CLACKMANNANSHIRE COUNCIL

Report to Clackmannanshire Council

Date of Meeting: 14 September 2023

Subject: Be the Future Update

Report by: Chief Executive

1.0   Purpose

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

- The BtF Programme Refresh

- Consolidation of 2023/24 current BtF TOM priority activities (TOM Phase 1)

- Implementation of the BtF Resourcing model agreed in the Council's 2023/24 Budget

- Workforce Planning, BtF resourcing and training considerations.

2.0   Recommendations

It is recommended that Council Notes:

2.1.   the background to the Be the Future Programme (BtF) review and refresh as set out in section 3 and Appendix 1

2.2.   the work to develop the Council's approach to streamlining its Strategic Planning Framework and that a paper will be submitted to Council in October (Paragraphs 3.7 to 3.12)

2.3.   the commitment of £845k of the £1.841m delegated Transformation Funds as summarised in paragraph 3.12 and Appendix 3

2.4.   progress with implementing the resourcing model to support the delivery of the Council's agreed TOM and Transformation projects (paragraph 3.17)

2.5.   Progress with developing the Interim Workforce Strategy, including skills and training approaches (paragraphs 3.18 to 3.22)

It is recommended that Council agrees to:

2.6.   the Council's updated Be the Future Programme (Appendix 1)

2.7.   the Council's Be the Future Target Operating Model priorities for 2023/24 (Appendix 2).

3.0   Be the Future Programme Refresh

3.1.   Following Council approval in August 2022 of the proposals for the Target Operating Model around 'People, Process and Technology', work has been undertaken to review and refresh the BtF Programme of activity originally agreed by Council in 2019. Additionally, the current and forecast financial context and challenges have contributed to an increased urgency to reimagine the design of Council services.

3.2.   The BtF Update report to Council on 18 May 2023, outlined a range of achievements across key transformation themes of:

- Social innovation
- Place-based wealth-building
- Digital and data transformation
- New models of service delivery
- Grant capture and Investment.

3.3.   These themes remain clear priority themes both within the refreshed BtF Programme (Appendix 1) and in the current specific BtF TOM priority projects (Appendix 2).

3.4.   Appendix 1 sets out the updated BtF Programme following the completion of the review and refresh. The review identified that whilst the aims, priorities and nature of the majority of projects agreed in the 2019 Programme remain relevant and consistent, we have evolved both our language and level of ambition in a number of areas to better reflect both the opportunities and progress we are accessing/ making. Through the work of the Family Wellbeing Partnership, we also have a greater understanding of community priorities and needs. Additionally there are some new areas which have been added to the Programme and others where activities are now more integrated.

Be the Future Target Operating Model Priorities

3.5.   In May 2023, Council also agreed that in parallel with the development of the Wellbeing Economy LOIP and the improving alignment of strategic priorities amongst partners, that the Council's Strategic Planning Framework would be streamlined.

3.6.   In taking this decision, it was noted that the Council's Strategic Planning Framework would continue to be underpinned by the 'Golden Thread' performance model which ensures that the Council's agreed aims align effectively with those of our partners and national policy externally through the National Performance Framework/Outcomes, and that the 'Golden Thread' internally links the Council's vision with our operational plans and resources.

3.7.   In parallel with the work to finalise the Wellbeing Economy LOIP, work has been undertaken to allow Council to implement the proposed streamlining of the SPF and to manage a smooth transition, for instance enhancing existing Business planning processes/guidance and /or Budget processes to sustain organisational clarity, and discussion with External Audit. A more detailed paper on these changes will be submitted to Council in October.

3.8.   As part of this work, it is likely that Council will be asked to agree that an annual statement of priorities will be prepared and integrated as part of the Budget setting process. This approach fits well with the Council's Budget setting approach evolved over several years where there has been a strong focus on the statement of priorities for both revenue and capital investment.

3.9.   In the transitional period, work has been undertaken to consolidate those key BtF TOM priorities from both Budget and recent Council decisions. Appendix 2 sets out the schedule which describes a number of the core features of the work that is incorporated in each priority activity. Council will note that previous reports have highlighted that work in several of these areas is already underway, whilst others reflect new proposals, endorsed by Council in May 2023.

