

The background of the slide features the Falkirk Council Coat of Arms. It consists of 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. The bottom-left quarter shows a sailing ship on water. The bottom-right quarter shows a lion passant guardant. Above the shield is a crown with four fleurs-de-lis. Below the shield is a ribbon with the motto 'A'NE FOR A'.

## **Agenda Item 6**

# **Falkirk 2022 Delivering Best Value – Strategic Action Plan Progress**

Falkirk Council

**Title:** Falkirk 2022 Delivering Best Value – Strategic Action Plan Progress  
**Meeting:** Executive  
**Date:** 23 August 2022  
**Submitted By:** Chief Executive

**1. Purpose of Report**

- 1.1 This report provides an update on the [Best Value Strategic Action Plan](#), 'Falkirk 2022 Delivering Best Value', agreed by Falkirk Council in February 2022 and includes proposals to restructure the Council of the Future governance arrangements.

**2. Recommendation(s)**

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

- (1) notes the progress made with specific Best Value strategic actions between February – August 2022; and**
- (2) approves the Council of the Future arrangements set out in Appendix 2.**

**3. Climate Change Implications**

- 3.1 Falkirk Council is working towards a target of net-zero scope 1 & 2 emissions (building energy and fuel for Council owned vehicles) by 2030. Since 2018/19 Falkirk Council has reduced its scope 1 & 2 emissions by 21%.
- 3.2 The Council also has a statutory duty to support Scotland in achieving its 2045 net zero target. To do this, the Council must reduce all the emissions it is responsible for and support area wide emissions reduction.
- 3.3 Collaborative working between Officers and Elected Members is core to the Council's approach to Best Value and will be key to ensuring that decisions made will ultimately have a positive impact on reducing the Council's carbon footprint and supporting the transition to our organisational 2030 net zero target and Scotland's 2045 net zero target.

**4. Background**

Best Value Assurance Report 2021

- 4.1 The Local Government in Scotland Act 2003 places statutory duties on Councils in relation to Best Value and Community Planning.

- 4.2 Following the Best Value Audit in 2021, Falkirk Council considered the recommendations from the Best Value Assurance Report and the Accounts Commission Findings ([see report to Falkirk Council 15 February 2022](#)).
- 4.3 The Best Value Audit process focused on:
- The Council's vision and strategic direction.
  - Performance and pace of improvement, including public performance reporting.
  - Effective use of resources, including financial sustainability, impact of transformation programme and workforce planning.
  - Partnership working and community engagement.
  - Continuous improvement, including progress since the follow-up Best Value audit report published in 2018.

#### Best Value – Falkirk Council Context

- 4.4 The Council was asked to respond to nine main recommendations in the [Best Value Assurance Report](#), to drive improvement across the Council. The recommendations and proposed actions are captured in the [Best Value Strategic Action Plan](#).
- 4.5 The Best Value Strategic Action Plan should be fully implemented by March 2023, at the end of the 2022/23 financial year, and concentrates on the following themes to address the recommendations put in place:
- Leadership
  - Transformation
  - Performance
  - Capital
  - Communities
  - Falkirk Community Trust
  - Equalities.

## **5. Considerations**

### A New Council Plan

- 5.1 Clearly, many of the themes listed above are interlinked. The collective work to date will be reflected in the new Council Plan, which is currently being developed. The development of the new plan was one of the actions flowing from the Best Value action plan.
- 5.2 Rooted in the [Falkirk Plan](#), the Council Plan aims to replace the existing Corporate and Business Plans (which were due to be renewed in 2022) and become a consolidated, strategic framework to guide how the Council will deliver on its Falkirk Plan commitments and reflect the wider strategic business aims of the organisation for the next five years. It also links to a Financial Strategy for the Council, which is being developed to set out our plans for achieving financial sustainability over the next five years.

- 5.3 Elected Member engagement sessions will be held in August on the proposed new Council Plan. Following this engagement, the final version of the plan will be reported to Council on 28 September 2022.

#### Summary of Best Value Progress: February 2022 – August 2022

- 5.4 Collaborative leadership and teamwork have been critical success factors in making sure that all Best Value actions planned between February – August 2022, have been successfully implemented. These include the development of the draft Council Plan, as noted above.
- 5.5 11 specific Best Value actions have been tracked during this time, with progress reported to the Corporate Management Team on a quarterly basis to ensure that the Council delivers on its commitment to achieve best value.
- 5.6 The latest detailed performance report which sets out progress is available as Appendix 1.
- 5.7 By way of a summary update, the headlines for each Best Value theme include:

<b>Leadership - Headlines</b>
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A comprehensive induction programme and statutory training for Elected Members has been delivered on time.

