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**Report to**                      **Council**

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**Date of Meeting:**    **3<sup>rd</sup> October 2024**

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**Subject:**                      **Be the Future Update October**

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**Report by:**                  **Chief Executive**

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## **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 an update on the Be the Future priorities, refining the detail and timescales on the deliverables and the introduction of the Be the Future Forward Plan.

## **2.0 Recommendations**

Council is asked to agree:

- 2.1. The Be the Future Forward Plan (Exhibit 1)
- 2.2. the specific 'top 3' priorities of Workforce Strategy, Asset Strategy and Digital and Data Transformation (paragraphs 3.8 to 3.9)
- 2.3. The revised prioritisation of the Be the Future themes (Exhibit 3)

Council is asked to note:

- 2.4. Thematic updates in respect of the 2024/25 agreed Be the Future priorities (paragraphs 3.10 to 3.17)

## **3.0 Considerations**

- 3.1. The Council's Be the Future Transformation Programme has provided the framework for shaping Council priorities, investment, and delivery since 2018. It focuses on three outcomes:
- Sustainable Inclusive Growth
  - Empowering families and Communities
  - Health and Wellbeing.

3.2. Since the inception of the Be the Future programme, regular updates on the programme are provided to each Council meeting detailing progress. Over time, our approach has settled into reporting a specific programme theme and/or priority in greater detail to take a deeper dive on progress, activity and any achievements/benefits. This demonstrates the Be the Future Board’s commitment to inclusivity and transparency as stated in previous papers to Council.

**Be the Future Forward Plan**

3.3. To facilitate the administration, planning and transparency of future reporting, it is proposed that a more formalised BtF Forward Plan is agreed. The proposed Forward Plan will be aligned with the agenda setting for the Be the Future Board to sustain the coherence over reporting arrangements as well as to ensure that reporting processes remain aligned with broader organisational priorities and available capacity.

3.4. The proposed Forward Plan is shown in Exhibit 1. This Forward Plan also aims to provide the foundations for further development of the BtF Communications Strategy.

**Exhibit 1: Proposed Be the Future Forward Plan**

<b>Council meeting</b>	<b>Be the Future Theme/Project Update</b>
October 24	Be the Future Forward Plan
November 24	Communication and Engagement
January 25	Asset Strategy
March 25	Investment Strategy
May 25	Sustainable Transport
June 25	Digital and Data Transformation
August 25	Workforce Strategy

These priorities will be reported to Council and to the Be the Future Board. A forward plan with thematic reports will be produced with specific gateways to be reached as part of a project management approach (moving from planning, to delivery, to completion). There will be regular engagements with TU’s with updates provided at Bi-Partite meetings.

**Reprioritisation of Be the Future 2024/25 priorities**

3.5. There are ten Be the Future themes at differing stages of development and implementation. These priorities are agreed each year as part of the Council budget setting process. Exhibit 2 sets out Council’s agreed priorities.

## Exhibit 2: Council’s agreed Be the Future Priorities for 24/25

Digital and Data Transformation	Investment Strategy
Asset Strategy	Workforce Strategy
Sustainable Transport	Values Based Leadership/Culture Change
Communication and Engagement Model	Collaborative Community Models
Tackling Poverty	Place Redesign

- 3.6. The themes within the Be the Future programme span multiple years and are at varying stages of planning and delivery. As we take forward work to refine the Council’s monitoring and reporting arrangements, it has become apparent that there is scope to strengthen transparency over key milestones and timescales for the delivery of specific outputs and outcomes.
- 3.7. As a consequence, it is proposed to specify the top 3 priorities within those multi year priorities each year.
- 3.8. The key foundations and enabling themes within the Be the Future Programme are: Digital and Data Transformation, Asset Strategy and Workforce Strategy. In line with Best practice, it is proposed that these are the top 3 priorities within the ten multiyear priorities most recently agreed by Council. In considering this proposal, Council is asked to note that the agreement of the proposed ‘top 3’ priorities does not mean work on other agreed priority projects will stop but that there will be greater transparency over the timescales for delivery which, given the multi-year nature of several of the projects, would have fallen beyond 2024/25.
- 3.9. Subject to the agreement of recommendation 2.3, the remaining themes have also been refined and regrouped (Exhibit 3) to facilitate clarity in respect of key milestones and deliverables as well as ensuring that resources remain targeted on Council’s agreed priorities:

## Exhibit 3: Refined and regrouped priority Be the Future priorities

Theme	Timescale	Current Status
<u>Key Foundation Priorities</u>		
Digital and Data Transformation	24/25	Delivery
Asset Strategy	25/26	Planning
Workforce Strategy	24/25	Delivery
Family Wellbeing	24/25	Delivery
<input type="checkbox"/> Collaborative Community Models		
<input type="checkbox"/> Tackling Poverty		
<input type="checkbox"/> Value Based Leadership/Culture Change		
Communication and Engagement Model	25/26	Planning
Investment Strategy	25/26	Planning

Place Redesign	25/26	Planning
Sustainable Transport	25/26	Planning

Subject to Council’s agreement of the ‘top 3’ and Exhibit 3, as part of the budget process for 2025/26, the Be the Future priorities will reflect the principles proposed.

### **Thematic /project updates**

3.10. The remainder of this paper provides high level updates on the Council’s agreed BtF priority projects/themes.

#### **Digital and Data Transformation**

**PSN Security** - The IT team has been diligently addressing the issues identified from the PSN Health Check with significant investments made to replace critical infrastructure, enhancing the organisation’s robustness.

**M365** - The process is underway to move our email and calendar users across from Lotus Notes Domino to Microsoft 365 by September 2024 and plan for the retirement of Citrix (by March 2027). Shifting to laptop and desktop computing promotes a more flexible workforce, and the Microsoft 365 suite will be used to help release those benefits.

**Digital Transformation** - We are on journey to becoming a Digital Council of the future and good progress is being made on the Digital and Data Transformation roadmap for 24/25, expanding on the successes of the previous year. A number of Business Use cases have been developed/are in the process of being developed which aim to improve operational effectiveness, improve the customer experience and access and release organisational efficiencies.

3.11. **Workforce Strategy**

Both our current Interim Workforce Strategy, and the forthcoming Strategic Workforce Plan are designed to ensure that the Council both now, and in future, has the right people, in the right place, and undertaking the right work to support our communities. That includes ensuring that we embrace cross-service collaboration and innovation, flexible and hybrid working, and digital transformation, so as to upskill and engage our workforce, and prepare them for the demands of our citizens.

Our approach, through Directorate based engagement, will also seek to capture the key workforce development and training requirements of our service areas, and in doing so will seek to create actions plans for talent and workforce management moving forward. This approach reflects the challenging environment in which the Council operates, where reducing budgets and capacity of staff requires more directorate-based focus on innovative practice, and utilisation and upskilling of current members of staff.

### 3.12. **Asset Strategy**

The Council identified the realisation of capital receipts as being a key focus of our work for the 23/24 and 24/25 programme of work as part of the budget process. Associated with this focused work was the development of An Asset Strategy. The first phase of this included the redesign of the Council's Properties Team, which has been approved and recruitment process is underway. It is anticipated that on completion and fulfilment of the associated posts that a phase 2 redesign would be presented.

With the current approach, Officers are challenged to develop an Asset Strategy for the Council. This Strategy will be developed in stages and will not only consider the Council's Corporate Assets, Learning Estate and Fleet, but will also seek to build upon the Council's Community Asset Transfer Policy.

Key elements of the Strategy will look to consider the condition of our assets, value and suitability for future need. This work will inform the Council as to the level of assets required for future service delivery and provide robust information to optimise the lifespan of assets; combining financial investment with maintenance best practice.

It is anticipated that an initial Asset Management Plan Report will come to Council in March 2025 for consideration.

