



## POLICY AND RESOURCES SCRUTINY COMMITTEE – 12TH NOVEMBER 2019

**SUBJECT: #TEAM CAERPHILLY - BETTER TOGETHER TRANSFORMATION STRATEGY- 6-MONTH UPDATE**

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

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### 1. PURPOSE OF REPORT

- 1.1 This report is to update Members of Committee on progress under the *#Team Caerphilly – Better Together* Transformation Strategy. The strategy was introduced to Committee at its meeting of the 28<sup>th</sup> May 2019. The programme management arrangements stipulate that a six-monthly update is provided to Members for comment prior to its presentation to Cabinet.

### 2. SUMMARY

- 2.1 The Council's *#Team Caerphilly – Better Together* Transformation Strategy was adopted by Cabinet on the 12<sup>th</sup> of June 2019, subsequent to its consideration by Policy and Resources Scrutiny Committee on the 28<sup>th</sup> May 2019. This report provides an update on actions to deliver the strategy to date. It includes a summary of progress against the strategic action plan and the place shaping programmes.
- 2.2 The report updates on the appointment of the additional staffing capacity to deliver the strategy.

### 3. RECOMMENDATIONS

- 3.1 That Members note the content of this report and make any comment on the progress against the strategy prior to the update being provided to Cabinet.

### 4. REASONS FOR THE RECOMMENDATIONS

- 4.1 To allow Policy and Resources Scrutiny Committee Members the opportunity to scrutinise progress and provide comments.

### 5. THE REPORT

- 5.1 Committee were introduced to the *#Team Caerphilly – Better Together* Transformation Strategy earlier this year. The strategy itself is hyperlinked at Background Papers for ease of reference. The programme management arrangements require that six-monthly progress reports are provided to Policy and Resources Scrutiny Committee, prior to presentation to

Cabinet. The strategy has been active since its adoption by Cabinet on the 12<sup>th</sup> of June this year. In order to provide an update to Committee this report is grouped into headings that categorise the activity over the past five months.

## 5.2 **Governance**

The Interim Chief Executive acts as the Programme Sponsor, with Leadership Team (Corporate Management Team with Heads of Service) as the Sponsoring Group. The Head of Business Improvement Services takes day to day responsibility for overseeing the implementation of the programme.

A #Team Caerphilly Programme Board has been established comprising: -

Interim Leader and Cabinet Member for Finance, Performance and Governance  
Chief Executive and Corporate Management Team  
Head of Business Improvement Services  
Corporate Policy Manager  
Senior Communications Officer  
Policy Officer

Co-opted as required:

Section 151 Officer  
Head of Legal Services and Monitoring Officer

Terms of Reference are at Appendix 1

A #Team Caerphilly Programme Coordination Group has also been convened to coordinate delivery of the strategy and make recommendations to the Programme Board. This group comprises: -

Head of Business Improvement Services  
Corporate Policy Manager  
Transformation Manager – Innovation  
Transformation Manager- Commercial Investment  
Digital Services Manager  
Principal Officer – Workforce Development  
Senior Communications Officer  
Policy Officer

Draft Terms of Reference are at Appendix 2

## 5.3 **Appointments**

The Transformation Manager - Innovation and the Transformation Manager - Commercial Investment have been appointed. Both commenced in post on the 1<sup>st</sup> October for a fixed-term period of 2 years. Initial work programme tasks are linked to the delivery of the strategy and its action plan. The Transformation Manager - Innovation has been revising the process for undertaking service reviews, considering the output of ongoing service reviews and delivering opportunities for efficiencies. The Transformation Manager – Commercial Investment has been finalising the Commercial and Investment Strategy and considering the commercial options that are being established through the service review process.

Communication and engagement capacity has been added to the overall Transformation Team with the Senior Communications Officer recently seconded to deliver the staff, manager and community engagement strands of the strategy.

The Principal Officer - Workforce Development has also recently been appointed for a fixed-term period of 2 years with a start date to be confirmed.

