
Report to: Clackmannanshire Council

Date of Meeting: 4 March 2021

Subject: Be the Future Update

Report by: Chief Executive

1.0 Purpose

The purpose of this report is to provide an update on progress achieved in relation to key activities outlined in the Council's Be the Future Programme. This report has a specific focus in respect of ongoing activity and developments in relation to the Workforce Programme. Additional updates are also provided in respect of the immediate priorities for the Strategic Director (Transformation) and a recent Bid to the Scottish Government's Regional Recovery and Renewal Fund.

2.0 Recommendations

It is recommended that Council notes:

- 2.1 Progress in establishing the Project Management office under the leadership of the fixed term Strategic Director (Transformation) (paragraph 3.4)
- 2.2 Plans to review internal officer governance structures in support of the Be the Future Board (paragraph 3.3)
- 2.3 Recent Transformation project updates presented to the Be the Future Board (paragraph 3.5)
- 2.4 Progress with the Workforce Programme of transformation activity (section 4)
- 2.5 Specific workforce development initiative updates set out in paragraph 4.4
- 2.6 Bids totalling £152k submitted to the Regional Recovery and Renewal Fund (paragraph 5.3)
- 2.7 Discussions with Scottish Government to explore potential support to implement the Community Wealth Building action plan priorities agreed by Council in December 2020 (paragraph 5.4).

3.0 Be the Future Programme Capacity

3.1 The fixed term Strategic Director (Transformation) joined the Council on 1 March 2021. This post is being funded for an 18 month period following the decision of Council on the 22 October 2020. The post was requested to:

- provide greater corporate resilience across response and recovery work
- support the development of specific priority transformation proposals
- create additional resilience and cover in respect of deputising arrangements for both the Chief Executive (as nominated deputy) and Strategic Directors.

3.2 This role provides critical additional capacity which aims to sustain and accelerate momentum in respect of the Council's Transformation activity. The SD (Transformation) will work in partnership with peers to deliver priority activities. It is envisaged, operational demands permitting, that the SD (Transformation) will focus mainly on evaluating and progressing many current active strands of transformation work as well as ensuring that this is fully integrated within a systematic and coherent programme of activity which is supported by appropriate member and officer governance arrangements.

3.3 Governance arrangements will be reviewed and refreshed as the Be the Future Programme moves from the 'planning' to 'doing' phase. Member governance is already provided through the cross-party Be the Future Board. It is proposed that the SD (Transformation) provides proposals for a robust aligned internal governance arrangement for senior management to ensure the smooth review and flow of business to the cross-party Be the Future Board.

3.4 Recruitment processes are currently ongoing in respect of a number of key Project Management Office (PMO) posts previously approved by Council. These resources will embed the centrally managed PMO under the SD (Transformation) leadership. Resources include: Project Managers, Business analysts, Communications, Funding Officer and PMO Administrative Support. The SD (Transformation) will work in partnership with peer SDs to maximise the effectiveness of matrix managed arrangements with those services developing specific proposals.

3.5 On the 9 February 2020, at the most recent meeting of the Be the Future Board, a range of updates on priority projects were presented. This highlighted that good progress has continued to be made, notwithstanding the ongoing response to the Covid-19 pandemic. It also highlighted the potential and appetite for further innovation, which can be harnessed and expedited as a consequence of the additional leadership capacity and focus provided by the SD (Transformation). The following key updates were presented:

- Secondary Curriculum
- STRIVE
- Police co-location
- People and Place Collaborative

- Wellbeing Economy and Community Wealth Building
- Digital Transformation.

4.0 Workforce Programme Update

- 4.1 This section of the report provides an update on the Council's Workforce Programme, which has been progressing in support of embedding a shared understanding, and commitment to the Council's vision, values, and ongoing transformation. By way of reminder, the Workforce Programme consolidates and integrates recovery, support, and transformation activity previously set out in the Council's Strategic Workforce Plan, Organisational Redesign Plan, and COVID-19 Recovery Plan. It is a dynamic programme of work, which draws in aspects of priority workforce development requirements as they arise (such as with the outputs of recent work in relation to Community Wealth Building).
- 4.2 The Workforce Programme is governed via the Workforce Programme Board, which has met twice since the initial update on the programme to Council in October 2020. In support of progressing projects, scoping documents have been issued so as to provide clarity on intended outputs, and to assist with identifying project scope, stakeholders, risks, and resource requirements. Additionally, and as part of wider engagement processes, Trade Union representatives have been sought for individual project areas (so as to provide engagement on project detail, rather than programme level updates), for example with the Health Working Lives Group, and the revision of the corporate induction process.
- 4.3 The current status of projects within the Workforce Programme is summarised as follows:
- 17 of 34 projects have been completed.
 - 14 of 34 projects are ongoing.
 - 3 of 34 projects have been revised due to the COVID pandemic and are now overdue.
- 4.4 In progressing the programme, capacity of staff both to lead on, and undertake more detailed project work continues to be a challenge which the Workforce Programme Board seeks to monitor and manage. This challenge is mainly as a result of the level of work required in supporting the ongoing COVID recovery across all Council directorates. In order to assist with these challenges, the recruitment of an Assistant Learning and Development Advisor, as approved by Council on the 22 October 2020 has been progressed.
- 4.5 As part of recognising the valuable and positive workforce development initiatives which have been undertaken to date, Council are asked to note the following updates:

