

Council of the Future (CotF) Board – October 29th, 2018

There are currently 23 Programmes of Work ongoing.

Presentations

Payments Review

- A council-wide review of all payment types is underway with outcomes, milestones and potential saving plans expected in February
- Aim of review is to investigate modernising payment methods in line with customer expectations
- Review will also: support digital inclusion, potentially reduce cash handling costs, and improve customer experience
- Initial steps: consult with customers, internal stakeholders, and benchmark against other local authorities

Procurement of the Future

- Currently the project has 52 actions linked with eight outcomes and is 60% complete
- Expected to identify £1.5m savings over the next five years
- Recent assessment by Scotland Excel placed Falkirk Council in the top five, in terms of procurement capabilities and commercial improvement.
- A category strategy and two-year contract wave plan have been developed to improve performance, meet current savings targets and agree opportunities for future savings

Change Fund Bids

- Bids for Closer to Home and Bereavement Services have been approved
- A bid from the SWIS replacement project has been submitted with a bid from Digital expected
- A bid from Smart Work Smart Travel was more appropriate for Spend to Save finance

Services for the Future

- Currently services are compiling five-year business plans
- Services of the Future will be a theme within each plan, focusing on current efficiencies, alternative service delivery models, how the service itself changing over the next five-years
- The theme will allow parallels to be drawn across each business plans

Best Value Audit

- Council's Audit report stated that the Council needed to speed up the pace of change
- CotF programme critical to help council become financially sustainable
- Focus has to be on projects that will achieve biggest impacts and largest savings
- Chief Executive to meet with Directors regularly to drive forward change

Next meeting of the Board – December 10th

Payments Review

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29/10/18

Progress

- Scope agreed – Council wide review of all payment types
- Project sponsor and lead appointed
- Terms of reference and business case drafted
- Milestones to February 2019
- Benchmarking activity
- Engagement with internal stakeholders

Operational Benefits & Savings

- Modernise our payments strategy in line customer expectations
- Improved customer experience
- Shift to more efficient payment methods
- Focus on high value services
- Potential reduction in FTE
- Potential reduction in cash handling costs
- Support digital inclusion

Risks & Issues

- Loss of customer contact/footfall at hubs
- Communication of changes
- Technical or operational barriers to implementing “end to end” process redesign for chargeable services

Next Steps

- Consultation with customers
- Baseline current processes with internal stakeholders
- Draft options with recommendations on any changes

Procurement of the Future

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29th October 2018

Progress

The project contains 52 actions linking with the 8 outcomes identified within the Council's 2017-2020 Procurement Strategy. Delivery of the project is nearly 60% complete and monthly updates are reported. We have:

- Published the Council's First Annual Procurement Report in August 2018.
- Been assessed by Scotland Excel, September 2018, as one of the top performing local authorities in terms of procurement capabilities and commercial improvement.
- Established a Category Strategy and 2 year contract wave plan to improve performance, meet current savings targets and agree opportunities for future savings.

Operational Benefits & Savings

- Improved processes, smarter working and greater use of IT allowing us to get more from current resources.
- Increased spend with:
 - Small and Medium Enterprises from £118m in 16/17 to £123m in 17/18.
 - 3rd sector from £23m in 16/17 to £26m in 17/18.
- Increase the number of contracts with supported business from 2 in 16/17 to 5 in 17/18.
- Procurement savings to General Fund of over £300,000 for 2018/2019.
- Increasing collaboration with others to achieve further efficiencies and benefits. We aim to have over £75m of spend through collaborative contracts by 2019/2020.
- Supplier development to support local business compete for public sector contracts. In 2017/18 local business generated £161m of income from supplying to the 32 Scottish Councils.

Risks & Issues

Risks	Mitigation
Savings are not achieved.	Category strategy and wave plans will support more effective communication with services and the market. This will maximise opportunities for savings and benefits.
Work force planning and insufficient resources to deliver all objectives.	We are modernising the way we work to get more with less. (e.g; Improved IT and working with the Council's E.T.U to appoint a graduate and an apprentice to grow procurement people for a council of the future.)
Collaboration and larger contracts impacts on SMEs and local business.	Use of small lots, Quick Quotes, procurement clinics and continued working with the Supplier Development Program to maximise opportunities for SMEs and local business.

Issues	Mitigation
Balancing Quality / Price. Obtaining best price and maintaining high quality.	Evaluate workforce matters (e.g Living wage) and environmental considerations (e.g sustainable timber). In addition ensure suppliers are excluded where they do not meet set standards (e.g Serious organised crime checks).
Ensuring we fully understand the procurement needs of other C of TF projects	We are working with others to support their projects. We have set out a 2 year contract wave plan to set out a timeline of contract activity to meet known projects and demands.
Matching procurement change to fully align with known and emerging legislative change.	We are working with colleagues in Governance to test and review all processes and standards for compliance. We are working with Scotland Excel to understand potential impact of Brexit on public sector procurement.

Next Steps

- Ensure continued scrutiny and challenge of the project to drive change, manage risk and maximise improvements.
- Using the 2 year contract wave plan to engage in market consultation to promote contract opportunities to SMEs, third sector and local business.
- Implement improvements to I.T (e.g order direct from supplier web sites, use e-forms to eliminate manual process, automate current in-house on-line catalogues and upgrade Integra's to directly link spend to contracts and manage contracted suppliers more effectively)
- Use the contract strategy approach to identify savings of £1.5m over the 5 years of the MTFP.

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**internal communications plan -
to year-end april**

COTF Programme – Strategic Comms Plan

	Oct	Nov	Dec	Jan	Feb	Mar	Q2 2019	Q3 2019
PROGRAMME								
COTF / MTFP	COTF / MTFP <ul style="list-style-type: none"> £31m savings, Audit Scotland, MTFP what needs saved Glossary Change Fund 							
Business Plan		Scene Setting – what is a BP, the need, the process Post Budget Working Group – top line proposals	Leadership Forum & Listening Event – discussion	Q & A with Directors – asking the hard questions - Pre-Council Messages	Council Meeting Outcome	Set in stone - Business Plan Focus - who, what, why, where, when, how ... To include milestones and figures. Link back to Director Q&As		
Change Boards	CHS 12/10 COTF Board 29/10	CS 13/11 CHS 23/11	COTF Board 10/12					
Chief Exec Voice			1 x per month (tbc)					
COTF Mission Statement			Test at Leadership Forum and Listening Event	Launch				
E-Zine	Pick the name...	TBC - Launch	Monthly – COTF & Council Wide					
2018 – what did we achieve?			Spotlight					
Talking Heads – Back to the Floor					Launch in E-zine			
Employee Recognition/Awards						TBC		
Employee Engagement Survey					Prep			Run

COTF Programme – Strategic Comms Plan

	Oct	Nov	Dec	Jan	Feb	Mar	Q2 2019	Q3 2019
PROJECTS								
One Council	Project Packages: <ul style="list-style-type: none"> • How we got here • What we're doing now • What we're going to do • Customer frontline focus • Mouthpieces 							
Enabled & Empowered Communities								
Modern & Digital								
Data								
Campaigns			Smart Working, Smart Travel					
Engagement / Developing our Council								
Leadership Forum			Hold					
Listening Events			Hold					
CANs						Campaign		
Hackathons	Monthly							
Project / Change Management		Release						
Quick Wins								
Clean up Walls								
Newshounds		Engagement (tbc)						