



RLT Update on the Working Smarter Business Change Programme

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Walsall Council



Agenda

- Origins of Working Smarter
- Outline of the Programme
- Current Activity
- Future Phases
- Questions



Origins of Working Smarter

- In early 2009 Council applied for and won a REIP grant of £175,000
- To undertake a whole organisational LEAN evaluation
- Complement our service level LEAN activity
- In October 2009 Cabinet approved a Working Smarter Report
 - Lower operating costs & increase customer value and satisfaction
- £1m earmarked in the 2010/11 budget to deliver, based on production of Business Case



Outline of the Programme (1)

- 'Serving Customers Efficiently' Strand
- Working with the Leadership Community (Cabinet, EDs and ADs)
- Assess and live the current customer experience via 3 days in Adult Social Care
- Use that experience to gain a whole council view of customer demands
- Build a new Council operating model
- Support the Neighbourhood Management Model implementation



Outline of the Programme (2)

- Working Smarter will be broadened to govern all change activity at the Council
- CMT will act as the responsible body
- Corporate Programme Delivery & Governance act as gatekeeper
- Ensure clear alignment of all change activity to Working Smarter
- Whole Council will be delivering new operating model



Current Activity

- Phase 1 – The co-creation of a new operating model for the council involving the wider leadership community namely: Cabinet; CMT and Assistant Directors.
- This phase is broken down into smaller packages and is being facilitated by Habanero Business Consulting (wholly funded by the Regional Improvement and Efficiency Partnership grant).
- December 2009 – a series of conversations and briefings with all Cabinet Members; CMT and Assistant Directors.
- Undertaking an analysis of all existing change activity within the council with Directorate Management Teams



Future Phases (1)

- The 3-day programme in March (4th, 16th and 17th) has been organised and will provide the senior leadership community with a view of council performance through the eyes of customers within Adult Social Care.
- This will be followed by a 6 weekly sessions to provide leaders with a comprehensive view of customer demand across the council.
- This will give a clear indication of the organisation design required to deliver simple, efficient and high value services to customers at reduced cost and will begin to describe how this will be achieved.



Future Phases (2)

- **Phase 2** – Will reinforce and justify the case for change towards new ways of working for the whole council and describe the benefits, costs, resources and timescales required to effect the changes.
- **Phase 3** – Is the implementation of the changes into routine, business as usual operations.



Questions



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