

## **Agenda Item 6**

### **Council of the Future**

**Title:** Council of the Future  
**Meeting:** Executive  
**Date:** 10 March 2020  
**Submitted By:** Director of Corporate & Housing Services`

**1. Purpose of Report**

- 1.1 The purpose of the report is to provide an update on the progress made on Council of the Future (COTF) Programme of Change since the last report to the Executive in October 2019.

**2. Recommendations**

- 2.1 It is recommended that the Executive notes:

(1) the progress made in the Council of the Future change programme;  
(2) that future quarterly update reports will be provided.

**3. Background**

- 3.1 Wave Two Council of the Future was launched as part of Falkirk Council's Five-Year Business Plan in May 2019. This enabled the Council to take a longer-term view of our financial plan and transformation deliverables, make the necessary sustainable change happen and successfully deal with the challenges facing the Council in the medium term.
- 3.2 Wave Two involved a refresh of the COTF Governance Framework, structured around [5 cross-cutting workstreams to make more ambitious, transformational change happen and deliver year-on-year savings.](#)
- 3.3 Over 50 projects were included in these workstreams all of which were subject to project management reporting requirements to enable scrutiny and progress checks. These projects were included in the October 2019 report to Members.
- 3.4 Members are reminded that all decisions requiring 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.

**4. Considerations**

Top Ten Priority Projects

- 4.1 Members will recall there are ten projects which will shape the significance of

our transformation in coming years. The transformation of these services will also be critical to the delivery of our Medium Term Financial Plan.

WORKSTREAM	PROJECT	WHAT'S IT ABOUT?
<b>Enabled Communities</b>	Closer to Communities	The Closer to Communities Strategy is our 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.
	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 by 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.
	The following three projects are now collectively referred to as Succeed Today, Excel Tomorrow. They aim to:	
	Bright Starts, Bright Futures	Focus on a child's journey through primary education and will review our curricular models and service delivery arrangements.
	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, making the most of different learning settings throughout the Falkirk area and embracing digital learning opportunities. The project aims to improve the attainment levels and outcomes of pupils studying within the area while narrowing the poverty related attainment gap. The Falkirk area will be a great place for pupils who want to reach

		positive destinations such as employment, university or college.
	Support & Learning for All	Build 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.
<b>Digital</b>	Delivering modern & digital services	Our vision for the Falkirk area 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 Council's core purpose in these changes is to deliver public services that meets the needs of our communities.
<b>Services of the Future</b>	Investing for inclusive growth	This project will reform our approach to economic development with regard to the progress of the Investment Zone initiative, development of regional economic partnerships, and introduction of modernised approaches to service delivery.
	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.

	Transformation of Roads & Grounds	Re-organising 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.
Transformational Enablers	Strategic Property Review	The SPR will rationalise and re-invest in our 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.

#### Why these projects are critical - future transformation journey

4.2 Customers, residents, businesses and communities are at the heart of the changes planned across the Top Ten Projects. The transformation means that:

- Our area and communities will be places where people want to live, learn and work which:
  - Has our [Succeed Today, Excel Tomorrow](#) projects creating a learning environment that will positively impact on the destination profile and equitable learner journey of all of Falkirk's young people.
  - Has a School Estate which is responsive to community demographics.
  - Has education establishments which have improved levels of attendance, attainment achievement and skills levels to give our young people with a competitive edge.

