CLACKMANNANSHIRE COUNCIL

Report to Clackmannanshire Council

Date of Meeting: 30th January 2025

Subject: Be the Future Update – Asset Strategy

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, and progress in the development of the Asset Management Strategy (AMS).

2.0   Recommendations

Council to note:

2.1.   Progress in the AMS and timeline (para 3.2 – 3.6)

2.2.   The Learning Estate Strategy (LES) will be a strategy in its own right but will be developed in parallel with the AMS. (para 3.7.2)

2.3.   The underlying principles that will be within scope of the Asset Management Strategy (AMS). (para 3.7)

2.4.   Progress in delivering the three priority themes approved by Council (para 3.1)

3.0   Considerations

Top 3 Priority Themes Progress

Please note the progress in the priority themes set out below:

3.1.   Digital and Data Transformation

Public Services Networks (PSN) Security -The Council's submission on the PSN was made in December and is currently being assessed by officers in the Cabinet Office. A further IT Health Check (ITHC) will be commissioned to take place later this year, although work is ongoing to address issues identified from the previous Health Check with significant investments made to replace critical infrastructure, enhancing the organisation's robustness.

Governance of this work is provided through the established Technical Design Authority (TDA), IT and Digital Programme Board and regular updates provided to the Be the Future Strategic Oversight Group and Board. An update on the outcome of the PSN submission will be provided in due course.

M365 – Migration to Outlook email and calendar continues to progress with the majority of corporate users and Elected Members now migrated supported by IT colleagues and Digital Champions, and we continue to receive positive feedback in relation to the move. A range of training and support materials, including FAQs and training videos have been prepared and shared with employees and a dedicated space on Connect has been created for the migration. In December security labelling, a Microsoft security feature, was activated supported by a comms plan. Work is currently ongoing to support the migration of employees 'off-site'. Once that work is completed and all Council users are migrated, work will commence to consider migration to other features of the Microsoft 365 product

Digital Transformation

Social Work IT Management System – Contractors have been appointed for the duration of three months to review and refresh the extensive preparatory work that has already been undertaken, to deliver a specification and core requirements to inform the ITT through to the final tender process for the new system. Work is progressing well with 25 workshops scheduled to take place in January, (across Children's, Adults, Criminal Justice, Finance and Education service areas) to finalise the core statement of requirements which will be used as the basis for the ITT.

Customer Services Hub - Aims to deliver new digital services which enhance the customer experience, improve the employee experience and modernise the workplace. We have number of applications in development which have gone live since the last update and will be going live in Jan/Feb.

Roads : New digital services will be provided when applying for a range of road permits. The new services will enhance the customer experience by streamlining the application process and improving communication.

Education: School enrolments: which will facilitate the online application for school enrolments at Primary Schools and ELC admissions will provide the facility for parents and guardians to apply for their choice of funding and placements for early learning placement. This application will use the Improvement Service's, MyGovScot account, a portal which will provide citizens with secure sign-in service for online public services in Scotland.

Fuel Poverty Applications: A new digital service will be provided for Fuel Voucher Applications, which aims to provide financial assistance to individuals and families experiencing fuel poverty, helping to alleviate the burden of energy costs during challenging times.

<u>Workforce Strategy</u>

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 a detailed update being tabled at the December meeting of the Audit and Scrutiny Committee, noting progress to date with all 28 actions included within the Action Plan. These actions are designed to ensure that there is a solid workforce development foundation in place within the Council, ahead of the anticipated Strategic Workforce Plan for 2025-28. Elements delivered of the period include:

- Roll out and conclusion of the 2024 Staff Survey (with reporting due in the new year)

- A programme of leadership development events for our Senior Leadership Forum and Team Leaders Forum, centred on the CIPFA Local Code of Governance

- Re-establishment of the healthy Working Lives Group; and

- Roll out of a new Elected Member development programme, centred on the Improvement Services' Political Skills Assessment.

3.2. <u>Asset Management Strategy Progress</u>

3.3. As set out in the Forward Plan, the BtF update for January contains further information on progress with the Asset Management Strategy.

