



POLICY AND RESOURCES SCRUTINY COMMITTEE – 9TH NOVEMBER 2021

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

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

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 programme management arrangements stipulate that a six-monthly update is provided to Members for comment prior to its presentation to Cabinet.
- 1.2 As part of the arrangements for strengthening the role of scrutiny, and wider members, in the transformation strategy a regular six-monthly member's seminar will be delivered on the 13th December 2021.

2. SUMMARY

- 2.1 The Council's *Team Caerphilly – Better Together* Transformation Strategy was adopted by Cabinet on the 12th of June 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.

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 receive regular updates on the transformation programmes. The programme management arrangements for the Team Caerphilly – Better Together strategy require that six-monthly progress reports are provided to Policy and Resources Scrutiny Committee, prior to presentation to Cabinet. Further that a regular seminar is provided to engage with all members after update to Cabinet. To provide an update to Committee this report is grouped into headings that categorise the activity over the past seven months.

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

A brief summary of progress against each of the ten current corporate reviews is provided below, further detail against each outcome and workstream is provided in Appendix 1. To remind Committee 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- To date mapping activity has helped in understanding the size and scope of our service locations and the range of services provided. A decision-making tool has been developed using a facilities framework approach to consider what we provide and where and how. This has steered thinking around developing community focussed locations as the primary output of this review. A consolidation of locations will be considered in later stages ensuring equity of provision across communities and equality of access with a view to driving footfall in town centres. A 'hub' model is proposed that will develop tier 1 locations as centres for community use, access to council services and agile working drop-in locations. One of the key aims is to ensure a presence and where possible, and space allows, share Council service locations with communities for their use. The review is moving to the Phase 2 stage with new workstreams developed, one of which will be extensive internal and external engagement with staff and customers. 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- A new telephony system has been rolled out across customer services enabling faster resolution of enquiries, providing real time data on call volume and agent availability. Feedback from service managers and call handlers has been extremely positive and more services will be transferred to the new system with a view to, as far as is possible, a single contact number for all enquiries. Digital channel shift and the development of a new website and staff

intranet was going to be supported by the Centre for Digital Public Services, unfortunately they have withdrawn the support on offer for reasons beyond the control of the Council. The work will continue in house. Digitisation of the process for handling customer complaints is nearing completion and will dovetail with the new Complaints and Concerns policy

Front-line Delivery Review- The focus of this review is on how best to improve front-line services and a new workstream on the provision of opportunities to develop commercial partnerships. Work with Digital Services is looking at the Abavus software as a tool to streamline requests for service. Strengthening capacity across the frontline has been supported by data analysis, particularly during periods of inclement weather, or other service pressures, with work underway to strengthen links between services that operate geographically. The paperless service in Housing Repairs is being used as a model for other front-line services to consider. Engagement with communities on how the Council can work closer with them to improve issues that concern them is planned.

Support Services Review- Building upon learning gathered from colleagues pre and during the COVID response the review is focussing on ensuring internal processes are as effective and efficient as possible. Baseline data gathering has been completed across all internal services and an analysis undertaken of all planned or impending work programmes that are aimed at improving inter-Council services. Further focus group sessions are planned to understand support services as enablers to customer facing services. The digital options that have been demonstrated in other services e.g. free school meal applications offer scope to remove time consuming processes that slow down back-office functions.

Information, Insight and Intelligence Review- The work is focussing on enhancing the use of data across the Council to enable improvements in the consistency and efficiency of collection and the creation of tools and datasets that bring together previously disparate sources to improve analytics. The initial audit of all data sets has been completed and an analysis of this is underway. Future models of data management are being considered by looking at all data analysis capacity, and skills gaps, across the Council. A new Digital Solutions Board meets regularly to advise on consolidation of data tools and systems and to effectively 'gatekeep' any new acquisitions to ensure they are in line with longer term aims and making use of existing functionality in systems we already own. Microsoft Office365 packages like Power BI and Forms are being used to improve data gathering and display/usage. The new ICT Strategy that supports this work was agreed on the 9th June. Externally, digital inclusion has formed part of the review with a round table of various teams that support digitally excluded groups to access services on-line.

Flexible/Agile Working Review- The workstreams for this review are progressing well, although slower than originally anticipated. Data on staffing, locations and equipment needs has been gathered and is being analysed. A categorisation of roles has been completed and equipment records updated to inform the next stages of the review. A high-level costs analysis of agile equipment needs will be completed; a trial is underway in Customer and Digital Services to replace desk-based equipment with laptops and docking stations. The results of the recent staff survey have been

examined against the engagement exercise with staff on home working undertaken last year. HR policies that will need to be updated, in consultation with the Trade Unions, have been identified. Rationalisation of office accommodation is subject to a planning policy appraisal, in scope buildings have been identified and community impact assessments are planned. Work to declutter Ty Penallta has progressed over the summer months. However, in their updated Coronavirus Control Plan Welsh Government expect to retain their advice to work from home where possible through the autumn and winter and continued COVID risks will prevent any reconfiguration of workspaces until all risks have subsided. Works to the staff welfare/café area at Ty Penallta have been completed and the facility is now offering a new agile workspace that allows staff who are working remotely to catch-up. A wider analysis of the corporate asset base and staff areas is underway. These have been mapped on to the same GIS mapping system as is being used for the Walk-in Services review giving a total picture of all Council locations and their relationships to communities.

