

# Corporate & Housing Services

## Service Plan 2017-2022

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## 1. Introduction

- 1.1 The Strategic Outcomes Local Delivery (**SOLD**) plan sets out the community planning partnership's commitment over the coming five years to focus its attention, resources and efforts on the things that will make our area 'The place to be'. To achieve this, the partnership has identified a number of strategic outcomes it will work toward as well as the specific priorities that its partners will have a significant focus on over the period of the plan.
- 1.2 How the Council will contribute toward delivering on these priorities and outcomes is set out in our Corporate Plan, which directs what the Council does over the coming five years. The Corporate Plan also identifies how we intend to transform the Council to better enable us to meet the aspirations of the community planning partnership whilst continuing to deliver essential services that address the needs and expectations of our communities.
- 1.3 This Service Performance Plan demonstrates how our service is aligned with the priorities of the Council and includes a programme of activities to deliver against our strategic outcomes, the resources we have to do this and the context in which we are operating. It also sets out the projects we are taking forward to transform the way we work for the better, as well as how we will ensure that we are providing services that are fit-for-purpose and that represent best value.

## 2. Structure

- 2.1 Corporate and Housing Services (C&HS) play a major role in improving and changing the way the council delivers services and works towards being a Council of the Future. Our focus is to ensure we meet the priorities and outcomes in our community partnership's Strategic Outcomes and Local Delivery Plan (SOLD) and the council's Corporate Plan.
- 2.2 We continue to review services our customers need and want to ensure they are fit for purpose, efficient and effective. We do this by engaging our staff, reviewing and improving processes and procedures, and challenging decisions. Our customers range from communities, citizens, council tenants to elected members and employees.
- 2.3 With a revenue budget of approximately £28m and 1260 FTE employees we must be smart and transparent in how these resources are managed to deliver the services we provide.
- 2.4 C&HS provide a range of functions both internal and external. These functions are provided by six divisions within the Service.

Finance	Governance
<ul style="list-style-type: none"><li>• accountancy and financial planning</li><li>• revenues and benefits</li><li>• capital, treasury and insurance</li><li>• internal audit and corporate fraud</li><li>• pensions</li></ul>	<ul style="list-style-type: none"><li>• Council and committees</li><li>• legal services</li><li>• licensing</li><li>• members support and training</li><li>• elections</li><li>• information governance</li></ul>

<b>Human Resources and Business Transformation</b>	<b>Policy, Technology &amp; Improvement</b>
<ul style="list-style-type: none"> <li>• customer and business support</li> <li>• human resources</li> <li>• human resources systems and payroll</li> <li>• change management</li> <li>• corporate risk management</li> </ul>	<ul style="list-style-type: none"> <li>• communications and participation</li> <li>• technology and infrastructure</li> <li>• policy and community planning</li> <li>• improvement</li> <li>• fairer Falkirk</li> </ul>
<b>Housing</b>	<b>Procurement and Housing Property</b>
<ul style="list-style-type: none"> <li>• housing management</li> <li>• access to housing</li> <li>• housing strategy and private sector housing</li> <li>• community advice</li> </ul>	<ul style="list-style-type: none"> <li>• procurement and commissioning</li> <li>• housing property and asset management</li> <li>• building maintenance division operations</li> </ul>

