



**SUBJECT: STRENGTHENING TEAMCAERPHILLY**

**REPORT BY: CHIEF EXECUTIVE**

---

## **1. PURPOSE OF THE REPORT**

- 1.1 To update Cabinet on the addition of a series of whole authority reviews to the existing TeamCaerphilly Programme that will further support the delivery a new operating model for the Council.

## **2. SUMMARY**

- 2.1 In the Summer of 2019, Cabinet adopted its 'TeamCaerphilly – Better Together' Strategy as a means of creating and implementing a new operating model for the Council.
- 2.2 The whole organisation transformation programme was essentially based on three main pillars: Service Reviews; Commercialisation and PlaceShaping as well as a range additional programmes intended to create the culture and environment to deliver the overarching concept of 'TeamCaerphilly – Better Together'.
- 2.3 Since the COVID-19 lockdown began in March 2020, many of the principles that TeamCaerphilly sought to embed have been on show on a daily basis. Staff have successfully operated in an agile way, officers from across the Council have come together to deliver a range of new services and residents and businesses have complemented those staff in going above and beyond through a variety of volunteering roles.
- 2.4 Having seen the impact of TeamCaerphilly, the opportunity now exists to embed many of the new approaches that have been employed in recent months as well as accelerating some of the wider work that will support these new models. This report sets out a programme of Corporate Reviews that will help the Council achieve this aim.

## **3. RECOMMENDATIONS**

- 3.1 That Cabinet:
- a) Endorses the Corporate Reviews set out within this report and their inclusion within the TeamCaerphilly – Better Together Programme
  - b) Notes that Members of the Council's Leadership Team will lead the Corporate Reviews and will be supported by an appropriately resourced project team.

#### **4. REASONS FOR THE RECOMMENDATIONS**

- 4.1 To ensure the corporate reviews are fully endorsed by Cabinet and that the additional capacity required to deliver the reviews at pace and scale can be acquired and funded over the medium term.

#### **5. THE REPORT**

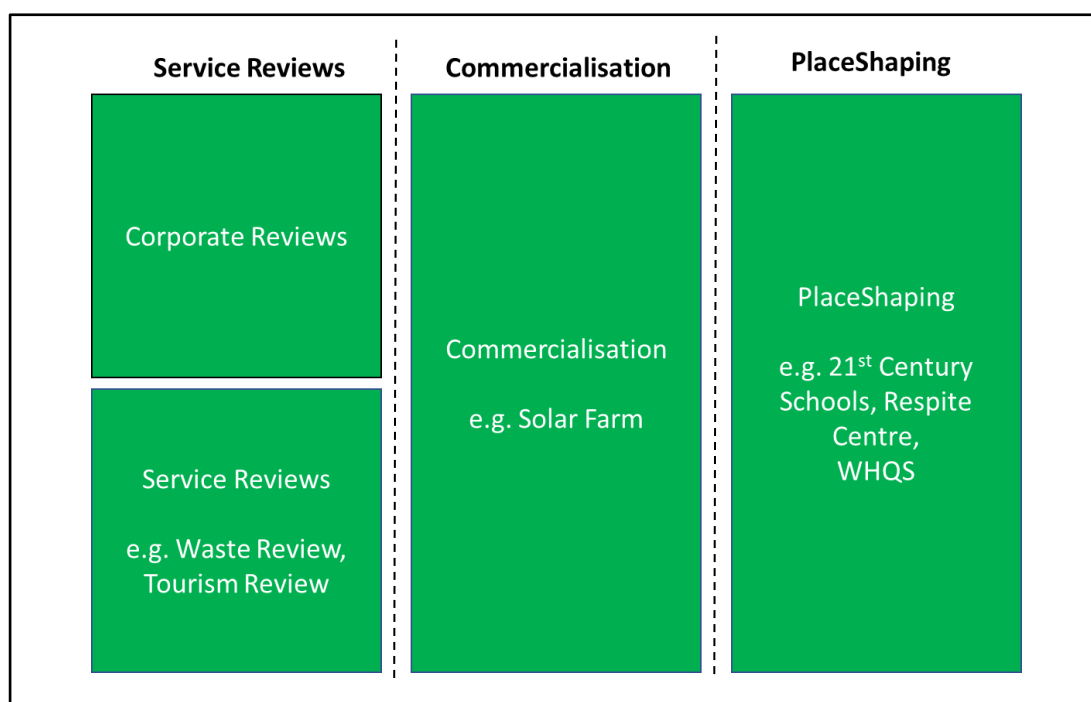
- 5.1 In June 2019, Cabinet endorsed the Council's new Transformation Strategy, TeamCaerphilly – Better Together. The Strategy had been recommended for adoption by the Policy and Resources Scrutiny Committee in March 2019.
- 5.2 The TeamCaerphilly Strategy provided details of a new whole authority operating model for the Council that examined how services are prioritised, how they could become more business efficient, explored opportunities for greater customer focus and digital delivery, considered alternative delivery models and presented a number of opportunities to take a more commercial approach to service delivery.
- 5.3 While the TeamCaerphilly – Better Together Programme was developed in order to overcome a number of significant challenges facing the public sector in 2019, fast forward twelve months and an even greater challenge has presented itself in the form of COVID-19.
- 5.4 COVID-19 brought about, almost overnight, the size and scale of service transformation across the Public Sector that could never previously have been imagined. Long standing methods of service delivery across local government have changed beyond recognition during the last few months, but services have nonetheless continued to be delivered in the majority of cases.
- 5.5 Having provided a real world test of the technological capability of staff, members and residents, revising many longstanding service delivery models and demonstrating what a flexible workforce focusing on the things that matter can achieve, now is surely the optimal time to embed many of these new ways of working as 'the new normal' for local government.
- 5.6 The adoption of the original TeamCaerphilly – Better Together Strategy laid the foundations and provided the framework for what is set out over the coming paragraphs. What is detailed is not a departure from that original strategy or the principles that underpin it. It is, however, an attempt to accelerate the speed and scale of change previously set out by including a number of wide ranging reviews.

