The background of the slide features a large, light blue watermark of the University of Alberta crest. The crest is a shield divided into four quadrants. The top-left quadrant shows a building, the top-right shows a stag's head with antlers, the bottom-left shows a three-masted sailing ship on waves, and the bottom-right shows an eagle with wings spread. Above the shield is a crown with four points, each topped with a flower. Below the shield is a banner with the motto 'ANNE FOR A'.

Agenda Item 4

Strategic Plans and Vision Framework: Consultation Feedback

Falkirk Council

Title: Strategic Plans and Vision Framework:
Consultation Feedback

Meeting: Emergency Executive

Date: 25 June 2020

Submitted By: Chief Executive

1. Purpose of Report

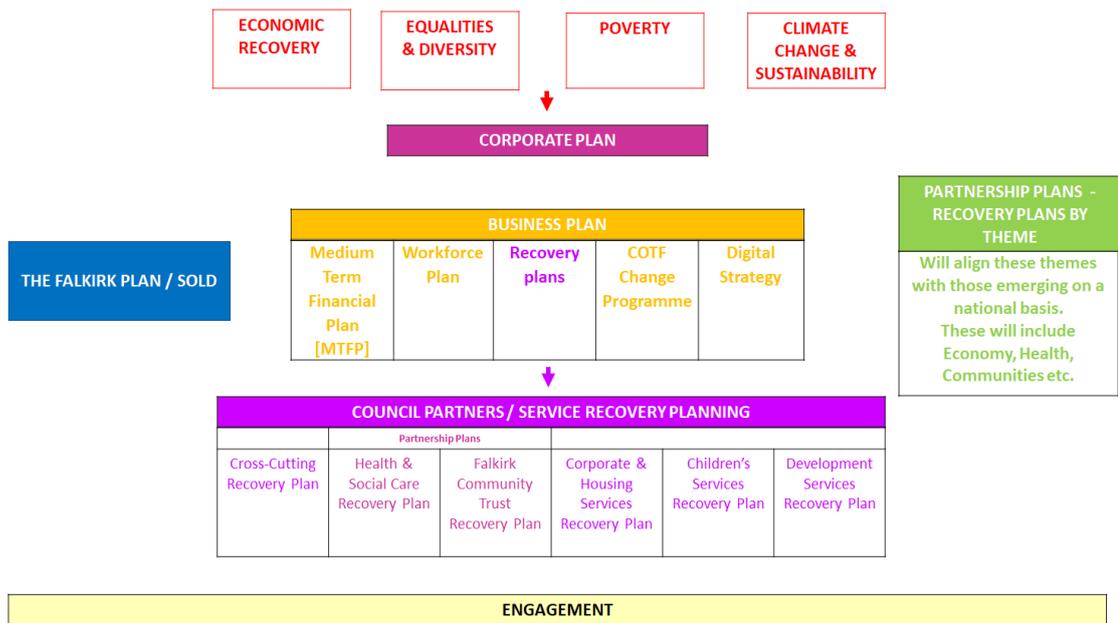
The purpose of the report is to update the Emergency Executive in relation to the Elected Member Engagement Workshops on 16 June 2020 and agree the Vision Framework as a basis for progressing the Council's Corporate Plan and Five-Year Business Plan.

2. Recommendation(s)

- 2.1 It is recommended that the Emergency Executive:
- 1) Agrees the Vision Framework as a basis for progressing the Council's Corporate Plan and Five-Year Business Plan.

3. Background

- 3.1 A report was considered by the Emergency Executive on 11 June 2020, which outlined a way forward for the Council's key strategic plans and set out a proposal for Elected Member consultation in relation to a 'straw man' vision framework. It is recognised that in a very constrained and challenging financial environment, particularly in view of the impact of Covid-19, there is an urgent need to set council priorities not just for the recovery phase but also to inform the Council's Corporate Plan and Five-Year Business Plan. A schematic of the Council's strategic plans and recovery framework was included in that report and is set out again below:



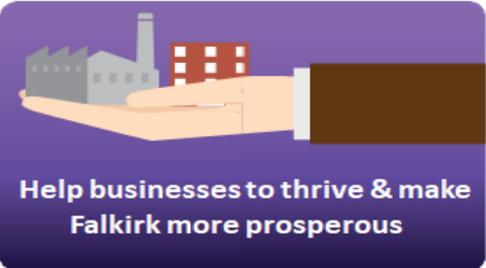
- 3.2 Elected Member Engagement Workshops were held on 16 June 2020. The purpose of the workshops was for Elected Members to reflect and comment on both short-term priorities in the context of recovery, and longer term priorities which were important to the communities which they represent, providing a basis for the Council's overarching priorities for the Business Plan and Corporate Plan.
- 3.3 Twenty Elected Members participated in the workshops, held on a locality basis, to reflect local needs and council-wide priorities. Elected Members and Council Officers were also offered the opportunity to email thoughts if unable to attend or as a follow-up to attending the workshops.
- 3.4 The workshops were framed around five questions:
- i. What's most important to your communities now?
 - ii. What are the most significant things we need to deliver for our communities as a Council in the short term?
 - iii. From these, what is your view of the broader priorities for the Council?
 - iv. What specific comments do you have on the 'straw man'?
 - v. What are the positive lessons we can learn from the Council's response to COVID-19?

4. Considerations

Findings: Common Themes and Straw Man

- 4.1 In broad terms, there was a general agreement that the priorities represented in the Straw Man were largely reflective of what the Council needs to focus on. Feedback from the workshops against these priorities

has been mapped below. More detailed notes from the workshop will be circulated to Group Leaders.

STRAW MAN PRIORITY	WORKSHOP – SUMMARY COMMENTS
 <p>People in our communities are supported to live their lives well</p>	<p>Really enable our communities e.g. through a step change in our approach to Participatory Budgeting</p> <p>Promote resilience in our communities</p> <p>Focus support on young people leaving care</p> <p>Take positive action to address poverty (including food poverty) and inequalities</p> <p>Ensure that communities have access to digital devices to apply for jobs, learn & improve their skills and give them access to support from various partners & organisations that can improve their health and wellbeing.</p>
 <p>Enable everyone to fulfil their potential</p>	<p>Re-open our schools & create safe learning environments, enabling parents/carers to return to employment</p> <p>Use digital learning with classroom learning to help narrow the attainment gap and build excellence and aspiration in our schools</p> <p>Work with partners to encourage employment opportunities for our young people</p> <p>Support the mental and physical wellbeing of people in our communities</p>
 <p>Help businesses to thrive & make Falkirk more prosperous</p>	<p>Ensure council support is in place to help get businesses back on track – and particularly small businesses</p> <p>Boost support for employment and training opportunities, particularly for young people</p> <p>Get transport working to support business, communities and young people</p>
 <p>Work with our communities to make them healthier, safer and more sustainable</p>	<p>Work with our communities to live full and positive lives within inclusive and supportive communities</p> <p>Focus on housing allocations and repairs, supporting those most in need in our communities</p> <p>Tackle climate change, improve our environment and make it more sustainable – including waste management</p> <p>Engage and work with communities on the issues that matter to them</p>

 <p>An innovative & entrepreneurial council, providing effective leadership to help transform</p>	<p>Get a digital roadmap for communities – they need skills, access and devices</p> <p>Ensure a ‘One Council’ approach, breaking down silos and barriers, showing leadership, tackling bureaucracy and operating at pace</p> <p>Use our resources where needed most – and recognise that we potentially stop doing some things</p> <p>Make decisions on assets in short and long term, especially buildings & digital infrastructure</p>
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Proposed Way Forward

- 4.2 The mapping shows a positive alignment between the priorities and the feedback from the workshops. The feedback from Elected Members has helpfully identified key issues and actions, which can be incorporated into the work to be taken forward both in the context of recovery and in developing the new Corporate Plan and Business Plan. An updated copy of the ‘straw man’ Vision Framework is attached at Appendix 1 and it is proposed that this is approved as a basis for progressing the Corporate Plan and Five-Year Business Plan.
- 4.3 The work on the Corporate and Business Plans will be taken forward over the coming months with a view to reporting to Council in September 2020, building on the work to date and allowing for more detailed work to be done on the strategic deliverables in the Vision Framework. This will:
- Give Elected Members and Council Officers a further opportunity to reflect and make sure the strategic deliverables meet the needs of the communities, customers and businesses we serve.
 - Allow for an opportunity for community engagement and to assess the impact of the strategic deliverables in relation to poverty and equalities.
 - Enable progress on making the strategic deliverables more tangible and quantifiable with timescales.
 - Align recovery plan actions with these deliverables and ensure these are in line with resource allocation.
 - Align Council of the Future (COTF) priority projects.
 - Ensure the skills and capacity of our workforce are aligned to deliver on the key elements of the framework.
 - Re-visit the priorities as required.
 - Provide a platform for the refresh of the Council’s Five-Year Business Plan and Corporate Plan.
 - Inform the production of the Falkirk Plan with Community Planning Partners later in 2020/21.