3.10.   During Phase 1 significant progress has been made in relation to supporting our staff to ensure that the needs of communities and individuals are better understood and valued, and that services and solutions are co-designed, applying the Scottish Approach to Service Design. Phase 1 has focused on developing the right connections and skills so that the community voice is strengthened and communities are empowered to contribute their own solutions to the challenges facing them and the public sector:

- Through the Lens Programme we have provided funding and support to community groups to develop their own ideas and solutions

- Through Columba 1400, we have continued to develop the leadership skills of individuals in our communities and with the Hunter Foundation support, officers have been working to develop a community of changemakers, and Clackmannanshire is now part of "What Matters to You" which is a community-based systems change initiative, supported by the Hunter Foundation, which focused on shifting public resources to offer support earlier, enabling children to flourish within their own families.

3.11.   Clackmannanshire work is at the forefront of public sector reform across Scotland and has been recognised UK wide as leading the way in transforming the way services are agreed and delivered. Progress can be evidenced in the work to take forward The Promise; Employability; Child Wellbeing; and Community and Youth Justice. These approaches and the underpinning values and principles are increasingly being applied to new projects and the Council's existing work.

3.12.   The projects set out in Appendix 2 reflect a significant level of activity which will span more than one year in many cases. The priority projects aim to strike a balance between building firm foundations for future transformation (eg digital and data transformation), deliver new approaches on the ground (e.g. Sustainable transport and Family Wellbeing Partnership) and supporting staff to design and or deliver services for the future (e.g Workforce Strategy and

Values based leadership). There is also an enhanced focus being placed on the delivery of the financial benefits of Transformation projects (e.g Asset Strategy and digital and data transformation) which is a critical consideration within the current operating context.

3.13.   Alongside the preparation of this schedule, work has also been progressed to look at both the sponsorship and resourcing of the work to ensure that delivery is, as far as possible, expedited. Resource has already been committed in support of the delivery of some projects such as digital and data transformation, Social work IT system and asset strategy development. Further requests will be considered as plans are developed and will be financed from the Transformation Funds delegated to the Chief Executive as part of the 2023/24 Budget setting progress. To date £845k of the total £1.841m delegated Transformation Fund has been committed. Appendix 3 summarises commitments to date against the available delegated Transformation Fund.

Workforce planning, resourcing and training

3.14.   Council has previously been updated on the resourcing models adopted in support of implementation of the Council's agreed BtF aims. Since April 2023, the Council has been transitioning to a new model of support which reflects our learning and the operating context. The model was embedded in the Council's 2023/24 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 to supplement previously delegated sums

- 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.

3.15.   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.

3.16.   In May 2023, Council was updated on how, 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 across the following areas:

- The Flexible Resourcing Fund

- The Discovery Fund

- Partnership alignment.

- Leveraging external resources.

3.17   Since the Budget was set, considerable work has been undertaken to implement the new resourcing model, including developing new job profiles, undertaking job evaluation and progressing to recruitment for the new roles. In August, interviews were held for the Senior Manager (Transformation and Capital) and the successful candidate joins the Council on the 25 September. In parallel the recruitment of the Project Managers (Capital) has been undertaken with interviews held in August. One successful candidate is currently undergoing pre-employment checks. A further update on progress will be provided in the next update report to Council.

3.18   Once the new Senior Manager is in place, work will be undertaken to review governance arrangements and to streamline the reporting and monitoring of progress, including benefits realisation of the BtF Programme priorities. These activities will complement and build on the review and refresh of priorities set out in Appendices 1 and 2 in this report. This activity will also contribute to a refresh of the Be the Future Board activities following a brief hiatus to allow for the transition to the new resourcing model. The next BtF Board meeting is scheduled for 19 September.

3.19   A key enabler in our Transformation priorities (Appendix 2) is the development of the Council's Workforce Strategy. It is critical that as new models are developed, staff are supported, engaged, and skilled to transition to new or different roles (or ways of working) wherever this is required/ possible. Setting out the organisational needs for the future in terms of skills and staff numbers is evolving alongside the development of the BtF TOM.