- **Virtual Wellbeing Week:** In January of this year the Council hosted its first virtual wellbeing week, aimed at supporting mental health and general wellbeing during what is recognised as one of the more challenging winter months, and as part of ongoing support due to the COVID-19 pandemic. Via a blend of internal and external events, staff had access to 15 separate sessions including mindfulness workshops, self-care masterclasses and fitness sessions.
- **Wellbeing Toolkit:** Allied to the Wellbeing Week, our Health and Safety, Communications, and Training staff members developed and launched a new staff wellbeing toolkit, designed as a quick reference guide to supporting mental health and wellbeing during the pandemic. Launched Council wide in January, the toolkit has also been printed so as to ensure access for those non-office based members of staff.
- **Leadership Development:** In light of the significant changes to our workplace, and the rapid and evolving shift in our workplace culture, Officers have undertaken work to develop our approach to leadership development in collaboration with the open market. By using a Prior Information Notice (PIN) approach as part of the procurement journey, over the course of February Officers hosted virtual meetings in order to discuss how potential suppliers may be able to offer innovative solutions to leadership development which are relevant to the Be the Future programme, and set the conditions for transformational change required within our organisation. Specifically, Council is asked to note that this collaborative approach to procurement prior to a formal tender process has not only allowed for a highly contextualised and relevant tender process to be undertaken in 2021, but has also been warmly welcomed by external suppliers, many of whom have commented positively both on the willingness of the Council to collaborate and engage at an early stage, and on the amount of relevant and timely information provided to assist with future tenders.
- **Promoting Good Conversations Programme:** As part of wider development for managers, Officers have worked in collaboration with Forth Valley College in order to utilise and realise best value from the Scottish Government's Flexible Workforce Development Fund. As a result, funding has been confirmed for five further cohorts of a bespoke management development programme (Promoting Good Conversations) within 2021/22, offering development opportunities for managers which seek to address some of the important workplace changes, and working styles which the pandemic has created.
- **Staff Survey:** As part of the Workforce Programme, and as a continuation to both the staff wide surveys of 2018, 2019, and COVID Wellbeing Survey of May 2020, Officers undertook a further Staff Wide Survey in December 2020. In addition to gauging wider staff engagement with the organisation, the survey also sought specific feedback around the themes of staff wellbeing, homeworking arrangements, and communication with staff. With tabular results

received in January, full reporting will be provided to Council once a comprehensive analysis has been undertaken by our independent survey providers.

- **Community Wealth Building:** As previously noted, the Workforce Programme is a dynamic programme of activity, whereby any priority workforce developments can be subsumed so as to provide oversight, governance, and to ensure that intended outputs or outcomes are achieved. As such, the workforce development requirements arising from the recent Community Wealth Building report for Clackmannanshire Council have been included within the Workforce Programme, with a scoping document being issued to the project lead for completion. At a high level, this will include the provision of community wealth building training, and through annual workshops which staff can take part in.

5.0 Regional Recovery and Renewal Fund

5.1 On the 12 February 2020, an offer of additional revenue funding for 2020/21 was received from the Scottish Government. This funding is being provided to every region in Scotland and is required to be spent during the current financial year.

5.2 The Regional Recovery and Renewal Fund aims to ensure that sustainable recovery progresses at pace. Forth Valley (Clackmannanshire, Falkirk and Stirling Councils) has been allocated up to £155k from the Fund which can be used for any/all of the following purposes:

- accelerating delivery of City Region/Growth Deal investment
- Community Wealth Building
- Regional Recovery Planning.

There is also the potential to indicate additional qualifying expenditure that the Region could spend in excess of the £115k by 31 March 2021.

5.3 On 19 February 2021, the Council submitted bids, totalling £152k for the purpose of advancing key City Region Deal and Community Wealth Building activities whilst noting that this is of course subject to the evaluation of Forth Valley wide aggregated bids.

5.4 In parallel with these discussions, the Council Leader and Chief Executive are currently engaged in discussions with Scottish Government as part of the business of the newly developing (4 February 2020) Community Wealth Building Working Group. As part of these engagements, the Council Leader and Chief Executive are exploring with Scottish Government, the potential for support to advance a number of priority actions from the Community Wealth Building report agreed by Council in December 2020.

6.0 Sustainability Implications

6.1 N/A

7.0 Resource Implications

7.1 *Financial Details*

7.2 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

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

7.4 *Staffing*

8.0 Exempt Reports

8.1 Is this report exempt? No

9.0 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)

10.0 Equalities Impact

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

11.0 Legality

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

12.0 Appendices

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

None.

13.0 Background Papers

- 13.1 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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Approved by

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