Agenda Item 9

Council of the Future

Falkirk Council

Title:	**Council of the Future**
Meeting:	**Falkirk Council**
Date:	**20 September 2017**
Submitted By:	**Director of Corporate & Housing Services**

1. Purpose of Report

1.1. The purpose of this report is to provide an update on the progress made on the Council of the Future framework and present the proposed Council of the Future Programme of Change.

2. Recommendation(s)

2.1. **It is recommended that Council:**

1) **notes the progress made on the Council of the Future framework; and**

2) **approves the Council of the Future Programme of Change.**

3. Background

3.1 On 7 December 2016, Council agreed to adopt the Council of the Future framework to deliver a programme of change over the next 5 years.

3.2 Significant work and progress has been undertaken since then to develop our vision for Council of the Future and deploy a delivery plan in line with the development of the Corporate Plan. This is linked to the Strategic Outcome and Local Delivery Plan (SOLD) and the medium term financial strategy, to make a significant contribution towards the 2018/19 budget process and future budget processes thereafter.

4. Considerations

4.1 The Council of the Future delivery plan was cut into two phases.
Phase 1 (now complete) focused on *'Readiness and Engagement'* to define the Council of the Future vision and the projects making up the programme of change. Phase 2 (now commencing) represents the implementation stage of the projects identified throughout Phase 1.

Phase 2 also includes formal interim checkpoints against progress. The first of these is planned June - August 2018.

Phase 1: January 2017 – May 2017
Readiness and Engagement

4.2   Readiness

4.2.1 Phase 1 focused on embedding the Council of the Future governance arrangements outlined in the "Council of the Future" Report, 7 December 2016. This was to make sure the Council was set up to robustly manage the programme of change once established.

4.2.2 Since January 2017, the Council of the Future Board has met to initially oversee the engagement activity that would determine the projects to deliver the necessary changes and meet the Council's priorities.

4.2.3 As the Council of the Future delivery plan enters Phase 2 (Implementation), the Board will oversee the delivery of the projects within the change programme. This arrangement will add value to the scrutiny and progress of the change projects emerging, with the Board meeting on a scheduled basis to consider this work.

4.3   Engagement

4.3.1 The Council of the Future programme of change has been developed in conjunction with a range of employees and stakeholders across the Council.

4.3.2 As previously reported, a number of engagement events have been held to allow these groups to contribute to shaping the Council as it moves towards being the Council of the Future.

4.3.3 These events ran from January 2017 – May 2017 and included engagement sessions with the Corporate Management Team, Chief Officers, Service Managers, a cross section of Employees and Trade Unions. These events also included Elected Members who participated in engagement sessions held late 2016, March 2017, July 2017 and September 2017.

4.3.4 Overall, around 420 people have participated in these Phase 1 events to inform what the Council of the Future vision and the programme of change need to be to deliver meaningful change across the Council.

<u>Phase 2: Begins May 2017</u>
Implementation

4.4 The evidence gathered from Phase 1 has firmly positioned Council of the Future at the forefront of realising our vision of creating a council of the future that is an **innovative, responsive, trusted** and **ambitious** organisation for the future through excellence in four core capabilities:

- **One Council** – Working together to improve outcomes for the people of the Falkirk area.

- **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, being innovative by design and delivering services that are more accountable, flexible and efficient.

- **Data** – Enabling Communities, Members and officers to use data and information to make decisions based on shared priorities and real-time information.

4.5 These four core capabilities will give us our blueprint for transforming services and to make significant and rapid progress in driving forward new ways of working, ensuring service improvement and generating efficiencies.

4.6 Much of this is about redesigning services end to end from a customer perspective by putting in place technologies to make those customer journeys more streamlined and efficient. Crucial to this is ensuring that employees and customers have the skills, motivation and trust required to use them.

4.7 Each Service, together with the Health and Social Care Partnership, has its own programme of change reflecting Service priorities for modernisation and redesign which wholly support the Council of the Future vision.

4.8 These Service programmes of change are underpinned by cross-cutting, enabling projects, mainly around changing our culture, how we work and engage with our communities and our employees, listening to what they say and acting on their feedback, using data to understand our customers and using digital technology to modernise our services.

