CLACKMANNANSHIRE COUNCIL

Report to: Clackmannanshire Council

Date of Meeting: 10 September 2020

Subject: Be the Future Update

Report by: Chief Executive

1.0   Purpose

The purpose of this report is to provide an update on progress with the activities outlined in the Respond, Recover and Renew paper agreed by Council in June. The paper focusses on activity undertaken to date to establish a strategic and integrated approach to facilitate the Council's ongoing Covid-19 pandemic response and necessary recovery activity, whilst renewing the Council's agreed Be the Future Plan.

2.0   Recommendations

It is recommended that Council agrees:

2.1   the seven priorities set out within paragraphs 5.5 and 5.7, based on the feedback from iESE detailed in Appendix B and based on the reprioritisation of activity set out within the Be the Future Programme, the Organisational Redesign Plan and the Recovery Plan.

2.2   agrees funding of £58k from the Transformation Fund, in addition to the £520k previously approved, to provide the additional resources to support ongoing response, recovery and renewal activity set out in Table 1.

It is recommended that Council notes:

2.3.   the Background information set out in section 3

2.4.   the outcome of the Health and Wellbeing survey undertaken and summarised at Appendix A and para 3.8

2.5.   the Recovery Framework and Plan as well as the strategic recovery themes highlighted for inclusion in the refreshed Be the Future priority projects (section 4)

2.6.   the work undertaken by iESE to refresh the agreed Be the Future priority projects (section 5 and Appendix B)

2.7   that subject to agreement of the seven priorities detailed in paragraphs 5.5 and 5.7, work will be taken forward to prioritise and develop specific proposals within the context of the agreed Be the Future Framework (paragraph 5.6)

2.8   that arrangements are currently being developed to hold a workshop with iESE to feed back on the separate and broader review of transformation activity within the Council, feedback from which was delayed due to the pandemic (paragraph 5.9).

2.9   the progress made in respect of a range of previously approved Be the Future projects (paragraph 5.7) and the separate reports on this Council agenda which provide more detail on progress in specific projects.

2.10   the agreed additional resources and associated costs to support ongoing response, recovery and renewal activity set out in table 1 and section 6.

2.11   that a separate, detailed Finance update report is also on this Council meeting agenda (para 7.1).

3.0   Background

3.1.   In June 2020, Council considered the Respond, Recover and Renew paper which set out the impact of COVID-19, the most significant public health emergency that the UK has faced in a generation. The paper had a particular focus on the impact of the pandemic on the delivery of the Council's agreed Organisational Redesign and Be the Future Plans, and what this might mean for our residents and communities.

3.2.   The paper provided a summary of the key aspects of the Council's response activity to date and highlighted that it is likely that the response and recovery activity required will be both significant and need to be sustained over a long period of time. The paper also highlighted the positive examples of individual, community, staff and partner support, creativity and kindness across the County and the aim that recovery activity should build on this local proactivity and positivity.

3.3.   The Council is playing a critical role in seeking to mitigate these local and regional impacts and has been working collaboratively with its partners to protect and support the most vulnerable in our communities in line with Scottish Government and Public Health (Scotland) advice.

3.4.   Our recent discussions with partners, notably our Alliance and HSCP partners and Stirling University, in respect of the development of the City Region Deal project to establish Scotland's International Environment Centre, have demonstrated a shared ambition to build on the momentum and new ways of working implemented during the pandemic response, and to seek to evolve these into new and sustainable models for the future.

3.5.   This is an extremely welcome base from which to build, however it is acknowledged that this needs to be progressed with a degree of pace to harness the potential of this current opportunity. Further detail is provided in section 5 on how this potentially time-limited opportunity is being taken forward.

3.6.   This is a critical time for our communities, partners and the Council. In line with UK and Scottish Government advice, our staff, wherever possible are, and will remain, working from home. These measures are in line with the principles outlined in the Scottish Government's Route map. However, when taken in the context of the easing of restrictions and reaching Phase 3 of the Scottish Government's Roadmap, there is increasingly a need to manage expectations and clarify the arrangements for new and adapted ways of working.

3.7.   Much effort is currently being invested in developing medium term approaches to provide a more sustainable and blended pattern of attendance for staff and elected members which minimises risk and ensures that health and safety requirements continue to be met as well as seeking to ensure that officers and elected members stay connected with colleagues

across the Council. This is not an easy balance to deliver in a context which has the potential to change at very short notice, and whilst remaining within social distancing parameters. This, in turn, has significant implications for how services are accessed and delivered for Clackmannanshire residents and communities.

3.8. This work is being taken forward in consultation with trade union representatives and our recent TU/ Management meeting highlighted the challenges for some staff in working within this changed operating context. There is, however, also a number of staff who regard many of the changes made as positive. The COVID-19 Staff Wellbeing Survey undertaken in May (Appendix A) found that of the 1006 responses received 90% felt their mental well being was between fair and excellent, 62% had accessed the health and wellbeing section of our website, 60% responded positively when asked whether they felt support by the Council to balance work and caring responsibilities, 80% felt support by their manager or supervisor, 82% indicated they were having regular contact with their manager and, in general, respondents felt that homeworking had not negatively impacted on their productivity with only 20% of respondents feeling it had. Key to the success of this survey will be our commitment to benchmark these results and as such the content of the 2020 Staff Survey, due in October, will focus on the 3 thematic areas of the wellbeing survey.

3.9. At the UK level, we are already seeing localised surges in infection rates which are requiring the reintroduction of measures to protect communities. This pattern is anticipated for some time to come. This means that there is likely to be an ongoing cycle of stepping public services up and down depending on localised infection rates and the findings of the Test and Protect tracing activity. This aspect is discussed in a little more detail in Section 4 below.

3.10. In the June report, Council also acknowledged the integrated and flexible platform that its Be the Future Programme provides and the basis this provides from which sustainable public service delivery can be built in the light of the pandemic experience. On this basis, Council agreed that as the Council continues to develop its recovery phase of activity that this work is fully integrated within our Be the Future Programme and not seen as a separate activity.

4.0   Recovery Planning Update

4.1   As part of the Council's agreed MEOPs approach, there is a specific framework for developing clear recovery plans. These have been activated and work is being progressed in line with Scottish Government and Public Health Scotland (PHS) guidance with our local and regional partners including across all Council services.

4.2   The Council's recovery plan is based on the Scottish Government's four phase strategy, *Coronavirus (COVID 19): Scotland's route map through and out of the crisis*. Recovery planning in addition provides a link to Be the Future principles and plans, enabling transformational renewal where appropriate or necessary.   A three-tier management approach has put been in place to support service recovery, led by the Strategic Director, Partnership & Performance, in outline as follows:

- **Strategic**: SLG/ESLG - Continually reviewing and agreeing the high level plan and allocating resources as required

- **Tactical Recovery Group**: Senior Managers Forum - Maintaining an overview of, updating as necessary and ensuring delivery of the recovery plan, whilst minimising service disruption though ongoing business continuity planning;

- **Operation Recovery Group** - Ensuring that tactical arrangements are suitably and safely operationalised. This includes risk assessments, signage and other systems of working to ensure Covid-19 biosecurity.

4.3   Although business continuity planning seeks to minimise service interruption on a continuous improvement basis, periodic disruption, whether at a local, regional or national is likely for the foreseeable future. Sporadic outbreaks are anticipated as part and parcel of recovery, likely until such times as an effective vaccine is in place. Outbreak management will be responded to as per Public Health Scotland's guidance on the Management of Public Health Incidents. Local outbreaks will be led by NHS Forth Valley's Director of Public Health, supported by the Council and other partners as necessary.

4.4   To support services with outbreak management, in mid-August, briefings on procedures and contingency arrangements were held with head teachers and a number of desktop exercises looking at a range of scenarios were facilitated by the Council's emergency planning officer for senior managers.

