

#TeamCaerphilly

BETTER TOGETHER

A new “whole-authority” operating model to ensure a resilient Caerphilly County Borough for the future



TRAFODAETH CAERFFILI
THE CAERPHILLY CONVERSATION



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1 FOREWORD

Our core purpose is to support sustainable and resilient communities across the County Borough. For the last few years we have managed the tension between reduced funding and the growing demands for services. The disparity continues to increase, and to thrive within this new environment, demands a new way of thinking. We are a strong, resilient Council with a detailed knowledge of our people and place, so we are well placed to rise to the challenge and seize the opportunities our journey of transformation will bring.

We need to be assured that we are providing services that meet the diverse needs of our people, which are sustainable, efficient and effective with the full support of our communities. We must also find our place within an ever more complex set of relationships which are now needed between the public and private sectors, community and place. We provide over 800 services to the citizens of Caerphilly and there are many demands placed upon them: -

- The financial challenge and the need to deliver more with less;
- Our ageing population who want to be able to live in their own homes whilst managing complex health needs;
- Our varied communities and the gap we have between poverty and prosperity underlying the need for high quality jobs and an attractive local environment;
- Climate change and increasing energy costs, which demands a focussed approach to green energy; and finally
- The fast pace of digital technology, which can offer so many opportunities to change the services we provide and how we work with our communities.

A simple response to these challenges might be to reduce service provision and staff numbers - an approach we are trying to resist. Our current organisational operating model is described as "traditional", but it has served us well. However, we now have to stretch ourselves, to think about the future and how our County Borough will look in the next decade and beyond.

The challenge is big but the opportunities to re-purpose and re-shape the Council and the County Borough are even greater!

Our transformation journey must happen at scale and at pace, and our core principle that underpins this movement is a Council that has a **Social Heart and a Commercial Head**.

We must be bold and brave. We must be able to anticipate future opportunities and be ready to make the most of them. We need to ensure we are ready for the challenges facing us.

This 'whole organisation' new operating model is being launched as **#TeamCaerphilly - Better Together**. It has a clear purpose: *"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"*.

The programme takes us initially to our first key milestone of 2022 (to coincide with the current administration) and then beyond. It will consider everything we do and how we will do it in the future.

Real impact can only be made if we are all working towards the same objectives together and this is where the power of **#TeamCaerphilly** will really work. We all love and cherish our County Borough and we all have an equal role to play in shaping it - whether you are an individual, a business, a school, a community group, a Councillor, or Council official - we each have a vested interest in making our people and place successful.

This is our collective call to action and we're confident that through working together as **#TeamCaerphilly**, we have a real opportunity to thrive.



Cllr David Poole
Leader

Christina Harry
Interim Chief Executive

2 INTRODUCTION

The authority is embarking on a major transformation programme to examine how services are prioritised, how they can become more business efficient, to explore opportunities for greater customer focus and digital delivery and to consider alternative delivery models and seek out commercial opportunities.

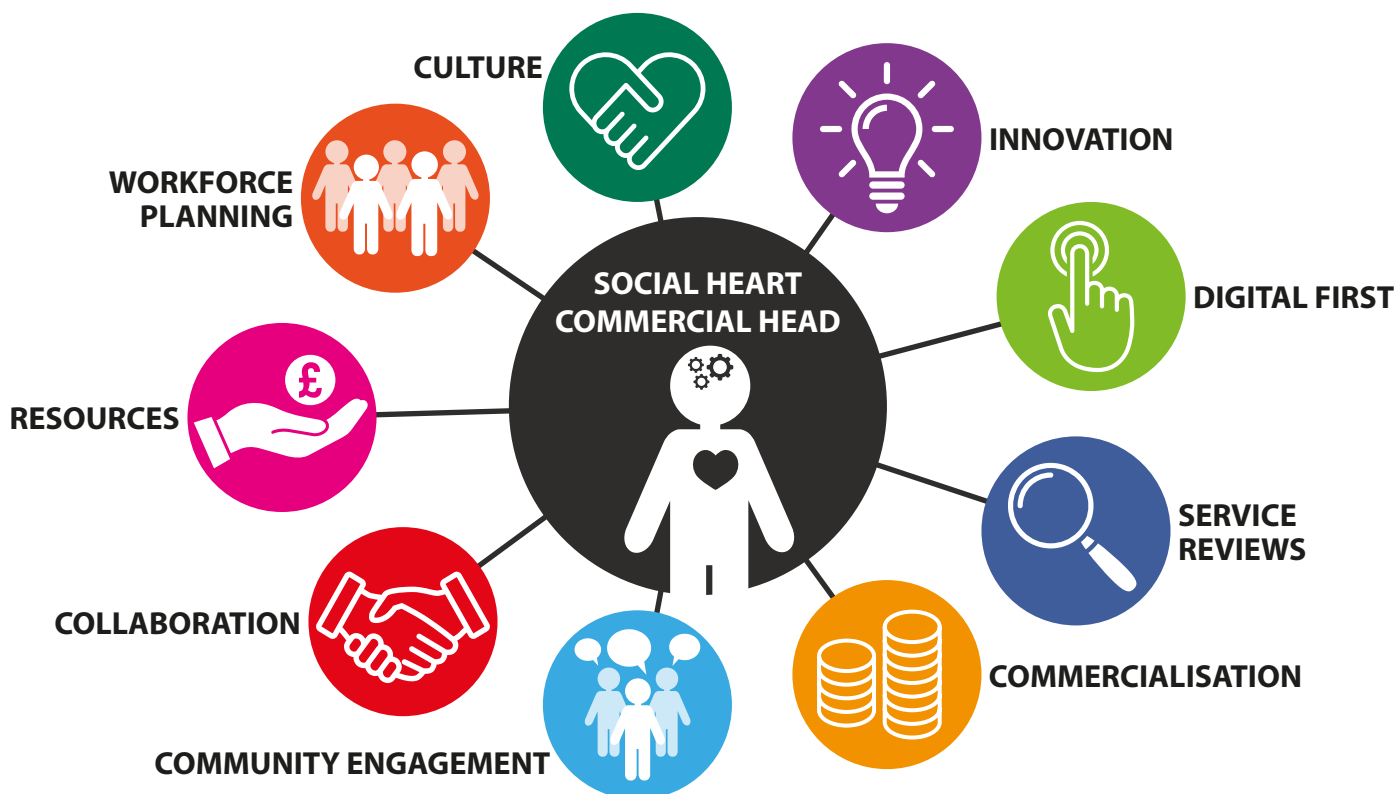
To enable us to continue providing high quality value for money services in an environment that will require new approaches and new skills, we will also need to build a new relationship with our staff and our communities.

