are provided in Exhibit 3

- 1.5. In addition, the transformation programme has seen a shift from transformation projects primarily delivered by a single service/portfolio or by the Council as a sole endeavour to greater dependency on cross-organisational working and delivery through partnership.

This complexity and scale of opportunity brings with it challenges if we are to deliver and sustain the transformation. The Senior Leadership Group and the Administrative Group have over the preceding 12 months looked to balance opportunity and complexity through prioritisation and by addressing issues of organisational capacity and resilience. This focus will need to be retained in the next phase of delivery of the BtF Programme.

Exhibit 3: Illustrations of the Increasing Complexity and Learning in the Be the Future Programme

<p>City Region Deal and Well-being Hub – capital projects must deliver social and economic impact</p>
<p>The innovation projects from the City Region Deal have gathered pace and are now moving into the delivery stage. These include the Council projects such as Active Travel, Digital Hub and the Skills and inclusion programme. In addition, as outlined in the March 2023 Council Paper on the Innovation Hub there is major investment from the City Region Deal landing in Clackmannanshire and the Council is the both the key partner and beneficiary from these developments. This is combined with the Council's own £55.8m investment into the Wellbeing Hub to deliver world-class leisure and wellbeing facilities to Clackmannanshire.</p> <p>Both the CRD and Well-being Hub programmes are major capital projects that seek to deliver social and economic impact for Clackmannanshire at scale. Delivering these benefits from capital investment requires consideration of what activities are delivered as a result of these buildings and to design for those purposes. This is recognised by Scottish Futures Trust in their report Measuring and Valuing the Inclusive Growth Impact from Infrastructure Investment as particularly challenging. The Council is working closely with partners such as University of Stirling, Scottish Futures Trust and SportScotland to expand our knowledge of delivering social and economic impact from these large capital projects.</p>
<p>Digital and data provides significant opportunity but will require change in organisational behaviours and whole organisation approaches to realise the full benefits</p>
<p>The digital and data programme lays out a roadmap that aims to deliver a modern workplace for Council colleagues, enhance the customer experience and use data in new ways to deliver and plan services. This is closely aligned to the future target operating model work and will change the way we operate. However, it will require changes in organisational behaviours; close attention to adoption, significant cross-organisational working and a shared responsibility to deliver on</p>

corporate benefits and outcomes. We are working with other Local Authorities who are further ahead in their developments to learn from their experiences as well as working in partnership with The Digital Office Scotland on key areas of our digital and data journey.

Partnership working and different models of delivery require the Council to develop new operating models

Increasingly our work has moved towards partnership working. STRIVE is an example of activity that through multi-agency working and co-location has enabled us to get upstream of issues for our residents and families and provide a more holistic approach to service delivery. The opportunity to change people's lives through these approaches is very significant and STRIVE has delivered on benefits in abundance.

However, to make these models work is not without challenge. Networked governance is required which delegates certain decisions to a new governance model; legal agreements for data sharing and Memoranda of understanding need to be put in place to codify arrangements; staff are assigned to matrix working across multiple organisational contexts; common technologies and platforms need to be found; and, there needs to be agreement on how and what benefits are measured.

This requires input from all corporate services to consider how these frameworks are operationalised and this takes time and expertise. With more of our work moving to these new 'networked' frameworks, we need to build in time for operational, governance and strategic work ahead of moving into full delivery.

Appendix 2 Resourcing to support transformation

- 1.1. The Flexible Resourcing Fund (as outlined in section 8) was provided to increase capacity and capability in critical projects and activities.
- 1.2. The Flexible Resourcing Fund was delegated to the Chief Executive and requests from the fund came to the Strategic Oversight Group for scrutiny. In the period since this funding provision was made, resource has been brought in to support the Wellbeing Hub, Digital and data transformation, Climate emergency response, Transformation Zones, Learning Estate and STRIVE. As demonstrated in Section 9, this investment has helped deliver on many of our key achievements in a timeframe that would otherwise not have been possible.
- 1.3. Investment was also made through the Flexible Resourcing Fund into the services that provide professional input to projects. This investment brought in resource to support HR job evaluations, legal work for projects and into finance to support development of capital projects and business cases. This was provided in the format of a fund that could be drawn down when peaks of work required additional capacity or specific expertise.
- 1.4. The Discovery Fund (as detailed in section 8) provided funding to access short term expertise to undertake discovery work that helped move ideas through feasibility and options appraisal to a position where the proposal could confidently either be discounted or developed on further. Although this fund has not been used extensively to date, the need for this fund will increase as we become more robust in our approach to decision making and deliverability of both our capital programme and our transformation programme.
- 1.5. The Special Council meeting in March 2023 approved a budget that included investment from the capital programme of £1.7m for resource in 2023/24 to improve deliverability of the capital programme. Many of the transformation projects sit within this capital programme and will benefit from this additional, more sustainable resourcing model.