Sustainable Financial Planning Review- The review is building on several years' worth of work on longer term financial planning. The budget strategy for 2022-23 is being discussed in the light of this review and some recent suggestions from Audit Wales. Regular meetings with our investment advisors are identifying opportunities for greater return on investments, we are also meeting with other Councils to review the types of investments that are being made. Work on outcome reporting and linking the whole of the transformation programme to the medium-term financial plan is underway. A review of the current financial regulations is happening with a view to updating them. The processes around internal invoicing are being analysed and the size and scale of internal transactions is now understood. Opportunities for streamlining this are being examined with a view to an automated process that requires less budget holder intervention, and staff processing time, for lower value transactions.

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. This review takes account of the learning from the COVID pandemic. The Workforce Development Strategy 2021-2024 and Employee Wellbeing Strategy 2021-2024 were considered at Policy and Resources Scrutiny Committee on the 28th of September and agreed by Cabinet on the 29th of September. Both strategies contain high level actions owned by Heads of Service across the organisation, to support targeted objectives with agreed timeframes for implementation. Members will recall that the report to Council dated 13th July 2021 entitled 'Provisional Revenue Budget Outturn for 2020/21', included a proposal to set aside funding of £168k to appoint staff on a fixed-term basis to undertake the initial planning and scoping required for delivery of coordinated workforce development function across the Council, which Members agreed. The recruitment for these posts has commenced.

Corporate Volunteering and Community Partnership Review- This review is building on the Council's relationship with communities particularly in light of the sterling efforts communities played in supporting the COVID effort. The Corporate Volunteering Policy has recently been agreed by Cabinet and launched to staff and

managers, the scheme will bring additional capacity to community efforts and enhance staff development. An extensive mapping of all community groups has identified their resources and the support they provide to local communities. The Caerphilly Cares service launched in April and has provided direct support to over 200 vulnerable people with a range of identified issues including isolation and loneliness, debt management, income maximisation and training. The team works alongside GAVO and a jointly funded post whose focus is building volunteering capacity to support the service. Feedback from recipients is extremely positive. Work is now focussing on synergies between Caerphilly Cares and other internal teams and the future planning of this service based on customer feedback and the outcomes of other corporate reviews. The new Community Empowerment Fund launched at the end of the summer to support community activity at the ward level. Member training on co-production has happened as well as focussed sessions on the fund itself and how members can support community groups to access it within their wards.

Decision-making Review- The review is seeking to further engage with staff and elected members to ensure that governance arrangements are efficient, effective, user friendly and widely understood. Data analysis has been done on Cabinet reports and an assessment of the forward work programme processes in Cabinet and Scrutiny has been included to understand how decisions progress. A review of activity in three Welsh and one English local authority is looking at the differences in processes to consider whether what is in place in the Council can be improved upon while still maintaining safe and compliant decision-making that minimises bureaucracy and increases transparency. A survey of the other 21 Councils in Wales has also been finalised, 19 responded and the results are informing a recommendations report that will follow. Early results are showing a wide variation in the governance structures and processes although all use scrutiny and executive arrangements but in different ways. An option paper is being prepared to review the pros and cons of each approach as well as work on training modules for staff and flow charts to assist with the decision-making process. The Welsh Local Government Association are supporting this work as part of sector lead improvement support.

5.3 Summary progress against each of the Corporate Review outcomes workstreams is provided at Appendix 1. It should be noted that as the reviews enter delivery phases there will be a number of workstreams that will be requiring the input of the same services e.g. Digital Services, People Services, Finance and Legal Services. Some scheduling may need to take place.

5.4 **Audit Wales Involvement**

Audit Wales remain directly engaged with the transformation programme's corporate reviews and take a 'critical friend' role in providing challenge and support. Transformation staff meet with the lead auditor on a six-weekly basis and a good dialogue has built up that has provided sources of support and links to other organisations undertaking similar work in particular areas. Following on from the assurance and risk assessment work that last year looked in more detail at workforce development, sustainable financial planning and decision-making, the focus this year is on a 'Springing Forward' project to look at how Councils are recovering from the

pandemic in a sustainable way, strengthening their ability to transform and adapt, while maintaining services. Examinations will again look at strategic workforce planning and, in addition, how we are strategically managing our building assets. These are considered to be 'tracer' areas to transformation and adaptation in the light of recovery from the pandemic.

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

Draft Terms of Reference for a revised Team Caerphilly Board are currently being readied for consideration by Council. The new arrangements are seeking to consolidate a number of existing Boards into a more efficient and effective arrangement that will consider and ensure improved alignment across the following areas on a monthly basis:

- Corporate and Service Reviews
- Commercial and Investment
- Wellbeing and Place-shaping Framework

The Terms of Reference, if ultimately adopted by Council, would bring about some improvements to the existing arrangements in time of the new intake of Members post May 2022.

The following section sets out the progress made against some of the more significant projects previously reported within the Wellbeing and Place-shaping Framework.

5.6 **2020 – 2023 Projects (with Approval)**

Expansion of Welsh Medium Provision (£6.4m)

The Welsh in Education Strategic Plan (WESP) sets out Caerphilly's commitment to the promotion of Welsh language and the provision of quality, attractive educational facilities. Within the WESP we are striving to stimulate demand for Welsh medium education.

Investment into Welsh Medium provision has been strong in the borough, through the Welsh Medium Capital Grant in region of £6.8 million resulting in improvements and expansions to 5 Welsh Medium Schools.

