

---

**Report to: Clackmannanshire Council**

---

**Date of Meeting: 19 August 2021**

---

**Subject: Be the Future Update**

---

**Report by: Strategic Director (Transformation)**

---

## **1.0 Purpose**

- 1.1. The purpose of this report is to provide Council with an update on progress on the Be the Future Programme.

## **2.0 Recommendations**

**It is recommended that Council notes:**

- 2.1. The plan for the first 90 days to deliver on the approvals made and outcomes agreed at the June 2021 Council meeting (section 4.0).
- 2.2. The activity to identify and accelerate priority projects in the Be the Future programme (paragraphs 4.5 – 4.12) to support the identification of savings and efficiencies as outlined in the Budget Strategy Update.
- 2.3. The work to progress the Be the Future governance arrangements and to note the increased scrutiny provided by the newly established Strategic Oversight Group (paragraphs 4.28 - 4.29).
- 2.4. The on-going work on identifying the capacity required to support the Be the Future programme alongside core business and engagement with the Improvement Service to undertake analysis of capacity to inform future decision making and continue the increased pace and scale of delivery to realise benefits (paragraph 4.14 – 4.17).
- 2.5. The work with Scottish Futures Trust (SfT) to develop the rapid scoping assessment and associated 'prospectus' for the Transformation Zones in Alloa, approved at Council in June 2021. (paragraphs 4.21 – 4.22).
- 2.6. The outcomes of our grant capture work (paragraphs 4.23 – 4.25).
- 2.7. The work to establish the Investment Corporate Working Group that will further align future grant capture activity to strategic priorities (paragraph 4.26).

- 2.8. The intention to increase the focus on communication and engagement with staff and key stakeholders on the Be the Future programme through the establishment of the Communications and Engagement Corporate Working Group (paragraphs 4.30 – 4.31).
- 2.9. The progress in the recruitment to the Senior Manager (Transformation) role (paragraph 4.32).

### **3.0 Council approvals at June 2021 meeting**

3.1. At the June 2021 Council meeting, the Council approved:

- The development of the place-based Transformation Zones, with the first of these in Alloa and agreed the recommendation to undertake a Rapid Scoping Assessment to look at the optimum phasing of our investment to deliver on the greatest socio-economic impact.
- To establish a revised governance framework for the Be the Future programme to support increased scale and pace in this next phase. This includes:
  - The establishment of a Strategic Oversight Group that will be the officer led and chaired by the Chief Executive
  - A reconstituted Be the Future Board with new terms of reference and chaired by the Council Leader who is the sponsor for the Be the Future programme
  - A reconvened Capital Operations Group with revised terms of reference to take oversight of the capital investment programme.
- In addition a number of resource agreements were approved:
  - A Flexible Resourcing Fund of £350k from the Transformation Fund was delegated to the Strategic Oversight group to enable us to provide agile access to resource and expertise
  - Agreement to delegate recruitment to a Senior Manager (Transformation) post on an 18 month Fixed Term Contract to the Strategic Director (Transformation).
  - Agreement that all contracts in the Programme Management Office will be harmonised to 18 month Fixed Term Contracts.
- To support delivery, it was agreed that the Be the Future strategic roadmap will be structured around 4 strategic workstreams supported by corporate working groups. The workstreams will create connections across projects and activities already in progress. These workstreams are:
  - Multi-agency collaboration for whole system change
  - Transformation zone - Alloa centre
  - Transformation zone - Alloa Forthbank
  - Preparing our young people for life, work and the future

## 4.0 Be the Future '30, 60, 90 day' plan

- 4.1. Following the June Council meeting activity to progress the decisions taken by Council was pulled into a '30, 60, 90 day' plan. The plan covers the period July – September 2021 and the focus of the activity is outlined in table 1.

