CABINET- 21ST APRIL 2021

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

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

1. PURPOSE OF REPORT

1.1 This report is to update Cabinet on progress under the *Team Caerphilly – Better Together* Transformation Strategy following its presentation for comment to Policy and Resources Scrutiny Committee on the 6th April 2021. The programme management arrangements stipulate that a six-monthly update is provided to Scrutiny Members for comment prior to presentation to Cabinet.

1.2 A member's seminar was delivered for all members on the 19th April 2021 to update on progress. This follows a scrutiny report on strengthening the role of members that was taken to Policy and Resources Scrutiny on the 10th of November 2020. All member's seminars will be offered on a six-monthly basis in line with the update reports to Scrutiny and Cabinet.

2. SUMMARY

2.1 The Council's *Team Caerphilly – Better Together* Transformation Strategy was adopted by Cabinet on the 12th of June 2019, subsequent to its consideration by Policy and Resources Scrutiny Committee on the 28th May 2019. This report provides an update on actions to deliver the strategy to date. It includes a summary of progress against the strategic actions, including the well-being and place-shaping framework, and the current series of corporate reviews, the commercial and investment strategy and the continuing Caerphilly Conversation.

2.2 The report updates on the additional capacity agreed by Council on the 24th February 2021.

3. RECOMMENDATIONS

3.1 That Cabinet note the content of this report and the views of scrutiny.

4. REASONS FOR THE RECOMMENDATIONS

4.1 To allow Cabinet to be updated on the progress of the transformation programme in line with the programme management arrangements and to reflect on the views of Policy and Resources Scrutiny Committee included in 'Consultations' at Section 10 of this report.

5. THE REPORT

5.1 Members have received several previous updates on the T*eam Caerphilly – Better Together* transformation strategy. The programme management arrangements require that six-monthly progress reports are provided to Policy and Resources Scrutiny Committee, prior to presentation to Cabinet. In order to provide an update to Cabinet this report is grouped into headings that categorise the activity over the past five months.

5.2 **Corporate Reviews- Transforming How the Council Works**

Scrutiny received information on the series of ten corporate reviews agreed by Cabinet in July of last year. A brief summary of progress against each is provided below, further detail against each outcome and workstream is provided in Appendix 1. To remind Members the corporate reviews are:

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

Walk-in Services Review- The review is developing a decision-making model for the future of walk-in services located in communities to optimise footfall, with a view to providing multiple services from a single location. This is researching similar models in operation across the UK based upon geographical spread and equity of access for residents. There are links to the Agile Working review and the needs of an agile workforce and the Remote Contact review and the digitisation of service provision.

Remote Contact Review- The review is scoping options for a single contact number for all telephone enquiries whilst encouraging channel shift to self-service supported with automation. The review will look at the options for delivering the concept of a "digital front door" which will look at how the customer wishes to interact with the Authority, this will include but not limited to the website and intranet. Equality of digital services will be at the forefront of this review ensuring an improved service to both internal and external service users. The review will also build on the success of the Authority's automation journey, again customer focus and outcomes will be a key element. Currently the automation team are developing the automation of the

customer complaints process working in conjunction with the Public Services Ombudsmen for Wales.

Front-line Delivery Review- The review is looking at a long-term vision for the delivery of front-line services and the development of digital tools to link and improve the back-office functions. Increasing capacity across the front-line and unifying job descriptions to improve the service to customers by widening the roles of the available workforce.

Support Services Review- This review is working to improve the effectiveness of support services, linking to technological improvements and more use of digital back-office provision. Aiming to develop service standards for support services linked to the accessibility and availability of advice to internal services. Specific workstreams include streamlining internal invoicing processes and maximising the receipt of grant funding.

Information, Insight and Intelligence Review- This review is working to understand and improve our data capture and use within the authority. initial steps have been taken in mapping all data held by the Authority this will allow us to consider areas for consolidation. Once we have full visibility of data capture, we can define data use and develop a set of cohesive reporting methods through dashboard and portals. This will also coincide with the automation work described above. A key element of the review will be the review of Its solutions and application in use within the Authority. The review will look at the use of legacy systems. Consideration will be given to consolidation of applications to ensure value for money of our current investment in modern digital tools such as O365. To coincide with the work the upskilling and training of staff across the Authority will be fundamental to the success of the work programme.

