
Report to Clackmannanshire Council

Date of Meeting: 1st February 2024

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 paper provides updates in respect of the review of governance arrangements for the BtF TOM and Transformation Programme and a thematic update on the work being progressed in respect of Digital and Data Transformation.

2.0 Recommendations

It is recommended that Council approves:

- 2.1. the updated governance framework for the Be the Future programme (Appendices 1 and 2)

It is recommended that Council notes:

- 2.2. Progress with the Be the Future priorities previously agreed by Council (Appendix 3)
- 2.3. that all Be the Future Board agenda and supporting papers will be distributed to all Council members from February onwards to better facilitate scrutiny and awareness of progress (paragraph 3.5)
- 2.4. the thematic update on progress with the Digital and Data Transformation programme (section 4 and Appendices 4 and 5).

3.0 Considerations

Be the Future Governance Review

- 3.1. In parallel with implementing new arrangements for the Programme Management Office, the Chair of the Be the Future Board requested a

refresh of the governance arrangements to ensure responsibilities and reporting arrangements remain aligned with priorities agreed by Council. The review is now complete and minor amendments have been made to the Terms of Reference of both the Be the Future Board (Appendix 1), chaired by the Council Leader; and the Strategic Oversight Group (Appendix 2), chaired by the Chief Executive.

3.2. The key changes were as follows:

- updating officer responsibilities and role titles to reflect the changes made to the PMO arrangements
- updating the delegations re funding and decision-making to reflect the most up to date position agreed by Council
- streamlining the articulation of the governance framework to better reflect operational practice
- the agreement of a standard 'core' agenda for both Groups to ensure focus remains aligned with the relevant Terms of Reference and, more importantly, maximise the profile of progress with the priorities agreed by Council
- a focus on establishing more robust forward planning arrangements.

3.3. The updated Terms of Reference for the Be the Future Board (Appendix 1), and the Strategic Oversight Group (Appendix 2) are submitted to Council for agreement, having been agreed by both fora in their recent January meetings, prior to this meeting of Council.

3.4. A key emphasis of the changes proposed is to ensure focus is sustained on the scrutiny of progress with agreed Council priorities. To facilitate this focus for the Be the Future Board, a standardised project reporting template has been developed using a "project on a page" approach. The template highlights key activities and milestones achieved in the current period, milestones and outcomes to be achieved in the next reporting period, risks and issues, budget and financial expenditure. There is also a section on transformation alignment.

3.5. The Chair of the Be the Future Board has asked that all Board agenda and supporting papers are shared with all elected members going forward.

3.6. A new template has also been introduced to provide summary updates to Council on progress with the Be the Future priorities by sponsor with RAG status and narrative for each. This summary information is supported by the more detailed information provided to the Board described in paragraph 3.4. Appendix 3 provides Council with its first update using this template. The format will continue to be developed and refined as arrangements continue to embed.

4.0 Digital and Data Programme Update

4.1. The Digital and Data Transformation programme has been agreed at Council as a key enabler of the Be the Future programme and Target Operating Model. It covers a range of activities that will support operational efficiencies in line with our budgetary pressures, improve our

customer experience and journey and deliver the Council's updated Digital Strategy. The programme sets the trajectory for the council to be a Digital Council of the future.

- 4.2. The Digital and Data Transformation Roadmap describes the digital and data journey for 23/24 (Appendix 4). It is based on the themes; Customer Experience, Working Smarter, Colleague Journey and Maximising Impact. Appendix 5 also outlines the key deliverables, benefits and progress for each of the workstreams.
- 4.3. An updated Digital Strategy (2024-26) is currently in development and will come forward in early 2024. It aims to build upon the strengths of the previous strategy and identify new opportunities for leveraging digital technologies to improve service delivery, enhance citizen engagement, and drive operational efficiency.
- 4.4. The strategy will encompass various aspects, including data insights, citizen-centric services, and workforce transformation. Data is a key asset and the use of data to provide insights, inform decisions and plan services is extensive. The goal is to establish Clackmannanshire as a Digital Council, delivering innovative and effective digital solutions that meet the evolving needs of its residents and stakeholders.

5.0 Customer Services Hub Update

- 5.1. The Customer Service Hub is to be delivered with the focus being to design customer centric digital services which will streamline communications channels, improve efficiency, and provide residents with enhanced access to council services.
- 5.2. The Customer Service Hub is designed to centralise and automate communication processes, ensuring that residents' requests and queries are handled promptly and effectively.
- 5.3. Residents will have access to multiple channels, including phone, email, online electronic forms, as well as working towards a dedicated online portal, making it easier than ever to engage with the council.
- 5.4. The first release will include replacement applications for Freedom of Information, Subject Access Requests, Complaints and Compliments, with an expected go live in January 2024. The following module, Customer Enquiry Management (expected go live Spring 2024) will focus on the Contact Centre and Local Offices providing call logging, workflow and case management functionality.