- £1.8m Ysgol Y Castell completed January 2021
- £496k Ysgol Ifor Bach due to be completed by October 2022
- £1.63m Ysgol Bro Allta due to be completed by December 2022
- £740k Ysgol Penalltau due to be completed by December 2022
- £1.62m Ysgol Gymraeg Cwm Derwen due to be completed by February 2023

Officers are currently compiling expression of interest forms for additional funding opportunities and if successful may result in further expansion in Welsh medium provision, in addition to a new Welsh Medium Primary replacement and expanded Ysgol Gymraeg Cwm Gwyddon which is currently planned for September 2023 via the 21st Century Schools Band B programme.

Expansion of Childcare Provision (£5.1m)

Through the Welsh Government's Childcare Grant, in the region of £5.1m, there are 10 projects which will significantly increase childcare provision across the borough for both Welsh and English medium provision that are due for completion by October 2022.

EdTech (Hwb) Programme (£6m)

The EdTech (Hwb) Programme has now seen the infrastructure across Caerphilly's schools upgraded to provide high speed internet access to staff and pupils as well as over 7000 access devices (Chromebooks, I-Pads and Computers) brought into sustainable use.

The access devices and infrastructure upgrades have been delivered through a particularly difficult period for schools and the IT service but have made a huge contribution to the Pandemic response. The implementation of Smoothwall and some line upgrades across our larger schools have also enabled a previous bottleneck to be removed and speeds and stability to be further increased. The Council has also employed a bespoke IT support team for schools in support of the EdTech programme.

Band A Refurbishment at Trinity Fields (£1.342m)

Improvement works are being undertaken in the school through an investment of £1.3m which will result in a reconfiguration of the existing floor plan to increase capacity and accommodate additional pupils and maximising the use of the asset for curriculum delivery.

Oakdale Running Track (£0.755m)

The Running Track at Oakdale is completed and now open. A number of trial events and training sessions have been successfully held with local clubs and schools and the surface around the track has also now been laid. The cage for field events has been installed and the facility will benefit from a formal opening in the near future.

Glan y Nant PRU Extension (£0.442m)

The extension of the Pupil Referral Unit at Glan y Nant was granted planning permission by the Council's Planning Committee on the 13/10/2021. The expansion, which will now see a greater investment made than previously reported, can now move to development stage and the pupils attending the school will be able to take advantage of improved facilities and greater space.

New 3G pitches at Lewis Pengam, Ysgol Gyfun Cwm Rhymni and St Cenydd (£0.306m)

Three new 3G pitches have been installed at Lewis School Pengam, Ysgol Cwm Rhymni (Gellihaf) and St Cenydd Comprehensive School. All facilities are now being used by the schools during the school day and can be booked for community use outside of normal school hours.

Oakdale Housing Development including a new local allotment facility (£7m)

The Council have signed a Pre-Construction Services Agreement with Willmott Dixon to undertake the necessary detailed site investigations and testing on the site in order to assess its suitability for residential development. The site is incredibly complex with various levels and plateaus but equally it provides a very exciting opportunity to create a flagship Caerphilly Homes development. We intend to retain as much of the existing flora and fauna as possible and the views from some parts of the site are beautiful.

The following is a summary of some of the work undertaken to date:

Numerous ecological surveys including weekly reptile surveys, hazel dormouse surveys, greater crested newt surveys, badger survey and dusk until dawn bat surveys have been undertaken during the last 6 months. An Arboricultural Impact Assessment is being scheduled and an acoustic survey has been completed. Investigations continue with the engineering consultancy, Cambria to determine the combined sewer outfall and site investigations have confirmed that a high voltage cable is running through the middle of the site. Further site investigations continue in order to determine a high level capacity layout which is currently indicating the possibility of delivering between 85 and 95 new homes on the site. Outline planning permission will be submitted by the end of the financial year in order for Caerphilly Homes to access Social Housing Grant funding for the acquisition of the site (the site is owned by the General Fund and must be appropriated to the HRA). A report by the District Valuer will be requested shortly.

Ty Du Starter Units (£3.9m)

The scheme is now complete and all 11 properties have been let. The units are very modern, have been in great demand and are serviced by excellent infrastructure including Electric Vehicle charge points.

15 x new start-ups at Lawn Industrial estate (£2.9m)

The scheme is now nearing completion with marketing for let to follow in the coming months.

Welsh Housing Quality Standard (WHQS) Works (£40m)

Good progress continues to be made and the authority is on target to complete the WHQS programme by the revised deadline of December 2021. As at mid October actual completion rates are;

Internals Completed – 99.92%

Externals completed – 99.72%

Overall completion – 99.41%

Chartist Gardens Development (£10m)

SAB (sustainable drainage) approval has now been granted and the planning committee will consider the discharge of conditions application in early November. The legal aspects of the land sale deal are currently being worked on and once the latter items are complete, POBL will be in a position to commence work on site and issue some joint communications with CCBC

Hafodyrynys Demolished/Road Realigned (£6.387m)

Preparation works ahead of the demolition of properties of Hafodyrynys have been underway for some months. As of the 14/10/2021 the demolition itself began in earnest and is expected to take 14 weeks before it is completed. Works to divert the footpath will then ensue prior to the scheme being completed.

Completion and Opening of new Caerphilly basin cemetery at Nantgarw (£1.5m)

The new Cemetery has been completed and is open for use. The first burial at this flagship facility has recently taken place.