- Has a fully implemented [Connected Falkirk](#) strategy, a transformational digital investment in Falkirk's young people.
- Has a Falkirk-wide partnership approach to working which will effectively support Clusters to increase positive outcomes and wellbeing for our young people.
- Through our [Closer to Home Strategy](#), builds resilience within our families to help maintain strong relationships at home. Where a child is unable to be looked after by 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. Care leavers will have the opportunity to gain the skills (e.g. managing their own tenancies) to effectively transition into adulthood.
- Looks out for its elderly and more vulnerable residents as well as creating space for them to be active and makes sure we have fit for purpose roads to get all of the people in our area from A to B with ease and encourage them to stay in the area: [Transformation of Roads & Grounds Maintenance](#).
- Sees e.g. organised litter picks, community clean-ups, fundraising for facilities etc. that create a sense of common purpose, civic pride and a sense of pro-active volunteerism that enables local people to work together to address local problems. Grassroots groups contributing to strong communities and community cohesion and are strongly tied to our Enabled Communities Workstream: [Enabled Communities](#).
- Is an environment that is healthy and welcoming. We will have conversations with communities about how to best achieve this as part of our project on: [Transformation of Environmental Services](#).
- [Delivering Modern & Digital Services](#) and create an environment for our communities and workforce which is digitally connected and ensures those using our digital services have the right skills.
- Supporting those who have still to discover the digital world to make the most of the opportunities e.g. securing better deals on shopping, energy bills, banking and how to safely conduct any personal business online.
- Embracing the fact that our children and young people are already digital natives – a generation born and into the age of digital technology. We will give them the right start for living in the digital age and enabling choice through an approach to digital education that sets them up for with practical employability skills as well as maximising life choices in this digital age. [Connected Falkirk](#).
- Providing safety and assurance to vulnerable people who need a MECS alarm which will become digital due to changes in national telecoms' arrangements. [Analogue to digital telecare transition](#).
- Keeping our communities safe through a refresh of our [CCTV](#) estate.
- Supporting social connections.
- Helping our workforce and changing our places of work to make all of his happen in the best possible way. [Digital Workstream](#).

## What have these projects delivered?

4.3 A summary of the key project deliverables to date include:

### *Improving access to services -*

- Nearly one-third of all Falkirk households now using My Falkirk platform.
- In our schools, online Advanced Higher history and Politics are now accessible.
- The parent payment scheme is being rolled out (a system which enables parents to make payments online 24/7, 365 days a year).
- Continued development of our Next Generation Contact Centre, including the integration of our telephony system with the My Falkirk portal. This has provided us with a better understanding of service users and how they interact with us.

### *Responsive services and more efficient use of resources -*

- Roads & Grounds have installed in-cab automated technology to make gritting more efficient and effective. The Service has also launched a gritting map, making it easier for residents to stay informed during adverse winter weather.

### *Enabling our Communities -*

- Community Asset Transfers have taken place with low market rent to community hall management committees: Banknock, California, Limerigg, Tamfourhill, Westfield.
- Supported accommodation for Leaving Care now opened.

4.4 As well as significant transformation, these Top Ten Priority Projects have potential to deliver over £20m savings over the five-year period from 2019/20 – 2023/24, as set out in Appendix 1.

4.5 These projects will be included in the refresh of the Council's Five-year Business Plan in May 2020 with the projected COTF transformational savings feeding in to the Council's Medium Term Financial Plan for the next five years.

## Reporting Arrangements

4.6 The scale and magnitude of these projects means that they are subject to scrutiny by all aspects of the COTF Governance Framework:

- Business Plan agreed by Council
- Regular updates on these projects will be reported quarterly to the Executive.
- Audit Committee will receive COTF reports – next report will be April 2020.
- Council of the Future Board
- Make it Happen Board
- Five Workstream Boards
- Project Managers and Sponsors

- 4.7 It is proposed to keep Members updated on the progress of the key transformational projects through the monthly briefing sessions for Members as well as reports in the Information Bulletin submitted to Council.
- 4.8 This will be in addition to the reporting arrangements set out in 4.6.
- 4.9 For note, the Council of the Future Board has met three times since the last report to the Executive in October 2019. Key presentations and discussion items included:
- My Falkirk
  - Connected Falkirk
  - Enabled Communities Workstream
  - Succeed Today, Excel Tomorrow
  - COTF 2019 successes
  - COTF Programme Risk Register
  - Council HQ / Arts Centre.