On track for September 2022:

- Building on the Falkirk Plan and the extensive consultation exercise supporting this, a new, single strategic Council Plan is under development and will report to Council in September 2022.
- The Council Plan report will incorporate a 'what best value means' definition.
- A Collaborative Leadership model that brings Elected Members and officers together is in motion with a series of briefings planned which will be open to Elected Members, Chief Officers, Service Managers and relevant team members on a range of Council-wide topics. These are aimed at increasing awareness and knowledge of the operational work across the Council, as well as building collaborative relationships as part of this learning process. This is complemented by work underway on joint training for Elected Members and Chief Officers, as well as leadership development activities for Chief Officers.

<b>Transformation - Headlines</b>
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The Best Value Review of Transformation - the Council of the Future (COTF) Change Programme - is now complete.

The Corporate Management Team (CMT) approved the recommendations to make the programme concentrate on driving forward savings proposals, reviewing projects in scope, improving governance, enhancing performance reporting and updating the approach to the Change Fund. Appendix 2 outlines the new key proposals with regards to the governance framework and project criteria.

A much wider range of proposals aimed at how we manage and monitor projects, is under development. Further information on these will be detailed in a COTF update to Members in October.

Previous COTF governance arrangements are recognised as having involved too much bureaucracy, duplication and insufficient clarity around roles and responsibilities. In this context, it should be noted that proposals for governance no longer include the Elected Member COTF Board. An Officer Board will instead operate to oversee progress and ensure accountability for delivery of projects. It is proposed that Elected Member scrutiny of the COTF programme is then undertaken through reports to the Executive and Council, as appropriate. This will include general programme updates covering the full programme, and reports covering proposals and developments for specific projects at relevant stages of development. This will be supported by wider Elected Member briefings as required. The new governance approach ensures scrutiny and decision making through the appropriate committee processes.

#### **Performance - Headlines**

A refreshed set of Performance Indicators is under development to enable appropriate performance tracking and measurement of the new Council Plan.

The Council Plan, with associated Performance Indicators, will be reported to Council in September 2022.

The Council will have a more streamlined Performance Management Framework to support this to improve internal and public performance reporting.

#### **Capital - Headlines**

The Capital Plan was reviewed earlier this year resulting in a number of projects being reprofiled into future years in line with expected delivery ensuring the Capital Plan activity for 2022/23 is in a more accurate position for reporting purposes.

There are new governance arrangements for the capital programme including the formation of the Strategic Asset Modernisation Board to ensure there is an effective mechanism for monitoring, intervening and reporting.

#### **Communities - Headlines**

The public engagement and consultation undertaken for the Falkirk Plan has informed the development of the new Council Plan, alongside the collaboration of all Council Services.

Community Action Plans have been published for Grangemouth, February 2022; Denny, Dunipace & Dennyloanhead, April 2022.

The Bainsford & Langlees Community Action Plan is due end of August 2022.

A Community Planning Partnership (CPP) Introduction & Learning Session is now complete covering roles and responsibilities of the CPP, Community Empowerment in practice and The Falkirk Plan & Locality Planning in Falkirk.

The Falkirk CPP Website is scheduled to go live end of September.  
The first annual report of The Falkirk Plan is scheduled for completion in early October 2022.

#### **Falkirk Community Trust - Headlines**

Falkirk Community Trust staff, services, projects and assets have been successfully integrated into the Council.

#### **Equalities – Headlines**

The Equalities group has been refreshed and is co-chaired by the Chief Officer of Falkirk Health & Social Care Partnership and Falkirk Council's Chief Governance Officer. Work is still being undertaken on the improvement plan.

An Elected Member champion has now appointed, Councillor Murtagh, and equalities training has been provided for all Members as part of the induction programme. Further joint equalities training is also being progressed for both Elected Members and Chief Officers as part of the collaborative leadership programme of work.