#### **5.7 The TeamCaerphilly Framework**

The TeamCaerphilly Framework as set out in 2019 comprises of three core programmes of work as well as a range of activity designed to create the right culture, environment and partnerships to ensure the successful delivery of those three programmes. The three core programmes of work are Service Reviews; Commercialisation and PlaceShaping.

The proposed corporate reviews set out within this document will fall within the Service Review Programme but will be differentiated from existing service reviews as a result of delivering activity that will impact the organisation as a whole, see below:

**Figure 1 – The Three Core Programmes of TeamCaerphilly**



5.8 The proposed TeamCaerphilly Corporate Reviews are defined and explored over the coming paragraphs, alongside a series of statements that attempt to articulate what each review will seek to achieve. The programme as a whole is intended to deliver savings that will ultimately outstrip any investments that need to be made along the way and the reviews should be considered under the auspices of invest to save.

5.9 Proposed TeamCaerphilly Corporate Reviews

The following table sets out the proposed TeamCaerphilly Corporate Reviews. Each Review will be led by a Member of the Council’s Leadership Team supported by a review group that contains a cross section of relevant staff from the organisation and an appropriate mix of other stakeholders.

|    |   |                       |                       |
|----|---|-----------------------|-----------------------|
| 1  | Walk in Services Review                               | OneCouncil            | Learning Organisation |
| 2  | Remote Contact Review                                 |                       |                       |
| 3  | Front Line Delivery Review                            |                       |                       |
| 4  | Support Services Review                               |                       |                       |
| 5  | Information, Insight and Intelligence Review          |                       |                       |
| 6  | Flexible Working Review                               | Workforce & Resources |                       |
| 7  | Sustainable Financial Planning Review                 |                       |                       |
| 8  | Workforce Development Review                          |                       |                       |
| 9  | Corporate Volunteering & Community Partnership Review |                       |                       |
| 10 | Decision-Making Review                                |                       |                       |

## 5.10 Proposed Corporate Review Objectives

### 5.10.1 Walk In Services (OneCouncil)

- Customers can access multiple services and facilities from a single location
- Council significantly reduces the number of public facing assets it owns / leases
- Location of Council buildings is optimised within Communities to drive footfall and improve commercial opportunities

### 5.10.2 Remote Contact Review (OneCouncil)

- Customers will be able to contact the Council through a single telephone number
- Customers can have multiple queries dealt with in a single interaction
- Customers can access, and in some cases have their enquiry resolved, outside normal business hours
- Customers will have their enquiries 'owned' by customer advocates through to resolution
- Customers interactions will provide the opportunity to 'add value'
- Customers have a consistent customer experience when engaging with the Council
- Customers receive targeted communications on a regular basis