3.4. Since its inception the Be the Future programme set out key themes for transformational change within the Council. In the BtF update report 5th October 2023 The Be the Future Annual Statement of Priorities 2023/24 was approved. The annual Be the Future Statement provides a thread of continuity over the long-term and provides added agility to pivot and adapt our work and priorities annually, based on emerging events and threats and organisational learning, development and continuous improvement. The Asset Strategy was one of these key priorities to cover the following areas:

- Sustainable asset base

- Learning Estate Review

- Surplus assets

- Income generation proposals

- Carbon reduction and net zero

- Community Asset Transfers

- Partnership/co-location

3.5. Creating our AMS requires a structured approach that aligns with both statutory requirements and local priorities. By developing a comprehensive AMS, we will ensure we can manage our resources effectively and deliver high quality services. As a local authority in times of increasing budgetary constraints we will ensure our assets are used to their full potential and to deliver maximum benefit to our communities. The AMS will be outcome focussed to improve service delivery utilising fit for purpose assets, equitable access for all, and to respond to our changing demands over time.

3.6. The AMS will be developed in stages and will not only consider the Council's Corporate Assets, Commercial Assets, and Fleet, but will also seek to build upon the Council's Community Asset Transfer Policy. The timelines for these stages will be set out in the implementation plan for the AMS. The Asset Management Strategy will clearly align with the Learning Estate Strategy (see para 3.7.2 below).

The LES will be a stand-alone strategy in its own right but will be closely referenced and aligned with the AMS as there will be dependencies and alignments.

Key elements of the Strategy will create the framework, which will 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.

Aligned to the priority of the AMS has been a series of Conditions Surveys undertaken on a number of corporate assets. This work will contribute and inform the AMS.

Work will commence to procure resource to add capacity in progressing the AMS and LES.   The following milestones are being worked towards:

Milestone	Estimated Timescale	Council Approval
Additional resource secured	Quarter 1/ 2025	
Community Asset Transfer Policy update drafted	April 2025	May 2025
Learning Estate Options Appraisal completed	Quarter 2/ 2025	
Learning Estate Strategy draft	Quarter 3/ 2025	Quarter 4/2025 2025
Asset Management Strategy draft (including	August 2025	October 2025

Corporate, Commercial, Fleet and Community Asset Transfer)		

3.7. **Asset Management Strategy Scope**

The Scope will be based on the following underlying principles

3.7.1. Sustainable Asset Base

To ensure the information on our asset portfolio is accurate, current and comprehensive with measures put in place to ensure this is updated routinely. Our AMS will align with the Council's strategic vision with the flexibility to meet the demands of the TOM which will deliver a mixed economy model.

To pursue partnership arrangements, and in particular the direction of travel of empowering families and communities through the work of the Family Wellbeing Partnership and the proposed Transformation Vehicle.

To ensure that land and property assets are suitable and sufficient for service delivery, recognising the wider delivery of public services. To work with service areas to understand long term requirements to support a sustainable future plan.

To challenge the cost of property activities to drive performance improvement.

To ensure that buildings are sustainable in design, construction, operation and maintenance,

In the context of diminishing resources and budget constraints and in line with our medium-term financial strategy to ensure our portfolio drives value for money.

3.7.2. Learning Estate Review

The Scottish Government National Learning Estate Strategy, published in 2019, (Connecting People, Places and Learning Learning estate strategy - gov.scot) outlines a vision for a learning estate of the future which supports Excellence and Equity for all. Each local authority is required to produce its own Learning Estate Strategy. This strategy will be presented to Council for approval in line with the timescales in the table in para 3.6 above.

Clackmannanshire Council approved its last Learning Estate Strategy in December 2019. (Background paper) . Progress against the Learning Estate Strategy of 2019 has included improvements and changes to a range of learning establishments across the council including, improvements to the Clackmannanshire Support Service, investment in ELC provisions, development of the Tullibody South Campus and the council decision to prioritise the investment of a new Lochies School. Highlights of progress within the Learning Estate Strategy are outlined in the background papers

The 2019 Strategy is now being reviewed as per the timeline above and will be presented to Council as a separate Strategy, albeit aligned to the AMS, and the Council's overall strategic vision, outcomes and priorities. The Learning Estate, along with the new Wellbeing Hub, will contribute to improving outcomes for the communities of Clackmannanshire ie in relation to Sustainable Inclusive Growth; Empowering Families and Communities; and Health and Wellbeing. The Learning Estate is a major part of the Council's overall property estate and will be integral to the Council's Asset Management Plan.