## **5. Consultation**

- 5.1 Consultation is critical to the success of the Council's five-year business plan - and Council of the Future. 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.
- 5.2 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.
- 5.3 A range of seminars have been run for Elected Members including:
- In October 2019, an update on the Business Plan and COTF was reported to the Executive.
  - In November 2019, there was a presentation on the Education Project, Connected Falkirk.
  - In January 2020:
    - Digital updates were presented on the Transformation of Roads and Grounds, the Transformation of Environmental Services, My Falkirk, CCTV and Succeed Today Excel Tomorrow.
    - A more detailed Elected Member Briefing was run on Succeed Today, Excel Tomorrow.
  - In February 2020:
    - A demo of Connected Falkirk took place following the Education Executive in February.
    - Succeed Today, Excel Tomorrow presented at a number of Group Meetings.
  - Members have agreed to hold monthly briefings on important matters with part of each meeting being set aside to consider Council of the Future Projects.
  - Scrutiny will also receive an update COTF arrangements in April 2020.

## **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 then 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 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. A position statement on the 2019/20 Change Fund can be found in Appendix 2. It is anticipated that the following projects (all priority projects) will require a degree of funding in 2020/21 and potentially beyond to secure project management resource to stay on track to deliver projected benefits.

### **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.

### **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 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 charts the progress made in the Council of the Future Programme of Change, in particular, the ambition of the transformational change and savings across the Top Ten Priority Projects. Future reports to the Council of the Future Board and the Executive will continue to chart this progress and report on the key successes, challenges, risks and issues that may impact on the delivery of these and any subsequent impact on the Council's Five-Year Business Plan

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**Director of Corporate and Housing Services**

**Date:** 10 March 2020

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## **APPENDICES**

Appendix 1: Top Ten Projects 5-Year Savings

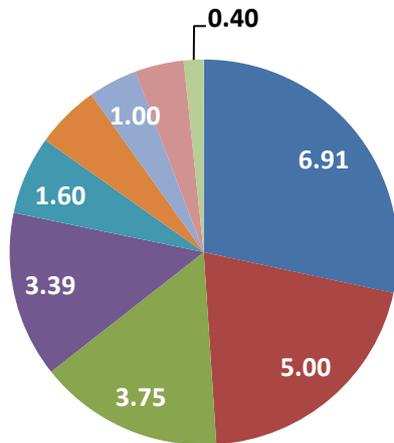
Appendix 2: Change Fund 2019/20

### **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:**

**APPENDIX 1: Top Ten Projects 5-Year Savings**

**Top Ten Projects = c.£24m of 5-year savings gap  
2019/20 - 2023-24**



- Closer to Home
- Bright Starts, Bright Futures
- Reimagining Secondary Learning
- Transformation of Roads and Grounds
- Transformation of Environmental Services
- Investing for Inclusive Growth
- Closer to Communities
- Support & Learning for All
- Strategic Property Review
- Delivering Modern & Digital Services

## APPENDIX 2      Change Fund 2019/20

### 1.      Summary of 2019/20 Change Fund Awards

£1m of Change Fund investment has been awarded in this financial year.

C. £300k of the funding was awarded to critical Enabler Project work to support the delivery of the initial years of Falkirk Council's Business Plan. Whilst having no direct saving attributed, this funding was put in place to help change organisational culture and provide platforms for other transformation to happen. This includes digital, organisational development and financial support.

The remaining £700k of the change fund has been allocated to projects which aim to realise c.£6.6m in direct savings in 2020/21.

### 2.      Summary of 2019/20 Project Funding

COTF WORKSTREAM	PROJECT(s)	CHANGE FUND AWARD 2019/20 £000	SUMMARY OF KEY DELIVERABLES TO DATE	
			2020/21 SAVINGS £000	WHAT DOES THIS MEAN?
COTF Programme	<ul style="list-style-type: none"> <li>• Entrepreneurial Spark</li> <li>• Make it Happen Awards</li> <li>• Transformation Finance Support</li> </ul>	Total: £126	Enabler	<p>These 3 investment areas support the infrastructure required to enable:</p> <ul style="list-style-type: none"> <li>- Cultural change across the organisation. A fundamental driver for the success of the Council's five-year business plan is mindset change – the organisation needs to be more entrepreneurial and think more radically about the transformational changes required and the growth of commercial / income generating ideas. As such c. 25 employees attended the Entrepreneurial Spark Bootcamp session and c. 40 employees and partners attended the Entrepreneurial Spark Enabled Communities Sparkathon to develop these skills.</li> </ul> <p>Part of this culture change involves a refreshed employee awards event is set to take place in</p>

