Agenda Item 8

Falkirk Council's Five-Year Business Plan

FALKIRK COUNCIL

Title:	**Falkirk Council's Five-Year Business Plan**
Meeting:	**Executive**
Date:	**14 May 2019**
Submitted By:	**Chief Executive**

1.   Purpose of Report

1.1   The purpose of the report is to seek approval for Falkirk Council's Five-Year Business Plan.

2.   Recommendation(s)

2.1   It is recommended that the Executive approves Falkirk Council's Five-Year Business Plan as the framework of future financial planning and transformation.

3.   Background

3.1   In line with Falkirk Community Planning Partnership's Strategic Outcomes and Local Delivery plan (SOLD), Falkirk Council's Corporate Plan 2017 – 2022 was approved in September 2017 setting out our core priorities and outcomes and the significant change and transformation required across the Council.

3.2   Since 2017, there have been a number of significant developments in terms of financial challenges and the scale, ambition and range of the transformation that the Council now needs to undertake to meet the priorities and outcomes set out in our Corporate Plan, and to meet the financial challenges.

3.3   The Council will spend c. £2.58bn in the next five years but anticipates that savings in the region of £76m are likely to be required from the Council's General Fund budget over that period.

3.4   To manage this effectively, the Council has developed a five-year business plan that brings together key strategies including our Medium Term Financial Plan, Workforce Plan, Digital Strategy and Council of the Future Programme of Change to deliver on its SOLD / Corporate Plan priorities and transformation agenda.

3.5   This is a new approach. In terms of financial planning, Falkirk Council has previously taken decisions on an annual basis as part of the yearly budget setting process which has enabled short-term planning of how our resources are used. A longer term view of our financial plan and transformation deliverables is now required to make the necessary sustainable change happen to successfully deal with the challenges facing the Council in the medium term.

3.6   The Council's five-year business plan does this and provides a range of Council officer options for delivering on our change agenda and meeting our anticipated budget gap, **Appendix 1**.

4. Considerations

<u>Benchmarking / Best Practice</u>

4.1 Falkirk Council is committed to learning from best practice from other organisations. Our five-year business plan has been informed by engaging with other local authorities including Wigan, Angus, East Renfrewshire and East Ayrshire Councils as well as a range of other public sector bodies such as CIPFA, The Improvement Service, APSE and the Local Government Digital Office.

4.2 This engagement has helped shape the transformation set out in our five-year plan. Projects have been proposed that will develop our Community Empowerment capability, our digital maturity as a Council and our cultural capability to modernise our service delivery and do our business in a more entrepreneurial way.

<u>Five-Year Business Plan</u>

4.3 The Council's five-year business plan sets out:
- **Our Council's Vision:**
    - 'The place to be' from our Corporate Plan and what our Council of the Future looks like.

- **Our Medium Term Financial Plan**
    - Our budget, how we will spend our money and what savings we need to make.

- **What's on the Horizon:**
    - Putting our customers and communities at the heart of what we do, the business plan gives an outline of key considerations including political / legislative, economic, environmental, partnership, society / demographics, assets and our Workforce and Digital Plans.

- **What we will do:**
    - Our <u>Council of the Future Change Programme</u>, Wave 2, for transforming how we do things whilst meeting the requirements of our Medium Term Financial Plan.
    - <u>Corporate Plan Actions</u>, what we will do operationally to deliver on our Corporate Plan priorities whilst making a contribution to our Medium Term Financial Plan. This replaces Service Plans.

- **Performance Management**
    - Our measures of success.

4.4 The business plan covers the work of the whole Council. It incorporates previous Financial, Workforce, Technology and Service Plans and underpins the delivery of our Corporate Plan. Going forward, this will be a rolling five-year business plan to support our strategic planning and will be reviewed on an annual basis.

4.5   The business plan is critical to the Council's transformation and shows the five year roadmap of the substantial savings to be achieved year-on-year to deliver on the Council's Medium Term Financial Plan and priorities. This approach is in line with recommendations from external audit which emphasise the need for pace, financial sustainability / value for money and the delivery of the Council of the Future transformation programme and the Medium Term Financial Plan.

4.6   To ensure success over the next five years, we will need to be more corporate and joined-up as an organisation, more entrepreneurial and better at using data and technology to drive improvement. We will also need to work much better in partnership with our communities, enabling and empowering them, and working across organisational boundaries with other councils, public sector bodies and the third sector. We will need to demonstrate rigorous financial discipline and rationalise assets, whilst investing in those assets that are key to our future and our communities. We will need to focus resources on those that need our support most, reallocate resources to priorities and to create the capacity to drive change.

4.7   This will require strong leadership and governance and a robust approach to performance management. We will need to support our staff through a journey of change and communicate well with our employees and communities throughout this process. The challenge is to do all this with pace and energy whilst retaining our ambition for Falkirk and its communities.

4.8   None of this will be straightforward, but the planned five year approach is much preferable to an annual process of ad hoc cuts and savings leading to a position where services may become unsustainable. If the financial outlook turns out to be better than anticipated then transformation will provide the opportunity to reinvest in priorities for Falkirk.

Council of the Future: Wave 2

4.9   Our customers and communities are at the heart of our change programme. Wave 2 of our Council of the Future change programme is structured around 5 cross-cutting workstream themes to make more ambitious, transformational change happen and deliver on the year-on-year savings outlined in the Medium Term Financial Plan:

- **Enabled Communities**
  - Develop capability and capacity within our communities, working together with Communities and Partners to have enabled, empowered and connected communities where people are supported to do more for themselves.

- **Services of the Future**
  - Change the way Council services are designed and delivered and how public sector partners work together to make sure we focus on shared priorities, outcomes and cost efficiencies.

- **Digital**

  - Each of our services will focus on how they can optimise the use of technology at all levels to improve the services we deliver and communicate and engage with citizens more effectively while simultaneously reducing costs.

- **Transformational Enablers**
  - Our change programme has enabling projects which give us a set of systems, processes, behaviours and activities, including the use of assets, identified as important enablers of change and transformation.

- **Entrepreneurial Services**
  - Focus on commercial thinking, creating innovative projects to generate income, maximise value for money and leverage cost savings.

4.10 These workstreams are supported by our Digital Strategy and our Community Engagement Strategy, both of which will be reported to the Executive on 14 May 2019.

4.11 With a refreshed focus on increasing the pace of change, priority projects will be identified within these Workstreams. Priority projects will be determined by a framework of principles based on:
- High value savings / income generation projects
- Projects with Community Empowerment / Council Priority Benefits
- Projects with investment requirements.

4.12 Whilst support will be provided to all projects in the change programme, the focus of our resources will be on the high priority projects to accelerate the pace of change in line with our transformation agenda timelines and the savings set out in our financial plan.

Change Fund

4.13 As part of the Council's February 2019 budget setting process, the Change Fund was set at £1m for 2019 / 20. This will support the investment required to deliver on Council of the Future Wave 2 projects within the forthcoming business plan and spend will be monitored by the COTF Board. As the five-year business plan is approved and progresses, a proposal will be developed to set up the fund for future years.

