Cabinet – 4 September 2019

Walsall Proud Programme: Corporate Outcomes

Portfolio: Councillor Bird, Leader of the Council (Lead Portfolio)

Related portfolios: All

Service: All – Council Wide

Wards: All

Key decision: Yes

Forward plan: Yes

1.   Aim

1.1.   As part of the Walsall Proud Programme; to update Cabinet on the progress of the Outcomes' work stream, to seek approval for a set of refreshed council Outcomes and to agree the components and running order of the service reviews / redesigns for the next three years.

2.   Summary

2.1.   The Outcomes, Service Levels and Delivery Models work stream is one of the six key work streams of the Walsall Proud Programme. Launched in mid May 2019 this paper is now summarises at a high level where this work stream is currently at and how it fits in with the Council's overall plan.

2.2.   Ten refreshed corporate outcomes have been produced. These link directly to the Council's five priorities of Economic growth, People, Internal, Children and Communities (EPICC).

2.3.   The refreshed outcomes have then been translated into a number of cross-cutting themes (components) and these will form the basis of cross-service design in-line with the Proud Programme outcomes.

2.4.   An indicative three-year timetable for the roll-out of the component design and transformation projects has been produced; Appendix 1.

2.5.   Work on the next phase (review and transformation projects) will be informed by the work already completed and lessons learnt from the Planning and Resilient Communities design work.

3.   Recommendations

That Cabinet agree the:

3.1   the ten refreshed Corporate outcomes;

3.2   the cross-cutting themes (components) that the Proud Programme will focus on; and

3.3   the indicative three-year timetable for the roll-out of the component elements and transformation projects.

4.   Know

4.1.   The Walsall Proud Programme was launched in April 2019 as the Council's transformation programme. It has three core objectives:-

> ➢ to improve the customer experience,
> ➢ to achieve better employee satisfaction, and
> ➢ to deliver financial savings / efficiencies.

At the Cabinet meeting on Wednesday 12 December 2018, Cabinet confirmed its commitment to the delivery of the Proud Programme.

4.2.   The Proud Programme is Walsall's transformation programme. It will cover all council services and consists of six key work streams:-

1. Outcomes, Service Levels, Delivery Models & Service Redesigns
2. Service Productivity & Performance
3. Income Generation & Cost Recovery
4. Commissioning, Procurement & Contract Management
5. Designing the Ways of Working
6. Culture & Behaviours

4.3.   Each work stream is guided by a Corporate Management Team sponsor and then managed by a work stream lead at Assistant Director or Head of Service level.

Other themes of work are also being developed as they have a broader cross-council and customer impact, and include Enabling Technology and Customer Access Management.

4.4.   The work stream on Outcomes, Service Levels, Delivery Models & Service Redesigns is considered critical to the Proud Programme due to its scope across all council services as well as the opportunity to achieve the three Proud objectives (customers, employees, finance).

4.5.   In reviewing the Corporate Outcomes, the work stream confirmed that everything that the Council sets out to do should be in support of delivering the Corporate Plan. The Corporate Plan identifies the Vision to:

a) maximise residents' potential, and
b) minimise inequality in the Borough

as well as the Council's purpose; that we create the environment so that individuals and communities can fulfil their potential.

4.6.   To do this, the Council will continue to operate in-line with our stated Values:

Professional, Leadership, Accountable, Transparent and Ethical (PLATE),

to deliver the five Priorities (EPICC):-

1. Economic growth
2. People
3. Internal focus
4. Children
5. Communities

4.7.   From the five Priorities, a review was undertaken to create the following ten refreshed Outcomes, two per Priority:-

Economic Growth

1. Creating an environment where business invests and everyone who wants a job can access one
2. Education, training and skills enable people to fulfil their personal development

People

3. People live a good quality of life and feel that they belong
4. People know what makes them healthy and they are encouraged to get support when they need it

Internal

5. Internal services deliver quality and adapt to meet the needs of customer facing services
6. Services are efficient and deliver value for money

Children

7. Children thrive emotionally, physically, mentally and feel they are achieving their potential
8. Children grow up in connected communities and feel safe everywhere

Communities

9. Housing meeting all peoples' needs, is affordable, safe and warm
10. People are proud of their vibrant town, districts and communities

4.8.   A review of all Council services was then undertaken to identify exactly what the organisation now believes that it does. This produced a list of 243 different services, or distinct operations, that are delivered as part of Walsall Council's operation in 2019.

