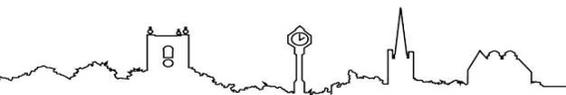


Future Council 2030

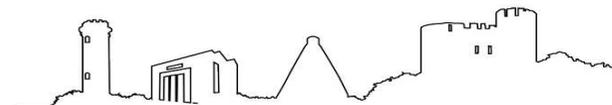
Scrutiny Update – 8th September 2021

Balvinder Heran

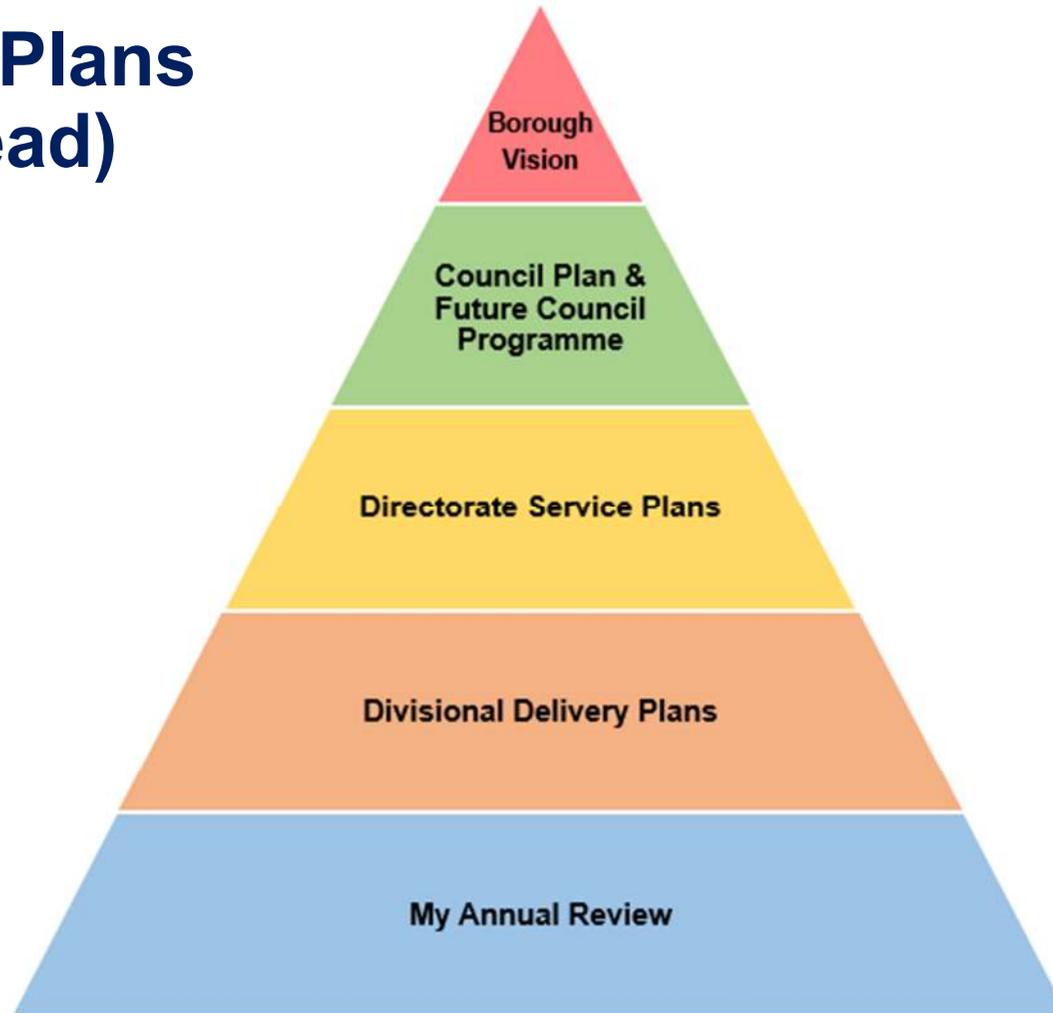
Deputy Chief Executive



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Hierarchy of Plans (Golden Thread)

