

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 wavy lines representing water. The top-right quadrant depicts a stag's head with large antlers. The bottom-left quadrant shows a beaver. The bottom-right quadrant features 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 9

Council of the Future

Falkirk Council

Title: Council of the Future
Meeting: Executive
Date: 13 March 2018
Submitted By: Director of Corporate & Housing Services

1. Purpose of Report

- 1.1 The purpose of the report is to provide the quarterly update to the Executive on the progress made on the Council of the Future Programme of Change.

2. Recommendations

- 2.1 It is recommended that the Executive notes:
- (1) 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 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 Council of the Future Programme of Change. This report is the second of these quarterly updates.

4. Considerations

- 4.1 The Council of the Future Programme of Change is now in Phase 2, implementation, and focuses on the delivery of projects and is in line with expectations recently reported by the Accounts Commission.

Governance Update

Council of the Future Board

- 4.2 The Council of the Future Board continues to meet to prioritise, monitor and ensure progress of key transformational projects and hold lead officers to account in relation to:

- Identifying and delivering savings
- Meeting agreed project plan milestones and timescales
- Delivering on planned outcomes

Since December 2017, the Board has had presentations on the following projects by lead officers:

- Closer to Home (previously called Children & Families Social Work Strategic Review)
- Redesign of BMD (Building Maintenance Division) Services
- Locality Planning
- Smart working, smart travel
- Procuring for the future
- Business Support

- 4.3 Latest progress reports for these and all Council of the Future projects are in **Appendix 1**. Additional projects will be presented at a future the Council of the Future Board.

Employee Engagement

- 4.4 A number of engagement events with employees, leaders and trades unions have been held from December 2017 to February 2018. These included:

- 1 x Leadership Forum
- 1 x Council wide employee and trades unions listening event
- Multiple service based employee listening events, 8 of which were held by Housing
- 2 x Change workshops
- 4 x Leadership & vision workshops

- 4.5 A key outcome from these sessions was to draft an action plan in response to the employee engagement survey. The action plan has now been produced and shared across all service areas. It concentrates on the following themes:

- Communication
- Teamwork
- Leadership & Management
- Learning, Development, Feedback & Performance.

- 4.6 Progress against the action plan will be measured at future engagement events.

CANs (Change Agent Network) and Project Managers

- 4.7 There are now 50 CANs across the Council who are actively promoting change and supporting the delivery of projects including:
- Employee Engagement Survey action planning
 - Modernising and streamlining processes
 - Facilitating employee listening events
 - Housing: developing a programme of work that will feature under Council of the Future.
- 4.8 Development sessions for Project Managers continue to provide support in using project management tools and reporting.

What will Council of the Future Deliver between March and June 2018?

Projects due to Complete

- 4.9 The Business Support Project is on target to complete and deliver overall savings of £500K by March 2018. Following this, the project will enter a review period to fully evaluate impact on service areas across the Council.

New Projects for Council of the Future

- 4.10 The Council of the Future Programme of Change is a dynamic programme. Services are identifying areas for further change and linkages to the Council's Medium Term Financial Plan. New projects due to emerge include:

Housing – Corporate & Housing Services

Housing has engaged with employees at all levels to assess how fit for purpose the service is now and for the future. The project opportunities identified include a review of the resources needed now and in future years to deliver services to new and existing tenants and the technology needed to deliver these with a clear communication and consultation plan in place to support this.

Early Years Expansion - Children's Services

The Early Years Expansion project focuses on the number of hours provided for early learning and childcare. Parents currently receive 600 hours free each year but this will increase to 1140 hours by 2020. The project will look to consider the resources required to expand this capacity and plan for the increase in provision across all our early years establishments for eligible two year olds and for all three and four year olds with a focus on quality, flexibility, accessibility and affordability of service provision.

Virtual Learning in Schools - Children's Services

This project will focus on a potential review of curriculum and assessment delivery, looking at options for Virtual Learning. This will include at the impact on the workforce and the technology required to deliver this.

Milestones

Project - Next Generation Contact Centre

- 4.11 From April 2018, this project will start to put in place a more accessible system for customers to contact Falkirk Council and will make provision for an enhanced 24/7 emergency contact service.

Project - BMD Review:

- 4.12 The BMD service will start seeing the positive impact of using technology to improve how work is scheduled and how customers are kept informed of appointments and the progress of repairs.