4.5   In line with the approach described in section 3 above, operational and detailed activity is managed within the Recovery Framework and Plan. Strategic priorities are however, being integrated within the Be the Future Plan refresh as part of the work detailed in section 5 below. The key strategic themes identified from the Recovery Plan are as follows:

- **new ways of working**: for instance new models of education provision; strengthened partnership working models, including with communities and the third and voluntary sectors; new Health and Social Care models; digital solutions, including remote/home working and the establishment of virtual democracy and governance arrangements.

- **supporting economic recovery**: developing a Regional Economic Strategy within Forth Valley to maximise the opportunities for businesses and local employment; progressing critical elements of the City Region Deal such as Scotland's International Environment Centre (SIEC); promoting community wealth building and Wellbeing economy (these aspects are also covered in a separate update report also on this Council agenda).

- **financial sustainability**: supporting income maximisation for vulnerable communities and residents; securing longer term financial balance for Council and partnership service delivery.

- **workforce and elected members:** continued and evolving focus on health and safety; health and wellbeing; homeworking and minimising the risk of isolation; revisions to employment policies to reflect the evolving new work environment; communication, engagement and contact mechanisms for elected members, staff and managers; leadership development and training need analysis.

5.0   Be the Future Update

5.1   In June, Council reaffirmed its commitment to the three Be the Future core workstreams of:

- Sustainable Inclusive Growth

- Empowering Families and Communities

- Health and Wellbeing.

5.2   Council also agreed its support for activity to prioritise individual Be the Future projects within each of these three workstreams. Following the Council meeting, iESE were

commissioned to undertake a series of stakeholder engagement activities focussed on delivering this task. A range of stakeholder activity has been undertaken, at pace, as follows:

- three officer workshops to engage with the Extended Senior Leadership Group and senior managers

- a workshop with the Administration Group to focus on ensuring that there remains an alignment of priority Be the Future projects with policy priorities

- two elected member workshops to provide the opportunity for all Councillors to participate in the prioritisation exercise

- a workshop with Alliance partners to focus on priority projects which could be developed, delivered and led in partnership.

The officer sessions were facilitated by iESE supported by council officers whilst elected member and partner sessions were facilitated jointly by the Council Leader and iESE. The sessions were managed virtually using the functionality afforded by the Zoom application and were both productive and constructive.

5.3   The key output defined from this work is a report produced by iESE which incorporates greater detail on the feedback received from the facilitated discussions in all stakeholder groups, and once finalised, this will be shared with elected members. In the interim, Appendix B provides iESE's Executive Summary of the key findings from the work that has taken place during August. This, along with discussions between the facilitators and the Chief Executive, provides the basis from which refined priorities are now proposed. This approach has been adopted with a view to sustaining as much of the momentum established during the Covid-19 response phase, as possible.

5.4   Overall, the feedback is considered to be reassuring with all issues identified having been previously reported and included in the separate Organisational Redesign Plan, the Be the Future Programme or the Recovery Plan. This activity has, however, provided the opportunity to integrate reprioritsation of activity across all of these plans in order that scarce Council and partner resources can be targeted to best effect. It has also provided a valuable insight into the extent to which the planned work to embed and communicate the Be the Future ambitions and the Council vision and values should be prioritised.

5.5   Having reviewed the 'key takeaways' from the iESE work, seven priorities have been identified. These have also been shared with trade union colleagues as part of ongoing engagement:

- **People and Place Hub pilot:** to address the development of a 'localism' or place based approach, work had already commenced to develop a programme of related projects under the People and Place Hub pilot initiative. Work to date has been between Council and HSCP officers but includes the strategy for engaging a wide range of local and national stakeholders, including Strathclyde University, Alliance partners, Communities, Columba 1400, Stirling University, Scottish Government and the Hunter Foundation, in both the development and delivery of proposals. Work is currently being taken forward with the University of Strathclyde to develop workshops for delivery in late September, the output from which will be used to engage with potential partners and funders.

- **City Region Deal and Scotland's International Environment Centre and Sustainable ageing proposals:** to address issues relating to economic recovery and economic development both locally and from regional and national perspectives. This range of activity includes work to provide employment opportunities, support families and provide skills development capacity locally, as well as to provide a stronger economic footprint for the area within the Forth Valley Region and nationally. There has been significant recent activity to expedite the refinement of the original proposals in the economic context of the pandemic. Further detail is provided on SIEC in a separate report which appears on this agenda. A similar paper will be brought forward to Council in the near future on sustainable ageing proposals and the alignment with housing and health and care strategies

- **STRIVE pilot:** this is well underway with the pilot being proposed to be extended from six to twelve months (see para 5.7 below) to facilitate the further development of partnership learning and to maximise the opportunity to consider how the redesign of multi agency service delivery can be developed to capitalise on the earlier intervention, prevention and improved outcomes the pilot is suggesting have the potential to be secured

- **Income maximisation:** this aspect is focussed on mitigating the impacts of poverty as well as ensuring the financial sustainability of the Council as an organisation. The reprioritisation activity will include additional activity to ensure that a transparent programme of related activity is in place through the Be the Future Programme

- **Digital strategy as an enabler**: Again, work has already been progressed in this regard as part of the Be the Future Programme with the agreement of the Digital Strategy in April 2019. Additionally there is a separate paper on this Council agenda and a further paper on the meeting scheduled for the 24 September to progress additional aspects of the agreed Strategy. Activity levels and the importance of this aspect, including data analysis, has been highlighted significantly during the Council's Covid-19 response phase which has provided a positive and catalytic effect on taking forward potentially significant changes in how services are delivered, how we engage both internally and externally and how our staff are deployed. The importance of the potential for digital exclusion and the need for blended models has also been highlighted

- **Workforce:** the Council was updated in June on a significant range of issues that require to be addressed to further develop sustainable employment models, employment policy and procedures and the associated and significant culture change that this represents. This has also been highlighted as a priority area in the feedback from the iESE discussions. The Council's experience of the Covid-19 response phase also suggests a need to prioritise how we maximise the opportunity for staff empowerment through effective and streamlined governance arrangements and better sustain supports for employee wellbeing within the new operating context.

Council is requested to approve these six priorities, along with that proposed in paragraph 5.7, within the context of its previously agreed Organisational Redesign Plan and Be the Future Programme.

5.6   Subject to agreement of these seven priorities set out in paragraphs 5.5 and 5.7, work will be prioritised within the Be the Future Programme, with progress being monitored through the agreed Framework which comprises the Be the Future Board and Council. Key planned activities include:

- the development of programme and project specifications for each of the priorities

- the allocation of resources to co-ordinate and lead key projects

- the development of options appraisals and/or specific business cases to support recommendations for change, investment and/or savings

- regular progress monitoring information.

5.7 The iESE work also highlighted a lack of knowledge and/or sightedness on many aspects of these previously agreed plans across the stakeholder groups leading to some suggestions to incorporate additional activity which is already embedded within the agreed plans, for instance STRIVE, Anti-poverty approaches and community leadership and governance. This is not an unexpected finding, given that work planned to embed and develop awareness of these aspects had stalled following the budget in February given the immediate incidence of the Covid-19 pandemic. This finding reinforces the need for this activity to be prioritised and this priority is therefore proposed as the seventh recommended priority in addition to the six captured in paragraph 5.5 above. Given this is critical to establishing a sense of common purpose, it is proposed that more detail will be reported to a future meeting of Council on proposed activities.