## 5.4 **Strategic Action Plan**

There are 26 action areas in the strategic action plan, grouped in themes: -

- **Creating the Right Organisational Culture** - Work has begun on staff engagement materials including a #Team Caerphilly resource that establishes the expectation of staff and what they, in turn, can expect as an employee of Caerphilly. In development known as a 'culture book', we expect this to be part of staff induction and used to train existing employees on the new operating model. This will be rolled out to staff in the New Year.
- **Encouraging and Supporting Innovation** - Staff will be encouraged to make suggestions for innovation, either in terms of efficiency or commercialisation, and managers will be expected to support staff in developing the suggestions that meet certain criteria. The 'Licence to Innovate' scheme is in development and will be communicated to staff in the New Year. In addition, a new staff recognition scheme is being developed to recognise the individuals and teams that have delivered more than is expected of them in providing services to communities.
- **Embracing New Technologies** - The Customer and Digital Strategy was approved by Cabinet on the 12<sup>th</sup> of June alongside the #Team Caerphilly strategy. Digital services will be an important component of transforming the way in which we interact with our customers and the two strategies run alongside and complement each other.
- **Establishing a Structured Programme of Service Reviews** - Pilot reviews have been undertaken in Catering and Building Cleaning with priority workstreams established to deliver efficiency and increased income generation, these are currently being worked through. Reviews are also underway in Waste Services and Fleet Management. The learning from the initial reviews is being used to develop a consistent methodology for the authority with the expectation that all services will either self-review or be assisted by the transformation capacity over the next few years. The selection of services for review may be made due to identified opportunities for efficiency, as a result of required savings, or for any other reason. It is important that staff understand the reason for the review and are part of the process. To assist the central understanding of services and so that decisions can be made from a level playing field a service directory is being finalised that acts a central information repository of all service provided, including financial, staffing, demand and output data etc.
- **A More Commercial Approach** - Cllr Sean Morgan, Deputy Leader and Cabinet Member for Economy, Infrastructure and Sustainability has been appointed as the nominated Commercial Champion. A Commercial and Investment Strategy is in the process of being drafted, with the initial draft under consideration by the #Team Caerphilly Programme Board. The strategy will be presented to the Policy & Resources Scrutiny Committee and Cabinet in January 2020. The aim of the strategy is to provide 'profit with a purpose' to reinvest in services and the Council's portfolio of investments is also being reviewed to explore options to secure greater returns. The creation of potential trading vehicles will develop alongside the Commercial and Investment Strategy and the commercialisation options that are emerging from service reviews.
- **Engaging and Working with Our Communities** - A Corporate Volunteering Policy is in draft and is listed within the forward work programme for Cabinet in the New Year. Similarly, a draft Community Asset Transfer Policy and Protocol is listed for Cabinet consideration. A Consultation and Engagement Framework is also being developed and is itself subject to consultation with focus groups over the next few months.
- **Actively Seeking Opportunities for Collaboration** - Collaborative opportunities with the Council as 'partner of choice' are developing. The Council is currently formally involved in 56 partnerships and collaborations with external partners across all

Directorates. Community Hubs have been or are being developed with Aneurin Bevan University Health Board as the primary partner. A hub exists at the Bryntirion Surgery site in Bargoed, at the Northern Resource Centre in Rhymney and work is ongoing to develop a shared hub in the Aber Valley and Ystrad Mynach.

- **Resources and Capacity** - As set out above appointment processes have increased capacity to deliver the strategy. The necessary Directorate resources are now considered as part of quarterly Directorate Performance Assessments (DPA's).
- **Workforce Fit for the Future** - The performance review process has been redesigned to have better conversations with staff more often. Work will commence on a Workforce Development Strategy when the new Principal Officer- Workforce Development is in post.
- **Programme Management Arrangements** - Internal governance is as described above with terms of reference now agreed by the #Team Caerphilly Programme Board. Progress reports will be provided to Scrutiny and Cabinet on a six-monthly basis.

Some slippage has occurred in the timeline of the strategic action plan as summarised below. Delays are primarily due to the appointment process to increase capacity.

Action	Timescale	Update and Comment
'Culture Book'	30/11/19	In development. To be launched in New Year.
Licence to Innovate	Autumn 2019	In development. To be launched in New Year.
Staff Recognition Scheme	Autumn 2019	In development. To be launched in New Year.
Customer and Digital Strategy	12/6/19	Complete
Customer and Digital Strategy reporting	Ongoing	In train
Service Review Pilots	31/7/19	Complete
Service Directory	30/9/19	To be reviewed by #Team Caerphilly Programme Board 5/12/19
Methodology for Service Reviews	30/9/19	To be reviewed by #Team Caerphilly Programme Board 5/12/19
Structured Programme of Service Reviews	31/10/19	To be reviewed by #Team Caerphilly Programme Board 5/12/19
Commercial Champion identified	12/6/19	Complete
Commercial and Investment Strategy	31/10/19	Drafted and being reviewed by #Team Caerphilly Programme Board
Commercial Panel	30/11/19	Details being considered as part of the draft Commercial & Investment Strategy
Review of investments	31/12/19	In train
Explore Trading Vehicles	31/12/19	Not yet started
Corporate Volunteering Policy	31/12/19	In development. To be launched in the New Year.
Community Asset Transfer	31/12/19	In development. Cabinet consideration in the New Year