Project - Digital:

- 4.13 The results of the Council's Digital Maturity Assessment will be produced to inform what stage the organisation is at in its digital journey and what work needs to be done to support employees in modernising and making sure services meet the needs of customers.

Projects - Fit for the Future/Smart Working, Smart Travel/Telephony/Advice Hub:

- 4.14 These projects link together and will focus on rolling out more efficient ways of work across the Council to better meet customer needs by putting in place value for money technology and transport solutions to support service delivery. This will help shape the work being done to make the West Hub in Carronbank a modern and accessible facility for a range services to reach out to communities.

5. Consultation

- 5.1 Consultation is integral to the Council of the Future delivery plan and a range of events including Leadership Forums, Cultural Change 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 Medium Term Financial Plan (MTFP). Following Council approval of the 2018 /19 budget, a number of workshops and seminars will be held from March 2018 including Elected Members to progress the MFTP for years 2019 and beyond.

Resources

- 6.2 Building on existing change management arrangements, the Change Manager and Programme Management Office (PMO) continue to support the Council of the Future Programme of Change, the development and delivery of Service level projects and 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 Future reports to the Council of the Future Board and the 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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Date: 27 February 2018








Appendices





Appendix 1: Council of the Future Progress Report




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

Progress against Plan Status			<div>  Project is significantly behind target.  Project is on target.  Project is complete.  Project is slightly behind target </div>						
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		£1,862	4%	31/03/2022			
	Information Working for You	Project			4%	31/03/2022	Scope: To realise the potential benefits of our information by identifying and recording our information assets and putting in place mechanisms to simplify, reduce and consolidate them. Progress: Information Management Working Group - The Group has met once since the last update and meets again on 15th February. The focus remains on General Data Protection Regulation (GDPR) preparations, but work continues on policy review and monitoring of data protection training (with a sub-group established to look at improving the reporting process). Operational Progress - The Records Manager will take up her post on 1st March 2018. Falkirk Community Trust has indicated that it intends to recruit a new Archivist to replace the outgoing post-holder. The Council is hosting a workshop on "Using Data & Analysis" on 9th February 2018. Project Plan - Information Asset Audit: initial submissions were required from all Services by 31st December 2017. Progress has been slower than expected and the deadline has been extended to 9th February 2018. Work is ongoing on a process to enable submissions/amendments to be made online and subsequently to be published internally (which will underpin better information risk management and help identify opportunities for information sharing). The second stage of the Audit is the preparation of a Register of Data Processing Activities to comply with GDPR. The plan is to establish a "hit team" to focus on this work, with the support of Legal Services, and to aim for completion by mid-April 2018 to allow any gaps to be identified and addressed by 25th May 2018 (GDPR implementation date). Challenges: 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	10%	30/06/2021	Scope: This project is to improve how we procure/purchase goods and services within the Council. The project involves: - Council employees involved in contracting activities - Customers receiving services and benefits from contracts arranged by the Council - Suppliers tendering for new contracts and already doing business with the Council - Elected Members - Trade Unions Progress: The Council's Procurement Procedures have been updated to reflect the Procurement Reform (Scotland) Act 2014 requirements and to ensure legislative compliance by the Council. The procedures provide effective and appropriate processes to be followed by all staff when procuring goods, services and works on behalf of the council. The Procedures shall be submitted for approval by the Procurement Board in February 2018. Work has commenced in the development of procurement document templates and a suite of standard Terms and Conditions for use in Council contracts. This shall enable consistency and assist those staff involved in procurement activities within the Council. These should be completed by April 2018. Efforts are ongoing to develop "punch-out" capability from the Council's finance system (Integra) to supplier websites containing products contracted to Falkirk Council. Providing website access to contracted products on supplier websites reduces the effort require by Falkirk Council to maintain catalogues and the time taken by customers to process orders. It also helps to ensure first time matching and timeous processing of invoices. Contract Strategy developed at the commencement of procurement exercises valued at £50,000 and above provides a summary of the key procurement risks and how these shall be managed. Owners of the risks are identified from the outset and the development of Risk Mitigation Plans ensures the management of risks up until the end of the contract. Challenges: There are a number of requirements as a result of the Procurement Reform Act 2014 which require to be delivered by June 2018. These were reported to the Council of the Future Board in January 2018. Examples include continued compliance within strict regulated regimes, requirement for more and more contracts to be awarded with reducing staff resources, a requirement to up-skill resources both internal and external to the Council and a greater reliance on I.T. and digital technology to support improvements.	Head of Procurement and Housing Property	Procurement & Commissioning Manager