6.0 SMART Clacks Update

- 6.1. The Internet of Things (IoT) SMART Clacks Strategy is in development which will lay out how Clackmannanshire will enable a connected, efficient, and sustainable community through the strategic deployment of IoT technologies. The aim of producing an IoT strategy is to have a corporate Council wide approach. The aim will be to harness IoT to enhance public services, improve citizen experiences, provide predictive

capabilities and drive economic growth while ensuring data privacy and security. The approach will be a collaboration with service areas to identify opportunities where IoT can enable change and assist with budget constraints by providing future ways of working using new technologies. Each proof-of-concept project will have a robust use case which will be delivered through the appropriate Council governance route and procurement journey.

- 6.2. Internet of Things projects use sensors to monitor changes in the environment and automate manual processes. One year proof of concepts will be rolled out, to trial the innovation and at the end of the period the projects will be evaluated. If the project meets the success criteria and benefits then implementation could be scaled up or if it has not delivered as expected, the project can be closed, and the trial finished.
- 6.3. Clackmannanshire Council are currently undertaking the following IoT activity. Monitoring of CO2 levels in schools and Legionella monitoring at Menstrie House. In Social Housing, sensors for the pre-emptive monitoring of damp and mould conditions are to be installed and trialled in a number of properties, following a successful procurement process.
- 6.4. Discussions are underway with the University of Stirling to widen the scope of the SMART workstream to align the programme with the strategic ambition of the Scottish International Environmental Centre (SIEC), this partnership working provides a unique opportunity to get upstream of cutting-edge technology. It will maximise the data analysis and predictive capabilities across the region and for all the partners whilst also providing the council access to funding, skills and resource capacity. The initial focus will be environmental sensors for monitoring air quality across the county and data insights into flood prediction, with further opportunities identified which are being explored.

7.0 Automation

- 7.1. Discovery work is ongoing across all council services; 43 potential processes have been identified for the automation pipeline. The discovery work completed to date has identified that to maximise the impact and realise savings, the implementation approach would need to be adjusted to a corporate rather than service by service approach. This approach aims to simultaneously develop and deliver multiple applications and automations.
- 7.2. There are inter-dependencies between work being progressed in respect of automation and the planned work to enhance the Council's IT infrastructure. The latter work is scheduled to run until at least March 2024, therefore timescales in respect of our work on automation are currently being realigned to ensure approaches are appropriately integrated and aligned.
- 7.3. An illustration of our early adopters is the development of an HR chatbot which will provide chatbot functionality for HR queries using Teams M365. Work is currently at the stage of HR user acceptance testing.

8.0 Digital Champion Programme

- 8.1. The Digital Champions continue to provide digital skills support to colleagues. Eleven officers have completed the SCQF Level 6 accreditation in Digital Exclusion. Microsoft Outlook is being piloted, to develop their own digital skills to support the migration to M365 and will be supporting the transition to the new telephony system.
- 8.2. A digital skills and data literacy survey is to be rolled out across the council and the digital team are also exploring how digital tools can support staff with additional support needs, such as dyslexia, enabling them to provide additional support and guidance to colleagues going forward.

9.0 Data Insights

- 9.1. The Digital and Data Transformation team seeks to implement a data insights workstream to enable the council to make better data-driven decisions, enhance service delivery and operations and improve our citizen engagement.
- 9.2. The project will first seek to establish a 'current state' analysis of our data landscape – how we collect, store, manage and use our data – then develop a data model mapping how data flows across the council and create a data catalogue to improve data quality and provenance.
- 9.3. A data maturity assessment cohort (DMA) with Scottish Government will commence in January 2024 to perform a council-wide assessment of our data maturity and literacy and produce the implementation plan and requirements towards the broader strategy for digital and data.
- 9.4. A pilot project will be undertaken to demonstrate the value of data insights using the Microsoft Power BI data management tool. Focusing on a priority area for improvement, the tool will seek to consolidate and prepare the data to produce compelling visualisations and insights.

10.0 Implications

- 10.1. There are no direct sustainability implications arising from this report.

11.0 Resource Implications

11.1. *Financial Details*

- 11.2. 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
- 11.3. Finance has been consulted and have agreed the financial implications as set out in the report. Yes

12.0 Staffing

None

13.0 Exempt Reports

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

14.0 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** - Be the Future

15.0 Equalities Impact

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

16.0 Legality

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

17.0 Appendices

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

- Appendix 1 – Be the Future Board Terms of Reference
- Appendix 2 – Strategic Oversight Group Terms of Reference
- Appendix 3 - Be the Future Priorities Status Update
- Appendix 4 –Digital and Data Transformation Roadmap
- Appendix 5 – Workstream Deliverables, Benefits and Progress

18.0 Background Papers

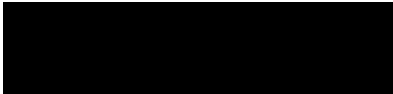
18.1 Have you used other documents to compile your report? (All documents must be kept available by the author for public inspection for four years from the date of meeting at which the report is considered)

Yes (please list the documents below) No

Author(s)

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Nikki Bridle	Chief Executive	452002

Approved by

NAME	DESIGNATION	SIGNATURE
Nikki Bridle	Chief Executive	

APPENDIX ONE

Be the Future Board – Scope and Remit

The Be the Future Board scrutinises the performance of the transformation portfolio in delivering on the priorities agreed at Council; scrutinises the robustness of the Be the Future business cases; reviews the work of the submissions that come forward from the Strategic Oversight Group and undertakes an advocacy role to pave the way for Council decisions. Appendix 2 provides the Terms of Reference for the Strategic Oversight Group. Diagram 1 provides the overall governance framework for the Be the Future programme.