Consultation and Engagement Framework	31/12/19	In draft and due to be consulted upon
Partner of Choice	30/12/19	Ongoing
Development of Community Hubs	31/2/19	2 Hubs in place
Transformation Manager appointments	Approval 12/6/19	Appointments completed
Performance Development Reviews	30/9/19	Redesigned as "My Time" (regular) and "My Time Extra" (annual)
Workforce Development Strategy	31/1/20	In train
Directorate Performance Assessments	From June 2019	2 <sup>nd</sup> quarter reporting underway
Programme Governance	From July 2019	In train

## 5.5 Place Shaping Programmes

The Council's strategic place shaping programmes, being delivered over the next 3 years are listed within the *#Team Caerphilly - Better Together* Transformation Strategy. These programmes are subject to Member Scrutiny and associated reporting: -

- The completion of £261m physical improvements to housing stock through the WHQS programme by 2020. Further enhanced by a new build programme.
- Implementing the 'Shared Ambitions Strategy' to raise standards and improve opportunities for learners.
- The commencement of the second phase of the 21<sup>st</sup> Century Schools programme.
- Delivering the Customer and Digital Strategy.
- The provision of a new Children's Centre.
- Continuing the delivery of the Sports and Active Recreation Strategy.
- The introduction of Community Hubs.
- Economic, social and environmental investment linked to the City Deal and maximising our green energy credentials.
- Making the best use of financial resources through risk-based investment.

## 5.6 Conclusion

Significant progress has been made in the five months since the *#Team Caerphilly – Better Together* was adopted by Cabinet on the 12<sup>th</sup> June 2019. However, this is the start of the transformation journey for the local authority. Activity will continue under the Strategic Action Plan and Place Shaping Programmes. Other workstreams will be generated as work progresses. Performance measures are being developed alongside the workstreams.

Updates will continue to be provided to Committee and Cabinet on a six-monthly basis.

## 6. ASSUMPTIONS

- 6.1 It is a reasonable assumption that the financial and demand challenges facing the authority will continue. The financial outlook is as challenging as it has been since austerity began, demand levels will continue to increase with changing demographics and increased expectations placed on the local authority. Political uncertainty in Central Government is also making it less easy to plan services. The approach to managing these challenges, and ensuring the resilience of the Council, is underpinned by the delivery of the *#Team Caerphilly - Better Together* Transformation Strategy.

## 7. LINKS TO RELEVANT COUNCIL POLICIES

7.1 The *#Team Caerphilly – Better Together* Transformation Strategy supports the new operating model for the authority and therefore it supports whole authority delivery.

### 7.2 Corporate Plan 2018-2023

The *#Team Caerphilly- Better Together* Transformation Strategy supports the delivery of the Corporate Well-being Objectives in the Corporate Plan 2018-2023: -

**Objective 1** – Improve education opportunities for all

**Objective 2** – Enabling employment

**Objective 3** – Address the availability, condition and sustainability of homes throughout the County Borough and provide advice, assistance or support to help improve people's 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 Well-being 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 national well-being 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

8.2 Delivery of the *#Team Caerphilly – Better Together* Transformation Strategy is dependent on using the sustainable development principle within the new operating models: -

- **Long Term** – The strategy enables the authority to meet its long-term aim to secure sustainable services. Elements of the strategy have been designed to ensure ongoing service resilience.
- **Prevention** - Taking a commercial approach will allow 'profit with a purpose' to secure reinvestment in services that have been subject to cuts in budget.
- **Integration** – Working with communities will support a shared understanding of community well-being; releasing our staff capacity and considering the use of our assets for community purposes are part of our contribution to *#Team Caerphilly – Better Together*, in which we expect communities to play their part.
- **Collaboration** – The strategy sets out a strategic approach to collaboration and the wish to be seen as a partner of choice where there are opportunities to improve services or reduce costs.

- **Involvement** – #Team Caerphilly- Better Together supports the involvement of engaged communities and supports our staff in finding innovative solutions to problems.