Flexible/Agile Working Review- This review reported to Committee at a special meeting on the 21st January 2021.

Sustainable Financial Planning Review- This review is looking at longer term financial planning and horizon scanning, reviewing the current reporting model, considering the investment strategy, refreshing the Financial Regulations, training for staff on budget management, invoice centralisation, and automation of invoice processes.

Workforce Development Review-. This review seeks to develop strategies and frameworks to support employee well-being and drive our workforce development, comprehensively review our end-to-end recruitment processes and redefine our opportunities for learning and development. The draft Workforce Development Strategy is nearing completion and will shortly be progressing through the consultation process. A Well-Being Strategy is also being developed as part of this review.

Corporate Volunteering and Community Partnership Review- This review is working to support social action in communities and rolling out the new Caerphilly Cares model of support for the most vulnerable. Part of the review is the

development of a staff volunteering policy to support activity in the community which will be reported to Committee on the 25th May 2021.

Decision-making Review- This review will be looking to improve the visibility and understanding of decision-making processes with staff, in particular service managers and report writers to give greater clarity on levels of decisions and the appropriate governance route. It will include a review of delegated decisions and research at other local authorities on the effectiveness of committee and executive decision-making.

5.3   Summary progress against each of the Corporate Review outcomes workstreams is provided at Appendix 1.

5.4   **Audit Wales Involvement**

Audit Wales (formerly Wales Audit Office) have instigated a Wales-wide project to look at recovery planning in the light of the current pandemic, 'Recovery Planning-Assurance and Risk Assessment', to focus work on learning from the first wave. Audit Wales are considering whether recovery processes are being planned and delivered with proper regard for economy, efficiency and effectiveness and that they are being done in accordance with the sustainable development principle. Audit Wales have a particular interest in the following reviews and have met with Lead Officers to provide challenge and support:

- Sustainable Financial Planning

- Workforce Development

- Decision-making

5.5   Audit Wales are providing oversight to the transformation programme in general and meet six-weekly with the interim Head of Transformation and transformation staff.

5.6   **Well-being and Place-shaping Framework and governance**

The Joint Scrutiny Committee received a presentation and update report in the significant capital investments made over recent years to support the Council's Well-being Objective prior to the update being provided to Cabinet on the 24th February 2021 (hyperlink at background papers). The framework has been in development since the spring of 2020 and has taken into consideration:

- Existing long standing multi-annual investment programmes
- Emerging and existing funding and investment opportunities
- Corporate Plan priorities and objectives
- Previously identified need
- Collaborative project opportunities
- Emerging Commercial opportunities
- The Council's Strategic Recovery Framework

It set out a list of potential investments across the county borough in excess of £231m that align explicitly with the Council's wellbeing objectives.

This investment framework provides the opportunity to build, repair and renew key infrastructure and assets across the county borough and supports aims and policy direction in a number of key documents including the Corporate Plan 2018-2023, the Sport and Active Recreation Strategy, the Regeneration Strategy 2018-2023 and proposals in the 21st Century Schools Band B programme.

The Well-being and Place-shaping framework is a key piece of the transformation programme for the county borough. Its governance will continue to be though the new Joint Scrutiny due to its overarching and wide-ranging nature and to reflect the significance of the proposed investments.

5.7   The governance of the transformation, place-shaping and regeneration programmes will be considered by officers over the next few months with a view to making improvements particularly in the setting of outcome measures. Further information on these changes will be included in the next update to Scrutiny.

5.8   **Commercial and Investment Strategy**

Policy and Resources committee members scrutinised the Commercial and Investment Strategy and high-level action plan on the 10th of November 2020, later agreed by Cabinet on the 9th of December 2020. The aim of the strategy is to gather 'profit with a purpose' to secure the long-term sustainability of discretionary services. Since this time the following activity has occurred:

- Significant success working alongside Caerphilly Destinations Managers who have been working on business planning and recovery in readiness for re-opening venues once government guidance allows. Transformation team have been supporting the service in a new way of thinking and adopting a more commercial approach to their venue management. We have been working on developing business plans, collaborations between venues and other Council departments, training staff and focussed marketing activities. Each venue is working on a business plan for delivery over the next 3-5 years which it is hoped will offer significant reduction to the annual subsidy from £1.2 million to £700k.

