



CABINET – 15TH NOVEMBER 2023

**SUBJECT: MOBILISING TEAM CAERPHILLY GOVERNANCE
ARRANGEMENTS**

REPORT BY: CHIEF EXECUTIVE

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1. PURPOSE OF REPORT

- 1.1 To seek Cabinet's approval on the proposed Governance arrangements for the Mobilising Team Caerphilly Transformation Programme.

2. SUMMARY

- 2.1 In July 2023, Cabinet agreed to support the appointment of two external transformation specialists to support Council Officers to scale up its previous transformation work in view of the significant financial challenges facing the public sector.
- 2.2 The programme, entitled Mobilising Team Caerphilly, has been under development over the last few months and has now moved beyond the initial 'Discovery' phase.
- 2.3 Over 200 ideas and projects have been identified and organised into a portfolio with two programmes and programme teams and resources have also been brought into the programmes from across the organisation to begin implementation.
- 2.4 The process is built on Agile Programme Management principles, 'working in the open' and delivering results at a faster pace and scale than previously possible. This working arrangement requires a high degree of trust between decision-makers and project teams as well as a more flexible approach to governance.
- 2.5 There are two core objectives that have underpinned this work from the outset. This work must improve the customer experience while reducing the organisation cost of meeting the needs of our residents.
- 2.6 A number of key outputs from the discovery work now need to be formalised:
- An organisational narrative that sets out in plain English 'how' the Council intends to approach this programme of significant change.
 - A set of transformation principles, derived from the organisational narrative, that will guide decision-making.

- A programme structure that seeks to provide assurance as well as decision-making agility within an agreed framework.

3. RECOMMENDATIONS

3.1 That Cabinet agree:

- 1) to adopt the organisational narrative set out in para 5.8.
- 2) to adopt the transformation principles set out in para 5.10.
- 3) to the introduction of the proposed programme management and decision-making structure proposed in para 5.11-5.18.

4. REASONS FOR THE RECOMMENDATIONS

4.1 The Council's Medium Term Financial Plan indicates a projected deficit of circa £48m over the next two years. In order to transform services and significantly reduce the cost of service delivery, the Council has engaged some additional expertise and will need to design and implement change at a pace and scale that has not previously been required.

4.2 In order to achieve the goals, the governance arrangements around the Mobilising Team Caerphilly Programme will need to provide assurance as well as decision-making agility that is acceptable to Council. The provision of the narrative, the transformation principles and the programme structure set out within this report provide that foundation.

5. THE REPORT

5.1 In a report to Cabinet in July 2023 approval was given for the Council to appoint two external organisations to support Officers to scale up previous transformation work in view of the significant financial challenges facing the public sector.

5.2 The programme which has been named Mobilising Team Caerphilly has been under development since the beginning of the summer and has already been through a 'Discovery' phase which has seen over 200 ideas and projects identified and organised.

5.3 Agile Programme Management approaches have been key to driving the work so far at pace and scale. Agile Programme Management is defined as "a value-driven approach to managing work that emphasizes collaboration, speed, and efficiency and minimizes waste. Agile helps teams and organizations better meet the demands of their customers, with less risk and better business outcomes".

5.4 The approach to Agile Programme Management within Caerphilly has seen around 50 staff from right across the business come together for around twelve weeks to explore the range of opportunities at our disposal to improve the customer experience while reducing the cost of delivering services.

5.5 This Discovery work has been carried out 'in the open' within the Agile Space at Ty Penallta. There has been an open invitation to any member of staff, elected member and our trade union colleagues to come along to one of the weekly 'stand ups' and be appraised of progress and the current programme position. Indeed, Cabinet as

well as a growing number of elected members have chosen to do so as have our Trade Union colleagues. Dedicated sessions have also been held with around 500 members of staff, political groups and trade unions in addition. This has started to build a movement and a momentum to the programme which has been impressive.

- 5.6 Knowing what the is being worked on in an open and frequent format such as this has begun to change the governance and decision-making dynamic across the Council. This working arrangement requires a high degree of trust between decision-makers and project teams as well as a more flexible approach to governance and this regular immersion of officers and elected members within the programme has seen that trust become really well developed.
- 5.7 The work has also seen Cabinet, CMT, Leadership Team, Management Network, Political Groups and Trade Unions develop, share and refine an organisational narrative for the transformation work that sets out how we intend to deliver on our transformation objectives. The narrative covers a range of elements and is already at the core of much of the transformation programme communication and messaging.

5.8 Organisational Narrative for Transformation

The full organisational narrative for the transformation programme is as follows:

“We are committed to delivering sustainable services that meet the present and future needs of our communities. We know we must adapt to meet the challenges we face, but this isn’t simply about cutting services; it’s about flexibility and finding different ways to deliver what our communities need, when they need it.

This includes using fewer buildings, being more business-minded, and making our services more accessible. As we work to meet the needs of our communities more efficiently, we’ll explore other ways to deliver services when it makes sense to do so.