	Breaking the Mould	Project		£1,562	0%	31/03/2022	<p>Scope This is an enabler project to support service redesigns through consideration and adoption of alternative service delivery models.</p> <p>Progress A range of options for service redesign have been set out including: . Improve operating models for In-house services with a focus on getting it right for customers and being more efficient . Services run by Communities / Locality, place-based approaches with partners . Social Enterprises . Mutuals / Cooperatives . Shared services . Arms Length External Organisations / Trading Operations . Outsourced service/mixed economy of services: in-house, commissioned, community led, outsourced - based on the delivery of outcomes . Stopping services based on consultation and impact assessments</p> <p>Challenges Services now need to consider these redesign options to progress a programme of change.</p>	Chief Finance Officer	Head of Procurement and Housing Property
Enabled and Empowered Communities	Enabled and Empowered Communities	Capability		£2,776	13%	31/03/2022			
	Implementation of the Advice Hub & Spokes – Phase 2	Project		£300	10%	31/12/2018	<p>Scope: Delivery of Central and West Hub for frontline services</p> <p>Progress: Carronbank House - started discussions with services affected by work in Carronbank House about how to ensure service delivery continues during fit out sessions. The aim is for Carronbank House to be completed by August 2018 Central Hub - outline plan for library / Hub co-location currently being drafted for review by future frontline services. Implication on finances including rates relief investigated and being build into proposed design.</p> <p>Challenges: The time scale for refurbishment of Carronbank House may be a challenge for some service areas in terms of moving staff to other parts of the building during the refit. Feedback from services is expected over the next month.</p>	Head of Service - Policy, Technology & Improvement	Welfare Reform Project Manager
	Locality Planning	Project		£488	30%	31/03/2022	<p>Scope: This project covers the eastern locality within the Council area and includes Grangemouth, Bo'ness, Upper Braes and surrounding areas. Locality Planning exists to ensure that the SOLD priorities and outcomes are delivered upon, through an integrated and holistic approach to service delivery. The Locality Planning tier of Community Planning aims to deliver a much stronger focus on partnership working, ensuring that Community Planning Partners mobilise collective resources towards reducing inequalities and delivering better outcomes for communities.</p> <p>Progress: The Locality Planning Group (East) was established on 27 October 2017. It is tasked with:</p> <ul style="list-style-type: none"> • Determining the areas and issues for Community Action Planning; • Identifying what assets are needed in each locality to deliver services required by communities; • Identifying what services are required to meet local needs and how best these can be delivered locally; and • Identifying savings, efficiencies and opportunities for reform. <p>The group has considered a wide range of evidence to determine an initial range of issues where more focused work is required. Areas for potential Community Action Planning have also been identified. A locality wide consultation is currently underway. Relevant Community Planning delivery groups have been asked for their response to the initial issues identified by the group. The group has also considered information on local assets and on public sector transformation.</p> <p>Challenges: The Locality Planning Group is working to a demanding timescale and planned progress has slipped a little from the original timescale. A locality report is due to be submitted to the Community Planning Strategic Board on 22 March 2018.</p>	Head of Service - Policy, Technology & Improvement	Policy and Community Planning Manager
	Employment & Training Unit Review	Project		£368	20%	30/06/2018	Initial draft was agreed but due the successful award of the Fair Start Scotland Contract and the revised budget option agreed by Council on 6th December the rationale and basis for the original COTF project has changed and new guidance is awaited.	Head of Planning and Economic Development	Employment & Training Manager