Cwmcarn Forest Drive Improvements (£1m)

Significant works to the drive have been completed in partnership with NRW and the drive has now reopened to the public with excellent reviews. Enhancements have also been made to the lower areas including luxury glamping pods and an adventure play area. Further plans are now being considered by the new project board to make Cwmcarn a flagship tourist destination of regional significance

5.7 **Proposed Wellbeing and Place Shaping Investment 2020-onwards**

As well as the projects that had received approval for implementation, the previous report also set out a number of projects that were awaiting approval. The section below shows the progress on a number of these:

Trinity Fields Expansion (£12.7m)

The development will see expansion of the existing Trinity Fields School and Resource Centre to support 80 additional places and the provision of state-of-the-art facilities for our most vulnerable pupils that will meet their learning, social and medical needs, as well as the creation of facilities for integrated working across Education, Social Services and Health and the provision of opportunities for community use.

Cabinet approved the final Business Case for submission to Welsh Government in April 2021. At the time a number of community concerns existed in respect of a potential sewage issue at a site being put forward as part of the development to mitigate the potential loss of a pitch at Ystrad Mynach Park. The Council took the decision to pause the project at that point to establish whether the remedial works undertaken to address the sewage issue undertaken by Welsh Water had resolved the issue. The project remains on hold at this time.

Ysgol Gymraeg Cwm Gwyddon development on former Cwmcarn High site (£9.5m)

The development will see the relocation and expansion of the existing Ysgol Gymraeg Cwm Gwyddon on the former Cwmcarn High School site by September 2023. The project will provide fit for purpose childcare, a 16 place Special Resource Base and will increase educational provision and capacity of the school from 220 to 420 primary plus nursery and the provision of opportunities for community use.

Cabinet approved the submission of a Full Business Case to Welsh Government in April 2021 subject to planning application approval. The Council subsequently initiated the planning application process including a pre-application consultation. Progress continues to be made with tenders for the work now due to be returned by the 22/10/2021 and Full Business Case submission by the end of October 2021.

New School Build at Plas Y Felin (£9m)

The proposal relates to a new and enlarged replacement school for Plasyfelin Primary School to be situated within the current grounds of the existing school site to include increased accommodation for up to 420 pupils plus nursery provision and community facilities available for use by the school and the wider community. This proposal will ensure future projected demand can be met within the area and to update a facility to provide a fit for purpose 21st Century facility. A non-statutory consultation period will run from the 20/10/2021 to the 1/12/2021. Subject to Full Business Case submission, Cabinet and Planning approval, the anticipated occupation date will be September 2024.

Centre for Vulnerable Learners -Pupil Referral Unit (£5.5m)

The proposal is to adapt and refurbish the old grammar school building on the former Pontllanfraith High School site to accommodate 80 to 120 pupils and develop bespoke sporting provision and facilities for pupils which will also be available for the wider community outside of school hours. A non-statutory consultation period will run from the 20/10/2021 to the 1/12/2021. Subject to Full Business Case submission, Cabinet and Planning approval, the anticipated occupation date will be September 2023.

New Primary School at Llancaeath / Llanfabon (£4m)

The proposal relates to the amalgamation of Llancaeath Junior School and Llanfabon Infants School via the expansion and refurbishment of the existing Llanfabon Infants site to accommodate the new 3-11 Primary School provision with places for 275 pupils plus nursery. A statutory consultation period in line with the requirements of the Welsh Government's School Organisation Code 2018 will run from the 20/10/2021 to the 1/12/2021. Subject to Full Business Case submission, Cabinet and Planning approval, the anticipated occupation date will be September 2024.

Education facility at Virginia Park (£0.3m)

In June 2021, Cabinet agreed to make an additional investment into the creation of a Youth Service Hub at Virginia Park. The facility will also provide an education centre

for the hours of the school day and the investment would enable extensive refurbishment and re-configuration of the facility to support the needs of young and vulnerable learners. The development will move into the tendering phase shortly and opening is anticipated for spring / summer 2022.

Idris Davies 3G pitch (£0.238m)

Idris Davies School has seen a major upgrade to its sport facilities with the new all-weather 3G multi-use pitch. The project was funded by Welsh Government and Sport Wales with support from Caerphilly County Borough Council capital funding.

The new facilities will not only benefit students at Idris Davies School but will also be available for community use in support of local clubs and teams. The multi-use pitch which is recognised as durable and safe can withstand intensive use and all kinds of weather. A number of different sports, including football and rugby, can benefit from the new facilities.

Sue Noake Hockey Hub (£300k)

The new Hockey Hub at Sue Noake Leisure Centre has seen £300,000 of Welsh Government funding (administered by Sport Wales) to build a new 2G Astroturf multi-use sporting pitch.

The new 2G pitch, set to be completed on the 22nd October, has replaced the previous Artificial Turf Pitch (ATP). 2G Hockey pitches add significantly to the development of the fast-paced sport. The new surface will offer optimal playing characteristics and will allow players to play to the highest standard all year round.

The new Hockey Hub will provide key strategic facilities for players and the wider community. Local sports clubs will now have the opportunity to play and train all year round, regardless of weather conditions. The multi-use pitch can also be utilised by a number of different sports, including football and rugby.