**Table 1: 30, 60, 90 day story**

	30 days	60 days	90 days
	Let's focus on our projects	We're communicating	We're ready for the next 90 days
	First 30 days	First 60 days	First 90 days
Challenges	We want to take our key projects and make sure that we have the people and plans in place to make them fly.	We want to make a compelling case for our staff, stakeholders and partners to rally around so that they feel they want to be part of this.	We want to know that we're set up for the next steps in the transformation journey so that we can deliver more benefits from Be the Future.
Situation	Our Strategic Directors are spending lots of time on the nuts and bolts of the projects and we would like to free them up to be the ambassadors not the mechanics.	We have an opportunity to work on communications with staff on where we are and where we are going. We also have an opportunity to convert goodwill from other organisations into commitments.	The Rapid Scoping Assessment for the Alloa Transformation Zones is well-progressed and we have prepared the action plan for the 'prospectus' which is a major outcome from this activity.
Approach	We'll use the resource in the Transformation area to work with people to understand the projects and what is needed.	We'll work on engagement internally and externally, laying out a plan and we'll focus on leveraging key strategic partnerships.	Over the last 60 days, work has been progressing on the models, structures and approaches to support the next 90 days. We've engaged SFT and other partners in the work on our strategic narrative.
Outcomes	By the end of the first 30 days, Strategic Directors and those involved in the projects will agree what is needed to take the projects forward and feel confident in the plan to tackle any remaining issues that have been identified.  We're feeling prepared to tackle some of the other actions in our Be the Future programme.	By the end of 60 days, we will have external people committed to our activities and advocating to others on the strategic narrative from Clackmannanshire.  More of our staff are starting to understand the benefits from this approach to their own work and there's growing confidence in the progress and momentum.	By the end of 90 days we have a plan for our Strategic Roadmap which is understood and bought into widely internally and externally.  We have prepared the ground for our prospectus with our Elected members', our staff, potential partners and our communities.  We have our next 30, 60, 90 day plan in place.

- 4.2. At the time that this paper was written we are in the first 30 days of this plan. The remainder of this report provides the update on progress in the first 30 days and points to the activities coming forward in the remaining 60 days.

### Work to support the Budget Strategy 2022/23

- 4.3. The Budget Strategy Update outlines that from financial year 2022/23 onwards there will be increasing emphasis on bridging the budget gap from the savings and efficiencies identified and agreed from the transformation programme.
- 4.4. The activity in the first 30 days of the plan has focused on work that will support that budget strategy. Officers have identified the projects in the Be the Future programme that are most likely to yield efficiencies and prioritised these for additional attention in order to deliver at pace and achieve these efficiencies.
- 4.5. The key projects identified for the first 30 days are the Social care replacement IT system, the STRIVE pilot and the Well-Being Hub.

- 4.6. A project team, which has expertise from the Programme Management Office, Finance, IT, Procurement and Service Owners has been convened to accelerate the work on the business case for the Social Care Replacement IT system. Executive Sponsors across HSCP, Stirling and Clacks are working together to clarify governance and shared ownership of the project to realise the full transformational opportunity and strengthen the partnership with Stirling Council and the HSCP. The project team will support the development of the Business case, joint procurement and implementation, as well as develop the financial modelling to identify the efficiencies and cost savings to incorporate into the budget strategy 2022/23.
- 4.7. The evaluation report from the STRIVE pilot was presented to Council in the June Be the Future update. This evaluation recommended that the STRIVE pilot is scaled up and that in doing this that there would be positive impacts on demand management, costs and financial efficiencies, as well as wider benefits over and above financial outcomes.
- 4.8. The STRIVE pilot, along with the Social Care Replacement system and associated service redesigns (including the People redesign presented to Council) will form the core of the first of our Strategic Workstreams. This workstream is focused on multi-agency collaboration for whole system change. Work is progressing to develop the proposals for this workstream and associated business cases related to the projects. Partner governance arrangements, particularly with Health and Police, to secure sustainable, ongoing commitment and embedding within multiagency processes are being considered within this work. Updates on the plans to take forward the STRIVE pilot will come to future Council meetings.
- 4.9. The other priority project included in the first 30 days of the '30, 60, 90 day' plan is the Well-being Hub. As set out in the Update Paper, 31 May 2021, a Project Team will be appointed with support from the PMO to allow the project to progress at pace.
- 4.10. Significant consultation and engagement work has been undertaken with live action days and street surveys across the entire Clackmannanshire area during July. This has continued to reinforce the importance of a swimming pool, activities for children, but also developing a greater understanding of the interest in wellbeing activities that promote a healthy lifestyle and mind. Promoting the outdoors has continued to be a high priority for many respondents.
- 4.11. Immediate next steps include continuing with end to end engagement and consultation including reaching out to clubs and communities who feel that they have not had their voice heard. Workshops are taking place in August which will start to define the Strategic Needs, Feasibility Options and prepare the brief for a new Wellbeing Hub. NHS and Sport Scotland are crucial partners in providing input and advice. Further updates will be provided in line with the Be the Future governance arrangements.
- 4.12. The Interim leisure arrangements for the Summer period have been successful with the Summer of Wellbeing particularly so. Swimming arrangements have been made for individual groups have been made at