## **6. Consultation**

- 6.1 Consultation and collaboration are central to Council's approach to achieving Best Value. Consultation was undertaken with Elected Members in the development of the Best Value Action Plan. This report is the opportunity for Elected Members to review the progress made and note the up-coming engagement sessions on the proposed new Council Plan.

## **7. Implications**

### **Financial**

- 7.1 There are no direct financial implications arising from this report. The work being undertaken on the Council's Best Value actions has, however, contributed to the development of a financial strategy for the Council. The financial strategy must be linked directly to the priorities for the Council which will be incorporated into the Plan, and the enabling work required to ensure delivery on these. This has also been undertaken on a collaborative basis, with input from officers across the Council.

### **Resources**

- 7.2 There are no direct resource implications arising from this report.

### **Legal**

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

### **Risk**

- 7.4 The Council's corporate risk register will record relevant risks and mitigations in relation to Best Value as appropriate.

## **Equalities**

- 7.6 There are no direct equalities implications arising from this report. Nevertheless, the Best Value actions in relation to equalities are of fundamental importance in addressing the concerns expressed in the BV review and this needs to be an area of ongoing focus for the Council.

## **Sustainability/Environmental Impact**

- 7.7 There are no direct sustainability/environmental impact implications arising from this report.

## **8. Conclusions**

- 8.1 It is recommended that the Executive approves the recommendations in this report.

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## **Chief Executive**

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**Date:** 12 August 2022

## **APPENDICES**

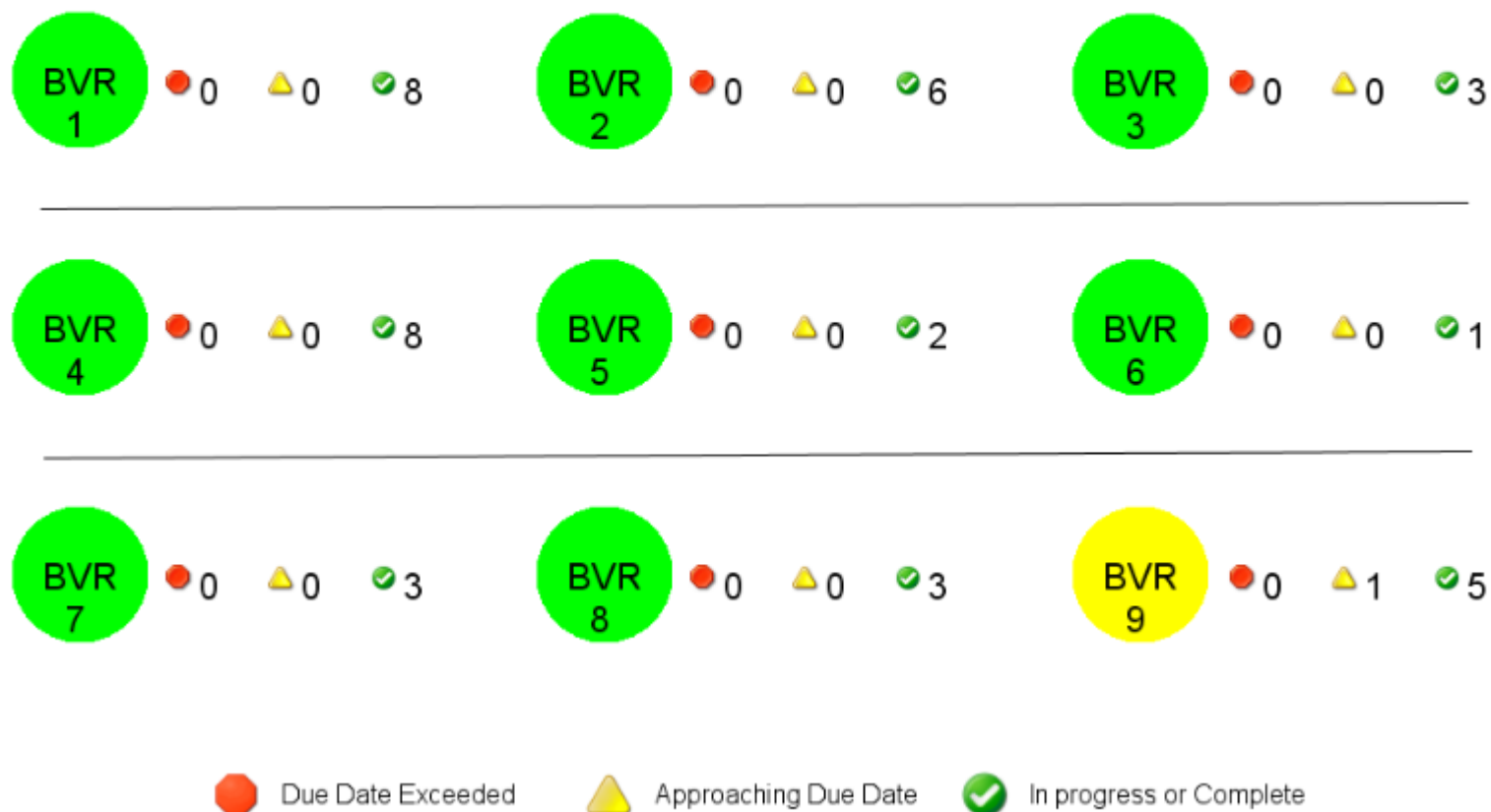
Appendix 1: Detailed Performance Report – Best Value August 2022  
Appendix 2: Council of the Future Proposals