This ambitious programme of change articulates the combined vision of the Cabinet and the Corporate Leadership Team and has been developed over the last 12 months. In making this Strategy a reality, courageous political and officer leadership will be essential to ensure that we successfully deliver the outcomes that we are aiming to achieve.

Our transformation strategy **#TeamCaerphilly - Better Together** is multifaceted and is based on a range of key components that will underpin everything that we do and will be fully embedded into our new operating model (see diagram below).

The outcomes we aim to achieve are: -

- To have strong working relationships with our communities and partners to maximise the use of our collective resources to ensure a resilient county borough for the future.
- 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.
- To help close the gap between poverty and prosperity through improving educational attainment and stimulating the local economy to create high quality jobs.



- To make Caerphilly County Borough a better place to live, work and visit.

The case for change is well understood. Since the 2008/09 financial year the Council has cut over £100 million from its budget due to the ongoing programme of austerity and further savings totalling circa £44 million are anticipated for the four-year period 2020/21 to 2023/24.

This, coupled with the rising demands associated with an ageing population, helping people with complex health needs to remain in their own homes, the gap between poverty and prosperity, climate change and digital advancement, demands a new approach that enables us to deliver “more with less”.

To date the Council has responded to the financial challenge with limited impact on front-line services. However, in planning for the future of the County Borough we know that the needs of our communities are changing and that the demographic profile of our population is shifting. For example, by 2036 the number of people living in the County Borough over the age of 85 will increase by 119%.

We know that future jobs, skills, employment and education will be underpinned by technology. The Cardiff Capital Region City Deal will provide the most important opportunity for stimulating the local economy for generations to come. Employment leads to prosperity and equality of opportunity.

We have a duty to be globally responsible in everything we do and we must deliver our services in an efficient, effective and sustainable way.

Our partners are operating in similarly challenging environments and we need to maximise our collective abilities through working in collaboration across the public, voluntary and community sectors.

We are redefining our vision and values as an organisation. Our operating principles will need to change to meet our vision for the future. We are developing a new set of values and our staff have been actively engaged in this

exciting opportunity for positive change. We will help them with this through new support and development practices.

We have identified the key local authority projects that will increase our resilience and we will deliver these through robust programme management. Our recently adopted *Sport and Active Recreation Strategy* is a good example of our future approach - consolidating and supporting viable services into the future.

The Council is committed to protecting vulnerable people and providing services as equitably as possible across the whole of the county borough. However, we must be more commercially minded in our approaches to service provision and look for opportunities to increase income that can be reinvested in services.

The way in which we interact and engage with our communities must be more meaningful and integrated fully into our strategies, so our current approach will need to change. We have to manage the expectations of our communities and we must develop a mutual understanding that we simply cannot deliver services in the same ways that we always have. We will listen carefully to the views of our communities in shaping future services and we will explain the rationale behind any decisions made.

Tough choices will need to be made and we will need to prioritise essential services. We will be open and honest in how we make these choices and we want our communities and staff to be part of the discussion.

Our staff are a dedicated and valued resource and we will ensure that we support and equip them with the required skills and competencies they will need to ensure the successful delivery of the new operating model that will underpin this transformation programme.

3 OUR VISION AND PURPOSE



The Council's current Cabinet will lead the administration until the next local government elections in May 2022. The Cabinet launched a set of commitments to the organisation, to staff and to communities early on in its tenure, which are incorporated into the Council's Corporate Plan 2018-2023.

The Cabinet commitments are: -

- We will always do our best to protect jobs and services within the current challenging financial climate.
- We will build on Caerphilly County Borough Council's reputation as an innovative, high performing local authority.
- We will ensure we have an engaged and motivated workforce.
- We will always strive to ensure Caerphilly County Borough Council delivers value for money in everything it does.
- We will help protect the most vulnerable people in our society and make safeguarding a key priority.
- We will always welcome feedback and consider the views of residents, staff and other key stakeholders.
- We will be open, honest and transparent in everything we do.

These commitments will be an integral element of the emerging service transformation programme, and future changes to service delivery models will also need to align with the 6 Well-being Objectives set out in the Corporate Plan 2018-2023, namely: -

- Improve education opportunities for all.
- Enable employment.
- Address the supply, condition and sustainability of homes throughout the County Borough and provide advice, assistance or support to help improve people's health and well-being.
- Promote a modern, integrated and sustainable transport system that increases opportunity, promotes prosperity and minimises the adverse impacts on the environment.
- Creating a County Borough that supports a healthy lifestyle in accordance with the

sustainable development principle in the Wellbeing of Future Generations Act.