5   **Consultation**

5.1   From the engagement and consultation thus far, the clear purpose of the Council of the Future Programme of Change is to make people's lives better. With this in mind, the programme includes a range of innovative plans and projects to help us redesign and improve the services we offer. The scale, pace and reach of this programme of change and modernisation touches every corner of the Council and will help us deliver on the Council of the Future vision, to become to an **innovative, responsive, trusted** and **ambitious** organisation.

5.2   The detail of the programme is attached to this report with the following Appendix for Members' consideration:
       • Appendix 1 - The Council of the Future Vision 2017- 2022 and Programme of Change.

5.3   The programme will be the subject of review and adjustment on a rolling basis to reflect the financial and non financial environment that the Council finds itself in. This will be reflected in the Council of the Future progress reports which will be submitted to the Executive on a quarterly basis.

5.4   Elected Members, employees at all levels and other stakeholders will continue to be involved with Council of the Future as it progresses. This level of wide scale participation is set to continue as part of the Council of the Future delivery plan and will be built into the Communications Strategy for the programme.

6   Implications

       Financial
6.1   Council will be aware that as part of the budget process a report is submitted to the Executive in October seeking approval to consult with stakeholders on officer options to close the budget gap. To ensure the integrity of this process remains in tact, and in recognising that the budget gap will not be closed solely by transformational projects, it is proposed that the savings associated with the Council of the Future projects will be identified as part of the overall budget report in October.

       Resources
6.2   As previously reported, with a programme of change as ambitious as this, there were limits on what the Council could deliver through its own internal resources.   To address this, the Programme Management Office (PMO) has been established comprising a lead officer and three programme management officers. The team are in place for an initial 12 month period and is funded from existing resources at a cost of c. £200k. Services have benefitted from the support of the Programme Management Office (PMO).

The PMO have assisted with the development and delivery of Service level projects, building internal capacity to deliver ongoing sustainable change.

Legal

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

Risk

6.4   The key risk is the failure to implement this change framework and programme effectively. If Council of the Future is not embedded and the change projects delivered, the Council runs the risk of not being able to meet the challenges of demanding budget pressures; demographic demands and policy and legislative changes. This risk is further heightened by the potential of being unable to demonstrate a clear and committed approach to addressing the Audit Scotland Best Value findings.

Equalities

6.5   An Equality and Poverty Impact Assessment (EPIA) will be an integral part of the project management methodology instilled as part of Council of the Future, but 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   A significant range of innovative plans and projects have been set out in the Council of the Future programme of change to redesign and improve services.

7.2   The scale, pace and reach of this programme of change and modernisation touches every corner of the Council and are the key levers to achieving our vision for the future to be **innovative, responsive, trusted** and **ambitious** with the clear purpose of making lives better.

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Director of Corporate & Housing Services

Author(s) – Karen Algie, Head of Human Resources and Business Transformation - 01324 506223, karen.algie@falkirk.gov.uk;
Date: 1 2 September 2017

APPENDICES

Appendix 1 - The Council of the Future Vision 2017- 2022 and Programme of Change

List of Background Papers

Council of the Future Report 7 December 2016.
Council of the Future Report 21 March 2017 to the Executive.

Council of the Future: 2017 – 2022

VISION: We are an **innovative, responsive, trusted** and **ambitious** organisation

Council of the Future is Falkirk Council's response to the challenges facing local government. It is a radical programme of change which will transform the organisation over the next five years.

The Council needs to modernise, change the way we work and change the way we work with our communities.

We aspire to be **innovative, responsive, trusted** and **ambitious**. We will achieve this by engaging with our communities and our employees, listening to what they say and acting on their feedback, using data to understand our customers and using digital technology to modernise our services.

