
Report to Council

Date of Meeting: 15th May 2025

**Subject: Be the Future Update – Clackmannanshire and Falkirk
Collaboration Work**

Report by: Chief Executive

1.0 Purpose

This paper provides the latest update in respect of the Council's Be the Future Target Operating Model (BtF TOM) and associated Transformation Programme. This paper provides an update on the top three themes, and progress on the Collaboration Work with Falkirk Council.

2.0 Recommendations

Council to note:

- 2.1. Progress on the top three priority areas (para 3.1-3.6)
- 2.2. Progress on the Collaboration Work with Falkirk Council (para 4.0-4.8).

3.0 Considerations

Top 3 Priority Themes Progress

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

3.1. Digital and Data Transformation

Public Services Networks (PSN) Security - A Network Audit of the current network is being undertaken which includes the Corporate and Education networks. Work is also underway to isolate vulnerable legacy applications on the network. A tender for network replacement will need to take place, the scope will be to replace end of life security and network equipment for the corporate network.

- 3.2. **M365** – Work on the migration of shared mailboxes to M365 and the migration of distribution lists from M365 is underway. The implementation of Mobile Device Management – covering Androids and iOS devices is ongoing.

3.3. **Social Work IT Management System** - The specification and core statement of requirements has been completed. This will inform the ITT through to the final tender process for the new system. To maximise the benefit realisation of the new technology, in parallel with the procurement of the new system, further work is being undertaken to create a future operating model for social care and to identify the role the new technology will play in supporting wider ambitions and the direction of travel for the function. This will ensure transformational change alongside the procurement of a new system. A number of workshops and meetings with specific service areas have taken place.

3.4. A range of digital service developments are also progressing across service portfolios:

Customer Service Hub -The Customer Service Hub aims to enhance customer and employee experiences and modernise the workplace through new digital services

Education- The new School Enrolments application allows online enrolment for Primary and Secondary Schools and ELC admissions, with the Secondary School enrolments application now in development

Roads - New digital services for requesting a skip permits and enquiring about adoption plans are now live.

General Enquiries - New functionality will enable staff to record and allocate customer enquiries to council services for resolution, with the go live date to follow.

Fuel Poverty Applications - A new digital service for Fuel Voucher Applications will provide financial assistance to individuals and families experiencing fuel poverty, go live imminent.

SMART Clacks - The project uses damp and mould sensors to educate tenants on indoor air quality and energy conservation, reducing property maintenance costs. The properties have been identified, and installation is planned over the next month.

Data Insights - The Data Advisory Group will meet in April, to review the governance framework and pipeline of PowerBi reports. This will support the council's ability to deliver better services and outcomes for communities in Clackmannanshire. There will be a demonstration of the impressive developing capability at the May Be the Future Board.

3.5. **Workforce Strategy**

The Interim Workforce Strategy is being progressed via quarterly implementation group meetings. A Council wide Skills Matrix Project is underway, with skills matrix framework created, and management meetings being rolled out in April. The Senior Leadership Forum & Team Leader Forum forward plan underway, with sessions delivered around the CIPFA Local Code of Governance.

A Leadership programme outline approved by SLG, with route to procurement is now established. A Corporate Induction project is underway, with work on going with implementation date of June 2025.

Directorate workforce planning sessions are arranged with each SMT, feeding into creation of new Strategic Workforce Plan.

Flexible Working seminars conclude in conjunction with Flexibility Works – further management session for frontline staff to be arranged.

3.6. Asset Strategy

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

The AMS document is currently at an advanced stage, and we are working with the Strategic Director Place and Services to finalise the draft prior to wider circulation. Work is on-going with a view to having a completed draft document for Spokesperson review by the end of May. The report is on target for submission to Council in the Autumn for approval.

In parallel with this work, a draft of a Property Asset Management Plan, that will sit alongside the AMS is also being developed.

The Learning Estate Strategy (LES) will be a stand-alone strategy in its own right but will be closely referenced and aligned with the AMS as there will be dependencies and alignments. There was a positive Policy Development Session with the Admin Group at the end of March which outlined the direction of travel with the LES and associated Learning Estate Management Plan.

Primary School Learning Estate - 5 Primary Schools have been identified for upgrade and funding of circa £2.8 million has been approved. A programme plan and timeline to deliver improvement works has been completed with works scheduled to commence in summer 2025, with the contractor appointed.

4.0 Collaboration Work Update

4.1. In the Budget Context and Outlook paper agreed at the Special Council Meeting on 27th February Council was informed:

“ In line with the Council's BtF TOM, and building on the considerable track record of effective collaboration, our planned work is also prioritising work which considers options for transformation which can be achieved by working more with partners.

To take this forward, the Council is now in discussion with Falkirk and Stirling Councils, to consider the potential for a joint project which will help each Council to identify opportunities for future transformation. At this stage we are discussing a scope for discovery phase work.

The aim would be to provide each of the partner councils with a suite of options and opportunities for the way forward. These must be focused on delivering future efficiencies and savings to support the Council's financial strategy, as well as considering service sustainability. The work must also link to the Council's Target Operating Model and inform the next phase of the Council's transformation programme".

