

The background of the slide features a large, light blue watermark of the City of Vancouver's coat of arms. The crest includes a crown with four maple leaves, a shield divided into four quadrants (top-left: a ship, top-right: a beaver, bottom-left: a sailing ship, bottom-right: an eagle), and a banner at the bottom with the motto 'CITY OF VANCOUVER'.

# **AGENDA ITEM**

**8**

**Council of the Future**

Falkirk Council

**Title:** Council of the Future  
**Meeting:** Executive  
**Date:** 28 November 2017  
**Submitted By:** Director of Corporate & Housing Services

**1. Purpose of Report**

- 1.1 As part of the Council of the Future report to Council on 20 September 2017, it was agreed that quarterly reports would be submitted to the Executive to update on the progress made on the Programme of Change. The purpose of this report is to provide the first of these quarterly updates.

**2. Recommendations**

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

- 1) notes the progress made in the Council of the Future Programme of Change; and**
- 2) that future quarterly update reports will be provided.**

**3. Background**

- 3.1 Falkirk Council approved the Council of the Future Vision and Programme of Change on 20 September 2017.
- 3.2 Council of the Future is our response to the challenges facing Local Government in the medium term. Based on extensive engagement with Employees, Trades Unions and Elected Members, the vision for Falkirk Council is “to be a council of the future that is **innovative, responsive, trusted** and **ambitious**”. This will be supported by the framework set out in Appendix 1.

**4. Considerations**

**Governance Update**

**Reporting**

- 4.1 This report is the first of the quarterly updates to Members and outlines progress from September 2017 to November 2017.
- 4.2 The Revenue Budget 2018/19 and 2019/20 Report to the Executive on 17 October 2017 recognised Council of the Future as an integral part of the Council’s Medium Term Financial Plan and, subject to the budget consultation process, is projected to realise savings of c. £13.1m in 2018/19 and £4.7m in

2019/20 (years 1 and 2 of the Council's Financial Plan). It was noted that Officers would seek to identify a further c£10m in savings and these would be reported to Members accordingly.

- 4.3 In line with the Council of the Future governance structure, the Council of the Future Board convened on 30 October 2017 with cross party representation and Chief Officers from across the Council in attendance.
- 4.4 The Council of the Future Board is responsible for prioritising, monitoring and ensuring the progress of key transformational projects and holding lead officers to account in relation to:
- Identifying and delivering savings
  - Meeting agreed project plan milestones and timescales
  - Delivering on planned outcomes.
- 4.5 To comply with this, the Council of the Future Board discussed arrangements for project reporting. The Board will receive project reports to track the performance of projects against planned timescales and projected benefits, financial and non-financial. The Executive will also receive these reports on a quarterly basis as part of the Council of the Future update. An example of these reports is included in Appendix 2. The information shown is for illustrative purposes only. Where a project is at risk of not meeting timelines or delivering on projected benefits, lead officers will be invited to the Council of the Future Board to present project progress, identify barriers and challenges to progress and request support as appropriate.
- 4.6 At October's meeting, the following three projects were presented to the Council of the Future Board by the relevant lead officers:

**Modern & Digital**

- Telephony (part of the Rock Solid Technology Project)
- Contact Centre

**Data**

- Information Working for You

All three projects are currently on track in terms of progress against timelines and benefits realisation.

**Risk Management**

- 4.7 The Council of the Future Programme Risk Register, Appendix 3, has been developed by Directors and risk specialists in the Council. The Council of the Future Board agreed that this would be reviewed every 6 months with interim reviews by exception at each meeting. The Risk Register will be reported to the Audit Committee in line with the remit of that Committee. Members will note that there are controls/mitigating actions being taken in response to each of the risks with the aim of reducing these risks. An assessment is being made of the degree to which such controls/mitigation will reduce the risks. This will be considered by the Board at their next meeting and the risk register will be updated to reflect this.

**New Project**

- 4.8 The Council for Future Programme is a dynamic programme and subject to change as projects close and new projects emerge. The Modern & Digital Capability now has an additional project called Smart Care which is a digital

tool that can be used to map age related functional decline in older adults and can assist in service redesign.

### **Making us Fit for the Future – Culture, Engagement and Listening Events**

- 4.9 Organisational development is an important workstream in developing the Council of the Future. This is being taken forward at present through personal development, engagement and listening events. A range of employees including front line staff, Head Teachers, Managers and Trades Unions have been involved in these sessions to increase awareness of the Programme of Change, encourage participation and provide support in a changing environment. Leadership Forums have also been established where external expertise has been engaged to better understand how other organisations have approached organisational change and learn from best practice approaches.

### **Employee Engagement Survey**

- 4.10 A vital part of the overall engagement with employees across the Council was asking for their views and feedback through the Employee Engagement Survey. This was undertaken using internal resources and short videos from the Chief Executive and Leader of the Council were used to help promote employee participation. The survey received a 30.9% response rate from employees in the Council. In local government terms, this is considered a high response rate which some Councils have failed to achieve even with the support of external market research organisations.

