



## **POLICY AND RESOURCES SCRUTINY COMMITTEE– 10TH NOVEMBER 2020**

**SUBJECT: THE ROLE OF SCRUTINY IN STRENGTHENING TEAM  
CAERPHILLY**

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

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### **1. PURPOSE OF REPORT**

- 1.1 This report is to seek the views of Scrutiny, on proposed changes to strengthen the framework and governance arrangements for the 'Team Caerphilly-Better Together' transformation strategy.
- 1.2 The programme management arrangements for transformation were agreed on the 12<sup>th</sup> June 2019 and confirmed on the 22<sup>nd</sup> July 2020 (background papers) when a series of Corporate Reviews linked to the Team Caerphilly transformation strategy were approved by Cabinet.

### **2. SUMMARY**

- 2.1 This report proposes changes to strengthen the framework and governance around the 'Team Caerphilly' transformation strategy. The whole organisation transformation programme was essentially based on three main pillars: Service Reviews; Commercialisation and Place Shaping as well as a range of additional programmes intended to create the culture and environment to deliver the overarching concept of 'Team Caerphilly- Better Together'. The transformation strategy was agreed last year and a further report setting out an additional programme of Corporate Reviews was approved by Cabinet in July this year.
- 2.2 The role of the Policy and Resources Scrutiny Committee has been to receive updates on progress against the 'Team Caerphilly' strategy on a six-monthly basis prior to presentation to Cabinet. The first of these was considered by committee on the 12<sup>th</sup> November 2019 (background papers). A second six-monthly update was due on the 26<sup>th</sup> May 2020 but was not considered by committee due to the coronavirus crisis. Aside from the temporary cessation of scrutiny committees the Transformation Team were wholly involved in setting up and managing the Council's Buddy Scheme during the first lockdown and so all transformation work ceased temporarily. The forward work programme of Policy and Resources Scrutiny Committee should include the regular 6-monthly update reports.

- 2.3 In addition to the six-monthly updates to Policy and Resources Scrutiny Committee the report proposes that a member's workshop is held early in 2021 to brief all Councillors on the elements of transformation that the local authority is working towards. And that subsequently, workshops are offered on a six-monthly basis following the regular update reports progressing to Cabinet.
- 2.4 An update is provided on the new series of Corporate Reviews recently agreed by Cabinet. Corporate Review leads will provide an update to the Team Caerphilly programme board on a monthly basis and this progress will be summarised and reported to Policy and Resources Scrutiny Committee as part of the six-monthly updates. An example Corporate Review dashboard is appended.

### **3. RECOMMENDATIONS**

- 3.1 That the Policy and Resources Scrutiny Committee agree to:
- Reinststate the six-monthly Team Caerphilly updates into the forward work programme of Policy and Resources Scrutiny Committee.
  - Consider the suggestion for a member's workshop on the transformation programme early in 2021 and make suggestions as to content.
  - Subsequently that workshops are offered after each update report has been presented to Cabinet.
  - Note and comment on the ten Corporate Reviews.

### **4. REASONS FOR THE RECOMMENDATIONS**

- 4.1 Policy and Resources Scrutiny Committee have had the opportunity to scrutinise the Team Caerphilly Transformation Strategy and have received an update report. This report proposes suggestions for strengthening the role of this committee and to increase the engagement of elected members in the transformation programme, and particularly the new series of Corporate Reviews.

### **5. THE REPORT**

- 5.1 Policy and Resources Scrutiny Committee scrutinised the draft Team Caerphilly-Better Together transformation strategy prior to its agreement by Cabinet in June 2019 and have received an update report on progress towards the end of 2019.
- 5.2 Since the local authority began responding to the coronavirus crisis in March this year many of the principles Team Caerphilly sought to embed have been demonstrated by staff on a daily basis. Staff have successfully operated in an agile way and officers from across the authority have come together to deliver a range of new services to help support communities and local businesses through the crisis.
- 5.3 The impact of COVID-19 has given the opportunity to embed many of the approaches that have been employed in recent months and accelerate some of the wider work to support these models through an additional programme of Corporate Reviews. Team Caerphilly was developed to provide resilience to the local authority in a time of challenge for Council services and those existing challenges have been compounded by the coronavirus and the need to be agile and flexible in responding

to the needs of communities while working in a very different environment and under very different conditions.

