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Am unrhyw ymholiad yn ymwneud â'r agenda hwn cysylltwch â Sharon Hughes
(Rhif Ffôn: 01443 864281 E-bost: hughesj@caerphilly.gov.uk)

Dyddiad: Dydd Mercher, 4 Tachwedd 2020

Annwyl Syr/Fadam,

Bydd cyfarfod o'r **Pwyllgor Craffu Polisi ac Adnoddau** yn cael ei gynnal trwy Microsoft Teams ar **Dydd Mawrth, 10fed Tachwedd, 2020** am **5.30 pm** i ystyried materion a gynhwysir yn yr agenda canlynol. Gall cynghorwyr a'r cyhoedd sy'n dymuno siarad am unrhyw eitem wneud hynny drwy wneud cais i'r Cadeirydd. Mae croeso i chi ddefnyddio'r iaith Gymraeg yn y cyfarfod, a dylid rhoi cyfnod rhybudd o 3 diwrnod gwaith os ydych yn dymuno gwneud hynny.

Bydd y cyfarfod hwn yn cael ei recordio a bydd ar gael i'w weld trwy wefan y Cyngor, ac eithrio trafodaethau sy'n ymwneud ag eitemau cyfrinachol neu eithriedig. Felly, bydd delweddau/sain yr unigolion sy'n bresennol ac/neu sy'n siarad yn ystod ar gael i'r cyhoedd trwy'r recordiad ar wefan y Cyngor yn www.caerffili.gov.uk

Yr eiddoch yn gywir,

A handwritten signature in black ink, appearing to read 'Christina Harrhy'.

Christina Harrhy
PRIF WEITHREDWR

A G E N D A

Tudalennau

- 1 I dderbyn ymddiheuriadau am absenoldeb
- 2 Datganiadau o Ddiddordeb.

A greener place Man gwyrddach



Atgoffi'r Cynghorwyr a Swyddogion o'u cyfrifoldeb personol i ddatgan unrhyw fuddiannau personol a/neu niweidiol mewn perthynas ag unrhyw eitem o fusnes ar yr agenda hwn yn unol â Deddf Llywodraeth Leol 2000, Cyfansoddiad y Cyngor a'r Cod Ymddygiad ar gyfer Cynghorwyr a Swyddogion.

I gymeradwyo a llofnodi'r cofnodion canlynol:-

- | | | |
|---|--|--------|
| 3 | Pwyllgor Craffu Polisi ac Adnoddau a gynhaliwyd ar 29ain Medi 2020. | 1 - 8 |
| 4 | Ystyried unrhyw fater a gyfeiriwyd at y Pwyllgor hwn yn unol â'r drefn galw i mewn. | |
| 5 | Rhaglen Waith y Dyfodol Pwyllgor Craffu Polisi ac Adnoddau. | 9 - 18 |
| 6 | I dderbyn ac ystyried yr adroddiadau* Cabinet canlynol:-
1. Fframwaith Strategol ar gyfer Adferiad – 30ain Medi 2020;
2. Cynllun Cydraddoldeb Strategol – Adroddiad Monitro a Gwella Blynyddol 2018-2019 – 14eg Hydref 2020;
3. Gweithio Hyblyg – 14eg Hydref 2020;
4. Trin Arian Parod – 14eg Hydref 2020;
5. Gwasanaeth Arlwygo Heb Arian – Ysgolion – 14eg Hydref 2020;
6. Rhaglen Safleoedd Stragegol Llywodraeth Cymru - Cyfleoedd I Ness Tar, Caerffili – 20fed Hydref 2020;
7. Gweithdrefnau Recriwtio Mwy Diogel a Pholisiau'r Gwasanaeth Datgelu a Gwahardd (DBS) – 28ain Hydref 2020;
8. Rhyddid y Fwrdeistref - y Llang Brydeinig Frenhinol – 28ain Hydref 2020;
9. Adroddiad Perfformiad Blynyddol 2019/20 – 28ain Hydref 2020. | |

** Os oes aelod o'r Pwyllgor Craffu yn dymuno i unrhyw un o'r adroddiadau Cabinet uchod i gael eu dwyn ymlaen ar gyfer adolygiad yn y cyfarfod, cysylltwch â Sharon Hughes 01443 864281, erbyn 10.00 a.m. ar ddydd Llun, 9fed Tachwedd 2020.*

I dderbyn ac ystyried yr adroddiadau Craffu canlynol:-

- | | | |
|---|--|---------|
| 7 | Strategaeth TGCh Arfaethedig - Cyflwyniad. | |
| 8 | Strategaeth Fasnachol a Buddsoddi. | 19 - 38 |
| 9 | Rôl Craffu wrth gryfhau Tîm Caerffili. | 39 - 48 |

Cylchrediad:

Cynghorwyr M.A. Adams, Mrs E.M. Aldworth, Mrs C. Forehead, Miss E. Forehead, L. Harding, G. Johnston, G. Kirby (Is Gadeirydd), C.P. Mann, B. Miles, Mrs D. Price, J. Pritchard (Cadeirydd), R. Saralis, Mrs M.E. Sargent, G. Simmonds, J. Taylor a L.G. Whittle

A Swyddogion Priodol

SUT FYDDWN YN DEFNYDDIO EICH GWYBODAETH

Bydd yr unigolion hynny sy'n mynychu cyfarfodydd pwyllgor i siarad/roi tystiolaeth yn cael eu henwi yng nghofnodion y cyfarfod hynny, weithiau bydd hyn yn cynnwys eu man gweithio neu fusnes a'r barnau a fynegir. Bydd cofnodion o'r cyfarfod gan gynnwys manylion y siaradwyr ar gael i'r cyhoedd ar wefan y Cyngor ar www.caerffili.gov.uk. ac eithrio am drafodaethau sy'n ymwneud ag eitemau cyfrinachol neu eithriedig.

Mae gennych nifer o hawliau mewn perthynas â'r wybodaeth, gan gynnwys yr hawl i gael mynediad at wybodaeth sydd gennym amdanoch a'r hawl i gwyno os ydych yn anhapus gyda'r modd y mae eich gwybodaeth yn cael ei brosesu.

Am wybodaeth bellach ar sut rydym yn prosesu eich gwybodaeth a'ch hawliau, ewch i'r Hysbysiad Preifatrwydd Cyfarfodydd Pwyllgor Llawn ar ein gwefan <http://www.caerffili.gov.uk/Pwyllgor/Preifatrwydd> neu cysylltwch â Gwasanaethau Cyfreithiol drwy e-bostio griffd2@caerffili.gov.uk neu ffoniwch 01443 863028.

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POLICY AND RESOURCES SCRUTINY COMMITTEE

MINUTES OF THE DIGITAL MEETING HELD VIA MICROSOFT TEAMS ON TUESDAY,
29TH SEPTEMBER 2020 AT 5.30 P.M.

PRESENT:

Councillor J. Pritchard - Chair
Councillor G. Kirby - Vice Chair

Councillors:

M. Adams, Mrs M. E. Aldworth, Miss E. Forehead, L. Harding, G. Johnston, C. P. Mann,
B. Miles, R. Saralis, Mrs M. Sargent, G. Simmonds, L. Whittle

Cabinet Members:

C. Gordon (Corporate Services), Mrs E. Stenner (Finance, Performance and Customer
Services), Mrs L. Phipps (Housing and Property)

Together with:

R. Edmunds (Corporate Director for Education and Corporate Services), S. Harris (Head of
Financial Services & S151 Officer), L. Donovan (Head of People Services), L. Lucas (Head of
Customer and Digital Services), M. S. Williams (Interim Corporate Director - Communities),
S. Richards (Head of Education, Planning and Strategy), M. Lewis (Principal Officer Catering),
M. Lloyd (Head of Infrastructure), J. Lloyd (Headteacher, Ystrad Mynach Primary School),
L. Dallimore (Unison Branch Secretary), S. Isaacs (Rents Manager), C. Forbes-Thompson
(Scrutiny Manager), E. Sullivan (Senior Committee Services Officer), S. Hughes (Committee
Services Officer)

1. APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors Mrs C. Forehead and J. Taylor.

2. DECLARATIONS OF INTEREST

There were no declarations of interest received at the commencement or during the course of
the meeting.

3. MINUTES – 25TH FEBRUARY 2020

RESOLVED that the minutes of the Policy and Resources Scrutiny Committee held on
25th February 2020 (minute nos. 1 – 9) be approved as a correct record and signed by
the Chair.

4. CALL-IN PROCEDURE

There had been no matters referred to the Scrutiny Committee in accordance with the call-in procedure.

5. POLICY AND RESOURCES SCRUTINY COMMITTEE FORWARD WORK PROGRAMME

C. Forbes-Thompson, Scrutiny Manager, presented the report which outlined details of the Policy and Resources Scrutiny Committee Forward Work Programme for the period September 2020 to November 2020. Members noted the items listed for discussion at the next Policy and Resources Scrutiny Committee meeting to be held on Tuesday 10th November 2020. Members were advised that there are currently no items listed on the Forward Work Programme beyond the next meeting. S. Harris, Head of Financial Services & S151 Officer, informed Members that the standard reports relating treasury management, use of reserves and the budget will be populated in the Forward Work Programme for the same timescales as in previous years.

Members were also advised of a joint Scrutiny meeting to be held in December for all committees to discuss the budget and performance, details of this meeting will be sent out in due course.

By way of Forms voting (and in noting there were 11 for, 0 against and 0 abstentions) it was unanimously agreed that the Forward Work Programme, as appended to the meeting papers, be published on the Council's website.

6. CABINET REPORTS

There had been no requests for any of the Cabinet reports to be brought forward for discussion at the meeting.

REPORTS OF OFFICERS

Consideration was given to the following reports.

7. CASHLESS CATERING SOLUTION - SCHOOLS

With approval from the Chair and with the Committee in agreement, the Cashless Catering Solution - Schools report was brought forward on the agenda.

Councillor Mrs E. Stenner, Cabinet Member for Finance, Performance and Customer Services, introduced the report to update Members on the current position with regards to the Council's cashless catering solution in schools and to seek endorsement of a recommendation to Cabinet for further funding to expand the provision.

It was explained that a cashless catering provision would allow pupils and parents to pay for school lunches via an online payment solution, enabling cash handling and associated administration to be significantly reduced in schools. Members were informed that there is a cashless catering system currently operating in 9 secondary schools, and 10 primary schools who are operating as part of a pilot. 65 primary settings have no current cashless catering provision. A procurement process has been undertaken and will be finalised if funding is approved.

Members were made aware that due to the recent events of Covid-19, it has become an urgent requirement for schools to reduce the amount of cash handled. The implementation of the cashless catering system would enable the service to significantly reduce cash payments for school meals and other school activities. The system would also support teachers and staff to keep pupils in individual classrooms. It was noted that a real benefit of this system is that it would enable schools to prevent any discrimination between paid and free school meal pupils.