### 3. Context

- 3.1 We face a number of challenges as a service. Public sector funding remains uncertain over the timescale of this plan. The medium term financial planning projects budget gaps totalling around £80m over the next five years. This has significant implications for all Council services including our own. We need to ensure our financial planning is supported by strong service and workforce planning. When making savings and efficiencies over the last few years we lost a number of valued colleagues. Additional savings are required which will result in a further shrinking workforce. Our biggest challenge will be to provide more or even the same with less and we must recognise the pressures this puts on our remaining staff.
- 3.2 We recognise a number of social challenges that we face. The number of people living longer, welfare reform, people moving into the area and an increase in single person households has placed particular demands on our housing, health and social care services. A strong Housing Asset Management Plan and Local Housing Strategy, supported by a Strategic Housing Investment Plan (new affordable housing) and Housing Contribution Statement, cover some of these challenges and we continue to work to meet the rising demands placed on us.
- 3.3 It is important that as we work towards a Council of the Future we stay with or ahead of the digital requirements our customers expect. Having a fit for purpose Technology Strategy will prepare us to deliver mobile flexible staff and allow external customers to make digital contact with us through online facilities.
- 3.4 The Council operates within a complex and changing legislative and governance environment. Being knowledgeable about and preparing for any change is key to forward planning. We play a key role in advising the Council and its elected members. We will build on the induction training for elected members and continue to support them to participate in effective decision making and scrutiny.
- 3.5 We are aware of the Council's commitment to the environment and continue to focus on improving the quality and energy efficiency of our housing. Through our Scottish Housing Quality Standard (SHQS) investment programme we are ensuring our tenants have modern, fit for purpose and fuel efficient homes. We continue to maximise all available external funding to support the delivery of subsidised energy efficient measures to private and Council owned homes.

3.6 Our obligations under the Community Empowerment (Scotland) Act 2015 will mean over the five years of this plan the Service will support community planning, locality planning, community action plans and participatory budgeting. The work with communities to meet their needs will be fundamentally different with a focus on co-production and empowerment.

#### 4. Our Area - The Area We Need To Be

4.1 The Council's Corporate Plan priorities are:

- **People**
  - raising aspiration and ambition
  - reducing the impact of poverty on children and their families
- **Place**
  - growing our economy
  - improving the neighbourhoods we live in
  - promoting vibrant town centres
- **Partnership**
  - working with communities to deliver better services
  - empowering and enable people to be self-reliant
  - promoting stronger, more self-reliant communities

4.2 Our partnership SOLD outcomes are:

- our area will be a fairer and more equal place to live
- we will grow our economy to secure successful businesses, investment and employment
- our children will develop into resilient, confident and successful adults
- our population will be healthier
- people will live, full, independent and positive lives within supportive communities
- our area will be a safer place to live

4.3 A programme of high-level activities is provided below that reflects how Corporate & Housing Services will work to deliver on the priorities and outcomes of the Council and its partners.

Priorities	Actions – High Level	Impact Sought	Timescale
<b>People</b>			
<b>Reducing the impact of poverty on children their families</b>	Tackle food poverty.	<ul style="list-style-type: none"> <li>No child or young person will be hungry.</li> </ul>	31 March 2020
	Tackle the stigma of poverty.	<ul style="list-style-type: none"> <li>Change in the culture, understanding and judgement towards those in poverty.</li> </ul>	31 March 2019
	Increase household income.	<ul style="list-style-type: none"> <li>Our citizens will have assistance to maximise benefits and have access to affordable credit.</li> </ul>	31 March 2018
	Prioritise disadvantaged communities when it comes to designing and delivering services.	<ul style="list-style-type: none"> <li>Our citizens can access services and support within outreach placed within their communities.</li> </ul>	31 March 2019
	Improve access to services for the most vulnerable within our area.	<ul style="list-style-type: none"> <li>Citizens can access multiple services and support from a single contact which is suitable to their needs and abilities.</li> </ul>	31 March 2019
	Define basic standards of living.	<ul style="list-style-type: none"> <li>Across the Council and partners we have a clear understanding of the level of income required to live and participate in society and how this relates to poverty and benefit levels.</li> </ul>	31 March 2018
	Secure maximum available funding to improve the energy efficiency of homes within the Council area.	<ul style="list-style-type: none"> <li>Reduce the impacts of fuel poverty.</li> </ul>	31 March 2022
	Support the development of a district heating strategy.	<ul style="list-style-type: none"> <li>Reduce the impacts of fuel poverty.</li> </ul>	31 March 2022
<b>Place</b>			
<b>Growing the economy</b>	Work with local SMEs (small to medium enterprises) to maximise public sector procurement business opportunities.	<ul style="list-style-type: none"> <li>Increase local SME employment and turnover.</li> </ul>	31 March 2022
<b>Improving the neighbourhoods we live in</b>	Provide new and additional affordable housing.	<ul style="list-style-type: none"> <li>Increased housing supply.</li> </ul>	31 March 2022
	Invest and improve our housing and estates.	<ul style="list-style-type: none"> <li>Improved housing and energy efficiency standards.</li> </ul>	31 March 2022