4.9.   A self-assessment of these services' contribution to each of the ten Outcomes was undertaken. This gave an indicative picture of how many different services made some level of contribution towards the overall Corporate Plan.

4.10.   In several cases it was found that services might contribute to more than one Priority and also to several Outcomes. To account for this, a number of cross-cutting themes or components was developed, these being:-

  ➢ Education, skills and entrepreneurs
  ➢ Employment
  ➢ Attracting business investment
  ➢ Celebrating culture
  ➢ Supporting those with health needs
  ➢ Supporting physical and mental health
  ➢ Helping people feel connected
  ➢ Housing
  ➢ Nurturing the physical environment
  ➢ Looking after vulnerable children
  ➢ Resilient communities

4.11.   An indicative timetable or running order has been created, spread over the three years 2019/20, 2020/21 and 2021/22:-

Year 1 (2019/20)

  ➢ Nurturing the physical environment
  ➢ Attracting business investment
  ➢ Supporting those with health needs
  ➢ Right for Children
  ➢ Resilient Communities *

(* already commenced as a fast-track review)

Year 2 (2020/21)

  ➢ Housing
  ➢ Helping people feel connected
  ➢ Employment
  ➢ Education, skills and entrepreneurs

Year 3 (2021/22)

  ➢ Celebrating culture
  ➢ Supporting physical and mental health

4.12.   As many of the Council services fit into more than one of the cross-cutting themes, they have been bundled so that the component review phase can better consider joined-up working, efficiencies and other opportunities.

4.13.   Cabinet is now asked to approve the refreshed Outcomes and cross-cutting themes (components), and the indicative three-year programme for the component review and transformation work.

4.14.   Once agreed, Phase 2 of the Outcomes, Service Levels, Delivery Models & Service Redesigns work stream will facilitate the Review & Transformation Projects in-line with the timetable. Each theme or component will therefore become a Project, led by a named Project Lead, supported by the Project Management Office.

4.15.   The running order for component design will be critical as to when and how Walsall residents might see changes in the services with which they interact, as well as to realise the customer experience, employee satisfaction, and financial benefits.

Risk management

4.16.   Walsall's Proud Programme is a council-wide transformation programme that is ambitious in its aspiration(s). Its success will depend on the appropriate commitment and allocation of resources, the realism of the timetable, capacity of officers, the time put in and the buy-in of all those involved. Only by taking a whole-council approach can the Proud Programme deliver.

4.17.   Corporate Management Team will oversee the message, publication and communication of the refreshed Outcomes, the themes and indicative timetable. It will be crucial that employees understand what will happen and when, in addition to what proposals may mean for them. Staff will be able to engage and communicate their views for consideration into the programme.

Financial implications

4.18.   There are no direct financial implications directly attributable to the approval of the outcomes. Approving the timeline will help to provide the Council with added certainty on the sequence of component design and subsequent service design and its associated benefits plan.

Legal implications

4.19.   There are no legal implications directly attributable to this report. Any legal implications related to service redesign will be reviewed as part of the service transformation process. Further decisions will be presented to Cabinet as and when required.

Procurement Implications/Social Value

4.20. None directly relating to this report, although there will be during the delivery phase.

Property implications

4.21. None directly relating to this report, although there will be during the delivery phase.

Health and wellbeing implications

4.22. The ten refreshed Outcomes have been written to maximise the health and wellbeing of Walsall's citizens and stakeholders.

Staffing implications

4.23. While there are no staffing implications directly attributable to this report, the theme/component design for each of the outcomes will have implications for some employees. As each component design commences, reports will be brought back to Cabinet as appropriate. Employees will also be consulted alongside trade union representatives.

