

1. Budget, service transformation and efficiency

Planned actions

Continue to develop internal corporate expertise in large scale transformation programme management:

- Review lessons learned from Proud transformation programme.
- Review capacity of change and project management resources across the Council to centralise and align.
- Develop capacity management framework to ensure resources are available for transformation initiatives.

Define the next stages and deliverables for Walsall Transformation programme:

- Scope and develop projects to transform children's services.
- Continue to deliver the Adults Continuous improvement programme to transform Adult services.
- Continue to design, consult and implement new Commissioning model for the Council.
- Redesign scope, focus and approach of Customer transformation programme to continue to transform how services are accessed by our residents.
- Continue to implement projects around back-office support transformation.

Finalise and implement our new commercial strategy including development of a clear multi-year pipeline for commercial activities.

Continue to balance our budgets – making circa £19.7 M savings in 2025/26 and a total of £40M over the period 2025/26-2027/28.

- Review contracts through Third Party Spend Board.
- Work with services to identify savings and efficiencies.
- Explore opportunities for shared working and new models.

Use behavioural science insights and approaches to redesign our customer communication and end to end processes to increase customer payments in council tax and adult social care.

Review Council officer governance to generate efficiency and agility of decision making and align with Council Code of Governance

2. Place leadership:

Planned actions

Develop new Walsall Council Plan in 2024 aligned to Borough wide 2040 strategy to articulate what the Council will do against shared ambitions.

- Draft to Cabinet July 2024, public consultation July- September and then approval November 2024 Cabinet and Council

Refresh partnership key deliverables for 2040 Borough strategy and share with residents to ensure effective accountability.

Finalise and implement Children's 2040 strategy and work programme.

- August 2024 Young people conference to launch strategy.

Implement findings of thematic partnership review:

- Support development of new Economic partnership
- Support development of new Climate Change Walsall partnership
- Support Walsall Culture Compact partnership in development of Walsall Culture Strategy
- Review and streamline partnership governance arrangements.

Work in collaboration with West Midlands Combined Authority:

- Support effective WMCA governance review to ensure streamlined and efficient meetings and work programmes.
- Develop Walsall Place Based Strategy to outline Walsall priority for WMCA funding and work programmes.

Deliver large scale regeneration programme for Walsall Town centre, Bloxwich and Darlaston.

3. Data and technology

Planned actions

Finalise our new data and insight strategy and formulate our approach to master data management.

Develop a data warehouse to generate a single view of customer across the Council.

Evaluate Microsoft AI pilot and rollout use of Microsoft Copilot AI technology across the Council.

Work with TVI (Triple Value Impact) to scope and develop projects using data and technology to generate service efficiency and value:

- Using AI to automate Subject Access Requests and FOIs
- Using data to identify foster families.
- Using data science to identify and review children at risk of going into care.
- Using data to identify adults likely to need care.

Continue to implement digital 'change agents' programme to ensure our staff are digitally confident.

4. Workforce and EDI

Planned actions

Continue to implement our new internal governance for Equality, Diversity and Inclusion

- Refresh membership of Corporate Equality Group governance to ensure service and community perspective.

Develop, consult and finalise a Council EDI strategy outlining what our equalities approach is to policy, workforce and community.

Develop a clear work programme for EDI aligned to the Local Government Association framework 'EFLG' and move towards accreditation.

- Map current level of activity against 'developing' and 'achieving' standard and map gaps to ensure we attain overall level of achieving within 2 years.

Continue to support development of internal staff networks to enable staff voice across equality characteristics and for all staff.

Continue to rollout Equality Champions programme to ensure each service area has an Equality lead and support.

Continue to implement our workforce strategy and HR OD plans to ensure we have the right staff and are representative of the communities we serve.

Review the findings of our staff survey to shape ongoing HR work programmes.