### 5.10.3 Front Line Delivery Review (OneCouncil)

- Front line staff have the tools and information they need to operate across departmental boundaries
- 'Neighbourhood Workforce Teams' increase the visibility of the Council across and connection to our Communities
- Front line resources can access and update the Council's customer intelligence system
- Customers can have multiple queries dealt with in a single interaction
- Customers interactions will provide the opportunity to 'add value'
- Customers have a consistent customer experience when engaging with the Council

### 5.10.4 Support Services Review (OneCouncil)

- The Council can access efficient, effective and economic Support Services
- All Support Services operate under a centralised professional management structure
- Business Partners are available to all Directorates to ensure their needs and service standards are being met
- Support Services operate to a consistent and published set of service standards
- Every support £ is spent on 'value' activity
- Support Services are at the forefront of business and technological change

### 5.10.5 Information, Insight and Intelligence Review (OneCouncil)

- An enterprise data platform is in place that enables the Council to

- securely and efficiently use data and analytics to make decisions
- The Council has an enterprise data and information strategy in place that supports predictive analytics as a means of identifying forthcoming need
- Officers in the field and across customer touch points can access and update the intelligence system in real time
- The collection and presentation of performance data is automated
- The organisation has an enhanced analytical capacity that can confirm current, and identify future, need

#### 5.10.6 Flexible Working Review (Workforce and Resources)

- “Work becomes something that people do, not somewhere they go”
- Officers and Members have the equipment, skills and desire to work in an agile way
- Employees are trusted to get their job done flexibly
- An appropriate mix of home / remote and office based working is defined and supported
- Staff productivity, work / life balance and wellbeing is improved
- Council’s Carbon footprint is reduced
- Organisational sickness levels are reduced
- Administrative buildings are repurposed to provide an appropriate mix of fixed desks / hot desks, touch down points, quiet space and meeting space
- The monitoring regimes and administrative burdens associated with managing ‘flexi time’ are reduced

#### 5.10.7 Sustainable Financial Planning Review (Workforce and Resources)

- The Council has a long term and viable financial plan that supports the delivery of council services and the development of new and improved service models
- The Council has a sustainable investment strategy that enables us to turn on and turn off services as required
- Outcome based budgeting – matching our budget to the specific needs of the community
- Effective and efficient spend control

#### 5.10.8 Workforce Development Review (Workforce and Resources)

- Current and future workforce needs are known, modelled and are capable of meeting changing service delivery requirements and needs
- The Council’s workforce embodies the Councils culture, vision, values and behaviours
- A systematic approach is in place that enables existing and aspiring leaders and managers to access the skills and capabilities required to progress their careers with the Council
- Staff potential is maximised through training, development and defined career development pathways
- An organisational Training and Development Programme is in place and appropriately resourced

#### 5.10.9 Corporate Volunteering and Community Partnership Review (Workforce and Resources)

- Council has an approved Volunteering Strategy that creates and sustains

- volunteering capacity across the Communities of Caerphilly
- Council staff are able to volunteer and have their contributions recognised
- Community resources are nurtured in order to provide additional capacity and support to key areas of need
- The 'Community spirit' seen through COVID-19 becomes the backbone of the Borough

#### 5.10.10 Decision-Making Review (Workforce and Resources)

- Governance arrangements are in place that keep us safe while supporting modern ways of working
- Cabinet decision-making arrangements focus appropriately on Council wide strategic issues
- Scrutiny Committees focus Committee Time on Council wide strategic issues aligned to Cabinet FWP
- Delegated Decision-Making capability is introduced for individual Executive Members as well as Directors with appropriate thresholds and safeguards in place
- Our Regulators have approved the new arrangements

#### 5.11 Programme Governance

The TeamCaerphilly Programme Board has been established as the core governance group for the transformation programme and will also oversee the new corporate reviews as part of its remit. The Chief Executive chairs the TeamCaerphilly Transformation Board and the Cabinet Member for Finance, Performance and Planning is also a member of the Board. The Terms of Reference for the Board will remain in place as defined.