It was highlighted that each individual school administration officer will be able to support parents without online access. This support will consist of an online account being set up on behalf of the parent by the school administration team. The system will also provide additional features to allow parents to pay for school uniforms, trips and activities, photographs, tuck shop etc. The system would also allow the accounting and administration of the payments for visitors and staff meals without cash payments being required.

J. Lloyd, Headteacher for Ystrad Mynach Primary School, attended the meeting to provide Members with an overview of the pilot scheme, which has been in place at Ystrad Mynach Primary School for the past two years. Members were informed that the system has been welcomed and is used by 94% of parents. It was highlighted that the system allows parents to make online payments to the school, view the menu selection made by their child and view an up to date statement of account balance. It provides peace of mind for parents who can see the meals their children are purchasing.

Members were informed that a time and labour study undertaken at Ystrad Mynach Primary School highlighted that the introduction of this system has effectively saved 10-12 hours per week of the School Clerks time, thus allowing the School Clerk time to undertake other administrative duties within the school. The system also ensures that the School Cook gets accurate information on meal requirements and children in receipt of free school meals are not differentiated from other children. A recent audit has found the system to work very well with no issues reported. J. Lloyd expressed how beneficial the cashless catering solution has been for both the school and the local community.

Clarification was sought with regard to how parents who are not using the system will manage, considering the current Covid-19 restrictions and the need to social distance. J. Lloyd was able to reassure the Committee that Covid effective strategies are in place to protect staff, parents and children.

The Scrutiny Committee discussed the system used at schools which are currently not using Caerphilly Catering. It was explained that the system outlined in this report covers the schools that are operated by the in-house provider Caerphilly Catering, however additional schools are able to join throughout the contract duration subject to implementation costs being secured.

Members expressed concerns regarding the proposal that the authority meets the installation, training, hardware and software costs and maintenance costs for the remainder of the financial year, with the maintenance costs from year two on being met by individual schools and whether it is affordable. Officers explained that schools are aware of the proposal and no negative feedback has been received. Schools would see the redirection of staff time as a significant benefit to the school which would more than warrant the cost of the yearly maintenance charge. The benefits a cashless catering solution would bring to schools including time and efficiency as well as the potential increased uptake of free school meals, and the subsequent financial benefits to the school were highlighted.

Assurance was sought regarding the reliance of the cashless catering system and if schools could opt out in the future. Members were advised that a very robust procurement process was undertaken to secure this system and the contract includes appropriate break clauses to safeguard the Authority. Members were informed that schools want this system and they accept the charges because of the benefits that will result in terms of efficiency and accountability.

Members discussed how arrears in payments will be dealt with and sought assurance that

children will still be provided with a meal. The Committee were assured that schools have built good relationships with parents and would address any arrears as soon as possible and that the school would ensure that a meal is provided.

Following consideration of the report, it was moved and seconded that the following recommendations be forwarded to Cabinet for approval. By way of Forms voting (and in noting there were 13 for, 0 against and 0 abstentions) this was unanimously agreed.

RECOMMENDED to Cabinet that:-

- (i) To proceed to purchase the cashless catering solution for 84 school settings.
- (ii) The residual funding requirement of £246.5k be met from Education and Corporate Services Reserves.

8. FLEXIBLE WORKING

Cllr. C. Gordon, Cabinet Member for Corporate Services, presented the report to seek the views of the Policy and Resources Scrutiny Committee of a more formal approach to flexible working that builds upon the progress made in respect of working in a flexible manner throughout the lockdown prior to its consideration and determination at Cabinet.

The Scrutiny Committee was advised that because of the speed and nature of the Covid-19 lockdown, the Council was required to equip and train a significant proportion of its workforce to work and to provide services remote from their usual places of work and, in many cases, from home. While the transformation to this new model of service delivery happened at a significant pace, the technology platforms that have formed the foundations of remote working have proven to be intuitive and stable.

Members were informed that some sections of the workforce have been operating remotely and very effectively since the beginning of lockdown and, over time, further services have been enabled and brought back online with much less of a reliance on buildings, premises and travel. This has enabled many services to the public to be delivered safely and continuously and for the Council's employees to manage multiple aspects of their professional and personal lives in a way that has brought about a much greater balance than was possible previously.

It was highlighted that not everyone has found the isolated nature of working remotely a positive experience and the results of the Flexible Working survey provide a healthy note of caution. Whatever the Council does from here on in, must be truly flexible and meet the differing needs of its employees, as well as reducing any operating costs associated with service delivery.

Members were informed that the current pandemic has provided a stimulus to show the benefits of working in a more flexible manner. The progress made and the lessons learned over the last four months can directly shape the blueprint for future service delivery and redesign. Embedding flexible practices will enable the organisation to be ready to manage any future crisis as well as reflect the Council's need to remain an attractive and progressive employer.

L. Dallimore, Unison Branch Secretary, addressed the Scrutiny Committee to present the views of Unison. Members were informed that they are fully committed to working with the Leadership Team on this proposal and that significant gains can be made for the organisation and its staff if handled prudently and in partnership with the Trade Unions and Elected Members. A number of issues were highlighted for Members to be aware of when considering the proposals.

Members were asked to consider who within the organisation will benefit from flexible working. Given that initial costings and property rationalisation benefits have been discussed in the report it was assumed that the Leadership Team have a broad idea of numbers. Members were made

aware of the additional costs incurred by staff working from home, such as heating, lighting etc. and the possible impact on the wider community.

It was acknowledged that the benefits of flexible working are well documented in the report and it was noted that there can also be drawbacks. The wellbeing of the workforce is paramount, clear principles and boundaries must be set that are fair and see the benefits equitably dispersed. It was understood that not all parts of the organisation will benefit equally. In order to assess the optimum balance Members were informed that Unison would support an exercise being undertaken that will establish what the optimum working and accommodation ratios are, to be shared prior to any decisions being taken.

The flexible working system was discussed and reference was made to the decision that staff working away from the office would be asked to seek line manager approval in advance of working longer than their contracted hours. It was expressed how this decision has resulted in disappointment and confusion from Unison members. It was noted that this will require a fundamental change to many policies and procedures. L. Dallimore suggested that a selection of real-time service area pilot schemes be established to assess how HR policies and the management thereof will operate in practice in order to identify the benefits and pitfalls and allow time for resolution prior to any large-scale implementation. It was also suggested that Equality Impact Assessments are undertaken prior to any service change taking place.

Officers advised the Scrutiny Committee that the report does clearly indicate that there is still more work to do with regards to policy in consultation with Trade Unions and in consultation with staff and brought back to the Scrutiny Committee to be approved. It was highlighted that the staff survey indicated that the majority who responded were in favour of this approach, demonstrating there is a need for a balance between home working and flexible working. Members were asked to note that flexible working is not home working. Some employees will use their home as their office base, some will operate across multiple office buildings and some may even take advantage of working at times from other buildings. It was also highlighted that Trade Unions are generally in support of the approach to flexible working.

Members were in agreement that staff working from home will need support from management and fellow colleagues, particularly staff who are working in isolation or in challenging situations and highlighted the importance for staff to have a sense of belonging. Regular contact using Microsoft Teams and other informal communication should be undertaken to ensure appropriate safeguarding.

Members were advised that there are major benefits to the work life balance of staff and to the environment. There has been a significant reduction in the number of journeys undertaken by staff to and from work, which has resulted in a sizeable increase in air quality.

In terms of staff support Members were assured that it is fundamental. It is recognised that working remotely is not the same as working in the office and it is essential that managers have constant communication with their staff. Members were advised that this is a message that is constantly going out from the Chief Executive and is an expectation of managers. HR has met regularly with Trade Unions and is looking at what support can be provided jointly between the employer and Trade Unions for staff who may be having emotional and wellbeing difficulties at this time. Officers assured Members that regular team meetings are being held using Microsoft Teams.

Members agreed that it was important to consider the potential impact of working from home on those who may be isolated or at risk of domestic abuse. The need to consider how career paths and morale will be impacted was also mentioned.

Members raised concerns regarding asset management and property rationalisation and were assured by Officers that there are no plans at present to sell any assets as they would need to be sure the flexible working approach is working. Members were advised that it is an indication in the report that it is a likely possibility in the future, but further reports would need to come

forward with detailed proposals.

Members also asked for assurance that residents and members of the public were considered as part of this proposal. It was highlighted that 25% of the Caerphilly population do not have full digital skills, however there is still a need for them to access services. The Committee was advised that this has happened over the past six months, services have been maintained and members of the public have been supported due to flexible working. Members were also reminded of the Customer and Digital Strategy approved last year which has provided a flexible customer service. The flexible working approach would enhance this allowing the provision of a 24/7 service.

Members appreciated that this is the start of the process and felt it was important that the Scrutiny Committee is kept fully informed and consulted going forward. The Committee would like to see a further report in January 2021 that will include details on the issues raised by staff in the consultation and discussions by the Trade Unions on the impact upon staff, including their mental health with appropriate Equality Impact Assessments. It was agreed the report should also include the potential impact on communities if offices close.

Following consideration of the report, it was moved and seconded that the following recommendations be forwarded to Cabinet for approval. By way of Forms voting (and in noting there were 12 for, 0 against and 1 abstention) this was agreed.

RECOMMENDED to Cabinet that:-

- (i) Cabinet acknowledge the benefits of the flexible working arrangements that have supported service delivery across the council since March 2020.
- (ii) Cabinet agree to formally adopt the flexible working principles set out at Appendix 1 of the report to Policy and Resources Scrutiny Committee as a core principle for supporting service delivery.
- (iii) Cabinet delegates authority to the Head of Paid Service, in consultation with the relevant Cabinet Member, to determine on a service by service basis the optimum approach to flexible working and accommodation requirements.
- (iv) Cabinet note the need to consider how the current flexi system can be aligned with and support the principles of flexible working through ongoing discussions with Trade Unions.
- (v) Cabinet note the potential investment associated with the deployment of flexible working in relation to IT equipment and furniture as well as the potential savings that can be generated through the rationalisation of buildings and reductions in other operating expenditure.
- (vi) Cabinet agrees to receive additional reports, as required, to agree funding and any associated HR and IT policy changes that might be required.
- (vii) Cabinet endorse the proposal to set aside an initial one-off sum of £500k to be funded from Capital Earmarked Reserves to ensure that the Council can respond proactively in the short-term to commence the roll-out of new flexible ways of working.
- (viii) Cabinet endorses the development of an appropriate training and development programme for managers and staff to ensure the benefits of flexible working are maximised.

It was also moved and seconded that the following recommendation be forwarded to Cabinet for approval. By way of Forms voting (and in noting there were 12 for, 0 against and 0 abstentions) this was unanimously agreed.

RECOMMENDED to Cabinet that:-

- (ix) Cabinet note the additional recommendation made that the Policy and Resources Scrutiny Committee hold a special meeting in order to consider in detail the principles of flexible working and its impact on staff and service users and communities.

