**Falkirk ‘22 Delivering Best Value** sets out the actions the Council will take to embed new processes and ways of working and thinking that will fundamentally change - and improve - how it functions.

It will also help deliver on the nine recommendations made within the pages of the [**Best Value Assurance Report**](https://www.audit-scotland.gov.uk/publications/best-value-assurance-report-falkirk-council) (BVAR) on the Council.

**Action**

The plan has been split into 7 themes that align to the 9 recommendations made within the pages of the BVAR.

Owners have been assigned to each theme. They will be accountable for the delivery of a list of actions that relate to the theme they are responsible for.

Each action has been designed, following consultation with Elected Members and senior management, to have a positive impact on the way all council employees will work moving forward.

**Delivery**

* There are 9 high level recommendations in Falkirk Council’s Best Value Assurance Report.
* Our **Falkirk ‘22 – Delivering Best Value** plan has 9 strategic action points (SAPs) in response to the 9 recommendations.
* As a Council, we will continue to align these plans with our Council priorities:
  + Communities – everyone has an equal chance to be healthier, happier, safer and build sustainable communities
  + Innovation – Innovative and entrepreneurial Council that is forward-thinking and unafraid of change
  + Enterprise – Help business to thrive and make Falkirk more prosperous
* All actions in the plan are due to be completed before the Accounts Commission undertake further Best Value work in late 2023

**Falkirk ‘22 – Delivering Best Value**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **SAP** | **Best Value Assurance Report Recommendations** | **Strategic Action Points** | **Action Owner** | **Timescales** |
| 1.0 | Elected members and senior officers need to work more constructively together to lead the council more effectively and decisively. All elected members need to recognise that they have a responsibility to deliver Best Value, and they need to work together, and take difficult decisions in a timelier manner to allow the council to progress with its agreed priorities. | * Ensure a comprehensive induction programme is developed for all Members and ready for implementation. * Develop a cross-Council understanding of what ‘collaborative leadership’ means for Officers and Elected Members. * Define what is required by Members and Officers to deliver Best Value. * Develop a new Corporate Plan and supporting Business Plan. * Implement a programme of collaborative leadership development for Officers and Elected Members. * First phase for officers * Members, with further phases thereafter. * 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. * 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. * 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. | Karen Algie | May 2022  September 2022  September 2022  September 2022  December 2022  December 2022  March 2023  March 2023 |
| 2.0 | 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. | * Review the transformation programme to date and identify the 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. * Harness the resources of the PMO team and Change Fund to support the priority transformation projects in the Business Plan so there is increased capacity within the Council. * Review and improve the milestones used to monitor progress within each project to ensure there is clarity of progression and more effective scrutiny. * Review and strengthen the way these transformation projects are reported to CMT and Council. * Develop a new robust Business Plan that is outcome focussed, has realistic timescales linked to the transformation programme, and named responsibility for delivery. * 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. | Malcolm Bennie | June 2022  June 2022  June 2022  August 2022  September 2022  September 2022 |
| 3.0 | The council should continue to improve its approach to reporting performance to elected members and the public to support more effective scrutiny. | * After May 2022 Election, we will review and refresh Performance Indicators to reflect what’s in the new Corporate and Business Plans. The performance indicators need be meaningful to make sure that we can report on progress made against each of these strategic plans and allow effective scrutiny to take place. * Remove duplication of reporting and make sure all Council reporting is meaningful, clear and simple to understand (including areas such as risk, finance, statutory areas, Council of the Future) and host in Falkirk Performs. * 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. | Robert Naylor | September 2022  September 2022  December 2022 |
| 4.0 | The council needs to better manage its capital programmes to deliver planned projects. | * 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. * Review Council-wide governance arrangements for the Capital Programme to ensure there is an effective mechanism for monitoring, intervening and reporting. * Identify and develop projects within the Capital Plan that can be accelerated to mitigate against unexpected slippage in the planned programme. * Create and embed the Invest Falkirk service area to deliver on the major capital programmes of the Council. * Undertake benchmarking work in high-performing local authorities to learn from good practice. * Review the business case development, options appraisal process, and project management of capital projects. * Undertake post-project reviews for completed capital projects in 2022/23 to identify further improvements. * 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. | Malcolm Bennie | February 2022  June 2022  July 2022  September 2022  October 2022  December 2022  February 2023  February 2023 |
| 5.0  6.0  7.0 | The council and its community planning partners need to improve how they manage and report their performance management.  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.  The council and its community planning partners need to embed their new approach to community engagement and empowerment. | * Implement The Falkirk Plan. Supported by the CPP Board, all Community Planning Partners will play an active role in the delivery of the Falkirk Plan, delivery plans and locality plans. * Report and communicate updates on the delivery of The Falkirk Plan milestones, with scrutiny and performance management arrangements embedded. * Complete and implement Locality Plans – dates and ownership will be clear. * Embed community engagement and empowerment into our culture and embed into the business plan. * Enhance approach to community engagement corporately through increased information sharing and coordination of engagement programmes. * Ensure we continue to ‘horizon scan’ best practice in other organisations and learn from this. | Kenny Gillespie | November 2022  December 2022  December 2022  December 2022  December 2022  December 2022 |
| 8.0 | 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. | * 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. * Ensure that the potential opportunities and benefits of integration are used as a basis for transformation, by integrating FCT services into the Council of the Future programme and specifically the Strategic Property Review. * Conduct initial reviews of former FCT services, alongside existing services in the new integrated structures, to identify early opportunities for transformation, service improvement, efficiencies and savings, building on the new skill sets now available to the Council. | Kenneth Lawrie  New Director  New Director | April 2022  September 2022  October 2022 |
| 9.0 | The council should act to fully embed equalities across the council and comply with statutory requirements. | * 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. * Establish strategic leadership and leadership at all levels across the council. * Develop an ambition to address inequality in every aspect of our work and undertake benchmarking work to learn from good practice in other organisations. * A refreshed approach to equalities practice, including training and performance monitoring. * Develop the vision for Falkirk with reducing inequality at its heart. * Embed ‘equalities first’ approach to policy, planning, budget and service redesign. Ensure we continue to ‘horizon scan’ best practice in other organisations and learn from this. | Patricia Cassidy | March 2022  May 2022  September 2022  September 2022  December 2022  December 2022 |