We must engage with our communities to understand the needs of our residents and provide the right support to meet those needs as simply as possible. Where residents need services that we don’t provide we will signpost them to the most appropriate partners to access the support they need.

We understand that some roles may need to change, and we expect there to be a reduction in staff numbers. We will look at voluntary departures options and as colleagues move on to new opportunities or retire, we will carefully assess how their roles can be managed going forward.

By working together, we can create a better future for all our residents.”

- 5.9 The essence of this organisational narrative has since been distilled down into a series of transformation principles. If the narrative describes our intent, the transformation principles below provide a framework within which decisions can be taken in relation to the transformation programme.

5.10 Mobilising Team Caerphilly Transformation Principles

When delivering transformation, the Council will:

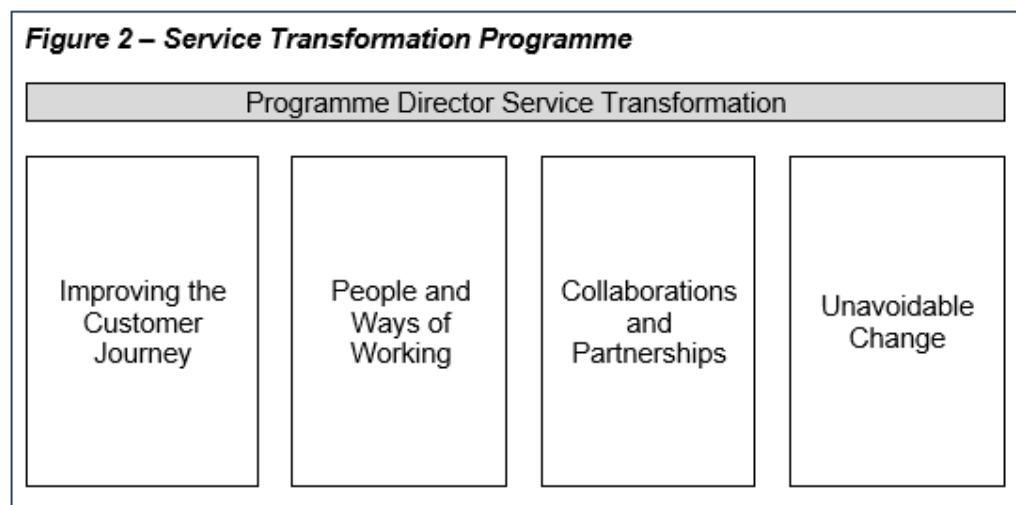
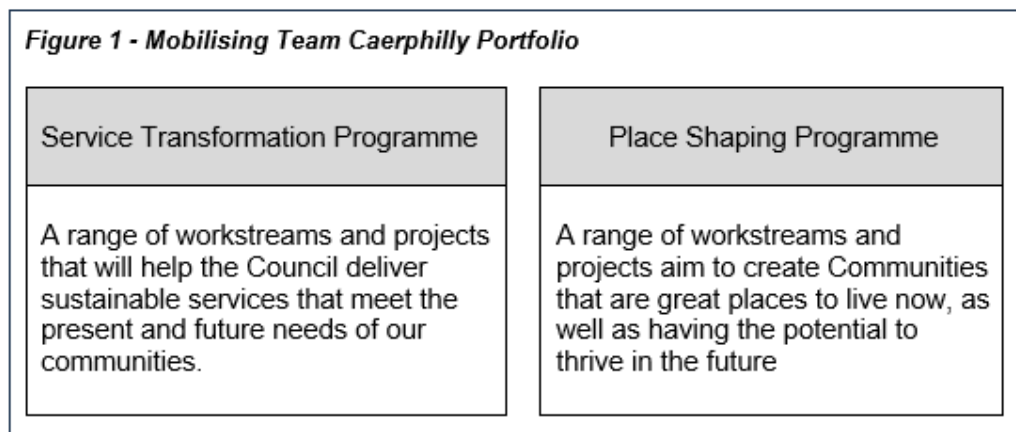
- 1) focus on flexibility and finding different ways to deliver what our communities need, when they need it.

