

WE ARE
SANDWELL!



LGA Transformation roundtable

Shokat Lal
Chief Executive



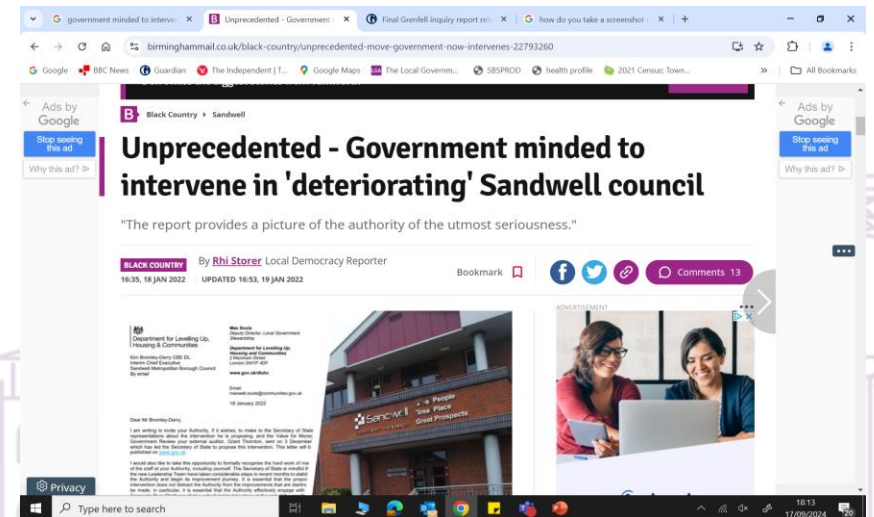
Sandwell – the place and the council

- Population of 346,000
- 12th on indices of multiple deprivation
- One of the most diverse boroughs in the country
- Centrally located in west midlands region
- Rich industrial heritage
- Council workforce of 4,000 + indirect workforce of 1200
- Part of the WM Mayoral Combined Authority
- Post pandemic, Brexit, inflation - has hit Sandwell hard



The Sandwell context

- Intervention is now in the past but can still see it in the rear view mirror
- A more stable and open organisation
- Improvements in services and customer responsiveness
- We are still uncovering legacy issues
- Finding our place within the West Midlands region
- Culture, behaviours and working in silos – still some way to go



Challenges

- Post pandemic – a different approach & attitude to ‘work’
- Change fatigue and resistance
- Citizen expectations of public services at a low point
- Regulatory frameworks and compliance at their highest point



Challenges (2)

- The gathering storm of financial and service pressures
- Transformation – understanding what it means (change)
- Are we representative/inclusive of the people we serve
- Workforce planning - Skills and capability gap, recruitment challenges
- Appetite for risk & innovation – Icarus syndrome (Thurrock, Slough, Woking....)
- Defining the role of a council?



What is our purpose – Sandwell Council?

- Provide services for our residents
- Lead and develop our place
- Represent and champion our communities



Where do we want to be?

- Become a high performing, bold and progressive council for residents
- Delivering high quality low cost services



Fostering resilience with the workforce

- Trust – judged by our actions
- Communications – getting the right balance/hard to reach employees
- Creating the space and opportunities where everyone can be heard
- Don't talk about the money when you talk about transformation
- Co-production – the workforce creating and owning the solutions
- How can you curate powerful moments of connection?
- Fail fast and then move on
- Inclusive



The approach

- *Doing the boring well*
- Describing what good looks like
- Making it real – the case studies - good and bad
- A culture of openness
- Seeing our services through the lens of our residents
- Purposeful partnerships (place based leadership)
- Servant leadership
- Smashing the silos



Organisational Culture, Values & Behaviours

Sandwell
Metropolitan Borough Council

People Strategy

2024 - 2027

WE ARE SANDWELL

Our Values and Behaviours

We Are Sandwell!