Reducing Inequalities

4.24. An Equality Impact Assessment (EqIA) for the Outcomes, Service Levels & Delivery Models work stream has been prepared and updated as part of the development of the refreshed Corporate Outcomes.

4.25. This overarching EqIA will need to be maintained on a regular basis throughout the Programme however it is anticipated that each of the cross-cutting Projects will have their own Equality Impact Assessments.

4.26. This approach will ensure that the agreed focus is maintained by each project. It is essential that each review and subsequent transformation must consider how any proposed changes might affect individuals and groups; and what relevant mitigating action or changes may be required.

Consultation

4.27. Corporate Management Team have been closely involved in the development of the refreshed Outcomes, led by the Executive Director for Adult Social Care as the work stream sponsor.

4.28. Executive Directors, Assistant Directors and Heads of Service have been involved in compiling a full list of the Council's current services and functions that it delivers in 2019. A self-assessment was also completed by these staff as to the contribution of their services to delivering the Council's refreshed Outcomes.

4.29.   Several workshops have been held in recent months to create, mould and test the Outcomes and also to develop the cross-cutting themes.

4.30.   A cross-Council workshop was held in the Town Hall in July to further test a variety of options, messages and potential delivery solutions and partners. Staff were invited from across the four Directorates and at different pay grades to attract a wide level of discussion and open feedback. This encouraged participation and allowed feedback as well as help identify amendments prior to seeking formal approval.

5.   Decide

5.1.   So that the Outcomes, Service Levels, Delivery Models & Service Redesign work stream can move into the Project phase, Cabinet is now asked to agree-

> the ten refreshed Corporate Outcomes;

> the cross-cutting themes (components) that the Proud Programme will focus on; and

> the indicative three-year timetable for the roll-out of the review and transformation projects.

6.   Respond

6.1.   Following approval of this report, the refreshed Outcomes, cross-cutting themes that are in-scope within each Project and the indicative three-year timetable will be shared with all Council employees as part of the wider Walsall Proud Programme communications plan.

6.2.   The Outcomes, if agreed, will be included in the refreshed Council Corporate Plan and presented to Council in February 2020 for approval.

7.   Review

7.1.   The order for Projects over the next three years will be reviewed on an on-going basis as part of the Proud Programme planning. This will ensure that the overall plan can be updated for emerging interdependencies and other priorities as they emerge.