Decarbonisation Strategy (£17m)

The authority now has an adopted decarbonisation strategy, energy prospectus and supporting Action Plan with work underway on a number of projects such as the Cwm Ifor Solar Farm and Electric Vehicle charging infrastructure

A469 New Tredegar/ Pontlloyn (£0.950m)

Additional Welsh Government (WG) funding has recently been obtained to complete the feasibility / design work to stabilise the A469 and further funding of circa £10m will then be sought (from WG or the UK Government Levelling Up Fund) to implement the construction phase.

Introduction of cycle lanes across the county borough (£0.590m)

A number of cycle lane introductions and/or enhancements have been made across the County Borough with further work planned. Examples include Bwl Road Nelson, Ystrad Mynach town centre and Cwm Calon, Ystrad Mynach.

New Purpose Build Respite Centres (Children and Adults) (£4.635m)

Cabinet took the decision on 13/10/21 to develop two purpose-built respite facilities on the former Pontlanfraith Comprehensive School. The two facilities, one for adults and one for children will provide essential respite services to support parents/families and unpaid carers and meet the increasing needs of individuals from a central location in the Borough.

5.8 **Commercial and Investment Strategy**

A 12-month progress update on the Commercial and Investment Strategy is due at Cabinet on the 10th of November. For the purposes of engaging committee on the activity it is summarised here. This information below will also be included in the members seminar on the 13th of December.

- 5.9 The strategy was adopted in December 2020 and includes a high-level action plan. There has been good progress against the actions although they have inevitably been affected by resources being diverted to deal with the pandemic. The Cabinet report requests a continuation of the existing action plan with work to be completed in the new calendar year to refresh the strategy.
- 5.10 Work has continued with the Destination Caerphilly management team with some significant accomplishments including the development of 5-year business plans to reduce the Council's subsidy of tourism and destination venues and a new marketing strategy across all 5 venues to include a refreshed brand, customer care service standards and a prioritisation of marketing activities. Commercial and marketing training has been provided and a bespoke hackathon session will be provided to the destination managers to help them develop their business plans further.
- 5.11 3 pilot training sessions have been planned to increase commercial skills knowledge and importantly to evaluate the impact of the training so that wider roll out can occur across the Council. Specialist input has been procured on commercial acumen and commercial leadership. The Infrastructure service will have received commercial acumen training as one of the council services 'closest' to the ability to commercialise. Leadership training will be rolled out in 2022 and some Hackathons partnering with Welsh ICE will be scheduled for Winter 2021 for both catering and destinations.
- 5.12 The staff Licence to Innovate Scheme launched during the autumn and has encouraged commercial thinking and the development of innovative ideas for service redesign supported by an initial seed budget of £50k. This has since been increased to £200k funding from reserves to support further ideas. The ideas are scored and agreed by the Regeneration Board. To date funding has been agreed to provide a gelateria at the Twyn Visitor Centre, to fund the commercial training mentioned above, and commission a feasibility study on providing camping/caravanning facilities at Llancaiach Fawr Manor.

5.13 **Community Engagement and the Caerphilly Conversation**

Solid progress continues to be made on engagement activity; both internally and externally.

Following the publication of the results of the far-reaching 'Caerphilly Conversation' resident survey outcomes and feedback, extensive engagement continues internally to ensure this feedback is incorporated as appropriate into future service planning and the corporate reviews process.

It will also be important to ensure that members of the public are engaged on the impact of their feedback. One such example is a subsequent engagement project linked to the frontline services corporate review, which is exploring feedback from the Caerphilly Conversation survey on 'quality of life' issues and collaborative ways (between the council and our communities) of finding solutions to these important issues.

The council was also successful in a bid for £5,000 from the Welsh Government's Digital Democracy Fund to facilitate training for councillors and officers on the principles of community involvement, empowerment and co-production, linked to the aims within the council's Consultation and Engagement Framework.

To date, a pilot session has been held for cabinet members, group leaders and scrutiny chairs, facilitated by the CoProduction Network for Wales. Further sessions are programmed over the coming months. The CoProduction Network will also facilitate an in-depth 'train the trainer' session for a cohort of 16 officers in November, which will allow the principles and good practices of co-production to be shared widely across the organisation and our communities.

The timing of this training is key. The council has recently approved and rolled out a brand new Community Empowerment Fund, which aims to enable communities to create and deliver projects for the benefit of their communities; empowering them to identify community need and respond accordingly with support from the local authority. Extensive engagement activity has been carried out with local councillors and with community representatives as identified on the launch of this new fund.

Finally, the Team Caerphilly Programme Board have also recently agreed to an additional work stream as part of the Volunteering and Community Partnerships corporate review on the development of an authority-wide engagement strategy. This strategy and supporting action plan will build upon the principles within the Corporate Communications Strategy and the Consultation and Engagement Framework, setting out a course of action for further strengthening our approach to stakeholder engagement in future.

5.14 **Conclusion**

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

- Improve the way we work
- Develop proud and trusted staff

- 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. Recovery from the pandemic will be slow. The Strategic Recovery Framework recognises that transforming services will be key to supporting the resilience of the Council and communities.

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 continue to be disrupted due to the pandemic and so the pace of progress may be affected.

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.

9. PERSONNEL IMPLICATIONS

- 9.1 Appointments have been made into four two-year Transformation Project Officer posts as set out in the annual budget report to Council in February. The posts are supporting the project management of the reviews set out above to accelerate the pace.
- 9.2 There are no other 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.
- 9.3 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 All consultation responses received have been included in the body of this report.