2017 – Right for today	2022 – Better in the future
• We are delivering some but still developing modern and digital services across the Council. • We work well with our Partners and Communities but we could be better connected in terms of processes, systems and sharing data and assets. • We have a mind set that the Council should directly provide services for our communities. Very few service areas have a mix of service providers. • We are at the start of our journey in changing mind sets to help communities to do more to provide services for themselves. • Our performance has been challenged by scrutiny bodies. • Our employees are focused on delivering a good service for our customers. Our digital processes are customer focused. Many of our other processes are designed based on internal Council ways of working and are not always customer centric.	• 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 innovative, responsive, trusted and ambitious as we get it right for our customers.

Our services work as One Council

2017: Right for today	2022: Better for the Future
We are a multi layer and multi service organisation working with a blend of modern and legacy working practices.	We are a smaller organisation and our roles have changed in line with modern working practices.
Our employees have mixed feelings about working for Falkirk Council but one of our strengths is having a committed and customer focused workforce.	Our employees are proud to work for Falkirk Council.
Our employees are skilled at what they do now. Many of our employees are ready to be more innovative and empowered to take this commitment, focus and skill set to the next level in supporting new ways of service delivery over the coming years.	Our employees are well trained and supported to be flexible, adaptable and ready to respond to our customers' needs using the right tools and technology.
Our absence rates are high and the way we work does not always allow our employees to work flexibly and empowered to deliver services to customers.	Our absence rates are relatively low because we allow our employees to work flexibly and be empowered to deliver services to our customers, and use effective leadership skills to support our workforce.
We run our services from many buildings across the Falkirk Council area. Some buildings are in a state of disrepair and dilapidation. We can't provide all services from all buildings.	We have fewer but well maintained buildings. In our offices, we will aim to get it right first time for our customers when we meet them face to face. Our employees will be ready to help no matter where they are based or what job they do.
We get the job done in delivering services but only some services are delivered digitally and in a way that is cost effective and efficient. We don't always have an accurate cost for running our services.	Our services are efficient and effective. We work in a way that avoids unnecessary cost and activity to provide the right service at the right cost.

2017: Right for today	2022: Better for the Future
We recognise our financial circumstances and we target our resources on what makes the most difference. Where we cannot provide services, we need to do more at signposting our customers to alternative solutions. Where we do provide services we will let our customers know what to expect. However, we sometimes have waiting times for services and need to get better at scheduling and making appointment times. We use the technology we have to make us a more modern and digital Council. There have been some challenges in rolling out the technology and our employees need support in understanding and using the technology to work differently. We manage our employees in a structured way often using command and control behaviours.	We recognise our financial circumstances and we target our resources on what makes the most difference. Where we cannot provide services, we signpost our customers to alternative solutions. Where we do provide services we will let our customers know what to expect. We use technology to help us manage our resources so our customers know when to expect us. We maximise the use of technology to support working practices. We work in a non – bureaucratic way and deploy our resources efficiently and flexibly. We offer effective and visible leadership to support and encourage our employees to be innovative, responsive and ambitious, and are flexible in the way we do this.

Our Communities feel Enabled and Empowered

2017: Right for today	2022: Better for the Future
We are part of the communities we serve. We respond to the needs of our diverse communities. We have a mind set that the Council should directly provide services for communities with only some service areas having mixed provision. We are at the start of our journey in changing mind sets to help communities to do more to help them provide for themselves. We promote healthy living by building on people's strengths and have begun to focus on helping people to help themselves. We work with our service users to understand what outcomes they seek from our care and support services. At times, we provide traditional care and support services to the many of our service users. We want to support our service users where appropriate to transition to a more fulfilling and outcomes focused way of life and help them regain independence by living in their own homes. We want our children and young people, wherever possible, to be brought up within the caring environment of their own family. Where their parents are unable to provide direct care, for whatever reason, every effort should be made to maintain the child or young person within the extended family. If it is necessary to provide alternative care, this should be provided within the child or young person's own community whenever possible. We are focused on making this happen but do have challenges with e.g. the number of foster carers currently available.	We are part of the communities we serve. We respond to the needs of our diverse communities. We understand that one size does not fit all. We deliver services differently with a mix of services provided by the Council, Partners, the Community and others. We work with communities to do more to help them provide for themselves. We promote healthy living by building on people's strengths and helping them to help themselves. We have more of our adults who need care and support living independently at home with less reliance on traditional models of care. We will have fewer children who are Looked After Away from Home and have less of a reliance on residential care for our children. Our children will benefit from increased support to families to support their children at home and more foster carers where they are needed.