Priorities	Actions – High Level	Impact Sought	Timescale
	Develop area based regeneration strategies in partnership with registered social landlords (RSLs) and the local community.	<ul style="list-style-type: none"> <li>Best use is made of community resources to increase sustainable communities.</li> </ul>	31 March 2022
Promoting vibrant town centres	Review our approach to CCTV, safer streets etc.	<ul style="list-style-type: none"> <li>Seek to improve the feel of our town centres for those living, working and visiting,</li> </ul>	31 March 2018
<b>Partnership</b>			
Working with communities to deliver better services	Develop a common approach to co-production that supports service redesign.	<ul style="list-style-type: none"> <li>Improved services by systematically redesigning from the point of view of the citizen / customer.</li> </ul>	31 December 2017
	Deliver locality planning underpinned by community action plans within specific communities.	<ul style="list-style-type: none"> <li>Improve outcomes deficits in local areas and engage local people in solutions to issues in their communities.</li> </ul>	31 March 2018
Empowering and enabling people to be self reliant	Our approach to engagement and participation will give a voice to our diverse communities.	<ul style="list-style-type: none"> <li>Understand the barriers people face in accessing our services.</li> <li>Our approach to locality planning is inclusive.</li> </ul>	31 March 2018
	Our communities will be supported to understand and celebrate the diversity of those who live, work and visit the area.	<ul style="list-style-type: none"> <li>Inclusive communities that welcome diversity and where differences are accepted.</li> </ul>	31 March 2020

Outcomes	Actions – High Level	Impact Sought	Timescale
Our area will be a fairer and more equal place to live	Improve access to our services for equality groups by understanding and reducing barriers.	<ul style="list-style-type: none"> <li>Increase the numbers of people from equality groups using our services.</li> </ul>	31 December 2019
	Give a voice to our diverse communities through our approach to engagement and participation.	<ul style="list-style-type: none"> <li>Increased participation from equality groups in consultation and events.</li> </ul>	31 December 2019
	Increase the availability and supply of accessible homes.	<ul style="list-style-type: none"> <li>The housing needs of an increasing number of vulnerable groups will be met.</li> </ul>	31 March 2022
	Ensure our workforce package is modern, fair and attractive to current and future employees.	<ul style="list-style-type: none"> <li>Workforce are happy, healthy and here.</li> </ul>	31 March 2020

Outcomes	Actions – High Level	Impact Sought	Timescale
We will grow our economy to secure successful businesses, investment and employment	Rejuvenate our town centres ensuring that they are both attractive and resilient to challenges and change.	<ul style="list-style-type: none"> <li>• Our citizens and visitors will feel more reassured that our town centres are safe places to visit.</li> </ul>	31 March 2019
Our children will develop into resilient, confident and successful adults	Develop a younger peoples housing plan.	<ul style="list-style-type: none"> <li>• Young people are provided with suitable and sustainable housing.</li> </ul>	31 March 2019
People will live full, independent, and positive lives within supportive communities	Community Based Support: Informal supports are in place, which enable people, where possible, to live well for longer at home or in homely settings within their community.	<ul style="list-style-type: none"> <li>• Older people have accessible housing and adaptations.</li> </ul>	31 March 2022
Our area will be a safer place to live	Further develop how we share information with partners to identify risks within our communities.	<ul style="list-style-type: none"> <li>• Responses to anti-social behaviour will be improved.</li> </ul>	31 March 2018
	Increase effectiveness of partner agencies in tackling issues such as antisocial behaviour, alcohol and drugs issues, hate crime and other emerging threats.	<ul style="list-style-type: none"> <li>• Responses to anti-social behaviour will be improved.</li> <li>• Substance use issues are prevented, reduced and addressed.</li> <li>• Hate related incidents are reduced.</li> </ul>	31 March 2019
	Encouraging our communities to participate in preparations for emergency events through community resilience.	<ul style="list-style-type: none"> <li>• Our communities will be able to provide support to their neighbours when we no longer can.</li> </ul>	31 March 2019

