

The background of the slide features a large, light blue watermark of the City of Vancouver's coat of arms. The crest is a shield divided into four quadrants. The top-left quadrant shows a sailing ship on the water. The top-right quadrant shows a stag's head with antlers. The bottom-left quadrant shows a beaver. The bottom-right quadrant shows a grizzly bear. Above the shield is a crown with four maple leaves. A banner at the bottom of the shield contains the motto "A NE FOR A".

Agenda Item 5

Council of the Future Update

Falkirk Council

Title: Council of the Future Update
Meeting: Audit Committee
Date: 19 November 2018
Submitted By: Director of Corporate & Housing Services

1. Purpose of Report

- 1.1 The Audit Committee previously requested updates on the Council of the Future change programme.

2. Recommendation

- 2.1 **The Audit Committee is asked to note the update on the Council of the Future change programme and agree when they would like to receive a further update.**

3. Background

- 3.1 Council of the Future was last reported to the Audit Committee on 18 June 2018. Since last reporting, the Council of the Future Board has met on three occasions to consider progress on projects, the engagement plan and the Council of the Future Risk Register; as provided at Appendix 1.

4. Considerations

- 4.1 From July – November 2018, the Council of the Future Board met three times and received presentations from various project lead officers.
- 4.2 Progress on Council of the Future projects is on track for the vast majority of projects, and is monitored by the Council of the Future Board with quarterly reports submitted to the Executive. One project is currently reporting as amber status, and, one as red status. The Board has received information on both of these and requested further updates to ensure any issues and barriers can be addressed.
- 4.3 The Council of the Future Board continues to monitor the programme risk register with no changes to risk levels recorded at this time.
- 4.4 Project Leads, as part of the project management methodology, consider operational risks for their specific projects.

5. Consultation

5.1 No consultation was required for this report.

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 Board continues to monitor the progress of the Council of the Future change programme alongside the programme's risk register.

Director of Corporate & Housing Services

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Date: 19.11.18

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	Likelihood (1 – 5)	Impact (1 – 5)	Overall Score	Worst Case Consequences	Controls / Mitigation	Target risk after controls / mitigation		
						Likelihood (1 – 5)	Impact (1 – 5)	Overall Score
<u>Political and Policy Decisions:</u> 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: <ul style="list-style-type: none"> 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: <ul style="list-style-type: none"> 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. 	3	3	9
<u>Partners / stakeholders (partner projects only):</u> Insufficient support, funding, or resource capacity to deliver shared outcomes.	4	4	16			3	3	9
<u>Short-Term / Low Value issues:</u> Delivery of strategic vision and financial targets hampered by focus on short-term, less significant, deliverables or issues.	4	4	16			3	3	9
<u>Information:</u> Insufficient to support options generation, options appraisal, or effective decision making.	3	5	15			2	4	8
<u>Outcomes and benefits:</u> Including financial savings (or income generation targets) are not realised, or are insufficient to meet overall budget gap.	3	5	15			2	4	8

Risk Statement	Likelihood (1 – 5)	Impact (1 – 5)	Overall Score	Worst Case Consequences	Controls / Mitigation	Target risk after controls / mitigation		
						Likelihood (1 – 5)	Impact (1 – 5)	Overall Score
<u>People:</u> Staff do not have sufficient skills, experience, support, or authority to manage the required transformational change.	3	5	15	<p>Failure to deliver the planned programme of Council of the Future work and to achieve the required savings in the required timescales, leading to:</p> <ul style="list-style-type: none"> 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. 	<p>Key controls as follows:</p> <ul style="list-style-type: none"> 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; <p>Framework for COTF reporting, timelines, outcomes, and benefits developed and subject to constant review.</p>	3	3	9
<u>COTF leadership:</u> Lack of COTF programme ownership, engagement, or capacity at senior level, or failure to provide strategic direction and ensure accountability / progress.	2	5	10			2	4	8
<u>Programme management and governance:</u> Arrangements nor clear, embedded, or effective.	2	4	8			2	3	3
<u>Communication and Engagement:</u> 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			2	3	6
<u>Legal challenge:</u> Challenge, complaints, or enquiries result in delays to individual projects and, consequently, on overall programme delivery.	2	4	8			2	3	6

Risk Statement	Like- lihood (1 – 5)	Impact (1 – 5)	Overall Score	Worst Case Consequences	Controls / Mitigation	Target risk after controls / mitigation		
						Like- lihood (1 – 5)	Impact (1 – 5)	Overall Score
<u>Interdependencies:</u> Knock-on impacts between parts of the programme are not adequately recognised and managed.	2	4	8			2	3	6