Chair and Membership

The Be the Future Board is chaired by the Council Leader who is the Elected Member sponsor for the Transformation Portfolio. In the absence of the Council Leader the chair role is undertaken by the Deputy Council Leader. The Be the Future Board comprises senior Elected Members and is supported by the Programme Management Office (PMO) under the leadership of the Senior Manager (Transformation and Capital).

Membership of the Be the Future Board is:

- Council Leader and Be the Future sponsor (Chair)
- Deputy Council Leader
- Group Leader (Labour)
- Group Leader (Conservative)

The Senior Leadership Group are in routinely attendance at the Board meetings and other staff will be invited into meetings to support agenda items as required.

Meeting Format

Support and servicing of the Be the Future Board is provided by the Programme Management Office (PMO). The Senior Manager (Transformation and Capital) and the Chief Executive (Chair of the Strategic Oversight Group) will work with the BtF Board Chair to agree the agenda for the quarterly meetings. Standing agenda items include:

- **PMO Report:** a quarterly overview of the Be the Future Programme with input from workstream leads on progress on strategic workstreams and working group leads on key activities and outcomes.
- **Quarterly Performance and Risk Report:** dashboard information on progress of projects and benefits being realised and risk (exception report). This report also provides a quarterly update on spend and forecast for the Transformation Fund.
- **Quarterly Grant Capture Report:** update on bids in progress and grant capture, and other funding secured.
- **Proposals:** submission of business cases, proposals and cases for change in the Be the Future programme which will come forward with recommendations from the Strategic Oversight group
- **Forward Plan:** there will be a forward plan for business that is reviewed and updated.

Schedule of Meetings

Meetings of the Be the Future Board are quarterly. The schedule for the remainder of the financial year 23/24 for the Be the Future Board and the Strategic Oversight group is set out below. Where formal governance or budget approval is required, these decisions will progress to Full Council in line with Council's approved Standing Orders.

Strategic Oversight Group	Be the Future Board
Wednesday 17 th January 2024	Tuesday 30 th January 2024
Wednesday 28 th February 2024	Tuesday 23 rd April 2024

Design Authority

All levels of project and programme delivery and governance will have a consistent framework for reporting, benefits measurement, and financial scrutiny. The design authority for this framework is the Programme Management Office which is overseen by the Senior Manager (Transformation and Capital). The PMO, led by the Senior Manager (Transformation and Capital) will ensure that the framework is consistently applied, appraise business cases and oversee programme and project performance and risk in support of the Strategic Oversight Group and Be the Future Board. The PMO will also support the development of proposals and verify that they are individually and collectively aligned with the core design principles agreed in the Council's Strategic Roadmap for the Be the Future programme.

Conventions adopted by the Be the Future Board will mirror those of the Strategic Oversight Group (agendas, reporting, action log format etc.,) in order to maximise consistency and efficiency in reporting processes. All templates are provided by the Programme Management Office.

Decision Making

Decision making about the day-to-day delivery of the programme is overseen by the Strategic Oversight Group in line with the delegations made to this group by Council. The Be the Future Board scrutinises the performance of the programme and the robustness of business cases and other proposals, paving the way for any decisions that will be made at Council. Reports are accompanied by analysis provided by the PMO and where appropriate a recommendation for consideration by the SOG.

Business Cases

Business cases are used to inform decisions and recommendations for investment from the Transformation Fund and to bring new projects into the Be the Future Programme. The Be the Future Board scrutinises business cases and can endorse business cases. The Be the Future Board does not approve business cases. Approval of business cases that require funding or investment rests with Full Council.

Transformation Fund

The Transformation Fund is investment agreed by Council to support transformation. The Transformation Fund is, in part, delegated to the Chief Executive who wherever possible seeks to consult with the Strategic Oversight Group on the approval of proposals. Any proposals which fall outwith the delegated sum/ scope would be submitted to Council with a recommendation from the Chief executive/ Strategic Oversight Group.

Criteria for Scrutinising Programme Performance

The Be the Future Board will be asked to scrutinise programme performance against the following criteria:

- Alignment to Be the Future priorities, the budget strategy and capital investment plan
- Level and quality of benefits realised, including impacts on demand management and cost containment
- Capacity and skills required for delivery
- Other financial and partnership support that can be secured

Outputs from Be the Future Board

Following the Board meeting, the Chair will issue a key message from the Board about the business conducted to progress the Be the Future Programme. The Senior Manager (Transformation and Capital) will liaise with both the Chair and the Council Communications Team to support the development of this quarterly message. This message will be focused on the key stakeholder groups of staff and partners.

