
Report to Council

Date of Meeting: 28th November 2024

Subject: Be the Future Update – Communication and Engagement

Report by: Chief Executive

1.0 Purpose

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 priority three themes, the Communication and Engagement Plan high level brief and the Benefits Realisation Framework.

2.0 Recommendations

Council is asked to approve:

- 2.1. The Benefits Realisation Framework (Appendix A) (para 4.7)
- 2.2. The Communication and Engagement Strategy high level brief (Appendix B), and the approach set out for delivery. (para 4.8)

3.0 Council is asked to note:

- 3.1. Progress in delivering the three priority themes approved by Council (para 4.5)
- 3.2. Update in respect of the Strategic Lead for Collaborative Community Partnerships.(para 4.9)

4.0 Considerations

- 4.1. At Council on 3rd October The Be the Future Forward Plan and the specific 'top 3' priorities of Workforce Strategy, Asset Strategy and Digital and Data Transformation were agreed. 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.

- 4.2. To facilitate the administration, planning and transparency of future reporting, a more formalised BtF Forward Plan was agreed. The 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.
- 4.3. The Forward Plan also aims to provide the foundations for further development of the BtF Communications Strategy.
- 4.4. As set out in the Forward Plan, the BtF update for November contains further information on progress with the Communication and Engagement Strategy Transformation work.

Top 3 Priority Themes Progress

4.5. Digital and Data Transformation

Public Services Networks (PSN) Security – Officers are currently working towards a November submission in relation to PSN. The IT team continue to address the issues identified from the PSN Health Check with significant investments made to replace critical infrastructure, enhancing the organisation's robustness. In addition, a positive meeting was held with colleagues at the Cabinet Office, the meeting provided positive assurances in terms of the approach we are taking regarding our PSN submission.

M365 - Over 600 Council users have now been migrated over to Outlook email and calendar. The move to outlook required significant work in terms of planning, roll out and training. The project was support by a number of officers within IT team and the Digital Champions. We continue to receive positive feedback in relation to the move.

Digital Transformation - We continue to make good progress on the Digital and Data Transformation roadmap for 24/25, expanding on the successes of the previous year. We have number of applications in development across the Customer Service Hub workstream which will improve the customer experience and make it easier to apply or request a council service. These include:

- Online facilities for parents and guardians to apply for early learning placements and school enrolments.
- New digital services when applying for a range of road permits and requesting waste services

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 the 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, to upskill and engage our workforce, and better support staff to meet the needs of our residents and service users.

Progress continues to be made against the Interim Workforce Strategy, with the 2024 staff survey being launched in October, seeking views from across all staff about our work, communication, and staff wellbeing.

A further programme of work with the Scottish organisation Flexibility Works has been agreed, looking to further embed the Council's flexible working policy and processes, and understand how we can better enhance these benefits for all staff, across all directorates.

Finally, with a focus on cross-service collaboration and innovation, a new programme for Senior leadership Forum, and Team Leaders Forum has been agreed and implemented, focussing on the themes of the CIPFA Local Code of Governance. Not only does this enhance our leadership development offering within the Council, but it opens up opportunities for our leaders for contribute their thoughts and expertise to important themes such as financial management, vision and values, and innovation, all whilst discussing and learning from colleagues from across all Council areas

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. This work has been delayed pending the development of a procurement framework for professional services. Associated with this focused work was the development of a refreshed Asset Strategy approach. 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.

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.

The Learning Estate Strategy is estimated for completion in June/July 25 with the whole Asset Management Strategy due to be finalised by August 25. The first high level draft is expected to be ready by the end of this financial year.

4.6. Governance

Benefits Realisation Plan

The Benefits Realisation Framework is documented at Appendix A. The proposed Framework comprises three elements.

- **Be the Future Transformation Programme**
A selection of qualitative and quantitative indicators which demonstrate the impact and overall value of the Transformation Programme in

delivering improved outcomes, accessible services and increased efficiency.

- **Be the Future Thematic Outcomes**
Aggregated data showing how we are improving and transforming against the three Be the Future Strategic Themes.
Sustainable Inclusive Growth
Empowering families and Communities
Health and Wellbeing
- **Be the Future Priority Themes – Metrics and Baseline**
For each of the priority themes the benefits are stated, the baseline Information (where available) and the metrics that are used to measure success (these are a mix of qualitative and quantitative measures).

Subject to the approval of the Benefits Realisation Framework, work has started to populate the detail in Pentana at level 3 Metrics and baseline. Indicators will be developed for the subsequent levels 2 and 1 over the coming months in consultation with Project sponsors, the Strategic Oversight Group and the Be the Future Board. Templates are also being developed for reporting to the Board.

Communication and Engagement Strategy

The Council 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 participation and 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.

Appendix 2 sets out a high-level brief which will, subject to Council approval, be provided as part of the procurement process to secure external capacity, and from which a detailed scope for the work can be developed.

Additional expert capacity will be secured with support from the Transformation Fund and, once in place, will work with the stakeholder group to develop the detailed scope, make recommendations and propose an implementation plan for delivery of the agreed approach.

This scope document will be underpinned by a robust project and resourcing plan with clear milestones and timescales. The Discovery Phase work is underway in 2024 with the aim of implementation of the revised approaches and potential redesign later in 2025.