Governance

4.14 The governance framework consists of existing arrangements for the Executive, Audit Committee and Council of the Future Board. Whilst the Council of the Future Board will have a key role in monitoring and ensuring the progress of key transformation projects, it should be noted that all decisions requiring Elected Member approval will be brought forward to the Executive or Council as appropriate. Where a project or proposed change does not reduce or materially change a service from the service users' perspective, there will not ordinarily be the need for a member level decision to allow this to proceed. Examples of this would include proposals involving

digital channel shift to reduce administration costs. The involvement of members on the Council of the Future Board provides additional and welcome member oversight of projects and proposals of that kind. For the remainder of the projects and proposals the decisions affecting services will be made at the Executive and at Council level most notably within the budget process. It is anticipated that the budget process at Council will remain the principal decision-making forum for decisions that are necessary to achieve the fulfilment of the plan. More generally, the approval of the plan sets a direction of travel and a framework to take forward the proposals and projects contained within it; but it doesn't represent a decision today on each or any of them.

4.15 The framework will be refreshed in relation to the arrangements to support the delivery of each of the workstreams at an officer level to ensure progress is made in all projects, with a particular focus on our priority projects. There will continue to be an important role for Trade Unions within the framework who will have the opportunity to be involved in projects with workforce implications, either as project group members or as part of a linked Council of the Future Change Group.

5. Consultation

5.1 Consultation is critical to the success of the Council's five-year business plan. Consultation began in January 2019, leading up to the Council's 2019/20 budget setting process in February 2019 (year one of the business plan) and has continued with all stakeholders including Elected Members, Trades Unions and Employees. Reports on the business plan have been considered by the Budget Working Group and a seminar held for all Elected Members. Engagement and consultation will continue as projects and actions develop through a range of events including Leadership Forums, Cultural Change Sessions, Employee Listening Events and Change Groups with Trades Unions. From a community consultation perspective, each project will initiate an appropriate communications plan and impact assessment which will inform the level and type of community engagement required.

6. Implications

Financial

6.1 The Medium Term Financial Plan, as part of the Council's five-year business plan, aims to deliver a balanced budget for the Council over the next five years and is the cornerstone of the Council's corporate governance obligations.

Resources

6.2 There are significant resources required to deliver on the Council's five-year business plan. All resource requirements will be identified as part of the Council's project management governance arrangements through the Council of the Future change programme. The Council of the Future Change Fund is one mechanism for funding these.

Legal

6.3   There are no direct legal implications arising from this report.

Risk

6.4   The Council of the Future Programme Risk Register will be reviewed at each Council of the Future Board and at periodic Audit Committees to support the delivery of the Council's five-year business plan. A revised risk register is being developed specifically for wave 2, once approved by the Executive.

Equalities

6.5   An Equality and Poverty Impact Assessment (EPIA) will be an integral part of the project management methodology supporting the Council's five-year business plan, but is not required specifically for this report.

Sustainability/Environmental Impact

6.6   At this stage, an Environmental Impact Assessment (EIA) is not required for this report. However, sustainability and environmental implications will be an integral part of the project management methodology instilled as part of Council of the Future.

7.   Conclusions

7.1   This report sets out Falkirk Council's Five-Year Business Plan as the framework for future financial planning and transformation. Future reports to the Council of the Future Board and the Executive will continue to chart progress and report on the key successes, challenges, risks and issues that may impact on the delivery of the Council's Five-Year Business Plan.

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Chief Executive

Author: Kenneth Lawrie, Chief Executive

Date: 14 May 2019

APPENDICES

Appendix 1: Falkirk Council Five-Year Business Plan

List of Background Papers:

The following papers were relied on in the preparation of this report in terms of the Local Government (Scotland) Act 1973:

Falkirk Council Five-Year Business Plan

May 2019

Contents

Introduction

As a Council, we have a clear purpose - to improve people's lives. It's at the heart of everything we do.

Our five-year business plan sets out how we will deliver transformation and savings while achieving the best possible outcomes for our communities.

It sets out our journey of transformation through to 2024.

By then, we will be a smaller council with fewer employees, assets and delivering fewer services.

Some of our services may be delivered in radically different ways.

Nevertheless, we expect to be spending **c. £2.5bn** on services to our local communities over the next five years.

With that, comes the opportunity to deliver significant benefits to our communities in terms of positive outcomes.

We will need to reshape our spend to ensure this substantial resource is used in the best possible way.

Pie chart legend:
- General Fund
- HRA Revenue
- HRA Capital
- General Fund Capital

Pie chart values: £1.7bn, £353m, £280m, £220m
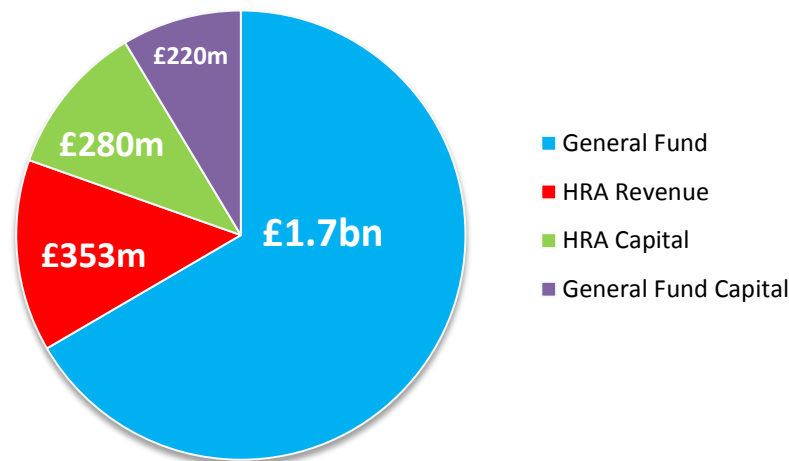
*HRA = Housing Revenue Account

Introduction

Our plan recognises that over the next five years we face a period of unprecedented change and pressure. By 2024 we estimate:

- Our General Fund budget savings requirement will be around £76m.

- We will have around 385 fewer employees, Full Time Equivalents (FTE).

- This will be balanced by increasing the workforce by around 250 new posts in Early Years.

- There will be more people with complex health needs living longer.

- There are increasing customer expectations and demands, which will put pressure on our services.

- Increasing levels of poverty and continued deprivation in some areas will have a significant impact on individuals, families and communities.

- Ambitious projects will be underway to transform how we do our business, including a Growth Deal for Falkirk.

We need to transform and modernise, and we need to do it quickly.

That is why our five-year plan contains a range of innovative plans and projects that will help us do that.

It is crucial that we work with our partners and communities to improve the areas that are most important to them.

Our Vision

Our Vision

The Place to Be

We want the Falkirk Council area to be '**the place to be**', where people want to live, work and visit. We are committed to this and have started to make this happen.

Our Council of the Future (COTF) change programme was agreed by Falkirk Council in September 2017 to transform how we do our business, to make our area 'the place to be'.

What does our Council of the Future look like?

- We are a **responsive, innovative, trusted** and **ambitious (RITA)** council – a council of the future.

- We are a fully modern & digital council.

- We have fully connected services with our partners and communities.

- We deliver services differently with a mix of services provided by the Council, Partners, the Community and others.