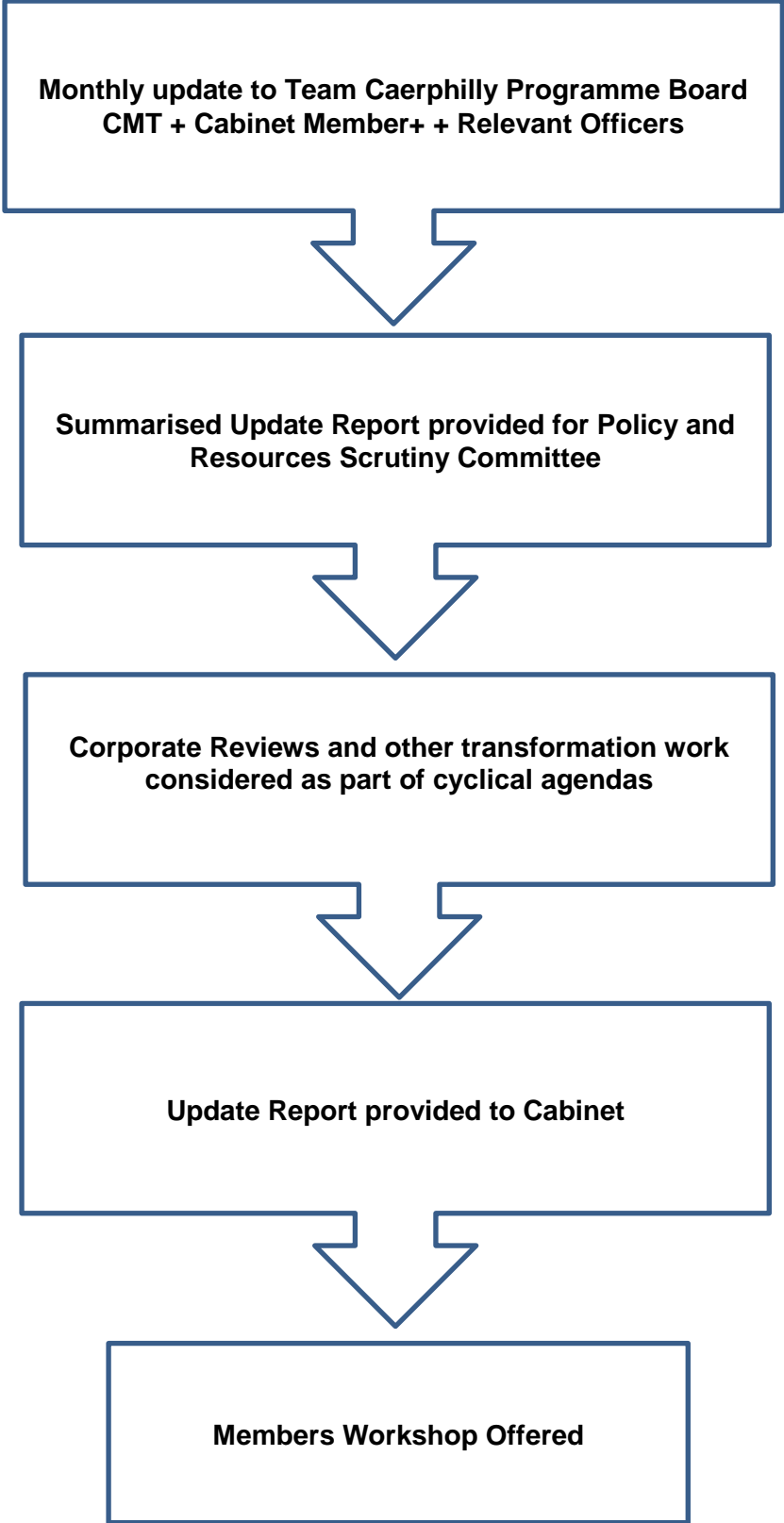
- 5.4 The pace of adaptation to new technologies and new ways of working by staff and members has been like nothing seen before in local government. Long-standing service delivery models have changed but have done so by focussing on our customers, by delivering in a different way. The new programme of Corporate Reviews are not a departure from the original strategy, they are an attempt to accelerate the speed and scale of change by capturing what has been the best of our response and using that foundation to drive forward transformation. The Cabinet report of the 22<sup>nd</sup> of July (background papers) explains and articulates the Corporate Reviews in more detail. They are themed around 'One Council' and 'Workforce and Resources'.

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

Reviews 1 to 5 are themed as '**One Council**'. Reviews 6 to 10 are themed as '**Workforce and Resources**'.

Since July lead Heads of Service have been allocated to each of the Corporate Reviews. Each review is following a service review methodology with various milestones and gateways to be reported to the Team Caerphilly Programme Board on a monthly basis. An example dashboard is provided at Appendix 1. It should be remembered that Heads of Service are diverted to the coronavirus response at the moment and so progress in some areas will have been slower than others. Review Leads are currently setting their workstreams and so the wording of the Outcomes may alter as they are developed further.