## 9. EQUALITIES IMPLICATIONS

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

## 10. FINANCIAL IMPLICATIONS

- 10.1 The *#Team Caerphilly- Better Together* transformation strategy aligns with the Cabinet's Medium-Term Financial Plan (MTFP) savings principles. The aim of the strategy is partly to ensure that the Council remains financially resilient into the future.
- 10.2 Additional capacity has been created to support existing staff. Without this additional capacity it would not have been possible to deliver the changes required, the additional 3 posts have been appointed on fixed term contracts over two-years. As reported to Scrutiny Committee in May this year the additional funding of £425k, has come from earmarked reserves.
- 10.3 As the strategy develops there will be a need for significant one-off investments to pump prime the changes that will be needed. Investments will be supported by robust business cases that demonstrate service efficiency and savings. Significant additional investments will be subject to further Cabinet reports as they arise.

## 11. PERSONNEL IMPLICATIONS

- 11.1 There are no direct personnel implications in this report. The two Transformation Managers for Innovation and Commercial Investment are in post, the third Transformation Manager for Workforce Planning has also been recruited with a start date to be confirmed.

## 12. CONSULTATIONS

- 12.1 All consultation response have been reflected in this report.

## 13. STATUTORY POWER

- 13.1 The Local Government Acts 1998 and 2003.

Author: Kathryn Peters, Corporate Policy Manager, Tel: 01443 811365 E Mail:  
[peterk@caerphilly.gov.uk](mailto:peterk@caerphilly.gov.uk)

Consultees: Corporate Management Team  
S. Harris, Interim Head of Business Improvement Services & Acting S151 Officer  
Cllr J Pritchard, Chair of Policy and Resources Scrutiny Committee  
Cllr G Kirby, Vice-chair Policy and Resources Scrutiny Committee

Background Papers:

**#Team Caerphilly – Better Together** Transformation Strategy  
<https://www.caerphilly.gov.uk/tc-eng/>

Appendices:

- Appendix 1 Terms of Reference for the #Team Caerphilly Programme Board
- Appendix 2 Draft Terms of Reference for the #Team Caerphilly Programme Coordination Group



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## **#TeamCaerphilly Programme Board**

### **Terms of Reference**

#### **THE ROLE OF THE BOARD**

The role of the #TeamCaerphilly Programme Board is to provide executive leadership to the delivery of the #TeamCaerphilly – Better Together Transformation Strategy.

The Programme Board will fulfil this role by:

- Providing oversight to the delivery of the key strategic Place Shaping programmes and actions set out in the Strategy and associated Strategic Action Plan.
- Sustainably securing improvement, value for money and a return on investment to improve outcomes for citizens through the delivery of the Strategy.
- Championing the Strategy to secure engagement and ownership in supporting sustainable and resilient communities through the delivery of effective, efficient and economical Council services; upholding our Social Heart: Commercial Head principle.
- Holding to account Lead officers with responsibility for delivering elements of the Strategy.
- Considering the recommendations of the #TeamCaerphilly Programme Coordination Group.
- Setting the strategic parameters of a structured programme of Service Reviews.
- Considering the output of Service Reviews and determining how any recommendations will be supported.
- Considering the recommendations of the Commercial Panel in delivering the Commercial and Investment Strategy.
- Considering any recommendations made in relation to strategic business cases.
- Considering opportunities for collaboration with external partners to deliver improved outcomes in the context of decreasing resources.
- Ensuring that each element of the Place Shaping programmes and Strategic Action Plan have set appropriate measures to establish effectiveness.
- Ensuring the capability and capacity to deliver the Strategy.

- Keeping under review the content of the Strategy and the work of the Programme Board and updating and refreshing programmes, initiatives, actions and intended outcomes as necessary.

## **MEMBERSHIP**

The #TeamCaerphilly Programme Board comprises:-

Deputy Leader and Cabinet Member for Finance, Performance and Governance

Chief Executive – Programme Sponsor

Members of Corporate Management Team

Head of Business Improvement – Senior Responsible Officer

Supported by:-

Corporate Policy Manager

Senior Communications Officer

Policy Officer

Statutory Officers co-opted as required:-

Section 151 Officer

Head of Legal Services and Monitoring Officer

## **ORGANISATION AND MEETINGS**

The #TeamCaerphilly Programme Board will meet regularly, and at least quarterly.

The #TeamCaerphilly Programme Board will be chaired by the Chief Executive. The Cabinet Member for Finance, Performance and Governance will be the representative of Cabinet.

Programme co-ordination and administration will be facilitated by Service Improvement and Partnerships (Corporate Policy Unit).

The Board will manage its work through relevant digital systems with appropriate permissions.

Papers, reports and business cases will be considered by the Programme Board. These will be circulated in advance of meetings, giving the Board sufficient time to prepare.

Lead Officers will be expected to attend to give account of progress on their areas of responsibility.