## **List of Background Papers:**

[Best Value Assurance Report](#)






[Best Value Strategic Action Plan](#)




## Falkirk '22 Delivering Best Value







**LEADERSHIP THEME BVR 1 - Elected members and senior officers need to work more constructively together to lead the council more effectively and decisively.**

Action			Timescale	Progress
	SAP 01.01	Ensure a comprehensive induction programme is developed for all Members and ready for implementation	31-May-2022	Aug 2022 Action is complete.  A comprehensive induction programme and statutory training for Elected Members has been delivered and is now complete.
	SAP 01.02	Develop a cross-Council understanding of what 'collaborative leadership' means for Officers and Elected Members	30-Sep-2022	Aug 2022 A draft definition of 'collaborative leadership' has been developed and considered by the Council's Leadership Forum and Corporate Management Team. The statement will be refined based on their feedback.
	SAP 01.03	Define what is required by Members and Officers to deliver Best Value	30-Sep-2022	Aug 2022 Action is in progress.  A draft definition of 'what best value means' has been prepared to ensure there is a common understanding across Members and Officers. This will assist with the Council's self-assessment process. This is being considered further by the working group and will then be shared more widely.
	SAP 01.04	Develop a new Corporate Plan and supporting Business Plan	30-Sep-2022	Aug 2022 Action is in progress.  Flowing from the Falkirk Plan, which is based on extensive public consultation, a single strategic plan for the Council, combining a Corporate Plan and Business Plan, is under development. The plan will host a refreshed set of priorities, aligned to the Falkirk Plan, projects, actions and a set of measures which are all being drafted, with the final report set for consideration by Council in September 2022.
	SAP 01.05	Implement a programme of collaborative leadership development for Officers and Elected Members. - First phase for officers - Members, with further phases thereafter.	31-Dec-2022	Aug 2022 A former local authority Chief Executive was appointed to work with chief officers, to assist in scoping collaborative leadership development needs and activities. A report from this work was considered by CMT on 18.07.22. An action plan has now been developed. This includes the implementation of personal development plans (PDPs) for all chief officer. These will contain both personal and business objectives, informed by a 360 feedback process; to be completed by December 2022. Further development activities will be put in place to support PDPs. The 360 feedback process and implementation of PDPs will also be rolled out to Service Unit Managers in 2023. A range of activities for Elected Members are also being introduced including fortnightly 'lunch & learn' briefing sessions on operational matters, in-depth briefings on strategic



Action		Timescale	Progress	
				issues, specific training on key topics such as media skills and equalities, which will be done jointly with chief officers. Work is also being undertaken to further develop Member/officer engagement prior to Committee.
	SAP 01.06	Define our culture – what does it look and feel like – and embed this across the Council based on the Council values of Responsive, Innovative, Trusted and Ambitious	31-Dec-2022	Aug 2022 Work has been undertaken to identify activities to support culture change across the Council. These are being further developed and a report will be submitted to CMT for consideration.
	SAP 01.07	Ensure that everyone has a clear understanding of roles and responsibilities – Elected Members and Officers – commencing as part of the Member induction process in May 2022 and developing this across the year	31-Mar-2023	Aug 2022 A draft of Elected Member roles and responsibilities is under development following the delivery of the Elected Member induction programme in May / June 2022. Further work is being done to refine this based on the Improvement Service information for Elected Members.
	SAP 01.08	Develop a programme of briefings and activities to ensure strong working relationships amongst Members and with Officers with a sustainable on-going training programme for Members – first phase complete by March 2023 and further phases thereafter	31-Mar-2023	Aug 2022 Action is in progress.  A series of briefings is being planned, open to Elected Members, Chief Officers, Service Managers and relevant team members, on a range of Council-wide topics to increase awareness, knowledge and build collaborative relationships as part of this learning process. These will be ‘lunch and learn’ sessions supplemented by more fuller briefings where required.