Aligning with Partners

- 1.6. Capacity for transformation has also been realised in identifying and aligning transformation activity to cross-cutting themes, including Community Wealth Building, Wellbeing Economy, Digital Transformation and Climate Change.
- 1.7. The work that has been undertaken between Clackmannanshire Council and the University of Stirling on the City Region Deal projects has provided additional capacity and capability into our thinking as a Council. It has also opened opportunities to access a wider network of expertise through work with the academic and research community.

- 1.8. Digital and data transformation have increased its capacity by working through the partnership agreement with The Digital Office Scotland and through learning partnerships with other local authorities. This has enabled us to fast-track to solutions that would have otherwise required significant capacity and time to develop.
- 1.9. The Family Wellbeing Partnership has aligned with Columba 1400 as a delivery partner for values and capabilities leadership experiences for staff at many levels, elected members, local families, children and young people and partners, including Clackmannanshire Third Sector Interface (CTSI). This investment from Columba 1400 into these cohorts increases our capacity across the County and our overall resilience.
- 1.10. STRIVE is an example of how anchor partnerships between Alliance partners have strengthened in the quest for building capacity around transformation. The STRIVE Board is chaired by Clackmannanshire Council and is represented by Police Scotland, Clackmannanshire and Stirling Health and Social Care Partnership, and NHS Forth Valley. The STRIVE delivery team is represented by Housing, Children's Services, Money Advice and Police, as well as other Alliance and third sector partners.
- 1.11. Shaping Places for Wellbeing brought resource into the Council. Two officers funded through the Scottish Government and The Improvement Service are now working alongside Council colleagues on all aspects of transformation activity.
- 1.12. We are helping to create a step change in the creation and growth of innovative businesses and helping to counteract the significant gender inequalities in early-stage entrepreneurship through the EMERGE women project. This is a partnership between the Economic Development Team and Ceteris to inform longer-term objectives as part of the Community Wealth Building agenda.

Increasing Capability

- 1.13. Over the period 2020-2023, we have identified a number of areas where we need to increase our organisational capability and resilience. The Trueman Change work referred to in paragraph 7.7 recommended that we increase our capability in change management, project management, data analysis and procurement and commissioning. The new Workforce Development Plan will take forward areas of organisational capability and connect to the future target operating models.
- 1.14. We have used innovative approaches to develop capability that is based on peer-to-peer approaches. The Digital Champion programme has successfully empowered individuals to support the digital skills development of their peers. The champions have been supporting staff

members and Elected Members in the use of Microsoft Team and they will continue to support colleagues as they transition to M365.

- 1.15. We have identified areas where we have single points of dependency. These exist primarily but not exclusively in our professional services. Single points of dependency mean that our organisational resilience is at risk because we have limited capacity to support continuity during absence or to meet increased demands. This also presents challenges for future succession planning. Areas where this is a particular issue is in procurement, legal, IT and finance. This can lead to difficulties in mitigating demand pressures in those circumstances and a more sustainable model will be explored.
- 1.16. We also have some challenges around single points of accountability. This at times is unavoidable as these accountabilities are required through our Standing Orders. However, there are other areas where single points of accountability come down to the depth of organisational capability. This can at times impact our ability to deliver at the pace that is either expected or required.