9. CASH HANDLING

Councillor Mrs E. Stenner, Cabinet Member for Finance, Performance and Customer Services, presented the report to provide the Scrutiny Committee with an update on the impact of the Covid-19 pandemic on cash payments, and to consider the steps that need to be taken in the short-term and the medium to longer-term to ensure the continuity of income levels. The report also sought the views of the Committee on recommendations that will subsequently be presented to Cabinet for consideration.

Members were informed that Covid-19 has had a significant impact on income levels for the Council for a range of reasons. These include the temporary closure of income generating services, the closure of cash offices and the economic impact of the pandemic on our residents and businesses.

It was highlighted that total receipts have been reduced by some £2.7m, however Welsh Government funding has been confirmed for the majority of these losses but notably not for income lost on the Housing Revenue Account. Whilst cash payments were virtually zero between April and July 2020, Members were asked to note the channel shift to alternative types of payment methods being used by residents.

Members were referred to section 5.2 of the report which summaries some of the key activity currently being undertaken in the areas where cash payments have traditionally been of significant financial value, focussing in particular on the doorstep cash collection service provided by Caerphilly Housing which was temporarily withdrawn in March 2020. The tenants using this service have all been contacted by the Rents Team and informed that the service could not be provided in the short-term and have been supported to move to other payment methods. Members were asked to note that Caerphilly Housing offers a wide range of support services to these tenants.

The Scrutiny Committee was advised that consultation for the short-term was carried out with tenants in April 2020 when doorstep rent collections stopped due to the Covid-19 lockdown. All affected tenants were assisted to either make payments at the post office or via telephone payments to the contact centre. Members were assured that the consultation outlined in the report, for the longer term, will ensure that all tenants are listened to and will be provided with an appropriate response. It was highlighted that Caerphilly CBC is now the only Council in Wales providing a doorstep rent collection service and it is proposed that current service users will be consulted on the termination of this service.

Members were also informed that the Rent Collector spends a great deal of time travelling throughout the County Borough to collect payments on a fortnightly basis. It was noted that this method costs the authority £6.75 per transaction and only cash payments can be made to the Rent Collector. The Scrutiny Committee were advised that should this service cease on a permanent basis the member of staff would be re-deployed to the Tenancy Support Team who provide a valued service.

Following consideration of the report, it was moved and seconded that the following recommendations be forwarded to Cabinet for approval. By way of Forms voting (and in noting there were 12 for, 0 against and 0 abstention) this was unanimously agreed.

RECOMMENDED to Cabinet that:-

- (i) Current service users be consulted on the termination of the doorstep collection service for housing rents and council tax.
- (ii) Subject to the outcome of the consultation being supportive the decision to terminate the doorstep collection service be delegated to the Chief Housing Officer and Cabinet Member.
- (iii) The option of reopening the cash desks in Ty Penallta is not pursued at this time as the potential benefits are outweighed by the disadvantages. Alternatively, it is proposed that we continue to build on the good work undertaken in recent months to promote further channel shift as our current default position.
- (iv) The medium to longer-term service offer should be determined by the pending review of Customer Services and the wider reviews that will be undertaken as part of the Strengthening Team Caerphilly report that was approved by Cabinet on the 22nd July 2020.

The meeting closed at 7.55 p.m.

Approved as a correct record and subject to any amendments or corrections agreed and recorded in the minutes of the meeting held on 10th November 2020, they were signed by the Chair.

CHAIR



POLICY AND RESOURCES SCRUTINY COMMITTEE – 10TH NOVEMBER 2020

**SUBJECT: POLICY AND RESOURCES SCRUTINY COMMITTEE FORWARD
WORK PROGRAMME**

**REPORT BY: CORPORATE DIRECTOR FOR EDUCATION AND CORPORATE
SERVICES**

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1. PURPOSE OF REPORT

1.1 To report the Policy and Resources Scrutiny Committee Forward Work Programme.

2. SUMMARY

2.1 Forward Work Programmes are essential to ensure that Scrutiny Committee agendas reflect the strategic issues facing the Council and other priorities raised by Members, the public or stakeholder.

3. RECOMMENDATIONS

3.1 That Members consider any changes and agree the final forward work programme prior to publication.

4. REASONS FOR THE RECOMMENDATIONS

4.1 To improve the operation of scrutiny.

5. THE REPORT

5.1 The Policy and Resources Scrutiny Committee forward work programme includes all reports that were identified at the scrutiny committee meeting on Tuesday 29 September, 2020. The work programme outlines the reports planned for the period November 2020 to May 2021.

5.2 The forward Work Programme is made up of reports identified by officers and members. Members are asked to consider the work programme alongside the

cabinet work programme and suggest any changes before it is published on the council website. Scrutiny committee will review this work programme at every meeting going forward alongside any changes to the cabinet work programme or report requests.

- 5.3 The Policy and Resources Scrutiny Committee Forward Work Programme is attached at Appendix 1, which presents the current status as at 2nd November 2020. The Cabinet Work Programme is attached at Appendix 2. A copy of the prioritisation flowchart is attached at appendix 3 to assist the scrutiny committee to determine what items should be added to the forward work programme.

5.4 **Conclusion**

The work programme is for consideration and amendment by the scrutiny committee prior to publication on the council website.

6. **ASSUMPTIONS**

- 6.1 No assumptions are necessary.

7. **LINKS TO RELEVANT COUNCIL POLICIES**

- 7.1 The operation of scrutiny is required by the Local Government Act 2000. The Local Government Wales Measure 2011 and subsequent Statutory Guidance include requirements to publicise the work of scrutiny committees. The operation of scrutiny committee forward work programmes was agreed following decisions by Council in October 2013 and October 2015.

7.2 **Corporate Plan 2018-2023.**

Scrutiny Committee forward work programmes contributes towards and impacts upon the Corporate Well-being Objectives by ensuring that the Executive is held to account for its Corporate Objectives, which are:

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 well-being

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 This report contributes to the well-being goals and is consistent with the five ways if working as defined within the sustainable development principle in that by ensuring the scrutiny function is effective when reviewing services and policies and ensure is considers the wellbeing goals.

8.2 The Forward Work Programmes contribute to the following Well-being Goals within the Well-being of Future Generations Act (Wales) 2016 by ensuring there is an effective scrutiny function and that council policies are scrutinised against the following goals:

- 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

9. EQUALITIES IMPLICATIONS

9.1 There are no specific equalities implications arising as a result of this report.

10. FINANCIAL IMPLICATIONS

10.1 There are no specific financial implications arising as a result of this report.

11. PERSONNEL IMPLICATIONS

11.1 There are no specific personnel implications arising as a result of this report.

12. CONSULTATIONS

12.1 There are no consultation responses that have not been included in this report.

13. STATUTORY POWER

13.1 The Local Government Act 2000.

Author: Mark Jacques, Scrutiny Officer jacqu@carphilly.gov.uk

Consultees: Richard Edmunds, Corporate Director for Education and Corporate Services
Robert Tranter, Head of Legal Services/ Monitoring Officer
Lisa Lane, Head of Democratic Services and Deputy Monitoring Officer, Legal Services

Councillor James Pritchard, Chair Policy and Resources Scrutiny
Committee
Councillor Gez Kirby, Vice Chair Policy and Resources Scrutiny
Committee

Appendices:

- Appendix 1 Policy and Resources Scrutiny Committee Forward Work Programme
- Appendix 2 Cabinet Forward Work Programme
- Appendix 3 Forward Work Programme Prioritisation Flowchart

Forward Work Programme - Policy & Resources

APPENDIX 1

Date	Title	Key Issues	Author	Cabinet Member
10/11/20 17:30	Commercial & Investment Strategy	To discuss, agree and approve the Commercial & Investment Strategy to be implemented in support of Team Caerphilly Transformation Strategy objectives.	Camp, Victoria	Cllr. Morgan, Sean; Cllr. Stenner, Eluned
10/11/20 17:30	IT Review		Lucas, Liz	Cllr. Stenner, Eluned
10/11/20 17:30	Role of scrutiny in strengthening Team Caerphilly		Edmunds, Richard (Ed); Richards, Sue	Cllr. Gordon, Colin J