Each of the Corporate Reviews will be subject to a report to Cabinet that sets out the intended course of action for the review, the nominated lead officer, the intended outcomes of the review and any known key milestones. As reviews progress and begin to identify the options for change, the relevant Scrutiny Committees will be engaged.

#### 5.12 Conclusion

The service transformation that has taken place over the last three months at the Council has been significant. The Council has seen on a daily basis what a future model of delivery could look like for the residents and businesses of Caerphilly and this model of delivery has been welcomed. These experiences have directly shaped the corporate reviews that form the basis of this report.

## 6. **ASSUMPTIONS**

6.1 None.

## 7. **LINKS TO RELEVANT COUNCIL POLICIES**

7.1 The TeamCaerphilly Strategy is designed to create a new operating model for the Council that will actively support the delivery of each of the Corporate Well-being Objectives in the Corporate Plan 2018-2023:

- Objective 1** - Improve education opportunities for all.
- Objective 2** - Enabling employment.
- Objective 3** - Address the availability, condition and sustainability of homes throughout the County Borough and provide advice, assistance or support to help improve people's wellbeing.
- Objective 4** - Promote a modern, integrated and sustainable transport system that increases opportunity, promotes prosperity and minimises the adverse impacts on the environment
- Objective 5** - Creating a County Borough that supports a healthy lifestyle in accordance with the sustainable Development Principle within the Wellbeing of Future Generations (Wales) Act 2015.
- Objective 6** - Support citizens to remain independent and improve their well-being.

## 8. WELL-BEING OF FUTURE GENERATIONS

8.1 The #Team Caerphilly – Better Together Transformation Strategy will assist the authority in its duties as a public body under the Well-being of Future Generations (Wales) Act 2015 to contribute to the well-being goals for Wales: -

- A prosperous Wales
- A resilient Wales
- A healthier Wales
- A more equal Wales
- A Wales of cohesive communities
- A Wales of vibrant culture and thriving Welsh Language
- A globally responsible Wales

8.2 Delivery of the TeamCaerphilly Strategy is dependent on using the sustainable development principle within the new operating models: -

- **Long Term** – The Strategy will enable the authority to meet its long-term aims and secure sustainable services. Its approach takes a long-term view of assessing all services to ensure their fitness for the future.
- **Prevention** – Taking a commercial approach will allow reinvestment in services and will enable us to protect delivery that may be at risk of further budget cuts.
- **Integration** – Working with communities will support a shared understanding of community well-being; releasing our staff capacity and considering the use of our assets for community purposes are part of our contribution to TeamCaerphilly, in which we expect communities to play their part.
- **Collaboration** – The Strategy sets out a strategic approach to collaboration that maximises opportunities and outcomes.
- **Involvement** – We support greater engagement with communities and will support our staff to be more innovative in finding solutions to problems.

## **9. EQUALITIES IMPLICATIONS**

- 9.1 An EIA screening has been completed in accordance with the Council's Strategic Equality Plan and supplementary guidance. No potential unlawful discrimination and/or low level or minor negative impact has been identified; therefore a full EIA has not been carried out.

## **10. FINANCIAL IMPLICATIONS**

- 10.1 The TeamCaerphilly – Better Together Transformation Strategy aligns with the Cabinet's Medium-Term Financial Plan (MTFP) savings principles, and the new operating model will be a key element in ensuring that the Council remains financially resilient moving forward.

## **11. PERSONNEL IMPLICATIONS**

- 11.1 There are no specific personnel implications directly resulting from this report. Should any staffing implications emerge through the programme of corporate reviews then consultations will take place with Trade Unions and all other relevant stakeholders.

## **12. CONSULTATIONS**

- 12.1 The draft report was distributed as detailed below. All comments received have been reflected in this version of the report.

## **13. STATUTORY POWER**

13. The Local Government Acts 1998 and 2003.

Author: Christina Harray, Chief Executive

Consultees: Leader and Cabinet Members  
Corporate Management Team  
Heads of Service  
Stephen Harris, Interim Head of Corporate Finance & Acting S151  
Robert Tranter, Monitoring Officer and Head of Legal Services  
Lynne Donovan, Head of People Services  
Chairs and Vice Chairs of Scrutiny  
Cllr C Mann, Leader, Plaid Group  
Cllr G Simmonds, Leader, Independent Group