- Support citizens to remain independent and improve their well-being.

Our Well-being Objectives are reflected in, and support, those of our partners on the Caerphilly Public Services Board. Across the public and voluntary sector we are working in collaboration to secure the well-being of our future generations.

The new operating model has a clear purpose - *"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"*.

The real strength and impact of the new approach set out in our transformation strategy will only be realised if we are all collectively working towards the same aims and objectives. We have approximately 9,000 staff across the Council and we serve approximately 180,000 residents. We have a significant business community located across the County Borough, 86 schools and many community groups.

'Working Together for the Good of All' has been the authority's mission statement since it was created in 1996. This concept is still relevant, but is now mainly used in a civic context.

We are all very proud of our County Borough and each of us has an equal role to play in helping shape it. It is this collective approach that we wish to harness and reinforce through our new delivery approach as **#TeamCaerphilly - Better Together**.

Our new approach will reflect the 'team ethos' that we will instil throughout the organisation and indeed the wider County Borough and our communities.

4 OUR NEW OPERATING MODEL

#TeamCaerphilly - Better Together is a strategic programme of “whole-authority” transformational change delivered through a new operating model for the way that we provide services.

We will need to move away from traditional models of service delivery, embrace change, be prepared to innovate and take well managed risks. We will also need to modernise through harnessing emerging technologies and fully engaging with our workforce and communities.

At the core of this programme of change will be our new mantra of **Social Heart and Commercial Head**. This recognises our commitment to public service and the needs of our citizens, but also demonstrates a commitment to explore commercial and investment opportunities, where appropriate, to generate income that can be reinvested in services to help them remain resilient.

This strategic programme of “whole-authority” work will be delivered through the following key themes: - (see diagram below)

These key themes will underpin the new operating model for the Council and alongside this over the next 3 years we will begin to re-shape our communities across the County Borough through an integrated, but focused programme of transformation, which will include: -

- The completion of a £261m physical improvement programme to our housing stock by 2020, through the delivery of the Welsh Housing Quality Standard (WHQS). Using Phase 2 of the emergent WHQS programme we will continue to invest in our existing housing stock to provide high quality, energy efficient, affordable homes for life. This will be further enhanced with an exciting and innovative new build programme.



- Implementing the Shared Ambitions Strategy to raise standards and ensure our learners are healthy, confident, proud and ambitious and can benefit from high quality educational opportunities, settings and experiences.
- The commencement of the second phase of the 21st Century schools programme, providing £110m of new educational facilities.
- Delivering the Council's emerging Digital Strategy by opening the Digital Front Door and introducing a wide ranging digital transformation programme that transforms every aspect of service delivery.
- The provision of a new Children's Centre, which will be a "state of the art" centre of excellence providing respite care and therapeutic services for our vulnerable children and their families.
- Continuing the delivery of the Sports and Active Recreation Strategy, providing a sustainable approach to leisure and physical activity provision.

- The introduction of an integrated "one-stop shop" public service offer located within the heart of our communities, through the provision of strategically located integrated hubs, enhancing our engagement and service offer to the public.
- An exciting programme of economic, social and environmental investments to enable inclusive growth and opportunity across the County Borough, that aligns and positions us firmly with the City Region's economic ambitions. This will also include maximising our Green energy credentials through effective and innovative use of our assets.
- Making best use of our financial resources through a managed "risk-based" investment approach to enable delivery of the programme.

Robust governance and programme management arrangements will be established to ensure that key milestones are agreed to support the successful delivery of these key strategic projects.



We will honour this in our interactions with our staff. Communication of the vision for the authority and the values and behaviours that we share will be key to transforming the authority, and this will be captured in our Culture Book.

We have already shared a new set of values and behaviours with our staff at various internal engagement events, and these will now be fully embedded into our new operating model: -

- **Innovative:** We will empower staff to develop innovative and creative responses to challenges faced within a safe culture of mutual respect.
- **United and Connected:** We share a vision that serves the common good; we will actively collaborate and engage in healthy internal communication.
- **Trusted:** We will act credibly, reliably, and will foster, support and maintain positive relationships.
- **Resilient:** We will build teams that are able to rise to the challenges we face and adapt to any adverse conditions.
- **Open and Transparent:** We will communicate openly, share information, listen and appreciate other perspectives, give prompt feedback and learn from our mistakes.

These values and behaviours complement our already adopted Customer Service Standards, which are that **we will always be:** -



WELCOMING...

Providing a courteous, positive and lasting impact.



PASSIONATE...

In our aim to change things for the better.



DEPENDABLE...

Building long term relationships on trust and transparency.



FAIR...

We will always strive to do the right thing.



IN TOUCH...

Interactive and diverse in our communication.

KEY ACTIONS

Culture Book to be finalised, approved and formally launched with staff

TIMESCALE

30th November 2019

6 ENCOURAGING AND SUPPORTING INNOVATION

We need to challenge existing service models and embrace emerging technologies to increase efficiency and secure value for money.

We will need to learn from best practice nationally and internationally and be prepared to take well managed risks.

We will undertake extensive research to identify successful innovative service delivery models, and alongside this staff will be encouraged to explore alternative ways of providing services through a **Licence to Innovate**.

If staff have good ideas they will be asked to check them against the following criteria: -

- *Is it something we are able to do?*
- *Have the potential risks been considered?*
- *Do we have the money to do it?*
- *Is it the right thing to do for our businesses and/ or our communities?*

If these criteria are met then staff will have a "Licence to Innovate".