Background papers

Walsall Proud Programme Contract Award Report - Cabinet 12 December 2018

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27 August 2019

Councillor Bird
Leader of the Council

27 August 2019
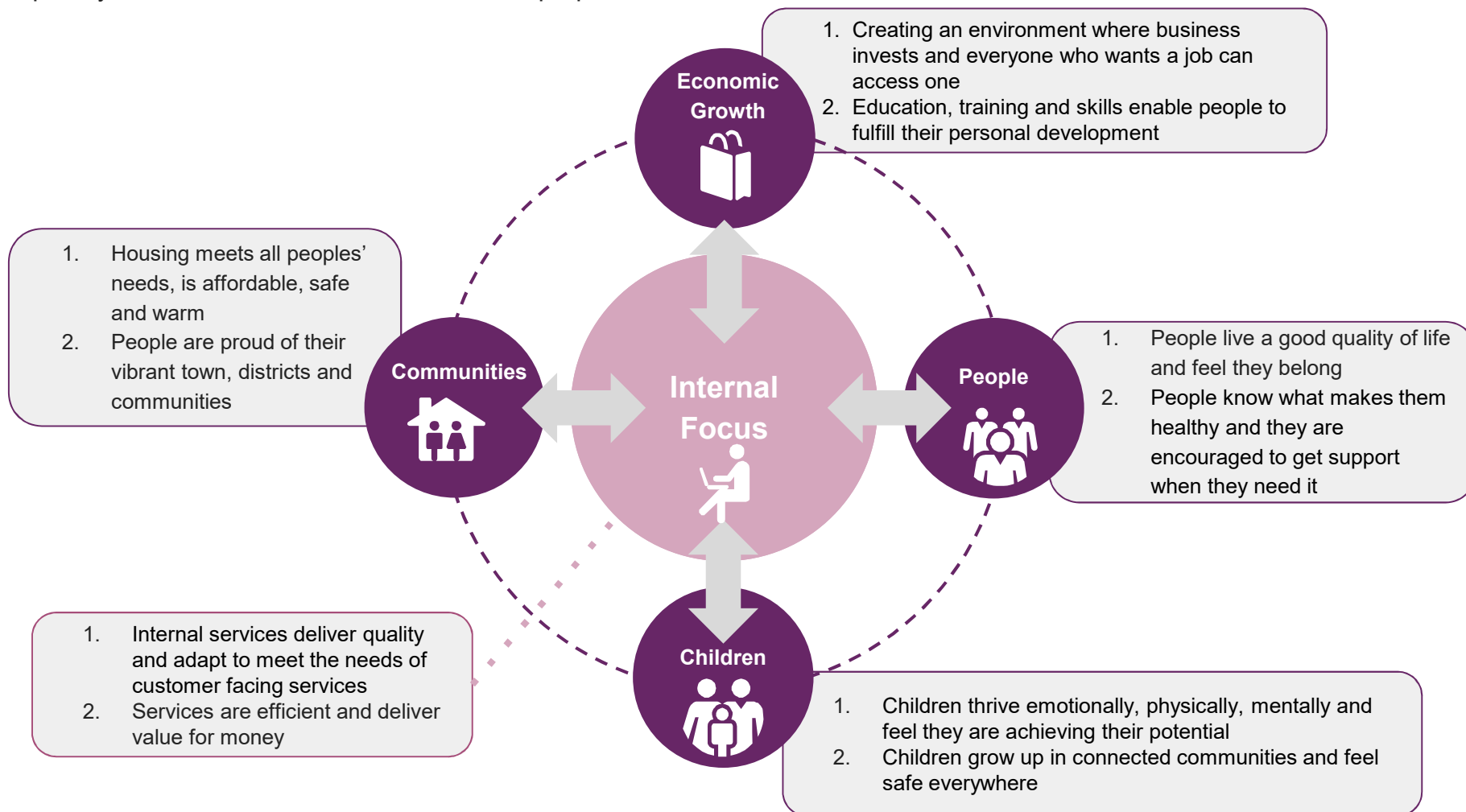
Corporate Outcomes
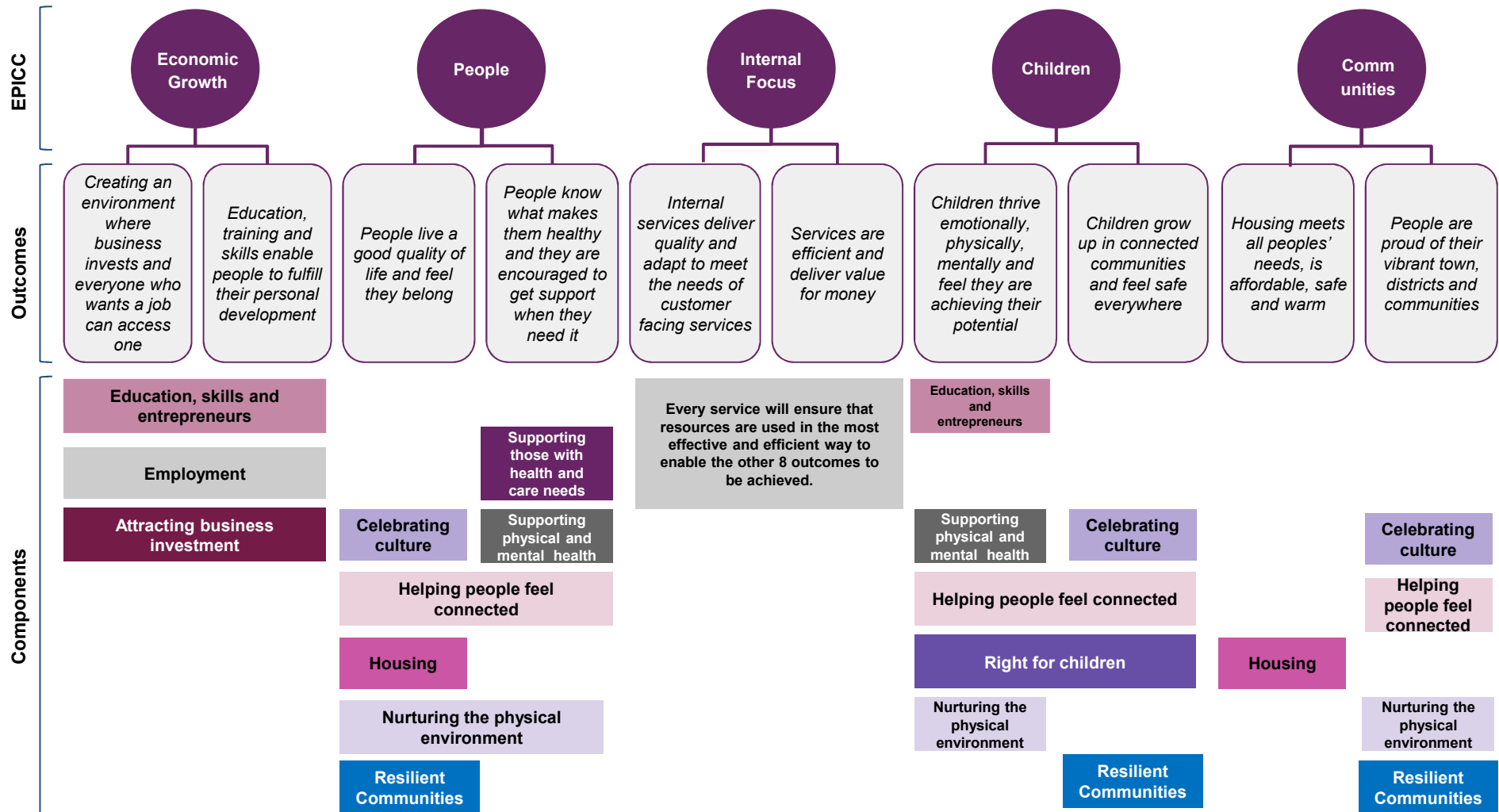*Cabinet - September 2019*
(Appendix)