	Children and Families Social Work	Project		£1,620	5%	31/03/2022	<p>Scope: Since completing a strategic service review in 2017, a new Closer to Home strategy has been developed with the aim to:</p> <ul style="list-style-type: none"> • keep children who are looked after away from home in family settings • keep children who are looked after away from home in the Falkirk area • maintain children who are looked after away from home in their current education placement <p>Progress: Closer to Home Work being continued on the Closer to Home strategy which will underpin improvement activity across Children's Services.</p> <p>Care Leavers A service specification has been drafted for a property within Falkirk which will provide supported accommodation for young people transitioning out of the care system. Work is also being done on framework to ensure that support is in place for young people to develop independent living skills.</p> <p>Family Support Initial scoping meetings have taken place to scope the structure and remit of family support services. The new service will focus on a preventative approach and will also play a key role asking what it would take to improve family situations before crisis.</p> <p>Hackathon - Change Sessions A cross service hackathon will be held in January to identify opportunities to improve the process of a child becoming looked after. Commissioning Initial meeting has taken place to discuss options for procuring external placements. This will link in to D3. Breaking the Mould and look at options which are best value for the council while delivering better outcomes for children with higher need.</p> <p>Challenges: Support Required: Proposals are being considered to help build capacity for delivering the Closer to Home strategy and breaking it down in to a phase based approach</p>	Head of Social Work Children's Services	Service Manager
Modern and Digital	Modern and Digital Digital Strategy	Capability Project	 	£1,783 £50	26% 20%	31/03/2022 31/03/2022	<p>Scope: To provide services which allow customers to choose to transact with us digitally. This will allow us to reduce cost, improve efficiency and deliver a better service to our customers.</p> <p>Progress: There are now 12,088 accounts registered in My Falkirk. The average customer rating for January was 4/5 stars. An online process to allow citizens to register for the Homespot housing allocation system was launched on January 30th. An online process to allow customers to sign up for e-billing for their Council Tax rather than paper is being developed within My Falkirk and will be promoted to customers in March. The Council has been granted early access to the Notify system used by the UK Government for transactions such as passport applications. This will allow us to automatically send text messages, e-mail and printed letters to customers, e.g. to confirm an appointment.</p> <p>All Directors and Heads of Services were interviewed for the Digital Maturity assessment and 39 managers responded to the online survey. The feedback is currently being collated into a report that will reflect what stage the organisation is at in its digital journey.</p> <p>Challenges: The launch of a number of processes has been delayed due to Services not being able to identify sufficient resources to test the processes and sign them off after they have been developed. This has held back the "go live" date in a few instances.</p>	Head of Service - Policy, Technology & Improvement	Communications & Participation Manager
	Rock Solid Technology	Project			15%	31/03/2022	<p>Scope: Rock solid technology will provide the Council with a safe, secure, reliable and agile technology base to deliver its services. The project covers many elements of technology including mobile technology, networks, business continuity, and telephony solutions. Each element, although being developed separately has collaboration at its heart to ensure a fully integrated Council.</p> <p>Progress: Good progress has been made; for example, many users are taking advantage of mobile technology to work from different locations in a collaborative way freeing themselves from fixed locations and allowing our services to be taken directly to the customer. These technologies help to deliver those opportunities which will increase as the project moves forward. This is a long term project however the benefits of individual pieces of work will be made available throughout the life of the project.</p> <p>Challenges: There are many challenges faced to deliver new technologies including resources, existing networks and reliance on legacy solutions however by delivering the project in a planned approach the advantages of the new technologies will benefit all services.</p>	Head of Service - Policy, Technology & Improvement	Corporate and Housing Managers