Full details of the "Licence to Innovate" initiative will be launched at Staff Roadshows that are scheduled to take place during the Autumn.

We will also recognise staff commitment and will introduce a recognition scheme; Striving for Excellence. Often good work goes unnoticed, we want to take the time needed to breathe, look around, and reward the efforts of our workforce.

We want our staff to make suggestions, trial new approaches and contribute to transforming the authority through the Licence to Innovate.

We will recognise, acknowledge and support ideas that drive forward innovation for **#TeamCaerphilly**.

Our new staff mantra will be: - **BE BOLD! BE BRAVE! BE BRILLIANT!**



KEY ACTIONS

Licence to Innovate initiative to be launched

Striving for Excellence staff recognition scheme to be launched

TIMESCALE

During staff roadshows (Autumn 2019)

During staff roadshows (Autumn 2019)

7 EMBRACING NEW TECHNOLOGIES - “DIGITAL FIRST”

We will need to embrace new technologies to modernise the way that we work, streamline processes, improve workflow and drive out efficiencies.

We will explore opportunities for automation wherever appropriate and will aim to improve the customer experience in interactions with the Council.

During 2018 the Cabinet approved one-off funding of £600k for investment in new technologies and a Customer and Digital Strategy and Strategic Action Plan has been developed which is available on the Council’s website.

The Council will embrace digital as a culture, rather than just technology. We will adopt a learning ethos which will allow us to be open and learn from our mistakes, challenging the status quo to bring about real value public services for our citizens.

It is our aim to keep pace with the growing expectations from the customer for sustainable, effective public services.

Caerphilly will become a Digital Organisation, with clear leadership that will cultivate a “can do” attitude to support all of our stakeholders.

Our Customer and Digital Strategy will be a living programme; flexible, adaptable and alive to the changing environment; modular in nature so that it is easy to review and updated annually in line with developments in the digital landscape.

Our approach will be continuous improvement to bring about real change, and to improve the lives of those who live and work within the County Borough. Where appropriate our interactions with our customers and wider stakeholders will be digital by default.



KEY ACTIONS

Customer and Digital Strategy to be approved by Cabinet

Progress against key actions in the Customer and Digital Strategy to be regularly reported to and monitored by the Digital Leadership Group

TIMESCALE

12th June 2019

Frequency to be agreed

8 ESTABLISHING A STRUCTURED PROGRAMME OF SERVICE REVIEWS

We will introduce a structured programme of service reviews that will evaluate the services that we provide and ensure that they remain relevant, and are provided in the most effective and efficient ways to ensure that value for money is being achieved.

The service reviews will also provide an opportunity to generate financial savings and will consider the following as a minimum: -

- *The objectives of each service review.*
- *What is the service being delivered and why do we do it?*
- *Why do we deliver the service in the way that we do?*
- *Who is the service delivered to and does it add value?*
- *What outcomes are being achieved and are*

they good enough?

- *What is the current cost of delivery?*
- *How do costs compare with other providers?*
- *How can the service be delivered with less resource?*
- *What are the other options for delivering the service?*
- *Is there potential to eliminate waste and duplication?*
- *Can processes be automated to deliver savings and efficiencies?*
- *Are there opportunities to work with citizens, communities and the third sector to promote further engagement in shared local delivery?*
- *Are there commercial opportunities to generate additional income?*



A consistent approach to service reviews will be adopted, and a service directory will be prepared to provide an evidence base to help identify those services that will be prioritised for review in the early years of the Council's transformation programme.

The programme of service reviews will allow our senior officers, staff and Elected Members to meaningfully engage with decisions about future delivery, aligned to our Medium-Term Financial Plan. To support this we will ensure that our central services (Finance, Human Resources, Procurement, IT Services and Business Improvement) are actively supporting, enabling and challenging programme delivery and performance outcomes.

Where we are considering service changes we will engage fully with our communities, to ensure that their views are part of the decision-making process.

We will define service standards following each review so everyone is clear of what we will deliver and what (if applicable) others will do.

Service Review pilots are currently being undertaken in the Catering Service and the Building Cleaning Service and the learning from these will inform the structured approach that we will adopt moving forward.

KEY ACTIONS	TIMESCALE
Service Review pilots in Catering and Building Cleaning to be completed	31st July 2019
Service Directory to be completed	30th September 2019
Consistent methodology for Service Reviews to be adopted	30th September 2019
Structured programme of Service Reviews to be agreed and implemented	Cabinet approval by 31st October 2019

9 ADOPTING A COMMERCIAL APPROACH

Central to our whole-authority programme of transformational change is our new mantra of **Social Heart and Commercial Head**. This recognises our commitment to public service and the needs of our citizens, but also demonstrates our desire to explore commercial opportunities where appropriate, to generate additional income to reinvest in services to help them remain resilient.

The Council provides 'cradle to grave' services to local residents. It supports local enterprise and investment, educates our young people, protects vulnerable people, and is the steward of our environment and infrastructure. Social justice and fairness are at the centre of everything we do.

However, this is a new era for local government, and whilst we will be maintaining our focus

on our customers and essential services, we will need to seek out innovation, find alternative ways of delivering services and adopt a more commercial approach to Council business. We will find and articulate the right balance between our public sector ethos and commercial practices.

As a large local authority we have been able to protect services to a greater extent than many other local authorities in Wales. However, we are on the cusp of a new era for the County Borough and our operating practices must alter so that we can deliver what is needed for our residents and, particularly, our future generations.