- 4.2. As Council was informed at the Budget setting meeting on 27 February, Discovery Phase work has been agreed and is currently being taken forward with Falkirk Council. Key activities to date have included:
- A Visioning Workshop was held at Chief Executive and Director level at the end of March.
 - Extensive Portfolio/ service level sessions between peer professional groups from both councils
 - analysis of a significant amount of quantitative and qualitative data from both councils.
- 4.3. The discussions around vision and ambition at both a council-wide level and for each directorate were focused around three options:
- a self-sustaining delivery model,
 - a mixed economy delivery model,
 - a regional model with integrated management and local delivery.

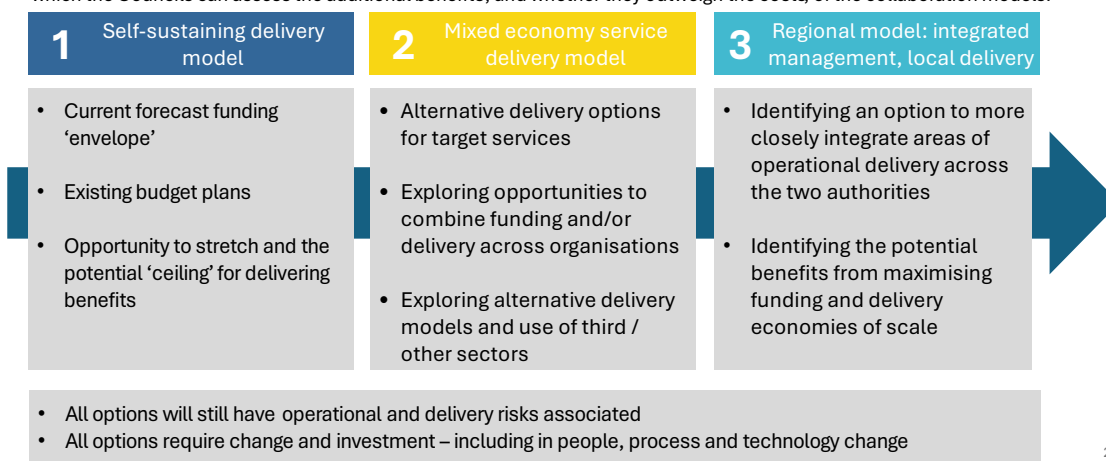
These options help to provide a consistent structure and framework for the potential collaboration opportunities to be explored across Directorates. The 'self-sustaining' model is effectively the baseline from which the Councils can assess the additional benefits, and whether they outweigh the costs, of the collaboration models.

- 4.4. The key features of the three models are set out below:

Exhibit 1: Discovery Phase Potential collaboration Models

Understanding the options for collaboration

The discussions around vision and ambition at both a council-wide level and for each directorate were focused around three options; a self-sustaining delivery model, a mixed economy delivery model and a regional model with integrated management and local delivery. These options help to provide a consistent structure and framework for the potential collaboration opportunities to be explored across Directorates. The 'self-sustaining' model is effectively the baseline from which the Councils can assess the additional benefits, and whether they outweigh the costs, of the collaboration models.



- 4.5. To date a wide range of background data has been provided for analysis. Following on from this the 'As is' workshops within both Councils have taken place to assess the current position and challenges we face – covering the themes of People (Education, Children's social work and Adult Services), Place and Corporate & Customer. The 'To Be' workshops have also taken place looking at ideas and opportunities for future transformation both within each Council and across both Councils. Further function specific discussions have taken place to work through the outputs of the 'To Be' workshops
- 4.6. A draft report will be produced which will be presented to the Chief Executives and Directors in mid-May to provide a high-level indication of the opportunities for transformation, the indicative resources and steps needed to deliver the options.
- 4.7. The final report is expected to be available prior to the summer. This will take some time to work through to assess the options available and what transformation may be feasible. Feedback and engagement with Councillors will take as soon as appropriate with a report to be taken to Council in October 25.
- 4.8. Additionally, a joint bid with Falkirk Council has been submitted to the Scottish Government's Invest to Save Fund. The bid is seeking financial support for our potential Phase 2 work to design and implement preferred collaborative options. Feedback on the bid has not yet been received.

5.0 Sustainability Implications

- 5.1. N/A

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 ☐

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

6.4. Staffing

7.0 Exempt Reports

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

7.0 Declarations

The recommendations contained within this report support or implement our Corporate Priorities and Council Policies.

(1) Our Priorities

Clackmannanshire will be attractive to businesses & people and ensure fair opportunities for all ☐

Our families; children and young people will have the best possible start in life ☐

Women and girls will be confident and aspirational, and achieve their full potential ☐

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

(2) Council Policies

Complies with relevant Council Policies ☒

8.0 Equalities Impact

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

Yes ☐ No ☒

9.0 Legality

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

10.0 Appendices

10.1 None

11.0 Background Papers

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

Yes ☐ (please list the documents below) No ☒

Author(s)

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Approved by

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