Modern and Digital

2017: Right for today	2022: Better for the Future
Our digital processes are customer focused. Many of our other processes are designed based on internal Council ways of working and are not always customer friendly.	Our processes are designed around our customers' needs.
Our current digital channels are accurate. Not all of our services take advantage of the digital capability. Our contact centre uses multiple systems to manage our customer contacts. The systems are not integrated and sometimes our customers need to pass on information more than once.	Our digital channels are accurate and become the go to source of trusted and reliable information for customers. When customers need to call us, our calls are handled by our customer service centre to make sure people only need to give us information once.
Customers can contact us 24/7, 365 days each year for some services.	Customers can contact us 24/7, 365 days each year.
Customer contact expecting a Council response via social media is limited. Customers do leave comments on social media.	Customers can talk to us using social media.
Customers can talk to us face to face. Our employees have a strong customer focus ethos however not all customers can be helped at first point of contact due to some of our service designs, systems and processes.	Customers can talk to us face to face where we can provide help particularly to those who vulnerable or in crisis they need us by their side. No one is disadvantaged.
The Falkirk Council area has connectivity but we have challenges with public wifi to make our open spaces digitally connected.	The Falkirk Council area will have robust connectivity to make it digital.
We partially use our digital capability to develop relationships with people. We need to continue our drive for My Falkirk use.	We use technology to develop relationships with local people, not to create distance. Our services are available digitally as first choice as customers with easy access to services, can tell us things, get advice, share experiences and speak to one another through the Internet.
We are able to connect our customers to other public services through 'Tell us once' type initiatives. Our digital and data sharing reach on this is challenging.	We are able to connect our customers to other public services when you contact us, and if you have spoken to us once online, we will remember you when you return.
Through My Falkirk, our customers can perform a range of transactions digitally. We need services to embrace this capability.	Our customers can report, book, apply and pay for all services digitally.
Our employees travel across the Falkirk Council area for most meetings. The technologies available are not commonly used to communicate, participate in meetings. Employees incur expenses as a result.	Our employees travel to meetings by exception. Our employees use the technologies available to communicate, participate in meetings without leaving the office. The Council has a reduced expenses spend.

Data

2017: Right for today	2022: Better for the Future
Only some of our systems are integrated. We hold thousands of spreadsheets to host our data and much of this is duplicated across the Council. We have multiple sources of truth for our management information.	Our systems talk to one and other and we collect rich, meaningful data that we share and use responsibly to improve our services, and to get to know our customers better. We work hand in hand with our partners and we are honest and open about our performance. We have a single source of truth for our core business management information.
We have limited management information available at the right time to manage the business of the Council and to make sure our customers are receiving the services they need.	We have the right management information at the right time to manage the business of the Council and to make sure our customers are receiving the services they need.
We have very few services that are delivered by breaking the mould of how services are traditionally delivered.	Core services are redesigned to break the mould of how we do things.

The Council of the Future Programme of Change

CAPABILITY 1: One Council

What this means: Building on our strengths, we will work better together as One Council with a clear purpose and vision to improve outcomes for the people of the Falkirk Council area to: -   Change our culture, developing and empowering our leaders and employees -   Change our ways of working -   Develop & implement a communication plan to improve how we communicate with stakeholders and our employees -   Improve our industrial relations partnerships -   Bring together core support services -   Make sure our strategic plans and supporting policies and procedures support the way we want to work in the future

One Council Projects:

PROJECT	LEAD SERVICE / TIMESCALE	FOCUS OF PROJECT(s)	QUALITATIVE BENEFITS
OC1. **Fit for the Future**	Corporate & Housing Services **Multiple phases to be completed March 2022** – Phase 1 31/03/18	Changing our culture, developing and empowering our leaders and employees. Changing our ways of working. Developing & implementing a communication plan to improve how we communicate with stakeholders and our employees. Improving our industrial relations partnerships.	Our 'customer experience' will be regarded as more innovative, responsive, trusted and ambitious as we get it right for our customers through our culture. More of our employees are proud to work for Falkirk Council with satisfaction results recognised in future employee surveys. More of our employees to work flexibly and be empowered to deliver services to our customers, and use effective leadership skills to support our workforce. We have reduced absence and overtime rates and we are a smaller organisation and our roles have changed in line with modern working practices We communicate with our stakeholders and employees using fit for purpose, modern & digital communication channels to enable 2-way feedback and consultation. We have a modern, fit for purpose industrial relations partnership model to enable effective collective bargaining arrangements, communication, engagement and consultation.

OC2. **Business Support**	Corporate & Housing Services **Multiple phases to be completed March 2021 –** Phase 2 31/03/18	Bringing together our core support services.	Our support services are more efficient and effective. We have reduced, streamlined and modernised clerical/admin/support activity, associated workloads and processes to ensure balanced and manageable levels of work for staff.
OC3. **Strategic Planning**	Corporate & Housing Services **Multiple phases to be completed March 2019 –** Phase 1 31/03/18	Making sure our strategic plans and supporting policies and procedures support the way we want to work in the future.	Our performance will be recognised as high quality.

CAPABILITY 2: Enabled and Empowered Communities

What this means:
Building on our strengths, we will help support communities to look after themselves to a greater degree than they already do.

The development of even stronger communities will have a positive effect on wellbeing, building on people's strengths and effectively use their skills and assets to co-produce, with the Council and others, a range of local support and services that maximises the wellbeing of local people of all ages (children, young people, families, adults and older people).

We will work collaboratively with our communities, public, private and voluntary sector partners to redesign services which are joined up, efficient, digital, informed to improve outcomes for all.

We will act as the gateway to ensure the right level of service for all:
- Our communities will be more involved in how services are delivered.
- Our services will be focused on empowering the lives of people in our communities and less dependent on traditional service delivery models

We will change the approach to looked after children placements to safely reduce the number of placements, reconfigure foster carer roles and review the level and location of residential care provision.

Enabled and Empowered Communities Projects:

PROJECT	LEAD SERVICE	FOCUS OF PROJECT(s)	QUALITATIVE BENEFITS
EEC1. **Implementation of the Advice Hub & Spokes – Phase 2**	Corporate & Housing Services **31 December 2018**	Further expansion of Advice Hubs to improve customer service: - Ensure face to face service is focused on supporting those who need it most - Support the uptake of digital self service options allowing customers to access services where and when they want	We have improved our customer service levels. We have increased the number of customers using our digital self service options and extending access to services where and when they want.
EEC2. **Locality Planning**	Corporate & Housing Services **Multiple phases to be completed March 2022** – Phase 1 31/03/18	Development of Locality Planning structure: - Community Empowerment Act - Identifying and addressing outcome deficits - Development of Community Action Plans (CAPs)	Local services are more in tune and responsive to local communities and have scrutiny and challenge at a local level. We work with communities to do more to help them provide for themselves. We promote healthy living by building on people's strengths and helping them to help themselves. We have an evidenced based approach for engaging local communities.
EEC3. **Employment & Training Unit (ETU)**	Development Services **June 2018**	Investigating the scope and potential to better connect, align and integrate employability support across Falkirk Council Services, seeking to improve outcomes and where possible generate	Optimum use of Council resources and external funding to meet the identified needs of the client groups prioritised within Council policies whilst minimising the negative impact of

		efficiency savings.	potential budget saving requirements.

Reduce duplication of activity or effort and explore potential savings and/or improved outcomes from a better aligned and streamlined approach.

Potential for a regional approach to some aspects of programme delivery to provide potential efficiency savings through shared services and/or additional externally funded contracts (City Deal). |
| **EEC4.**
Children & Families
Social Work
Strategic Review | Children's Services

Multiple phases to be completed March 2021 – Phase 1 31/03/18 | Changing our approach to looked after children placements to safely reduce the number of placements, reconfigure foster carer roles and review the level and location of residential care provision. | **Looked After Children Away From Home:**
Reduced number of children needing to become LAAFH
Reduced number of children being LAAFH supported by universal services and targeted family support, SDS and family networks
Reduced number of children and families not requiring statutory measures

Residential Care:
Reduced use of internal and purchased residential placement e.g. by appropriate use of range of community-based options.