5.8 Whilst there may be a perception that much transformation activity was stalled during the Covid-19 response phase, this has not been the case in all areas. The following section highlights some of the activity and progress which has been sustained during this period to develop the previously agreed priority Be the Future projects, including:

- **STRIVE pilot (Safeguarding through Rapid Intervention):** It is proposed that the project is extended to the end of March 2021. The project was initially set up as an eight week pilot from Monday 3rd February 2020. As a direct response to the outbreak of COVID-19 in mid-March, STRIVE extended its eligibility criteria to also respond to referrals where an individual, family or household was experiencing one or more significant welfare concerns either directly or indirectly related to COVID-19 (known as STRIVE+). Since the start of the pilot, STRIVE and STRIVE+ has managed over 100 cases. This extension will provide partners with sufficient time to plan and commit resource until the end of the financial year, enabling the continued evaluation of a full year of learning. Formal evaluation of the STRIVE project will make recommendations to be considered as part of Clackmannanshire Council and Clackmannanshire Alliance's strategic transformation plans.

- **Empowering Families and Communities**, in partnership with the Scottish Government Social Renewal Advisory Board, developing the concept of a "Community-Around-the-Child" approach building on existing work of the Social Innovation Partnership

- A whole systems approach to **transforming Mental Health services** and supports for children and young people (Tell us Once Forum, Counselling in schools, Transforming ASD assessment, Developing a holistic model of staff wellbeing and support)

- **Collaborative Family Support Services**, working in partnership across Children's Services and Council wide, with third sector partners and other public services. The Intensive Family Support Service, set up during COVID is now feeding in to this development

- **Transforming the Secondary Curriculum**, incorporating the lessons and experience of COVID particularly in relation to skills and experience, environmental issues, wellbeing, outdoor learning, volunteering and social citizenship in partnership with Columba 1400, Inspiring Scotland and MCR Pathways-

- work to develop the joint approach to delivering the **Place and Wellbeing Economy Diagnostic** with Scottish Government. An update is provided in a separate report on this Council agenda

- **Learning Estate Strategy** –Early stage of development of visioning and moving to options/feasibility of Connecting people, places and learning with an initial focus on the potential to develop a campus model pilot.

5.9   Prior to the start of the Covid-19 pandemic, iESE had also worked with Council officers and members on a separate piece of work as part of a broader review activity of Council transformation. The presentation of this work was delayed in light of the pandemic, however, arrangements are now being made to arrange a workshop for iESE to present findings which will inform the further development of the Be the Future Programme during the Autumn.

6.0   Resourcing update

6.1   As priorities are agreed, it is necessary to ensure that the Council's resources are deployed in line with these priorities. However, as outlined to the EDMF and Council, it has been clear for some time that additional resources are required to ensure that Clackmannanshire Council as an organisation is able to continue to respond to this emergency whilst simultaneously undertaking critical recovery and renewal activity.

6.2   At Council in June, elected members were updated on the recent decisions of the EDMF, from its meeting on 15 June:

- To delegate a further £200k from the Transformation Fund to support the work outlined in this report. This funding is to be used in conjunction with that previously delegated to support transformation at directorate level, creating a total delegated fund of £520k.

- As detailed in paragraph 4.2, a Recovery Co-ordinator post has been established, on a fixed term basis, at Senior Manager level to co-ordinate the Council's ongoing response and recovery activity.

- The vacant Improving Outcomes Manager post to be advertised on a permanent basis to augment senior management capacity within the People Directorate.

- Arrangements to be put in place to permanently recruit to the Strategic Director (People) post which is currently filled on a secondment basis until February 2021.

- To establish appropriate Appointments' Committee arrangements to take forward the recruitment of the Strategic Director (People) and Improving Outcomes Manager posts.

- To delegate to the Chief Executive and/or relevant Strategic Director the appointment of any fixed term internal and/or additional senior management resource from the £520k earmarked reserve, with this arrangement being reviewed in six months time.

6.3   Since June, the following progress has been made against each of these aspects:

- an exercise has been undertaken across each service portfolio to identify immediate and medium term resourcing needs. The total immediate needs resource requirement, even when framed on a prudent basis, significantly exceeded the available £520k delegated to the Strategic Leadership Group. These proposals have, therefore, been further prioritised and Council is asked to approve a further £58k additional investment from the Transformation fund to allow senior management to secure the revised priority resources detailed in Table 1.

- the interviews for the Recovery Co-ordinator were held on the 5 August and an external appointment made. Pre employment checks are underway and it is hoped the successful candidate will commence, at the latest, October 2020. This is funded by the additional non-ringfenced element of Scottish Government Covid allocation

- interviews for the vacant Improving Outcomes Manager were undertaken on 18 August and an external appointment made. Pre employment checks are underway and it is hoped the successful candidate will commence, at the latest, by the end of October 2020

- The assessment Centre for the appointment of the Strategic Director (People) was held on the 19 August with final interviews scheduled for 11 September.

- Strategic Directors, in partnership with HR and Workforce Development, are developing job profiles for each of the key resource requirements identified. These will then be evaluated in line with Council processes and thereafter advertised internally and externally simultaneously.

6.4   Table 1 below details the immediate priority resourcing requirements approved by the Senior Leadership Group in respect of the delegated EDMF/ Council authority. The table sets out each post, its duration and cost as well as an update on the progress in implementing recruitment arrangements. These resources are critical to the delivery of the priority work highlighted in section 5 of this report:

Table 1: Priority additional resources agreed by SLG August 2020

Role	Number of posts	Estimated cost (£000)	Duration of appointment
Economic Development Officer	1	90	**18 months fixed term**
Project managers	2	180	**18 months fixed term**
Business analysts	2	158	**18 months fixed term**
Quantity Surveyor	1	90	**18 months fixed term**
Policy Officer	1	60	**18 months fixed term**
TOTAL	7	578	**N/A**

6.5   Additionally, the funding position for existing corporate transformation was reviewed- the Programme Manager (Transformation) and Programme Management Office Administrator.

6.6   Additionally work is in hand to identify alternate resourcing approaches and those currently being explored include:

- Place and Wellbeing Economy diagnostic and Community Wealth building work with Scottish Government and SIPHER has been providing in kind support which is allowing

work to progress and this in kind support is anticipated to continue. A separate report is also included on this Council agenda which provides more detail

- SIEC, a range of discussions in hand with City Region Deal RPMO as well as UK and Scottish Governments to seek access to additional resource and expertise. A separate report is also included on this Council agenda which provides more detail

- partnership work initiated to develop a project proposal in respect of the establishment of an integrated service delivery hub pilot, creating the potential for partnership mutual aid and partner and community leadership of transformation

- actively engaging with Strathclyde University and Hunter Foundation to explore opportunities for community partnerships based on a shared vision, values and a collective responsibility

Alongside this work to identify alternate additional capacity, work is also being undertaken to look at the specific opportunities to flexibly deploy our staff and/or redesign our service delivery and structures. SLG has identified two initial priorities building on existing activity, these are: STRIVE and partnership working options; and Community Learning and Development to enhance community liaison aspects of the role. Arrangements are now being put in place to take initial discussions forward with these services and trade union representatives.

6.7   Staff and trade union colleagues have continued to be flexible in supporting requests for redeployment at various times. Many staff have already willingly been redeployed into new duties and/ or have taken on additional duties during the emergency response phase of the Council's activity and the proposed approach aims to build on this positive commitment. The numbers of staff redeployed varies over time relative to operational need. However, at the time of writing, 36 staff were redeployed into other roles and duties in support of the Council's ongoing response and recovery activity.

7.0.   **Financial Considerations**

7.1.   The balance on the Transformation Fund is £890k. Commitments of £590k (£520k delegated for staffing and £70k Programme manager) have been approved with a further £58k requested in this report. This leaves an uncommitted Transformation Fund balance of £242k.The iESE review work (£7.5k) detailed has been funded from the available Organisational Change Fund balance.

7.2   The Council also considered in June, a range of financial risks alongside analysis of the expenditure to date against the tranches of additional funding received from the Scottish Government in respect of the pandemic response activity. A significant amount of more detailed work has now been completed and there are two separate reports on this Council agenda which cover the key issues raised: Council Finance Update and HSCP Mobilisation Plan update.