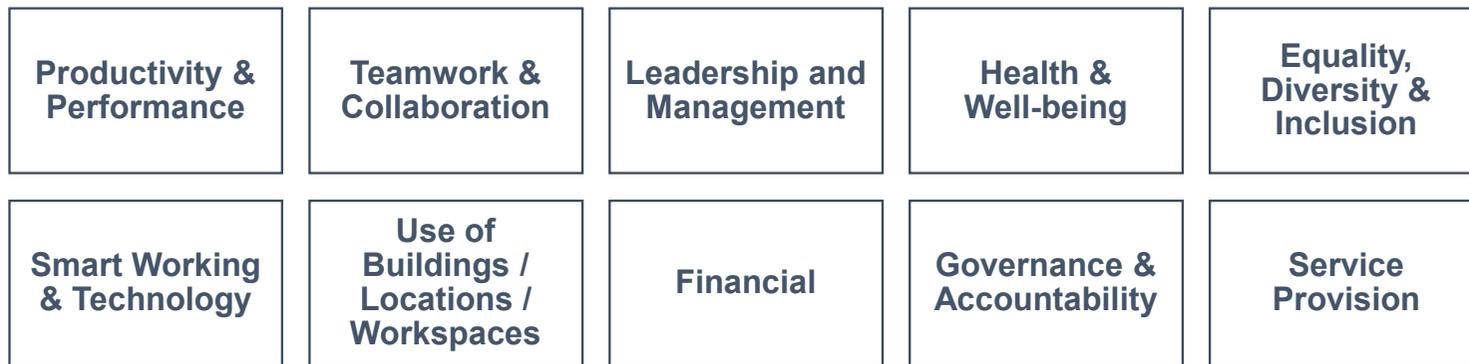


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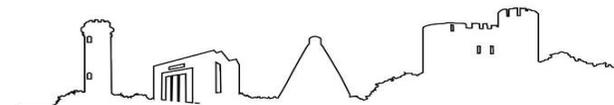


Future of Work

- Work being undertaken to review what the future of work will look like for Dudley
- Many considerations being reviewed

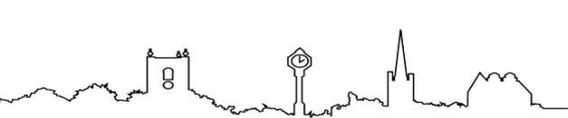


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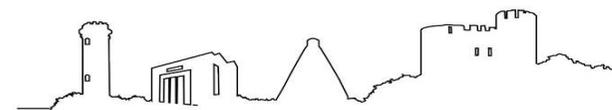


Future Council – The Case for Change

- Need to shape our service delivery model to meet the changing requirements of our residents, businesses, learners and visitors living with Covid
- Reducing budgets against a backdrop of growing demand requires all public sector to think and work very differently
- Need to build a compelling package to attract, retain and build a skilled workforce especially in key areas such as social care, front line and corporate services
- Build a sense of urgency and collective ownership in reducing carbon emissions
- Maximise on the unique window of opportunity to build on the transformation achieved out of necessity during Covid19



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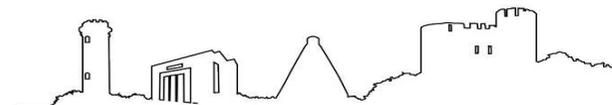
Future Council - Imperatives

- **Workstyles** shaped around service/business need and development of future
- **Workspace Strategy** – physical assets to be developed, shaping our office estate to fit our new workstyles and optimised for multi-functional use/commercial return
- Delivering the **People Strategy** – providing the right conditions to adapt/sustain change - greater focus on culture, engagement, health and wellbeing, on-going development/training, improving engagement/feedback, terms and conditions are fit for future, maximising use of technology and digital
- **Exceptional Customer Experience** – working with partners to a single digital front door i.e. enable citizens, businesses and visitors to engage with all public bodies of Dudley as one to access public services. Create an omnichannel experience which leverages technologies and adopts user experiences from Amazon, Twitter, Facebook, Apple and Netflix.

Cont..



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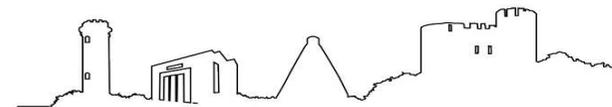


Future Council - Imperatives

- Achieving excellence through **Accountable Leaders** – being accountable for everything we do and being transparent and open about why we do it
- Reducing **Carbon Emissions** across all Council operations to support the agenda for Dudley to become carbon neutral
- Optimise **Business Processes** to fully exploit digital, reduce paper, duplication of effort and move to a tell us once, use many concept



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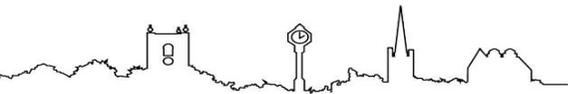


Future Council – Issues

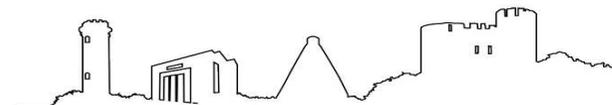
New Workstyles - staff feeling isolated, more difficult for new starters to feel a sense of belonging/building relationships with new colleagues, loss of informal networking/corridor conversations, staff experiencing challenging home circumstances needing to come to the office as a place of safety, unsuitable home accommodation for use as a working environment.

