



## CABINET – 12TH JUNE 2019

**SUBJECT: FUTURE CAERPHELLY TRANSFORMATION STRATEGY -  
#TEAMCAERPHELLY – BETTER TOGETHER**

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

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- 1.1 The attached report and appended '*#TeamCaerphilly – Better Together*' Transformation Strategy was considered by the Policy and Resources Scrutiny Committee on 28th May 2019, prior to its presentation to Cabinet.
- 1.2 Members were advised that the Transformation Strategy provides details of a new whole-authority operating model for the Council that examines how services are prioritised, how they can become more business efficient, explores opportunities for greater customer focus and digital delivery, considers alternative delivery models and opportunities to take a more commercial approach to service delivery.
- 1.3 *#TeamCaerphilly – Better Together* has been developed in view of the significant challenges faced by the Authority and the need to establish a new way of thinking to deliver services to residents in the future. The Strategic Action Plan attached to the Strategy provides details of the forward work programme and activities to deliver on the key elements of the new operating model.
- 1.4 Officers explained that the Strategy will support the successful delivery of outcomes, continue the provision of high quality, resilient, value for money services in an environment that will require new approaches and new skills, and build a new relationship with staff and communities. The Strategy recognises the Council's commitment to public services and the needs of citizens, whilst also demonstrating a commitment to explore commercial and investment opportunities to generate income that can be reinvested in services to help them remain resilient. The strategic programme of "whole-authority" work will be delivered through a number of key themes (set out in Section 5.8 of the report) to underpin this new operating model.
- 1.5 In view of the need to ensure sufficient capacity to help drive forward the new approach, the report proposed the appointment of three Transformation Managers, initially on fixed-term contracts for a period of two years. The new ways of working will lead to efficiencies, savings and additional income to help the Authority deal with continuing financial challenges, and in that regard the posts should be seen as an 'invest to save' approach.
- 1.6 Ms Lianne Dallimore (Unison) addressed the Scrutiny Committee in respect of the proposals, and explained that Unison welcomed the Strategy as a means to protecting livelihoods and services for communities during these challenging times, as well as the key aims to build a relationship with staff and explore different ways of working. Ms Dallimore expressed a need for the "culture book" being developed as part of the Strategy to emphasise a two-way relationship and to incorporate the expectations of employees in addition to the Council's own expectations of its staff already being included. Unison urged caution regarding the embracing of new digital technologies, were of the view that outsourcing should be avoided in all forms, and that the Council should have regards to the existing workloads of staff in its development of a corporate volunteering policy as part of the Transformation Strategy.

- 1.7 During the course of the ensuing discussion, Officers confirmed that the proposed fixed-term posts would be advertised both internally and externally to attract the highest possible calibre of candidates. A Member referred to queries on the report that he had emailed to the Interim Head of Business Improvement Services, the responses to which had subsequently been circulated to all Members of the Scrutiny Committee. Concerns were expressed regarding the cost of the fixed-term posts (£425k) and the effect on public perception in view of the savings needed to support the Medium-Term Financial Plan. It was also suggested that the Scrutiny Committee should have greater involvement in monitoring the success of the posts and the delivery of the Transformation Strategy, such as setting up a Task and Finish Group.
- 1.8 Officers emphasised the need for investment in order to drive forward the ambitious transformation programme, and reiterated the intention of the 'invest to save' approach for the posts. It was noted that progress against the Strategic Action Plan will be reviewed quarterly 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 Scrutiny Committee will receive an annual progress report. It was suggested that the Scrutiny Committee might wish to recommend that the six-monthly progress reports be brought for their consideration. Additionally, one-off investments to pump-prime the service changes required will be supported by robust businesses cases and subject to further Cabinet reports as they arise.
- 1.9 It was confirmed that the GMB union had also responded positively to the Transformation Strategy and no representation had been received from other unions. Discussion took place regarding the exploration of commercial and investment opportunities and Officers confirmed that specific proposals in these areas moving forward would be presented to the Scrutiny Committee prior to consideration by Cabinet. Members also discussed the high expectations associated with the new posts and the positive contribution and benefits that these appointments could make to the delivery of the Strategy. Officers confirmed that the success of the posts would be monitored and the contracts reviewed after the initial fixed-term period of two years.
- 1.10 Following consideration of the report and in noting the content of the Strategy and Strategic Action Plan, and in endorsing an additional recommendation for the six-monthly progress report to be brought to the Scrutiny Committee, the Policy and Resources Scrutiny Committee by the majority present (and in noting there was 1 against) recommended to Cabinet that:-
- (i) the content of the Strategy and Strategic Action Plan as appended to the report be noted;
  - (ii) £425k be set aside to fund three fixed-term posts for an initial 2 years, to provide the additional capacity required to support the delivery of the Strategy;
  - (iii) the £425K for the proposed three fixed-term posts be funded from the £1.8m earmarked reserve approved by Council on 31<sup>st</sup> July 2018, which was established to provide funding for one-off costs associated with delivering savings to support the Medium Term Financial Plan;
  - (iv) the six-monthly progress reports on the Transformation Strategy be brought to the Policy and Resources Scrutiny Committee ahead of consideration by Cabinet.
- 1.11 Cabinet are asked to consider the report and the above recommendations.
- 1.12 Cabinet are advised that attached at Appendix A is the amended Transformation Strategy which reflects minor changes to the graphics.

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Appendices:  
Appendix A Updated Transformation Strategy  
Appendix B Report to Policy and Resources Scrutiny Committee on 28th May 2019 -  
Agenda Item 8