

The background of the slide is a large, light blue watermark of the City of Vancouver's coat of arms. It features a crown at the top with four maple leaves, a shield divided into four quadrants (top-left: a ship, top-right: a stag, bottom-left: a ship, bottom-right: an eagle), and a banner at the bottom with the motto 'A NE FOR A'.

Agenda Item 9

Council of the Future

Falkirk Council

Title: Council of the Future

Meeting: Executive

Date: 21 March 2017

Submitted By: Chief Executive

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 agreed at Council on 7 December 2016.

2. Recommendation(s)

- 2.1. **It is recommended that the Executive:**

- 2.1.1. **notes the progress made on the Council of the Future framework of change; and**

- 2.1.2. **agrees that an update report will be submitted to the Executive.**

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. This change programme needs to start delivering immediate benefits with the Council of the Future business model needing to make a significant contribution towards the 2018/19 budget process and future budget processes thereafter.
- 3.2 The Council of the Future framework is a more structured, benefits-focused approach to delivering the Council's change agenda and will set a clear vision of what Falkirk will be as a Council of the Future. This aligns with the comments made in various reports by Audit Scotland/The Accounts Commission.
- 3.3 Council will set the priorities on which this change agenda will be focused. This will be through the development of the new Corporate Plan linked to the Strategic Outcome and Local Delivery Plan (SOLD) priorities that Council agreed in September 2016.

3.4 Our SOLD priorities are:

- Improving mental health and wellbeing
- Maximising job creation and employability
- Minimising the impact of substance misuse
- Addressing the impact of poverty on children

4. Considerations

- 4.1 The Council of the Future delivery plan has been produced in line with the development of the new Corporate Plan post May 2017. Based on this, a two-phased approach has been planned for the initial stage of the Council of the Future programme.

Phase 1: January 2017 – May 2017

4.2 *Readiness and Engagement*

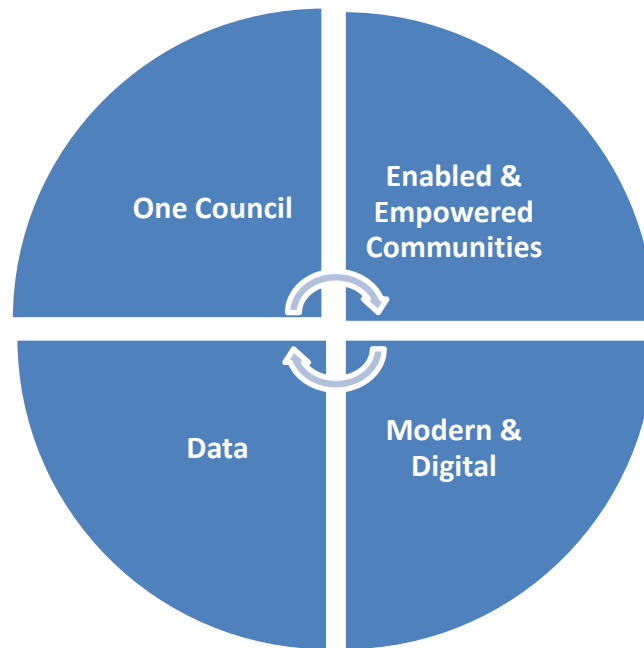
- 4.2.1 Engagement and buy-in is integral to the success of any change programme from a culture shift perspective. As such, a range of engagement events have been scheduled to allow various stakeholder groups to contribute to shaping the Council as it moves towards being the Council of the Future.
- 4.2.2 These events have been planned from January 2017 – May 2017 and include engagement sessions with the Corporate Management Team, Chief Officers, Service Managers, a cross section of Employees, Trade Unions and a specific Elected Member engagement session on 7 March 2017. It should be noted that more extensive engagement with stakeholders, in particular Elected Members, will take place in Phase 2 of the programme which will commence post May 2017.
- 4.2.3 The engagement sessions so far have been structured around the following themes:
- Customers
 - Service
 - Organisation (including culture and leadership)
 - People (i.e., employees)
 - Partners
 - Processes
 - Location
 - Data / Information / Technology

The output from these evaluations will begin to shape the Council of the Future and give direction on the strategic positioning of Falkirk Council.

This will include development of the strategic capabilities and core competencies that the Council will require as well as the operating principles that will drive the change in how we do things and deliver services.

4.2.4 From the events held so far, 4 overarching themes have emerged from the stakeholder groups as shown in Diagram 1:

Diagram 1



4.2.5 It is important to note that the themes are interconnected, and, in summary, the general sentiment around each theme is:

- **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** - Modernise how we deliver our services, be innovative by design and deliver 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.

