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**Meeting of the Cabinet – 27<sup>th</sup> June 2019**

**Report of the Deputy Chief Executive**

**Future Council 2030**

**Purpose**

1. (a) To advise Members of the progress on the work undertaken to date to ensure that the Council has the organisational capability required to ensure successful delivery of the Borough Vision and Council Plan;
- (b) To outline the key themes that have emerged from this work;
- (c) To seek endorsement/approval of the proposed approach for developing and implementing the programme of work required to ensure the organisation is fit for purpose;
- (d) To seek approval from Cabinet to develop a transformation programme for the Council going forward, which will deliver our Future Council 2030 and Council Plan 2019/22 aspirations and outcomes.

**Recommendations**

2. **It is recommended that Cabinet:**
  - Note the work undertaken to date to assess the organisational capability to deliver the Dudley Borough Vision and Council Plan.
  - Endorse the key themes identified within the report as the priority areas for further development.
  - Note the background and learning in relation to the Transforming for the Future Programme.
  - Approve the proposed approach for developing and implementing the combined programme of work required to develop Future Council 2030 and refreshed transformation programme.
  - Authorise the Deputy Chief Executive / Strategic Director Place to be the 'sponsor' for this work.

**Background**

3. The 2030 Borough Vision 'Forging A Future for All', was developed with partners across the Borough and launched in September 2018. It contains 7 aspirations for the future of the Borough:
  1. A place to visit and enjoy that drives opportunity, contributing to its ambitious future, while celebrating its pioneering past;
  2. Full of vibrant towns and neighborhoods, offering a new mix of leisure, faith, cultural, residential and shopping uses;

3. Better connected with high quality and affordable transport, combining road, tram, rail, and new cycling and walking infrastructure;
4. Renowned as home to a host of innovative and prosperous businesses, operating in high quality locations with space to grow, sustainable energy supplies and investing in their workforce;
5. A place where everybody has the education and skills they need, and where outstanding local schools, colleges and universities secure excellent results for their learners;
6. A place of healthy, resilient, safe communities with high aspirations and the ability to shape their own future;
7. An affordable and attractive place to live, with a green network of high quality parks, waterways and nature reserves that are valued by local people and visitors.

The Council Plan, approved by the Council at its meeting on 16<sup>th</sup> May, 2019 gives a commitment that our organisation will constantly strive to improve the way that we deliver our services to meet the needs of local people, and to ensure that we can measure and demonstrate our achievements. It also reflects the commitment to building a dynamic and sustainable organisation and developing our people to achieve a range of objectives, including those associated with transformation and performance, aligned to 4 core priorities to:

- Grow the economy and create jobs
- Create a cleaner and greener place
- Support stronger and safer communities
- Building a dynamic and sustainable organisation

Work has been undertaken to consider the organisational capability required for successful delivery of the commitments and priorities within the Borough Vision and Council Plan. The result is Future Council, a vision for the Council in 2030.

### **Future Council 2030**

Five key themes have been identified which reflect the 'direction of travel' in which the Organisation must move in order to deliver against the outcomes of the Borough Vision and Council plan. These are;

**Workforce** - We will be an employer of choice investing in staff health and well-being and professional development. Our smaller, diverse and agile workforce will reflect the population of Dudley. Managers will have developed new competencies to lead and support their staff in a much more agile working environment. Our values and behaviours will define how we work together, with elected members, with partners and with the public. Automation and self-service will significantly change staff roles but there will be development opportunities to acquire new skills in areas like data analytics.

**Economy** - The Council will be financially stable and commercially aware, providing effective and sustainable services, which provide good value for money. Our approach to regeneration will have transformed the local economy of the borough and benefited all communities. Our work with partners uses our combined procurement power to keep the Dudley £ in Dudley.

**Estates** - We will make all of our buildings available to provide shared spaces for communities to come together. All of our buildings and facilities will be fit for purpose, low carbon and embracing the latest technology. Our smaller and increasingly agile workforce will require significantly less office accommodation. Centralised in Dudley Town Centre it will be flexible, providing touch down, hot desk and meeting spaces, shared with partners where appropriate. With improved public transport and cycling facilities, there will be reduced reliance on private cars.

**Community** - We will have strong relationships with communities across the borough supporting them to do more for themselves. We will co-produce services with the public and work with them to look after the environment in the borough. We will step in to support and safeguard the vulnerable when we need to but early intervention and prevention will mean reduced demand.