Moving from Reactive to Sustainable capacity and capability models

- 1.17. The transformation programme has enabled us to explore a number of interventions to support immediate needs and to pilot different models. In this next period, we will continue to explore options, but we will also move towards a longer-term, sustainable solution.
- 1.18. The work being led by the Chief Executive on the Target Operating Model will build out from the learnings to build delivery models that have capacity, capability and agility at their core as outlined in section 11.
- 1.19. To manage the transition of the transformation proposals into delivery and ultimately into business-as-usual we have an opportunity to embed succession planning and skills development on areas that add most value and will equip staff to respond to evolving demands and to deliver high quality services in the long-term. The skills outlined in paragraph 7.21 are critical to this.
- 1.20. The work on the Digital and data transformation programme will support the organisation on its journey to more efficient and effective processes. The work on data insights will enable the Council to use data to plan services, make decisions and predict future requirements.
- 1.21. We have made many partnerships through the transformation work and this is increasing our capacity and capability. Moving forward, the aim is to formalise these into strategic partnerships to provide security that these partnerships will continue beyond the personal/professional networks between the organisations. This will see a move towards Memoranda of Agreements with key partners that will codify our relationships and accountabilities.

Appendix 3 - Be the Future Achievements 2020-23

1.0 Be the Future Achievements 2020-2023

- 1.1. The scale of ambition of Clackmannanshire's transformation programme has been equalled by the achievements that are now *in delivery.
- 1.2. There have been a range of benefits that have come from the increased exposure that the transformation programme has provided. These benefits include tangible outcomes such as direct investment, secondments from partners and invitations to be involved in national initiatives. Less tangible benefits include increased visibility in national policy developments, an emerging clarity of the unique selling point (USP) of Clackmannanshire amongst other larger authorities and strength of voice that provides the platform to turn the dial on some of the challenges that our communities face.

Place-based Wealth Building

- 1.3. Place-based wealth building is transformational activity that seeks to improve economic performance, health and wellbeing within Clackmannanshire by focusing on the sense of place where people live, work, learn and play. Our place-based activity supports our ambitions to drive Wellbeing Economy outcomes in Clackmannanshire.
- 1.4. **Community Wealth Building:** With our partners in the Clackmannanshire Alliance, we have placed inclusive growth at the heart of our strategic approach and we are taking forward these ambitions under the action of Community Wealth Building. Clackmannanshire is just one of five areas to produce bespoke community wealth building action plans alongside South of Scotland, Glasgow City Region, Western Isles and Tay cities. This gives Clackmannanshire visibility at a national level, which is hoped will attract partners who want to direct wealth created within Clackmannanshire back into the local economy, and place control and benefits into the hands of our people.
- 1.5. **Transformation Zones:** In June 2021, Council approved the development of Clackmannanshire Transformation Zones. The vision is to drive forward a range of projects in discrete (geographical) transformation zones aiming to achieve improved economic performance with more and better paid jobs and development opportunities, as well as sustainable health and social care, to improve the quality of life for all of our residents. The Transformation Zones model started with Alloa to develop a working model, which will then move to other parts of Clackmannanshire. Council officers have worked with Scottish Futures Trust to co-deliver Transformation Zones' plans, which has aligned resource and commitments against common priorities. A Rapid Scoping Assessment has helped create plans to

deliver ambitions around the Learning Estate, Wellbeing Hub and City Deal investments.

- 1.6. **Shaping Places for Wellbeing:** Alloa was also selected as one of first three communities across Scotland supported by The Shaping Places for Wellbeing Programme, which aims to change our collective approaches to the places where we live, work and play. This partnership helps us deliver upstream preventative interventions that reduce health inequalities while delivering on the range of national ambitions around COVID recovery and climate action. Shaping Places is working within the transformation programme. Colleagues have developed a Wellbeing assessment approach that can be used to assess the impact that different investments and approaches will have on our communities and residents. This formed part of the case for change considerations around the Wellbeing Hub and a similar exercise will inform City Region Deal projects in 2023/24.
- 1.7. **City Region Deal:** In February 2020 the Stirling and Clackmannanshire City Deal was signed. City Region Deal offers a collaborative, regional partnership focused on long-term strategic approaches to improving our region's economy. Council officers have worked in close partnership with the University of Stirling, Forth Valley College and colleagues across Council services to develop the scope of Scotland's International Environment Centre (SIEC) and Intergenerational Living (ILIH) hubs projects during 2022/23. This has delivered the proposal to combine the two projects into Alloa Innovation Hub (AIH), as outlined in the March 2023 Council paper. The City Region Deal partnership has evolved from what was considered transactional in nature to a collaborative and shared effort that will better allow us to realise the ambition for the Region as an innovation destination (health, care, environment and digital) with Community Wealth at its heart.
- 1.8. **Capital Programme:** Clackmannanshire Council's capital programme is now an ambitious twenty-year plan that sets out how we use our capital investment to deliver social and economic benefit across Clackmannanshire. Two corporate reviews and analysis of our Capital Programme has provided more confidence in what we can afford to do and what we can realistically expect to deliver in the face of many pressing external factors, including the impact of rising energy costs, high levels of inflation and supply issues.
- 1.9. **Wellbeing Hub:** The Council is developing a unique and ambitious new Wellbeing Hub with swimming and sport and leisure facilities. The location of Alloa West has been agreed with the inclusion of a new Lochies School in the complex. Capital investment has been secured through the Council's Capital Programme. The project is one of the most ambitious to date for the Council and aligns with the Council's priorities to help communities be active, live well and leveraging benefits for community wealth building. The facility will be a key strand of the Clackmannanshire's Investment Strategy.