- Licence to Innovate process instigated, terms of reference and panel in place, The Panel met to discuss the first submissions in early February. 4 ideas were submitted to the process; a good take-up for the initial seed investment money available of £50k. Ideas included providing camping style accommodation at Llancaiach Fawr, commercialisation training for managers, and the development of an ice cream parlour at the Twyn Visitor Centre. The last of these was submitted to the Regeneration Board to ensure alignment with regeneration processes. We are hoping to secure additional seed monies for 21/22 and will then launch the scheme formally with all staff. The learning from the first few sessions is invaluable in making sure our process meets the criteria in the strategy – robust and agile.

- Two new work streams have begun in relation to a review of fees and charges, and consideration of an advertising and sponsorship policy. Steering

groups will be set up with Transformation Manager- Commercialisation and other service managers undertaking a data gathering exercise before formulating some options and recommendations to bring through the governance process.

- The Transformation Manager- Commercialisation is supporting activity in the Decarbonisation Strategy, particularly the Energy Prospectus

5.9 **Community Engagement and the Caerphilly Conversation**

The Council's Consultation and Engagement Framework was agreed in February last year and included the following principles:

- Empowering our residents to have greater influence over the issues that affect them.
- Increasing and strengthening the role of communities in how we live, work, and visit Caerphilly county borough
- Helping us to understand the needs of our communities, which in turn, will help to ensure the services we deliver meet those needs, and that available resources are used effectively and in line with agreed priorities
- Supporting communities to act, by helping them identify needs and support them in developing community led solutions

5.10 The council has recently conducted a comprehensive resident survey the 'Caerphilly Conversation'; the last full household survey having been conducted in 2017. The survey sought views on a wide range of areas including satisfaction with council services, our collective response to the COVID-19 pandemic and views on areas such as education, housing, the local economy and climate change. The findings from that consultation exercise are being used to inform the workstreams of the Corporate Reviews at 5.2 above and the Well-being and Place-shaping Framework. The Caerphilly Conversation will continue as the framework continues to be delivered. Further information on the Well-being and Place-shaping Framework was provided to the Joint Scrutiny Committee on the 22nd of February.

5.11 **Original Strategic Action Plan**

The transformation strategy itself was agreed in 2019 and included a high-level strategic action plan as part of the document. This was considered for the final time by the Team Caerphilly Programme Board in December 2020, the actions are either now complete or have been subsumed into the corporate reviews and the Well-being and Place-shaping Framework. Some specific actions that have been completed against this original action plan since the last six-monthly update to Committee were:

- Finalisation of the Commercial and Investment Strategy

- Licence to Innovate and Commercial Panel process launched

- Service Review Methodology finalised

- Community Asset Transfer Policy agreed

- Directorate Performance Assessments being used across the Council and at Scrutiny

- My Time and My Time Extra revision to the former performance appraisal process rolled out

5.12 **Conclusion**

Good progress has been made against the objectives of the Team Caerphilly- Better Together transformation strategy to:

o Improve the way we work

o Develop proud and trusted staff

o Work better with communities

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. 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. Council services are likely to be further disrupted over the coming months due to the pandemic and so the pace of progress may be affected. However, the transformation programme is aiming to build on the organisational learning we have achieved over this period and to support the strategic recovery framework agreed by Cabinet towards the end of last year and the well-being of communities through the place-shaping framework.

7. SUMMARY OF INTEGRATED IMPACT ASSESSMENT

7.1 This report is for information only. It does not relate to the development of a policy, strategy, practice or project. The transformation strategy Team Caerphilly: Better Together was adopted in June 2019 and an equality impact assessment was completed at that time.

7.2 As individual reviews and projects are developed as part of the strategy separate integrated impact assessments will be developed at the formative stage of each.

8. FINANCIAL IMPLICATIONS

8.1 The Team Caerphilly – Better Together transformation strategy aligns with the Cabinet's medium-term financial principles, the series of corporate reviews, the commercialisation strategy and the place-shaping plan. The principles and models will be a key element in ensuring that the Council remains financially resilient moving forward.

8.2 Council agreed additional capacity to deliver on the aims and objectives of the transformation strategy and place-shaping plan on the 24th of February 2021 at the

scale and pace required. This additional capacity included a growth bid to permanently fund the two fixed term Transformation Manager posts and the existing fixed term Communications and Engagement Officer post. In addition to this, a permanent Head of Transformation is required to lead the overall Transformation Programme. Capacity is also required to deliver the series of corporate reviews; this will be the appointment of four fixed term project managers (£368k) to be funded from the £1.8 million reserve previously agreed by Council.