APPENDIX TWO

Be the Future Strategic Oversight Group (SOG) – Scope and Remit

Purpose

The purpose of the Strategic Oversight Group (SOG) is to:

- oversee the Be the Future transformation activity;
- provide direction to the Transformation Programme;
- monitor progress of the Transformation Programme and its sub-elements; and
- scrutinise proposals, business cases and cases for change, particularly those coming forward for onward submission to the Be the Future Board.
- approves bids for funding from the Transformation Fund
- review benefits realisation outcomes
- project review and formal close

Diagram 1 provides the overall governance framework for the Be the Future programme.

Chair and Membership

The SOG is officer-led and is supported by the Senior Manager Transformation and Capital. The SOG is chaired by the Chief Executive who is Executive sponsor for the Transformation Portfolio. In the absence of the Chief Executive the chair role is undertaken by one of the three Strategic Directors. Board attendance should be prioritised but if Senior Officers are unable to attend, they should discuss with the Chair a nominated substitute from their portfolio of Senior Managers.

Membership of the SOG is:

- Chief Executive Officer (**Chair**)
- Chief Officer (Health and Social Care Partnership)
- Strategic Director (Place)
- Strategic Director (People)
- Strategic Director (Partnership and Performance)
- Chief Finance Officer
- Senior Manager (Legal and Governance)
- Senior Manager (HR and Workforce Development)
- Senior Manager (Transformation and Capital)
- Trades Union representation

Membership is dynamic to support specific transformation business, as determined for each meeting. Other colleagues will be invited into meetings to support agenda items as required. This may include, but is not limited to, for example: Design Authorities on Procurement, ICT, Communications, Projects, or Programmes of Work.

Meeting Format

Support and servicing of the SOG is provided by the Senior Manager (Transformation and Capital) who will work with the Chair on establishing the agenda for each meeting. Standing agenda items include:

- **Be the Future Transformation Programme Overview:** led by the Senior Manager (Transformation and Capital) with input and update from Senior Responsible Owners (SROs) or key working group and project leads on key activities, as required. The preference is to use the project on a page templates. This will include key milestones, risks, and benefits realised.
- **Quarterly financial update:** update on spend and forecast for the Transformation Fund, led by the Chief Finance Officer.
- **Quarterly grant capture report:** update on bids in progress and grant capture and other funding secured.
- **Proposals:** submission of business cases, proposals and cases for change in the Be the Future programme.
- **Forward plan:** there will be a forward plan for business that is reviewed and updated. This will include areas where the SOG will undertake more detailed scrutiny on priorities and specific transformational activity or support activity, for example, capacity and skills, partnerships and governance, communications etc.

Meetings in the month before the Be the Future Board meetings will consider the quarterly reports and updates that will go forward to the Be the Future Board meetings.

Frequency of Meetings

SOG meetings will take place every six weeks for up to 1.5 hours as part of the Extended Senior Leadership Group (ESLG) meetings which take place on a Wednesday morning. A schedule has been agreed and invitations will be issued in advance of the meetings.

Where formal governance or budget approval is required, these will progress to full Council.

Design Authority

The design authority (DA) is responsible for providing guidance and governance to all levels of project and programme delivery and for ensuring there is a consistent framework for reporting, benefits realisation, outcomes measurement and financial scrutiny.

The DA will report directly to the Chief Executive through the Senior Manager (Transformation and Capital) and the membership will include:

- Senior Manager (Transformation and Capital)
- Project Manager – Capital x 2
- Project Sponsors

The DA will ensure that the framework is consistently applied, appraise proposals and business cases, and oversee programme performance, project performance, benefits, and risk in support of the Strategic Oversight Group.

The DA will also support development of proposals and verify they are individually and collectively aligned with the core design principles agreed in the Council's Strategic Roadmap for the Be the Future programme.

Conventions adopted by the Strategic Oversight Group for agendas are mirrored in the Be the Future Board meetings (agendas, reporting, action log format etc.) in order to be efficient in reporting processes. All templates are provided by the SM (T and C).

Decision Making

The basis for decision making is the reporting and the business cases brought forward for the SOG to consider.

Reports may be accompanied by additional analysis and, where appropriate, a recommendation for consideration by the SOG.

Business cases and requests for investment from the Transformation Fund are assessed by the following criteria by the SOG:

- Alignment to Be the Future priorities, the budget strategy and capital investment plan;
- Level and quality of benefits realised, including impacts on demand management and cost containment;
- Capacity and skills required for delivery; and
- Other financial and partnership support that can be secured.

Business Cases

Business cases are used to inform decisions and recommendations for investment from the Transformation Fund and to bring new projects into the Be the Future Programme. These will typically follow a Proposal that was previously approved by SOG for further research or options appraisal to inform the business case detail.