**TRANSFORMATION THEME BVR 2 - It is crucial that the council makes far greater progress in delivering its transformation programme and in making savings, given the scale of the challenges it faces**

Action			Timescale	Progress
✓	SAP 02.01	Review the transformation programme and identify elements that are working. Remove the elements that do not significantly add value, find solutions to the barriers that have previously emerged, and create a faster delivery and decision-making framework	30-Jun-2022	Aug 2022  Various consultations took place with senior officers involved with the Council of the Future (COTF) change programme to inform the review led by the Director of Place. A comprehensive proposal on significant changes to the COTF programme was presented and agreed at the CMT meeting on 6 June. This included changing COTF to concentrate on driving forward savings proposals, reviewing projects in scope, improving governance, enhancing performance reporting and updating the approach to the Change Fund.
✓	SAP 02.02	Harness the resources of the PMO (Project Management Office) team and Change Fund to support the priority transformation projects in the Business Plan so there is increased capacity within the Council	30-Jun-2022	Aug 2022  The report agreed on 6 June reduced resources within the PMO team to improve the return on investment for the Council and ensured capacity in the team was aligned where the biggest impact could be made.
✓	SAP 02.03	Review and improve the milestones used to monitor progress within each project to ensure there is clarity of progression and more effective scrutiny	30-Jun-2022	Aug 2022  Action is complete.  The parameters for this have been set and will be incorporated for practical application into the Transformation action on:  <i>“Review additional areas that are suitable for transformation within the Council. Where appropriate add these to the transformation programme to create a stronger roadmap of how the Council budget gap will be closed”</i>  This work will be undertaken in the Autumn in line with the development of the new Council Plan, Finance Strategy and upon the finalisation of the new COTF projects.
✓	SAP 02.04	Review and strengthen the way these transformation projects are reported to Corporate Management Team and Council	31-Aug-2022	Aug 2022  This action is complete and was resolved by the report agreed by CMT on 6 June.








Action			Timescale	Progress	
	SAP 02.05	Develop a new robust Business Plan that is outcome focussed, has realistic timescales linked to the transformation programme, and named responsibility for delivery	30-Sep-2022	Aug 2022	Now incorporated into SAP 01.04
	SAP 02.06	Review additional areas that are suitable for transformation within the Council. Where appropriate add these to the transformation programme to create a stronger roadmap of how the Council budget gap will be closed	30-Sep-2022	Aug 2022	This work was concluded as part of the report approved by CMT on 6 June. Further enhancements will follow the development of the new Council Plan, and Finance Strategy.

**PERFORMANCE THEME BVR 3 - The council should continue to improve its approach to reporting performance to elected members and the public to support more effective scrutiny**

Action			Timescale	Progress	
	SAP 03.01	After May 2022 Election, we will review and refresh Performance Indicators to reflect what's in the new Corporate and Business Plans	30-Sep-2022	Aug 2022	<p>Service Sessions were held to encourage collaboration between Services in formulating The Council Plan and associated Performance Indicators.</p> <p>A refreshed set of Performance Indicators to support the strategic plan is under development to enable appropriate performance tracking and measurement of the new Council Plan. The Council Plan, with associated Performance Indicators, will report to Council in September 2022</p> <p>Council will have a more streamlined Performance Management Framework to support this to improve internal and public performance reporting.</p>
	SAP 03.02	Remove duplication of reporting and make sure all Council reporting is meaningful, clear and simple to understand (including areas such	30-Sep-2022	Aug 2022	The Performance Forum is developing a Performance Management Framework to ensure more effective and efficient public performance reporting and scrutiny is in place to support continuous improvement across the Council aligned to the Council Plan.