9.   PERSONNEL IMPLICATIONS

9.1   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.

9.2   Members will note that a regular series of meetings has been set with the Trade Unions to update them on progress six-monthly, on the same timeline as updates to Scrutiny.

10.   CONSULTATIONS

10.1   This report came before the Policy and Resources Scrutiny Committee on Tuesday 6th April 2021.

SCRUTINY COMMITTEE COMMENTS

The report was introduced by the Cabinet Member for Finance, Performance and Customer Services and it was followed by a presentation by the Corporate Policy Manager and senior officers from the Transformation Team.

One Member requested an update on the Flexible Working Review. The Head of People Services advised that a revised report was going to Cabinet on the 7th April, Heads of Service had carried out preliminary work on categorisation and that a Staff Survey was due to be circulated imminently. The Member stressed the importance of adequate technology to allow agile working. The Head of People Services assured Members that discussions were ongoing to ensure that adequate equipment was distributed to staff. It was also highlighted that senior IT staff were part of the Flexible Working Group.

One Member raised the issue of staff input into the categorisation process. The Head of People Services provided assurances that staff members would be part of individual discussions on future working and that specific ways of working would not be forced upon them. The Member also asked about resident accessibility as part of the Remote Contact Review. The Customer Services Digital Hub Manager advised that this review relates to the high transactional calls received by the Council such as queries on Council Tax and Housing Benefit and that the one number service would not cover other more bespoke services. Members heard how feedback from the pilot scheme was showing greater efficiency and fewer abandoned calls from members of the public. Technology was allowing callers to access particular services without having to be routed from one team to another.

One Member asked if the Council was reviewing best practice from other Authorities in regard to the Remote Contact Review and also asked about the preferred model for the review on Walk-In Services. The Customer Services Digital Hub Manager advised

that best practice in other Council areas was assessed through membership of the Customer Focus Wales group, the officer also highlighted that Caerphilly County Borough Council was one of the few Local Authorities in Wales not to have a centralised approach to contact from residents. The Head of Children's Services said that the Council was considering different models with regards to Walk-In Services but that a final decision would not be made until all the data had been analysed.

On the Destination Caerphilly Strategy, the Chair asked for the figures associated with the aim to reduce the subsidy by £0.5M over the next 3-5 years. The Transformation Manager outlined that currently the subsidy was £1.2M and that the aim was to reduce this to £700,000 per year. One Member asked about proposals for improving the visitor sector in terms of additional income. The Transformation Manager advised that a lot of ideas had been received and that the team had been refining them to establish viability following feasibility studies. The Chair asked if Councillors could still suggest ideas for the strategy. The Transformation Manager said that she and Team Caerphilly would welcome any ideas to attract visitors from members of staff and Councillors.

One Member observed that it was important to ensure that assets identified for Community Asset Transfers were in a reasonable condition prior to the transfer. The Corporate Policy Manager advised that assets would be assessed on a case-by-case basis but at this stage no assets had been identified. It was highlighted to Members that the Policy Framework was in place should assets be identified in the future. The Member asked about the Permanent Head of Transformation position and the 4 fixed-term posts advertised, he wished to know if these 4 posts would eventually be permanent positions. The Corporate Director for Education and Corporate Services advised that if people employed on fixed-term contracts proved that they added significant value to the organisation and that the means were in place to make their roles permanent, he would welcome such a move. The Director advised that Council had approved two additional Heads of Service posts and that the Job Descriptions and the process for filling these posts were currently being finalised.

One Member wished to know if the findings of Audit Wales would be made available to the Governance and Audit Committee. The Corporate Director for Education and Corporate Services advised that Audit Wales were an active part of the Corporate Reviews and that any findings would be made available to the Audit Committee in due course.