8.0   **Sustainability Implications**

8.1   N/A

9.0   **Resource Implications**

9.1   *Financial Details*

9.2   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 ☐

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

9.4   Staffing

10.0   Exempt Reports

10.1   Is this report exempt? No

11.0   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)

12.0   Equalities Impact

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

13.0   Legality

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

14.0   Appendices

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

Appendix A: Be the Future Programme

Appendix B: iESE - Post Covid-19 Executive Summary

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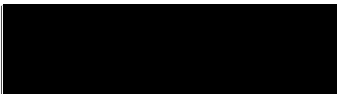
15.1   Have you used other documents to compile your report?   (All documents must be kept available by the author for public inspection for four years from the date of meeting at which the report is considered)

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 A: Survey Results (Council Wide)

Response Breakdown

Responses

HSCP	61
P&P	87
Place	145
People	704
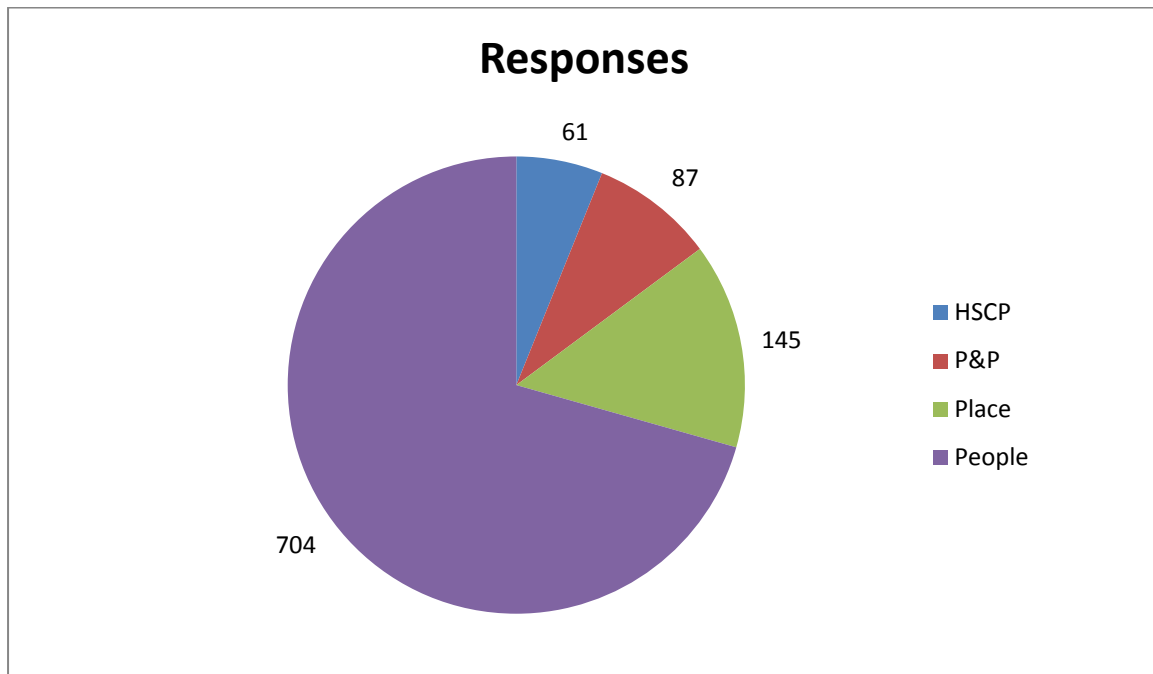
1: What service area do you work in?