- Communities will do more to provide services for themselves.

- Our performance will be recognised as high quality.

- Our customer experience will be regarded as excellent, as we get it right for our customers.

Council Context – Next 5 Years

Strategic Framework

Our Falkirk Council Business Plan is our five-year plan that describes:

- our ambition for change
- our transformation journey
- our medium term financial plan.

It has been developed in the context of delivering the Council's long term strategic direction set out in the Falkirk Community Planning Partnership's Strategic Outcomes and Local Delivery (SOLD) Plan and Falkirk Council's Corporate Plan.

- **Strategic Plans / Programmes:**

  - SOLD
  - Corporate Plan
  - Business Plan
    - ➤ Medium Term Financial Plan (MTFP) / Council of the Future (COTF)
    - ➤ Workforce Plan
  - Falkirk Economic Strategy
  - Falkirk Community Trust
    - ➤ FCT Business Strategy 2019-2024
  - IJB Strategic Plan
  - Digital strategy
  - Poverty strategy
  - Integrated children's service plan
  - Locality plans
  - Community action plans

The Council's priorities are:

- **People**
  o Raising aspiration and ambition
  o Reducing the impact of poverty on children & their families

- **Place**
  o Growing our economy
  o Improving the neighbourhoods we live in
  o Promoting vibrant town centres

- **Partnership**
  o Working with communities to deliver better services
  o Empowering and enabling people to be self reliant
  o Promoting stronger, more self-reliant communities

This is underpinned by our commitment to equalities and to promoting and enabling a positive culture across the council.

COTF Capabilities

We will deliver our vision by developing excellence in four key areas – our capabilities:

Working as **One Council** and aspiring to be one public service - working together to improve outcomes for the people of the Falkirk Council area.

Data – Enabling communities, Elected Members, employees and partners to use data and information to make decisions based on shared priorities and real-time information.
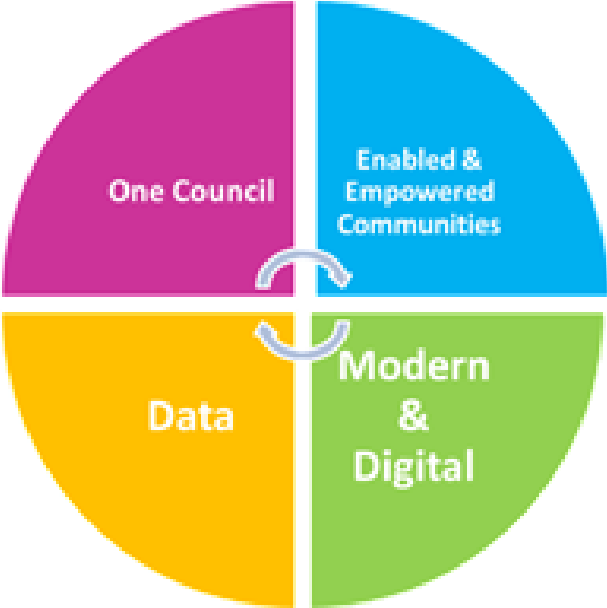
Enabled and Empowered Communities – Working together with communities and partners to have enabled, empowered and connected communities where people lead healthy, safe and fulfilled lives

Modern and Digital - Modernising how we deliver our services, become innovative by design and deliver services that are more accountable, flexible and efficient.

These four capabilities are at the very heart of our programme of change, Council of the Future.

Our COTF Values

We are committed to a set of values which shape how we conduct our business - RITA.

We are Responsive:	We are Innovative:	We are Trusted:	We are Ambitious:
We will actively listen to customers and employees. We will respond to customers from a council-wide perspective and let our customers know timescales.	We will involve customers in designing innovative solutions and learn from experiences.	We will treat people fairly and with respect and follow through when we say we'll do something.	We will have a clear vision for services. To deliver on these, we will set targets and milestones and articulate to customers and employees the service they can expect to receive.

These values are at the heart of our COTF capabilities and change programme.

They focus on making our area 'the place to be' by creating thriving communities, a vibrant economy and a gateway to opportunity for all.
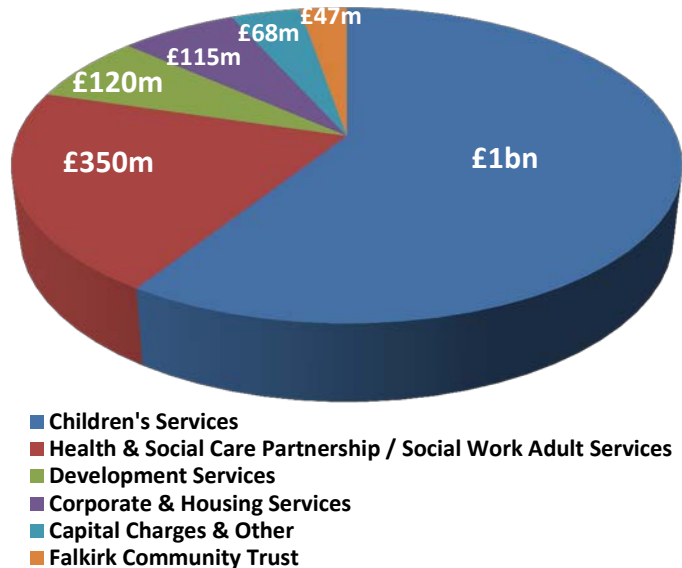
Our business plan outlines how we will do this by working with communities and partners to make our place an even better place to live, work and visit while creating a modern, digitally enabled organisation founded on these values and an entrepreneurial spirit.

Our Medium Term Financial Plan

Financial:
How we spend our money to deliver our priorities - Revenue

Our General Fund Services

- **■** Children's Services
- **■** Health & Social Care Partnership / Social Work Adult Services
- **■** Development Services
- **■** Corporate & Housing Services
- **■** Capital Charges & Other
- **■** Falkirk Community Trust

Pie chart labels: £1bn, £350m, £120m, £115m, £68m, £47m

What we will do:

We will spend more than £1billion over the next five years supporting our children and young people, via our Children's Services.
This means we are investing in:
- Raising aspiration and ambition
- Reducing the impact of poverty on children and their families.

We will fund over £350m in the Health and Social Care Partnership to transform and improve the quality and consistency of services for patients, carers, service users and their families.

For the next five years, through our other Services, we will invest around £300m in:
- Growing our economy
- Improving the neighbourhoods we live in
- Promoting vibrant town centres
- Working with communities to deliver better services

Financial:
How we spend our money to deliver our priorities - Capital

General Services Capital Programme

Pie chart values: £89m, £30m, £29m, £27m, £15m, £11m, £8m, £8m, £7m

- ■ Roads Infrastructure
- ■ New HQ
- ■ Flood Protection
- ■ School Estate
- ■ Arts Centre
- ■ Other
- ■ Vehicles
- ■ Parks & Open Space
- ■ ICT Digital
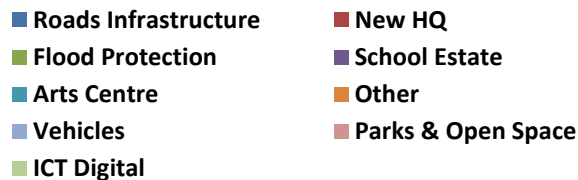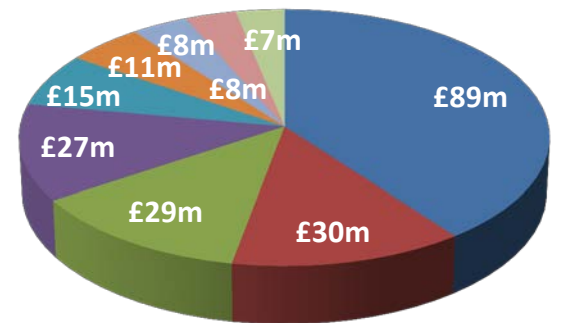
What we will do:

Our Capital programme pays for major projects or the purchasing / replacement, building and improving of council assets.