11. STATUTORY POWER

11.1 The Local Government Acts 1998 and 2003

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Consultees: Cllr Eluned Stenner- Cabinet Member for Performance, Economy and Enterprise
Cllr Gez Kirby- Chair Policy and Resources Scrutiny Committee
Cllr Brenda Miles - 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 Donovan- 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:

Appendices:

Appendix 1 Summary progress against each of the Corporate Review workstreams

APPENDIX 1

WALK-IN SERVICES REVIEW

WORKSTREAM	PROGRESS UPDATE
<p>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.</p>	<p>GIS map finalised and now includes buildings mapped for the Agile Working review to consider cumulative community impact. Mapping tool includes 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 agreed by Team Caerphilly Programme Board. WORKSTEAM COMPLETE</p>
<p>Analyse other review work- hubs/libraries/community centres/state of the estate.</p>	<p>Property data gathered. Previous work on community hubs, libraries and precursor work on community centres analysed. Facillities Framework complete and has been used to draft recommendations for Tiers 1, 2 and 3. WORKSTREAM COMPLETE</p>
<p>Multi-skilled public facing staff. Linked to the outcome- Customers can access multiple services in a single location.</p>	<p>Research on other hub arrangements in library services complete. Using 'ideal service' options and considering what will be provided at each location and by which staff group. More defined workstream as part of Phase2.</p>
<p>Link to other reviews: Remote Contact - Front-line Delivery - Agile Working.</p>	<p>Meeting with Remote Contact and Agile Working corporate review workstream leads to ensure the reviews are aligned. Agile working locations now on the same GIS map.</p>
<p>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.</p>	<p>Longer term. Recommendations will begin to identify buildings for disposal but extensive further engagement needed with staff, communities and service users due to political and community dimensions. No proposals developed. Review likely to focus on pilot sites for development first.</p>

REMOTE CONTACT REVIEW

WORKSTREAM	PROGRESS UPDATE
<p>One Number. Linked to the outcomes-</p> <p>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.</p>	<p>Over 200 users now on MICC telephony system, and more lined up for near future. Call statistics being incorporated into a Power BI dashboard (see Reporting System workstream of Information, Insight & Intelligence Corporate Review).</p>
<p>Digital Front Door -CCBC Website. Linked to the outcomes-</p> <p>Customers can access, and in some cases have their enquiry resolved, outside normal business hours; Customers receive targeted communications on a regular basis.</p>	<p>Linked closely to staff intranet work. Centre for Digital Public Services Wales no longer able to assist with discovery phase, so being progressed by Digital Services team.</p>
<p>Complaints process. Linked to the outcomes-</p> <p>Customers interactions will provide the opportunity to ‘add value’; Customers have a consistent customer experience when engaging with the Council.</p>	<p>Complaints response team have been engaged with the Public Services Ombudsman for Wales, have developed new processes in line with new guidance. Procured provider building an authority-wide complaints database with digitised processes and automated reporting, following engagement with Learning from Complaints group.</p>

FRONT LINE SERVICES REVIEW

WORKSTREAM	PROGRESS UPDATE
A frontline fit for the future.	Report containing extensive research and best practice examples was supported by members in March, confirming the desire to maintain in-house frontline service provision, while also exploring commercial or collaborative opportunities, building on areas of expertise across the frontline. Additional workstream has been added 'partner of choice' to take this forward. WORKSTREAM COMPLETE.
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.	Progress against this workstream is largely dependent on the roll out of the Abavus software platform. Briefing note provided by the project lead confirms that while some areas of the Abavus programme have progressed well to date, delays to the programme had been encountered due to COVID and resource redeployment resulting in a lack of resources, IT support and funding, although work on this programme continues to make progress.
Building capacity on the frontline.	Initial pilot already commenced with HGV Drivers across both the waste service and highways team. HR involvement also and TU early 'heads up'. Briefing paper provided by project lead confirms extensive data gathering activity and details the outcomes of discussions with service managers from the following key front line services; Waste Strategy & Operations circa 215 staff, Parks & Green Spaces circa 100 staff, Housing (inc Building Maintenance) circa 120 staff, WHQS team (PAMS moving forward) 100 staff & Highways staff. Recommendations to provide an in-depth report to the September Programme Board
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'.	A cross service information booklet and covering report for submittal to the Transformation Board has been completed and was circulated to key consultees (Friday 21/05/21). This completes the capture of key data sets (mapping exercise) that identifies: 1) Key Contacts 2) Workstreams deliveries by Area/Region 3) Key Service Functions listings, for all the 'in-scope' preselected services. The information booklet provides a key source of intelligence to aide and improve cross-service communications, identifying some operational 'commonalities', assisting and helping

	understanding of frontline inter-relationships, providing key contact points and provides some further recommendations and proposals for ongoing continual improvement considerations.
Paperless front line. Linked to the outcome- Frontline resources can access and update the council's customer intelligence system.	Mapping activity complete on existing mechanisms for operations (paperless/paper based etc). Online demo of housing software held on 11th June. With regards to frontline services having access to the new Intranet or clocking in remotely, a flexi-time pilot exercise was trialled by WHQS albeit some years ago. The findings in this trial highlighted some barriers that would need to be overcome if implementing this way of working. This will be overcome in development and roll out of a new, accessible intranet. Also raised a Network Enquiry through APSE with other Local Authorities to see if they have implemented a flexible working policy for frontline staff or to see if these individuals clock in remotely and if so what were the barriers they encountered with incorporating this process.
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. Content for engagement campaign has been agreed and invitations to voluntary groups/interested individuals. Campaign materials also to be developed. Recommendations to then follow.
Frontline services as 'partner of choice', Linked to the outcome- Customer's interactions will provide the opportunity to 'add value'	NEW WORKSTREAM. An additional workstream under this corporate review will be beneficial to explore additional commercial opportunities linked to frontline service delivery.