**Digital and Technology** - We will do things better by utilising technology to improve services and reduce cost. Data insight and analytics will be fully utilised to understand our customers, deliver better services and continuously improve. All transactions will be automated, self-service, cashless and paperless except where individuals need personal support. The use of artificial intelligence, robotics, low carbon and smart solutions will be the norm in tackling urban challenges such as traffic congestion, pollution and remote service support. We will transform wellbeing and care through digital technologies, delivering improved outcomes for service users.

An illustration of how these five themes align to the Borough Vision, and the Council Plan 2019/22 can be found at **Appendix A** of this report.

Clearly there will be incremental steps along our development journey as an organisation to reach this future position by 2030. For example, the aspiration to become a truly paperless Council (see Digital and Technology above) will need a One Council, co-ordinated programme of work which will take a number of years to achieve as alternative Digital solutions and working practices are appropriately introduced.

Our Council Plan maps out each 3-year step towards reaching our Future Council 2030 aspirations and outcomes, and there will be several iterations of the Council Plan required over the next decade in order to guide the Council through to the position described across the five Future Council 2030 themes.

Given the current pace of change being experienced within Local Government, it is inevitable that change, focus and priorities may well change during the period to 2030. The Council will need to periodically revisit its ambitions and plans appropriately. It's therefore anticipated that the Future Council 2030 plan will be reviewed at least every 3 years to inform the next iteration of each Council Plan.

## Revising our Transformation Programme

4. The Cabinet Report 'Transforming for the Future' of 3<sup>rd</sup> December 2015 set out proposals to transform the Council and to meet budgetary requirements in the Medium Term Financial Strategy (MTFS). It highlighted the need for a redesign of Council services within available budget, deliver the Council Plan, be consistent with our Values and Behaviours framework and provide a clear vision for the public and staff. It would also need to take account of the statutory minimum level of service, the risks of failing to achieve these levels and how we can reduce demand for statutory services.

The current Transforming for the Future programme has evolved over the past three and half years, responding to changes in legislation and recommendations from the Local Government Association (LGA) Peer Review undertaken during 2017, which outlined ways to further improve the alignment and focus of the programme to Council priorities.

Community Resilience	One Public Estate	Commercial & Procurement	Customer Connect
Martin Samuels	Alan Lunt	Rose Younger	Adrian McCormick
Reducing demand for Children's and Adults services, developing vehicles for taking forward new business models with partners.	Rationalise the Council's land & property asset base - exploiting opportunities to realise savings, income and efficiencies through our estate.	Defining the Council's Commercial Strategy, improving council procurement, ensuring viability of traded activities.	Supporting delivery of the Council Plan priorities. Developing Digital capability.
<ul style="list-style-type: none"> <li>• <b>Multi Speciality Care Provider (MCP).</b></li> <li>• <b>Children in Need.</b></li> <li>• <b>Fostering Modernisation.</b></li> <li>• <b>Establishing a Whole Life Disability Service</b></li> <li>• <b>Modernising the Care Estate</b></li> </ul>	<ul style="list-style-type: none"> <li>• <b>Corporate Estate Strategy</b></li> <li>• <b>Depot Strategy</b></li> <li>• <b>Leisure Centres</b></li> <li>• <b>Himley Options</b></li> <li>• <b>Council House Complex / Accommodation</b></li> <li>• <b>Dudley Town Hall, former Dudley Museum and Saltwells</b></li> </ul>	<ul style="list-style-type: none"> <li>• <b>Commercial</b> Develop the commercial culture and processes.</li> <li>• <b>Procurement</b> Ensuring that our 3<sup>rd</sup> party spend delivers Best Value</li> <li>• <b>Social Value</b> Added Social, Economic and Environmental benefits</li> </ul>	<ul style="list-style-type: none"> <li>• <b>People</b> Developing our workforce.</li> <li>• <b>Process</b> Modernising the way we work.</li> <li>• <b>Re-design</b> Supporting delivering change.</li> <li>• <b>Service Centre</b> Developing a Service Centre and Digital Capability.</li> </ul>

With the development of Future Council 2030 there is a need to revise and refresh our Transformation Programme in order to ensure that it will assist to reduce the cost of services, increase the effectiveness of the Council and to deliver the Outcomes of the Borough Vision and Council Plan.

In addition the opportunity has been taken to reflect on the progress of the Transforming for the Future Programme and identify key learning points to incorporate into future transformation arrangements. Key learning points have been identified as follows:

- a) To increase the involvement of Elected Members in leading the definition, shaping and delivery of priority outcomes for future Council transformation.
- b) A One Council transformation approach, which ensures all aspects of delivering the Future Council 2030 and Council Plan 2019-22 are prioritised, cohesive and deliverable.