Change Readiness - develop on-going programme of culture change, training and assistance for managers/team leaders and Members to understand more about the benefits of new ways of working.

Citizens' Engagement – public have embraced new ways of engaging with us including greater participation in meetings. We need to build on this whilst at the same time developing programmes and solutions for the less digitally literate.



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Four New Workstyles

- **Fixed Location Worker** – Customer facing and/or roles that are undertaken in a fixed location/ place of work. Typically the postholder will spend a large proportion of their time at the fixed location.
- **Field Worker** – Roles that are working out in the community. The role dictates when and where work is undertaken. These are usually active roles that have no or rare requirement for a workspace except for occasional access to pick up equipment or undertake the role.
- **Community Based Worker** – Roles that spend a lot of time working within the wider community but are also likely to have a base place of work. The regular base may be a DMBC or partner's building. The role dictates when and where they work. Workers may need to conduct some desk-based activities, but they will work away from their admin base for most of their time.
- **Hybrid Worker** – These roles predominantly do not have a fixed location. Visits to a DMBC place of work is for collaborative working and occasional desk-based tasks. The roles work independently for all/most of the week and have minimal face to face interaction with community or service users. Where working with service users the roles use email, digital systems or processes and MS Teams for interaction.

All workstyles – to utilise MS Teams and minimise travel between sites



Future Workplace

We are currently working through

- The workspace requirements
- The ICT personas and KIT requirements
- Which roles fall into the four categories
- Which locations/bases are to be utilised

And prioritising services

- Phase 1 – Children's Services, Adult Social Care, Public Realm and Regeneration & Enterprise
- Phase 2 – Housing, HR&OD, Digital, Customer and Commercial Services
- Phase 3 – Health & Wellbeing, Finance and Legal

Where and what smart rooms do we install so that members, the public, and staff can engage with Council as best suits them.



The Journey so far

March 2020

Autumn 2021 onwards

	Completed				Underway			Next Steps		
Workforce	Shift to working from home for many	Strategic decision to move to hybrid working	Future Council and ways of working (WoW) programme established	Four working styles identified across the organisation	Hybrid conversations at Directorate level	Decisions on organisation wide hybrid principles	Refining work styles for all roles	Implement programme of work	Service transition	Hybrid working in place for priority services / phases
Digital	Staff focus groups, interviews with members & committee members	Defined personas, documented requirement, benchmarked with experts & suppliers	Costed new equipment based on 3 year rolling schedule		Complete benefit and savings quantification	Set up trial equipment	Progress through MTFS process	Secure funding envelope	Procurement process	Deploy new equipment
Facilities	Maintained and secured during lockdown	Occupation data collected in conjunction with Workforce	Initial sites identified for disposal		Preparations for immediate return to workplace in progress	Initial assessment of workstyle numbers v desks required	Identify workplace change options and costs that may be required	Challenge occupation data v new workstyles and confirm number of desks	Update Estate Strategy to reflect retained / surplus sites	Implement approved changes

Key Themes Emerging so far



Property and
Workspace Design



Digital Data and
Technology



Location
requirements



Redesign of
Services



Flexible Working



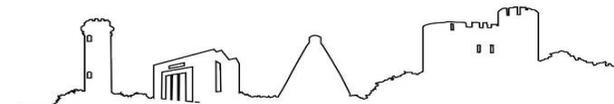
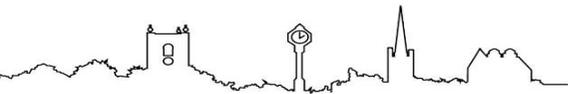
Learning & Skills
Development