The Council must be more commercial and will seek opportunities to generate additional income, and explore investment opportunities



to achieve returns that can help secure future service delivery. We are not considering the largescale outsourcing of services, but will instead focus on a more business-like approach to take advantage of commercial opportunities for the services that we provide.

We will develop a new Commercial and Investment Strategy to create new economic and social networks to recycle economic benefit back to delivering quality services to our communities i.e. Profit for Purpose. This will require new thinking and may be the most challenging aspect of our transformation strategy.

Adopting an entrepreneurial approach will require different skills and attitudes, and we must change our culture to increase our resilience. To facilitate this we will foster and embed an innovative and commercial culture, through a commercial development programme across the Council.

We will also seek nominations for a Cabinet Member to be the Council's Commercial Champion and establish a Commercial Panel that will consider commercial opportunities.

This new thinking will take us beyond income generation into the marketing of our services. The Council, and the professionalism of our staff, are a trusted brand that we will explore as part of the **#TeamCaerphilly** transformation programme. As part of this process we will look at potential trading vehicles that will provide the appropriate platform for us to trade with other public sector organisations and beyond.

Our commercial approach will also involve a review of our current Treasury Management Strategy. This will focus on exploring prudent investment opportunities beyond our traditional approaches, to improve returns that can then be reinvested in services to help them remain resilient.

KEY ACTIONS	TIMESCALE
Nominate a Cabinet Member as the Council's Commercial Champion	12th June 2019
Commercial and Investment Strategy to be drafted and approved by Cabinet	Cabinet approval by 31st October 2019
Establish a Commercial Panel	30th November 2019
Undertake a review of the Council's portfolio of investments	31st December 2019
Explore potential trading vehicles that would allow us to trade with other public sector organisations and beyond	31st March 2020

10 ENGAGING AND WORKING WITH OUR COMMUNITIES

Our **#TeamCaerphilly** transformation programme is about reshaping the Council for the future. We must do things differently to protect the services that are required and valued.

We must also acknowledge that the organisation will undoubtedly be smaller and will deliver fewer services, and may deliver its remaining services in a different way.

We want to do this in a considered way, which understands need, considers our communities, plans for what we must deliver, and supports our staff in helping us to do this.

Effective communication and engagement is fundamental to the transformation agenda, and we will achieve this with our communities through the *Caerphilly Conversation*.

We must be open and honest with our communities in order to manage expectations; we want our communities to play a key part in this transformation journey and we want to do this with the support of our residents.

It is important that our communities understand and support the path we have taken; they too will be concerned about services for future generations. We are confident that we have a common understanding that we must look to the future, while upholding our social principles, in order to protect and future-proof our services.

We have already committed to the National Principles for Public Engagement in Wales, and we would like to extend the level of community involvement in our shared aims. We will use the best practice of the International Association of Public Participation to Inform, Consult, Involve, Collaborate and Empower our communities. We will develop a Consultation and Engagement Framework to support this.

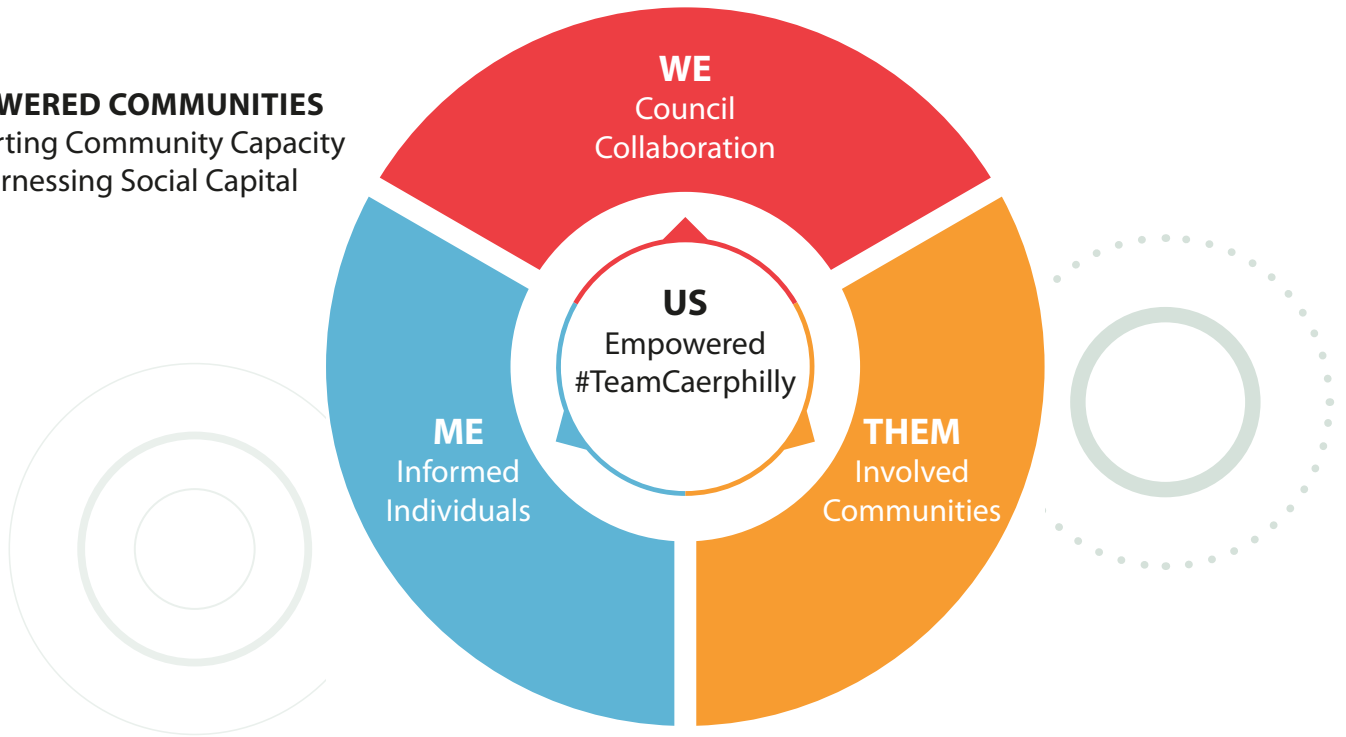
We currently deliver a wide range of discretionary services which our communities have become accustomed to. If we are going to continue to deliver some of these discretionary services in the future (i.e. the things that we don't legally have to do), we will need the help of communities and the voluntary sector to support us in delivering them.