				<p>March 2020 at Falkirk High School. This event aims to recognise the fantastic achievements and commitment of our employees, and we are keen to bring the event in line with the Council's transformation programme.</p> <ul style="list-style-type: none"> <li>- The financial management of COTF as part of the 5-year business plan including business case development, financial tracking of COTF progress, investment options and savings projections.</li> </ul>
<b>Digital</b>	<ul style="list-style-type: none"> <li>• Virtual Classrooms</li> <li>• Delivering Modern &amp; Digital Services</li> <li>• Integrated Resource Management System</li> <li>• Digital Transformation of HR &amp; Payroll</li> </ul>	Total: £260	£83	<p><b>£364k</b> savings projected for full 5-year business plan period across these Digital Projects. Key deliverables to date include:</p> <ul style="list-style-type: none"> <li>- Virtual learning is the pre-cursor to Connected Falkirk and delivered online learning for Highers: Higher Politics and History.</li> <li>- Begun roll out of Office 365. Our investment in Office 365 will allow us to transform the way that we collaborate and communicate. The platform provides a central place where teams can communicate, access files and co-author documents in real-time, seamlessly from any device. This will be an enabler for a change to a more open, transparent and collaborative culture.</li> <li>- Consultancy support to review and improve Management Information Reporting and to improve the reporting information &amp; the availability of reports to allow managers to access information on a self-service basis using business intelligence software.</li> <li>- Deploying a Health and Safety System.</li> </ul>

<p><b>Enabled Communities</b></p>	<ul style="list-style-type: none"> <li>• Closer to Home</li> <li>• Succeed Today, Excel Tomorrow – Education Transformation</li> <li>• Closer to Communities</li> </ul>	<p>Total: £365</p>	<p>£4,484</p>	<p>Projects required upfront investment for resource to deliver projects. Project managers now assigned with key deliverables to date including:</p> <ul style="list-style-type: none"> <li>- Improving commissioning of care and support for looked after children and driving the campaign to increase number of foster carers.</li> <li>- Reviewing the community use of buildings</li> <li>- Creating a blueprint for Children and Young People in Falkirk to improve destination profile.</li> </ul>
<p><b>Entrepreneurial Services</b></p>	<ul style="list-style-type: none"> <li>• Procuring for the Future</li> </ul>	<p>Total: £60</p>	<p>£404</p>	<p>Resource in place to drive more efficient business practices e.g. e-invoicing and early payments rebates and smarter purchase card payments.</p>
<p><b>Services of the Future</b></p>	<ul style="list-style-type: none"> <li>• Services for the Bereaved</li> <li>• Transformation of Roads &amp; Grounds Maintenance</li> <li>• Transformation of Environmental Services</li> </ul>	<p>Total: £90</p>	<p>£1,595</p>	<p>For Bereavement Services, digitising the Book of Remembrance has been a key deliverable.</p> <p>Roads and Ground have been engaging with APSE to advise on transformational options and commercialisation opportunities with front line staff involvement.</p> <p>Fly tipping process now live with 'My Falkirk' reporting available now for the public. This means the Council is more responsive to Fly Tipping incidents which has resulted in fewer calls being made by the public to our contact centre.</p>
<p><b>Transformational</b></p>	<ul style="list-style-type: none"> <li>• SPR and Succeed Today,</li> </ul>	<p>Total:</p>	<p>£76</p>	<p>These projects required resource to</p>

<b>Enablers</b>	Excel Tomorrow	£140		support the review of our assets, in particular, our Education assets. This review is contributing to the development of the Education Transformation Blueprint, Succeed Today, Excel Tomorrow.
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