Foster Care:
Strengthened and sustained universal early years services
Increased support to families to support their children at home
Increase number of foster carers by robust recruitment campaign to target new / first time carers and seek to appeal to established / experienced foster carers from independent agencies. Includes move to digital online platform to match competitive approach employed by independents and 3rd Sector. Recruitment will be on a constant basis.
Improved response times to enquiries from prospective carers and preparatory groups / assessment.
Increase number of freelance recruiter(s) and assessors employed to support increased demand.
Increase number of additional supervising social workers at appropriate junctures to meet the increased demand to support children and carers appropriately.
Improved model for fees and allowances to compete with independent agencies.
Increased reach of potential carers outside Falkirk by 30 miles.

Independent Foster Care:
Reduced referrals to independent agencies and improved performance against this target.
Improved pricing model for independent agencies particularly in relation to permanent placements and placements for young people aged 18 and over. |

CAPABILITY 3: Modern and Digital

What this means:
Building on our strengths, we will change how we do our business, expanding customer access to quality services, co-locate services and work with fewer buildings

Our services will be focused on how using digital technology to improve access to services, communicating and engaging with citizens more effectively and reducing costs.

Our customer experience will be enabled by technology and supported by a range of complementary skills, including IT, business analysis, data analytics, marketing and digital communications.

Our employees travel to meetings by exception. Our employees use the technologies available to communicate, participate in meetings without leaving the office. The Council has a reduced expenses spend.

Modern and Digital Projects:

PROJECT	LEAD SERVICE	FOCUS OF PROJECT(s)	QUALITATIVE BENEFITS
MD1. **Digital Strategy**	Corporate & Housing Services **Multiple phases to be completed March 2021 –** Phase 1 31/03/18	The 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. This covers: - My Falkirk – back office integration, Citizens Account, reduction of legacy systems - Website and intranet platforms - Digital communications & engagement - Collaboration tools - Digital inclusion - Digital skills for employees - Online payments	Citizens use digital to find information, engage with the Council, access services and self-serve. Customers can contact us 24/7, 365 days each year. Services are transformed to include digital delivery based on data analytics and new services will be digital by default. Savings are realised through more efficient processes, channel shift and a reduction in legacy systems and associated costs. Internal transactions are digital. Business benefits will be achieved by using social media.
MD2. **Rock Solid Technology**	Corporate & Housing Services **Multiple phases to be completed March 2022 –** Phase 1 31/03/18	ICT is optimised to support the delivery of cost effective digital services securely. This covers: **Falkirk Cloud-** Virtualisation / Remote working / Home working / Mobile and flexible technology / Access to information and data Server management and back-up. **Follow me print** **Infrastructure-** Public access WIFI / WIFI in schools / H&SC Integration / GCSX mail / Education mobile working. **Telephony** change over.	More of our employees work in a different way, more effective and efficient using technologies available. Improved customer service and value for money for how services will be provided. Improved access to Council Services. Mobile and Flexible Working rolled out with printing solutions.
MD3. Analogue to Digital: Phase 1 Telecare Phase 2 Wider	Health and Social Care Partnership: **Phase 1 March 2018**	Analogue switch off of phone lines across the country means we need to put in place a digital solution to support our community alarm service MECS / Telecare. All Service Users using land lines will be affected by this and we are working towards a solution to continue to support our most vulnerable citizens and help them remain within our community.	We provide an end to end digital telecare for residents of the Falkirk Council area. We reduce the failure rate of calls to our MECS / Telecare service and ensure that emergency calls reach the Alarm Receiving Centre when activated. We are a leader of good practice in the provision of Telecare.
MD4. **Contact Centre**	Corporate & Housing Services **Multiple phases to be completed March 2019 –** Phase 1 31/03/18	Implementation of new telephony within the Contact Centre including a single phone number for the council with additional capabilities which allow us to quality control and improve the service being delivered to our customers with better managed and integrated services.	Improved customer experience when calling Falkirk Council. Reduced 'failure' rate for customers trying to call the council. Improved workforce planning, time management, efficiency and reporting on service interactions through performance reporting. Reduced number of telephone lines in Falkirk Council with no line rental costs. Compliant with PCI regulations. Reduced call times through call management with specialist operators working on services which best fit their skillset. Increased revenue through self-service options.
MD5. **Strategic Property Review**	Development Services **Phase 1 March 2018**	A strategic review of the Council's property data and trends to refine overall service and space requirements across the operational portfolio. Consideration is given as to whether space requirements can be centralised shared or be locality specific.	The Council will only hold, manage and invest in property that it requires to fulfil statutory and corporate objectives to re-direct investment and address current backlogs and deficiencies with the retained portfolio. The property portfolio is managed cross council to deliver value for money for the operational services occupying facilities.

