Corporate Scrutiny Panel - 15 July 2013

Working Smarter Programme

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1   Purpose of the report

To provide the Panel with an update on the outcomes and activities which form part of the refreshed Working Smarter Programme.

2   Recommendation

That the Panel considers what briefings and/or involvement it would wish to have in the Working Smarter Programme during 2013-14.

3   Background

All significant business change activity is now governed as part of the Council's refreshed change programme called Working Smarter.

Roles and Responsibilities:

Paul Sheehan and the Leader of the Council, Cllr Bird are the owners of the Working Smarter programme.

Rory Borealis as Delivery Lead for Working Smarter Delivery is responsible for ensuring that all Working Smarter change activity demonstrates significant progress and improvement towards the three objectives for the Programme:

- Staff feel empowered and are involved in change
- Improved services to residents and businesses in Walsall
- The Council saves money

Executive Directors are responsible for the delivery of outcomes through the themes of activity defined within the programme. The methods being used to deliver change are many and varied. A small proportion of the activity is based upon the Vanguard Method (systems thinking). Much of the change activity uses more traditional methods, often using elements of change management supported by project or programme expertise.

4 The Working Smarter Programme

The Working Smarter Programme for the Council is aligned to the Sustainable Community Strategy (The Walsall Plan) for the borough, with the priorities for the borough being reflected in the Working Smarter themes of activity, owned by Executive Directors and with the involvement of Portfolio Members:

- Supporting Businesses to thrive and supporting local people to work
- Improving Health including well being and independence for older people
- Creating Safe, Sustainable and inclusive communities
- Improving Safeguarding, Learning and the life changes for Children and Young People

A fifth Theme called 'Support' which incorporates all support services, predominantly Resources e.g. ICT, Printing, Telephony, Information Management, Leadership Development, Employment Support, Asset Management, Finance, Audit and Corporate Governance. Support services will be 'pulled' by the Themes delivering front line services and will react to the demands of the customer.

5 Governance of Working Smarter

Governance arrangements for Working Smarter will be through the Working Smarter Programme Board, chaired by the Chief Executive, with Executive Directors (Theme Leads) as members of the Board, supported by Business Change resources. The aim of the Board is to focus on the realisation of the agreed outcomes for the themes, not to replay the activity which is going on within each theme, which will be monitored through day to day business.

Each Theme Lead has identified a number of measurable outcomes which together with progress against the three Council objectives will be reported to Board on a regular basis.

The Working Smarter Programme Board is the link into the Partnership, reporting activities and progress to the Borough Management Board.

Theme Leads roles and responsibilities have been defined and agreed. The terms of reference for the Working Smarter Programme Board is currently being updated.

6 Expertise and Support for the Working Smarter Programme

Business Change offers skills and capacity to support Theme Leads to deliver successful change activity, providing a range of skills and expertise including: systems thinking facilitation, programme and project management and change management. The **Walsall Change Approach** is a set of skills and tools to help Themes to design the work for success.

7 Working Smarter Programme Board

On 15 May 2013, the Board confirmed the refreshed Working Smarter Programme (**Appendix A**) which shows the key themes, theme leaders, elected members and high level activities assigned to each theme (with senior owners). Vanguard systems thinking interventions are represented as 8 'clear' bubbles. This activity is now in progress.

The coloured-in bubbles represent other methods of change delivery, all of which are contributing to the corporate objectives and outcomes defined in the Corporate Plan. The

Programme has now been base-lined and any changes will be reviewed and monitored by the Working Smarter Programme Board.

8 Strategic Links

The Corporate Plan 2014-2016 (due to go to Cabinet July 2013) explains **what** we are doing as a council, the Working Smarter Programme is the **delivery plan** for achieving the Corporate Plan priorities.

A new framework (previously the Corporate Performance Framework) has been designed to demonstrate progress against objectives and outcome measures. This will be monitored by the Working Smarter Programme Board.

Progress will be reported through to the Partnership and Borough Management Board via the Working Smarter Programme Board.