3.20   Separately on this agenda is the interim Workforce Strategy (2023 – 2025) which creates a foundation for workforce and organisational development over the next two year periods. Considerable work has been undertaken in developing the interim strategy and work continues at service level looking in greater detail at staff numbers, demand, skills gaps and skills needs for the future. As the position is further developed and as actions are embedded, this will pave the way for an updated Strategic Workforce Strategy for 2025 - 2028.

3.21   A further significant consideration is to identify, at as early a point as possible in the design of new delivery models, what the staffing and skills implications and impacts are. This approach, through the development of the business case for individual transformation projects, additionally aims to identify where retraining is required/ possible and ensure steps are taken to develop such plans on a timely basis.

3.22   There are several potential options available for funding any priority training needs which include from financial efficiencies identified within individual business cases; from the Organisational Change Fund or from the Transformation Fund (either as currently delegated to the Chief Executive or delegating the remaining balance) or derived from an allocation from the historic service concession benefit.

4.0   Sustainability Implications

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

5.0   Resource Implications

5.1.   Financial Details

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

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

5.4.   Staffing

        None

6.0   Exempt Reports

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

7.0   Declarations

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

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

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

(2)   **Council Policies** (Please detail)

8.0   Equalities Impact

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

9.0   Legality

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

10.0   Appendices

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

Appendix 1 - BtF Programme
Appendix 2 - BtF TOM priorities 2023/24
Appendix 3 – Delegated Transformation Fund commitments

11.0   Background Papers
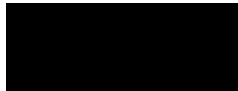
11.1   Have you used other documents to compile your report? (All documents must be kept available by the author for public inspection for four years from the date of meeting at which the report is considered)
Yes ☑ (please list the documents below) No ☐

Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Nikki Bridle	Chief Executive	452002

Approved by

NAME	DESIGNATION	SIGNATURE
Nikki Bridle	Chief Executive	███████

Appendix 1: Be the Future Target Operating Model Plan (by Programme themes)

1 Sustainable Inclusive Growth	**2** Empowering Families and Communities	**3** Health and Wellbeing
Skills Development	**Empowering Families**	**Health**
CRD: Flexible Skills Programme	Family Wellbeing Partnership: FWP	HSCP - Transforming Adult Social Care
Skills Development: Strategic Framework	CRD: Clackmannanshire Lone Parent Programme	HSCP: Alcohol & Substance Use
CRD: Regional Digital Hubs	STRIVE	CRD: Active Travel
EMERGE Women into Business		HSCP/CPP - Transforming Mental Health Services
Economic Performance	**Empowering Communities**	**Wellbeing**
CRD: Alloa Innovation Hub	The Promise	Community Wealth Building & Wellbeing Economy
Regional Economic Strategy	Learning Estate: Connecting People, Places & Learning	Wellbeing Hub & Lochies
CRD: Cultural, Heritage & Tourism	Thriving Towns & Villages	Shaping Places for Wellbeing
FWP Sustainable Transport	Transforming Local Democracy & Governance	
Business Engagement		
CRD: Japanese Garden	**Financial Resilience**	
Environmental Sustainability	Income Maximisation	
CRD: Regional Energy Masterplan	HRA Business Plan & Review of Rental Policy	
Climate Change & Net Zero Strategy		
Carbon Budgeting & Ethical Investment		

Enablers:

Digital & Data Transformation   Workforce Strategy

Asset Strategy   Commissioning Capacity

Investment Strategy   Communication & Engagement

Transformation Zones   Values Based Leadership

Be the Future Target Operating Model

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

■ New   ■ Completed   ■ In Progress   ■ Future Pipeline

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

Transformation Activity/Theme	Sustainable Growth	Empowering Families and Communities	Health and Wellbeing	SLG Sponsor	Comments/ Next Steps
Digital and Data Transformation	✓	✓	✓	Stuart Crickmar	• Implement MS365 • SW IT system (SWITS) • Customer Services Hub • Housing and Property IT system • App Pipeline Projects
Asset Strategy	✓	✓		Pete Leonard	• Sustainable asset base • Learning Estate Review • Surplus assets • Income generation proposals • Carbon reduction and net zero • Community Asset Transfers • Partnership/co-location
Sustainable Transport	✓	✓	✓	Lorraine Sanda	• Resilient local transport • Carbon reduction and net zero • Regional opportunities • Partnership opportunities • Consolidate/ pooling opportunities
Communication and Engagement Model		✓		Nikki Bridle	• Resilient and future-focus model of internal and external communications • Clear engagement mechanisms that promote participation and local leadership