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.

<p>Support services as enablers (not barriers). Linked to the outcome- Support services operate to a consistent and published set of service standards.</p>	<p>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.</p>
<p>Support services working smarter/better. Linked to the outcome- Business partners are available to all directorates to ensure their needs; Service standards are being met. Every support £ is spent on 'value' activity.</p>	<p>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.</p>
<p>Efficient support services at the forefront of technological change.</p>	<p>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.</p>
<p>Forward-thinking support services. Linked to the outcome- All support services operate under a centralised professional management structure</p>	<p>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.</p>
<p>Building relationships across support services. Linked to the outcomes-The Council can access efficient, effective and economic Support Services; Support services are at the forefront of business and technological change</p>	<p>NEW WORKSTREAM This workstream will explore the current and future relationships between support services colleagues operating outside of the corporate centre and the corporate centre itself.</p>

INFORMATION, INSIGHTS, and INTELLIGENCE REVIEW

WORKSTREAM	PROGRESS UPDATE
Data Audit.	Initial audit of data sources completed and analysis underway. New workstream lead due to staff changes. Engaging with digital transformation experts to analyse current data collection, storage and use, and advise on options for a "data lake".
Review of legacy applications and system review.	Digital Solutions Board now meeting regularly and advising on consolidation, renewal and replacement as contracts expire. Forward programme developed. First legacy app transition identified and being implemented (Snap Surveys).
<p>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.</p>	Data Audit results will help to inform priorities for enhanced report development. Investigating potential for DPAs/CPA and other reports to be converted to a Power BI format. Drawing up a strategy document to include options for the rollout of access to, and skills in the use of, Power BI, across CCBC, including the likely investment required.
Software Skills for Staff.	Workstream refined to cover CCBC-wide staff skills in key software packages and inform future staff learning programmes.
<p>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</p>	ICT Strategy approved by Cabinet 9th June 2021. Monitoring and reporting arrangements through Digital Leadership Group.

AGILE (FLEXIBLE) WORKING REVIEW

WORKSTREAM	PROGRESS UPDATE
<p>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.</p>	<p>Categorisation data returned and high-level analysis completed - patterns emerging - location information reviewed and data set prepared for distribution to Heads of Service.</p>
<p>Resource / Infrastructure assessment. Linked to the outcome- Officers and Members have the equipment and infrastructure to work effectively and safely in an agile way.</p>	<p>Data collated on equipment issued (PCs, Laptops and Mobiles). Checking accuracy and securing additional information via a survey, big issues with compliance. Define equipment specifications ready for cross analysis with the categorisation exercise to establish high level costings. Undertake a de-commissioning exercise for old IT equipment i.e. iGels undertaking a pilot in Customer & Digital Service first. This is in readiness for a more agile solution with regarding personal tech i.e. laptop and docking station.</p>
<p>Policy and procedure review. Linked to the outcome- Our policy and procedures are updated to support staff and compliment flexible/agile working.</p>	<p>Commenced policy review – policies needing change identified – policies allocated for review. Second staff survey completed and results analysed. The policies and procedures will be updated, as appropriate, when a defined model of agile working for CCBC is agreed.</p>
<p>Property portfolio and economic impact assessment. 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.</p>	<p>An assessment of the economic impact and the potential opportunities of asset disposal will be carried out on completion of the planning policy appraisals –an Asset Management Strategy is already in place which provides a clear strategy for the rationalisation and consolidation of office accommodation at the Tredomen Park complex. In scope buildings for this project have been identified on this basis and planning policy appraisals have been carried out to identify the redevelopment potential of each in scope building and any associated redevelopment opportunities within the area which could be unlocked by the release of sites.</p>
<p>Community impact and future engagement. Linked to the outcome- Administrative buildings are repurposed to provide an appropriate</p>	<p>The Community Impact Workstream has collated relevant information gathered by other service reviews, including Walk-in Services, as well as the outcomes of the Caerphilly Conversation. Next steps are to identify areas that warrant a closer analysis to identify any additional community</p>

mix of fixed desks / hot desks, touch down points, quiet space and meeting space.	impacts. The assessment of impact will be better informed once a defined model of agile working delivery is agreed.
Ty Penallta Back to Office	NEW WORKSTREAM. 2 phases need to be prioritised and delivered at pace. Action Plan created. Ty Penallta decluttering completed. Still need to home work as per WG guidelines but looking to open front of house to the public. Slightly more flexibility in respect of numbers in the office. HoS instructed to look at staffing structure and appropriate risk assessments during covid restrictions.

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. Findings of the assessment review in the financial statements for this to be monitored. Meeting informally with Cabinet to discuss capture of outcomes and financial outcomes for the corporate reviews.
Review of Investment Strategy. Linked to the outcome- Ensure it is sustainable and enables us to turn on and off services as required.	Focus group set up to review current strategies and documents and provide feedback. Review of other LA's underway.
Financial Regulations Refresh & Training. Linked to the outcome- Help to develop outcome based budgeting.	Document review work ongoing during the summer. All stakeholders engaged and working on their relevant sections.
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.	Process mapping for internal invoicing (catering) almost complete. Data extract done and cleansed and work beginning on options for alternatives.