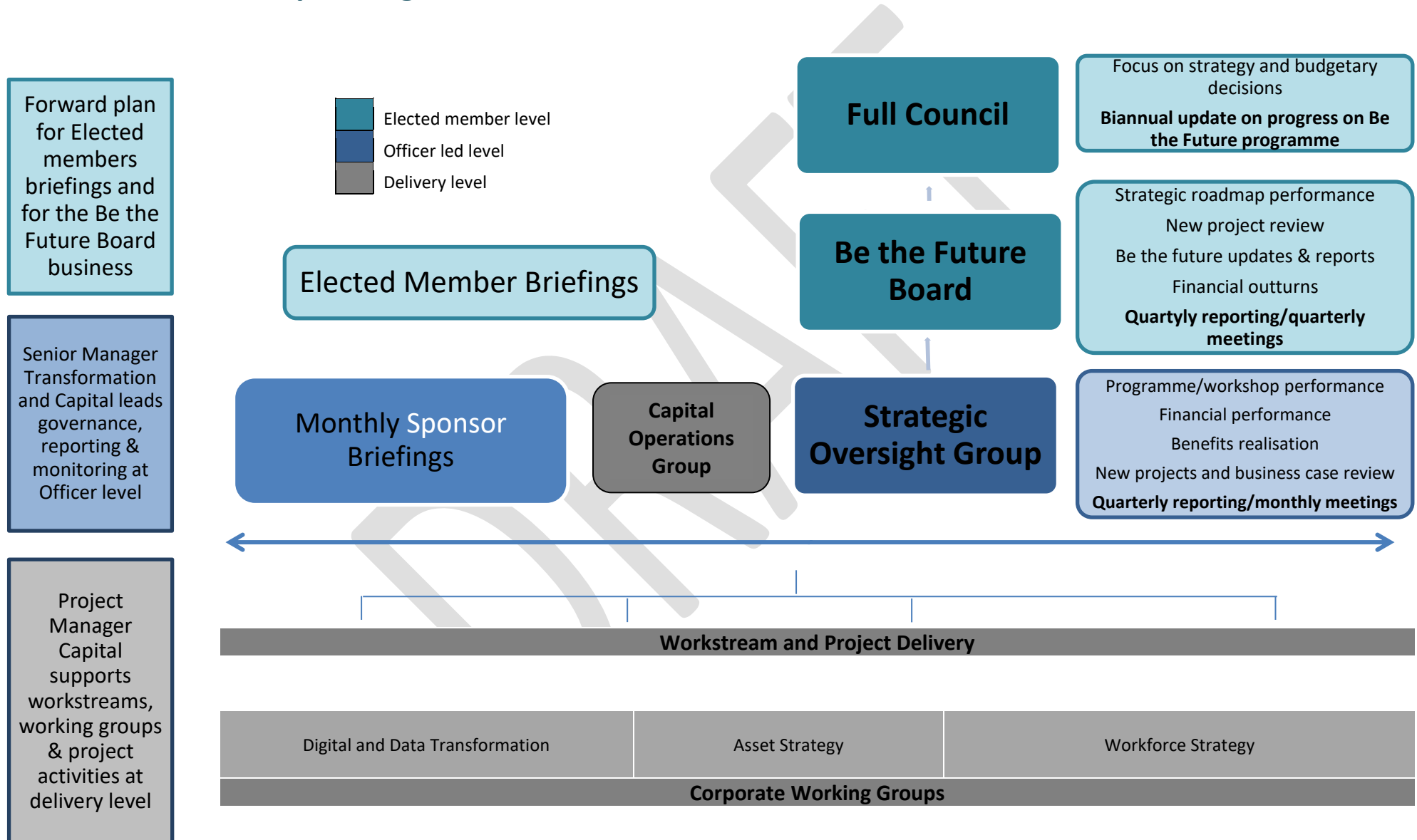
The documentation for submission of requests for funding from the Transformation is provided by the as the design authority.

Transformation Fund

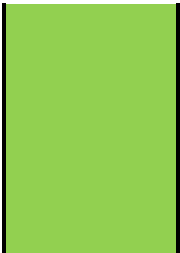

The Transformation Fund is investment agreed by Council to support transformation. The Transformation Fund is, in part, delegated to the Chief Executive who wherever possible seeks to consult with the Strategic Oversight Group on the approval of proposals. Any proposals which fall outwith the delegated sum/ scope would be submitted to Council with a recommendation from the Chief executive/ Strategic Oversight Group.

