Agenda Item

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Council of the Future Update

Falkirk Council

Title: **Council of the Future Update**

Meeting: **Audit Committee**

Date: **20 November 2017**

Submitted By: **Director of Corporate & Housing Services**

1. Purpose of Report

1.1 Audit Committee previously requested updates on the Council of the Future change programme. This report provides Committee with an update on developments as relevant to the remit of the Audit Committee.

2. Recommendation(s)

2.1 Audit Committee is asked to note the update on the Council of the Future change programme, and in particular, the risk register that has now been developed and which will be monitored by the Council of the Future Board.

3. Background

3.1 Falkirk Council approved the Council of the Future programme of change on 20 September 2017. The programme is now in its implementation phase and work is being done to progress the actions agreed by Council. As part of this, the Council of the Future Board has met to consider progress on projects, the engagement plan and the risk register for the programme.

4. Considerations

4.1 All Council of the Future projects are currently on track and progress is being monitored by the Council of the Future Board. In addition, quarterly reports are being submitted to the Executive Committee.

4.2 At its most recent meeting on 30.10.17, the Council of the Future Board considered the risk register for the programme. This has now been agreed by the Board and is attached as Appendix 1 for information. The Board will monitor the risk register by exception at each meeting of the Board, and will review it at 6 monthly intervals.

4.3 All project lead officers will also consider the operational risks for their specific projects and monitor these as part of their on going project management arrangements.

5.   Consultation

5.1   Falkirk Council considered and agreed the content of the Council of the Future change programme, the Council of the Future Board considered and agreed the risk register, and the Executive Committee will receive an update on progress during November. Employees and Trade Unions have been involved in developments of the programme and the engagement strategy to support this.

6.   Implications

Financial

6.1   There are no specific financial implications arising as a result of this report.

Resources

6.2   There are no specific resource implications arising as a result of this report.

Legal

6.3   There are no specific legal implications arising as a result of this report.

Risk

6.4   The risks associated with the Council of the Future programme of change are set out in the attached risk register.

Equalities

6.5   There are no specific equality implications arising as a result of this report.

Sustainability/Environmental Impact

6.6   There are no specific environmental or sustainability implications arising as a result of this report.

7.   Conclusions

7.1   The Council of the Future change programme is now being implemented following the decision taken by Council on 20 September 2017. The Council of the Future Board is monitoring progress on implementation and the risk register has now been agreed by the Board as attached as Appendix 1.

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Director of Corporate & Housing Services

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Date: 06.11.17

Appendices

Appendix 1 – Council of the Future Risk Register

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:

None

COTF – Programme Risk Register

Risk Statement	Like-lihood (1 – 5)	Impact (1 – 5)	Overall Score	Worst Case Consequences	Controls / Mitigation
Political and Policy Decisions: Such as elections, political change, and changes in vision or policy, delay progress.	4	5	**20**	Failure to deliver the planned programme of Council of the Future work and to achieve the required savings in the required timescales, leading to: • absence of required skills or expertise to deliver services; • service failure (including delivery of statutory services); and • external intervention in the running of the Council.	Key controls as follows: • COTF Board in place (comprising elected Members and Chief Officers); • Programme of COTF work agreed and being progressed; • Change Manager and Project Management Office team appointed to ensure good practice and drive pace of change; • Framework for COTF reporting, timelines, outcomes, and benefits developed and subject to constant review.
Partners / stakeholders (partner projects only): Insufficient support, funding, or resource capacity to deliver shared outcomes.	4	4	**16**		
Short-Term / Low Value issues: Delivery of strategic vision and financial targets hampered by focus on short-term, less significant, deliverables or issues.	4	4	**16**		
Information: Insufficient to support options generation, options appraisal, or effective decision making.	3	5	**15**		
Outcomes and benefits: Including financial savings (or income generation targets) are not realised, or are insufficient to meet overall budget gap.	3	5	**15**		

Risk Statement	Like-lihood (1 – 5)	Impact (1 – 5)	Overall Score	Worst Case Consequences	Controls / Mitigation
People: Staff do not have sufficient skills, experience, support, or authority to manage the required transformational change.	3	5	**15**	Failure to deliver the planned programme of Council of the Future work and to achieve the required savings in the required timescales, leading to: • absence of required skills or expertise to deliver services; • service failure (including delivery of statutory services); and • external intervention in the running of the Council.	Key controls as follows: • COTF Board in place (comprising elected Members and Chief Officers); • Programme of COTF work agreed and being progressed; • Change Manager and Project Management Office team appointed to ensure good practice and drive pace of change; Framework for COTF reporting, timelines, outcomes, and benefits developed and subject to constant review.
COTF leadership: Lack of COTF programme ownership, engagement, or capacity at senior level, or failure to provide strategic direction and ensure accountability / progress.	2	5	**10**		
Program management and governance: Arrangements nor clear, embedded, or effective.	2	4	**8**		
Communication and Engagement: Strategy is not effective, either internally (eg lack of a shared vision, pace, or ambition), or externally (eg understanding of customer needs).	2	4	**8**		
Legal challenge: Challenge, complaints, or enquiries result in delays to individual projects and, consequently, on overall programme delivery.	2	4	**8**		
Interdependencies: Knock-on impacts between parts of the programme are not adequately recognised and managed.	2	4	**8**		