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WORKFORCE DEVELOPMENT REVIEW

WORKSTREAM	PROGRESS UPDATE
<ol style="list-style-type: none"> 1. Workforce Planning 2. Workforce Development Strategy <p>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.</p>	<p>WORKSTREAM COMPLETE</p> <ol style="list-style-type: none"> 1. Working Draft completed and critical feedback received from HR Management Team. Edits being incorporated into draft in readiness for pilot. BI Team to be contacted to determine fit with Service Planning process. 2. Going to P&R Scrutiny and Cabinet 28/29th September respectively.
<ol style="list-style-type: none"> 1. Recruitment Review 2. Corporate Induction <p>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.</p>	<ol style="list-style-type: none"> 1. Process maps completed and areas of inefficiency identified. iTrent On-boarding and Mobile Self Services modules are now available to use as part of our contract and work is underway to configure these modules for implementation - Digital Services resources are critical. Stakeholder/customer engagement underway. Application form under review. 2. Intranet specification completed and we've gone out to tender for development; action plan agreed with clear objectives and critical actions identified. Onboarding/Induction Framework being circulated for consideration. Welcome video being developed by the Communication Team.
<p>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.</p>	<p>WORKSTREAM COMPLETE. Going to P&R Scrutiny and Cabinet 28/29th September respectively.</p>

<p>Manager Training Programme. Linked to the outcome- Compilation of a management learning and development programme.</p>	<p>Training providers engaged (Talk Training/ACT/Educ8/Coleg y Cymorth/University of South Wales/Open University/National Training Federation Wales); Schedule of rates received from procurement and other local providers have submitted proposals for delivering Business and Personal Skills training. Finance contacted re L&D budget information - finance officer to be included in project team.</p> <p>Management Training Directory draft completed, and this is informing an analysis of Corp Training resource requirements; Managing Remote/Hybrid Teams training being reviewed and video training trialled - Digital Leadership training being explored through Bridgend College in partnership with Aspire2b; WULF union learning being explored and initial meetings held. Results of engagement sessions and L&D survey findings relating to Learning and Development are providing interesting data. Learning Management System project is expanding and gathering pace. Now a Wales wide project with a view to developing an improved digital learning platform/solution and a One Wales approach for universal learning modules.</p>
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CORPORATE VOLUNTEERING AND COMMUNITY PARTNERSHIP REVIEW

WORKSTREAM	PROGRESS UPDATE
<p>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.</p>	<p>Caerphilly Cares team circulated the link to the Dewis page far and wide - internal and community partners. Ongoing activity to continue maintaining and awareness raising. Forum now set up for community groups - and for some groups online is not practical and this will continue to grow and then split up geographically.</p>
<p>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.</p>	<p>Joint post (CCBC and GAVO) volunteer post appointed and started on 19th July. Evaluation of delivery so far taking place. Web page launched. Positive workshop session held with Viv Daye and Housing rents team. Need to increase volunteers due to demand, so in discussion with Comms. Bid to Strategic Volunteering Grant being prepared to support delivery of CCBC Volunteering scheme.</p>

<p>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.</p>	<p>Internally - sessions with cabinet and opposition leaders and scrutiny on introduction to co-production. Train the trainer session for 16 officers to allow us to deliver the training ourselves. Sessions with members on CEF, held middle September, good attendance. Resident surgeries being attended with community groups, and working with Comms on roll out of CEF. Closing date for first round is 31st October. Internal engagement sessions being run by Directors - will touch on some of this work as part of those sessions. Policy team to manage applications - process is all implemented, web page is up and running, inbox is up and running. Consider ongoing monitoring/outcomes measurements in place.</p>
<p>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.</p>	<p>Implementation phase - 5th October Mgmt Network to explain the process and policy. Checking systems are working iTrent etc. check that buddies can sign up to the system as well, test for all aspects. CX to do a video on home page of intranet to launch, documentation and sign up - Caerphilly Cares website once up and running will host this information. Policy intranet page to be updated in the interim (next week). This will also be included in the Director Engagement Sessions high level summary.</p>
<p>Third sector delivery and associated outcomes for communities.</p>	<p>Agreed that this workstream can be paused for reporting but base data still being gathered owing to finance capacity. Project group is still working through this information and will be collating information from Heads of Service. First stage collecting the data and how is this managed use this up to the election and then look at options for future following election. NO changes in any funding proposed until 2023.</p>
<p>Engagement Strategy to be drafted</p>	<p>NEW WORKSTREAM. Setting up internal working group to look at ideas and options. Looking at internal and external mapping exercise - what do we already have, working with local Cllrs what is already out within the wards and also will look at community councils. Looking at other LA's to see what they have in terms - looking at best practice across the sector. Discussion at PB with draft strategy for November 2021.</p>

DECISION MAKING REVIEW

WORKSTREAM	PROGRESS UPDATE
<p>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.</p>	<p>Data collection initial phase is complete and we are now consulting with TC Programme Board on the results and way forward. New workstreams have been identified to specifically deal with awareness and transparency of decision making within the Council.</p>
<p>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.</p>	<p>Data collection initial phase is complete and we are now consulting with TC Programme Board on the results and way forward. Recommendations include preparing a further detailed report on any potential changes to present to political leaderships. Timescales for this may pause given local elections within the next 9 months.</p>