DIAGRAM 1: Governance Framework for Be the Future Programme

BtF Governance & Operating Model



Transformation Activity/Theme	SLG Sponsor	Scope of Activity	Project Status	RAG Status for overall activity	Be the Future Priority Update
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 	Delivery Planning Delivery Planning Delivery		Presentation to SLG on M365 plan on a page , final deployment options being developed with organisation roll out envsioned for May 24. Refreshed Digital and Data strategy to be delvoped for early 24/25. Housing MIS early stage procurement and appointment of progamme manager to follow. Social work MIS awaitng recruitment of PM to enable planning to commence.
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 	Planning Planning Delivery Delivery Planning Planning Not started		Asset strategy paper approved by council in November 2023 for Phase 1 and Phase 2. Phase 1 is based around asset disposal, income generation and recovery of insurance premiums for 23/24 and 24 /25. Phase 2 is around wider asset management strategy ,including learning estate, operational buildings and depots and also the commercial rental estate and new opportunities for investment (eg Greenfield campus and Forthbank) to be planned from 24/25.
Sustainable Transport	Lorraine Sanda	<ul style="list-style-type: none"> Resilient local transport Carbon reduction and net zero Regional connections Partnership opportunities Consolidate/ pooling opportunities 	Planning Planning Planning Planning Planning		Early stages of exploring funding opportunities,and engagement with the Third Sector and the Scottish Government.
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 	Planning Planning		Scope to be developed post-budget setting in Q4 2023/24/Q1 2024/25. Already some stakeholder interest registered regarding participation, for instance Joint Community Council Forum. Other stakeholders/ participants will be developed as part of scoping exercise.
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 	Delivery Planning Delivery Delivery Delivery		Contiuned funding for 24/25 from SG has been confirmed. Family Wellbing Parternship Strategy to 2030 about to be agreed and nearing completion . What Matters To You (WM2U) now established in Clackmannanshire with discussion with the communities on going. Keep the Promise /Vardy project progressing with financing to be agreed on 30th January 2024.
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 	Delivery Not started Not started		Strategy approved earlier in 23/24 and a number of investment priorities have been identified. Wellbeing Hub /Alloa West masterplan Gartmorn Dam masterplan, Forthbank Transformation Zone masterplan, Alloa Town Centre Tranformation zone and connectivity masterplan, Alloa Innovation Hub Campus. Focus now on bringing skills and resources into the team to take this work forward in 24/25
		<ul style="list-style-type: none"> Align Interim Workforce Strategy with BtF/TOM programmes of activity Focus on future workforce needs- skills, numbers and culture 	Complete Delivery		Workforce strategy has been approved by Council in October 2023. Now working throught the plan as agreed and reports will be brought back to SOG as the progress develops. Early discussions around commissioning models.

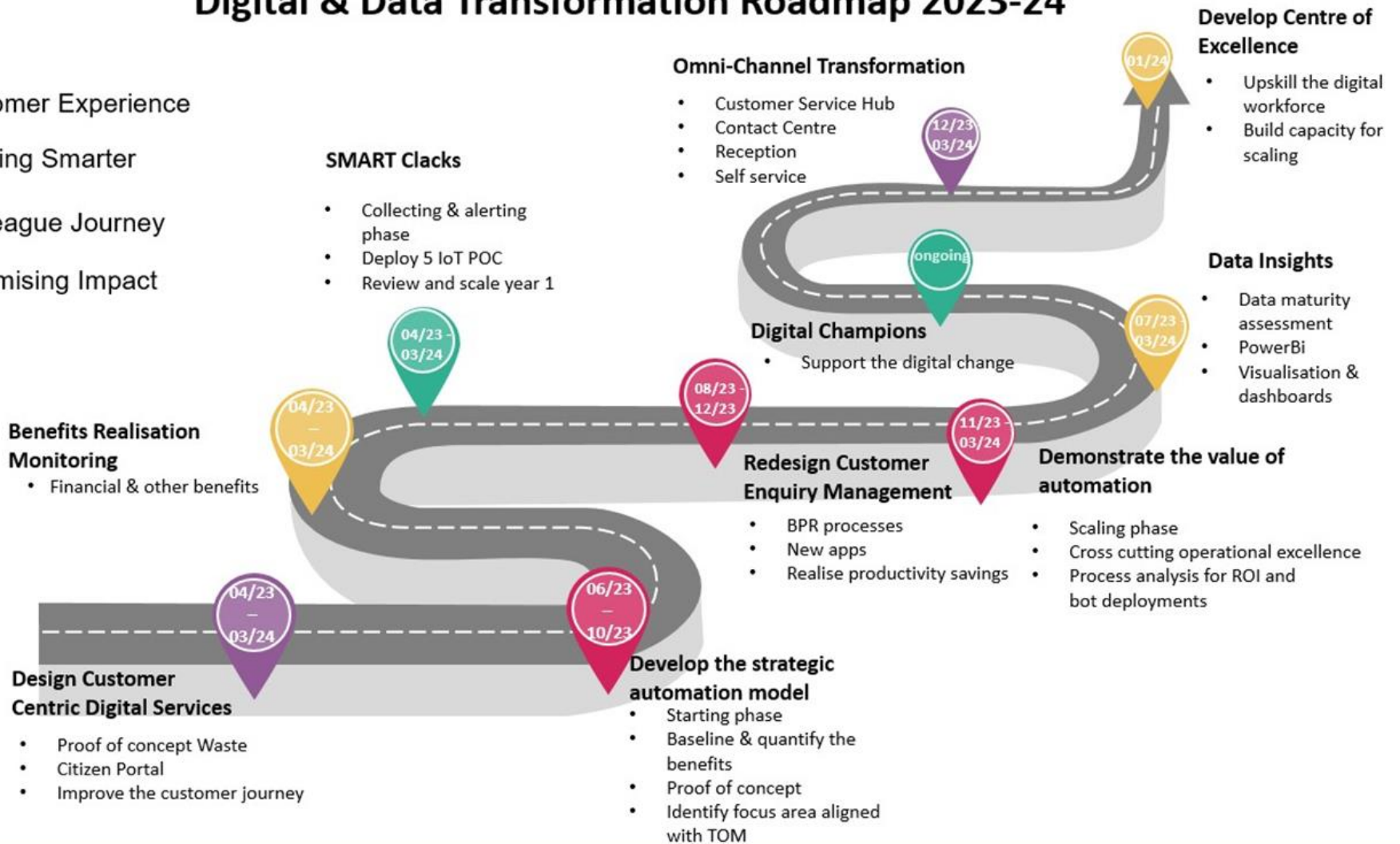
Workforce Strategy	Stuart Crickmar	<ul style="list-style-type: none"> • Embed consistent leadership skills and approaches including re governance and performance management • Develop skills development pathways • Redesign Business support model, including options re member and committee services • Map current 'as is' commissioning capacity and capability • Develop proposed 'to be' commissioning model options underpinned by assessment of capacity and capability requirements 	Planning Planning Analysis Not started Not started		
Values Based Leadership/ culture change		<ul style="list-style-type: none"> • Promote positive customer first culture • Support innovation in Transformation priorities 	Delivery Delivery		Ongoing funding for Columer 1400 confirmed for 23/24. Work underway on employability and Train the Trainers.

