

The background of the slide features the Falkirk Council Coat of Arms. It is a shield divided into four quarters. The top-left quarter shows a saltire (X-shaped cross) on a blue field. The top-right quarter shows a stag's head facing left on a red field. The bottom-left quarter shows a three-masted sailing ship on a blue field. The bottom-right quarter shows a crowned eagle with wings spread on a red field. Above the shield is a crown with four fleurs-de-lis. Below the shield is a ribbon with the motto 'A'NE FOR A' in white capital letters.

## **Agenda Item 4**

# **Falkirk Council Strategic Plans and Vision Framework**

**Falkirk Council**

**Title: Falkirk Council Strategic Plans and Vision Framework**

**Meeting: Emergency Executive**

**Date: 11 June 2020**

**Submitted By: Chief Executive**

**1. Purpose of Report**

The purpose of the report is to:

- Outline the way forward for the Council's key strategic plans.
- Set out a proposal for Elected Member consultation on the Council's Vision Framework that will establish the direction of travel for these Council plans.

**2. Recommendation(s)**

2.1 It is recommended that the Emergency Executive:

- 1) Agrees the structure of the Council's Five-Year Business Plan and Corporate Plan, incorporating the recovery plan arrangements.
- 2) Agrees the proposal for Elected Member consultation set out in this report.

**3. Background**

3.1 Between January and March 2020, work had begun on creating a new vision framework for Falkirk Council as part of the refresh of the Council's Corporate Plan and Five-Year Business Plan. Since then, the priority has been the response, recovery and returning to the 'new business as usual' planning, as considered by the Emergency Executive as part of the [Coronavirus Update](#) report on 14 May 2020.

3.2 There is a growing need to bring together council plans with an overarching vision to ensure there is a clear, shared reference point for decision-making. As a Council, we need to be clear about priorities in a very constrained and challenging financial environment, then determine the way forward through our key council plans. This will give us a roadmap for Falkirk Council, building on the opportunities and ideas emerging from the recovery process to support our communities in these challenging times and in the future. It will also shape our financial and workforce planning and our transformation priorities, all of which are part of the Council's Five-Year Business Plan. The vision/roadmap would continue to be underpinned by the Council of the Future values of Responsive, Innovative, Trusted and Ambitious.

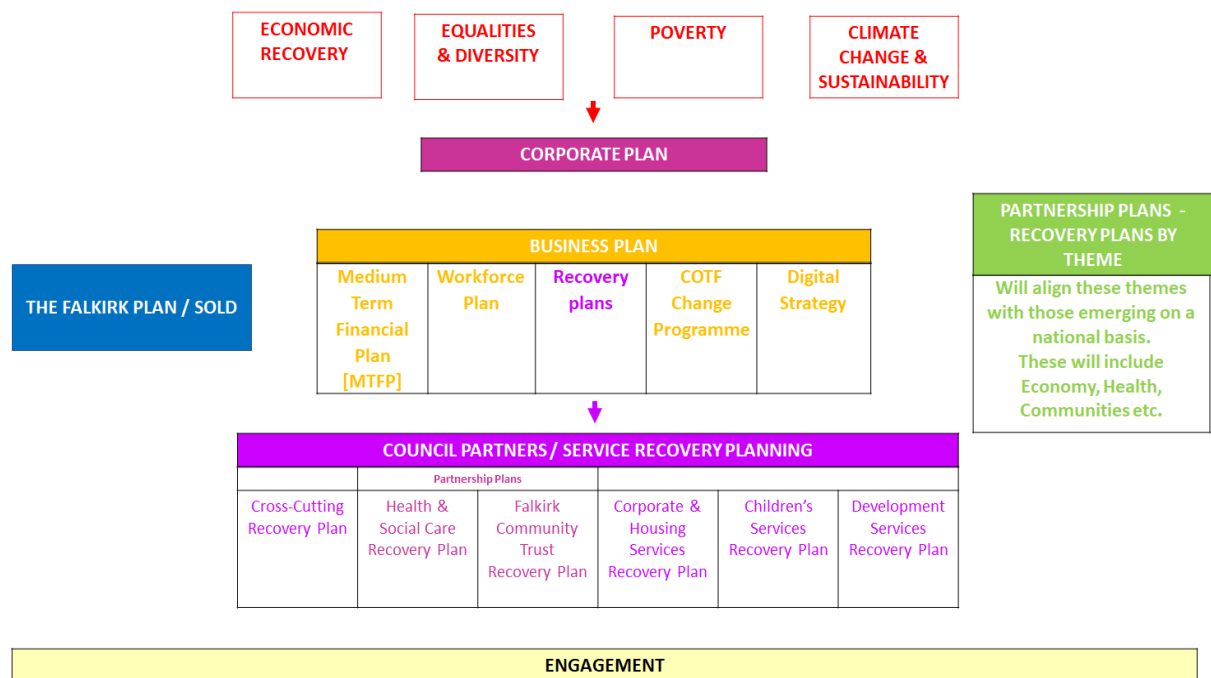
3.3 Based on the engagement and input to date, a 'straw man' vision framework has been developed that will be the basis for consultation with Elected Members, **Appendix 1**.

- 3.4 All of this work must be done in the context of the Council facing a completely unprecedented financial impact which is expected to last well beyond the current financial year. This cannot be ignored and work must be done to prioritise what we do as a basis for the allocation of the resources we have.