The role of empowered, resilient communities in this transformation journey cannot be underestimated. Whilst these are difficult times, it is also an opportunity to embrace change and develop new ways of delivering Council services, with the support of our communities for the benefit of all.

The South Wales area has a unique sense of community that is not present in many other parts of the UK. It is our social capital; we look out for each other. The **#TeamCaerphilly** ethos must be such that, regardless of who we are - Councillors, staff, residents, the business community, partners, young people etc. - we all have a part to play in doing our bit for the good of our area.

We will work with our communities to encourage them to continue the good practices they already have i.e. practices such as recycling more, not dropping litter, volunteering in their local area, supporting grassroots sport, taking part in environmental clean ups etc. We can all do our bit for Caerphilly County Borough, empowered communities are vital in transforming the County Borough.

EMPOWERED COMMUNITIES
Supporting Community Capacity
and Harnessing Social Capital



To support this, our transformation strategy will include the principle of encouraging our staff to volunteer to work in the community. Corporate Volunteering is common in the private sector and increasingly so in the public sector. Our staff are passionate public servants, most of who live in the County Borough, who have grown up here, and have families here. They care about the area as much as others in our community. We want to explore the potential to release some of our staff capital

into our communities.

We will also look at the assets we hold and where there is a strong case to do so, we will consider releasing assets for social and community purposes. We will develop a Community Asset Transfer Policy that will be an important part of this new approach, by equipping and empowering our communities to take direct ownership of service delivery where appropriate.

KEY ACTIONS	TIMESCALE
Corporate Volunteering Policy to be developed and initially piloted in one service area	31st December 2019
Community Asset Transfer Policy to be finalised and approved by Cabinet	31st December 2019
Develop a Consultation and Engagement Framework to support empowered communities to come on this journey with us	31st December 2019

11 ACTIVELY SEEKING OPPORTUNITIES FOR COLLABORATION

As part of the transformation programme we will build on existing collaborative frameworks. We will also explore the potential for new collaborative opportunities with other public sector bodies, where there are tangible benefits for our communities and/or the opportunity to reduce costs.

There will be particular emphasis on new opportunities that will help services remain resilient and where there are sound business cases to support proposals to collaborate.

Our approach will be twofold. There may be instances where there is a strong case to collaborate where others will lead; but we will also take well managed risks and seek out opportunities where we feel the council should be the Partner of Choice.

We will also consider how we can share assets with our public sector partners to maximise efficiencies and to explore the development of Community Hubs, which would provide one-stop shops where services from a range of partners can be provided from single locations.

The Council is currently working with the Aneurin Bevan University Local Health Board and Heddli Gwent Police to develop proposals for Community Hubs across the County Borough.



KEY ACTIONS

TIMESCALE

Explore potential new collaborative opportunities where the Council can be the Partner of Choice

30th November 2019

Report to be prepared outlining proposals for the development of Community Hubs across the County Borough

31st December 2019



12 RESOURCES AND CAPACITY

The scale of the financial challenge facing the Council has already been clearly set out in this Strategy. To meet this challenge the Cabinet has agreed a set of revised *Medium-Term Financial Plan (MTFP) Savings Principles*, which are as follows: -

- We will seek to protect services for the most vulnerable whilst continuing to evaluate all other services.
- We will limit the impact of cuts on front-line services where we can whilst continuing to reduce expenditure and explore opportunities to generate new sources of income.
- We will adopt a longer-term approach to financial planning that considers the impact on future generations.
- We will need to accept that we will not be able to maintain existing levels of service but will introduce more innovative ways of working through the use of emerging technologies.
- We will engage with our communities to understand their needs and explore options to deliver some services through collaboration, partnerships, community trusts etc. to ensure that communities remain resilient and sustainable in the longer-term.

The **#TeamCaerphilly - Better Together** Transformation Strategy aligns with these principles, and developing new ways of working will be a key element in ensuring that the Council remains financially resilient moving forward.

As the various elements of the Strategy are further developed there will be a need for one-off investments to pump-prime the service changes required. Investments will need to be supported by robust business cases clearly demonstrating how the funding will lead to service efficiencies and savings.

There will also be a need to ensure that we have sufficient capacity within the Council to drive forward the ambitious transformation programme to a successful delivery. We will harness the range of skills and experience within our workforce and create opportunities for staff to lead and be involved in various workstreams that will ensure successful delivery of the programme.

The Council's Corporate Policy Unit will be the central point of co-ordination and administration of the transformation programme. Furthermore, the Performance Management Unit has worked with Directorate Management Teams in recent months to introduce a new approach to service planning and performance management. This has resulted in the introduction of new Directorate Performance Assessments, which are designed to provide a 'single source of the truth' and will give insight into the how each Directorate is performing, as well as highlighting any actions that are being taken to drive improvement.