Service Area	Percentage
Property (12)	1.2%
Development (37)	3.7%
Environment (41)	4.1%
Housing (55)	5.5%
Education (652)	64.8%
Social Services (Health & Social Care Partnership) (61)	6.1%
Social Services (Child Care & Criminal Justice) (52)	5.2%
HR & Workforce Development (25)	2.5%
Partnership & Transformation (26)	2.6%
Legal (10)	1.0%
Finance (26)	2.6%
Not Answered (9)	0.9%
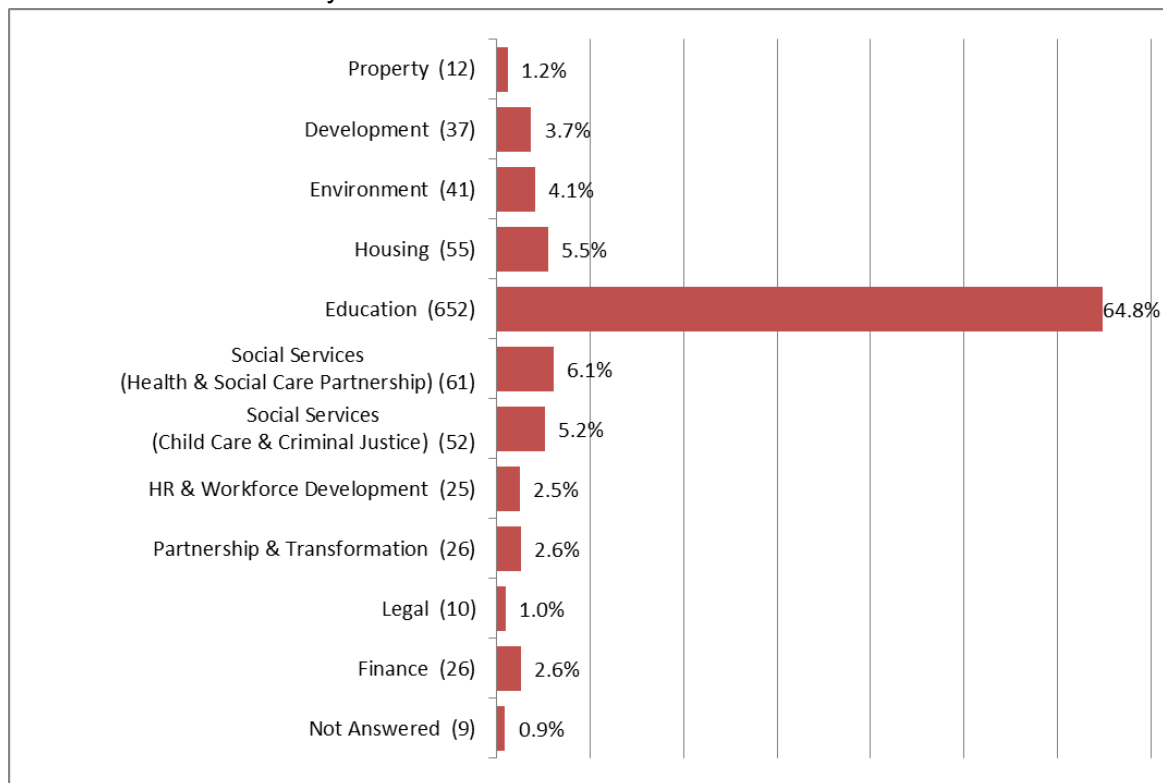
2: How would you rate your mental wellbeing right now?
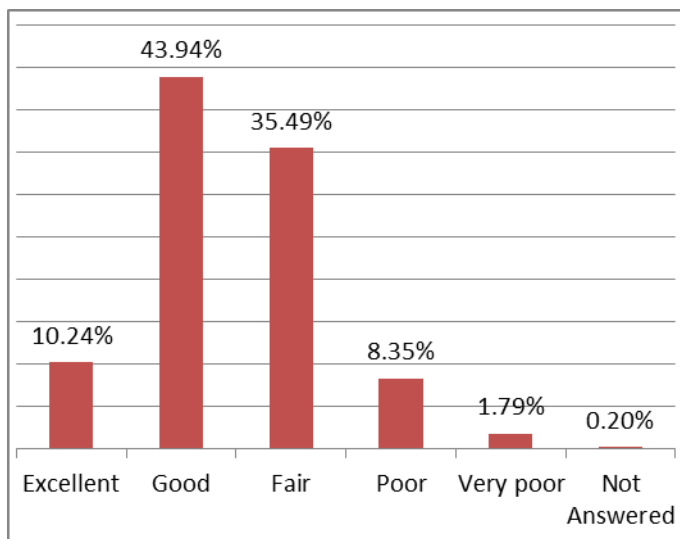
3: Do you feel supported by the Council to balance your work and caring responsibilities effectively?
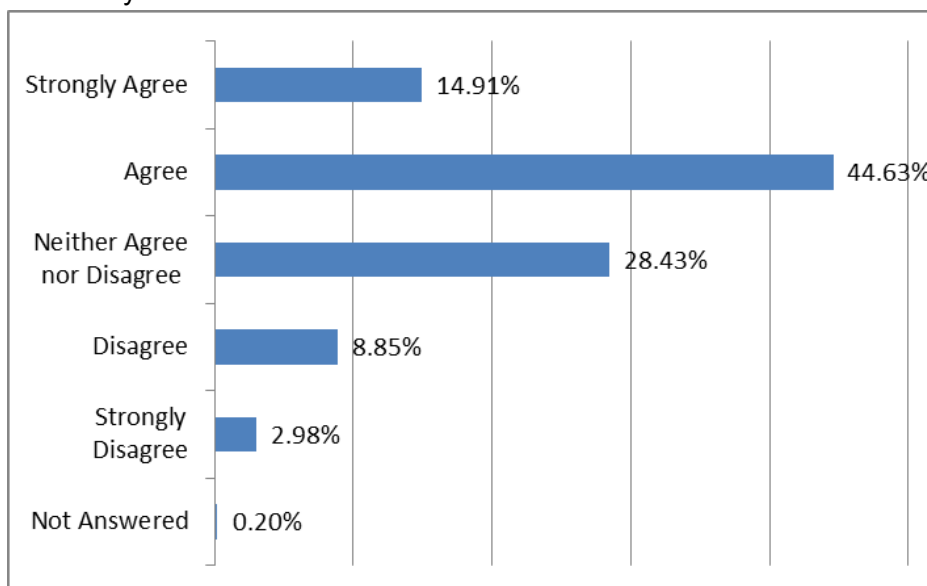
4: The Council has a wellbeing section for staff on the clacks.gov.uk/staff website. This has tips on how to look after yourself during lockdown. Were you aware of this page?
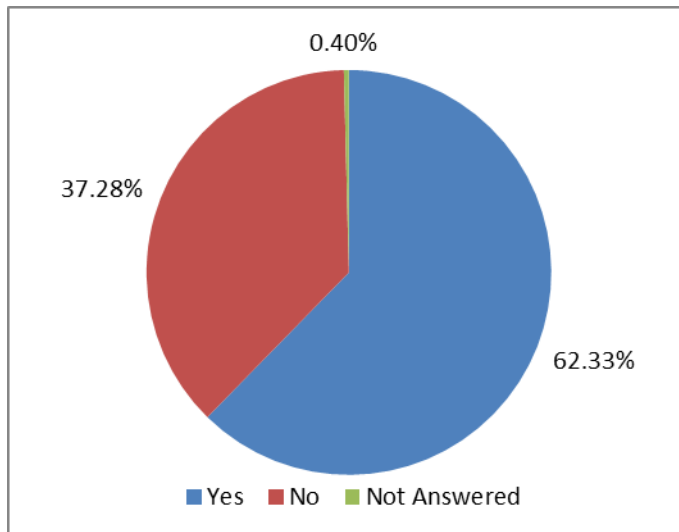
5: If you have accessed the wellbeing page, have you found the information useful?
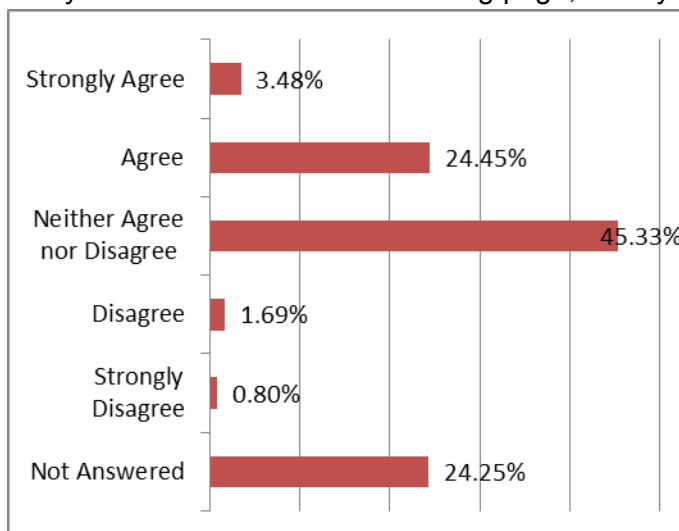
6: Would you agree that you are being kept up to date with the latest information from around the organisation?
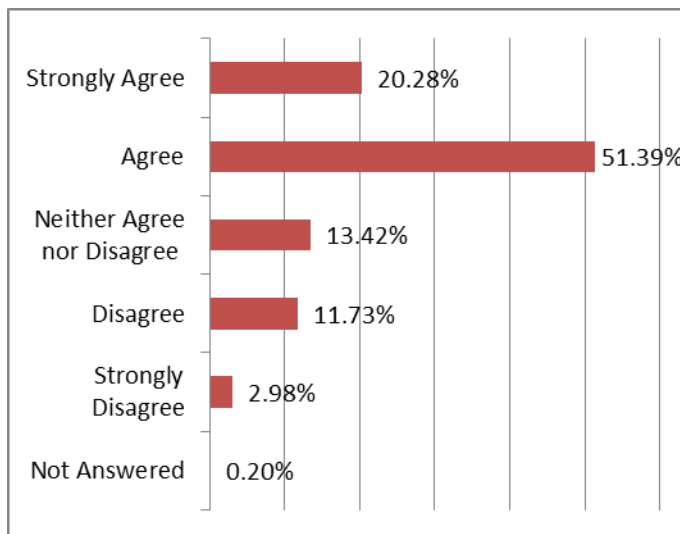
7: Were you aware that briefings for staff from the Senior Leadership Group (SLG) are available on the clacks.gov.uk/staff page under the Management Briefings section?
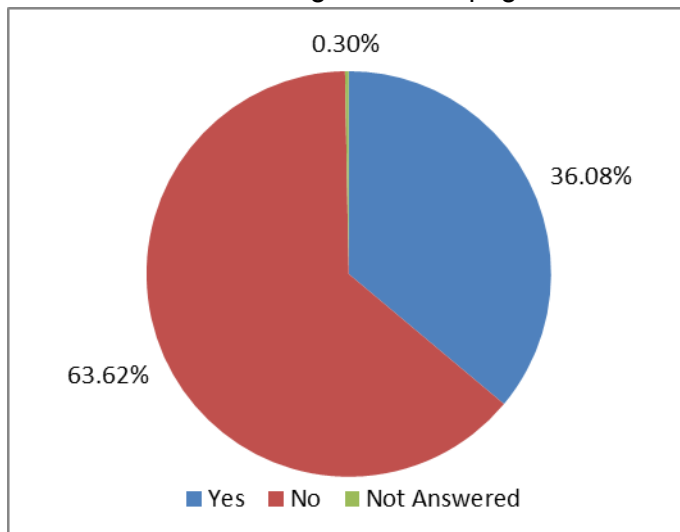
8: Do you feel supported by your manager / supervisor?
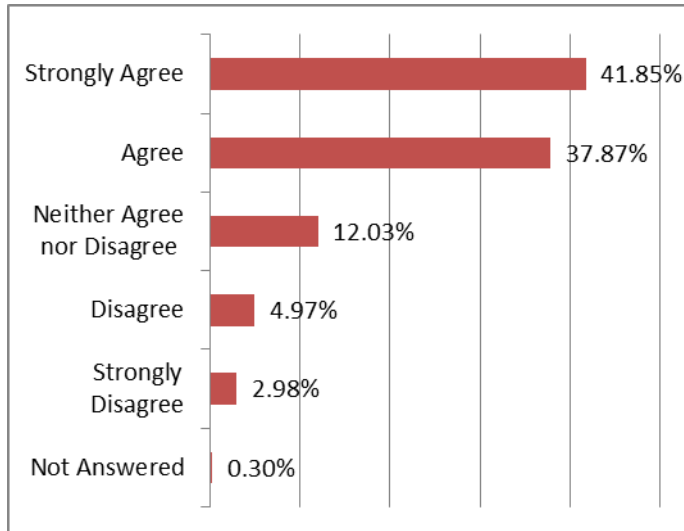
Strongly Agree	41.85%
Agree	37.87%
Neither Agree nor Disagree	12.03%
Disagree	4.97%
Strongly Disagree	2.98%
Not Answered	0.30%

9: How often does your manager keep in contact with you?

