

The Vale of Glamorgan Council

Cabinet Meeting: 23 January, 2017

Report of the Leader

Reshaping Services Programme - Update on Implementation

Purpose of the Report

1. To provide Cabinet with an update on the progress of the Reshaping Services Programme.

Recommendations

1. That Cabinet note the content of this report.
2. That Cabinet refers this report to Scrutiny Committee (Corporate Performance & Resources) for their consideration, with particular emphasis on the administration and implementation of the programme.
3. That a copy of this report be sent to all elected Members, Clerks of Town and Community Councils, members of the Voluntary Sector Joint Liaison Committee, Community Liaison Committee and the Public Services Board for their information and in order to provide an update on the progress being made on the Reshaping Services Programme.
4. That the detailed service reviews described in this report be reported back as required to Cabinet for approval prior to implementation.
5. That quarterly progress reports continue to be brought to Cabinet to provide updates on the progress of the Reshaping Services programme.

Reasons for the Recommendations

1. To provide Cabinet with an update on the progress of the Reshaping Services programme.
2. To provide the Corporate Performance & Resources Scrutiny Committee with an opportunity to consider the progress being made on the Reshaping Services Programme as lead Committee for the programme.
3. To provide these Committees, groups and the Public Services Board with an update on the progress being made on the Reshaping Services programme.
4. To ensure Cabinet approve any proposed changes resulting from Reshaping Services projects as appropriate.

5. To ensure Cabinet are kept informed of the progress being made on the programme.

Background

2. Cabinet approved the Reshaping Services strategy on the 3rd November 2014 and that report and strategy is referenced in the background papers to this report. The Strategy was developed following a programme of consultation and engagement with key stakeholder groups, including briefing sessions for elected members and officers.
3. The aim of the strategy is 'to reshape the Council to enable it to meet the future needs of citizens of the Vale of Glamorgan within the context of unprecedented financial challenges.' The objectives are:
 - To identify alternative ways of delivering services which provide better outcomes for citizens and/or more efficient means of delivery.
 - To meet the future financial challenges while mitigating the impact of cuts on service users.
 - To develop the Council and its partners to ensure they are able to meet future challenges.
4. The Reshaping Services strategy provides a framework for the Council to work within for the next three to five years. The programme is the Council's proactive response to central government's austerity drive that has created a period of unprecedented financial pressure in the public sector. The Council's budget has been under pressure for a number of years with £35million in savings identified between 2010/11 and 2015/16. Further substantial savings have been identified as being necessary in future years. Failure to deliver the required level of savings will not be an option for the Council. According to many analysts the period of austerity is likely to continue for councils and the public sector.
5. The Council's traditionally low funding base means the authority is well-versed in working together to find savings and has a long-established track record of achievement in this respect.
6. The scale of the challenge that now faces the Authority though means that a "business as usual" approach, however well managed will not be enough. A strategy that consists solely of incremental cuts to budgets will simply lead to a steady decline in the quality and availability of public services, dissatisfaction among those who use the service and poor staff morale.
7. The challenge is therefore to consider alternative delivery models for services across the Council. This is essential to mitigate the impact of cuts and assist in continuing to provide priority services.
8. Cabinet approved the proposals for the management of the Reshaping Services change programme in January 2015 and that report is referenced in the background papers to this report. Since then work has commenced in line with the process described in that report. A summary of the activity undertaken has been reported periodically to Cabinet and these reports are referenced in the background papers to this report. Where appropriate, reports have also been presented to Cabinet (and other Committees) on specific Reshaping Services activity. This report provides Members with an update on the progress of the programme as a whole.

Relevant Issues and Options

9. As approved by Cabinet in January 2015, the Reshaping Services programme comprises three inter-related workstreams of projects as follows:

- Service Specific Workstream Projects
- Corporate Workstream Projects
- Programme Activity

Service Specific Workstream Projects

10. The Reshaping Services programme will undertake on-going reviews of Council services via a “challenge process”. Each service area across the Council will be subject to challenge on a regular basis throughout the duration of the programme.
11. As reported previously, stage one of the challenge process was completed in the autumn of 2014 and was overseen by the challenge group which comprises the Leader, Deputy Leader and portfolio holder of the service area. The challenge group is supported by the Managing Director, Head of Finance, Head of Human Resources, Head of Performance & Development, the relevant Service Director and Chief Executive of Glamorgan Voluntary Services.
12. Following the first round of the challenge process, Cabinet approved proposals for those services which should proceed in the first two tranches of projects to stage two of the process (a more in-depth assessment of the service’s potential to be reshaped). Tranche one is targeted at delivering savings in the current financial year and tranche two in the 2017/18 financial year. Work has commenced in all areas for both tranches of projects.
13. Cabinet also approved the proposal that existing projects which aligned with the Reshaping Services strategy should be included in the first tranches of projects, for example the transportation review and social services budget programmes. In addition, where reshaping activity was identified in service areas but excluded on the basis of the relative scale of the potential financial savings, these have been included in other projects in order that the opportunities are not foregone; examples of which include a review of allotment and public conveniences services.
14. The projects included in the first tranches of the service specific workstream are as follows:

Tranche One	Tranche Two
Additional Learning Needs and Inclusion Catering Library Services Transportation Building Maintenance Highways Planning Regulatory Services ICT (to be run over tranches 1 and 2) Property projects (corporate office building rationalisation and cleaning & security) Social Services Budget & Collaborative Working Programmes	Learning & Skills Strategy and Resources Parks & Grounds (Maintenance and client services) Housing Services (Landlord responsibilities) Building Services – Cleaning & Security services Refuse & Recycling and Street Cleansing Corporate Services

15. Following a mid-year review of projects by the Programme Board, it was proposed that the projects for Highways, Parks & Grounds Maintenance and Refuse & Recycling and Street Cleansing be managed as a single project. Doing so has consolidated the management and staff time required to work on significant change projects and will leverage economies of scale. This change was approved by Cabinet as part of the Final Revenue Budget Proposals for 2016/17 and this project is referred to as Visible Services within this report.
 16. The following describes the progress that has been made by each of the projects to date. The programme board allocates a RAG status for each project at each meeting. This status (red, amber or green) shows the board's holistic assessment of the project in terms of its overall ability to achieve on time and to target. In reaching this status, the board considers the complexity of Reshaping Services projects and the impacts from a range of risks and issues. Each project's most recent status is shown below. As projects develop business cases and other forms of proposals for change, these will be reported to Cabinet, Scrutiny Committees and Council for consideration and approval as appropriate.
- **Additional Learning Needs (ALN) and Inclusion (Amber)**
17. The overriding vision for Special Educational Needs (SEN) services in the Vale of Glamorgan is to facilitate the delivery of a responsive, high quality and cost effective service that meets the needs of pupils and which supports them, their parents, schools and the Council to maximise achievement and wellbeing.
 18. The service is experiencing demand pressures which are resulting in current pressures on the revenue budget. Due to an increased demand from within the Vale for placements at Ysgol y Deri, fewer places are available for other authorities to purchase. This has resulted in a significant reduction in income leading to a shortfall between budget and projection. These pressures are in addition to the savings target for the service and as such make delivery of savings more challenging.
 19. In addition to the work relating to Ysgol y Deri, a review has commenced on the utilisation of the Ty Deri facility which is co-located on the site of Ysgol y Deri. This review has identified that the take up of the tea stay, respite and residential provision has reduced significantly in recent years. In December 2016, Cabinet noted the contents of the initial review of Ty Deri which is referenced in the background papers to this report. The service is now working with the school to ensure actions put in place in 2016/17 achieve the desired result to further stabilise the position of the facility. Work to develop a business case for the longer term is now underway, with additional resource being sought which it will be funded from the Reshaping Services reserve. Further reports will be produced for Cabinet in due course.
 20. Elsewhere in the service and following an evaluation of the way the various inter-related elements of the service currently operate, individual proposals for change are being developed. In identifying opportunities for reshaping, the project team are engaging with a specially established advisory group of head teachers to inform the development of specific proposals. Consultation and engagement continues with this group and responses to initial ideas have now been collated and are overwhelmingly positive. Headteachers requested the opportunity to respond to potential proposals on an individual basis and as such details have been provided to Headteachers and Governing bodies to ascertain their views. This consultation was completed in

October 2016 and individual proposals are now being developed for 2017/18 and will be reported to Cabinet and Committees as appropriate.

21. Work on developing and implementing other individual projects continues. These include proposals relating to Special Educational Needs funding to mainstream schools, entry and exit criteria for Ysgol y Deri and proposals to change the model of service delivery for specialist resource bases (a pilot of which has been operational since September). Other work is underway to develop a document outlining the minimum expectations of schools in relation to provision for children and young people with additional learning needs and this is nearing completion. As these projects develop, they will be reported to Cabinet/Committee as appropriate.