- c) To more clearly define the required Council investment of resources / skills and the benefits both financial and non-financial of each transformation priority.
- d) To develop a Council wide engagement & communications plan to ensure opportunities are available for all staff to be involved in shaping the future, cross service ownership becomes the default and Member / Officer partnership working is as effective as possible.
- e) A transformation programme that is built upon the Council's core Values & Behaviours framework, with increased focus on ensuring 'simplicity' as a key principle.
- f) An enabling governance, which supports effective Member / Officer Leadership and accountability, while providing the appropriate cross party overview and scrutiny.

These key points have been incorporated into the design of Future Council 2030 going forward.

Once the Delivery Plans for Future Council have been developed these will supersede Transforming for the Future. However while these are being developed work continues with the Transforming for the Future programme, to ensure existing programmes e.g. Digital transformation, continue to be delivered to plan.

### **Next Steps**

5. The themes and descriptors identified For Future Council 2030 form the initial stage of the work to build the organisational capability required to deliver the Borough Vision and Council Plan. The next stage requires involvement and leadership of Members to further develop this work, supported by Officers to ultimately enable the production of detailed delivery plans for each theme.

Each of the 5 themes is by definition 'cross cutting' and cannot be aligned exclusively to a professional discipline, Division or Directorate. It is proposed therefore that lead Officers are designated due to a combination of their experience, change management skills and leadership capacity.

The proposed approach is for each theme to have a Cabinet Member Champion assigned by the Council Leader, who will be supported by a designated lead Officer, working with a small Reference Group comprised of the relevant Shadow Member Champion, assigned by the opposition Group Leader, other Members with an interest in the theme and relevant support Officers.

The first task will be to fully scope out the theme area in order to identify issues and opportunities. The opportunities identified will be prioritised in order to ensure that those actions that give rise to the greatest benefits are capable of being adequately resourced in order to ensure delivery.

Subsequently, the Scoping exercise will lead to development of a Transformation Action and Implementation Plan, reflecting the combined priorities of the thematic areas, with milestones and outcomes provided for ongoing monitoring and evaluation purposes.

The Councillor Champions selected by the Council Leader for each theme will be as follows:

- Workforce – Cllr. Simon Phipps
- Economy – Cllr. Steve Clark
- Community – Cllr. Laura Taylor
- Technology – Cllr. Nic Barlow
- Facilities – Cllr. Ian Kettle

Overall leadership for the Borough Vision and Future Council 2030 will be the responsibility of Cllr Phipps

The Lead Officers for scoping each theme will be as follows:

- Workforce – Iain Newman – Chief Officer, Finance
- Economy – Helen Martin – Chief Officer, Regeneration and Enterprise
- Community – Deborah Harkins - Chief Officer, People, Health and Wellbeing
- Technology – Matt Bowsher – Chief Officer, Adult Social Care
- Facilities – Matt Williams – Chief Officer, Environment

In order to ensure that appropriate oversight and progress is maintained, the Deputy Chief Executive shall be the Project Sponsor.

The timetable for this work is as follows;

- July 2019 – Thematic Reference Groups established and commence work.
- July 2019 – Scoping work considered by Corporate Scrutiny Committee
- Sept 2019 – Scoping exercises completed and Draft Delivery Plans developed for discussion at Corporate Scrutiny
- Oct 2019 – Cabinet approves Delivery Plans and any financial implications are built into the Medium Term Financial Strategy

To support and co-ordinate the initial work involved in developing Future Council 2030 transformation, a programme lead will be provided, using unallocated and available 'Transformation Reserve' funding until a new structure for the service is finalised, following the recent departure to another Local Authority of the Chief Officer Transformation.

## **Finance**

6. Resource requirements to support Future Council 2030 and transformation will be considered in due course and brought back for Cabinet and Council approval as part of the budget and Medium Term Financial Strategy.

To support and co-ordinate the initial work involved in developing Future Council 2030 transformation, a programme lead will be provided, using unallocated and available 'Transformation Reserve' funding until a new structure for the service is finalised, following the recent departure to another Local Authority of the Chief Officer Transformation and Performance.

## **Law**

7. None as a direct result of this report

## **Equality Impact**

8. None as a direct result of this report

## **Human Resources/Transformation**

9. None as a direct result of this report, although the Transformation Programme will influence the future shape and size of the Council which will have subsequent impact on workforce.

## **Commercial Implications / Opportunities**

10. The refresh of the Transformation Programme will focus heavily upon the ability of the Council to increase income and drive costs down in a commercial approach to the delivery of services



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**Deputy Chief Executive**

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## **Appendices**

Appendix A – Borough Vision, Future Council 2030 and Council Plan 2019/22

## **List of Background Documents**

Borough Vision – Forging a Future for All  
Dudley Council Plan 2019/22