## 5. Our Council - The Council We Need To Be

5.1 C&HS has a number of significant projects ongoing, or commencing, through the timeframe of this plan as we work towards a Council of the Future. These projects will improve how we work internally to allow us to provide a modern, smarter and more efficient service to our customers.

5.2 Each project has a timescale for completion. Each project will be monitored on an ongoing basis and the overall change programme will be subject to an annual fit for purpose / progress check based on the following criteria:

- the change to be delivered
- the saving to be achieved
- customer improvements
- efficiencies in processes.

Council of the Future	Project	Impact Sought	Timescale
One Council	Fit for the Future <ul style="list-style-type: none"> <li>organisational development – culture change</li> <li>new ways of working</li> <li>communications</li> <li>modernising industrial relations using a partnership model</li> </ul>	<ul style="list-style-type: none"> <li>Change of culture with developed and empowered leaders and employees.</li> <li>Improved communication with stakeholders and employees.</li> <li>Improved industrial relations partnerships.</li> </ul>	2017 - 31/03/2022 Phase 1 - 31/03/18 Phase 2 - 31/03/19 Phase 3 - 31/03/22
	Business Support <ul style="list-style-type: none"> <li>structure</li> <li>process improvements</li> </ul>	<ul style="list-style-type: none"> <li>Centralised core support services providing efficient and effective support.</li> </ul>	2017 - 31/03/2021 Phase 1 - complete Phase 2 - 31/03/18 Phase 3 - 31/03/19
	Strategic Planning <ul style="list-style-type: none"> <li>strategic planning and management / business management</li> <li>workforce planning</li> <li>financial strategy: medium to long term planning and scenario planning</li> </ul>	<ul style="list-style-type: none"> <li>Strategic plans and supporting policies and procedures are aligned to support the way we want to work in the future.</li> </ul>	2017 - 31/03/2019 Phase 1 - 31/03/18 Phase 2 - 31/03/19
Enabled and Empowered Communities	Advice Hub and Spoke Service <ul style="list-style-type: none"> <li>monitoring and evaluation of advice hub and outreach pilot in the east</li> <li>roll out of advice hubs to central and west</li> <li>expansion of advice hubs to include further service areas</li> </ul>	<ul style="list-style-type: none"> <li>Further expansion of Advice Hubs to improve customer service.</li> <li>Face to face service is focused on supporting those who need it most.</li> <li>Support the uptake of digital self service options allowing customers to access services where and when they want.</li> </ul>	2017 - 31/12/2018 Phase 1 - complete Phase 2 - 31/12/18
	Locality Planning <ul style="list-style-type: none"> <li>development and implementation of locality planning structure to create community focussed and/or led public services within a locality</li> </ul>	<ul style="list-style-type: none"> <li>Locality Planning structure developed: <ul style="list-style-type: none"> <li>Community Empowerment Act</li> <li>Outcome deficits identified and addressed.</li> </ul> </li> <li>Effective Community Action Plans (CAPs) developed.</li> </ul>	2017 - 31/03/2022 Phase 1 - 31/03/18 Phase 2 - 31/03/19 Phase 3 - 31/03/20 Phase 4 - 31/03/21 Phase 5 - 31/03/22