We will invest in our digital capability to underpin the transformation of how we deliver services to support individuals and communities.

Over the next five years we will spend more than £150m on our roads, school estates, parks & open spaces and flood prevention.

This helps make our area ' the place to be'.

Financial:
What we spend to make high quality sustainable homes that people can afford and meet their needs.

Housing Revenue Account

- £10m
- £19m
- £24m
- £40M
- £131m
- £130m

- ■ Property
- ■ Capital Charges
- ■ Employee
- ■ Support Services
- ■ Supplies & Services
- ■ Other Costs
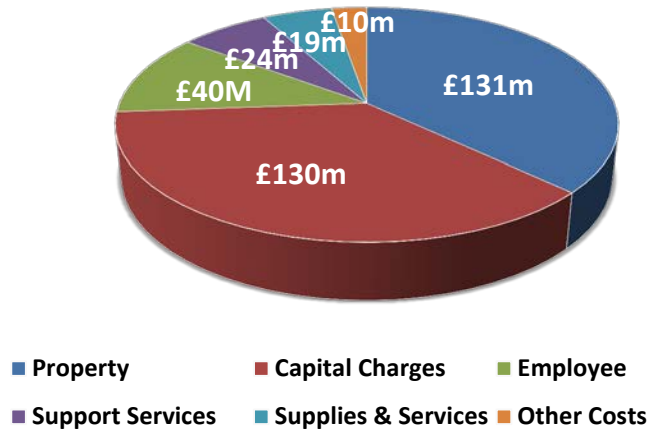
Housing Capital

- £14m
- £17m
- £17m
- £124m
- £109m

- ■ New Build Housing
- ■ Maintenance & Improvements
- ■ Other Costs
- ■ Energy Efficiency Works
- ■ Estate Improvements
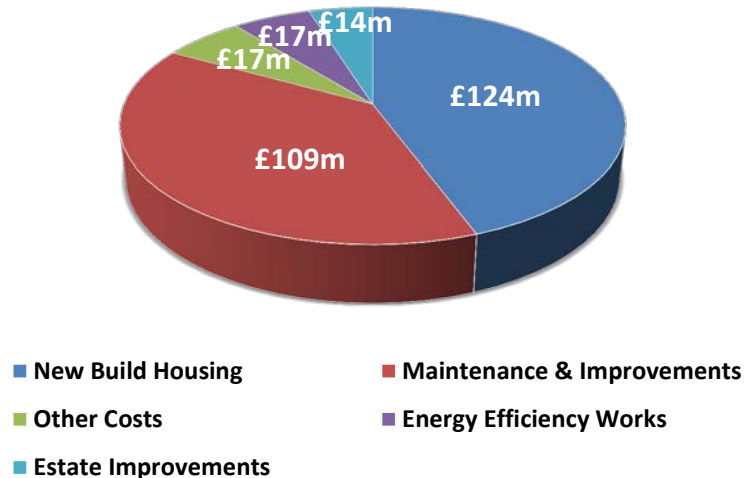
What we will do:

The aim of the Housing Revenue Account (HRA) is to ensure that tenants of Falkirk Council receive the maximum benefit from their rents and ultimately the best standards of service.

We anticipate spending around £353m over the next five years:
- Property spend includes repairs and maintenance of our housing stock and estates.
- Capital charges includes £88m for the repayment of borrowing for capital works, buy backs and new build, along with a £42m contribution to reduce borrowing.

Housing Capital is used to improve existing Falkirk Council homes and to build new homes.

We anticipate investing c. £280m over the next five years.

Financial:
What our budget looks like over the next five years

In our budget we have projected an estimated £76m budget gap over the next five years.
Our business plan shows how we will bridge around £70m of this gap and we know there is still work to be done in the latter years to fully balance our budget.

	2019/20	2020/21	2021/22	2022/23	2023/24	Total
	£'m	£'m	£'m	£'m	£'m	£'m
Budget Gaps	18.6	20	12.5	12.8	12.4	76.3
Additional Investment	1.7	0	-1.4	-0.3	0	0
Budget Realignment	8	4.9	-0.5	-0.9	-0.5	11
Gap to be bridged	12.3	15.1	11.6	13.4	12.9	65.3
Services of the Future	3.0	4.9	2.8	2.9	2.9	16.5
Digital	0.1	0.4	0.7	0.3	0.2	1.8
Transformational Enablers	0.3	0.5	0.1	0.0	0.1	0.9
Enabled Communities	1.2	2.3	2.5	1.6	1.5	9.1
Entrepreneurial Services	0.7	0.8	0.9	0.5	0.5	3.4
Other Savings	4.0	2.4	1.0	0.4	0.5	8.4
FCT	0	1	1	1.5	1.5	5
IJB	2	2.7	2.7	3.2	2.2	12.8
Reserves	1	0	0	0	0	1
Gap bridged	12.3	15.1	11.6	10.4	9.5	58.9
Balance	0	0	0	3	3.4	6.4
Council Tax – Potential Additional 1.5%	-	1	1	1	1	4

What's on the Horizon

Our External Changing Environment

Economy

Public finances may be impacted with the ability of local government to raise taxes and the political commitment to remove Council Tax being discussed. This is balanced with increased commitment to spend on particular areas of service such as health and social care, as we have an older population and new early years provision.

We will use all opportunities emerging from this to maximise learning and growth opportunities for our children and young people and to maximise independent living and support for vulnerable people in our communities.

Environmental

We continue to deal with the affects of climate change and the risk to our area of flooding. We have significant targets to achieve for landfill, recycling and reducing our carbon footprint. With the age of our estate this poses particular challenges for the Council.

Through our council of the future change programme, we have projects in place to progress how we do this.

Society / Demographics

Our town centres are changing and we need to understand their future for citizens and communities.

We have an older population with the consequences for care and support that brings not just to families but also to communities.

We have more people commuting than ever before.

We have a growing number of people who have moved into this area to benefit from excellent schools and environment.

We know that more people in our area are struggling. We have increasing levels of poverty and understand the impact of this on individuals, families and communities. In addition we know poverty, stress and dealing with trauma is having a significant impact on people's mental health and wellbeing.

Much of this is addressed through the targeted plans we have in place to alleviate the impact and concerns created by these changing circumstances. We also have projects in place to support our most vulnerable people experiencing these challenges.