The Corporate Policy Unit will also have a key role to play in terms of researching innovative best practice and sharing this across the Council.

Whilst we will maximise the use of existing staff, there will be a requirement to establish some additional capacity to help drive forward our new approach at pace. It is therefore proposed to appoint three Transformation Managers initially on fixed-term contracts for a period of two years. The individual portfolios for these managers will be:-

- Innovation
- Commercial Investment
- Workforce planning

As we move forward there may be a need for further staffing capacity as the various elements of the new operating model are further developed. However, it is anticipated that this will be on an 'invest to save' basis as

new ways of working will deliver sustainable savings year-on-year.

KEY ACTIONS

TIMESCALE

Cabinet approval to be sought to appoint three Transformation Managers initially on fixed-term contracts for a period of two years

Cabinet approval on 12th June 2019

Embed the new Direct Performance Assessments across the Council

Quarterly reporting from June 2019 onwards



13 ENSURING THAT WE HAVE A WORKFORCE THAT IS FIT FOR THE FUTURE

Our staff are our most important resource. We have a committed and dedicated workforce that provides excellent services to our communities on a daily basis.

Local government can be a challenging environment in which to work, but the satisfaction of providing good quality local services is rewarding. Our staff are the backbone on which we are able to deliver to a consistent high quality. In return for the commitment of our staff the authority is committed to their development and support.

We expect certain behaviours of our staff, and in return they expect to work in an environment that nurtures their development and provides them with the support they need to do their jobs more effectively, and that recognises the contribution they make.

We have excellent work life balance policies, including a generous flexible working scheme. We have recently adopted a set of agile working principles which will not only be of value to staff, but will also provide the potential to rationalise buildings through new ways of working.

The emerging transformation programme will mean that we will need to change the ways in which we support staff to deliver services. The relationship between staff and their managers will need to be supportive and based on a continuous conversation. Staff will need to be equipped with the right skills to underpin the new ways of working and in some cases staff will need to be retrained to undertake different roles in the Council.

We will review our Staff Appraisal Process and introduce a new Workforce Development Strategy: Better Together, a key component of which will be a robust training and development programme, including leadership and management development, to ensure that we have the right mix of skills and abilities to meet the needs of the Council in the future.

KEY ACTIONS

TIMESCALE

Performance Development Review process to be reviewed

30th September 2019

Workforce Development Strategy: Better Together to be finalised and approved by Cabinet

31st January 2020

14 PROGRAMME MANAGEMENT ARRANGEMENTS

Effective programme management arrangements will be an essential requirement to ensure successful delivery of the Transformation Strategy. The key elements will be the following: -

Programme Sponsor (Chief Executive)

To be accountable for the programme, lead the business change and provide top level endorsement of the rationale and objectives of the programme.

Sponsoring Group (Leadership Team)

To provide senior level commitment and support for the programme, as well as championing implementation within their respective service areas.

Senior Responsible Officer (Head of Business Improvement Services)

To take day-to-day responsibility for overseeing the implementation of the programme, and ensuring appropriate governance and reporting arrangements are established to monitor the delivery of key actions.

Project Board (Corporate Management Team)

To provide strategic oversight for the programme and support the Senior Responsible Officer in driving and monitoring overall implementation.

The Terms of Reference for the Project Board will be formally signed-off by the Board at its inaugural meeting in July 2019.

Programme Co-ordination/Administration

The Corporate Policy Unit will be the central point of co-ordination and administration for the transformation programme.

Progress against the **#TeamCaerphilly Strategic Action Plan** will be reviewed on a quarterly basis by the Corporate Management Team, in its capacity as the **#TeamCaerphilly Project Board**.

Six-monthly progress reports will also be presented to Cabinet, and the Policy and Resources Scrutiny Committee will receive an annual progress report.

The strategic actions of the transformation programme will also be incorporated into Directorate Performance Assessments, to ensure that there is detailed review and monitoring at Directorate level, with any emerging issues being escalated to the Project Board.



KEY ACTIONS

Terms of Reference for the Project Board to be agreed and formally signed-off

TIMESCALE

July 2019

15 THE #TEAMCAERPHILLY STRATEGIC ACTION PLAN

Some of this Transformation Strategy is already in progress.

The **#TeamCaerphilly Strategic Action Plan** attached as Appendix 1 will help us manage the transformation journey, and will allow us to demonstrate our progress.

As the initial high-level strategic actions are brought to fruition, a range of further specific actions, key milestones and measures will emerge. The overarching Strategic Action Plan will be regularly updated to reflect these changes.

We will encourage feedback on the Action Plan and any constructive ideas and suggestions to help us achieve the scale and pace of change that is required.