Bi-weekly	5.17%
Weekly	24.75%
A few times a week	31.31%
Daily	21.57%
On an ad hoc basis	13.12%
Never	3.68%
Not Answered	0.40%

10: What communication tools does your manager use to keep in touch with you?

Method	Percentage
Other method	24.16%
Face to face	9.15%
Other video	38.67%
Zoom	18.59%
Facebook	3.48%
WhatsApp	52.49%
Text message	39.36%
Telephone	48.81%
Not Answered	1.79%
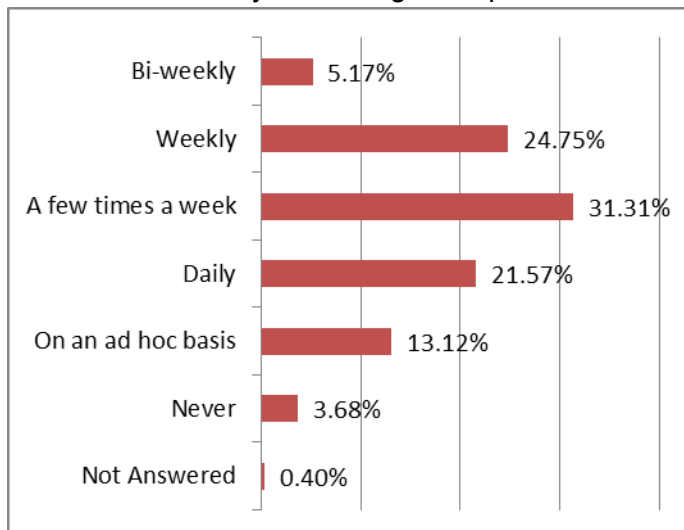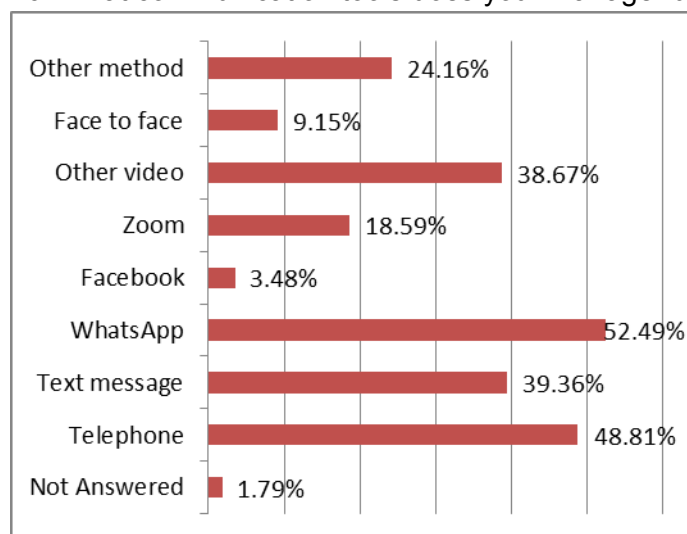
11: Do you feel that the contact you have with your manager is adequate?

Response	Percentage
Strongly Agree	37.87%
Agree	40.36%
Neither Agree nor Disagree	11.83%
Disagree	5.86%
Strongly Disagree	3.38%
Not Answered	0.70%
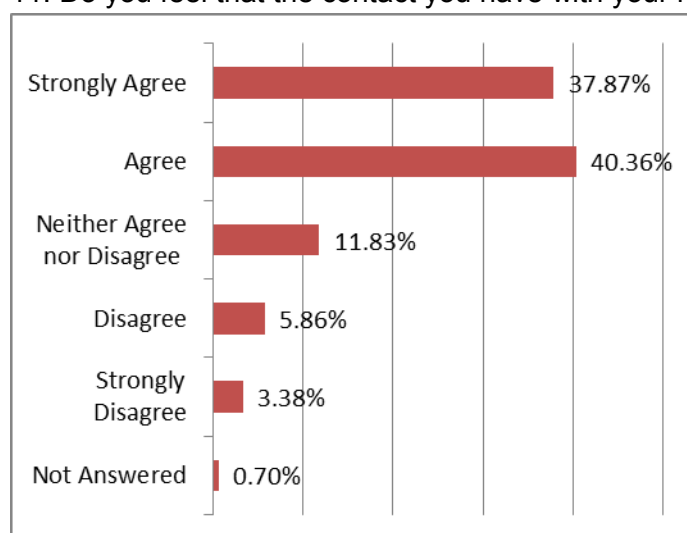
12: Would you find a staff Facebook page useful? (This would be a closed group and only accessible by Clackmannanshire Council staff)

Response	Percentage
Strongly Agree	9.64%
Agree	28.93%
Neither Agree nor Disagree	32.50%
Disagree	16.50%
Strongly Disagree	11.93%
Not Answered	0.50%

13: Do you have the tools you need to work effectively from home?