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APPENDIX 2

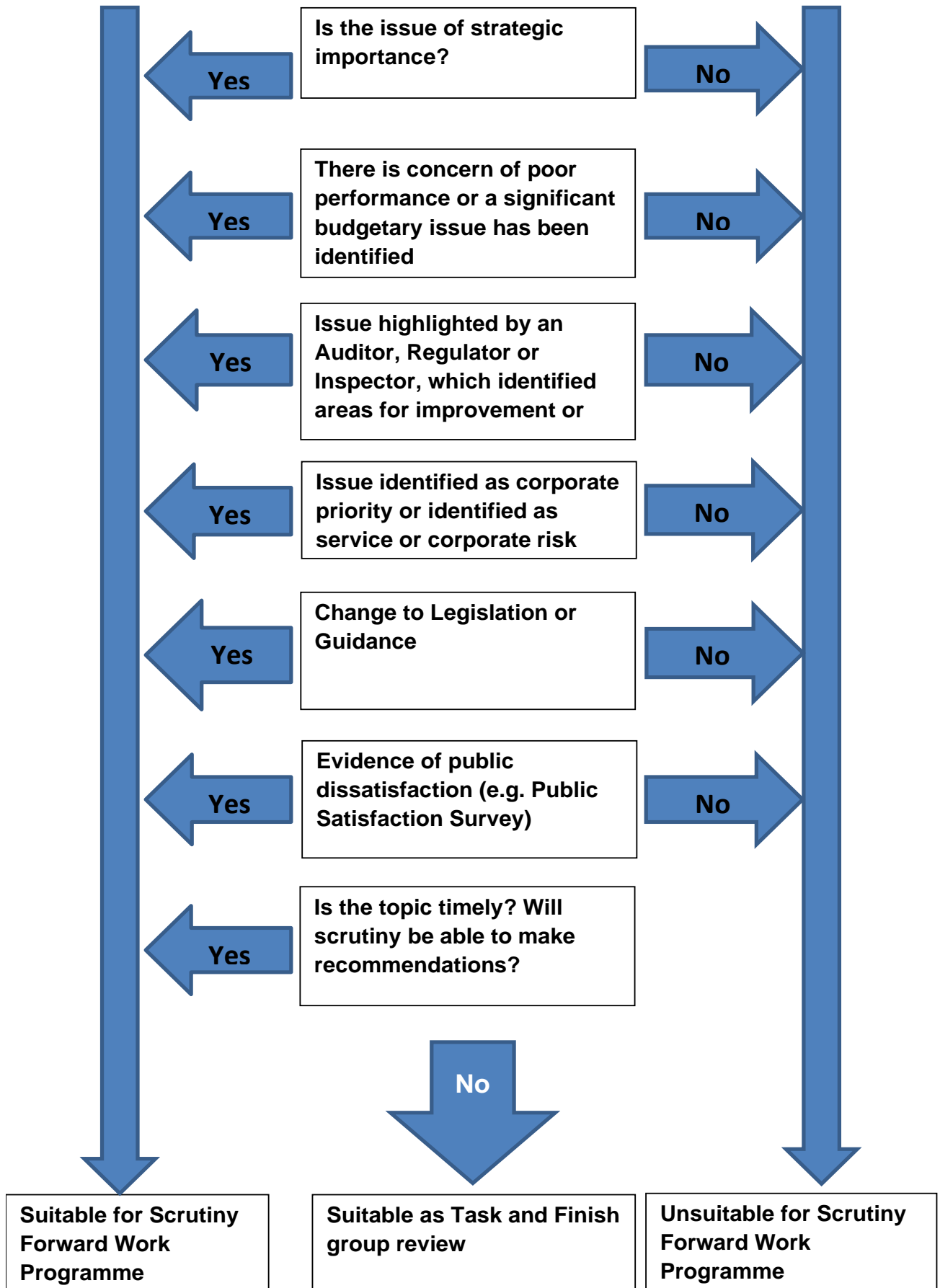
Cabinet Date	Title	Key Issues	Author	Cabinet Member
11/11/20 10:30	Caerphilly Cares	To agree the establishment of a Caerphilly Cares service as a follow up to the existing Buddy and Legacy Schemes to be located within the Directorate of Social Services.	Street, Dave;	Cllr. Stenner, Eluned;Cllr. Cook, Shayne;
11/11/20 10:30	Regeneration Project Board - Project Proposals	To recommend the allocation of up to £509k Regeneration Project Board Development Funds towards a number of recently endorsed and evaluated projects, within the County Borough. To seek approval for a streamlined approval process for the Targeted Regeneration Investment (TRI) Thematic Grants Programme and the re-purpose of previously agreed funds for Oakdale Business Park Plateau 2 & 4 towards Council owned land at Caerphilly Business Park	Kyte, Rhian;	Cllr. Morgan, Sean;
11/11/20 10:30	Electric Vehicle Charging Infrastructure	To seek Cabinet approval for funding to install electric vehicle charging infrastructure as part of the first phase of actions to introduce electric vehicles into the Authority's fleet.	Cooke, Paul;Richards, Sue	Cllr. George, Nigel;Cllr. Morgan, Sean;
25/11/20 10:30	Green Infrastructure Strategy	Green Infrastructure is recognised as being central to the means that sustainability principles are put into place and maintained. The social and environmental benefits of green infrastructure are well recognised; of increasing importance are the wider economic benefits. The Vision for the Green Infrastructure Strategy reflects the success over the last 20 years of the implementation and development of the Countryside strategy which it will replace.	Hartshorn, Robert;	Cllr. Ridgewell, John;
25/11/20 10:30	Decarbonisation Strategy and Action Plan	To seek cabinet approval of a decarbonisation strategy, energy prospectus and associated action plan for the authority in support of the climate emergency declared earlier this year.	Kyte, Rhian;Dallimore, Allan;	Cllr. Ridgewell, John;

Gwent Sustainable Travel
25/11/20 10:30 Charter

To seek views on signing up the Gwent Sustainable
Travel Charter- a cross public sector commitment to
support staff to travel to and within work more
sustainably

Richards, Sue;Peters,
Kathryn;Cooke, Paul;

Scrutiny Committee Forward Work Programme Prioritisation



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POLICY AND RESOURCES SCRUTINY COMMITTEE – 10TH NOVEMBER 2020

SUBJECT: COMMERCIAL & INVESTMENT STRATEGY

REPORT BY: CORPORATE DIRECTOR OF EDUCATION AND CORPORATE SERVICES

1. PURPOSE OF REPORT

- 1.1 To present to Members the draft Commercial & Investment Strategy and associated action plan detailing the priorities for this work stream for the following 12 months.
- 1.2 To seek views and comments from the Committee members on the draft Commercial & Investment Strategy and associated plan prior to submitting and presenting the information to Cabinet for endorsement on the 09.12.20.
- 1.3 To seek views and comments from Scrutiny on the governance framework and allocation of seed money to launch the Licence to Innovate scheme, prior to consideration by Cabinet on 09/12/20.

2. SUMMARY

- 2.1 The Council's draft Commercial & Investment Strategy is attached at Appendix 1 and the action plan forms the latter part of the strategy.
- 2.2 The Commercial & Investment Strategy has been developed to support the aspirations of the **#TeamCaerphilly - Better Together** Transformation Strategy, adopted by Cabinet on the 12th June 2019, which outlines the aims to develop commercial ideas underpinned by the 'Social Heart and Commercial Head' principle.
- 2.3 The Commercial & Investment Strategy includes a number of key aims, priorities and details on how these will be met and how we will monitor progress and is underpinned by the 'Profit with a Purpose' vision.
- 2.4 The action plan includes the initial list of priorities for the Commercial & Investment Strategy but also notes that this will change and need to be flexible over time. The Strategy also lays the foundations for creation of the Licence to Innovate scheme.

3. RECOMMENDATIONS

- 3.1 Members of the Policy & Resources Scrutiny Committee are asked to consider and comment on the content of the Strategy and High-level Action Plan prior to submitting and presenting the information to Cabinet for endorsement.
- 3.2 Members of the Policy & Resources Scrutiny Committee are asked to consider and comment

on the recommendation of £50,000 allocation of seed money from Education & Corporate Reserves to be made available to progress ideas and concept, prior to consideration by Cabinet.

- 3.3 A core budget allocation for this initiative will need to be considered as part of the 2021/2022 budget setting process. The seed money will be allocated by the Regeneration Board following assessment panel process. Draft process flow for the Licence to Innovate scheme is attached at Appendix 3.

4. REASONS FOR THE RECOMMENDATIONS

- 4.1 To ensure that the views of the Scrutiny Committee Members are considered prior to the Strategy being submitted and presented to the Cabinet.

5. THE REPORT

- 5.1 Cabinet has adopted the **#TeamCaerphilly - Better Together** Transformation Strategy, which includes a key focus on the 'Social Heart Commercial Head' principle and developing the commercial aspirations of the Council.
- 5.2 The Commercial & Investment Strategy has been drafted using feedback from Heads of Service and key officers during a workshop on 21st October 2019 as well as Scrutiny Workshop with members on 14th January 2020. Feedback from both workshops has been instrumental in the development of this strategy.
- 5.3 Extensive research has been undertaken in development of the Commercial & Investment Strategy including reviewing over 25 Council Commercial Strategies, attendance at workshops and learning from others who have undertaken successful transformation.
- 5.4 Key elements of successful commercial transformations include;
- Developing well-managed risk appetite and management strategies for development of commercial ideas.
 - Focus on staff engagement, training and culture change linked to clear, defined organisational vision and behaviours.
 - A simple way to move ideas into reality –flexibility and agility are key in developing commercial culture within a local authority.
 - Thorough and detailed analysis of strategic opportunities via robust, transparent and accessible process.
 - Allowing staff to try new ideas, acknowledging that some may not deliver expected outcomes but all will offer learning opportunities. Allowing staff the freedom and autonomy to try innovative ideas with resources available if required to develop ideas.
 - Understanding when and with whom to collaborate.
- 5.5 The Commercial & Investment Strategy has been developed to include aims which link to these key features, and the High-level Action Plan prioritises work of officers for the forthcoming year.
- 5.6 During the course of 2020 the need to become financially sustainable and resilient has become even more pressing in the midst of a with global pandemic, and an uncertain Brexit approaching. The Commercial & Investment Strategy has been reviewed and aligns with the Corporate Recovery thematic reviews previously endorsed by Cabinet. The Strategy also seeks to capitalise on the renewed innovative nature created and nurtured as part of the Council's response to COVID-19 and seeks to implement the Licence to Innovate scheme.
- 5.7 The Licence to Innovate scheme, which will help Council officers turn commercial and/or innovative ideas into reality requires a governance framework in order to launch. The

Regeneration Board will form this governance framework for the assessment and progression of ideas from staff or heads of service seeking investment from the seed money. An assessment panel will be created and led by the Transformation Team and Head of Service, incorporating officers from across the Council which will provide the first level of scrutiny before reporting to the Regeneration Board any ideas which meet the minimum level required. The Regeneration Board will provide cross party scrutiny of ideas as well as receiving input from the relevant Cabinet Member.

Conclusion

- 5.8 The Commercial & Investment Strategy sets out the Council's plans and priorities for the next few years underpinned by the idea that income generation is viewed as 'Profit with a Purpose'. The Strategy aims to capture the key themes and elements to grow the organisation into a commercial thinking organisation.
- 5.9 The High-level Action Plan sets out key deliverables for the strategy over the forthcoming year and includes development of governance processes, benchmarking and business plans for growth and exploration of traded vehicles where appropriate.
- 5.10 The Licence to Innovate Scheme, once launched, will help provide Council officers the opportunity to try new ideas within agreed boundaries and with support from the Transformation Team.

6. ASSUMPTIONS

- 6.1 It is assumed that the Council will continue to face significant financial and service challenges as we move forward and the 'business as usual' approach is no longer appropriate. This underpins the need for the programme of change as adopted in the **#TeamCaerphilly – Better Together** Transformation Strategy and that a key component of this change is the development of a Commercial & Investment Strategy.

7. LINKS TO RELEVANT COUNCIL POLICIES

- 7.1 The Commercial & Investment Strategy is aligned to the Council's **#TeamCaerphilly - Better Together** Transformation Strategy and the its Corporate Outcomes to embed a new operating model that will encourage innovative approaches to service delivery and ensure that we are making the best use of our resources.

7.2 Corporate Plan 2018-2023.

The Commercial & Investment Strategy underpins all Corporate Well-being Objectives as the overarching theme is one of creating 'Profit for a Purpose' such that any successful commercial ventures create capital which can be reinvested into the Council's critical core services enabling officers to deliver on the 6 Corporate Well-being Objectives which are:

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 well-being

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 Commercial & Investment Strategy is aligned to several of the Well-being of Future Generations goals as it focusses on developing resilient and collaborative business propositions which protect critical services but which develop local economies and promote equality. Specifically the Commercial & Investment Strategy is aligned to the following well-being goals:

- A prosperous Wales
- A resilient Wales
- A more equal Wales

The Commercial & Investment Strategy is also a key driver in looking at how we work now, and how can we develop new operating models that will be resilient in the future. Whilst balancing the need to allow for agility and flexibility all ideas which come before the panel will need to demonstrate **long term** growth plans, **integration** thinking and **prevention** of reduction in core services, and how we can **collaborate** and **involve** local residents, businesses and partners to help meet our strategic aims, Corporate Outcomes and the well-being goals. The assessment criteria used by the panel will include evaluating ideas against the five ways of working as well as other relevant strategic contexts.

In adopting a Commercial & Investment Strategy the Council is taking a critical first step towards outlining the future operating model and commercial aspirations of the organisation. In doing so, it is a clear commitment to the sustainable development of and long term thinking required under the well-being legislation.