Council of the Future	Project	Impact Sought	Timescale
Digital and Modern	Digital Strategy: <ul style="list-style-type: none"> <li>● My Falkirk – back office integration, citizens account, reduction of legacy systems</li> <li>● website and intranet platforms</li> <li>● digital communications and engagement (e.g. social media, citizen space platform)</li> <li>● collaboration tools</li> <li>● digital inclusion</li> <li>● digital skills for employees</li> <li>● online payments in schools</li> </ul>	<ul style="list-style-type: none"> <li>● Services are digitally enabled with technology and skills.</li> <li>● Improved access to services, communication and engagement with citizens through digital capability.</li> </ul>	2017 - 31/03/22 Phase 1 - 31/03/18 Phase 2 - 31/03/19 Phase 3 - 31/03/20 Phase 4 - 31/03/21 Phase 5 - 31/03/22
	Rock Solid Technology : <ul style="list-style-type: none"> <li>● Falkirk cloud including               <ul style="list-style-type: none"> <li>▪ virtualisation</li> <li>▪ remote working</li> <li>▪ home working</li> <li>▪ mobile and flexible technology</li> <li>▪ access to information and data</li> <li>▪ server management and back-up</li> </ul> </li> <li>● follow me print</li> <li>● infrastructure including               <ul style="list-style-type: none"> <li>▪ public access WIFI</li> <li>▪ Wi-Fi in schools</li> <li>▪ health and social care</li> <li>▪ GCSX mail</li> <li>▪ education mobile working</li> </ul> </li> <li>● telephony</li> </ul>	<ul style="list-style-type: none"> <li>● Optimised ICT to support the delivery of secure and cost effective digital services.</li> </ul>	2017 - 31/03/22 Phase 1 - 31/03/18 Phase 2 - 31/03/19 Phase 3 - 31/03/20 Phase 4 - 31/03/21 Phase 5 - 31/03/22
	Contact Centre <ul style="list-style-type: none"> <li>● implementation of new contact centre telephony</li> </ul>	<ul style="list-style-type: none"> <li>● Telephony system providing quality controlled and improved services to customers with better managed and integrated systems.</li> </ul>	2017 - 31/03/2019 Phase 1 - 31/03/18 Phase 2 - 31/03/19

Council of the Future	Project	Impact Sought	Timescale
	Redesign of BMD (building maintenance division) Services <ul style="list-style-type: none"> <li>improved customer experience</li> <li>appointments are available when customers need a repair</li> <li>increased customer satisfaction by getting things right first time</li> <li>employees have digital devices for real time updates on jobs</li> </ul>	<ul style="list-style-type: none"> <li>Improved customer service.</li> <li>Building maintenance division is more effective and efficient.</li> </ul>	2017 - 31/03/2021 Phase 1 - 31/03/18 Phase 2 - 31/03/19 Phase 3 - 31/03/20 Phase 4 - 31/03/21
	Integrated Resource Management System <ul style="list-style-type: none"> <li>continue HR payroll system roll out</li> <li>scope and options appraise and integrated resource management system (integrating finance, HR and payroll capabilities)</li> </ul>	<ul style="list-style-type: none"> <li>Fit for purpose HR Payroll system.</li> </ul>	2017 - 31/03/2022 Phase 1 - 31/03/18 Phase 2 - 31/03/19 Phase 3 - 31/03/20 Phase 4 - 31/03/21 Phase 5 - 31/03/22
Data	Information Working for You <ul style="list-style-type: none"> <li>creating excellent, secure, managerial and operational information</li> <li>changing staff roles to self-serve</li> <li>services digital by design</li> <li>open with our data</li> </ul>	<ul style="list-style-type: none"> <li>The information we hold has a single source of truth and is used more effectively to better plan and deliver services.</li> </ul>	2017 - 31/03/2022 Phase 1 - 31/03/18 Phase 2 - 31/03/19 Phase 3 - 31/03/20 Phase 4 - 31/03/21 Phase 5 - 31/03/22
	Procurement <ul style="list-style-type: none"> <li>review and potential redesign of the procurement process and advice given by the procurement service</li> </ul>	<ul style="list-style-type: none"> <li>Optimised procurement across Falkirk Council and its community through enhanced procurement practices and maximised local economic impact.</li> </ul>	2017 - 31/06/2021 Phase 1 - 31/03/18 Phase 2 - 31/03/19 Phase 3 - 31/03/20 Phase 4 - 31/03/21
	Breaking the Mould <ul style="list-style-type: none"> <li>enable redesign options for a range of potential alternative delivery models</li> </ul>	<ul style="list-style-type: none"> <li>Our service delivery models 'break the mould' and we enable modern, efficient and effective services.</li> </ul>	2017 - 31/03/2022 Phase 1 - 31/03/18 Phase 2 - 31/03/19 Phase 3 - 31/03/20 Phase 4 - 31/03/21 Phase 5 - 31/03/22