Wellbeing

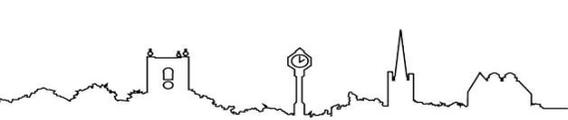


Talent and
Attraction

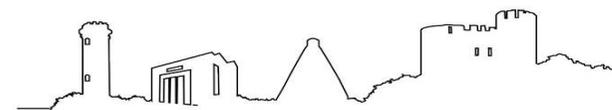


Reviews – some examples

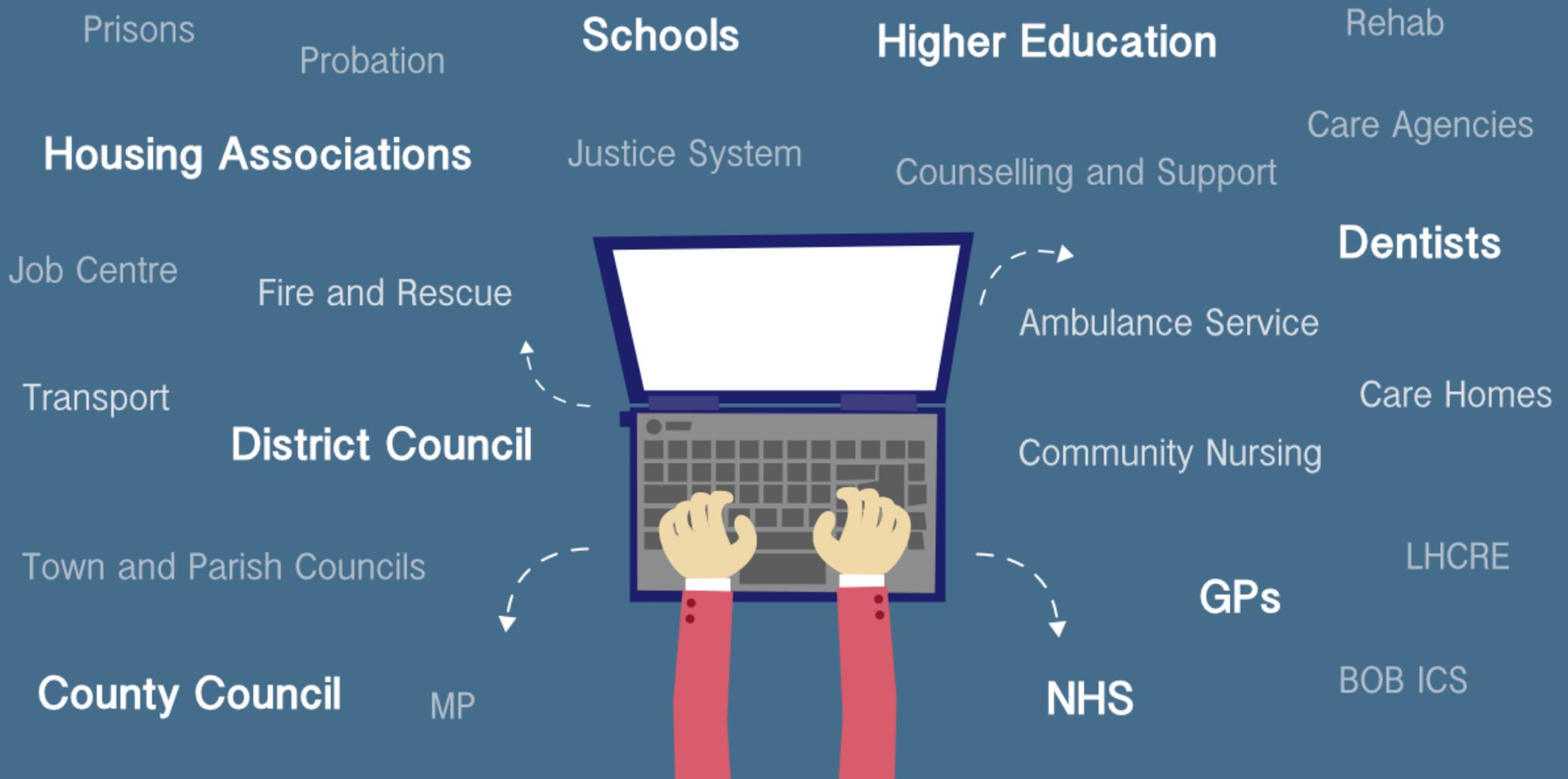
- Review current processes and optimise use of digital across public realm and housing services to provide customers with real time responsive updates
- Look at ‘as is processes’ and optimise ‘to be’ shaped around customer demand and need
- Review all IT systems and ensure that we fully sweat our assets
- Ensure our digital solutions can be consumed the same way as they do in personal life – easy to use and initiative
- Develop a **single digital front door for Dudley** which enables customers to access all public services in one place – not through multiple websites



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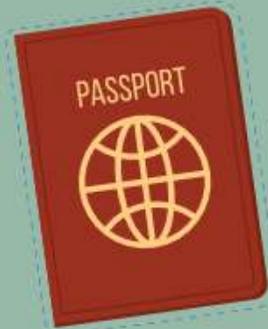


THE DIGITAL LANDSCAPE OF PUBLIC SERVICES



Access to Healthcare Services

Single Sign On
Authentication



e-Prescriptions



Appointments



Access to Council Services

Single Sign On
Authentication



Bin Collections

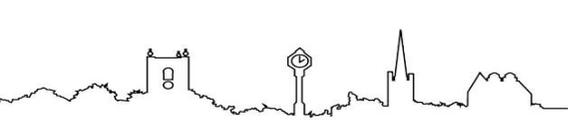


School Places



Development of Ward Plans

The development of ward based plans which enable residents, businesses, councillors and our partners to see first hand the issues within each ward, the opportunities to level up and provide a strong evidence based baseline for each ward which also includes NHS, police and partner information and their plans for each ward.



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