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 for unlawful discrimination and/or low level or minor negative impact has been identified, however a full EIA is also appended.

9.2 A copy of the completed Equalities Impact Assessment Form is included at Appendix 2 of the report.

10. FINANCIAL IMPLICATIONS

10.1 It is proposed that a sum of £50,000 is allocated from Education and Corporate reserves for the development of local pilot ideas, "seed money" of £50,000.

The Regeneration Board will be tasked with issuing this money subject to projects being assessed and meeting minimum criteria determined by the Transformation Team and Heads of Service. This seed money will form part of the Licence to Innovate programme as part of the Transformation Strategy. The monitoring of the allocation and outcomes will be done by the Transformation Team.

11. PERSONNEL IMPLICATIONS

11.1 There are no immediate personnel implications to the adoption of the Strategy. In developing

commercial ideas and business cases both operational efficiencies and growth may be required which may have an impact on personnel. Any change of this nature would be managed in line with corporate policies.

12. CONSULTATIONS

- 12.1 The draft Commercial & Investment Strategy has been developed with input from Heads of Service and the #Team Caerphilly Programme Board. The Programme Board is comprised of the Leader of the Council, Corporate Management Team, and Head of Business Improvement together with support officers.

13. STATUTORY POWER

- 13.1 Local Government Act 2003, section 12 and section 95
Local Government Act 1972 section 120 and 123

Author: Victoria Camp, Transformation Manager Commercial & Investment,
campv@caerphilly.gov.uk

Consultees: Councillor Phillipa Marsden, Leader of the Council
Councillor Sean Morgan, Cabinet Member for Economy & Enterprise
Cllr J Pritchard, Chair of Policy & Resources Scrutiny Committee
Cllr G Kirby, Vice Chair of Policy & Resources Scrutiny Committee
#TeamCaerphilly Programme Board
Richard Edmunds, Director Corporate Services & Education
Sue Richards, Head of Education Planning and Strategy
Stephen Harris, Section 151 Officer
Rob Tranter, Head of Legal Services and Monitoring Officer
Lynne Donovan, Head of People Services
Kathryn Peters, Corporate Policy Manager
Anwen Cullinane, Senior Policy Officer (Equalities)

Appendices:
Appendix 1 Draft Commercial & Investment Strategy
Appendix 2 Equality Impact Assessment Form
Appendix 3 Licence to Innovate Process Flow

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Draft Commercialisation and Investment Strategy

“For the right reasons, and in the best way, making money for the good of all Team Caerphilly”

Forward

The “#TeamCaerphilly Better Together” Transformation Strategy sets out the core principle of its new operating model that the Council has a Social Heart and a Commercial Head.

The ambitions are high, the Council is looking for strategic investment opportunities, collaboration with like-minded partners and ideas to help underpin the new operating model and support the Place Shaping Agenda. Council is forward looking and forward thinking, looking to create “Profit with a Purpose” so that we can remain resilient to changing environments whilst continuing to deliver essential services, with a well-managed risk appetite. CCBC does already operate in commercial markets as part of Tourism and Infrastructure service delivery models, and is now looking to take a strategic view of commercial activities to generate additional income, drive forward an entrepreneurial culture, protect and grow core services and to support the regeneration of the county borough.

This approach is underpinned by the commitments made by the council’s Cabinet to protecting jobs and services, build on the council’s reputation as innovative and high performing, and ensure value for money for our residents.

Recent events in 2020, and the approach of a Brexit that is unclear mean now, more than ever, we need to be working tirelessly towards creating a sustainable financial future for the Council.

Vision & Purpose

Team Caerphilly Transformation Strategy sets out the vision for the future of the authority which is to *create capacity and foresight to develop solutions to some of the county borough’s biggest challenges, ensuring the Council understands and responds to the changing needs and priorities of our communities.*

A key element of the Transformation Strategy is the development and implementation of this, the Council’s first Commercial & Investment Strategy. In delivering this strategy we will expect all our staff and partners to demonstrate commitment to our core values whilst balancing the need to generate additional income to protect our services. The commercial principles upon which we have agreed are:

- ◇ We will look in all directions for commercial and investment opportunities, demonstrating our commitment to **innovation** and **collaboration** by having an open learning environment and launching the Licence to Innovate scheme.
- ◇ We will become a dynamic organisation, supporting our **trusted** staff and partners to make the best decision through open consultation, creating an agile and risk managed environment.

- ◇ Our customer focus will remain a key priority, building on the strong, trusted and reliable brand of the Council by creating new **connections** and ideas which help sustain our core services and create a **resilient** financial future.
- ◇ The governance and evaluation frameworks for commercial and investment ideas will uphold the **open and transparent** values of the Council, as well as ensuring all ideas understand the need to create **Profit with a Purpose**.

Aims and Priorities

This Commercial and Investment Strategy is driven by 6 strategic aims which are linked to the 3 pillars of the Team Caerphilly Strategy:

1. Developing Proud & Trusted Staff

- Proactive and positive engagement with our staff to grow commercial and entrepreneurial skills via training and opening the door to innovation through the Licence to Innovate scheme.
- Creating clear and transparent charging policies for all our customer, internal and external, ensuring legal, financial and regulatory compliance

2. Improving the Way We Work

- Maximise income opportunities of the Council's estate and assets by making strategic investments with a significant return which support and improve the economic and social regeneration of the county borough
- Design and deliver an agile, intuitive approval process for investment: balancing the need to operate commercially in a public sector setting with the knowledge that we will need to learn lessons along the way.

3. Enhancing our Relationships with our Partners & Communities

- Collaborate with partners who share our ambition and values to put the best interest of our communities at the heart of everything we do, aiming to become a "Partner of Choice".
- Only develop investment opportunities which support the Council's adopted Well-being Objectives as outline in the Corporate Plan 2018-2023 and which demonstrate a "social heart" outcome

We hope to meet these aims, in the first instance by focussing on the following priorities following adoption of this Commercial & Investment Strategy:

1. Develop a commercial skills and change management training programme to enable and support our staff to drive the required culture change.
2. Work on the Corporate Recovery thematic areas and ensure that commercial thinking and practises are embedded into services as they begin to review their service offerings and decision-making processes.
3. Consider investment opportunities which provide good financial return but also support key strategic aims such as Decarbonisation Strategy
4. Deliver our services more efficiently, by removing system waste while striving to improve customer outcomes linked to the Transformation Strategy service reviews and innovation agenda.
5. Explore any commercial, income generating opportunities or innovative ideas which will boost productivity using seed money allocated by directorate. The Transformation team will deliver a "Licence to Innovate" scheme allowing all

members of staff to bring forward ideas which will be assessed and approved in a robust, transparent and timely manner. The assessment panel will report directly into the Regeneration Board providing political input and scrutiny in a timely manner.

6. Seek to improve our collaborative opportunities with public sector or private partners who share our commercial mind and social heart ethos.
7. Refreshing and develop policies which seek to set out our ambition to explore opportunities to make our assets work harder for us, for example ensuring investments align with the principles in the Asset Management Policy (Land & Property).

How will we do this?

We will invest in training our staff to develop ideas and to manage change, we will seek ideas by creating an innovative and entrepreneurial culture where staff are trusted and empowered to make changes, supported by a robust governance framework.

Transformation Team acting as the Project Coordination Group with a Head of Service will:

- Develop the Licence to Innovate Scheme as part of the Regeneration Board.
- Create a Licence to Innovate Assessment Panel formed of Head of Service and key transformation managers, Equalities and other staff in order to assess ideas.
- Support staff and Heads of Services with project creation, operation and monitoring and delivery.
- Manage the allocation of seed monies requesting approval and provide reporting on allocations, on behalf of the Regeneration Board, and track progress of projects.
- Act as the first stage in assessing ideas using robust assessment methodology to determine which ideas to refer on for approval and working with staff on those which fall below the minimum standard.

Leadership Group and Management Network will:

- Allow staff the freedom to test ideas, within agreed guidelines, accepting that not all will achieve the desired outcomes, but they will all offer learning opportunities.

The Regeneration Board will;

- Seek guidance on the commercial risk appetite of political leadership of the Council in relation to specific ideas where relevant.
- Provide guidance on strategic commercialisation projects which arise and are being progressed by service areas.
- Refer projects through Scrutiny and Cabinet for guidance and decision making.
- Provide support in resource allocation to pop up groups to help develop ideas and business cases for service areas.

- Monitor strategic risks in project delivery and ensure the programme of work reflects a managed risk appetite.

In recognising the need to become more agile in our decision making we are aiming for a **one month turn around** for local pilot ideas from idea generation to approval: strategic projects will need significantly longer timescales.

What will success look like?

1. 10% of relevant staff trained on commercial skills or change management.
2. A robust but agile governance framework including evaluation methodology for staff to generate ideas, and to turn these into business plans.
3. The Licence to Innovate scheme is launched.
4. Reporting mechanisms and forward plan in place to track ideas from inception to implementation or refinement, ensuring full transparency with staff and partners.
5. 100 ideas generated, a number of which have travelled through the Licence to Innovate Scheme in first 12 months.
6. Revised fees & charges regime linked to market research and legal conditions.
7. A reduction, or an approved and evidence backed plan for reduction, in Council's budget for non-essential and discretionary services.
8. A number of collaborative opportunities being explored as part of commitment to becoming Partner of Choice.

High Level Action Plan 2020-2023

No.	Action	Political Officer/Lead	Timescale
1	Commercialisation and Investment Strategy adopted	Cllr Morgan/Transformation Manager Commercial	November 2020
2	Launch Licence to Innovate Scheme	Transformation Team	January 2021
3	Develop commercial skills and change management training modules and begin delivery to management tier	Transformation Manager – Commercial /Head of HR	January 2021
4	Commence Review of Fees & Charges, ensuring tradeable services are supported by thorough understanding of whole life costs as part of the decision to commercialise	Transformation Manager – Commercial	March 2021
5	Register of commercially viable assets	Section 151 Officer	Winter 2020
6	Community Asset Transfer Policy agreed	Head of Business Improvement	October 2020
7	Refresh Commercial and Investment Strategy	Cllr Morgan/Transformation manager – Commercial	November 2021
8	Review of all grant income and management processes	Section 151 Officer	End 2020
9			
10	Consider nominations for awards for staff through the Striving for Excellence.	HR/Transformation Team	2020
11	Advertising and Sponsorship Policy developed and implemented	Transformation Manager – Commercial	2020
12	Land assets are being used for green energy generation	Director of Communities	2022

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EQUALITY IMPACT ASSESSMENT FORM

THE COUNCIL'S EQUALITIES STATEMENT

This Council recognises that people have different needs, requirements and goals and we will work actively against all forms of discrimination by promoting good relations and mutual respect within and between our communities, residents, elected members, job applicants and workforce.