## 6. Our Service - The Service We Need To Be

6.1 Currently C&HS has a revenue budget of approximately £28m per annum with an additional £61m being spent on our houses and estates. Over the next five years we anticipate we will have a revenue budget of approximately £18m. This takes into account:

- current spend
- an estimated c£80m the Council has to save over five years
- fixed costs the Council has to honour.

6.2 This means over the next five years C&HS and the services we deliver will be very different. We will put in place a challenging programme of review and reform that covers all our functions and spend over the next five years. This programme will seek to radically change what we do so we can achieve our priorities. At the same time we must ensure we are delivering effective and efficient services that our citizens and customers value and importantly at a cost the Council can afford.

6.3 The principles we will apply to this review include:

- what are we delivering and why?
- why do we deliver these in the way we do?
- what is the cost of delivery, i.e. £, assets, people?
- how can these be delivered with a third less resource?
- how do those costs compare with other providers?
- who are we delivery those services to and do they value them?
- what outcomes are those services achieving and are they good enough?
- what is our plan for improving these?

6.4 We will also:

- eliminate duplication
- promote self service as the first choice for delivery
- know what our customers value
- understand the impact of what we do and what we potentially won't do
- work with citizens, communities and the third sector to promote further engagement in local delivery.

6.5 All our functions listed in 2.4 will be reviewed to reform how services are provided. These reviews will be based on the principles outlined in 6.3 above ensuring we take account of the criteria in 6.4.

## 7. Important Indicators

7.1 C&HS has identified a number of important indicators. These are monitored by the service management team on a monthly basis.

Indicator	2016/17 Performance	2016/17 Target	RAG	Benchmark	2017/18 Target
Sickness Absence: Craft Staff	5.75%	5.5%	✓	4.74%	5.5%
Sickness Absence: C&HS	4.42%	4.0%	✓	n/a	4%
Percentage of New Tenancies sustained for more than a year	88.0%	90.0%	✓	88.4%	92%
Percentage of settled accommodation secured by unintentionally homeless applicants	94.3%	85%	✓	80%	85%
Gross rent arrears (all tenants) as at 31 March each year as a percentage of rent due for the reporting year	7.79%	6.00%	⚠	5.26%	6%
Percentage of Rent Lost through properties being empty during the last year	0.89%	1.0%	✓	0.99%	0.9%
Percentage of Stock meeting the Scottish Housing Quality Standard	93.1%	95%	⚠	92.76%	97%
Average length of time taken to complete emergency repairs (in hours)	4.5	6	✓	5.14	5
Average length of time taken to complete non-emergency repairs (in working days)	9	9	✓	7.52	8
Percentage of Tenants satisfied with the standard of their home when moving in	89.3%	90.0%	✓	87.68%	91%
Percentage of Tenants who have had repairs or maintenance carried out in last 12 months satisfied with the repairs and maintenance service	91.3%	90.0%	✓	89.87%	92%
Number of days to process new Housing Benefit claims	23	25	✓	23	23
Number of days to process Housing Benefit change events	7	10	✓	7	8
Percentage of 1st stage complaints responded to within timescales	85%	100%	✗	100%	100%
Percentage of FOI enquiries dealt with in 20 working days	93%	100%	✓	100%	100%
No. of customer accounts created in My Falkirk	8,026 (part year)	n/a	n/a	n/a	20,000
Average customer ratings on My Falkirk experience (from a score out of five)	4 (part year)	4	✓	n/a	4