Our External Changing Environment

Health & Social Care Partnership

- **As part of the Integration Joint Board, Falkirk Council will work in partnership to:**
- o Improve the quality and consistency of services for patients, carers, service users and their families
- o Provide seamless, integrated, quality health and social care services
- o Ensure resources are used effectively and efficiently to deliver services that meet the needs of communities.
- o Develop effective locality working to co-produce locality plans
- o Design integrated and localised services
- o Build community capacity to improve health & wellbeing outcomes
- o Address health inequalities

Falkirk Community Trust

- **Falkirk Council and Falkirk Community Trust have agreed a Joint Vision to:**
- o Work jointly to deliver modern and progressive culture and leisure services and assets
- o Develop shared priorities and a wider programme of joint working
- o Undertake joint medium term business planning to help identify a savings and investment plan for the next 5 years
- o Conduct a joint review of NPDO / PFI* schools' leisure facilities to resolve how these can be better utilised for wider community use
  *NPDO – Non-Profit Distributing Organisation, PFI – Private Finance Initiative. Private firms who are contracted to complete and manage public contracts
- o Explore how we can further improve joint working arrangements to develop tourism locally

We are looking at alternative ways of working by exploring partnerships with other councils, including Clackmannanshire and Stirling, regarding any potential for shared services in a range of service delivery areas.

We will further develop our existing collaborative partnerships.

Key Partnerships

Partnerships

- As key partners, Falkirk Health and Social Care Partnership and Falkirk Community Trust will work collaboratively to support the delivery of the Council's ambition for Falkirk.

- The delivery of the medium term financial plan will require transformation of community based services supported, where appropriate, through investment from the change fund.

Employees

Our employees want to make a difference to the communities they live in and support.

As we modernise and improve our services in response to our communities and citizens evolving needs, our workforce will change size and shape.

We estimate that our work force will reduce by around 385 people over the next five years.

To deliver the planned changes all employees will need to embrace a culture that of being RITA. These changes mean our employees will experience:

Culture Change – this is crucial to the future success of the transformational programme, with a 'make it happen' ethos required across all parts and levels of the Council.

Technological change – if we get our digital strategy right, we will completely alter the way we work, the way we communicate and the way we deliver services.

Workforce Change – our workforce will become smaller over the next 5 years and we must support employees to have the right skills, attitudes and motivations to deliver high quality, ambitious services in a period of change.

Wellbeing – as part of our Wellbeing Strategy, we will build resilience within the workforce to support the mental and physical impact of change.

Employees

We have already started to embed a culture of Intrapreneurial thinking, a passion to be RITA and a desire to act swiftly.

We need:

- The right skills
- To be brave and bold at decision making
- To create opportunities for employees to make the most of their skills at the right level
- Leaders who inspire responsibility and accountability
- To think, act and deliver differently

Overcoming obstacles, seeing new ways of working, thinking laterally, and regularly challenging the status quo are all in a day's work.

Everyone will be empowered and encouraged to think creatively about resolving problems and delivering ideas for improvement.

Our [workforce plan](#) over the next five-years needs to ensure we have the right people with the right skills who demonstrate our RITA values.

Risk

The Council encourages staff to be risk aware rather than risk averse, and has agreed a [Risk Management Policy and Framework](#) to govern the risk management process. A Corporate Risk Management Group is in place to oversee implementation of this Policy, and Risk Management update reports are considered by both the Audit Committee and Executive.

Risk affects every programme, project, and activity to some extent, with varying consequences and impact. Risk can impact on the Council's finances, information, people, assets, reputation, and on our ability to transform and improve the way services are delivered.

A Corporate Risk Register is in place to capture the most significant risks to the Council. These relate to, for example:

- Leadership, governance, decision making
- Health and social care integration
- Public protection
- Information security
- Cyber security
- Welfare reform and poverty

- Equalities duties
- Transformational change
- Stakeholder and partner engagement
- Workforce planning
- Insufficient funding
- Brexit

All risks have been assigned a lead officer, who is responsible for ensuring that all consequences and mitigating controls are captured within the Corporate Risk Register.

The Council's Internal Audit Section undertake an annual programme of work aimed at providing assurance on arrangements for risk management, governance and control.

This links explicitly into the Corporate Risk Register, with an Annual Assurance Report presented to Audit Committee each summer.

What we will do

Council of the Future: Wave 2

Wave 2 of the Council of the Future change programme is the core delivery mechanism of our COTF vision, linking investment for this with our Capital Strategy and delivering the Council's Medium Term Financial Plan.

Linked to our Council of the Future Capabilities, we will do this through five workstreams:
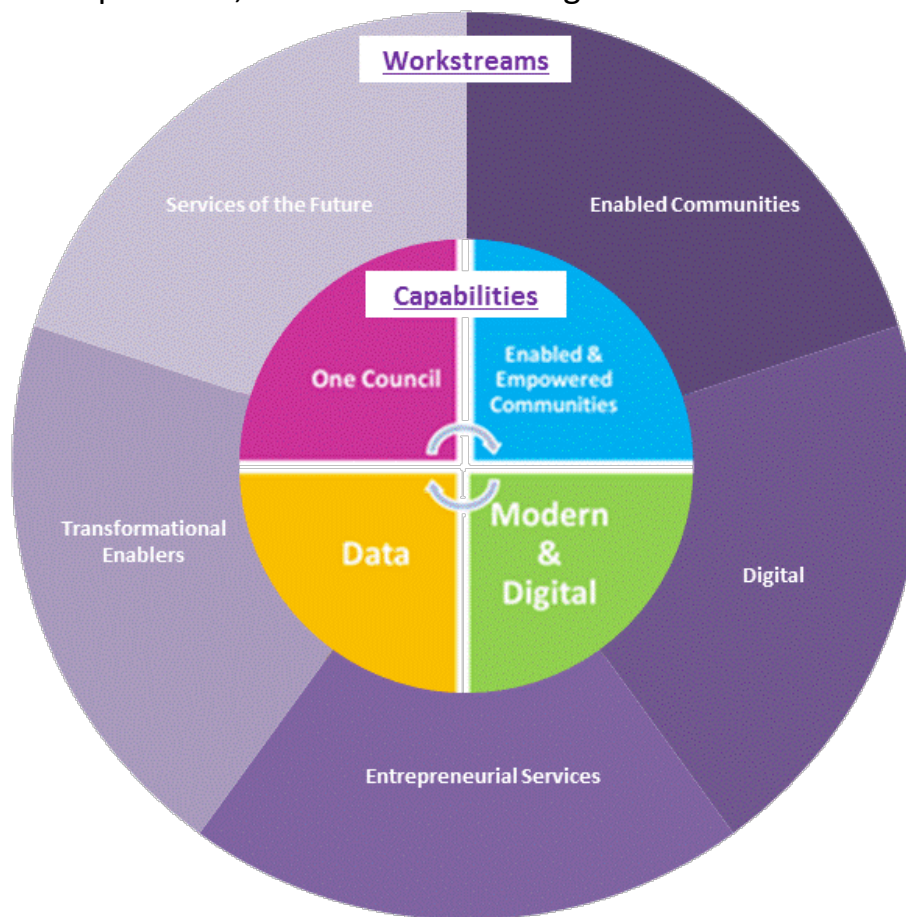
Enabled Communities

The projects in this workstream will:

- Help us work better with our communities to understand their needs and aspirations.