Response	Percentage
Strongly Agree	13.32%
Agree	41.35%
Neither Agree nor Disagree	19.28%
Disagree	13.62%
Strongly Disagree	8.85%
Not Answered	3.58%
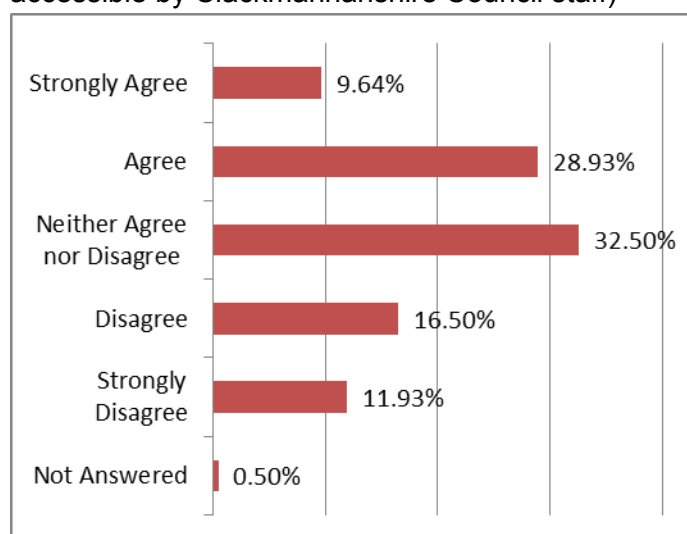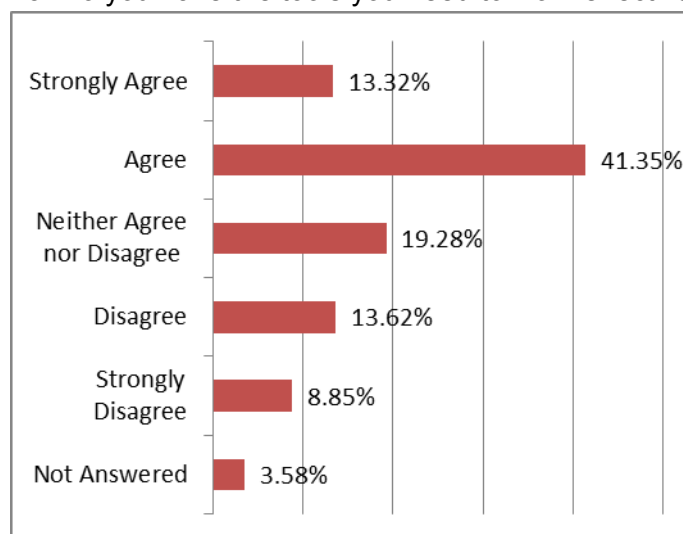
14: Do you feel that working from home has negatively affected your productivity?
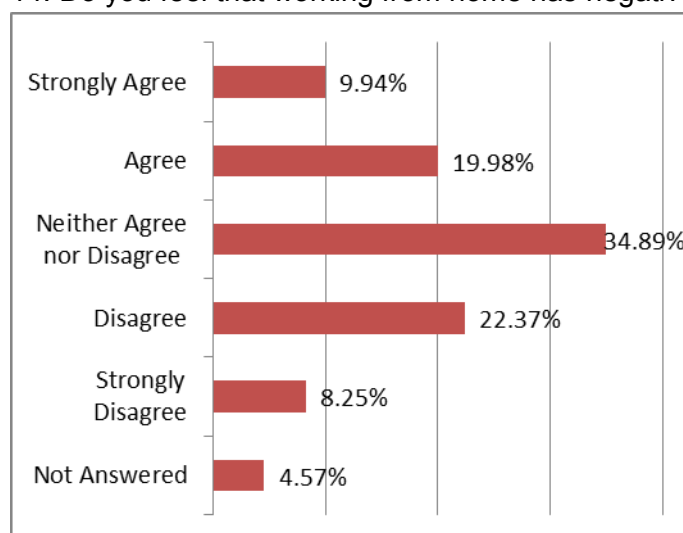
Response	Percentage
Strongly Agree	9.94%
Agree	19.98%
Neither Agree nor Disagree	34.89%
Disagree	22.37%
Strongly Disagree	8.25%
Not Answered	4.57%

15: What changes, if any, would help you to be more productive when working from home?

Response	Percentage
ICT hardware/software	37.6%
Unable to work/not working from home	12.4%
Nothing	12.2%
Ergonomics/comfort	8.2%
Other issues	6.9%
Caring issues	6.9%
Plan/prorities/communication/workload	5.9%
Training/support, esp. ICT	2.7%
Coming in to work	2.5%
Contact with clients	2.3%
Access to resources in school/office	2.3%
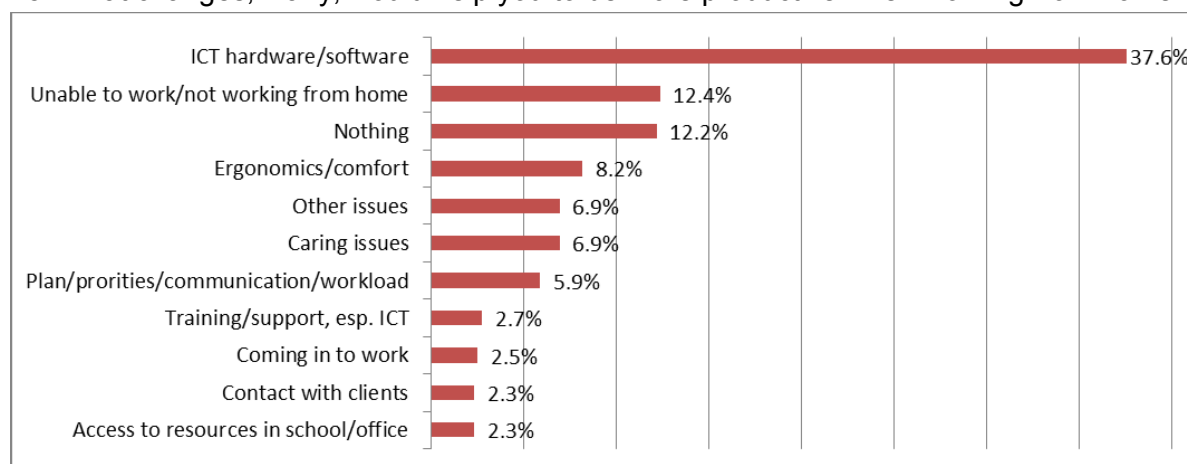
ANNEX B: Tabular Directorate Results (%)

How Would You rate your mental well being	Council	HSCP	P&P	People	Place
Excellent	10.24	4.92	11.49	9.10	17.93
Good	43.94	45.90	43.68	43.00	47.59
Fair	35.49	37.70	33.33	37.90	24.14
Poor	8.35	9.84	5.75	8.50	8.97
Very Poor	1.79	1.64	4.60	1.40	1.38
Not Answered	0.20	0.00	1.15	0.00	0.00

Do you feel supported by the Council to balance your work and caring responsibilities effectively	Council	HSCP	P&P	People	Place
Strongly Agree	14.91	14.75	20.69	12.50	23.45
Agree	44.63	44.26	43.68	45.70	40.69
Neither Agree or Disagree	28.43	24.59	22.99	30.40	23.45
Disagree	8.85	9.84	9.20	8.80	8.97
Strongly Disagree	2.98	6.56	3.45	2.60	2.07
Not Answered	0.20	0.00	0.00	0.00	1.38

The Council has a wellbing section for staff. This has tips on how to look after yourself during lockdown. Were you aware of this page	Council	HSCP	P&P	People	Place
Yes	62.33	73.77	89.66	54.70	77.93
No	37.28	26.23	10.34	45.00	21.38
Not Answered	0.40	0.00	0.00	0.30	0.69

If you have accesed the wellbeing page have you found the information useful	Council	HSCP	P&P	People	Place
Strongly Agree	3.48	4.92	13.79	2.10	3.45
Agree	24.45	39.34	33.33	21.20	28.97
Neither Agree or Disagree	45.33	39.34	40.23	46.70	46.21
Disagree	1.69	0.00	2.30	1.70	2.07
Strongly Disagree	0.80	0.00	2.30	0.40	2.07
Not Answered	24.25	16.39	8.05	27.80	17.24

Would you agree that you are being kept up to date with the latest information from around the organisation	Council	HSCP	P&P	People	Place
Strongly Agree	20.28	21.31	28.74	20.00	16.55
Agree	51.39	55.74	47.13	53.70	42.07
Neither Agree or Disagree	13.42	4.92	6.90	13.80	19.31
Disagree	11.73	14.75	13.79	10.80	13.10
Strongly Disagree	2.98	3.28	2.30	1.70	8.97
Not Answered	0.20	0.00	1.15	0.00	0.00

Were you aware that the briefings from the SLG are available on the website under Management Briefings	Council	HSCP	P&P	People	Place
Yes	36.08	40.98	75.86	24.70	64.14
No	63.62	59.02	24.14	75.10	35.17
Not Answered	0.30	0.00	0.00	0.10	0.69

Do you feel supported by your manager/supervisor	Council	HSCP	P&P	People	Place
Strongly Agree	41.85	29.51	36.78	42.90	46.21
Agree	37.87	32.79	41.38	39.30	32.41
Neither Agree or Disagree	12.03	14.75	9.20	11.50	14.48
Disagree	4.97	16.39	9.20	3.80	2.76
Strongly Disagree	2.98	6.56	3.45	2.30	3.45
Not Answered	0.30	0.00	0.00	0.10	0.69