11. STATUTORY POWER

11.1 The Local Government Acts 1998 and 2003

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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

Union Representatives:
Lianne Dallimore- Unison
Neil Funnell- GMB
Gary Parr- Unite

Background Papers:

Policy and Resources 10.11.20- The Role of Scrutiny in Strengthening Team Caerphilly
Cabinet 24.2.21- Caerphilly Well-being and Place-shaping Framework

Appendices:
Appendix 1   Summary progress against each of the Corporate Review workstreams

APPENDIX 1

WALK-IN SERVICES REVIEW

WORKSTREAM	PROGRESS UPDATE
Map buildings in use for walk-in services:- location-purpose-usage-capacity-customer and community data. Map other public sector assets nearby. Linked to the outcome- **Location of buildings is optimised within communities to drive footfall and improve commerce.**	Data gathering nearly complete. Update to mapping tool to include locations and relevant service data overlaid with population and other considerations e.g. public transport/nearby parking. Will follow the tiers in the facilities framework see below.
Analyse other review work- hubs/libraries/community centres/state of the estate.	Property data gathered. Previous work on community hubs, libraries and precursor work on community centres analysed. Working on a facilities framework for decision-making used a 3 tiered approach starting with all-purpose multi-functional multi-service locations leading to other locations where some services may be provided e.g. digital.
Multi-skilled public facing staff. Linked to the outcome- **Customers can access multiple services in a single location.**	Research on hub arrangements in other library services underway. Leads are meeting to discuss the outcome of the December data officer group and scoping the 'ideal' service. Customer survey also being considered as part of co-production at this stage.
Link to other reviews: Remote Contact - Front-line Delivery - Agile Working.	Meeting with Remote Contact and Agile Working corporate review workstream leads to ensure the reviews are aligned.
Identify most suitable locations-Community Asset Transfer or disposal of surplus buildings. Linked to the outcome-**Council significantly reduces the number of public facing assets it owns.**	Longer term. Mapping, data gathering and development of decision-making model required first. Community impact assessment process will follow that in the Agile Working Review to consider in particular cumulative impact and equity of access.

REMOTE CONTACT REVIEW

WORKSTREAM	PROGRESS UPDATE
One Number. Linked to the outcomes- **Customers will be able to contact the Council through a single telephone number. Customers can have multiple queries dealt with in a single interaction. Customers will have their enquiries 'owned' by customer advocates through to resolution.**	The current contact centre telephony system is being rolled out to other service areas; this is almost complete to those wishing to take up the service. This will set the foundations for a one number approach. To date we have received positive feedback from telephone agents and managers after first tranche of rollout - reporting ease of use and improved efficiency, as well as solving problems caused by enforced home working during Covid-19 lockdown. Improved customer experience by use of call volume and agent availability data, helping to ensure enough agents are available during peak times.
Digital Front Door -CCBC Website. Linked to the outcomes- **Customers can access, and in some cases have their enquiry resolved, outside normal business hours. Customers receive targeted communications on a regular basis.**	Initial scoping and customer requirement are being gathered. Initial meetings of working group identified areas for joined-up working on public website and staff intranet projects with improved outcomes for both customers and staff. Discussions with potential providers re discovery phase, looking for engagement with non-office-based staff following Directors' sessions. Options for procurement are underway.
Complaints process. Linked to the outcomes- **Customers interactions will provide the opportunity to 'add value'. Customers have a consistent customer experience when engaging with the Council.**	Complaints response team have been engaged with Ombudsman, have developed new processes in line with new guidance. External Provider procured to develop and produce full automated process and dashboard.

FRONT LINE SERVICES REVIEW

WORKSTREAM	PROGRESS UPDATE
A frontline fit for the future.	High level steer sought on future frontline service delivery as a pre-requisite the broader frontline services review. Report to 'review the authority's frontline service provision, and to allow consideration of options to ensure these services are shaped to be best placed to meet future public expectations and demand' supported at Team Caerphilly Programme Board on 4th February 2021. At time of writing, report was due to be considered at PDM on 17th March 2021.
Connecting the frontline. Linked to the outcome- **Frontline staff have the tools and information they need to operate across departmental boundaries. Frontline resources can access and update the council's customer intelligence system. Customers can have multiple queries dealt with in a single interaction.**	Has two elements to this workstream; supporting the wider roll out of the Abavus digital platform and an internal culture change programme on individual responsibility for ensuring issues are reported for action. Abavus roll out, led by Digital Services is progressing well with a view to launch of an app for customers to report service requests from their handheld devices with ease over the coming months. Pilot activity currently underway relating to processing and actioning of bulky waste collections using mobile devices. Focus group with cross directorate staff input to take place in March to consider shaping the campaign on individual responsibility.
Building capacity on the frontline.	A more formal approach to ensuring resilience and capacity is in place across frontline services is sought. Initial pilot underway with HGV Drivers across both the waste service and highways team to ensure capacity is in place to meet demand, particularly in instances of inclement weather. Highlighted to Trade Union colleagues as an area of discussion going forward.
Strengthening relationships on the frontline. Linked to the outcome- **'Neighbourhood Workforce Teams' increase the visibility of the council across and connection to our communities. Customer interactions will provide the opportunity to 'add value'.**	Mapping exercise to determine existing frontline resource, particularly by geographical area has been carried out. Mapping exercise highlights relevant officer and geographical location of responsibility to gain a full picture of the current 'Neighbourhood Workforce Teams' that exist informally. Pictorial illustration of this mapping activity is currently underway. Next step will be to seek further input from relevant frontline services to establish current level of informal cross-departmental working with a view to strengthening these relationships further.
Paperless front line. Linked to the outcome- **Frontline resources can access and update the council's customer intelligence system.**	Workshop session held, led by Housing Building Maintenance colleagues to showcase the capabilities of a paperless service, which has been operating successfully in terms of planning, allocation of tasks and in driving performance and customer satisfaction levels. Survey work is currently being carried out across frontline services to determine current levels of usage – paper vs digital solutions.