5. Implications

Financial

- 5.1 The setting of clear Council priorities and strategic deliverables will help the Council make best use of financial resources, now and going forward. In the

context of the Financial Overview report considered later on this agenda, there are significant risks to the Council's financial position and it is likely that very substantial savings proposals will need to be agreed and implemented both in the current year and as part of the 2021/22 budget. The Vision Framework provides a basis for tackling these challenges, with the clear implication that non-priority areas will be a focus for savings and that service transformation to allow for the development of new lower cost models of delivery will be required across the Council.

Resources

- 5.2 The setting of clear Council priorities and strategic deliverables will support Elected Members in making decisions based on how resources should be best used.

Legal

- 5.3 There are no direct legal implications arising from this report.

Risk

- 5.4 No agreed set of clear Council priorities and strategic deliverables creates a risk that decisions will be made on a silo basis that may be detrimental to the running of the business of the Council.

Equalities

- 5.5 An Equality and Poverty Impact Assessment (EPIA) is not required for this report.

Sustainability/Environmental Impact

- 5.6 An Environmental Impact Assessment (EIA) is not required for this report.

6. Conclusions

- 6.1 The setting of clear Council priorities and strategies will play a critical role in supporting joined-up decision making to deliver on what we need to do as a Council to support our communities and businesses and revitalise Falkirk in the wake of the Covid-19 pandemic, whilst ensuring that budget challenges are addressed in a robust and planned way.

Chief Executive

Author: Kenneth Lawrie

Date: 18 June 2020

APPENDICES

Appendix 1: Vision Framework

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:

Vision Framework for Falkirk Council’s Strategic Plans:

- Corporate Plan
- Business Plan: Medium Term Financial Plan, Workforce Plan, Council of the Future Change Programme and Recovery Plan
- Clear direction of travel for decision-making, joined-up working and use of resources – linked to Strategic Deliverables
- Supported by core policies including Equalities and Diversity, Poverty and Climate Change & Sustainability

VISION



The Place to Be

PRIORITIES

People	Place	Partnership	Innovation
<p>People in our communities are supported to live their lives well</p>	<p>Enable everyone to fulfil their potential</p>	<p>Help businesses to thrive & make Falkirk more prosperous</p>	<p>Enable and empower our communities to live healthier, safer and more sustainable lives</p>
<p>Become an innovative & entrepreneurial council, providing effective leadership to help transform outcomes</p>			

STRATEGIC DELIVERABLES

<ol style="list-style-type: none"> 1. Focus resources on the most vulnerable in our community & support our communities to be more digitally enabled 2. Focus support on young people leaving care 3. Target resources to help reduce poverty and inequalities in our communities 	<ol style="list-style-type: none"> 1. Re-open our schools & create safe education environments, blending digital learning with classroom learning 2. Focus resources in narrowing attainment gap & work with partners to encourage employment opportunities for our young people 3. Provide services which support mental and physical wellbeing of our communities 	<ol style="list-style-type: none"> 1. Direct resources to deliver on the Economic Recovery Action Plan 2. Deliver a high-quality transport network that boosts connectivity and enables safe, sustainable travel 3. Work with local and national partners to boost employment, pay and productivity 	<ol style="list-style-type: none"> 1. Build true partnerships with the third sector and communities to deliver on the issues that matter to them 2. Tackle climate change and improve environmental sustainability 3. Focus our Participatory Budget monies on issues that matter to communities 	<ol style="list-style-type: none"> 1. Target resources to ensure service recovery and delivery of our priorities 2. Focus resources to deliver on transformation programme 3. Take recent lessons learned to inform how to use assets differently: people, buildings, digital, fleet
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VALUES



<p>We are Responsive: By embracing technology and modern working practices we will enhance people’s lives and use our own data to create services that meet the needs of our customers 24/7, 365 days a year.</p>	<p>We are Innovative: By celebrating collaboration, creativity and learning we will inspire employees and communities to solve shared problems and create unique services that make Falkirk the place to live, learn, work and visit.</p>	<p>We are Trusted: By removing bureaucracy and red tape we will enable and empower people to develop new skills and live rewarding and happy lives as independently as possible within their own community.</p>	<p>We are Ambitious: By never limiting our employees or our communities’ aspirations we will create sustainable services that have a positive impact on people’s lives.</p>
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