Walsall Council

PROUD OF OUR PAST OUR PRESENT AND FOR OUR FUTURE

What are the proposed outcomes?

Walsall Council has set out the its priorities to improve the lives of people and communities in Walsall. Against these priority areas, 10 revised outcomes are now proposed.

Economic Growth
1. Creating an environment where business invests and everyone who wants a job can access one
2. Education, training and skills enable people to fulfill their personal development

Communities
1. Housing meets all peoples' needs, is affordable, safe and warm
2. People are proud of their vibrant town, districts and communities

People
1. People live a good quality of life and feel they belong
2. People know what makes them healthy and they are encouraged to get support when they need it

Internal Focus
1. Internal services deliver quality and adapt to meet the needs of customer facing services
2. Services are efficient and deliver value for money

Children
1. Children thrive emotionally, physically, mentally and feel they are achieving their potential
2. Children grow up in connected communities and feel safe everywhere

How will we deliver the outcomes?

What is the proposed running order for component design?

	Year 1	Year 2	Year 3
	Nurturing the physical environment		
	Attracting business investment		
	Supporting those with health and care needs	*Transformation process already commenced through Walsall Together*	
	Right for children	*Transformation process already commenced through Walsall Right 4 Children*	
	Resilient Communities	*Transformation process already commenced*	
		Housing	
		Helping people feel connected	
		Employment	
		Education, skills and entrepreneurs	
			Celebrating culture
			Supporting physical health

The image indicates when each component design will commence, but not the timescale for completion.