How often does your manager keep in contact with you	Council	HSCP	P&P	People	Place
Bi-Weekly	5.17	8.20	2.30	5.40	3.45
Weekly	24.75	24.59	25.29	24.00	28.28
A few times a week	31.31	18.03	27.59	33.70	28.97
Daily	21.57	14.75	18.39	24.00	15.86
On an ad hoc basis	13.12	21.31	22.99	10.40	17.93
Never	3.68	11.48	3.45	2.30	5.52
Not Answered	0.40	1.64	0.00	0.00	0.00

What communication tools does your manager use to keep in touch with you	Council	HSCP	P&P	People	Place
Other Methods	24.16	19.67	42.53	22.40	22.70
Face to Face	9.15	26.23	8.05	5.80	19.31
Other video chats	38.67	4.92	8.05	53.10	3.45
Zoom	18.59	9.84	27.59	21.00	5.52
Facebook	3.48	0.00	2.30	4.50	0.69
Whatsapp	52.49	3.28	27.59	65.60	27.59
Text	39.36	40.98	36.78	38.50	46.21
Telephone	48.81	60.66	51.72	42.30	73.79

Do you feel that the contact you have is adequate	Council	HSCP	P&P	People	Place
Strongly Agree	37.87	22.95	33.33	39.30	40.69
Agree	40.36	36.07	41.28	42.50	32.41
Neither Agree or Disagree	11.83	21.31	12.64	10.80	12.41
Disagree	5.86	8.20	6.90	5.30	6.90
Strongly Disagree	3.38	9.84	4.60	1.80	6.21
Not Answered	0.70	1.64	1.15	0.30	1.38

Would you find a staff Facebook page useful	Council	HSCP	P&P	People	Place
Strongly Agree	9.64	9.84	12.64	8.50	13.79
Agree	28.93	39.34	21.84	28.60	30.34
Neither Agree or Disagree	32.50	31.15	31.03	32.70	31.72
Disagree	16.50	13.11	17.24	17.60	13.10
Strongly Disagree	11.93	6.56	16.09	12.20	11.03
Not Answered	0.50	0.00	1.15	0.40	0.00

Do you have the tools you need to work effectively from home	Council	HSCP	P&P	People	Place
Strongly Agree	13.32	6.56	22.99	14.50	4.83
Agree	41.25	27.87	28.74	50.00	14.48
Neither Agree or Disagree	19.28	21.31	21.84	15.20	35.86
Disagree	13.62	16.39	9.20	13.60	15.17
Strongly Disagree	8.85	18.03	13.79	4.70	22.76
Not Answered	3.58	9.84	3.45	2.00	6.90

Do you feel working from home has negatively affected your productivity	Council	HSCP	P&P	People	Place
Strongly Agree	9.94	3.28	5.75	11.20	9.66
Agree	19.98	11.48	8.05	24.40	9.66
Neither Agree or Disagree	34.89	45.90	39.08	31.10	46.21
Disagree	22.37	18.03	20.69	24.30	16.55
Strongly Disagree	8.25	6.56	19.54	6.80	9.66
Not Answered	4.57	14.75	6.90	2.10	8.28

What changes, if any would help you to be more productive when working from home	Council	HSCP	P&P	People	Place
Unable to work/not homeworking	12.40	30.77	10.26	4.72	16.88
Other Issues	6.90	0.00	12.82	7.55	5.19
Contact with Clients	2.30	0.00	2.56	3.14	0.00
Nothing	12.20	15.38	7.69	14.78	3.90
Caring Issues	6.90	3.85	2.56	9.75	3.90
Plan/Prioties/Communication/Workload	5.90	7.69	7.69	6.60	1.30
Access to resources in school/office	2.30	0.00	0.00	3.46	0.00
Egonomics/Comfort	8.20	0.00	15.38	9.75	3.90
ICT Hardware/software	37.60	34.62	33.33	36.16	55.84
Coming into work	2.50	7.69	7.69	0.00	0.00
Training/Support esp. ICT	2.70	0.00	0.00	4.09	1.30

Clackmannanshire Council

Post Covid-19 Alignment Workshops

Executive Summary

17/08/2020

Executive Summary

iESE designed and developed a facilitated workshop approach around three core (subset) questions delivered to 5 stakeholder groups; ESLG, SMF, Administration, Alliance, and Elected Members. The three questions covered:
- Q 1 - Individual experience and learning from Covid.
- Q 2 - Review and prioritization of the BtF and recovery projects.
- Q 3 - Evaluation of the opportunities for external programme leadership.

Q 1 Key Takeaways

- New ways of working have been positive for both council officers, members, community stakeholders and service users. Management and operational processes need to reflect on this.
- There has been a significant shift in culture in the Council and community that has seen empowerment and has valued proactive behaviours. This should be enhanced and retained.
- Efficiency has been achieved by using streamlined governance processes rather than a traditional approach.
- There were improvements in partnership working across voluntary and 3rd sector community. This should be maintained by developing lean processes that sustain interdependency.

"There has been a cultural change since the start of Covid. We became a more trusting, empathetic, and caring organisation with a sense of freedom. Making mistakes and learning from them has become more acceptable. How can we maintain and grow this? We really do not want to go back to the way things were."

Q2 Key Takeaways

- Participants endorsed the projects in the BtF Plan.
- Participants agree the need to prioritise and plan to reflect impact, resources, and potential delivery dates. This is to spread resources and maximise impact.
- Anti-Poverty and STRIVE were highlighted as priorities within the agreed plan.
- Supporting economic recovery was also highlighted as a short, medium- and long-term priority to avoid the impact of post-Covid-19 societal challenges.
- All stakeholders agreed that new ways of working adopted recently should be developed as a priority so as not to lose the momentum built up during the Covid-19.

The public sector
transformation partner

"The devil will be in the detail regarding how we do these things. We need to empower individuals, so they stop waiting for permission and start acting with independence. We need to keep the momentum that has been started."

Q3 Key Takeaways

- Stakeholders agreed there should be a strong emphasis on localism and place-based approaches.
- There are examples of localism on a relatively large scale – CRD, Regeneration of Alloa town centre, Village, and small-town initiative, for example.
- There is a need to build a shared definition and common language around localism and placed based approaches.
- Culturally, the Council has more to do to develop its own capacity to build local community activism, through initiatives like the People and Place Pilot.

"There should be a big emphasis on going local.......Culture will not go back to the way things were so localism will look different from what it was...."

Recommendations

Focusing on localism and the continual development of the local economy. Using the purchasing power of the Council to stimulate the local economy. Look to other examples of how this has developed – e.g. East Ayrshire or Eastbourne. iESE can advise on the best examples. Continually reviewing how services can be best delivered either from inside or outside the council. The People and Place Hub Pilot, CRD and the SIEC are good examples of projects that will develop Clackmannanshire. STRIVE is also a good example of multi-agency collaboration which should be continually developed.

Income maximisation focused on mitigating the impacts of poverty as well as ensuring the financial sustainability of the Council as an organisation. Review health and social care spend – (CareCubed for Adults and Children's services).

Digital strategy as an enabler – several suggestions on how IT could play a part in sustaining new ways of working not limited to home working. Develop new ways of working through modelling blended working on a strength/needs-based approach. To include management process and behaviours to support the model. Developing an interconnected network to include suppliers and partners across sectors. Build management operation and communication systems to include the wider community. iESE can support with management data usage and decision making across the stakeholder cohort.

Workforce Development - Develop a continuous Cultural improvement programme, building on the experiences of the Covid-19 crisis. This should be a continuum of development. iESE can support Clackmannanshire on developing cultural development programmes.

iESE
The public sector
transformation partner

Undertake planned work to embed Be the Future vision, principles and corporate values which was stalled due to the Covid-19 pandemic. This work should engage with internal and external partners and stakeholders as a priority.

iese
The public sector
transformation partner