Authors

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5 July 2013

Refreshed Working Smarter Programme following Working Smarter Programme Board on 15 May 2013

The next two pages show the refreshed programme (page 1) and the targeted outcomes (page 2), against the Cabinet's four strategic objectives

Working Smarter Programme
Owner: Paul Sheehan – Lead Member: Cllr Bird

Theme 5 (RB)

Theme 1 (MT)
Supporting Businesses to thrive and supporting local people to work

Cllr A Andrew

1.5 Help me with my Money / Home / Job (L Hall/A Potts)

1.1 Promoting Economic Wellbeing

1.2 Help My Business Grow & be Successful (M Tichford)

1.3 Help me get the skills to get and keep work (M Tichford)

1.4 Create Housing which meets the needs of Walsall

Asset Management / Buildings / Finance / Plant / FM

Smarter Workplace Programme

Development of Resources – People / Assets / Money

Theme 2 (JM / IG / JB)
Improving Health including wellbeing & independence for older people

Cllr Ali
Cllr McCracken
Cllr Harris

Help Me Keep Healthy

2.2 Assets Based Approach to local health improvements (JM.IG) B Watt / J Leach

2.3 *Delivery of Health & Wellbeing strategy (I Gillis / C Boneham)

2.6 Joint Commissioning with Health (A Rust)

2.5 Prevention Programme (J Bolton)

Develop Preventative Strategy (J Bolton)

2.1 Active Living (C Holliday/B Percival)

2.4 Service Impact on Health & Wellbeing (I Gillis)

2.8 Sustainable local care provider market

2.7 Independence through personalisation (J Bolton)

"Social Care front door"

2.9 Implement new operating model (S Joyner, P Davis)

Business Change Capacity

Corporate Governance

Theme 3 (JM)
Creating Safe, Sustainable and inclusive Communities

Cllr Harris
Cllr I Shires
Cllr Arif

3.1 Getting local people more involved (J Leach)

3.2 *Public safety & protection (J Leach, J Beavon)

3.3 Waste Management (M Holden)

3.4 *Look after the roads (K Stone / S Pretty)

3.5 *Provide nice parks & spaces (K Stone / M Holden)

Employment Support

Leadership Development

Theme 4 (RC)
Improving Safeguarding, Learning & the life chances for Children & Young People

Cllr R Andrew

4.1 WSCB Business Plan (R Collinson, S Butcher + Independent Chair)

4.2 Strategic Improvement Plan for Safeguarding (S Butcher)

Early Help Strategy

School Improvement Strategy

4.5 *Children & Young People Plan (R Collinson, S Butcher, L Hughes & Partners)

4.7 I want a better life for me and my family (L Hughes)

4.3 Early Help Support services (L Hughes)

4.4 *Access & Achievement (R Collinson, L Hughes)

4.6 Children & Young People Partnership (R Collinson)

Office Services – ICT, Print, Telephony, Information Management

Wellbeing in Walsall – Cross Cutting

Cllr Towe

Refreshed Programme Structure ver 0.11a.vsd

5

Working Smarter Programme
Owner: Paul Sheehan – Lead Member: Cllr Bird

Theme 1 (MT)
Supporting Businesses to thrive and supporting local people to work

Cllr A Andrew

- Reduce the number of people dependent upon out of work benefits
- More Businesses
- More Jobs in Walsall
- More Walsall residents in work
- More Walsall people with skills (and better skills) and behaviours that match what employers need

Theme 2 (JM / IG / JB)
Improving Health including wellbeing & independence for older people

Cllr Ali
Cllr McCracken
Cllr Harris

- Reduce health inequalities
- Live Healthy and Active Lifestyles
- Healthy Life Expectancy
- Increase Wellbeing
- Equalise Social Determinants
- Promoting Independent living for adults with Care Needs (Adult Social Care)
- Improving Life chances for Adults with Care Needs (Adult Social Care)

Theme 3 (JM)
Creating Safe, Sustainable and inclusive Communities

Cllr Harris
Cllr I Shires
Cllr Arif

- Provide an environment that local people value
- Safer Communities
- Belonging / ownership
- Participation in the local community "civil society"
- Ensuring Housing needs of local communities are met

Theme 4 (RC)
Improving Safeguarding, Learning & the life chances for Children & Young People

Cllr R Andrew

- Deliver the Childrens Improvement Plan safely & sustainably
- Developing the Children & Young People Plan to ensure: we are safeguarding Children, delivering success in learning and have effective preventative services
- Ensure the vision and ambition "better together for children" results in improved outcomes in practice across the partnership for children

Development of Resources – People / Assets / Money

Theme 5 (RB)

- Asset Management / Buildings / Finance / Plant / FM
- Smarter Workplace Programme
- Business Change Capacity
- Corporate Governance
- Employment Support
- Leadership Development
- Office Services – ICT, Print, Telephony, Information Management

Cllr Towe

Wellbeing in Walsall – Cross Cutting

Refreshed Programme Structure ver 0.11.vsd