A frontline that listens and responds. Linked to the outcome- **Customers have a consistent customer experience when engaging with the council.**	Headline data from resident survey analysed and 'quality of life' issues identified. Next step is to conduct some further community focus groups on these issues, seeking mutual solutions. Recommendations to then follow.

SUPPORT SERVICES REVIEW

WORKSTREAM	PROGRESS UPDATE
Support services fit for the future. Linked to the outcome- **The council has efficient, effective and economic support services. Every support £ is spent on 'value' activity.**	High-level outcomes determined. Working towards a report that will consider the council's vision for the long term delivery of support services, using best practice examples and insight from across the organisation.
Support services as enablers (not barriers). Linked to the outcome- **Support services operate to a consistent and published set of service standards.**	Feedback from cross-directorate staff engagement sessions has been considered and will form the basis of this corporate review. Long term culture change programme. Further focus groups to be conducted with support and non-support services to clarify direction. Profiling and familiarisation activity of the requirements of support services to be incorporated into this work stream. Review of current service standards to be carried out also.
Support services working smarter/better. Linked to the outcome- **Business partners are available to all directorates to ensure their needs and service standards are being met. Every support £ is spent on 'value' activity.**	Feedback collated from Heads of Service via service profiling to determine current approaches to support services. Peer review of current approaches to corporate support to determine areas of good practice – both internally and externally.
Efficient support services at the forefront of technological change.	High level outcomes determined. Staff feedback has been reviewed. Initial pilot on internal recharging and internal invoicing now being explored as part of the Sustainable Financial Planning corporate review. Future, further opportunities to utilise automation software to reduce administrative burden being explored in partnership with Digital Services.
Forward-thinking support services. Linked to the outcome- **All support services operate under a centralised professional management structure**	Data gathering activity to be conducted on how other councils deliver support services under a centralised, professional management structure. Also linking with the councils Commercial Strategy to explore opportunities for support services to be 'partner of choice', using expertise and skills.

INFORMATION, INSIGHTS, and INTELLIGENCE REVIEW

WORKSTREAM	PROGRESS UPDATE
Data Audit.	Initial audit of data sources due to be completed March. Using industry-recommended forms, but capturing additional info re systems and where data is reported, to help identify priorities for consolidation, report-building & automation (linking to other workstreams).
Review of legacy applications and system review.	Digital Solutions Board initiated. Meeting arranged and terms of reference agreed. Full list of contracts and solutions identified complete with funding streams and commitments. Work underway to centralize all funding for all ICT contracts and solutions. Identification of applications for consolidation will develop as the solutions board progress. O365 E5 deployment partner procured via GCloud. Implementation to progress prior to the 1st April.
Universal Reporting Structure. Linked to the outcome- **An enterprise data platform is in place that enables the Council to securely and efficiently use data and analytics to make decisions.** **Officers in the field and across customer touch points can access and update the intelligence system in real time.** **The collection and presentation of performance data is automated.** **The organisation has an enhanced analytical capacity that can confirm current, and identify future, need.**	Data Audit results will help to inform priorities for enhanced report development. Met with colleagues from other Local Authorities and Centre for Digital Public Services Wales to discuss their experience and potential collaborative work.
Software Skills for Staff.	Leads confirmed – workstream refined to cover CCBC-wide staff skills in key software packages (previous focus on data interpretation skills).
Implementation of the Digital Strategy. Linked to the outcome-**The Council has an enterprise data and information strategy in place that supports predictive analytics as a means of identifying forthcoming need**	Digital Strategy noted by Policy and Resources Scrutiny 10th Nov, resources identified and additional funding agreed at Council 24th February. Deployment partner engaged. Work progressing to deploy E5 licences. Strategy to be presented to Cabinet May 2021. Development of the PowerBi platform in progress. Support procured and upskilling of staff in place.