We will also work to create equal access for everyone to our services, irrespective of ethnic origin, sex, age, marital status, sexual orientation, disability, gender reassignment, religious beliefs or non-belief, use of Welsh language, BSL or other languages, nationality, responsibility for any dependents or any other reason which cannot be shown to be justified.

EIAs are a legal requirement under equalities legislation (Equality Act 2010 (Statutory Duties) (Wales) Regulations 2011) where the potential for a significant negative impact has been identified. This legislation has been in place since 2000. We also have a legislative duty to:

- eliminate unlawful discrimination, harassment and victimisation and other conduct that is prohibited by the Equality Act 2010
- advance equality of opportunity between people who share a relevant protected characteristic and those who do not
- foster good relations between people who share a protected characteristic and those who do not.

The Act explains that having due regard for advancing equality involves:

- removing or minimising disadvantages experienced by people due to their protected characteristics
- taking steps to meet the needs of people from protected groups where these are different from the needs of other people
- encouraging people with protected characteristics to participate in public life or in other activities where their participation is disproportionately low.

The protected characteristics are:

- | | |
|----------------------------------|----------------------------------|
| • Age | • Race |
| • Disability | • Religion, Belief or Non-Belief |
| • Gender Re-assignment | • Sex |
| • Marriage and Civil Partnership | • Sexual Orientation |
| • Pregnancy and Maternity | • Welsh Language* |

* The Welsh language is not identified as a protected characteristic under the Equality Act 2010, however in Wales we also have to treat Welsh and English on an equal basis as well as promoting and facilitating the use of the Welsh language.

THE EQUALITY IMPACT ASSESSMENT

Name of new or revised proposal:

Commercial & Investment Strategy

Directorate:

Education and Corporate

Service Area:

Business Improvement

Name of Officer and Contact Details:

Victoria Camp, Transformation Manager Commercial & Investment

Date for Review or Revision:

December 2021

***Throughout this Equalities Impact Assessment Form, ‘proposal’ is used to refer to what is being assessed, and therefore includes policies, strategies, functions, procedures, practices, initiatives, projects and savings proposals.**

The aim of an Equality Impact Assessment (EIA) is to ensure that Equalities and Welsh Language issues have been proactively considered throughout the decision making processes governing work undertaken by every service area in the Council as well as work done at a corporate level.

The Council’s work across Equalities, Welsh Language and Human Rights is covered in more detail through the **Equalities and Welsh Language Objectives and Action Plan 2016-2020**.

When carrying out an EIA you should consider both the positive and negative consequences of your proposals. If a project is designed for a specific group e.g. disabled people, you also need to think about what potential effects it could have on other areas e.g. young people with a disability, BME people with a disability.

There are a number of supporting guidance documents available on the **Corporate Policy Unit Portal** and the Council’s Equalities and Welsh Language team can provide advice as the EIA is being developed. Please note that the team does not write EIAs on behalf of service areas, the support offered is in the form of advice, suggestions and in effect, quality control.

PURPOSE OF THE PROPOSAL

1. **What is the proposal intended to achieve?** *(Please give a brief description and outline the purpose of the new or updated proposal by way of introduction.)*

The proposal is to adopt a Commercial & Investment Strategy which begins the Council journey towards becoming more financially resilient, to protect front line services and to adopt a commercial approach to discretionary services delivery where possible. Initially the strategy will not have any impact on front line statutory services. Where the strategy will have impact on discretionary service delivery, or staff, will be for improvement and enhancing the service, creating operationally efficient delivery models with business plans for growth.

2. **Who are the service users affected by the proposal?** *(Who will be affected by the delivery of this proposal? e.g. staff members, the public generally, or specific sections of the public i.e. youth groups, carers, road users, people using country parks, people in benefits etc. Are there any data gaps?)*

Staff members, local businesses and potential partners

IMPACT ON THE PUBLIC AND STAFF

3. **Does the proposal ensure that everyone has an equal access to all the services available or proposed, or benefits equally from the proposed changes, or does not lose out in greater or more severe ways due to the proposals?**

(What has been done to examine whether or not these groups have equal access to the service, or whether they need to receive the service in a different way from other people?)

As part of the strategy implementation, following identification of key opportunities, a commercial skills training module will be developed which will be delivered to staff based on requirements of the business plans.

Services will continue to be available to everyone as they currently are, however, some operational efficiency options may be explored.

Any proposal that requires a change to service delivery will be accompanied by a full EIA and, if required, consultation with those affected.

4. **Is your proposal going to affect any people or groups of people with protected characteristics?**

(Has the service delivery been examined to assess if there is any indirect effect on any groups? Could the consequences of the policy or savings proposal differ dependent upon people's protected characteristics?)

Protected Characteristic	Positive, Negative, Neutral	What will the impact be? If the impact is negative how can it be mitigated?
Age	Positive	<i>Assessing ideas against Well Being and Equalities legislation is built into the governance process at various steps ensuring robust consideration of the impacts for any proposed opportunity being progressed.</i>
Disability	Positive	<i>Assessing ideas against Well Being and Equalities legislation is built into the governance process at various steps ensuring robust consideration of the impacts for any proposed opportunity being progressed.</i>
Gender Re-assignment	Positive	<i>Assessing ideas against Well Being and Equalities legislation is built into the governance process at various steps ensuring robust consideration of the impacts for any proposed opportunity being progressed.</i>
Marriage & Civil Partnership	Positive	<i>Assessing ideas against Well Being and Equalities legislation is built into the governance process at various steps ensuring robust consideration of the impacts for any proposed opportunity being progressed.</i>
Pregnancy and Maternity	Positive	<i>Assessing ideas against Well Being and Equalities legislation is built into the governance process at various steps ensuring robust consideration of the impacts for any proposed opportunity being progressed.</i>
Race	Positive	<i>Assessing ideas against Well Being and Equalities legislation is built into the governance process at various steps ensuring robust consideration of the impacts for any proposed opportunity being progressed.</i>
Religion & Belief	Positive	<i>Assessing ideas against Well Being and Equalities legislation is built into the governance process at various steps ensuring robust consideration of the impacts for any proposed opportunity being progressed.</i>
Sex	Positive	<i>Assessing ideas against Well Being and Equalities legislation is built into the governance process at various steps ensuring robust consideration of the impacts for any proposed opportunity being progressed.</i>
Sexual Orientation	Positive	<i>Assessing ideas against Well Being and Equalities legislation is built into the governance process at various steps ensuring robust consideration of the impacts for any proposed opportunity being progressed.</i>

5. **In line with the requirements of the Welsh Language Standards. (No.1) Regulations 2015, please note below what effects, if any (whether positive or adverse), the proposal would have on opportunities for persons to use the Welsh language, and treating the Welsh language no less favourably than the English language.**

(The specific Policy Making Standards requirements are Standard numbers 88, 89, 90, 91, 92 and 93. The full detail of each Standard is available on the Corporate Policy Unit Portal. Although it is important that what is outlined in the proposal is available in Welsh and English, please consider wider impacts on Welsh speakers.)

The strategy will be translated into Welsh for publication and any business plans will be developed to ensure the promotion of Welsh language and will consider opportunities to increase the use of the language where possible. As the strategy itself does not propose any changes to service delivery the impact on Welsh language is neutral but the assessment criteria for development of ideas will include ensuring alignment to all relevant strategic elements, including Welsh Language and where possible non-compliance, or opportunities to increase the use will be incorporated and monitored by the Transformation team and Regeneration Board.

INFORMATION COLLECTION

6. Please outline any evidence and / or research you have collected which supports the proposal? This can include an analysis of service users.

(Is this service effectively engaging with all its potential users or is there higher or lower participation of uptake by one or more protected characteristic groups? If so, what has been done to address any difference in take up of the service? Does any savings proposal include an analysis of those affected?)

The strategy has been drafted following consultation with internal stakeholders and a thorough review of external commercial strategies across the sector.

Service users within the Council who are impacted by commercialisation have been consulted with via focus groups and close department working. The views of these groups have been incorporated into the strategic document and the outcomes it hopes to achieve.

CONSULTATION

7. Please outline the consultation / engagement process and outline any key findings.

(Include method of consultation, objectives and target audience. What steps have been taken to ensure that people from various groups have been consulted during the development of this proposal? Have you referred to the Equalities Consultation and Monitoring Guidance?)

Consulted with Cllr Barbara Jones, (acting Leader of Council), Cllr Sean Morgan, (Cabinet Member and Commercial Champion), Equalities Officer, Heads of Service, Head of Business Improvement, Interim Head of Transformation, Transformation Team, Policy and Performance Improvement Teams, Equalities and Welsh Language Teams and various other Heads of Service during drafting.

We also held a workshop with scrutiny members to consult and include feedback as part of the strategy drafting process.

Feedback supported the need for a strategy and the outcomes contained therein and wanted to see a robust, and well managed governance framework to support staff to bring ideas forward and into reality.

MONITORING AND REVIEW

8. How will the proposal be monitored?

(What monitoring process has been set up to assess the extent that the service is being used by all sections of the community, or that the savings proposals are achieving the intended outcomes with no adverse impact? Are comments or complaints systems set up to record issues by Equalities category to be able analyse responses from particular groups?)

The Commercial & Investment Strategy includes several key monitoring principles which will be reported via the Programme Coordination Group, Regeneration Board and Corporate Management Team.

9. How will the monitoring be evaluated?

(What methods will be used to ensure that the needs of all sections of the community are being met?)

Monitoring will be evaluated by the #TeamCaerphilly Programme Coordination Group, Corporate Management Team and Regeneration Board.

10. Have any support / guidance / training requirements been identified?

(Has the EIA or consultation process shown a need for awareness raising amongst staff, or identified the need for Equalities or Welsh Language training of some sort?)

The strategy proposes specific commercial and business skills and training for staff and these will be implemented as part of wider management training schemes linked to the Workforce Development Strategy. Where possible these will be delivered in Welsh if requested and will include relevant legislative updates where relevant to the training module.

11. If any adverse impact has been identified, please outline any mitigation action.

No adverse impact has been identified.

12. What wider use will you make of this Equality Impact Assessment?

(What use will you make of this document i.e. as a consultation response, appendix to approval reports, publicity etc. in addition to the mandatory action shown below?)

This Assessment will be appended to the report and strategy as required.

13. An equality impact assessment may have four possible outcomes, through more than one may apply to a single proposal. Please indicate the relevant outcome(s) of the impact assessment below.

Please tick as appropriate:

<input checked="" type="checkbox"/>	No major change – the impact assessment demonstrated that the proposal was robust; there was no potential for discrimination or adverse impact. All opportunities to promote equality have been taken.
<input type="checkbox"/>	Adjust the proposal – the impact assessment identified potential problems or missed opportunities. The proposal was adjusted to remove barriers or better promote equality.
<input type="checkbox"/>	Continue the proposal – the impact assessment identified the potential problems or missed opportunities to promote equality. The justification(s) for continuing with it have been clearly set out. (The justification must be included in the impact assessment and must be in line with the duty to have due regard. Compelling reasons will be needed for the most important relevant proposals.)
<input type="checkbox"/>	Stop and remove the proposal – the impact assessment identified actual or potential unlawful discrimination. The proposal was stopped and removed, or changed.