	Lorraine Sanda	<ul style="list-style-type: none"> • Embed Be the Future Values • Design for peoples needs • Empowerment • Accessible digital and data- led approaches 	Delivery Delivery Delivery Planning		
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 • Capacity Building of commuity organisatons and individuals (Lens, WM2U, columba) 	Delivery Planning Planning Delivery Planning Delivery Planning Delivery		Childrens Services Early Intervention Service established. WM2U investment fund to support community projects agreed. Ongoing discussion with the Scottish Governement for alignment of funding and reporting.
Place Redesign	Nikki Bridle	<ul style="list-style-type: none"> • Map current design and structure of full range of services cross Place portfolio • Review capacity and skills • Review deployment of capacity and skills • Identify potential options for future design 	Delivery Delivery Delivery Delivery		Transitional redesign being developed by service , Trueman change commissioned and onsite , scope shared with BtF previously. Anrticipated reporting 23/24 Q4 , 24/25 Q1

Digital & Data Transformation Roadmap 2023-24

Themes

-  Customer Experience
-  Working Smarter
-  Colleague Journey
-  Maximising Impact



Appendix 5 – Workstream Deliverables, Benefits and Progress.

Workstream	Deliverables	Benefits	Progress
<p>Customer Service Hub</p>	<p>Delivery of the first phase of the Customer Service Hub, providing applications for Freedom of Information and Subject Access Requests, Environmental Information Requests and Proof of Life application</p>	<ul style="list-style-type: none"> • Future proof processes by being easily able to adapt processes using low-code. • Reduce the demands on the IT services and increase the ability to support services. • Improve data access and data quality, unleashing data from legacy applications and MS Access. • Facility to collaborate, build and / or obtain community user applications using the low code platform. • Introduce a digital workforce with wider functionality directly integrated with the low-code platform such as Robotic Processing Automation (RPA), Citizens Portal, conversational messaging and contact centre integration. 	<ul style="list-style-type: none"> • Freedom of Information, Subject Access Requests, Environmental Information Requests and Proof of Life application build completed and in UAT. Go live 15/1/24. • Comments and Complaints in build phase, expected go live Mar 24. • Customer Enquiries Management discovery commenced.
	<p>Comments and Complaints application: case management for comments and complaints.</p>		
	<p>Customer Enquiry Management application: case management system for customer enquiries with primary focus on the Contact Centre and Local Offices.</p>		
	<p>Legal Services system for managing licencing applications.</p>		
<p>SMART Clacks</p>	<p>Development of IoT Strategy</p>	<ul style="list-style-type: none"> • Predictive capability that reduces manual monitoring and reporting, realising efficiency savings. • Real time data insights with automated interventions when threshold levels are triggered. 	<ul style="list-style-type: none"> • IoT Strategy in development for 2024
	<p>Extension of atmospheric monitoring in primary schools</p>		
	<p>Pilot for legionella monitoring in care home.</p>		
	<p>Pilot for social housing, pre-emptive monitoring of damp and mould in housing estate.</p>		
	<p>Flooding prediction and monitoring.</p>	<p>Legionella Monitoring:</p> <ul style="list-style-type: none"> • Enhanced resident safety – lowered risk of legionella outbreaks through early detection • Peace of mind for residents, staff and community • Remote management to reduce 	<ul style="list-style-type: none"> • Atmospheric monitoring in primary schools in year 2 pilot. • Legionella monitoring in care home trial completed (Dec23). • Social Housing use case complete, at governance stage. • External atmospheric monitoring use
	<p>Gartmorn Dam (people monitoring) (TBC).</p>		
	<p>SMART lighting. (TBC).</p>		
	<p>Active travel and traffic monitoring (TBC).</p>		

Appendix 5 – Workstream Deliverables, Benefits and Progress.