Transformation Activity/Theme	Sustainable Growth	Empowering Families and Communities	Health and Wellbeing	SLG Sponsor	Comments/ Next Steps
Tackling Poverty	✅	✅	✅	Lorraine Sanda	- Invest in Family Well-being approaches - Align Funding to tackling poverty - Invest in what matters and works for communities - Keep the Promise - Wellbeing Economy Lens
Investment Strategy	✅	✅	✅	Pete Leonard	- Recruit skilled/expert resource - Develop implementation Plan - Develop revenue investment proposition to complement existing capital investment priorities
Workforce Strategy	✅	✅	✅	Stuart Crickmar	- Align Interim Workforce Strategy with BtF/TOM programmes of activity - Focus on future workforce needs- skills, numbers and culture - Embed consistent leadership skills and approaches including re governance and performance management - Develop skills development pathways - Redesign Business support

Transformation Activity/Theme	Sustainable Growth	Empowering Families and Communities	Health and Wellbeing	SLG Sponsor	Comments/ Next Steps
					model, including options re member and committee services • Map current 'as is' commissioning capacity and capability • Develop proposed 'to be' commissioning model options underpinned by assessment of capacity and capability requirements
Values Based Leadership/ culture change	✓	✓	✓	Lorraine Sanda	• Promote positive customer first culture • Support innovation in Transformation priorities • Embed Be the Future Values • Design for peoples needs • Empowerment • Accessible digital and data- led approaches
Collaborative Community Models	✓	✓	✓	Loraine Sanda	• Shift to early intervention and prevention • Moving resources and staff closer to communities • Pooling of funding sources and support activities • Leveraging additional

Transformation Activity/Theme	Sustainable Growth	Empowering Families and Communities	Health and Wellbeing	SLG Sponsor	Comments/ Next Steps
					partnership and philanthropic funding • Creation of new community entity for decision making and funding opportunities • co-design of services with communities • Data Mapping and development of targetted outcomes and alignment of reporting
Place Redesign	✓	✓	✓	Nikki Bridle	• 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

TRANSFORMATION FUND 2023/24

Opening balance 1 April 2023		1,841
Commitments carried over from 2022/23	-	191
New commitments made in 2023/24 (all years)	-	654
Uncommitted Balance		**995**

New Commitments against Transformation Fund 2023/24

	Confirmed	2023-24	2024-25	2025-26	2026-27	TOTAL
1	CSH Customer Service Hub	96,425	74,480	74,480		245,385
2	Data Insight Project Manager	114,181	-	-		114,181
3	PM for Social Services system G9	60,750	63,788	66,977	70,326	191,514
4	Extension to 2 Transformation officer posts	27,600	-	-		27,600
5	Support for Place Redesign	45,000				45,000
6	TOM Scope	10,000				10,000
7	Asset Strategy - review of portfolio	7,000				7,000
8	Extension to Transformation Officer post to cover CRD	13,800				13,800
						-
	TOTAL	**374,756**	**138,268**	**141,457**	**70,326**	**654,480**

Commitments carried over from 2022/23 and previous years

		2023-24	2024-25	2025-26	2026-27	Total
	Backfill for Transformation zones planner	31,200				31,200
	Transformation Senior Manager April - May	14,800				14,800
	Transformation Officer April - Mid May	6,900				6,900
	Transformation Officer April - Mid May	6,900				6,900
	Transformation Officer April - Mid May	6,900				6,900
	Health & Safety Compliance Officer G6	25,000				25,000
	Flexible Resourcing Fund - Sponsors Voice	9,000				9,000
	Discovery Fund	42,000				42,000
	Legal Consultancy	10,000				10,000
	Finance Consultancy	5,000				5,000
	HR Job Evaluation	3,600				3,600
	Community Wealthbuilding	30,000				30,000
	TOTAL	**191,300**	**-**	**-**	**-**	**191,300**