- 1.10. **Co-location with Partners:** In October 2019, Council agreed to integrate Alloa police services within the Council's headquarters at Kilncraigs, Alloa. The impact of the COVID-19 pandemic meant there was a slight delay, but momentum was re-established in August 2020 and police formally moved in in October 2021. With the aim of delivering better quality public services, police and Council staff work closely in partnership to address the challenging economic and environmental circumstances across the public sector by sharing costs and accounting for our impact on the environment.

Social Innovation

- 1.11. Social innovation is transformational activity that changes how we make a marked improvement on society, particularly how we identify, better understand and meet the needs of our most vulnerable individuals and communities in Clackmannanshire.
- 1.12. **Family Wellbeing Partnership:** The Scottish Government, via the Social Innovation Partnership, and the Hunter Foundation, have been working with Clackmannanshire Family Wellbeing Partnership (FWP) since 2020 to support Clackmannanshire Council to reduce child poverty and improve wellbeing, particularly for priority groups. FWP provides resource to capture deep learning, over time, to test and embed new ways of working that can be scaled and replicated across other local authorities.

STRIVE: Aligned to FWP is Safeguarding through Rapid Intervention (STRIVE). STRIVE is a model that takes a person-centred, whole system approach to meeting the needs of individuals in need, particularly those on the edge of statutory intervention. Applying this model across a multi-agency, public and third sector team has improved outcomes and was the driver behind the police co-location. STRIVE was introduced in February 2020 and has continued to evolve and adapt over time.

Digital and Data Transformation

- 1.13. The Digital and Data Transformation Programme lays out an ambitious roadmap to become a digital Council. Significant Investment has been committed to the programme, which has enabled the Council to bring in a scaled up multi-disciplinary delivery team.
- 1.14. **Simplification and Efficiency:** We are also looking at how digital can support us as a Council in becoming more operationally effective. For example, reducing the high number of repetitive processes to free up capacity to focus on value added work.
- 1.15. **Service and Organisational Design:** This is aligned with our aims to deliver on the Target Operating Model and its three principles around People, Process and Technology. In recent months we have started gathering evidence and undertaking data analysis that supports

decision-making and development of the TOM, service redesigns and new transformation proposals that will improve the services we deliver and provide opportunity to create new value.

- 1.16. **Implementation of Digital Platforms:** Since 2021, we have worked closely with Digital Office Scotland to fully define a benefits realisation plan that will deliver M365 efficiencies and benefits to the Council. Work is also underway to test and identify the platforms that will determine other transformational opportunities, such as Internet of Things (IOT). Progress on the stabilising of Social Work IT Systems will be accelerated in line with the roadmap for delivery and new models considered.
- 1.17. **Enhancing the Customer Journey:** Through our learning partnerships with other local authorities, we have completed a significant piece of work into understanding the challenges faced by our customers when interacting with us. We want to design digital services with customers at the centre, which will ensure that a consistent service is delivered regardless of whether this is online, over the telephone or face to face. We will be introducing a Customer Service Hub which will transform the way customers and businesses engage with Council services, making information more accessible, reducing response times and providing an enhanced customer experience.