		<p>carbon emission from travel to sites.</p> <ul style="list-style-type: none"> • Lowered risk through lowered site attendance by contractors • Reduction in freshwater waste through use of sensors over manual temperature checks. <p>Atmospheric Monitoring; Social Housing:</p> <ul style="list-style-type: none"> • Energy efficiency savings through monitoring and analysis of home use. • Safeguarding the most vulnerable tenants. • Early detection and prevention of damp and mould. • Improving the overall quality of the housing stock. • Meeting compliance requirements. • Tenant satisfaction ratings improve. 	<p>case in development.</p>
<p>Automation</p>	<p>Prioritisation of the 43 potential automations and transition to build and deployment.</p>	<ul style="list-style-type: none"> • Creates efficiencies and reduces processing time. • Reduction in human error leading to an improvement in data quality. • Increased employee satisfaction through automation of a repetitive manual process. • Employees are freed to carry out more complex and value-add activities leading to increased customer satisfaction. • Throughput is increased, bots work 24/7/365 and don't have time off/sickness. • Improved security and compliance. • Opportunities to scale-up to handle 	<ul style="list-style-type: none"> • Discovery in progress, 43 potential automations identified. • Automation paused due to inter dependencies with PSN and security work requiring completion by IT Services.
	<p>Build and deployment of HR chatbot.</p>		

Appendix 5 – Workstream Deliverables, Benefits and Progress.

		<p>increased volumes and increased automations at no additional cost,</p> <ul style="list-style-type: none"> • Opportunities to reuse bots across multiple services, reducing development/implementation time. 	
<p>Digital Champion Programme</p>	Supporting the implementation of M365.	<ul style="list-style-type: none"> • Supporting the digital skills development of the workforce. • Champions will be critical to the successful roll out of M365. M365 will address many of the connectivity and collaboration issues we are currently experiencing. • Champions will be essential in ensuring we use the tools in the right way and maximise the benefits. • Training opportunities and learning pathways will be developed for our staff. • A positive contribution to a more digitally inclusive and innovative workforce, capable and confident by working with council systems and processes. • A mature culture of knowledge exchange that enhances the digital skills of the workforce. • Improved digital literacy for all Council staff to the nationally recognised “Essential Skills” level, helping staff to benefit from digital within their own personal and family life, and increasing their employability within the Council. • Improved workforce and skills planning based upon the future 	<ul style="list-style-type: none"> • 11 Digital Champions have completed Digital Exclusion qualification SCVO level 6. • Elected Member training completed. • Digital skills and data literacy survey in planning stage. • Testing of digital tools that support neurodiversity in progress. • Digital Champions testing Outlook for roll out of M365.
	Supporting the transition to the new telephony system.		
	Supporting the roll out a digital skills and data literacy survey.		
	Testing, communicating and supporting digital tools which can support neurodiversity such as dyslexia.		

Appendix 5 – Workstream Deliverables, Benefits and Progress.

		impact of digitisation.	
Data Insights	Conduct review of current data landscape and where we stand. Create Data Catalog and Perform Data Quality assessment.	<ul style="list-style-type: none"> • Improved Decision Making: Access to accurate and timely data that can be used to make data-driven decisions that will benefit the community. • Enhanced Citizen Engagement: Enables the council to engage citizens in a more targeted and personalised manner, leading to improved customer satisfaction. • Improved Public Services: Analysing the data from multiple sources, the council can identify and address issues that impact the delivery of its public services. • Increased Transparency & Accountability: By providing access to data, the council can strengthen its accountability and build trust through the sharing of relevant data. • Benchmarking & Performance: Data insights can help the council benchmark its performance against other councils and ensure it remains competitive. • Better Planning & Forecasting: The council can make more accurate predictions for future planning, leading to more effective strategies and initiatives to benefit the community. • Improved Sustainability Effort: Identify areas where the council can improve sustainability effort, 	<ul style="list-style-type: none"> • DMA in partnership with Scottish Government will commence Jan 24. • Introductory sessions with Service Areas being scheduled. • Power Bi pilot in discovery. • 12-month roadmap developed.
	Form a data governance team that will define controls and compliance with regulations and policy.		
	Deliver a council-wide data maturity assessment & report {DMA} and implementation plan for data strategy.		
	Introduce Power BI as data tool of choice and identify cross-functional team to manage and maintain the service.		
	Training and capacity building plan for data to educate staff on best practice, tools, and methods.		
	Produce plan for Data Insights with Power BI towards achieving a Centre of Excellence.		

Appendix 5 – Workstream Deliverables, Benefits and Progress.

		<p>Analyse data from waste management .</p> <ul style="list-style-type: none">• Detecting Issues Early: Improved risk mitigation through continuous analysis of our data, identifying issues & challenges earlier and taking proactive measures to resolve them.• Compliance & Reporting: With Power BI, the council can make improvements with regulatory reporting requirements and ensure compliance with data security and data privacy.	
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