## 8. Resources

8.1 The following tables provide a breakdown of the financial, human, and technology resources required for C&HS to provide the services we are required to deliver for 2017/18.

Financial	PT&I including Directorate and Chief Executive Office	HR&BT	Housing	Procurement & Housing Property	Governance	Finance	Miscellaneous	Total
<b>Expenditure</b>								
Employee Costs £m	3.855	10.910	8.064	14.786	3.000	5.227	3.750	49.592
Other £m	1.723	0.650	56.879	15.407	3.918	49.467	1.944	130.038
<b>Income</b>								
Grants £m	-	-	(0.570)	-	-	(47.661)	-	(48.231)
Fees and charges £m	-	(0.012)	(58.726)	-	(0.942)	-	-	(59.680)
Other £m	(0.029)	(0.068)	(2.107)	(31.067)	(0.611)	(2.912)	* (7.632)	(44.426)
<b>Net Budget £m</b>	<b>5.549</b>	<b>11.480</b>	<b>3.540</b>	<b>(0.874)</b>	<b>5.365</b>	<b>4.121</b>	<b>(1.888)</b>	<b>27.293</b>

\* includes £6.426m central support service recharges to non-general fund services

Human	PT&I including Directorate and Chief Executive Office	HR&BT	Housing	Procurement & Housing Property	Governance	Finance	Total
<b>Total staff</b>	<b>86.2</b>	<b>373.1</b>	<b>152.5</b>	<b>436.1</b>	<b>61.3</b>	<b>151.6</b>	<b>1260.7</b>

## Technology

- 8.2 The Council's approach to technology is changing.
- 8.3 The vision for Falkirk is that all services are focused on how they can use technology to improve access to services, communicate and engage with citizens more effectively and reduce costs. The organisation's core purpose is to deliver public services that meet the needs of our communities so essentially this is a customer strategy, enabled by technology and supported by a range of complementary skills, including IT, business analysis, data analytics, marketing and digital communications.
- 8.4 Digital is a critical enabler for any transformation agenda and the benefits to our customers and the Council itself are significant.
- 8.5 The digital and technology vision for our Service is that we will seek to provide digital access to services wherever that is possible. This will ensure our customers can access services at a time which suits them, using easy to understand and manageable systems.
- 8.6 Over the next five years, our Service will be responsible for delivering many of the technology solutions which customers and Services will access. Some of this work has started, including for example, the development of 'My Falkirk' (a portal which allows customers to self serve on-line) and mobile and flexible working to allow staff to work from any location at any time allowing them to take services directly to our customers.
- 8.7 In addition to these enabling technologies, the Service is investing in updating many of the systems we use on a daily basis to manage our business. This includes enhancing our finance system to improve our approach to dealing with invoices; our HR system to digitise many of our staff management processes and reviewing our current housing management system.

## 9. Risk

- 9.1 C&HS lead on the following areas at high risk to the Council:
- failure to recognise, and act upon, the need for transformational change and continuous improvement
  - failure to monitor, measure, manage and mitigate the impacts of welfare reform and poverty
  - insufficient funding to deliver services and deliver outcomes
  - failure to properly discharge equalities duties
  - failures in workforce planning, including absence, vacancy management, and succession planning
  - compromised security, or inefficient use, of the Council's data and information asset
  - cyber security incident compromises IT infrastructure, corporate application, social media channel, or data / information
  - failure to undertake proper engagement and consultation with service users, stakeholders, and partners on the delivery of services