AGILE (FLEXIBLE) WORKING REVIEW

WORKSTREAM	PROGRESS UPDATE
Define our approach to agile working. Linked to the outcome- **Clear definition of the agile working offer where an appropriate mix of home / remote and office-based working is supported; and employees are trusted to get their job done flexibly.**	Categories of agile/flexible working established, consulted on and agreed in principal. Categorisation Exercise underway to establish the number of roles associated with each type of work. Exercise is well advanced - qualitative data collated to support the quantitative data.
Resource / Infrastructure assessment. Linked to the outcome- **Officers and Members have the equipment and infrastructure to work effectively and safely in an agile way.**	Workgroup established to review the IT data held in respect of the issue of IT equipment. Refreshed management information has been collated to use in the analysis. Data from the Categorisation exercise will be cross referenced against the IT Equipment data to better understand our remaining equipment needs and costs.
Policy and procedure review. Linked to the outcome- **Our policy and procedures are updated to support staff and compliment flexible/agile working.**	HR have commenced a policy review. 20 HR policies have been identified agreed with TUs to be reviewed.
1. Property portfolio and economic impact assessment 2. Community impact and future engagement Linked to the outcome- **Administrative buildings are repurposed to provide an appropriate mix of fixed desks / hot desks, touch down points, quiet space and meeting space.**	1. An assessment of the economic impact and the potential implications for our assets/building use is underway - in collaboration with colleagues in Property, Business Improvement and Digital & Customer Services. 2. Caerphilly Conversation Survey Responses being reviewed for relevant data to contribute to the assessment of impact. Collaboration with leads for Walk-in Services and Remote Access Services Reviews to ensure a joined-up approach. Requirement for additional data is being assessed.

Linked to the outcome- **Managers are trained accordingly and supported to manage a remote/hybrid workforce**	*Refer to Workforce Development Review - Manager Training Programme*

SUSTAINABLE FINANCIAL PLANNING REVIEW

WORKSTREAM	PROGRESS UPDATE
Long Term Financial Planning. Linked to the outcome – **Ensure the Council has a long-term financial plan that supports the delivery of council services and the development of new and improved service models and matching our budget to the specific needs of the community.**	Medium Term Financial Plan updated and approved by Council.
Review of Investment Strategy. Linked t the outcome- **Ensure it is sustainable and enables us to turn on and off services as required.**	New investment being made £10 million into - longer term investments. Regular meetings with investment advisors being held, quarterly updates being provided. Focus group being set up and other LA's to be reviewed for the types of investments that are being made.
Financial Regulations Refresh & Training. Linked to the outcome- **Help to develop outcome based budgeting.**	Work stream and leads identified and initial sessions being diarised.
Invoice centralization and automation. Linked to the outcome- **Effective and efficient spend control.**	Microsoft Dynamics session to be held and project brief finalised.
Internal invoicing. Linked to the outcome- **Effective and efficient spend control.**	Workstream and lead identified, and some initial data capture being done.
Finance teams restructure.	Conversations to be held with managers in relation to structure and how we can support the transformation team and corporate reviews.