- Improve how we co-design and produce services with our community partners to best meet the needs and aspirations of our communities.

- Support communities to do more to provide services for themselves and become more empowered and self reliant e.g.:
  - Provide communities with increased choice and influence on how assets are run.
  - Develop increased community capacity and resilience.

- Continue to promote inclusion and address inequalities to ensure our communities are connected and lead healthy, safe and fulfilled lives.

Enabled Communities

Project Title	Project Narrative	Savings 2019/20	Savings 2020/21	Savings 2021/22	Savings 2022/23	Savings 2023/24	Savings Total	FTE Total
Advice Hubs and Spokes	Following research and analysis to understand our current service delivery, the needs of our customers and other best practice we will rationalise and realign our face-to-face delivery from a one stop shop model to a new model of Advice Hub and Outreach Services. This will ensure the service is focussed on those customers with the greatest need. It will provide improved customer service as multiple services will be accessible via a single point of contact on-site, providing a one council approach to meeting the customer's individual needs.	90					90	3
Closer to Communities	The Closer to Communities Strategy is Falkirk Council Children's Services commitment to developing strong resilient communities where everyone has good health and wellbeing which is central to tackling inequalities within the Falkirk Council area. The Community Learning and Development service will move to a model where they are commissioned by the council and partners to deliver health and wellbeing projects within Falkirk.	150	370	200	180	100	1,000	20
Closer to Home	Closer to Home strategy aims to build resilience within our families to help maintain strong relationships at home. Where a child is unable to be looked after with their parents, then they will be placed in a family environment which is safe and meets their specific needs to deliver better outcomes for our young people at a cheaper cost. The project will include transitions into adulthood and care leavers will have the opportunity to gain the skills (e.g. managing their own tenancies) to effectively transition into adulthood.	837	1,879	1,418	1,390	1,389	6,913	0

Enabled Communities

Project Title	Project Narrative	Savings 2019/20	Savings 2020/21	Savings 2021/22	Savings 2022/23	Savings 2023/24	Savings Total	FTE Total
Review of external funding	Review of external funding activities with a focus on unlocking the skills and potential of our communities to help themselves and others, and inspire a greater sense of community spirit through partnership working and social innovation.	153	35	895			1,083	
Locality Planning	Locality Planning is a statutory requirement within the Community Empowerment (Scotland) Act 2015. The purpose of Locality Planning process is to address issues of inequality and disadvantage. We aim to produce Community Action Plans that identify key areas of focus for Community Planning Partners over the next five years in addressing the issues of social inequality and bridging gaps between our communities.							
ENABLED COMMUNITIES Total		**1,230**	**2,284**	**2,513**	**1,570**	**1,489**	**9,086**	**23**

Services of the Future

The projects in this workstream will:

- Provide services of the future through projects that meet the current and future needs of our customers and communities, improve our settlements and neighbourhoods, and embrace opportunities for collaborative working.

- Deliver services more efficiently and effectively through enhanced operating models and maximum use of "self service".

- Embrace technological advances that are customer focussed and improve the vitality and viability of our services.

- Redesign and implement modern, responsive, and future-proofed service delivery models that 'break the mould', for example shared services, community empowerment.

- Modernise working practices to create a flexible and responsive workforce that meets the demands of the service.

Services of the Future

Project Title	Project Narrative	Savings 2019/20	Savings 2020/21	Savings 2021/22	Savings 2022/23	Savings 2023/24	Savings Total	FTE Total
Housing of Tomorrow	This project seeks to modernise the way in which we deliver the Housing service by being innovative and designing services that are flexible, efficient and more accountable to tenants. It sets out how we aim to achieve our ambition of becoming the best housing service in Scotland and provide a stable environment for staff to develop and become specialised in their field.	260	157	157	157	157	888	
Services for the Bereaved	The project aims to transform Falkirk Council's bereavement service into a modern, responsive, digitally enhanced and accessible service for all its customers. Through the simplification of processes and enablement of staff, the project will help reinforce the Council's bereavement service as the service of choice for families and funeral directors. Opportunities for income generation will be developed through enhanced memorial options. The project will also consider ways to address funeral poverty.	163	60	35	35	68	361	1.65
Transformation of Business Support	Review of Business Support to design and implement a modern, streamlined and efficient operating model that meets the current and future needs of our customers. Processes will be redesigned to take advantage of technology and maximum implementation of a "self service" model. "Breaking the Mould" options such as shared services will be assessed.		470	450	470	300	1,690	71

Services of the Future

Project Title	Project Narrative	Savings 2019/20	Savings 2020/21	Savings 2021/22	Savings 2022/23	Savings 2023/24	Savings Total	FTE Total
Transformation of Corporate Finance	Review of Corporate Finance to design and implement a modern, streamlined and efficient operating model that meets the current and future needs of our customers. The review will aim to improve financial processes, maximising use of efficient technology and focussing on key strategic financial areas.	32		80	80	130	322	5.1
Transformation of HR and Payroll	Review of HR and Payroll to design and implement a modern, streamlined and efficient operating model that meets the current and future needs of our customers. Processes will be redesigned to take advantage of technology and maximum implementation of a "self service" model. "Breaking the Mould" options such as shared services will be assessed.		50	160	68	100	378	10.9
Transformation of Policy, Technology and Improvement	Review of Policy, Technology and Improvement to design and implement a modern, streamlined and efficient operating model that meets the current and future needs of our customers. Consider opportunities for restructure and shared services.	13	173	269	100	10	565	6
Transformation of Revenue and Benefits	Review of Revenue and Benefits to design and implement a modern, streamlined and efficient operating model that meets the current and future needs of our customers.			50	75	100	225	3.5

Services of the Future

Project Title	Project Narrative	Savings 2019/20	Savings 2020/21	Savings 2021/22	Savings 2022/23	Savings 2023/24	Savings Total	FTE Total
Transformation of Environmental Services	Reorganising of current working practices to deliver services in a different way for Environmental Health, Street Cleansing and Waste Services. This will involve changes to working patterns in order to create a more flexible and responsive workforce as well as working in partnership with communities to transfer elements of service delivery, where appropriate. This project will embrace available technology to underpin a more efficient and responsive workforce. This project will review opportunities for use of Artificial Intelligence to deliver services in a more modern and efficient way.	200	340	310	200	200	1,250	19
Redesign of Building Maintenance Division (BMD) Services - Phase 2	The aim of the project is to review ways of providing a more efficient and effective property maintenance and repairs service to Falkirk Council tenants and Service users. Implementation of any identified service improvements will also help to ensure the future viability of BMD over the next 5-10 years.							
Transformation of Governance	Review of the Governance service to design and implement a modern, streamlined and efficient operating model that meets the current and future needs of our customers. Sub projects include Breaking the Mould for Governance, and Review of Printworks.	10	57	125		55	247	2
Transformation of Roads and Grounds Maintenance	Reorganising of current working practices to deliver services in a different way. This will involve changes to working patterns in order to create a more flexible and responsive workforce as well as working in partnership with communities to transfer elements of service delivery, where appropriate. Opportunities for shared service will be explored. Digital solutions will be utilised to underpin this transformation and create efficiencies.	220	605		525	676	2,026	38