Action			Timescale	Progress	
		as risk, finance, statutory areas, Council of the Future) and host in Falkirk Performs			
	SAP 03.03	Performance will be reported using Power Bi and do the necessary systems integration work to make this happen. Our performance information will be clear and simple to understand for anyone reading it	31-Dec-2022	Aug 2022	<p>The Business Intelligence project is developing a plan for Power BI performance management reporting. The project is on track to produce initial Power BI reports by December 22 to support the monitoring of the delivery of The Council Plan and satisfy the BV action plan for clear and simple reporting. A report will go to CMT after the Council Plan.</p> <p>It should be noted that the Pentana product offering will be upgraded in 2023. Existing customers will not automatically roll over to new product. A decision will need to be made on next steps for the Council's performance and risk management system, once the specification for the upgraded product is announced.</p> <p>The Business Intelligence project will widen its scope and further develop The Council's aspirations for Power BI from Jan 23. The report to CMT will set out the full specification of requirements alongside the associated risks.</p>

**CAPITAL THEME BVR 4 - The council needs to better manage its capital programmes to deliver planned projects**

Action			Timescale	Progress	
	SAP 04.01	Undertake a comprehensive review of the Capital Plan to ensure proposals for delivery in 2022/23 are free of optimism bias and a delivery plan is in place	28-Feb-2022	Aug 2022	This work was completed prior to the Capital Budget being agreed in March 2022. The exercise led by the Director of Place and Finance identified a number of projects that needed to be reprofiled into future years in line with expected delivery, and means the Capital Plan activity for 2022/23 should be in a more accurate position for reporting purposes.
	SAP 04.02	Review Council-wide governance arrangements for the Capital Programme to ensure there is an effective mechanism for monitoring, intervening and reporting	30-Jun-2022	Aug 2022	A new governance proposal was presented and approved by CMT on 25 April 2022. This included the formation of the new Strategic Asset Modernisation Board led by the Director for Place Services in partnership with the Chief Finance Officer. This Board includes senior representation from across the Council, has agreed Terms of Reference, and reports into CMT on a monthly basis. The first meeting of the new monthly Strategic Asset Modernisation Board took place in May 2022.
	SAP 04.03	Identify and develop projects within the Capital Plan that can be accelerated to mitigate against unexpected slippage in the planned programme	31-Jul-2022	Aug 2022	Action is complete.  Ratified at Strategic Asset Management Board in August.
	SAP 04.04	Create and embed the Invest Falkirk service area to deliver on the major capital programmes of the Council	30-Sep-2022	Aug 2022	In progress
	SAP 04.05	Undertake benchmarking work in high-performing local authorities to learn from good practice	31-Oct-2022	Aug 2022	In progress
	SAP 04.06	Review the business case development, options appraisal process, and project management of capital projects	31-Dec-2022	Aug 2022	In progress
	SAP 04.07	Undertake post-project reviews for completed capital projects in	28-Feb-2023	Aug 2022	In progress


Action			Timescale	Progress	
		2022/23 to identify further improvements			
	SAP 04.08	Undertake a review of progress in February 2023 to determine the success of the changes, and if necessary, develop a further action plan for 2023/24	28-Feb-2023	Aug 2022	In progress

**COMMUNITIES THEME BVR 5 - The council and its community planning partners need to improve how they manage and report their performance management**

Action			Timescale	Progress	
	SAP 05.01	Implement The Falkirk Plan. Supported by the Community Planning Partnership Board, all Community Planning Partners will play an active role in the delivery of the Falkirk Plan, delivery plans and locality plans	30-Nov-2022	Aug 2022	Community Planning Partnership [CPP] Introduction & Learning Session - This session will take place on 11 August 2022 at Falkirk High School. The Programme will cover a range of topics which focus on roles & responsibilities of the Community Planning Partnership, Community Empowerment in practice, The Falkirk Plan, Locality Planning in Falkirk, together with a networking opportunity across the partnership. Attendees will include; CPP Board, all partners, all Elected Members, Falkirk Plan Delivery Group Leads, various partnership groups including: Children & Young People, Community Safety, Community Justice.
	SAP 05.02	Report and communicate updates on the delivery of The Falkirk Plan milestones, with scrutiny and performance management arrangements embedded	31-Dec-2022	Aug 2022	Falkirk Plan Annual Report - Work is underway across the partnership on the first annual report of The Falkirk Plan. Scheduled for completion early October. Falkirk Community Planning Partnership Website - Work is underway with a local company to develop a stand-alone website for Falkirk Community Planning Partnership. The website is scheduled to go live end of September.