WORKFORCE DEVELOPMENT REVIEW

WORKSTREAM	PROGRESS UPDATE
1. Workforce Planning 2. Workforce Development Strategy Linked to the outcome- **Current and future workforce needs are known, modelled and are capable of meeting changing service delivery requirements and needs through implementation of the Workforce Development Strategy and Workforce Planning Framework and manager toolkit.**	1. Workforce Planning Framework and Manager Toolkit is in production. Guidance notes and tools have been drafted for initial feedback. 2. The Workforce Development Strategy has been drafted and is undergoing final edits in readiness for the consultation process.
1. Recruitment Review 2. Corporate Induction Linked to the outcome- **Modernised and agile vacancy management, on-boarding and induction programmes, fit for purpose as we look to embed flexible working across the authority.**	1. A comprehensive end-to-end process mapping exercise is being undertaken by HR. The opportunity to develop the HR / Payroll system to introduce modules to assist this process is being considered by HR & Procurement. 2. Information has been collated from the Director Engagement Sessions to inform the Induction programme.
Well-being Strategy. Linked to the outcome- **Development of a Well-being Strategy outlining our commitments, priority actions and corporate objectives to support our employees' physical and mental health and well-being at this especially difficult time.**	Draft Well-being Strategy in production. Employee Survey being compiled with a section specific to Well-being. Information collated will inform organisational priorities.

Manager Training Programme. Linked to the outcome- **Compilation of a management learning and development programme.**	Discussions undertaken with training providers, colleges, universities and the National Training Federation for Wales to identify training pathways and development opportunities. Collaboration with Gwent Police to introduce the MeUs Leadership development programme. Collation of financial information across the Authority to support decisions in respect of learning and development. Management learning and development opportunities being reviewed, including managing remote / hybrid teams to support agile working.

CORPORATE VOLUNTEERING AND COMMUNITY PARTNERSHIP REVIEW

WORKSTREAM	PROGRESS UPDATE
Support & Embed Social Action within our Communities – Mapping. Linked to the outcome- **Community resources are nurtured in order to provide additional capacity and support to key areas of need.**	Work almost finalised with Data Cymru- to establish new support page for professionals and residents, which will provide information on all support services available to residents. Caerphilly Cares team currently mapping all activity with external organisations to maximise value and collaboration opportunities. Existing community groups have been supported to collaborate and share best practice through strengthening links between them - first virtual meeting to be held before end of March.
Support & Embed Social Action within our Communities – Building relationships and empowering (Caerphilly Cares). Linked to the outcome- **Community resources are nurtured in order to provide additional capacity and support to key areas of need. The community spirit seen through Covid-19 becomes the backbone of the borough.**	Project progressing well towards launch on 6th April. Key milestones being met - process mapping, development of data systems, key relationships with priority partners strengthened. Communications/launch plan being finalised also - work is ongoing in establishing the required performance metrics.
Support & Embed Social Action within our Communities – Culture (link to Caerphilly Conversation). Linked to the outcome- **The community spirit seen through Covid-19 becomes the backbone of the borough.**	Following endorsement of the Place Shaping and Wellbeing Plan, council-wide approach to community engagement is moving forward at pace. Introduction to Consultation and Engagement Framework has been delivered to Management Network tier officers and more in-depth 'masterclass' training for key officers is scheduled for April. Similar training opportunities to be made available to Members also. Resident survey complete and results analysed and published online. Session with Leadership team and Management Network scheduled to ensure data/insight is fed into service planning/corporate review process.

Corporate Volunteer Policy - Developing and Implementing Policy. Linked to the outcome- **Council has an approved Volunteering Strategy that creates and sustains volunteering capacity across Caerphilly communities.** **Council staff are able to volunteer and have their contributions recognised.**	Policy is now called Employee Volunteering Scheme. Currently listed on Forward Work Programme as below. Programme Board 08/04/21, PDM 28/04/21, P and R 25/05/21, Cabinet 09/06/21. Launch plan/idea to be discussed as part of working group. Following adoption of scheme, programme of work to take place to harness staff skills to support existing community priorities.
Third sector delivery and associated outcomes for communities.	Recently added workstream. Full remit and scope of this element of the review to be agreed with relevant Head of Service and Project Leads.

DECISION MAKING REVIEW

WORKSTREAM	PROGRESS UPDATE
Managing your Service. Linked to the outcome- **Review options for delegated decision-making capability to individual executive members as well as Directors with appropriate thresholds and safeguards all of which is approved by our Regulators.**	Meeting scheduled with WLGA for some support on decision making and governance arrangement to share best practise. Recruited volunteers feedback and WAO report to be considered as part of this work stream
Committee & Cabinet Effectiveness. Linked to the outcome- **Ensuring cabinet decision making and scrutiny committee arrangement which focus appropriately on Council wide strategic issues aligned to Cabinet FWP.**	3 local authorities selected for a peer review: Wigan, Swansea & RCT. Scope of review to be agreed by Head of Service with support from transformation team