## **GOVERNANCE AND MEASUREMENT OF PROGRESS**

The #TeamCaerphilly Programme Board will review the delivery of the Strategy, Place Shaping programmes and Strategic Action Plan at each of its meetings.

Cabinet Policy Development Meeting will receive relevant reports.

Progress updates on the delivery of the Strategy will be presented to Policy and Resources Scrutiny Committee, thereafter to Cabinet, on a 6-monthly basis.

Relevant Scrutiny Committees and Cabinet will receive reports related to specific aspects of the Strategy in accordance with the Council Constitution.

The primary measure of progress will be against the milestone dates set out in the Place Shaping programmes and Strategic Action Plan. However, the effectiveness of programmes, activities, actions and initiatives will also be assessed; specific measures will be dependent on the nature of each action. The #TeamCaerphilly Programme Board will ensure appropriate measures are recorded and reported to ensure progress and effectiveness. Measures may be financial, outcome related, output measures, qualitative measure, customer satisfaction measures etc.

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## #TeamCaerphilly Programme Coordination Group

### Terms of Reference **DRAFT**

#### THE ROLE OF THE GROUP

The role of the #TeamCaerphilly Programme Coordination Group is to oversee the day to day management of the delivery of the #TeamCaerphilly – Better Together Transformation Strategy.

The Programme Coordination Group will fulfil this role by:

- Providing the coordination of the delivery of the key strategic Place Shaping programmes and actions set out in the Strategy and associated Strategic Action Plan.
- Sustainably securing improvement, value for money and a return on investment to improve outcomes for citizens through the delivery of the Strategy.
- Championing the Strategy to secure engagement and ownership in supporting sustainable and resilient communities through the delivery of effective, efficient and economical Council services; upholding our Social Heart: Commercial Head principle.
- Receiving regular reports from Lead Officers with responsibility for delivering elements of the Strategy and feeding information to the #TeamCaerphilly Programme Board on progress to date and where decisions are required.
- Members of the Group will be involved in Service Reviews and work with Lead Officers to develop appropriate work streams that will emerge from the reviews.
- Working closely with the Commercial Panel to ensure that the Transformation Strategy and the Commercial and Investment Strategy help to deliver effective, efficient and economical Council services; feeding information to the #TeamCaerphilly Programme Board on progress to date and where decisions are required.
- Considering opportunities for collaboration with external partners to deliver improved outcomes in the context of decreasing resources.
- Ensuring that each element of the Place Shaping programmes and Strategic Action Plan report on progress against appropriate measures and/or outcomes.

## **MEMBERSHIP**

Head of Business Improvement – Senior Responsible Officer

Corporate Policy Manager

Transformation Managers – Commercial Investment, Innovation and Workforce Development

Senior Communications Officer

Digital Services Manager

Policy Officer

Other Officers will be co-opted onto the Group as and when required.

## **ORGANISATION AND MEETINGS**

The #TeamCaerphilly Programme Coordination Group will meet monthly.

The Group will be chaired the Head of Business Improvement. The Vice Chair is the Corporate Policy Manager.

Group co-ordination and administration will be facilitated by Service Improvement and Partnerships (Corporate Policy Unit).

The Group will manage its work through relevant digital systems with appropriate permissions.

Papers, reports, service review outcomes and business cases will be considered by the Group in advance of the Programme Board. These will be circulated in advance of meetings.

Lead Officers will be expected to attend Group meetings to give account of progress on their areas of responsibility as appropriate.

## **GOVERNANCE AND MEASUREMENT OF PROGRESS**

The #TeamCaerphilly Programme Coordination Group will review progress on the delivery of the Strategy, Place Shaping programmes and Strategic Action Plan at each of its meetings. Any matters requiring a decision will be brought to the #TeamCaerphilly Programme Board for consideration.

Progress updates on the delivery of the Strategy will be presented to Policy and Resources Scrutiny Committee, thereafter to Cabinet, on a 6-monthly basis.

Relevant Scrutiny Committees and Cabinet will receive reports related to specific aspects of the Strategy in accordance with the Council Constitution.

The primary measure of progress will be against the milestone dates set out in the Place Shaping programmes and Strategic Action Plan. However, the effectiveness of programmes, activities, actions and initiatives will also be assessed; specific measures will be dependent on the nature of each action. The #TeamCaerphilly Programme Coordination Group will ensure appropriate measures are recorded and reported to ensure progress and effectiveness. Measures may be financial, outcome related, output measures, qualitative measures, customer satisfaction measures etc.