KEY ACTIONS

TIMESCALE

Progress reports on the Strategic Action Plan to be presented to: -

- the Project Board on a quarterly basis;
- Cabinet on a six-monthly basis; and
- the Policy & Resources Scrutiny Committee on an annual basis

Timescales as shown in 'Key Actions'

Key actions in the Strategic Action Plan to be incorporated into Directorate Performance Assessments

Quarterly

16 HOW TO FIND OUT MORE

Visit the Caerphilly County Borough Council website www.caerphilly.gov.uk

For more information on this Strategy, please contact us on **01443 811365**, or e-mail us policyteam@caerphilly.gov.uk



THE #TEAMCAERPHILLY STRATEGIC ACTION PLAN

No.	ACTION	POLITICAL/OFFICER LEADS		TIMESCALE
CREATING THE RIGHT ORGANISATIONAL CULTURE (SECTION 5): -				
1.	Culture Book to be finalised, approved and formally launched with staff	Leader	Chief Executive	30th November 2019
ENCOURAGING AND SUPPORTING INNOVATION (SECTION 6): -				
2.	Licence to Innovate initiative to be launched	Leader	Chief Executive	During Staff Roadshows (Autumn 2019)
3.	Striving for Excellence staff recognition scheme to be launched	Leader	Chief Executive	During Staff Roadshows (Autumn 2019)
EMBRACING NEW TECHNOLOGIES – “DIGITAL FIRST” (SECTION 7): -				
4.	Customer and Digital Strategy to be approved by Cabinet.	Cabinet Member for Corporate Services	Head of Customer and Digital Services	12th June 2019
5.	Progress against key actions in the Customer and Digital Strategy to be regularly reported to and monitored by the Digital Leadership Group	Cabinet Member for Corporate Services	Head of Customer and Digital Services	Frequency to be agreed
ESTABLISHING A STRUCTURED PROGRAMME OF SERVICE REVIEWS (SECTION 8): -				
6.	Service Review pilots in Catering and Building Cleaning to be completed	Cabinet Member for Environment and Public Protection	Head of Business Improvement Services	31st July 2019
7.	Service Directory to be completed	Leader	Chief Executive	30th September 2019

No.	ACTION	POLITICAL/OFFICER LEADS		TIMESCALE
8.	Consistent methodology for Service Reviews to be adopted	Cabinet Member for Finance, Performance & Governance	Head of Business Improvement Services	30th September 2019
9.	Structured programme of Service Reviews to be agreed	Cabinet	Head of Business Improvement Services	Cabinet approval by 31st October 2019

ADOPTING A MORE COMMERCIAL APPROACH (SECTION 9): -

10.	Nominate a Cabinet Member as the Council's "Commercial Champion"	Cabinet	Head of Business Improvement Services	12th June 2019
11.	Commercial and Investment Strategy to be drafted and approved by Cabinet	Leader	Chief Executive	Cabinet approval by 31st October 2019
12.	Establish a Commercial Panel	Cabinet	Head of Business Improvement Services	30th November 2019
13.	Undertake a review of the Council's portfolio of investments	Leader and Cabinet Member for Finance, Performance & Governance	Chief Executive and Section 151 Officer	31st December 2019
14.	Explore potential trading vehicles that would allow us to trade with other public sector organisations and beyond	Leader and Cabinet Member for Finance, Performance & Governance	Chief Executive, Section 151 Officer and Head of Legal Services	31st March 2020

ENGAGING AND WORKING WITH OUR COMMUNITIES (SECTION 10): -

15.	Corporate Volunteering Policy to be developed and initially piloted in one service area	Cabinet Member for Social Care and Wellbeing	Head of Business Improvement Services	31st December 2019
16.	Community Asset Transfer Policy to be finalised and approved by Cabinet	Cabinet Member for Homes and Places	Head of Business Improvement Services	31st December 2019

No.	ACTION	POLITICAL/OFFICER LEADS		TIMESCALE
17.	Develop a Consultation and Engagement Framework to support empowered communities to come on this journey with us	Leader and Cabinet Member for Finance, Performance & Governance	Chief Executive	31st December 2019
ACTIVELY SEEKING OPPORTUNITIES FOR COLLABORATION (SECTION 11): -				
18.	Explore potential new collaborative opportunities where the Council can be the Partner of Choice	Cabinet	Leadership Team	30th November 2019
19.	Report to be prepared outlining proposals for the development of Community Hubs across the County Borough	Cabinet Member for Social Care and Wellbeing	Corporate Director for Social Services and Housing	31st December 2019
RESOURCES AND CAPACITY (SECTION 12): -				
20.	Cabinet approval to be sought to appoint three Transformation Managers initially on fixed-term contracts for a period of two years	Cabinet	Head of Business Improvement Services	Cabinet approval on 12th June 2019
21.	Embed the new Direct Performance Assessments across the Council	Cabinet Member for Finance, Performance & Governance	Head of Business Improvement Services	Quarterly reporting from June 2019 onwards
ENSURING THAT WE HAVE A WORKFORCE THAT IS FIT FOR THE FUTURE (SECTION 13): -				
22.	Performance Development Review process to be reviewed	Cabinet Member for Corporate Services	Head of People Services	30th September 2019
23.	Workforce Development Strategy: Better Together to be finalised and approved by Cabinet	Cabinet Member for Corporate Services	Head of People Services	31st January 2020
No.	ACTION	POLITICAL/OFFICER LEADS		TIMESCALE

PROGRAMME MANAGEMENT ARRANGEMENTS (SECTION 14): -

24.	Terms of Reference for the Project Board to be agreed and formally signed-off	Leader	Project Board	July 2019
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THE #TEAMCAERPHILLY STRATEGIC ACTION PLAN (SECTION 15): -

25.	Progress reports on the Strategic Action Plan to be presented to: - <ul style="list-style-type: none"> • The Project Board on a quarterly basis • Cabinet on a six monthly basis • Policy & Resources Scrutiny Committee on an annual basis 	Cabinet Member for Finance, Performance & Governance	Head of Business Improvement Services	Timescales as shown in 'Action'
26.	Key actions in the Strategic Action Plan to be incorporated into Directorate Performance Assessments	Cabinet Member for Finance, Performance & Governance	Head of Business Improvement Services	Quarterly