- Accountable
- One Team
- Customer focused
- Inclusive
- Ambitious

50 YEARS
1974 • 2024

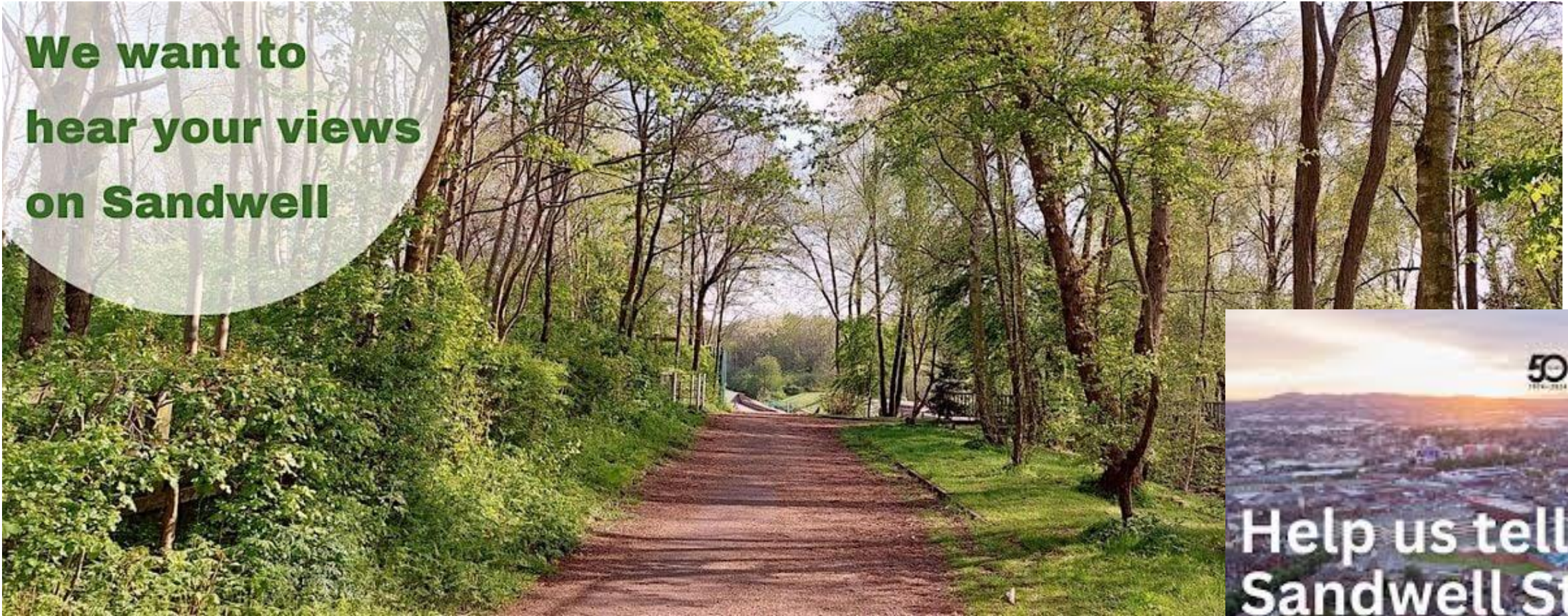
Sandwell
Metropolitan Borough Council

Welcome to Sandwell: A Managers guide

WE ARE SANDWELL

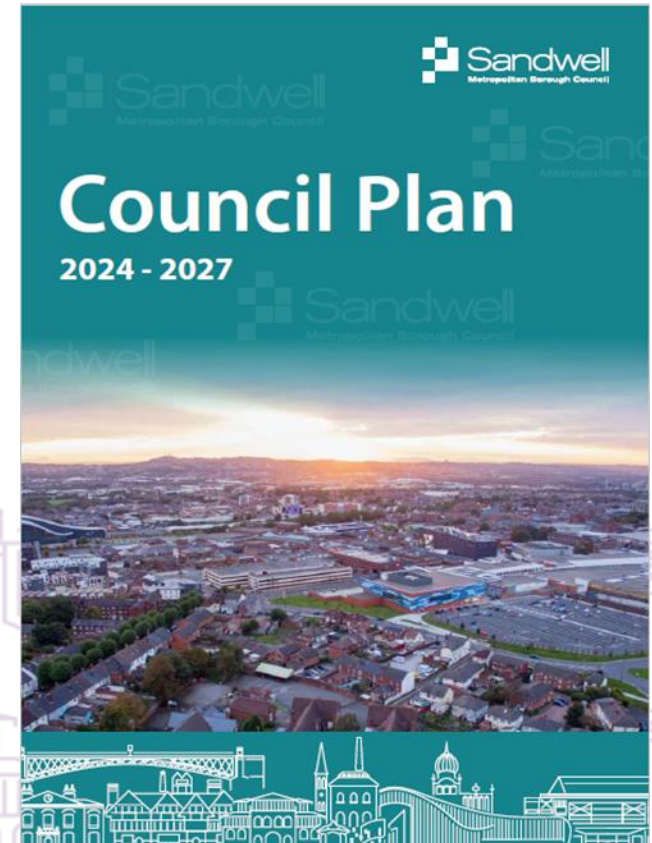
Telling a new story for Sandwell

**We want to
hear your views
on Sandwell**



Impact: *How will we know when we have got 'there'?*

- What is your HR dashboard telling you?
- What are residents telling us?
- What are our peers saying
- Employee surveys – acting on what you know
- How do staff feel on Sunday night?
- Do we need a tripadvisor for local government?



In summary

- You have to bring people on the journey with you
- No place for heroic leadership
- Changing culture takes time (and patience)
- Clarity of purpose
- Sharing best practice – outcome and impact
- Investing in our people – developing and mindfulness





Sandwell

Metropolitan Borough Council