### 3.13. **Family Wellbeing Partnership**

Several themes crosscut the Family Wellbeing Partnership Approach so have now been grouped under this heading. These are:

- Tackling Poverty - Individuals and communities get the support they need at time/point of need
- Values Based Leadership / Culture Change – Promote positive culture first model and design for people's needs
- Collaborative Community Models – shift to early intervention and prevention, moving staffing and resources closer to communities. Pooling of funding sources and support activities

These themes are jointly focused on the overarching aim of improving outcomes for individuals and communities, by looking more holistically at the needs of communities, underpinned by a strong focus on voice-led change. This is leading to change, at both delivery and system levels, with a shift to more preventative and relational models of public services. A single planning and reporting format has already been introduced, with ongoing work on the development of a voice strategy with What Matters 2 U. Work on developing a transformation funding vehicle which will use existing and additional funding differently, giving more control to communities on spend and solutions. The work with Columba 1400 continues to underpin all this work, and support from both Scottish Government and the Hunter Foundation continues.

### 3.14. **Communication and Engagement Model**

The BtF programme requires a transformed, resilient and future-focussed model of internal and external communications. These mechanisms aim to focus more specifically on promoting internal and external awareness of activity and opportunities; participation and leadership of the co-design and delivery of alternative service delivery models. Additionally, the proposed model will increase the focus on promoting awareness of, and celebrating, key successes and achievements.

Work has commenced to develop a scope for the work. This will be underpinned by a robust project plan, with clear milestones and timescales. Initial engagement has taken place with the Council Leader and discussions around key areas the work should consider and the potential stakeholders who will be involved.

The planning work is underway with the scope and Stakeholder group to be agreed during 2024/25 and implementation in 2025/26.

### 3.15. **Investment Strategy**

A reset/refocus of the Investment Strategy that was approved at Council in March 2023 is underway. A key focus is on designing and implementing an Investment Strategy Framework for Clackmannanshire with the full engagement and participation of key partners and stakeholders. The work requires officers to work with partners and stakeholders to agree our 'shared space' and how we will work together in this space where there is a shared priority for investment. The next steps are:

- To develop the Strategic Framework - Significant work needs to be undertaken to create the conditions to put the framework in place first before any projects are considered.
- Establish the Consultation and Engagement Plan - Need to engage with partners, stakeholders and communities to get a shared understanding and approach
- Develop the Implementation Plan - How we will deliver the Investment Strategy with our partners,

The implementation of the strategy is expected to be from 25/26 onwards

### 3.16. **Place Redesign**

Work is well underway in the review of the Place portfolio. Officers are working with Trueman Change to undertake a comprehensive review of the current structural set up, capacity and skills within the department.

A range of interviews have taken place, alongside a robust desktop exercise analysing the performance and culture within the department with a further 3 groups sessions delivered W/c 16 September 2024. This work will identify potential options for future redesign and should broaden into a further piece of

work aligned to our Target Operating Model (TOM), linked to our budget setting exercise.

This work is concurrent with the appointment of a new Strategic Director of Place, and work undertaken by them in exploring the skills, talents and opportunities for the Place workforce, aligned to the development of a Place Directorate Workforce Plan.

### 3.17. **Sustainable Transport**

The Council is scoping out work with local partners and community groups to explore new models of public transport that are more responsive to people's needs, whether that be access to training, employment or social and leisure activities.

The Council is at the early stages of engagement with the Third Sector and is exploring potential funding opportunities.

Collaboration is taking place to enhance regional transport connectivity, supporting the transition to net zero and sustainable economic growth.

A sustainable transport strategy will be developed throughout 24/25 and 25/26.

## **4.0 Sustainability Implications**

4.1. No sustainability implications

## **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 have been consulted and have agreed the financial implications as set out in the report. Yes

5.4. *Staffing*

## **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

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

Complies with relevant Council Policies

## 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".

## 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



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