Dollar Academy. Discussions are ongoing to extend these and to add additional venues in line with COVID restrictions lifting.

- 4.13. Strengthening the financial information within all the transformation business cases will be a key component of the Be the Future programme moving forward. To support this, work is underway to create a set of financial models that provide the assumptions on which the financials in the business cases are based. The consistent application and testing of these financial models will enable us to build greater resilience in our future financial and budgetary planning.
- 4.14. We need to ensure that the projects are able to deliver on the benefits that have been identified in the development of the business cases. Council has previously raised concerns about the challenges we face with regards to project delivery, specifically around sufficient and skilled internal resource to progress, and being able to realise outputs in a timescale which would be beneficial to the wider transformation programme.
- 4.15. Our capacity will be addressed as we review the projects within the Be the Future programme. In the June Council paper we presented plans to undertake a Capacity Analysis and Skills Audit. The Senior Leadership Group has reviewed and agreed proposals to take this forward. The Capacity Analysis and Skills Audit includes a number of discrete project areas which will be undertaken to build a comprehensive, and evidence based picture of the Council.
- 4.16. The Improvement Service (IS) Associate Framework, of which the Council is a member, enables access to individuals with skills, knowledge and experience to effectively help progress key priority pieces of work. The improvement service, 28 Councils, COSLA, Scotland Excel, SEEMIS and the Local Government Digital office are all named on the framework. By being part of this Framework the Council has access to 15 associates with a wide range of skills, knowledge and experience.
- 4.17. An appropriate mini competition process is in progress to identify a preferred supplier from this framework. Whilst exact timelines for implementation will be defined in conjunction with a preferred provider, we remain cognisant of the wide and detailed range of deliverables which this project seeks to achieve. As such we are taking a staggered approach, focusing on priority outputs first, and then moving onto further milestones on a sequential basis. Further updates on this work will come to future Council meetings.
- 4.18. Over the course of the remaining 60 days of the '30, 60, 90 day plan' other priority projects will be brought in under the Programme Management Office and similar exercises to review project plans, resource requirements and to support the budget strategy will be undertaken. The timeline for review of the priority projects is provided in Table 2.

**Table 2: Timeline for review of priority projects**

	STRIVE	Social care system	Well-being Hub	CWB action plan	Well-being economy	Capital Investment plan	Learning Estate Strategy	Transformation Zones	The Promise	Family Well-being Partnership	Transforming secondary	Transforming mental health	Workforce dev programme	CRD programme	Digital transformation programme	Service redesign #1	Service redesign #2	Service redesign #3
Start		26.07		09.08		16.08				23.08				30.08				30.08
End		30.08		23.08		16.09				27.09				30.09				30.09