- 5.5 The recommendation of this report is to strengthen the role of Policy and Resources Scrutiny Committee in the transformation strategy and the Corporate Reviews as separate transformation topics. The further recommendation is to deliver a member's workshop which may also serve to increase member engagement with the transformation programme by allowing an exchange of views with relevant officers responsible for delivery. Members workshops could also be run every six-months following the presentation of the regular update report to Cabinet.
- 5.6 To illustrate, the framework and governance around the transformation programme would work as below:



## 5.7 **Conclusion**

The report makes recommendations to strengthen the role of elected members as partners in the transformation programme and specifically makes recommendations for scrutiny committee.

## 6. **ASSUMPTIONS**

- 6.1 The assumption made in this report is that review Leads and work groups will have sufficient time to make timely progress against their objectives through their workstreams. Council services are likely to be further disrupted over the winter period due to coronavirus and so the pace of progress may be affected. However, it is important not to put transformation work on the 'back burner' and to capitalise on the fact that the transformation programme is aiming to build on the organisational learning we have achieved over the past several months.

## 7. **LINKS TO RELEVANT COUNCIL POLICIES**

- 7.1 The Team Caerphilly Better Together Transformation Strategy is designed to create a new operating model for the Council that will actively support the delivery of each of the Corporate Well-Being Objectives in the Corporate Plan 2018-2023.

### 7.2 **Corporate Plan 2018-2023.**

Objective 1 - Improve education opportunities for all

Objective 2 - Enabling employment

Objective 3 - Address the availability, condition and sustainability of homes throughout the county borough and provide advice, assistance or support to help improve people's well-being

Objective 4 - Promote a modern, integrated and sustainable transport system that increases opportunity, promotes prosperity and minimises the adverse impacts on the environment

Objective 5 - Creating a county borough that supports a healthy lifestyle in accordance with the sustainable Development Principle within the Wellbeing of Future Generations (Wales) Act 2015

Objective 6 - Support citizens to remain independent and improve their well-being

## 8. **WELL-BEING OF FUTURE GENERATIONS**

- 8.1 The Team Caerphilly Better Together Transformation Strategy will assist the authority in its duties as a public body under the Well-being of Future Generations

(Wales) Act 2015 to contribute to the well-being goals for Wales:-

- A prosperous Wales
- A resilient Wales
- A healthier Wales
- A more equal Wales
- A Wales of cohesive communities
- A Wales of vibrant culture and thriving Welsh Language
- A globally responsible Wales

The sustainable development principle has been used in developing the Corporate Review programme:

- Long Term – The service review methodology includes horizon scanning and consideration of the long-term sustainability of services as part of data gathering.
- Prevention – Taking a proactive review in assessing our Council services in this way enables us to consider innovative and commercial opportunities which will allow reinvestment in services and will enable us to protect delivery that may be at risk of further budget cuts.
- Integration – Working with communities will support a shared understanding of community well-being; releasing our staff capacity and considering our services and offering, including assets for community purposes are part of our contribution to Team Caerphilly in which we expect communities to play their part.
- Collaboration – The service review methodology includes a detailed focus on stakeholder engagement and management to ensure all relevant and interested parties are identified and involved in the appropriate way as part of delivering the Corporate Reviews.
- Involvement – The service review methodology along with the Consultation & Engagement Framework underpins how we will engage with our communities as one of the pillars of the Team Caerphilly-Better Together strategy working together to enhance our relationships with our communities and working together to find solutions to problems.

## **9. EQUALITIES IMPLICATIONS**

- 9.1 An EIA screening has been completed in accordance with the Council's Strategic Equality Plan and supplementary guidance. No potential for unlawful discrimination and/or low level or minor negative impact has been identified, therefore a full EIA has not been carried out. However, the recommendations of reviews and subsequent implementation plans are likely to have equalities implications for staff and customers. Full EIA's will be carried out at formation stage.

## **10. FINANCIAL IMPLICATIONS**

- 10.1 The Team Caerphilly – Better Together transformation strategy aligns with the Cabinet's Medium-Term Financial Principles and new operating models which will arise from the Corporate Review work will be key element in ensuring that the Council remains financially resilient moving forward

## **11. PERSONNEL IMPLICATIONS**

- 11.1 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.

## **12. CONSULTATIONS**

- 12.1 All consultation responses received have been included in the body of this report.

## **13. STATUTORY POWER**

- 13.1 The Local Government Acts 1998 and 2003

Author: Kathryn Peters, Corporate Policy Manager

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

Background Papers:

Cabinet 12.6.19- Future Caerphilly Transformation Strategy- #Team Caerphilly-Better Together

Cabinet 22.7.20- Strengthening Team Caerphilly

Policy and Resources 28.5.20- Future Caerphilly Transformation Strategy- #Team Caerphilly- Better Together

Policy and Resources 12.11.19- #Team Caerphilly- Better Together Transformation Strategy- 6 month update

Appendices:

Appendix 1 Corporate Review- Agile Working Project Dashboard