MD6. **Redesign of BMD Services**	Corporate & Housing Services **Multiple phases to be completed March 2021** – Phase 1 31/03/18	A review of Building Maintenance Division.	Building maintenance division is more effective and efficient. Improved customer experience: - Appointments are available when customers need a repair - Increased customer satisfaction by getting things right first time - Employees have digital devices for real time updates on jobs
MD7. **Smart Working, Smart Travel**	Development Services **31 March 2019** – Phase 1 31/03/18	Grey Fleet and HR working together to reduce staff mileage and introduce new ways of working through shared transport and technology solutions.	We have a culture of staff pool car usage / car sharing with the potential for financial savings. We have a reduction in the Council's carbon emissions and reduce carbon footprint in line with the Carbon Management Plan. We have a sustainable approach to travel, future proofing our fleet of vehicles.
MD8. **Integrated Resource Management System**	Corporate & Housing Services **Multiple phases to be completed March 2022** – Phase 1 31/03/18	Phase 1 is to improve the HR Payroll system to make fit for purpose.	Phase 1 is to improve the HR Payroll system to make fit for purpose. Reduce paper based payroll forms. Increased self service for absence management.

CAPABILITY 4: Data

What this means:

Building on our strengths, we will:
- Improve decision making and improve joined up working by sharing data securely and appropriately.
- Integrate systems.
- Have one source of truth - reduce reliance on spreadsheets to hold information.
- Make systems fit for purpose.
- Have procurement policies and practices that are fit for the future
- Breaking the mould to find new ways of delivering services and improving the quality of services the Council delivers to customers and communities.

Data Projects:

PROJECT	LEAD SERVICE	FOCUS OF PROJECT(s)	QUALITATIVE BENEFITS
D1. **Information Working for You**	Corporate & Housing Services **Multiple phases to be completed March 2022** – Phase 1 31/03/18	Realising the potential of our information: - What do we have? - How do we use it? - How could we use it better – simplify, reduce, consolidate? - Single source of truth	To realise the potential of our information - Identify and record the Council's information assets - Simplify, reduce and consolidate them - Have a single source of truth - Use information to better plan and deliver services.
D2. **Procuring for the Future**	Corporate & Housing Services **Multiple phases to be completed June 2021** – Phase 1 31/03/18	To optimise procurement cashable savings and increase the benefits to Falkirk Council and its community through enhanced procurement practices and maximised local economic impact	Opportunity to deliver cash savings increased through contract provision that can help protect and enhance front line services. Stronger partnerships established and improvement opportunities developed with internal and external stakeholders. IT solutions implemented to improve the delivery of the procurement service and provide efficiencies both internally and externally. Guidance to SMEs and local suppliers improved to assist them compete for public sector contracts. Creation of a flexible and dynamic commissioning structure to support individual access choice of deliverables and assets. Sustainable procurement improvements through alternative products and positive economic impact.
D3. **Breaking the Mould**	Corporate & Housing Services **Multiple phases to be completed March 2022** – Phase 1 31/03/18	This gives a framework for services to consider how to 'break the mould' in redesigning service delivery models.	To help suitable service areas to think about 'breaking the mould' in how they their services are delivered.