FORM COMPLETED BY:

Name: Victoria Camp

Job Title: Transformation Manager – Commercial & Investment

Date: 29.09.2020

HEAD OF SERVICE APPROVAL:

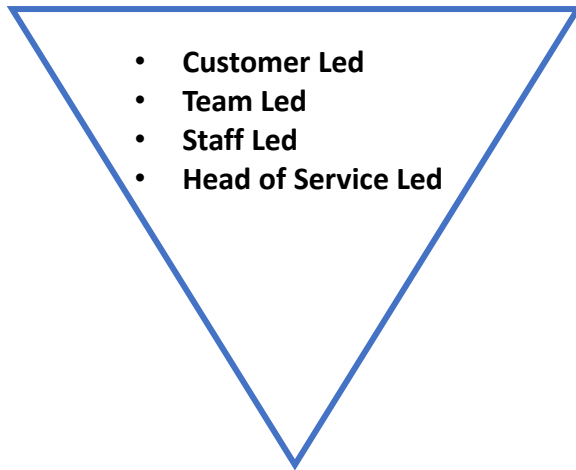
Name: Sue Richards

Job Title: Head of Education and Planning

Signature:

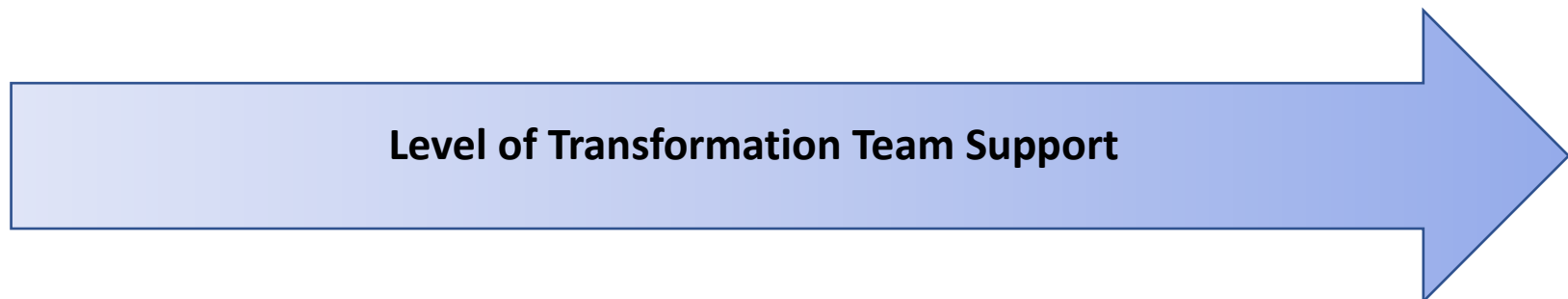
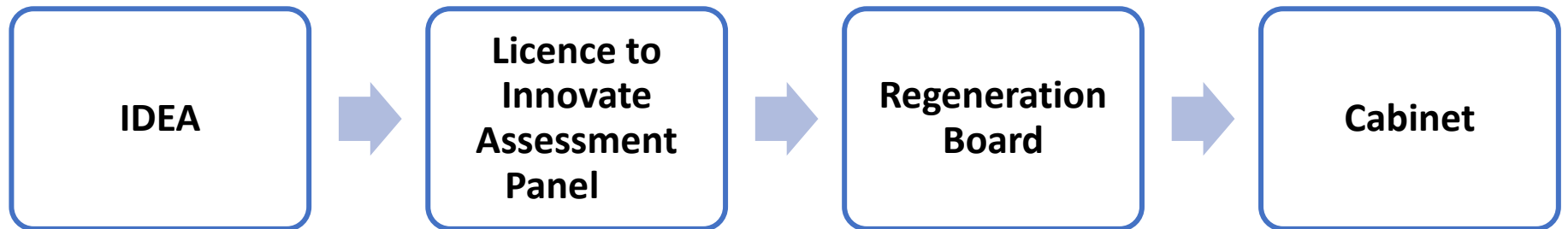
Date: 15.10.2020

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Licence to Innovate – Process & Governance Flow

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POLICY AND RESOURCES SCRUTINY COMMITTEE– 10TH NOVEMBER 2020

**SUBJECT: THE ROLE OF SCRUTINY IN STRENGTHENING TEAM
CAERPHILLY**

**REPORT BY: CORPORATE DIRECTOR FOR EDUCATION AND
CORPORATE SERVICES**

1. PURPOSE OF REPORT

- 1.1 This report is to seek the views of Scrutiny, on proposed changes to strengthen the framework and governance arrangements for the 'Team Caerphilly-Better Together' transformation strategy.
- 1.2 The programme management arrangements for transformation were agreed on the 12th June 2019 and confirmed on the 22nd July 2020 (background papers) when a series of Corporate Reviews linked to the Team Caerphilly transformation strategy were approved by Cabinet.

2. SUMMARY

- 2.1 This report proposes changes to strengthen the framework and governance around the 'Team Caerphilly' transformation strategy. The whole organisation transformation programme was essentially based on three main pillars: Service Reviews; Commercialisation and Place Shaping as well as a range of additional programmes intended to create the culture and environment to deliver the overarching concept of 'Team Caerphilly- Better Together'. The transformation strategy was agreed last year and a further report setting out an additional programme of Corporate Reviews was approved by Cabinet in July this year.
- 2.2 The role of the Policy and Resources Scrutiny Committee has been to receive updates on progress against the 'Team Caerphilly' strategy on a six-monthly basis prior to presentation to Cabinet. The first of these was considered by committee on the 12th November 2019 (background papers). A second six-monthly update was due on the 26th May 2020 but was not considered by committee due to the coronavirus crisis. Aside from the temporary cessation of scrutiny committees the Transformation Team were wholly involved in setting up and managing the Council's Buddy Scheme during the first lockdown and so all transformation work ceased temporarily. The forward work programme of Policy and Resources Scrutiny Committee should include the regular 6-monthly update reports.

- 2.3 In addition to the six-monthly updates to Policy and Resources Scrutiny Committee the report proposes that a member's workshop is held early in 2021 to brief all Councillors on the elements of transformation that the local authority is working towards. And that subsequently, workshops are offered on a six-monthly basis following the regular update reports progressing to Cabinet.
- 2.4 An update is provided on the new series of Corporate Reviews recently agreed by Cabinet. Corporate Review leads will provide an update to the Team Caerphilly programme board on a monthly basis and this progress will be summarised and reported to Policy and Resources Scrutiny Committee as part of the six-monthly updates. An example Corporate Review dashboard is appended.

3. RECOMMENDATIONS

- 3.1 That the Policy and Resources Scrutiny Committee agree to:
- Reinststate the six-monthly Team Caerphilly updates into the forward work programme of Policy and Resources Scrutiny Committee.
 - Consider the suggestion for a member's workshop on the transformation programme early in 2021 and make suggestions as to content.
 - Subsequently that workshops are offered after each update report has been presented to Cabinet.
 - Note and comment on the ten Corporate Reviews.

4. REASONS FOR THE RECOMMENDATIONS

- 4.1 Policy and Resources Scrutiny Committee have had the opportunity to scrutinise the Team Caerphilly Transformation Strategy and have received an update report. This report proposes suggestions for strengthening the role of this committee and to increase the engagement of elected members in the transformation programme, and particularly the new series of Corporate Reviews.

5. THE REPORT

- 5.1 Policy and Resources Scrutiny Committee scrutinised the draft Team Caerphilly-Better Together transformation strategy prior to its agreement by Cabinet in June 2019 and have received an update report on progress towards the end of 2019.
- 5.2 Since the local authority began responding to the coronavirus crisis in March this year many of the principles Team Caerphilly sought to embed have been demonstrated by staff on a daily basis. Staff have successfully operated in an agile way and officers from across the authority have come together to deliver a range of new services to help support communities and local businesses through the crisis.
- 5.3 The impact of COVID-19 has given the opportunity to embed many of the approaches that have been employed in recent months and accelerate some of the wider work to support these models through an additional programme of Corporate Reviews. Team Caerphilly was developed to provide resilience to the local authority in a time of challenge for Council services and those existing challenges have been compounded by the coronavirus and the need to be agile and flexible in responding

to the needs of communities while working in a very different environment and under very different conditions.

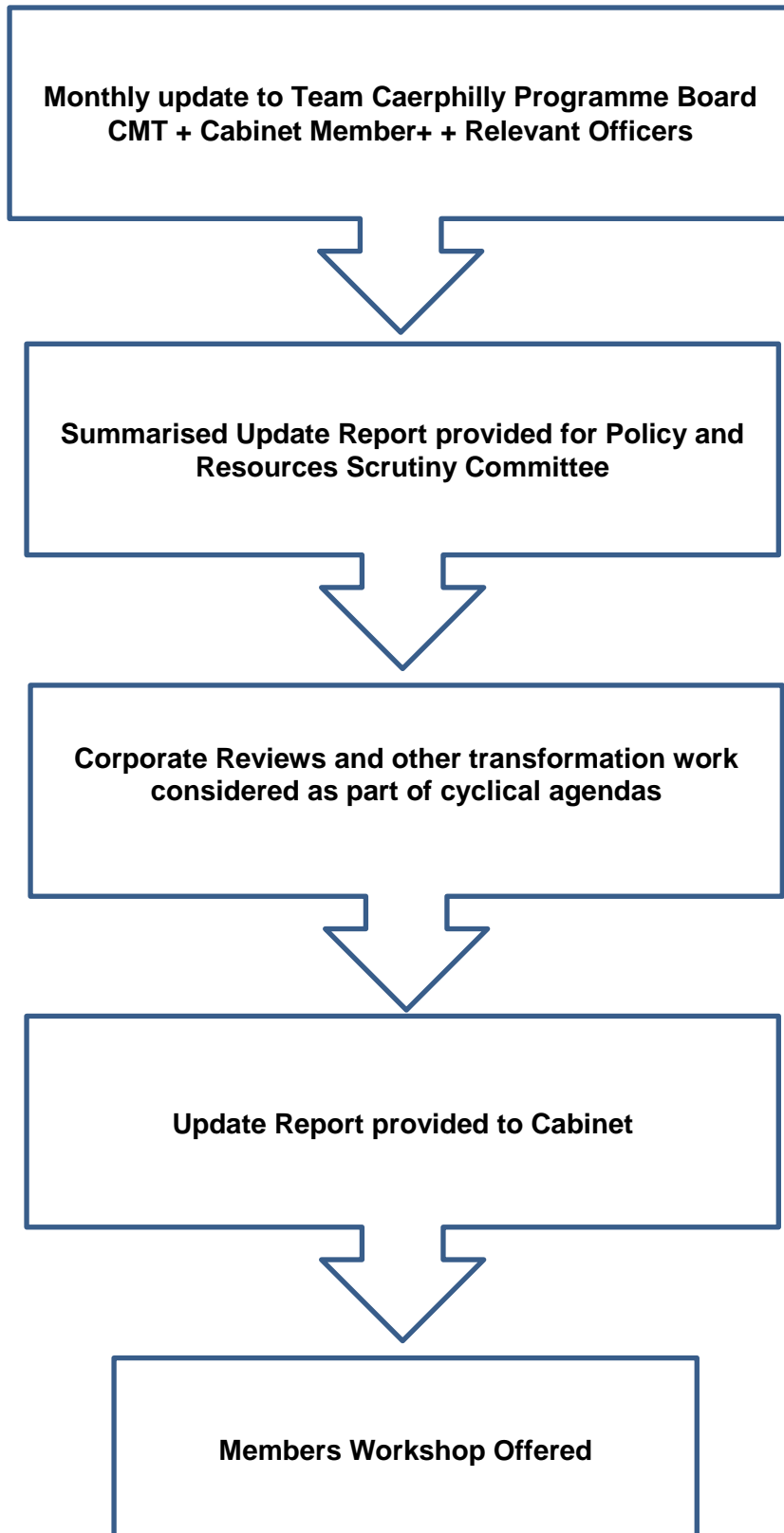
- 5.4 The pace of adaptation to new technologies and new ways of working by staff and members has been like nothing seen before in local government. Long-standing service delivery models have changed but have done so by focussing on our customers, by delivering in a different way. The new programme of Corporate Reviews are not a departure from the original strategy, they are an attempt to accelerate the speed and scale of change by capturing what has been the best of our response and using that foundation to drive forward transformation. The Cabinet report of the 22nd of July (background papers) explains and articulates the Corporate Reviews in more detail. They are themed around ‘One Council’ and ‘Workforce and Resources’.