**COMMUNITIES THEME BVR 6 - The council and its community planning partners urgently need to develop and implement locality plans to allow them to better focus on the needs of local communities**

Action		Timescale	Progress	
	SAP 06.01	Complete and implement Locality Plans – dates and ownership will be clear	31-Dec-2022	Aug 2022
				Grangemouth [February 2022] and Denny, Dunipace & Dennyloanhead [April 2022] Community Action Plans are now published. Denny, Dunipace & Dennyloanhead Community Action Plan was presented to the CPP Board in April 2022, in partnership with a Community Member. Bainsford & Langlees Community Action Plan is on target for completion end of August 2022, and a workshop with community members and partners scheduled for 2 August, focusing on finalising the Community Action Plan. Work is underway to design the delivery and monitoring approach of Community Action Plans. Locality stakeholder groups, with membership from across the partnership continue to meet regularly in all three areas.







**COMMUNITIES THEME BVR 7 - The council and its community planning partners need to embed their new approach to community engagement and empowerment**

Action			Timescale	Progress	
	SAP 07.01	Embed community engagement and empowerment into our culture and embed into the business plan	31-Dec-2022	Aug 2022	<ul style="list-style-type: none"> <li>• Community Engagement OLLE Training Module designed April 22</li> <li>• Scrutiny and governance arrangements being developed</li> <li>• Community Partnership Team made permanent in 22/23 Budget</li> <li>• Member Induction on Communities 11/05/22 and 23/05/22</li> <li>• Community Partnership Team researched involvement of communities in the procurement process</li> </ul>
	SAP 07.02	Enhance approach to community engagement corporately through increased information sharing and coordination of engagement programmes	31-Dec-2022	Aug 2022	<ul style="list-style-type: none"> <li>• Cross service Community Empowerment Action Team (CEAT) relaunched, monthly sessions held</li> <li>• 720 hours of community engagement planning support provided to 80 projects-April 2022</li> <li>• Cross-service coordination group (including external partner representatives) in Grangemouth area</li> <li>• Team offer of engagement planning support to community organisations engaging for Community Choices project development purposes.</li> </ul>
	SAP 07.03	Ensure we continue to 'horizon scan' best practice in other organisations and learn from this	31-Dec-2022	Aug 2022	<ul style="list-style-type: none"> <li>• Community Partnership Team in contact with 15 Scottish Local Authorities to share learning, best practice and future collaboration.</li> <li>• Community Partnership Team regularly attending training sessions, internalising and sharing learnings with colleagues.</li> </ul>

**FALKIRK COMMUNITY TRUST THEME BVR 8 - The council needs to ensure that it can deliver the benefits envisaged from bringing the services provided by the Falkirk Community Trust in-house by making the difficult decisions required to realise savings**

Action			Timescale	Progress	
	SAP 08.01	Building on the positive joint work over recent months of the Programme Management Group, ensure that Falkirk Community Trust staff, services, projects and assets are successfully integrated into the Council	30-Apr-2022	Aug 2022	Action is complete.  Falkirk Community Trust staff, services, projects and assets are successfully integrated into the Council
	SAP 08.02	Ensure that the potential opportunities and benefits of integration are used as a basis for transformation, by integrating Falkirk Community Trust services into the Council of the Future programme and specifically the Strategic Property Review	30-Sep-2022	Aug 2022	Report submitted to CMT on 18.07.22 with options to ensure the Council and its communities benefit from the integration of Trust functions. A report will now be submitted to Council setting out options for Members to consider.
	SAP 08.03	Reviews of Falkirk Community Trust services, alongside existing services in new integrated structures, identify early opportunities for transformation, service improvement, efficiencies and savings, building on the new skill sets available to the Council	30-Oct-2022	Aug 2022	A number of the actions which will be presented to Council in September, will flow through to the Council's transformation programme, if agreed by Members.