- 4.2.6 As the Council of the Future engagement programme continues, the outputs from each event will be added to this evolving picture accordingly.
- 4.2.7 In addition to engagement, the main other themes within this initial phase of the programme is the development of our communication with stakeholders and presentation of consistent and informative performance information for reporting purposes.

4.3 *Governance - Readiness*

- 4.3.1 In parallel to the engagement events, Phase 1 starts to embed the Council of the Future governance arrangements, outlined in the "Council of the Future" Report, 7 December 2016. This is to make sure the Council is set up to robustly manage the programme of change once established.
- 4.3.2 In January 2017, the Council of the Future Board was set up to oversee the projects which will deliver the necessary changes to achieve the Council's priorities. The Board membership includes the Leader of the Council and Depute, the Leader and another member of the Opposition, the Chief Executive and Directors. 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.
- 4.3.3 The Executive will receive regular reports on progress of the Change Programme to enable appropriate decision making in terms of the Council's Scheme of Delegation.
- 4.3.4 A Change Group has been set up comprising Chief Officers and Project Managers from across the Council, responsible for the delivery of the cross cutting and enabler projects to support the Council of the Future Board and Services. The Change Group met in January and March. A series of meetings are now being arranged for this Group to meet on a scheduled basis to continue the work in supporting change across the Council.
- 4.3.5 Services will be supported by a Programme Management Office (PMO). This team will support the development and delivery of Service level projects, including building internal capacity to deliver ongoing sustainable change delivered at an increased pace, advising on 'art of the possible' for service redesign options and ensuring benefits are identified, tracked and realised. Across the Council, it was recognised that there was limited available project management resource and expertise to fulfil these roles. As a result, three Programme Management Coordinators for the PMO have been recruited externally for a 12 month period, funded from within existing resources. All three officers started in these new roles at the beginning of March.

- 4.3.6 Since January 2017, the Service Change Boards for each of the Council Services have met to commence the identification of possible change projects.
- 4.3.7 Improvement Groups will play a key role in the Council of the Future. Improvement Groups will be more fully engaged and consulted as a stakeholder group on the impact of any proposed changes. Improvement Groups will include the project lead officers and relevant Trade Union and workforce representatives. Further work on defining the role of Improvement Groups will be undertaken at the event on 27 March 2017 where our Service Unit Managers and Trade Union representatives will come together to consider a number of issues as part of our engagement phase.

Phase 2: Vision & Implementation Begins May 2017

- 4.4 The Phase 1 engagement events will determine how the Council of the Future programme will be shaped. This will involve review and input by Elected Members through the governance channels and the targeted engagement event in March 2017.
- 4.5 With the emergence of a new Corporate Plan post May 2017, further engagement and review of the proposed programme of change will be undertaken by Elected Members in line with the refreshed Council priorities and budget strategy.
- 4.6 The outcome of these processes will generate a defined Council of the Future vision and programme of change. This will enable further conversations to be held with the various stakeholder groups to engage / consult / communicate and to start the delivery of the projects identified. This will involve wider stakeholder groups including communities and partners.
- 4.7 It is anticipated that the Programme of Change will be a blend of quick win projects, instilling a faster 'pace of change' mentality, together with longer term projects more complex and ambitious in nature.

5. Consultation

- 5.1. The Council of the Future Board, Service Change Boards and the Change Group have been consulted on the development of Phase 1 and Phase 2 of Council of the Future. Communication of these phases has also featured in the various Engagement Events held as part of Phase 1.

6. Implications

Financial

- 6.1 The Programme Management Office (PMO) was established in March 2017 on a 12 month temporary basis funded from within existing resources.

Resources

- 6.2 A fully developed resource plan and risk register will be prepared to ensure all risks are fully understood with a programme of this breadth and scale, and that resources are in place for taking forward the projects assigned to each financial year.

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, 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 At this stage, an Equality and Poverty Impact Assessment (EPIA) was not required for this report. However, equality and poverty implications will be an integral part of the project management methodology instilled as part of Council of the Future.

Sustainability/Environmental Impact

- 6.6 At this stage, an Environmental Impact Assessment (EIA) was 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. Since the Council of the Future framework was reported to Council in December, significant work has been undertaken to establish the governance arrangements for the change programme.
- 7.2. A number of engagement events have also taken place with a range of stakeholders. These events are aimed at ensuring full involvement and understanding of the change programme across the Council and the culture change that will be required for this to be successful.

- 7.3. All such work will continue to ensure that the Council of the Future programme is directly linked to the Council's new Corporate Plan and SOLD priorities. Development of the vision for the change programme together with the programme itself will be undertaken in conjunction with the preparation of our new Corporate Plan.

Chief Executive

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Date: 7 March 2017

APPENDICES None

List of Background Papers

Council of the Future Report 7 December 2016.