## Developing the Transformation Zones

- 4.19. At the Council meeting June 2021, we described how we will take all the existing components and agreed priorities in the Be the Future programme and organise them to maximise the collective impacts of our investment on our communities, citizens and businesses.
- 4.20. We presented the four strategic workstreams as the focus of our transformation programme in the period through until 2023. Two of these workstreams related to the development of a Transformation Zone in Alloa.
- Well-being economy - regeneration of Alloa centre with the focus on the potential that is unlocked through the combined investment and focus from the Council capital programme and the City Region Deal (including transport; well-being campus and Scotland's International Environment Centre)
  - Community wealth building - Alloa Forthbank with a focus on tackling fuel and food poverty (vertical farming; solar energy; geo-thermal, flood prevention (Devon wetlands rewilding))
- 4.21. In order to progress this work we are working with Scottish Futures Trust (SfT) to bring resource into the development of the rapid scoping exercise and resulting 'prospectus'. Final proposals are being worked and it is anticipated that this work will be completed in Autumn 2021.
- 4.22. Alongside discussions with strategic partners work has commenced on the 'Shaping places for well-being programme' in Scottish Government to seek support from their programme for our work on the Transformation Zones. If successful this would bring additional capacity to the developments which would be in place until March 2024. An update on this will come to a future Council meeting.
- 4.23. The development of the Transformation Zones is providing a focus for our grant capture and funding activity. We have analysed our grant capture in the period January 2020 to date and we have secured 10 awards

amounting to just under £1.4m. 7 applications are pending amounting to £2m of proposals.

- 4.24. Our conversion rate for applications made is approximately 80% which is above the average (conversion rates are typically 50-60%). Whilst the current activity has been driven by the funds available there is an opportunity to align grant and funding activity more closely to our strategic priorities.
- 4.25. With the development of the Transformation Zones we have an opportunity to align future grant capture to a strategic narrative that provides a scale to applications which we have not previously had. The forthcoming UK Government Levelling Up Fund to which we can submit proposals for £20m and a further Transport proposal for £20m and the Scottish Government £325m Place Based Investment programme are significant opportunities for us. We are now in a position to develop and shape proposals of scale aligned to the work on the Transformation Zones.
- 4.26. The Investment Corporate Working Group is currently being scoped and will have a principal role in developing these larger-scale, strategically aligned proposals and co-ordinating our relationships with potential funders. A paper on the Levelling Up Fund proposal will come to a future Council meeting.

### **Structuring the programme**

- 4.27. At the June Council meeting we indicated that the governance arrangements for the Be the Future programme would be refreshed to support the increased pace and scale of the delivery.
- 4.28. The Be the Future Strategic Oversight Group has been convened and met on 22 July 2021. At this meeting the scope and remit of the group was agreed together with the reporting mechanisms for all projects and programmes within the Be the Future programme. This group will ensure increased scrutiny and accountability through:
  - PMO report: an overview of the Be the Future Programme with input from workstream leads on progress on strategic workstreams and working group leads on key activities and outcomes
  - Monthly performance and risk report: dashboard information on progress of projects and benefits being realised and risk (exception report)
  - Monthly and quarterly financial update: update on spend and forecast for the Transformation Fund and the Flexible Resourcing Fund
  - Quarterly grant capture report: update on bids in progress and grant capture
  - Proposals: submission of business cases, proposals and cases for change in the Be the Future programme

- Forward plan: there will be a forward plan for business that is reviewed and updated. This will include areas where the SOG will undertake more detailed scrutiny for example capacity and skills, partnerships and governance.
- 4.29. The first meeting of reconstituted Be the Future Board is due to take place 23 September 2021. The board will receive similar reporting to that of the Oversight Group to enable further scrutiny of progress and performance.
- 4.30. With refreshed governance in place, the overall Communication and engagement plan for the Be the Future programme is being developed. The key aim is to re-engage our staff with the benefits that the transformation will deliver and to develop further the compelling narrative on the transformation for our key stakeholders.
- 4.31. To support this, the Communications and Engagement Corporate Working Group is being scoped and will be established in due course. As part of this engagement plan, there will be regular briefings for Elected Members' on the key Be the Future developments to ensure that all our members' are provided with the opportunity to develop capacity in their role as leaders and advocates of the Be the Future programme with the communities they represent.
- 4.32. The recruitment to the Senior Manager (Transformation) is progressing well. The role has been advertised and attracted a good field. The two stage interview process will be completed in early September.

## 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 has 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, June 2021**

**Author(s)**

<b>NAME</b>	<b>DESIGNATION</b>	<b>TEL NO / EXTENSION</b>
Fiona Colligan	Strategic Director (Transformation)	

**Approved by**

<b>NAME</b>	<b>DESIGNATION</b>	<b>SIGNATURE</b>
Nikki Bridle	Chief Executive	PP