It was agreed that the Council would make a £1 donation to Strathcarron Hospice for each completed response to the survey. A cheque was presented to Strathcarron Hospice for £2,500 at the end of October.

- 4.11 To date, analysis has been completed on the Council-wide questions in the survey. Detail on the outcome of the survey has been made available to all employees. In the context of change, notable feedback from the survey at this stage has been:
- 87% of employees understand the need for change across the Council
  - 17% of employees currently feeling involved in the changes taking place within the Council.
- 4.12 Work has already begun with employees to develop action plans based on the survey feedback so far. At a Service level, the Service specific survey results will be published in December 2017 and Service based action plans will be developed in support of these. A series of events will be held to encourage employees across the Council to become involved and develop these action plans.

### **CANs (Change Agent Network) and Project Managers**

- 4.13 The CANs have been actively involved in a number of change activities:
- Employee Engagement Survey action planning
  - Creating the change standards for Falkirk Council
  - Drafting a proposal for 'Creating a Tobacco Free Generation Strategy' in Falkirk Council.

Development sessions for Project Managers have also taken place to provide support in using project management tools, including project progress reports, which will inform future Council of the Future Board and Executive reports.

## **5. Consultation**

- 5.1 Consultation is integral to the Council of the Future delivery plan and a range of events including Leadership Forums, personal development sessions and employee listening events will continue into 2018 and beyond. 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.

## **6. Implications**

### **Financial**

- 6.1 The Council of the Future financial savings are an integral part of the Council's Financial Plan. The projected savings for 2018/19 and 2019/20 are currently subject to the budget consultation process.

### **Resources**

- 6.2 Building on existing change management arrangements, a Change Manager has been appointed on a permanent basis to continue to support the Council of the Future Programme of Change. The Programme Management Office (PMO) continues to assist with the development and delivery of Service level projects, building internal capacity to deliver ongoing sustainable change.

### **Legal**

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

### **Risk**

- 6.4 The Council of the Future Programme Risk Register is now in place and will be reviewed by the Council of the Future Board.

### **Equalities**

- 6.5 An Equality and Poverty Impact Assessment (EPIA) will be an integral part of the project management methodology instilled as part of Council of the Future, 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 At this stage, the Council of the Future Programme of Change is currently on track against projected timescales and benefits. Future reports to the Council of the Future Board and Executive will continue to chart progress and highlight perceived challenges, risk and issues that may detriment the delivery of the change programme.

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Director of Corporate & Housing Services

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Date: 20 November 2017

### **APPENDICES**

Appendix 1 - Council of the Future Framework

Appendix 2 - Council of the Future Project Reporting Example

Appendix 3 - Council of the Future Programme Risk Register

### **List of Background Papers**

Council of the Future Board 30 October 2017 – Presentations from Project Managers








# Council of the Future Vision:

**We are an innovative, responsive, trusted, ambitious Council**



# COUNCIL OF THE FUTURE - EXAMPLE REPORT

## POSITION AT NOVEMBER 2017

Progress against Plan Status			<b>RAG</b>  Project is significantly behind target.  Project is on target.  Project is complete.						
Capability	Project Title	Type	Progress Against Plan				Progress Update	Project Sponsor	Project Manager
			Status	Financial Benefits 18/19 £000	%age Progress	Due Date			
Data	Data	Capability		£1,700	0%	31/03/2022			
	Information Working for You	Project			0%	31/03/2022	<b>National Records Scotland</b>  A positive interim report has been received from the National Records Scotland on progress with implementation of the Council's Records Management Plan. The report recognises that improvement is still required with implementation of the Council's business classification scheme (BCS), and management of its electronic records in line with the BCS. The Information Working for You Project and the creation of the Information Management Working Group have been applauded in the report.  <b>Operational Progress</b>  Approval has been given to recruit a Records Manager.  <b>Project Plan</b>  Information Asset Audit: initial submissions are required from all Services by 31st December 2017. The project (and compliance with GDPR) will be at risk if timescales are not met.	Chief Governance Officer	Information Governance Manager
	Procuring for the Future	Project		£300	2%	30/06/2021		Head of Procurement and Housing Property	Procurement and Commissioning Manager; Procurement Co-ordinator
	Breaking the Mould	Project		£1,400	0%	31/03/2022		Director of Corporate and Housing	Head of Procurement and Housing Property

