

Cabinet – 24 October 2018

Walsall Proud Programme

Portfolio: Councillor Bird

Related portfolios: All

Service: Council Wide

Wards: All

Key decision: Yes

Forward plan: Yes

1. Summary

- 1.1 This report proposes the Walsall Proud Programme (WPP) as the council's future transformation programme that will transform the way the council works; achieve better outcomes and customer experience; increase staff satisfaction and engagement; and improve service efficiency and performance. A programme designed to be cross-cutting and focused on the way we work, touching all services, so that change can be delivered once across the organisation. The report details the approach to be taken, the implementation resources required and a proposed external partnering arrangement.

2. Recommendations

- 2.1 That Cabinet approves the Walsall Proud Programme framework attached and its implementation.
- 2.2 That approval be given to the Executive Director, Resources and Transformation to enter into negotiations for a contractual arrangement with PwC to assist in the delivery of the Walsall Proud Programme and that a further report be submitted to the next appropriate Cabinet meeting.

3. Report detail

- 3.1 A key action arising from the 2017 LGA Corporate Peer Challenge was that a full stocktake be undertaken of the entire organisation to enable the council to better understand the demand on all services so that it can adapt to meet the needs of Walsall's growing population.
- 3.2 Following a procurement process, PwC were awarded the contract. Their remit was to provide a systematic assessment of our current ways of working, both quantitatively and qualitatively to create an evidence base for change. To explore opportunities for new ways of working and proposals for how to take this forward through a refreshed transformation programme.

- 3.3 It has been acknowledged that the council's current ways of working, which have evolved incrementally over the decades, are no longer adequate to meet the challenges facing local government.
- 3.4 Increasing customer expectations and demand for new and existing services, alongside reductions in funding tell us we need to change our way of working fundamentally. We need to be digitally enabled, flexible, entrepreneurial and efficient.
- 3.5 To address these challenges the council, through a partnering arrangement with PwC, has undertaken a detailed qualitative and quantitative analysis to better understand current ways of working and what needs to change. Details of the approach taken has been subject to a report earlier on the agenda.
- 3.6 In summary, the findings show that the customer experience, whilst good in some areas, it is not always planned or consistent. Significant effort is spent on administration and data entry, and there is fragmentation. As well as that, the transformation programme was not ambitious enough, lacked traction and tangible benefits. Data could be used more effectively, digital technology needs to be exploited and the organisation's ambition could be more aspirational.
- 3.7 A framework has been developed (Appendix 1) that shows how 9 key themes and 8 enablers, that will activate benefit mechanisms to deliver financial and non-financial benefits for the organisation. These mechanisms and the benefits delivered will sit across the council, and may not be attributable directly to any singular theme or enabler. It is the whole council approach across the breadth of these themes and enablers that will drive delivery of the benefits. These benefits will directly support the council's priorities, and increase sustainability in the face of future demand.
- 3.8 In the new ways of working, it is expected that less effort will be required to manage customers, and more effort will be focused on service delivery. Strategic and support services will enable the business to prioritise and target resources more effectively, to deliver outcomes for customers and sustainability for the council.
- 3.9 The existing transformation programme has created some push in delivering change across the organisation. The achievements and activity undertaken to date will be incorporated into the Walsall Proud Programme.
- 3.10 Detailed design of the Walsall Proud Programme will need to be carefully considered based on requirements across the council and customer needs across services. A 'one size fits all' model will not work but new ways of working will be based on a set of design principles that the organisation as a whole is signed up to.
- 3.11 Over the next few months, we will design our future ways of working guided by our Corporate Plan.
 - Our Vision* - Inequalities are reduced and all potential is maximised,
 - Our Purpose* - To create an environment that provides opportunities for all individuals and communities to fulfil, and
 - Our Guiding Principles* –

- Striving to be the best value local authority, use of resources compared to other outcomes;
- Customer First, resolution of queries at first point of contact;
- Support Services that enable the business;
- Corporate Functions that support the business;
- Quality Services at defined levels;
- Digital by Design, by our thinking and our culture.

3.12 Subject to Cabinet approval of the Walsall Proud Programme framework, PwC will produce a high-level design of the programme, which will be used to inform a detailed design and implementation plan ready for delivery from April 2019. The procurement process is set out in section 8 below.