## 4. Considerations

### Schematic of Falkirk Council's Strategic Plans

- 4.1 The [Coronavirus Update](#) report on 14 May 2020 provided a working schematic of the Council's strategic plans and recovery framework. It is set out as follows:



## Council Plans

### *Recovery Plan and Five-Year Business Plan*

- 4.2 The short to medium term business of the Council at this time will predominantly focus on recovery. On this basis, it is proposed that the recovery plan becomes a key component of the Council's Five-Business Plan which will incorporate the following:
- Medium Term Financial Plan
  - Workforce Plan
  - Council for the Future Change Programme
  - Corporate Plan Actions.
- 4.3 By adding the recovery plan to this list, this will allow us to capitalise on the synergies across all of these plans and programmes with each component part of the business plan and manage the delivery of these through existing governance processes. The synergies are mapped out as follows:

- The recovery plan needs to link with our approach financial planning, through the Medium Term Financial Plan
- The recovery plan needs to set out the impact on our workforce through the Workforce Plan
- The recovery plan needs show how we take forward opportunities that link with the Council of the Future Change Programme to:
  - transform our working practices to manage the 'new normal' in terms of ways of working and other cross-cutting actions for recovery
  - being more ambitious in the scope of our priority projects – including how we use our buildings
  - continue with the significant progress made in the Enabling Communities workstream building on the Support for People work
  - making progress on our digital roadmap as part of our Digital workstream
  - linking the Entrepreneurial Services workstream with support for local economic recovery.
- Services have specific recovery actions that will be reflected in the Corporate Plan Action section of the business plan and will be presented and managed in a clear and consistent way.

4.4 The aim is to create a more streamlined and less bureaucratic approach to the Council's planning framework which should facilitate and encourage more joined-up working and help make best use of the resources available.

4.5 This is crucial given the challenging financial position the Council faces. Reflecting on recent lessons learned and the capacity and capability demonstrated by the Council to operate differently, it is important that the Council does not go back to 'business as usual'. As we "reopen", our business needs to build on positive steps taken during the lockdown to ensure transformational changes are made and that these yield significant budget savings wherever possible.

#### *Corporate Plan and Shared Vision Framework*

4.6 The refresh of the Council's Corporate Plan will complement the business plan. The direction of travel for both plans will be informed by establishment of a Vision framework that will be subject to Elected Member consultation.

4.7 The Corporate Plan will predominantly focus on service priorities and performance taking account of existing policies on key areas including Equalities & Diversity, Poverty and Climate Change & Sustainability.

4.8 Subsequent engagement exercises will be planned with communities, businesses and employees on key aspects of these plans.

#### *Elected Member Workshops – Consultation*

4.9 Elected Members will be consulted on the 'straw man' model, Appendix 1, to establish a vision and set of clear priorities for Falkirk Council and are asked to review the model which has initial ideas for the Council's vision and

priorities. It is proposed that three short workshops will be held, grouping Elected Members in localities, to evaluate and input to the model. It is proposed that these workshops will be held via Webex video conference between 15 and 17 June. Findings from these workshops will be reported to the Emergency Executive on 25 June with a view to creating a clear vision and set of priorities for the Council as a basis for the key council plans.

### *Timeline*

- 4.10 The timeline framing these plans and vision is:
- Vision Framework: report to Emergency Executive 25 June 20.
  - Corporate Plan: report to Elected Members September 20.
  - Business Plan: report to Elected Members September 20.
  - The Falkirk Plan: scheduled to report 20/21.

N.B. the development of the Falkirk Plan may result in a refresh of the Council's vision and key plans.

## **5. Implications**

### **Financial**

- 5.1 The merging of the recovery plan with the Council's Five-Year Business Plan will benefit from the integrated governance and management processes already in place to support the business plan. This becomes more important against the financial backcloth of the constrained resources we have now and going forward that will need clear decisions to be made on resource allocation.

### **Resources**

- 5.2 The integrated management of our plans with an overarching agreed Vision Framework will enable Elected Members to make decisions based on how resources should be best used to deliver on any agreed priorities.

### **Legal**

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

### **Risk**

- 5.4 If there is no agreed Council vision, the strategic link to the Council's Corporate Plan and Business Plan will be weakened which creates a risk that decisions will be made on a micro-level which will be detrimental to a strategic and joined-up approach.

### **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 streamlined approach for the Council's Plans within an agreed overarching Vision Framework will play a critical role in supporting joined-up decision making and ensuring the best use of resources in supporting our communities and businesses and revitalising Falkirk as a place where people want to live, learn, work and visit.

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**Chief Executive**

**Author: Kenneth Lawrie**

**Date: 11 June 2020**

## **APPENDICES**

Appendix 1: Falkirk Council Vision Straw Man

### **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:**

# FALKIRK COUNCIL: STRAW MAN VISION FRAMEWORK

## 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

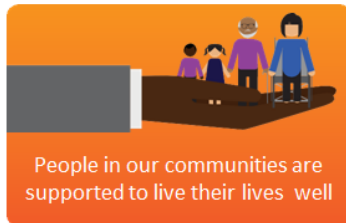
VISION



## The Place to Be

PRIORITIES

### People



People in our communities are supported to live their lives well



Enable everyone to fulfil their potential

### Place



Help businesses to thrive & make Falkirk more prosperous

### Partnership



Work with our communities to make them healthier, safer and more sustainable



An innovative & entrepreneurial council, providing effective leadership to help transform outcomes

STRATEGIC DELIVERABLES

1. Focus resources on the most vulnerable in our community & support our communities to be more digitally enabled

2. Provide services to support young people leaving care

3. Target resources to help reduce poverty in our communities

1. Open our schools & create safe education environments, blending digital learning with classroom learning

2. Focus resources in narrowing attainment gap & work with local businesses to encourage employment opportunities for our young people

3. Provide services which support mental and physical wellbeing of our communities

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

1. Build true partnerships with the third sector and communities to deliver on the issues that matter to them

2. Improve the environmental sustainability of our place

3. Focus our Participatory Budget monies on issues that matter to communities

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

VALUES



### 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.



### 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.



### 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.



### 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.