1	Walk-in Services Review
2	Remote Contact Review
3	Front-line Delivery Review
4	Support Services Review
5	Information, Insight and Intelligence Review
6	Flexible Working Review
7	Sustainable Financial Planning Review
8	Workforce Development Review
9	Corporate Volunteering and Community Partnership Review
10	Decision-making Review

Reviews 1 to 5 are themed as ‘**One Council**’. Reviews 6 to 10 are themed as ‘**Workforce and Resources**’.

Since July lead Heads of Service have been allocated to each of the Corporate Reviews. Each review is following a service review methodology with various milestones and gateways to be reported to the Team Caerphilly Programme Board on a monthly basis. An example dashboard is provided at Appendix 1. It should be remembered that Heads of Service are diverted to the coronavirus response at the moment and so progress in some areas will have been slower than others. Review Leads are currently setting their workstreams and so the wording of the Outcomes may alter as they are developed further.

- 5.5 The recommendation of this report is to strengthen the role of Policy and Resources Scrutiny Committee in the transformation strategy and the Corporate Reviews as separate transformation topics. The further recommendation is to deliver a member’s workshop which may also serve to increase member engagement with the transformation programme by allowing an exchange of views with relevant officers responsible for delivery. Members workshops could also be run every six-months following the presentation of the regular update report to Cabinet.
- 5.6 To illustrate, the framework and governance around the transformation programme would work as below:



5.7 **Conclusion**

The report makes recommendations to strengthen the role of elected members as partners in the transformation programme and specifically makes recommendations for scrutiny committee.

6. **ASSUMPTIONS**

- 6.1 The assumption made in this report is that review Leads and work groups will have sufficient time to make timely progress against their objectives through their workstreams. Council services are likely to be further disrupted over the winter period due to coronavirus and so the pace of progress may be affected. However, it is important not to put transformation work on the 'back burner' and to capitalise on the fact that the transformation programme is aiming to build on the organisational learning we have achieved over the past several months.

7. **LINKS TO RELEVANT COUNCIL POLICIES**

- 7.1 The Team Caerphilly Better Together Transformation 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.

7.2 **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 well-being

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

The sustainable development principle has been used in developing the Corporate Review programme:

- Long Term – The service review methodology includes horizon scanning and consideration of the long-term sustainability of services as part of data gathering.
- Prevention – Taking a proactive review in assessing our Council services in this way enables us to consider innovative and commercial opportunities which 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 our services and offering, including assets for community purposes are part of our contribution to Team Caerphilly in which we expect communities to play their part.
- Collaboration – The service review methodology includes a detailed focus on stakeholder engagement and management to ensure all relevant and interested parties are identified and involved in the appropriate way as part of delivering the Corporate Reviews.
- Involvement – The service review methodology along with the Consultation & Engagement Framework underpins how we will engage with our communities as one of the pillars of the Team Caerphilly-Better Together strategy working together to enhance our relationships with our communities and working together to find 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 for unlawful discrimination and/or low level or minor negative impact has been identified, therefore a full EIA has not been carried out. However, the recommendations of reviews and subsequent implementation plans are likely to have equalities implications for staff and customers. Full EIA's will be carried out at formation stage.

10. FINANCIAL IMPLICATIONS

- 10.1 The Team Caerphilly – Better Together transformation strategy aligns with the Cabinet's Medium-Term Financial Principles and new operating models which will arise from the Corporate Review work will be 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 All consultation responses received have been included in the body of this report.

13. STATUTORY POWER

- 13.1 The Local Government Acts 1998 and 2003

Author: Kathryn Peters, Corporate Policy Manager

Consultees: Cllr Eluned Stenner- Cabinet Member for Finance, Performance and Customer Services
Cllr James Pritchard- Chair Policy and Resources Scrutiny Committee
Cllr Gez Kirby- Vice-chair Policy and Resources Scrutiny Committee
Corporate Management Team
Corporate Review Leads;
Gareth Jenkins- Assistant Director, Head of Children's Services
Liz Lucas- Head of Customer and Digital Services
Rob Tranter- Head of Legal Services and Monitoring Officer
Rob Hartshorn- Head of Public Protection, Community and Leisure Services
Marcus Lloyd- Head of Infrastructure
Stephen Harris- Head of Financial Services and Section 151 Officer
Lynne Donavan- Head of People Services
Sue Richards- Head of Education Planning and Strategy

Background Papers:

Cabinet 12.6.19- Future Caerphilly Transformation Strategy- #Team Caerphilly-Better Together

Cabinet 22.7.20- Strengthening Team Caerphilly

Policy and Resources 28.5.20- Future Caerphilly Transformation Strategy- #Team Caerphilly- Better Together

Policy and Resources 12.11.19- #Team Caerphilly- Better Together Transformation Strategy- 6 month update

Appendices:

Appendix 1 Corporate Review- Agile Working Project Dashboard

Appendix 1

Agile Working

DATE: 09/10/2020

- Unions are fully engaged and have support for agile working in principle; provided further data analysis, consultation and staff engagement is completed which provides answers to several outstanding queries.
- Report has been to P&R Scrutiny and has Cabinet approval. Priority actions have been identified which need addressing prior to an update to P&R in January.

Work stream	Status	Lead	Progress Update
Define the <i>agile working</i> offer	Green	Emma Strathdee	Preliminary investigatory work has been undertaken in iTrent to inform post suitability exercise
Resource / Infrastructure assessment	Green	Gwyn Williams	LL has confirmed that IT have resource data that can be cross referenced against suitable posts data.
Policy and procedure review	Yellow	Lynne Donovan	LD has commenced policy review and identified those that will require updating as part of service review.
Property portfolio and economic impact assessment	Yellow	Ryan Thomas	RT to contact MW in Property to review property portfolio.
Community impact and future engagement	Yellow	Joanne Jones	JJ to commence interaction with other key service areas such as Community Regeneration and Customer Services to ascertain levels of data held relating to review.



STAGE 1: INITIATION	STAGE 2: DATA COLLECTION	STAGE 3: CONSULTATION	STAGE 4: PROJECT PLANNING	STAGE 5: CLOSURE HANDOVER
30/10/2020	31/12/2020	31/01/2021	15/03/2021	31/03/2021

Dependencies

- CR (Workforce Development): Workstream - Management Training which includes Managing Remote/Hybrid Teams.

Risks

- Collating sufficient/accurate data upon which to base decisions
- Resource capability – personnel, budget and time
- Union engagement – collaborative working is essential
- Establishing a revised flexible working system model of delivery
- Determining appropriate models of agile working to meet service needs
- Support and agreement from all stakeholders

Work stream	Outcomes	Service review stage	R (Responsible)	A (Accountable)	C (Consulted)	I (Informed)
Define the <i>agile working</i> offer	<ul style="list-style-type: none"> Establish eligible/suitable roles and number of employees. Undertake case study exercise to test application in the workplace and impact for service delivery and staff. Undertake a wider employee survey (post Covid-19) to test views on long term agile working. Undertake a workforce EIA. Produce final report to P&R. 	Stage 1: Initiation	Emma Strathdee (Lead) Neil Cooksley (Support) Kath Peters (Support)	Marcus Lloyd	CMT/LT/MN HR Unions IT Communications Equality Team Staff	CMT/LT P&R Scrutiny Unions Staff Wider Scrutiny Committees
Resource / Infrastructure assessment	<ul style="list-style-type: none"> Analyse the costs for implementation to include IT equipment, furniture, software application licences, telephony and installation/IT costs. 	Stage 1: Initiation	Gwyn Williams (Lead)	Marcus Lloyd	IT/Procurement HR H&S	CMT/LT P&R Scrutiny Unions Wider Scrutiny Committees
Policy and procedure review	<ul style="list-style-type: none"> Identify all policies impacted by agile working. Review each policy to assess whether it is fit for purpose to support sustainable agile working and identify any necessary changes prior to implementation. Review and evaluate the application of the flexible working system and how this will operate to support agile working across the organisation. 	Stage 1: Initiation	Lynne Donovan (Lead) Neil Cooksley (Support)	Marcus Lloyd	Unions CMT/LT/MN Focus Groups	CMT/LT P&R Scrutiny Unions Staff? Wider Scrutiny Committees
Property portfolio and economic impact assessment	<ul style="list-style-type: none"> Assess the scope for asset rationalisation if sustainable agile working is adopted. Examine the potential economic impact on the local community. 	Stage 1: Initiation	Ryan Thomas (Lead)	Marcus Lloyd	Community Local Businesses Property	CMT/LT P&R Scrutiny Unions Wider Scrutiny Committees
Community impact and future engagement	<ul style="list-style-type: none"> Assess the impact of agile working on service delivery and analyse the impact for the community. Examine whether agile working will change how we engage with our community and if so, what could this could mean for residents. Undertake a community EIA. Review the data security elements with this alternate method of working and community engagement. 	Stage 1: Initiation	Joanne Jones (Lead) Kath Peters (Support)	Marcus Lloyd	Community Customer Services LT/MN Equality Team IT Community Regeneration	CMT/LT P&R Scrutiny Unions Wider Scrutiny Committees