Officers from People and Place Directorates will work on the updated LES jointly.

3.7.3. Surplus Assets

To maintain and develop the management of property assets to continually improve how assets work, optimise returns, and minimise the costs of operation. To ensure that ownership and occupation of assets is robustly challenged. In terms of Capital Receipts, to dispose of surplus assets in a timely and structured manner. This will reduce revenue operating costs including energy and maintenance costs.

3.7.4. Income Generation Proposals

To optimise financial return and commercial opportunities. To use key assets to stimulate and support regeneration and inward investment (taking cognisance of the developing Investment Strategy and City Region Deal investment opportunities).

To utilise investment for income generation and to create local employment, increase social value and bring sustainable revenues into Council.

To manage our commercial property portfolio effectively, balancing regeneration needs, job creation and income generation and the diversification of income streams. To identify a future supply of land suitable for a range of needs that supports growth, regeneration and inward investment.

To work with private sector Consultants, Developers and Investors to ensure we have an outside in view of best practice and innovation.

3.7.5. Carbon Reduction and Net Zero

To commit to a roadmap for achieving carbon neutrality, energy efficiency, and waste reduction. Specifically, to establish a carbon reduction plan for all properties, aiming to meet the Scottish Government's net-zero targets by 2045. In terms of energy efficiency, to invest in retrofitting buildings with energy-efficient technologies (e.g., LED lighting, smart heating systems, solar panels). To promote the sustainable design principles and advocate for all

new developments and major refurbishments meet BREEAM or Passivhaus standards.

3.7.6. Community Asset Transfer (CAT)

To ensure Community Engagement align property decisions with local community needs, fostering transparency and collaboration

To promote and support the transfer of surplus or underused properties to community organisations where appropriate, underpinned by the Community Empowerment Act 2015.

To consult and engage with the local community, and key stakeholders on property decisions, ensuring their input informs strategic choices.

To align with the Family Wellbeing Partnership approach and mixed economy model, complementary with the TOM and the direction of travel agreed by Council, to ensure our communities are truly empowered.

3.7.7. Partnership/Co-location

To work with other public services and community groups to optimise the use of assets and land. This will also include third sector groups, local businesses and further/higher education establishments.

To challenge the current use of property assets and identify co-location opportunities, rationalise and dispose of assets where appropriate.

To seek efficiencies in occupancy and utilisation and move towards modern ways of agile working and alternative service delivery models.

3.7.8. Connection With Other Council Functions

The AMS will align with other aspects of the Council's functionality including the development of the Authority's Local Development Plan 4 and the responsibilities aligned to the Council's Housing Landlord obligations. The work of the AMS will seek to compliment the Councils Strategic Housing Investment Programme and will take cognisance of the Housing Needs Demand Assessment currently under development, considering how the Council's Assets can support and add value to these developments.

This Asset Management Strategy outlines the framework for managing Clackmannanshire Council's property portfolio over the next five years. By prioritising efficient use, financial sustainability, service delivery, and environmental stewardship, Clackmannanshire Council will ensure its assets contribute positively to the well-being of the community, local economy, and environment.

4.0   Sustainability Implications

4.1.   N/A

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   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 ☐

Learning Estate Strategy

Item 10 Learning Estate Strategy 2019-2040

Clackmannanshire council Learning Estate – Urgent Matters

(CSSS)

Item 03a Learning Estate – Urgent Matters

Clackmannanshire Council Meeting - Learning Estate: Progress Report 11 February 2021

(ELC)

Item 08 Learning Estate - Progress Report

Clackmannanshire Council - Learning Estate Update 10 February 2022

(Lochies)

Item 08 Learning Estate Update

Clackmannanshire council - Learning Estate Primary School Review and Planned Investment 29 Aug 2024

(Conditions Reports)

CLACKMANNANSHIRE COUNCIL

Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Wendy Robertson	Senior Manager Transformation and Capital	

Approved by

NAME	DESIGNATION	SIGNATURE
Nikki Bridle	Chief Executive	■■■■■■■