New Models of Delivery

- 1.18. Since 2020, Clackmannanshire Council has adopted new models of providing our services so we can give our customers what they need in the right way and at the right time. The learning we have gained from these will be integrated into our future delivery model.
- 1.19. **Co-location:** Co-locating Police services with Council services at Kilncraigs is taking advantage of opportunities for both partners, namely financial and environmental, whilst providing great opportunity for closer working and integrated service provision through STRIVE.
- 1.20. **Systems Thinking:** Family Wellbeing Partnership, The Promise and STRIVE move away from fragmented and functionalised services to person-centred and whole systems thinking applying the Scottish Approach to Service Design.
- 1.21. **Up-stream Approaches:** The programme of work supported by the Family Wellbeing Partnership is taking a system wide approach to address some of the significant barriers that communities face, including reducing child poverty, and tackling wellbeing, creating the conditions for wider change. The FWP is focused on giving a stronger voice to communities alongside transferring the agency and power to make the changes they see as important and relevant. The learning from STRIVE has now led to moving upstream to identifying individuals and families earlier. Alongside the FWP workstream “Community around a School”, this upstreaming starts to build early intervention and

prevention activities avoiding the need for reactive and crisis interventions. Shifting funding towards this preventative space is crucial.

- 1.22. **Values-based Leadership:** Columba 1400 have worked with Clackmannanshire young people, staff and families since 2018 and, as such, are our delivery partner for the Values Based Leadership element within the FWP framework. The Columba 1400 approach is strengths-based, offering opportunities for participants to realise their own leadership qualities and abilities, focus on what matters to them, their children and their community. It also gives the opportunity to connect with others to share learning and take collective action. It is recognised that to significantly improve outcomes for children and young people most in need, early help and strengths-based support enables families to flourish.
- 1.23. **Multi-agency and Networked Governance:** The success of the STRIVE model has recognised there is further opportunity to mobilise and engage citizens and partners in the development, implementation and monitoring of how public services are delivered. Emphasis is on collaboration rather than simply delivery of services, and more integrated public services contributing to the whole, rather than the sum of its parts. Networked governance heralds a new way of multiple agencies working together with customers and stakeholders to provide holistic responses to some of the complex issues facing Clackmannanshire's people.
- 1.24. **The Promise and Scottish Approach to Service Design:** The Council has pledged to Keep The Promise so that children and young people in Clackmannanshire can grow up loved, safe, and respected. By putting the voice of families, children and young people in our care experienced community first, work has begun on projects under all five foundations of the Promise: Family, Voice, Care, People and Scaffolding.
- 1.25. **Engagement:** Benefit has also been realised in how we communicate and engage with our communities and in the creative ways that we celebrate our successes. The Sponsor's Voice, for example, is a discovery piece of work that lays the groundwork for how we might share with a wider audience the work of the Council and our future plans. The Council Leader is the Be the Future's Sponsor and will pilot new and creative ways to capture the attention of different audiences around twelve key themes over 2023 and 2024. The first month in March 2023 included innovation around video interviews, podcasts and learning from Scotland's International Environment Centre 'Young Pathfinders'.
- 1.26. **Community Capacity:** Young Pathfinders founded and delivered in partnership with Scotland's International Environment Centre this initiative is an example where by working with communities and schools, we support and empower young people, giving them both

voice and agency This extracurricular programme grows skills, knowledge and confidence by developing sustainable, green solutions for schools and local communities. The Young Pathfinder project sits alongside the development of Youth Voice in Clackmannanshire and our work on Climate Change.

Grant Capture and Investment Strategy

- 1.27. At the December 2022 Council, we committed to bringing forward an Investment Strategy designed to provide a strategic approach to how we pursue external investment for opportunities within Clackmannanshire.
- 1.28. **Investment Strategy:** As a result of the work on the transformation programme, we are now able to shape our investment approach around larger, strategic investment opportunities. A shared business approach, for example, is being developed with the intention of securing further inward investment, linking to the work being done with Scottish Futures Trust on the Transformation Zone Approach. This will create a prospectus of potential developments connected to City Region Deal projects, such as Scotland's International Environment Centre, Intergenerational Living Innovation Hub and other Council investments including the Wellbeing Hub.
- 1.29. **Grant Capture:** Grants have formed an important component of our investment mix and we continue to leverage funding from grants. We reported to Council in March 2022 that our grant capture in the preceding eighteen months to support Council and community led projects was £2m. Since then, Council officers and third sector partners, have worked hard to submit and secure a total in excess of £6.9m of funding into Clackmannanshire between summer 2020 and spring 2023.

Appendix 4 Strategic Planning Framework and the 'Golden Thread'

