
Report to: Clackmannanshire Council

Date of Meeting: 22 April 2021

Subject: Be the Future Update

Report by: Strategic Director (Transformation)

1.0 Purpose

- 1.1. The purpose of this report is to provide an update on activity on the Council's Be the Future Programme with a focus on Programme capacity and the plans that the Strategic Director (Transformation) has developed to move the programme from the 'planning' to 'doing' stages.

2.0 Recommendations

It is recommended that Council notes:

- 2.1. The engagement by the Strategic Director (Transformation) with Officers and partners to understand the operational context within which Be the Future is delivered (paragraphs 3.1 - 3.3).
- 2.2. The approach that the Strategic Directors are taking through the Strategic Oversight Group for the Well-being Hub development to try-out new approaches to cross-functional working to deliver transformation (paragraph 3.4)
- 2.3. Plans for the development of the Strategic Roadmap to provide the bridge between the approaches laid out in the 'Be the Future' plan and its full implementation (section 4.0).
- 2.4. The consultation that took place with the Be the Future Programme Board 30 March 2021 to consider the Strategic Roadmap (paragraph 4.5) and the offer to brief elected members on this approach (paragraph 4.6)
- 2.5. Progress in establishing the Programme Management Office (PMO) since the last Council update. (paragraph 3.5)

3.0 Be the Future Programme Capacity

- 3.1. The Strategic Director (Transformation) has been working with the other Strategic Directors and service managers to consider and plan for ways of working that will maximise the resources allocated to the Transformation

programme and establish the Transformation area structurally within the overall operating model.

- 3.2. The Strategic Director has also met with staff involved in delivering the activities already underway in the programme including STRIVE, Digital Transformation, City Region Deal and the Workforce Development Programme and with those areas that are moving from action plan to delivery including Community Wealth Building and Well-being economy leads.
- 3.3. The next phase of discussions will focus on wider engagement with partners, including extending the preliminary discussions with the Health and Social Care Partnership to consider the transformation outcomes that the partnership is seeking to deliver.
- 3.4. The Strategic Directors have agreed that the Strategic Oversight Group for the Well-being Hub development will be used as a forum to explore ways that the principles of the Be the Future programme (Customer-focus; Empowerment; Continuous improvement & innovation; Locality focus) can be amplified. The outcomes of this will be reported to Council in future updates.
- 3.5. The establishment of the PMO is progressing. Recruitment to the posts previously approved by Council has resulted in an internal appointment to the PMO Administration role and external appointments have been made to the Project Manager and Business Analyst roles. The Strategic Director will go back out to market for the remaining posts (1 Project Manager and 1 Business Analyst). The job role for the person who will head the PMO is now in development and following job evaluation and approval will go forward for recruitment.
- 3.6. The PMO will drive the transformation activity in a planned, managed and collegiate way through deployment of expertise to deliver:
 - Project managers who support the organisation's adoption of the Be the Future toolkit and framework and who will work across priority projects in the Programme to manage and support successful delivery;
 - Business analysts who inform the design and development of the Programme and projects, who use evidence and data analysis to recommend solutions throughout the project lifecycle and who analyse and measure the impact and outcomes of the Programme so we continue to learn and adapt;
 - Communications expertise who will develop our strategic approach to managing internal and external communications that will support adoption of new ways of working, knowledge exchange and shared learning and that engages our people in being the future;
 - Fundraising expertise that ensures that the opportunities to leverage additional investment and capacity throughout the Programme lifetime are realised for the Council and our partners.

4.0 Strategic Roadmap

- 4.1. The Be the Future Plan provides a blue-print for a consistent focus on our key themes - Sustainable inclusive growth, Empowering families and Communities; and Health and Well-being. The transformation journey we have laid out is an ambitious 10 year programme which will be delivered during a period of significant challenge in Clackmannanshire. The investment that was approved by Council demonstrates an on-going commitment to delivering this programme.
- 4.2. However, many transformation programmes fail, not because of lack of commitment, but because they do not succeed in creating the bridge between the vision and the execution. The means to create this bridge is to develop the strategic roadmap that explains exactly where we are heading and how we will get there.
- 4.3. The Strategic Roadmap is developed using a methodology that ensures that there is consensus on destinations, timescales and outcomes against which we can measure progress. It will be the key communication tool for the Be the Future programme and our transformation journey.
- 4.4. The Strategic Roadmap is made up of the following components:
- **Destination** - Maps out the problems and opportunities & creates a list of challenges & strategic outcomes that the leadership is aligned & committed to reaching.
 - **Scope** - Prioritises to create a clear scope and objectives which will deliver the strategic outcomes & resolve the challenges. This will also identify what will not be tackled.
 - **Enablers** - Identifies the conditions needed or must-do initiatives required to provide the foundations for the plan.
 - **Plan** - Establishes the course of action, milestone plan & investment plan to deliver on the strategic outcomes in the timescale agreed.
 - **Resource** - Develops capacity & resource plans to deliver the agreed outcomes in the Strategic Roadmap.
 - **Execution** - Develops the model, structures & principles for execution of the programme. This includes the Strategic Communications plan that will underpin the Roadmap.
 - **Governance** - Establishes how decisions will be made & the Strategic Roadmap supported. This will also layout how investment decisions will be made.
 - **Performance** - Defines the models and processes for measuring progress towards the strategic outcomes. Articulates how benefits will be measured & risk managed.
- 4.5. The Be the Future Programme Board was presented with this approach at the Board meeting 30 March and consulted on their views. There was broad

support for this approach and agreement that this aligned with the principles of the Be the Future programme. It was agreed that the initial horizon for the Strategic Roadmap should be Summer 2023.

- 4.6. The Strategic Roadmap for the Be the Future Programme will be developed over the coming months. Elected members will be invited to be involved in this process and can seek a briefing on the approach. A verbal update on progress will be provided at the Council meeting in April alongside this paper.

5.0 Sustainability Implications

- 5.1. Environmental and financial sustainability are key priorities of the Be the Future programme and business cases for individual programmes/projects will require to demonstrate clear links to related outcomes.

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 X

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

6.4. *Staffing*

7.0 Exempt Reports

- 7.1. Is this report exempt? Yes (please detail the reasons for exemption below) No X

7.0 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 X

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 X

Our communities will be resilient and empowered so that they can thrive and flourish X

(2) **Council Policies** (Please detail)

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".

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

Be the Future Update papers to Council – September 2020, December 2020, March 2021

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Approved by

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