Services of the Future

Project Title	Project Narrative	Savings 2019/20	Savings 2020/21	Savings 2021/22	Savings 2022/23	Savings 2023/24	Savings Total	FTE Total
Review of Transport	Implementation of local transport strategy and a review of transport services in partnership with other Council Services. This project will also look at opportunities for involving the community for certain areas of service delivery e.g. school crossing patrol as well as potential sponsorship opportunities.	88	159				247	10.75
Support and Learning for All	Falkirk will have the capacity to provide a fulfilling and needs led education within mainstream schools as per best practice models. This project will help identify need and prioritise resources to improve outcomes for children who require additional support allowing equal educational opportunities for all.	444	360	140	50		994	8.5
Reimagining Secondary Learning	Working alongside regional partners, this project aims to reimagine how learning is delivered. The focus will be on increasing the flexibility of learning opportunities through making the most of different learning settings throughout Falkirk and embracing digital learning opportunities. The project aims to improve the attainment levels and outcomes of pupils studying within Falkirk while narrowing the poverty related attainment gap. Falkirk will be a great place for pupils who want to reach positive destinations such as employment, university or college.	759	912	200	350	350	2,571	28.7
Investing for Inclusive Growth	This project will reform the Council's approach to economic development having regard to the progress of the Investment Zone initiative, development of regional economic partnerships and introduction of modernised approaches to service delivery	20	712	85	85	87	989	2.5

Services of the Future

Project Title	Project Narrative	Savings 2019/20	Savings 2020/21	Savings 2021/22	Savings 2022/23	Savings 2023/24	Savings Total	FTE Total
Reform the Planning Service	Arising from the national planning review and a number of local service reviews, this project aims to reform the approach to delivery of the planning service. It will implement Planning reform legislation and progress improved, more efficient ways to providing planning services in both planning policy, development management and delivery. The project will work with other Council Services, developers and partners to streamline the process where possible and examine opportunities for income generation.		153	88	125	103	469	6.6
Primary Learning - Bright Starts, Bright Futures	This project will focus on a child's journey through primary education through a review of our curricular models and service delivery arrangements.	823	674	625	545	575	3,242	28.7
SERVICES OF THE FUTURE Total		3,032	4,882	2,774	2,865	2,911	16,464	243.2

Digital

The projects in this workstream will:

- Benefit our communities as:

  - o Our Services will be more efficient, responsive and standardised.
  - o Overly bureaucratic processes that underpin services will be reviewed and streamlined.
  - o Decisions on service delivery will be based on sound evidence from our customers.
  - o There will be more flexibility for customers and communities in the way they engage with the Council.
  - o Our workforce will be more mobile, flexible and able to serve our customers timeously in their communities and therefore less reliant on physical buildings.
  - o Our communities will be empowered by improved access to data about our services

- Improve digital skills for our staff and communities.

- Support the development of digital infrastructure to work smarter in any location to benefit residents, businesses and employees.

- Provide equal learning opportunities with increased course flexibility for all children, including the most vulnerable by offering virtual solutions.

Digital

Project Title	Project Narrative	Savings 2019/20	Savings 2020/21	Savings 2021/22	Savings 2022/23	Savings 2023/24	Savings Total	FTE Total
Rock Solid Technology	The best information and communications technology (ICT) to support the delivery of secure and cost effective digital services across the Council.	15	53	95	88	83	334	
Integrated Resource Management System	The project seeks to streamline HR & Payroll processes by converting manual processes to digital and seeks to deliver timely, relevant and meaningful management information to allow informed decision making.							
Delivering Modern & Digital Services	Our vision for Falkirk is that all services are focussed on how they can use digital technology to improve access to services, communicate and engage with citizens more effectively and reduce costs. The organisation's core purpose is to deliver public services that meets the needs of our communities.							
Digital Transformation of Revenue and Benefits	Review and implement opportunities for digital transformation in Revenues and Benefits. Includes automation of processing and harnessing of Artificial Intelligence.			100	100	100	300	11
Digital Transformation of Governance	Review and implement opportunities for digital transformation in Governance. Includes online channel shift for licensing applications and electronic case management.		28	44			72	2.5
Digital Transformation of Business Support	Review and implement opportunities for digital transformation in Business Support. Includes redesign of shift data collation through use of shift management systems.			180			180	7
Digital Transformation of HR and Payroll	Review and implement opportunities for digital transformation in HR & Payroll.		30				30	1

Digital

Project Title	Project Narrative	Savings 2019/20	Savings 2020/21	Savings 2021/22	Savings 2022/23	Savings 2023/24	Savings Total	FTE Total
Virtual Classrooms	Using technology to transform the way our pupils learn. Virtual classrooms can provide an equitable and flexible curriculum within our schools while allowing our students to learn from anywhere.		20	20	20	20	80	
Digital Solutions for Design, Roads and Transport	Embracing available technology to underpin a more efficient and responsive workforce. This project will review opportunities for use of Artificial Intelligence to deliver services in a more modern and efficient way.		100				100	1.5
LED Street Lighting	Savings generated from increased efficiency from the implementation of LED Street Lighting.	90	199	240	115		644	
Next Generation Contact Centre	Implementation of new telephony within the contact centre including a single phone number for the Council with additional capabilities which allow quality control so we can improve the service being delivered to our customers with better managed and integrated services.	25					25	1
Smart Sensor Shield	Development of a pioneering Smart Sensor Shield for the Industrial Complex to provide additional security, resilience and monitoring to the businesses and community, using new technology to make the area the safest location for your business and one which offers unprecedented levels of control over your environmental management.							
Analogue to Digital Telecare Transition	Transition our current analogue MECS system from an analogue to digitally enabled system. This will encompass 3,500 service users and also deliver a new Alarm Receiving Centre(ARC).							
DIGITAL Total		**130**	**430**	**679**	**323**	**203**	**1,765**	**24**

Transformational Enablers

The projects in this workstream will:

- Aim to make our employees feel proud to work for Falkirk Council. Our employees will be trained and supported to be flexible, adaptable and ready to respond to our customers' needs using the right tools and technology.

- Result in us having fewer, but well maintained buildings. Spaces in our buildings will be shared and flexible for wider leisure and community use.

- Revitalise Falkirk's town centres and work to attract investment, enable development and enhance footfall.

- Make our services more joined-up, efficient and effective for our customers. We will work in a way that avoids unnecessary cost and activity to provide the right service at the right cost.

- Create a more sustainable approach to travel.

Transformational Enablers

Our change programme has enabling projects which give us a set of systems, processes, behaviours and activities identified as important enablers of the change and transformation.

Some of these enablers were established in Wave 1 of Council of the Future and will continue.