Strategic Lead for Collaborative Community Partnerships

Interviews for the role of Strategic Lead (Community Collaboration and Redesign) were held on the 13th November with no successful candidate being identified. The Strategic Director (People), in discussions with the Senior Leadership Group, is now exploring options on how best to meet the broad objectives of this role. These objectives include the development of specific community and place-based asset management approaches, the development of sustainable models of transport and working with

communities and developing options for Place Directorate and broader corporate redesign. The options under consideration include secondment opportunities with partner organisations or the third sector and engaging external expertise for specific aspects of the role. Updates on the progress of these explorations will be shared in future Be the Future reports

5.0 Sustainability Implications

5.1. N/A

6.0 Resource Implications

6.1. *Financial Details*

6.2. 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

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

6.4. *Staffing*

7.0 Exempt Reports

7.1. 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".

Appendix A – Benefits Realisation Framework

Appendix B – Communication and Engagement Scope

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
Wendy Robertson	Senior Manager Transformation and Capital	

Approved by

NAME	DESIGNATION	SIGNATURE
Nikki Bridle	Chief Executive	

Benefits Realisation Plan

Be the Future Transformation Programme

A selection of qualitative and quantitative indicators which demonstrate the impact and overall value of the Transformation Programme in delivering improved outcomes, accessible services and increased efficiency.



Outcomes

Aggregated data showing how we are improving and transforming against the three Be the Future Strategic Themes

- Sustainable Inclusive Growth
- Empowering families and Communities
- Health and Wellbeing



Be the Future Priority Themes – Baseline and Metrics

For each of the priority themes the benefits are stated, the baseline information (where available) and the metrics that are used to measure success (these are a mix of qualitative and quantitative measures) are recorded in Pentana

Top 3 – Digital and Data Transformation (Top 3 Priority)

Asset Strategy – (Top 3 Priority)

Workforce Strategy – (Top 3 Priority)

Family Wellbeing Partnership

Sustainable Transport

Comms and Engagement Model

Investment Strategy

Place Redesign

Annual
Be the Future
Priorities



High Level Brief: Transformation Communication and Engagement Strategy

Purpose

To transform the Council's approach to internal and external engagement and participation (including but not exclusively the Be the Future programme) as well as developing a transformed capacity and approach re engagement and participation.

Background

The Council 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 participation and 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.

This scope document will be underpinned by a robust project and resourcing plan with clear milestones and timescales. The Discovery Phase work is underway in 2024 with the aim of implementation of the revised approaches and potential redesign later in 2025.

Objectives

To promote effective communication, it is key to build stakeholder relationships and to encourage participation. The key objectives are as follows:

- To increase awareness and understanding of Be the Future transformation projects and progress as well as day to day Council priorities and activity
- To build trust through transparent and timely information sharing
- To celebrate achievements internally and externally
- To encourage stakeholder participation and strengthen relationships
- To promote collaboration and co-operation in the design and delivery of services
- To support behaviour and culture change and capacity building
- To manage risk and implement resolution.

Scope

The Communication and Engagement Transformation work comprises two parallel but related strands of activity:

- Strengthening and developing internal and external communications
- Promoting and facilitating community leadership and participation.

These two strands will require particular and differing skill sets/ expertise to develop specific recommendations, but it is intended that the work will be delivered simultaneously.

A key aspect of this work will be the clear and shared articulation of an aspirational 'To Be State' in respect of the Council's Communication and Engagement arrangements for the future. The Transformation project will map how we move from our current arrangements (the 'As is' state), to our transformed ('To Be') state.

This high-level brief provides the parameters from which the supplier will develop a more detailed scope documentation working with stakeholders and subsequently make recommendations for the implementation plan.

This approach aims to maximise the expertise and value add of commissioning the work from a supplier with extensive experience of undertaking similar work.

Output

The supplier will provide a detailed scope and implementation plan that will cover the following:

The Communication strand of the Engagement Strategy will :

- Circulate messaging for internal and external stakeholders
- Provide messaging on organisational business and how these fit with transformation programme
- Provide a mechanism to celebrate successes and achievements
- Inform and raise awareness
- Create a more proactive and planned approach
- Develop a clear plan on how we will work and collaborate with partners
- To redesign our communication function as part of the Target Operating Model. To take a cohesive and joined up approach for all communication activities across different roles throughout the wider organisation
- Develop a clear framework as to how we deliver our Communication strategy and how we work together with partners to do so.

In tandem the Engagement strand of the Communication and Engagement Strategy will:

- Ensure we engage with a purpose.
- Create a detailed stakeholder map
- Develop a framework for delivery.
- Key engagement channels (social media etc).

The two strands then come together into one Communication and Engagement Strategy which will:

- Come together to determine how we move from informing and telling, to full participation and leadership.
- Support the Council's Target Operating Model (TOM).
- Support the move to alternative service delivery models.
- Create a strong brand and communicate values.
- Provide capacity to design and deliver a successful strategy.

Resources and Timescales

The scope document will establish the proposed timescales for the Communications and Engagement Strategies. Having set out the approach, the Council will negotiate delivery timescales with the supplier, taking account of internal resourcing capacity to meet activity milestones. Further resources may be required to deliver the strategy successfully.

It is preferable that key milestones on both the Communications and Engagement strategies will run concurrently.

It is envisaged that the scope document will be agreed by early 2025 with delivery to run through 2025/26.

Thereafter, the supplier is requested to set out a series of key milestones, aligned with the two strands of the strategy, that provide for regular check in and evaluation of progress. This approach aims to ensure that maximum value is achieved for the Council and that timely feedback and/or tweaks to the activity can be facilitated.