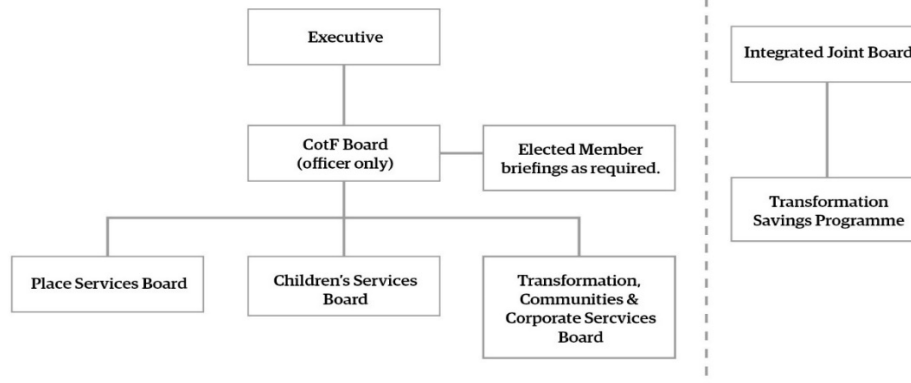
**EQUALITIES THEME BVR 9 -The council should act to fully embed equalities across the council and comply with statutory requirements**

Action			Timescale	Progress
	SAP 09.01	Refresh existing equalities working group with identified equalities leads for each directorate to complete self-assessment and an improvement plan, in line with best practice, subject to regular review and scrutiny to meet statutory requirements.	31-Mar-2022	Aug 2022
				<p>Action is in progress.</p> <p>The refreshed Equalities group has met and is co-chaired by the Chief Officer of Falkirk Health &amp; Social Care Partnership and Falkirk Council's Chief Governance Officer.</p> <p>An equalities lead for each directorate has now been appointed as part of the group.</p> <p>Next meeting is being planned to progress the work from this action.</p>
	SAP 09.02	Establish strategic leadership and leadership at all levels across the council.	31-May-2022	Aug 2022
				<p>Action is complete.</p> <p>An Elected Member champion has now been appointed and meeting between champion and lead officer has taken place with regular follow up agreed.</p> <p>Equalities was a core part of the recent Elected Member induction programme in May / June, with an external partner engaged to support these development sessions.</p>
	SAP 09.03	Develop an ambition to address inequality in every aspect of our work and undertake benchmarking work to learn from good practice in other organisations	30-Sep-2022	Aug 2022
				In progress
	SAP 09.04	A refreshed approach to equalities practice, including training and performance monitoring	30-Sep-2022	Aug 2022
				In progress
	SAP 09.05	Develop the vision for Falkirk with reducing inequality at its heart	31-Dec-2022	Aug 2022
				In progress
	SAP 09.06	Embed 'equalities first' approach to policy, planning, budget and service redesign.	31-Dec-2022	Aug 2022
				In progress

## APPENDIX 2 Council of the Future Proposals

### A. COTF Governance Framework

The proposed COTF governance model is outlined:



- Three Directorate Boards report into a revised COTF Board which has officer membership only.
- Board meets on a bi-monthly basis in the month when the Directorate Boards are not meeting.
- The COTF Board would be chaired by the Chief Executive, having received an advance briefing from the Programme Management Office (PMO). Also in attendance would be the Directors, the Chief Finance Officer, Chief Governance Officer, a senior HR representative, the Change Manager, a Comms representative and Chief Officers.

The role of the COTF Board would be to ensure that progress towards the development of corporate savings was being made, take intervention where necessary, and give the Chief Executive the information required to keep the Group Leaders updated. Where it was felt that Councillors would benefit from further information about a particular project then the COTF Board could agree that an Elected Members Briefing be held.

### B. COTF Project Criteria

All projects in the COTF change programme should comply with the following criteria:

Criterion	Definition
1. Strategic Fit with the Council Plan	Transformation project supports one of the four key priorities of the Council Plan or the enabling priorities.
2. Provides a significant opportunity for Transformation	The project will deliver existing / improved / redesigned services at lower cost. The project will generate savings of more than £250,000 in the next 12 months, or £500,000 within 24 months. The only exception would be the projects which are enablers for the wider savings.

<p>3. Positive probability of success</p>	<p>The project has the support of CMT and the lead Director.</p> <p>Ideally there is benchmarking with other Councils that shows it is deliverable.</p> <p>Capacity exists or can be allocated to deliver the project in the next 12-24 months.</p> <p>The project has in-principle support from the Administration pending formal Council approval.</p>
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