Analogue to Digital: Phase 1 Telecare Phase 2 Wider	Project			35%	31/03/2021	<p>Scope:</p> <p>The project aims to put in place an end to end digital telecare for residents of the Falkirk Council area.</p> <p>Progress:</p> <p>The outcomes we have achieved to date include:</p> <ul style="list-style-type: none"> Further funding applications have been made to Scottish Government. We expect to hear the outcome of these applications by the end of the month. We have completed a data cleansing exercise to determine which of our service users are connected to which telephony companies. This information will be provided to BT who are now strategically planning their analogue switch off and have notified us that the switch off will begin in the Autumn from BT. Other telephony providers have not announced switch off dates. Digital connections have now been made to 560 homes (from c. 4000 homes). We have fed back our preferred option to Scottish Government in terms of creating digital standards for the future. The offer of a free digital platform remains and is being considered by Corporate Management Team (CMT) and Integrated Joint Board (IJB). If accepted, the first migration of service users is expected to start in July 2018. <p>Challenges:</p> <p>As we did not secure funding from Innovate UK, the success of the project may be hindered if we can not secure additional external funding.</p>	Head of Social Work Adult Services	Service Manager - Social Work Adult Services
Contact Centre	Project			75%	31/03/2019	<p>Scope:</p> <p>To implement new telephony within the contact centre to improve customer experience when calling Falkirk Council.</p> <p>Progress:</p> <p>Project Officers have been working to begin configuration of the Next Generation Contact Centre. Work is ongoing with BT and ICT and a communications plan has been developed to communicate with all stakeholders.</p> <p>We are preparing a report for CMT for the 19th February to seek approval for the call flows / options and to move forward to the implementation phase of the project.</p> <p>Challenges:</p> <p>The on-going progress will be dependent on any issues raised through this testing, although nothing has been highlighted to date which would prevent implementation of the project.</p>	Head of HR and Business Transformation	Customer and Business Support Team Lead
Strategic Property Review	Project		£1,649	0%	31/03/2018	<p>Scope:</p> <p>the Strategic Property Review (SPR) will refine overall service and space requirements across its operational portfolio.</p> <p>Progress:</p> <p>The SPR reported back to Executive on the 28 Nov with an update on a number of workstream strands, many of which align to other CotF projects. In summary, work is ongoing on a refresh of the HQ/Arts Centre project scope following on from the market test undertaken in the summer. A political steer is required on the direction of travel to be pursued bearing in mind that the affordability of the project has significantly altered. It is anticipated a further report will be taken to Executive in the early summer.</p> <p>A detailed design and costing exercise is underway for the creation of the West Advice and Information Hub at Carronbank House, which will form the enabling phase of repurposing the building to make it a more corporate and better utilised property. A feasibility study is also underway to find a location for the new Central Advice & Information Hub, which will replace the OSS at Callander Square. It is hoped that both projects will allow the Central and West Hubs to be operational in 2018.</p> <p>As the SPR has worked with Services, a number of properties are now surplus to operational requirements. Executive has also agreed to dispose of 5 surplus properties to reduce council holding costs and to ensure capital receipts are timeously produced to underpin the 2018/19 capital programme. Marketing of these properties is now commencing. In addition, a number of leases are being terminated and the staff/ services are being redeployed to other underutilised and owned properties.</p>	Head of Planning and Economic Development	Manager - Asset Management

Redesign of BMD Services - Phase 2	Project			30%	31/03/2021	<p>Scope:</p> <p>To review the Building Maintenance Division to ensure it is more effective and efficient whilst improving the customer experience.</p> <p>Progress:</p> <p>Work Scheduler: A dedicated emergency team has been created within Inchyra Depot allowing the existing Work Flow Team to prioritise all other categories of repairs. The new team will be able to manage the volume of emergencies without impacting on other jobs already in the system.</p> <p>The workflow team are focusing on customer experience ensuring all repairs are appointed and the customer is kept up to date at all times. A new Customer Service Module is being tested which will improve the process of scheduling appointments for maximum productivity.</p> <p>Mobile Technology: Early feedback from the home to work pilot has been positive. Three employees are working paperless, using tablets to manage their workload. Speed and syncing issues of jobs to the android tablet have vastly improved.</p> <p>Depot Rationalisation: The centralisation of support staff at the depot A will be fully implemented by the end of March 2018, improving communication and streamlining administrative processes.</p> <p>Challenges:</p> <p>Challenges include buy-in to changes from workforce and Trade Unions, input and support from other Services e.g IT, support from contracted services e.g Capita, competing workload demands and recruitment and retention issues.</p>	Head of Procurement and Housing Property	Corporate and Housing Managers
Smart Working, Smart Travel	Project		£50	20%	31/03/2019	<p>Scope:</p> <p>Grey Fleet (the vehicles we use) and HR working together to reduce staff mileage and introduce new ways of working through shared transport and technology solutions.</p> <p>Progress:</p> <p>Presentation carried out to CoTF board on Mon 29 Jan 2018, confirmation of capital award awaited to further progress. Electric charging points will be installed at various Council locations by mid-Feb in line with project timelines.</p>	Director of Development Services	Fleet Manager
Integrated Resource Management System	Project			35%	31/03/2018	<p>Scope:</p> <p>This project is to improve the Council's HR & Payroll system to support our employees in making sure our customers get the right services at the right time.</p> <p>Progress:</p> <p>More areas of the Council are now using the council's HR and Payroll Employee Self Serve Web Portal. This means the length of time it takes to administer our staff expenses, leave and records is much quicker and helps us monitor that we have the right people in place to deliver services at the right time. Council employees and Elected Members with computer access and emails can access their payslips electronically.</p> <p>We are working to streamline our recruitment processes as we know many local people are interested in employment opportunities within the Council and we are trying to make it easier for people to access information about jobs and apply for them by making changes to the technology and processes we use. We have made contact with our portal software supplier to investigate this further.</p> <p>Licensing options are being assessed prior to the rollout of an improved monthly payroll reporting system. We are reviewing our Pension Interface and have contacted other councils to see their system specification. We have now contacted our software supplier to obtain costings and start testing. We are meeting Pensions in late February to take this forward.</p> <p>Challenges:</p> <p>Some operational areas are still to go live with the sickness absence module as previously planned. We plan to further engage with the service to reschedule the implementation. Accessing the system from home for the remainder of employees is dependent on the system being made available externally. Consideration is now being given to having the system externally hosted by the software supplier at their secure Data Centre. This is likely to address the security concerns reported during the previous security testing.</p> <p>The recruitment process is on hold until we receive costing information from our portal software supplier. This will allow us to evaluate whether a Falkirk only development or multiple Council collaborative approach would be best.</p>	Muiltple Services	HR Systems and Payroll Manager

