Our Council fit for the future

April 2019



PROUD OF OUR PAST OUR PRESENT AND FOR OUR FUTURE

The landscape of change in Walsall

We have conducted a systematic and holistic assessment of our current ways of working and identified areas where we can improve in future.

Examples include:

- Using data effectively
- Using advancements in technology to help customers access services and to reduce processing times
- Helping teams to work efficiently and effectively together regardless of where they work
- Championing our offer to customers
- Being sustainable new ways of working, new ways of thinking

To do this, we recognised the need to develop an ambitioius Transformation Programme – **Walsall Proud Programme**

The journey so far

December Cabinet considered November **April 2019** Contract • 8 - 12 November: All Launch of Walsall Proud employees information Programme presentation · High level Ways of Working January 2019 model design development Trade Unions briefed Briefed partners February 2019 Partners briefed 24 October 2018 Cabinet considered budget, Peer Review update, Walsall Proud Programme **December 2018 - March 2019** Detailed design for the different themes and the approach to

implementation

What we've been doing – embedding our ways of thinking framework

The council's ways of thinking framework has been disseminated and is already being adopted strategically, operationally and at the individual level. It is centred around understanding customer need, aims, and contextual information to support better decision making on the nature of council support. This ways of thinking is summarised below.



Defines our goal or what we are working towards - iterative with KNOW:



Understanding people and place; knowing what works - to support better & more informed decisions



of (in)action based on what we know about the goal, people, place and what works.



Decisions on the best course Enacting the best response which could manifest in many ways, including the council simply influencing, nudging, coordinating others, or delivering.



Continuous review of our approach, what we KNOW, DECIDE, and RESPOND with based on regular resident and staff feedback and review.

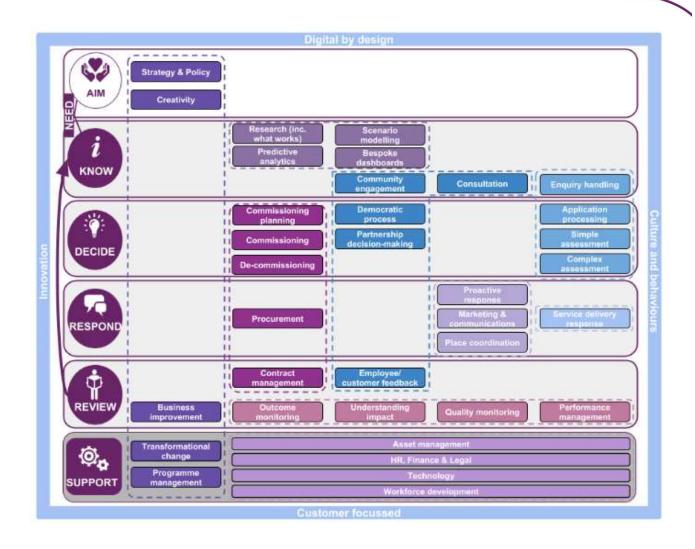


Need exists, and is an input into our framework.



What we've been doing – designing our ways of working

The ways of working provides Walsall Council with a design against which to build an organisation that is capable of delivering the 'ways of thinking' across the organisation.



What we've been doing...

Perform+ Diagnostic We have completed a Perform+ diagnostic in four service areas.

Assets

 We have reviewed the information we hold and considered how we manage our buildings and land better in future.

Third Party Spend

 We have reviewed what we spend and looked for ways to reduce it.

Income Generation

 We have looked at ways to recover the costs of the services we deliver and how to charge for these in future.

Designing new ways of working

We have designed a new way of working.

Projects to be delivered.....

Here are some examples of the projects that we will deliver in the first year of the programme:

Customer access – improving information for customers including digitally, call routing and telephony

Investing in our people – leadership development

Service redesign and service performance – consider future service levels, redesign 2 service areas and implement Perform+ in others

Income generation – fee setting, improved collection, promoting services effectively

Third Party Spend – Reduce spend in areas identified

Assets – property and facilities management, future estates strategy

Enablers – agree design and start to implement enablers e.g. technology, using data effectively, setting policy, commisioning activities

Programme Benefits

Benefits

Better customer experience

Better staff satisfaction

Improved service efficiency and production

Income

Our approach to delivering the benefits associated with the programme:

- An holistic approach
- Making arrangements to ensure that these benefits are delivered
- MTFO

Supporting employees through change

So far we have:

- Engaged with our 500 + employees
- Developed FAQ
- Regular staff briefings briefings already planned for April
- Web pages developed and updated regularly

Going forward, doing more of the same and:

- Blogging progress to date
- Secondments into the Programme Management Office
- Managers talking in depth to employees
- Empowering managers and employees to own and tell the story for our organisation
 - some already have

Next steps

Next steps include:

- Communication and engagement activities
- Getting teams mobilised to start projects in Q1
- Monitoring resources required to deliver
- Feedback