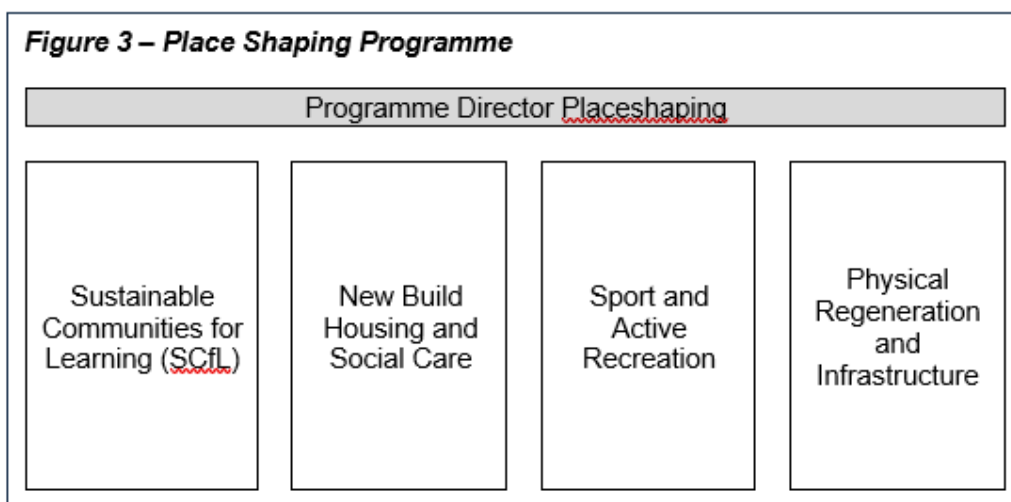
- 2) engage with our communities to understand the needs of our residents and provide the right support to meet those needs as simply as possible.
- 3) deliver channel shift across our council services moving from more expensive, face to face or telephone channels to online services where appropriate.
- 4) explore alternative delivery models when it makes sense to do so.
- 5) look at voluntary departure options and as colleagues move on to new opportunities or retire, carefully assess how roles can be managed going forward.
- 6) use our reserves to help balance the budget in the short term whilst change programmes are fully developed and implemented.
- 7) use our reserves on an invest to save basis to fund one-off costs to deliver changes where required.

5.11 Mobilising Team Caerphilly Programme Governance Arrangements

The Mobilising Team Caerphilly Transformation work has been organised into a Portfolio. A Portfolio is essentially a collection of Programmes, which in turn are collections of sub programmes and projects.

The diagrams below set out the proposed arrangements:





5.12 The Mobilising Team Caerphilly Portfolio will be overseen by a Portfolio Board which will meet monthly. The Portfolio Board will meet to consider, by exception, any aspects of Programme Delivery that require unblocking as well as to ensure appropriate management of programme risks, benefits and resources. Membership of the Board will be reviewed periodically by the Chief Executive.

The Portfolio Board Membership will be as follows:

- Chief Executive (Chair)
- Deputy Chief Executive (Vice Chair)
- Corporate Director Education and Corporate Services
- Corporate Director Economy and Environment
- Corporate Director Social Care & Housing
- Programme Director Service Transformation
- Programme Director Place Shaping
- Head of Financial Services and Section 151 Officer
- Head of Legal Services and Monitoring Officer
- Head of People Services

The Board will be supported by the following advisors:

- Leader / Deputy Leader
- Portfolio Office Lead
- Head of Communications

5.13 Programme decision-making will be in accordance with the existing decision-making arrangements set out within the Council's Constitution. Any change recommended by the Board that requires a Cabinet decision will be discussed informally at a Policy Development Meeting (PDM) then, where necessary with the relevant Scrutiny Committee prior to being submitted to Cabinet for consideration.

5.14 Transformation updates will continue to form part of Cabinet member Briefings with Corporate Directors. There will also be a scheduled monthly transformation Policy Development Meeting.

5.15 Programme 'Stand Ups' will take place in person every Wednesday morning at

9.30am in the Agile Space at Ty Penallta. Cabinet, along with all elected members, will continue to be invited to attend these stand ups. These sessions will provide real time updates on the progress across the entire Portfolio and will be open and transparent.

5.16 Hybrid and virtual stand ups will be arranged by the relevant Programme Directors as appropriate and will again be open in nature.

5.17 An update on the Transformation Programme as a whole will be submitted for consideration by Joint Scrutiny twice a year.

5.18 Members Seminars will also be scheduled as appropriate and will cover relevant and aspects of interest to Members.

5.19 **Conclusion**

Public services are facing unprecedented financial challenges and the Council is by no means immune from those pressures. Over the next two years the Council predicts that it will face a funding shortfall of around £48m. In order to drive down levels of expenditure so significantly a period of intense transformation is required.

The Council also recognises that its community leadership role requires it do all it can to continue to meet the needs of its customers while it drives down the cost of operation. The Mobilising Team Caerphilly Transformation Programme is the approach that the Council is intending to use to deliver on these objectives and the arrangement set out within this report form the foundations for success.

6. ASSUMPTIONS

6.1 At present the Council's Medium Term Financial Plan indicates a £48.3m shortfall across the next 2 years. This figure is based on a number of assumptions that are subject to change.

7. SUMMARY OF INTEGRATED IMPACT ASSESSMENT

7.1 This report seeks to confirm a narrative for the transformation programme, some transformation principles and the introduction of some programme governance at officer level. On this basis an IIA is not required.

8. FINANCIAL IMPLICATIONS

8.1 There are no specific financial implications relating to this report as this focuses specifically on the governance arrangements associated with Mobilising Team Caerphilly.

9. PERSONNEL IMPLICATIONS

9.1 There are no specific personnel implications to this report.

10. CONSULTATIONS

- 10.1 Consultations have taken place with the list of consultees set out below and all views have been included in the main body of the report.

11. STATUTORY POWER

- 11.1 The Local Government and Elections (Wales) Act 2021

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