Project Title	Project Narrative	Savings 2019/20	Savings 2020/21	Savings 2021/22	Savings 2022/23	Savings 2023/24	Savings Total	FTE Total
Strategic Property Review	The SPR will rationalise and re-invest in Council assets enabling services to be delivered from a smaller number of buildings, better suited to service and customer needs. A programme of efficiencies, disposals and re-investment will enable the property portfolio to be better utilised, more sustainable and compliant with good asset management principles. It will enable a consistent, more integrated approach across all Falkirk Council , Falkirk Community Trust (and where possible partner) assets. The project will work with communities to identify community asset needs and explore options for transfer of properties as required by the community. The SPR will establish a new Property Strategy for the Council and will progress a number of enabling workstreams.	226	214	9		92	541	2.1
Fit for the Future	This project focuses on changing the culture of the Council and ensuring staff have the skills, technology and space to work in modern, flexible, smart and efficient ways. It will provide modern office space, policies, communication tools and equipment that motivates and empowers our staff to perform to their full potential.							
Information Working for You	This project seeks to ensure that information works for us to make us innovative, responsive, trusted and ambitious organisation. We need to realise that information is valuable (to us and the citizen) and that there is real benefit in taking proper care of it – whether that is keeping it up to date, amalgamating it, getting rid of it when we no longer need it, opening it up or sharing it with our partners when appropriate							
Smart Working Smart Travel	The introduction of pool cars to enable staff to use these vehicles for attending meetings or carrying out Council business instead of the Council paying mileage allowance.	50	200				250	

Transformational Enablers

Project Title	Project Narrative	Savings 2019/20	Savings 2020/21	Savings 2021/22	Savings 2022/23	Savings 2023/24	Savings Total	FTE Total
Review of Terms and Conditions	Review of terms and conditions to support a Council of the Future and the culture we're trying to achieve.			100			100	
Council HQ and Arts Centre	A transformative project to create a modern and sustainable building/set of buildings best suited to the Council's future office, civic and cultural requirements. Working closely with partners and the wider community, it is envisaged that this project will contribute significantly to the revitalisation of the Town Centre.							
Green Travel Plan	Implementation of local transport strategy and a review of transport services in partnership with other Council Services. This project will also look at opportunities for involving the community for certain areas of service delivery e.g school crossing patrol as well as reflecting on sponsorship opportunities.							
Business Correspondence Review	Review of correspondence dealt with in Falkirk Council relating to customer enquiries, complaints and FOI's. This project will streamline processes where possible, improving customer access to information and the customer experience while creating efficiencies for staff to focus on other areas of service delivery.							
Review of Decision Making	Review of decision making processes within Falkirk Council.							
Corporate approach to Fleet Hire	Review of short term vehicle/plant hires		50				50	
Revitalising Town Centres	Progress action plans to revitalise Falkirk's town centres and work to attract investment, enable development and enhance footfall. This ambitious and radical programme will introduce new activities to town centres and work to boost their economic performance							
TRANSFORMATIONAL ENABLER Total		**276**	**464**	**109**	**0**	**92**	**941**	**2.1**

Entrepreneurial Services

The projects in this workstream will:

- Embed a commercially focused approach to how we run our business to maximise our income generation.

- Ensure that the services we commission maximise value for money from our shared resources.

- Develop broader partnerships and commissioning collectives to leverage cost savings and achieve better value for money.

- Explore opportunities for offering services to partners on a commercial basis.

- Take a "risk aware" approach.

Entrepreneurial Services

Project Title	Project Narrative	Savings 2019/20	Savings 2020/21	Savings 2021/22	Savings 2022/23	Savings 2023/24	Savings Total	FTE Total
Procuring for the Future	The best procurement practices are adopted across the Council and its communities to ensure savings are realised.	338	390	362	350	370	1,810	2
Food for Falkirk	Catering and Cleaning Services will adopt a commercial model to provide healthy and nutritional meals to pupils, staff and the general public. This will involve a review of current provision and identification of opportunities to generate income through an equitable service.	125	30				155	
Commercialisation for Design, Roads & Transport	Looking for new opportunities for income generation within the division as well as maximising existing arrangements in place.	40	310	420	30	40	840	14
Commercialisation of Environmental Services	Introduction of a free non-chargeable permit for those customers whose only means of transport is a works van. This would be done through an online application. It is proposed to offer 10 permits in a financial year. The other permits for commercial waste would remain in place and would assist in ensuring the Council are obtaining the correct payments from customers.	160					160	
Commercialisation of Corporate Finance	Increasing income from commercial activity such as Internal Audit Services			20	40	40	100	
Investing for Inclusive Growth	Reviewing the Council's approach to economic development with a view to improving and modernising approaches to service delivery. This service delivery model will be key to the success of the Investment Zone initiative and development of Regional Economic Partnerships.							
Fees and Charges	Review of fees and charges for chargeable services.	75	75	75	75	75	375	
ENTREPRENEURIAL SERVICES Total		738	805	877	495	525	3,440	16

How we will prioritise

Change Fund

Wave one of Council of the Future was supported by a Change Fund of £700k in 2018 /19 to ensure the delivery of change and savings.
This has now been fully allocated and has supported the implementation of transformational change across Services.
To enable the ongoing transformation of the Council and deliver on the MTFP savings set out over the next five years, the Change Fund will hold a value of £1m for 2019/20.

The approval process for awarding any investment from the Change Fund is already part of the COTF governance framework and this protocol will continue.

Programme Prioritisation

Investment from the Change Fund will be awarded primarily to priority projects within the change programme, with consideration to commissioning external support as required to drive transformation.

Priority projects will be determined by a framework of principles based on:
- High value savings / income generation projects
- Projects with Community Empowerment / Council Priority Benefits
- Projects with investment requirements e.g.:
  - Capital

Corporate Plan Actions

Corporate Plan & Other Savings

To meet the priorities of our Corporate Plan we have high level action plans to address our business as usual activity.

Our Corporate Plan Actions:
Corporate Plan Actions

Some of these actions will contribute to our Medium Term Financial Plan (MTFP).

Other Savings:
Other Savings

Performance Management

Performance Management Framework

Using our existing performance indicators, we have developed a holistic performance management framework for how we:

- Deliver our priorities for our communities
- Manage the overall business of the Council & Services
- Deliver our Council of the Future programme and Medium Term Financial Plan
- Go about our service delivery

What will be reported	Where will it be reported	How often will it be reported
Corporate Plan Priorities: • People • Place • Partnership	Council / Executive	Annual
Business Indicators: • Council • Service	Council / Executive	Annual
Council of the Future Workstreams + Medium Term Financial Plan	Council of the Future Board Executive	Ongoing Quarterly
Service Delivery	Scrutiny	As per agreed cycle

This framework will allow us to refocus our performance indicators against our priorities and incorporate:

- a range of measures of success for our Council of the Future Workstreams
- a suite of business indicators in support of our five-year business plan, for example -

Employees	Customer	Council Of The Future Programme	Financial	
Number of Employees	Customer Satisfaction %	Number of COTF Projects	Total Budget	Accounts Receivable
Absence %	Participatory budget award and spend	Number of Digital Services / Users / Transactions	Expenditure	Accounts Payable
Turnover %	Number of Community Asset Transfers		Employee Costs	Innovation / Transformation Spend
			Commissioning Costs	Savings Due To Innovation / Transformation
			Income	Capital