	Activites of Daily Life (ADL) Smartcare Project	Project			65%	30/06/2018	Scope: To deploy an Online Smartcare app which will enable older adults to self assess what stage they are at and take the necessary intervention. This will provide the client with a better quality of life, help retain their independence and also produces financial benefits for the organisation. Progress: Localisation is being completed this week. Testing and system training will start next week and run through February. Go live date is now 26th February 2018. System training of NHS & Council employees is planned to start on the 7th February. Evaluation phase during June. Challenges: Marketing and promotion activity is due to commence in March. This will be a key enabler of the success of the project	Head of Social Work Adult Services	Service Manager - Social Work Adult Services
One Council	One Council Fit for the Future	Capability Project	 	£6,306 £35	58% 26%	31/03/2022 31/03/2022	Scope: There are 4 strands to this project which will change our culture, develop and empower our leaders and employees Progress: Organisational Development The project will be delayed as the workshops have been extended into the Autumn. The 360 feedback will also be delayed as a result of the same extension. Anytime, Anywhere The Grangemouth site is now operational. A site visit of the Grangemouth office identified some learning points which will be used to help develop guidance for managers and employees. Meetings of this group are currently every 3 weeks and work will now progress to support changes in Carronbank. Modernising Industrial Relations Draft terms of reference for the new framework have been developed and issued for consultation to Trade Unions. The next meeting of the project group is due to take place in February. Employee Engagement/Communication An action plan has been developed to address the findings of the employee survey. This was approved by the Council of the Future Board and CMT and has been circulated to managers to allow them to discuss with their teams. The action plan will also be posted on the intranet and promoted to staff via e-mail and a payslip message. The next Leadership Forum and Employee Listening Event will be held during March. Challenges: With the exception of Organisational Development, the strands of this project are currently on track. The biggest challenge is the resource required to deliver these strands from officers and Trade Unions across the Council, which is regularly under review to ensure the project remains on track.	Head of HR and Business Transformation	Corporate and Housing Managers
	Business Support	Project			90%	31/03/2021	Scope: Bring together our core support services to be more efficient and effective. Progress: The project is on target to achieve the agreed £500k savings by March 2018. The Manager and Team Leaders continue to review team specific structures in order to finalise the structure. Team leads continue to progress streamlining of processes including the processes for recruitment requests and contractual changes, invoice processing, submission of timesheets and collating and managing responses to Freedom of Information Requests. Challenges: There are no specific challenges at this time.	Head of HR and Business Transformation	Customer and Business Support Manager

	Strategic Planning	Project		£6,271	60%	31/03/2018	<p>Scope:</p> <p>Strategic planning is a vital element of ensuring the Council can deliver services effectively, with appropriate resources and serving the needs of our customers. Key elements of strategic planning include the preparation of effective workplans for each section of the Council to meet the overall objectives of the corporate plan. This includes plans which undertake and monitor how we achieve individual tasks (which are included within Service and Divisional plans) and ensuring that we have the appropriate workforce to achieve success now and in the future by having a workforce strategy which plans and meets our needs.</p> <p>Progress:</p> <p>Progress has been good - Service plans have been reported to Council and published on the Council's website and Divisional plans are currently being developed. It is anticipated the Council's Service specific Workforce Plans will be completed by the end of February with the development of the Council wide plan achieved thereafter.</p> <p>Challenges:</p> <p>While good progress is being achieved there is an inevitable challenge associated with resources in both developing the plans and achieving the actions.</p>	Head of Service - Policy, Technology & Improvement	Improvement Manager
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