Capability	Project Title	Type	Progress Against Plan				Progress Update	Project Sponsor	Project Manager
			Status	Financial Benefits 18/19 £000	%age Progress	Due Date			
Enabled and Empowered Communities	Enabled and Empowered Communities	Capability		£3,203	2%	31/03/2022			
	Implementation of the Advice Hub & Spokes – Phase 2	Project	▶	£300	0%	31/12/2018		Head of Policy, Technology and Improvement	Fairer Falkirk Manager
	Locality Planning	Project	▶	£488	10%	31/03/2022		Head of Policy, Technology and Improvement	Policy and Community Planning Manager
	Employment & Training Unit Review	Project	▶	£795	0%	30/06/2018		Head of Planning and Economic Development	Employment and Training Manager
	Children and Families Social Work	Project	▶	£1,620	0%	31/03/2022		Head of Social Work Children's Services	Service Manager; Programme Management Co-ordinator
Modern and Digital	Modern and Digital	Capability	▶	£1,983	4%	31/03/2022			
	Digital Strategy	Project	▶	£50	0%	31/03/2022		Head of Policy, Technology and Improvement	Communications and Participation Manager
	Rock Solid Technology	Project	▶		5%	31/03/2022		Head of Policy, Technology and Improvement	Corporate and Housing Managers
	Analogue to Digital: Phase 1 Telecare Phase 2 Wider	Project	▶		0%	31/03/2018		Head of Social Work Adult Services	Service Manger - Social Work Adult Services
	Contact Centre	Project	▶		33%	31/03/2019		Head of HR and Business Transformation	Customer and Business Support Team Lead
	Strategic Property Review	Project	▶	£1,649	0%	31/03/2018		Head of Planning and Economic Development	Manager (Asset Management)
	Redesign of BMD Services - Phase 2	Project	▶		0%	31/03/2021		Head of Procurement and Housing Property	Corporate and Housing Managers
	Smart Working, Smart Travel	Project	▶	£250	0%	31/03/2019		Director of Development Services	Fleet Manager
	Integrated Resource Management System	Project	▶	£34	0%	31/03/2019		Corporate and Housing Heads of Service	HR Systems and Payroll Manager
One Council	One Council	Capability	▶	£6,236	45%	31/03/2022			
	Fit for the Future	Project	▶	£35	0%	31/03/2022		Head of HR and Business Transformation	Corporate and Housing Managers
	Business Support	Project	▶		75%	31/03/2021		Head of HR and Business Transformation	Customer and Business Support Manager
	Strategic Planning	Project	▶	£6,201	60%	31/03/2018		Head of Policy, Technology and Improvement	Improvement Manager

## COTF – Programme Risk Register

Risk Statement	Like- lihood (1 – 5)	Impact (1 – 5)	Overall Score	Worst Case Consequences	Controls / Mitigation
<b><u>Political and Policy Decisions:</u></b>  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"> <li>absence of required skills or expertise to deliver services;</li> <li>service failure (including delivery of statutory services); and</li> <li>external intervention in the running of the Council.</li> </ul>	Key controls as follows: <ul style="list-style-type: none"> <li>COTF Board in place (comprising elected Members and Chief Officers);</li> <li>Programme of COTF work agreed and being progressed;</li> <li>Change Manager and Project Management Office team appointed to ensure good practice and drive pace of change;</li> <li>Framework for COTF reporting, timelines, outcomes, and benefits developed and subject to constant review.</li> </ul>
<b><u>Partners / stakeholders (partner projects only):</u></b>  Insufficient support, funding, or resource capacity to deliver shared outcomes.	4	4	16		
<b><u>Short-Term / Low Value issues:</u></b>  Delivery of strategic vision and financial targets hampered by focus on short-term, less significant, deliverables or issues.	4	4	16		
<b><u>Information:</u></b>  Insufficient to support options generation, options appraisal, or effective decision making.	3	5	15		
<b><u>Outcomes and benefits:</u></b>  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
<b><u>People:</u></b>  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"> <li>absence of required skills or expertise to deliver services;</li> <li>service failure (including delivery of statutory services); and</li> <li>external intervention in the running of the Council.</li> </ul>	<p>Key controls as follows:</p> <ul style="list-style-type: none"> <li>COTF Board in place (comprising elected Members and Chief Officers);</li> <li>Programme of COTF work agreed and being progressed;</li> <li>Change Manager and Project Management Office team appointed to ensure good practice and drive pace of change;</li> </ul> <p>Framework for COTF reporting, timelines, outcomes, and benefits developed and subject to constant review.</p>
<b><u>COTF leadership:</u></b>  Lack of COTF programme ownership, engagement, or capacity at senior level, or failure to provide strategic direction and ensure accountability / progress.	2	5	10		
<b><u>Program management and governance:</u></b>  Arrangements nor clear, embedded, or effective.	2	4	8		
<b><u>Communication and Engagement:</u></b>  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		
<b><u>Legal challenge:</u></b>  Challenge, complaints, or enquiries result in delays to individual projects and, consequently, on overall programme delivery.	2	4	8		
<b><u>Interdependencies:</u></b>  Knock-on impacts between parts of the programme are not adequately recognised and managed.	2	4	8		