3.13 The Walsall Proud Programme is a large-scale whole council change programme. Experience elsewhere has shown that where this level of change is required it cannot be achieved without significant external support. In acknowledging this from the start, the council undertook a procurement process for a two-phase contract. Phase one diagnostics, outputs and business case has been completed. The intention, subject to Cabinet approval of the Walsall Proud Programme framework, will be to enter into a phase two delivery contract, which will be subject to a further Cabinet report.

4. Council Corporate Plan priorities

4.1 The Walsall Proud Programme is fundamental to the successful delivery of the priorities now and in years to come.

5. Risk management

5.1 It is recognised that large-scale transformation comes with risks. Walsall has an embedded risk management system. Some high level risks have been assessed around the following themes: Vision and Leadership; alignment with other system changes; governance; unengaged stakeholders; drop in current performance; competency gaps; loss of key people; capability and capacity and a lack of pace. Mitigating strategies are being developed.

5.2 For this programme to succeed robust governance must be in place, and members and officers must be fully committed to the delivery of the programme.

5.3 As the individual projects develop, each will have its own risk register and detailed mitigation plan.

6. Financial implications

6.1 The financial costs and benefits involved in the implementation of the programme will be subject to contractual negotiations. At the time of writing it is anticipated that the expected cost to benefit ratio will be in the region of 1:3 (i.e. for every £1 invested this will deliver at least £3 recurring benefit which can be used to support the councils financial position or be reinvested into services).

- 6.2 From a cash flow and financing position, it is currently anticipated that any in year financial benefits will exceed the in-year investment and therefore finance itself without placing any strain in any particular year on the medium term financial plan.

7. Legal implications

- 7.1 There are no direct legal implications arising from this report.

8. Procurement implications/Social Value

- 8.1 An initial procurement process was undertaken in accordance with Public Contract Regulations 2015 and the council's Constitution, to appoint a partner to undertake a stocktake of the organisation (phase one).

- 8.2 It was anticipated at the outset that further services could be required to enable transformation delivery; and that the interdependencies of those services, in addition to constraints of intellectual property rights, would not allow for further competition. The council therefore took steps to enable, in a transparent and compliant manner, the award of a further contract for the design and delivery of a refreshed transformation programme, without a need for a further procurement process.

- 8.3 In order to enable continued progress of a high-level design of a new ways of working model, in sequence with the internal governance requirements of a further Cabinet approval, it has not been possible to proceed straight to the award of the contract for the delivery phase. In accordance with Contract Rules therefore, the Executive Director has approved the award of a supplemental contract for the completion of the high-level design work. The costs of this supplemental design will be met from the existing transformation fund. This precedes the phase two work, which will be subject to a future Cabinet report.

- 8.4 A risk of challenge exists with any procurement; however, steps have been taken to mitigate those risks.

9. Property implications

- 9.1 There are no implications directly associated with the approval of the Walsall Proud Programme framework. Implications will become clear as the design work progresses.

10. Health and wellbeing implications

- 10.1 There are no implications directly associated with the approval of the Walsall Proud Programme framework. Implications will become clear as the design work progresses.

11. Staffing implications

- 11.1 There are no implications directly associated with the approval of the Walsall Proud Programme framework. Implications will become clear as the design work progresses.

12. Reducing inequalities

- 12.1 There are no implications directly associated with the approval of the Walsall Proud Programme framework. Equality impact assessments will be undertaken as the programme develops.

13. Consultation

- 13.1 The Walsall Proud Programme has been informed by evidence gathered and submitted during the LGA Corporate Peer Challenge process, the stocktake undertaken by PwC and via consultation with Cabinet members and senior managers. Briefings have also been held with political groups and the trade unions.

Background paper

LGA Corporate Peer Challenge Action Plan: Stocktake - Cabinet 24 October 2018

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24 October 2018



Councillor Bird
Leader of the Council

24 October 2018

The opportunities identified feed into the nine key themes and activate benefit mechanisms to help the council deliver its vision and outcomes

The following framework shows how the themes and enablers identified activate benefit mechanisms, to deliver certain benefits for the organisation. These mechanisms and the benefits delivered will sit across the council, and may not be attributable directly to any singular theme or enabler. It is the whole council approach across the breadth of these themes and enablers that will drive delivery of the benefits. These benefits will directly support the council's priorities and increase sustainability in the face of future demand.