- **Catering (Amber)**

22. Led by the Head of Strategy, Community Learning & Resources, the catering project team have taken part in a number of visits and training opportunities to inform the development of a high level options appraisal which has sought to identify the most appropriate model for future delivery of this service. This has included visiting Sandwell Council's "Mutual" Catering model and Plymouth's Catering co-operative, "CATERed".
23. The project is currently developing its full business case for Cabinet's consideration in early 2017. This will include details relating to the way in which the service could operate in the future and the nature of the legal/commercial model that could be adopted to support it. It is proposed that this report will evaluate two models in detail following the completion of an options appraisal. The two models under consideration are an internal transformation of the Council's current service and the establishment of a local authority trading company with involvement of headteachers in decision making.
24. The business case development is being informed by discussions with headteachers. Colleague engagement sessions took place during the summer holidays to provide staff with an overview of the two models under detailed consideration and provide an opportunity for colleagues to submit any questions, comments or concerns. These sessions were very useful in eliciting the views of staff and gave an opportunity for them to feed in to the process.

- **Library Services (Amber)**

25. Following Cabinet's approval of a plan for the future provision of library services within the County, a number of changes have been introduced. The service has completed its restructure and has reduced opening hours. It has implemented several income generation policies on the costs of room hire and printing charges and these have not received any negative reaction from users. There has been no adverse feedback from the public to the reduction of opening hours and staff have adapted their rotas and breaks accordingly after consultation with them and trades unions.
26. Four libraries have now been transferred to Community Groups (St Athan, Wenvoe, Sully and Dinas Powys). Following conclusion of the appeals and Court processes relating to Rhoose library, negotiations are now underway with the Community Group to conclude a transfer in quarter four.

27. The Library service has also begun to initiate the development of an Open+ system at Barry Library and project planning has commenced. Open+ is an automated system which will allow library members access to library services when the library is unmanned. The primary use would be to extend opening hours for up to three hours on selected evenings and weekends. (More information can be found at www.bibliotheca.com/1/index.php/our-products/open).
28. The relocation of the Open Learning Centre (linked with the Property Projects work described below) took place during the October half term and initial feedback has been extremely positive and the facility is being very well used, contributing to the Council's commitment to establish an art and learning hub in Barry.

- **Transportation (Amber)**

29. The establishment of the Council's Transport Savings Programme was approved by Cabinet in January 2015, following consideration of the Transport Savings update report by Corporate Resources Scrutiny Committee in November 2014. The full report outlining the Transport Savings Programme is referenced in the background papers to this report. The programme is sponsored by the Director of Environment and Housing.
30. The programme, governed via a Transport Review Board chaired by the Head of Visible Services and Transport, requires a fundamental review of the Council's transport and fleet arrangements and is being delivered via a transformational change programme targeted to produce significant cost savings, in excess of £1m in addition to the £690k transport savings already identified by departments. The programme consists of 5 crosscutting streams (Garage and Fleet Management, Vehicle Utilisation, Staff or "Grey fleet" Travel, Passenger Transport and the creation of an Integrated Transport Unit (ITU), all project managed by staff that report to the Head of Visible Services and Transport on a monthly basis.
31. This project is proceeding in parallel with the work to reshape Visible Services. Work on the Garage and Fleet Management project stream has been developed in order to both assess the actual fleet needs and feed the identified requirements into the Council's existing Vehicle Replacement Programme. Consideration is now being given to procurement arrangements for parts via collaborative or local tendering arrangements. Conversations are continuing with neighbouring authorities to determine potential options for collaboration regarding fleet management information systems / productivity.
32. The Vehicle Utilisation project supports the Garage scheme by providing a data suite regarding the council's current vehicle usage profile, enabling managers to determine the actual utilisation of vehicles via the introduction of a telemetry devices attached to all council fleet. Regular review meetings are held with managers across all areas that require the use of vehicles in order to ascertain current capacity and future requirements, with a view to achieve a targeted 20% reduction of fleet. The current telemetry contract is due to end on a rolling period basis from January 2017.
33. A key recommendation of the Council's Transport Savings Programme required the setup of a corporate pool car scheme in order to reduce the cost of "grey-fleet" mileage. In April 2015, the Council introduced a 40 car pilot scheme across four key corporate sites. During the pilot for this project, an average monthly saving of £4,401 was identified as being directly attributable to the use of pool cars across the authority (and a further average of £7,543 was saved in reduced mileage claims).

Savings were limited during the pilot project due to the spot hire arrangement for the pool car fleet. Upon successful evaluation of the scheme, a decision to purchase cars was made. The Council made use of a government reverse eAuction in October 2015 and through ownership of the vehicles an estimated additional £6,000 per month will be saved. This represents a projection that exceeds the £100,000 annual savings target required from the scheme. The Council was also a runner-up for a Welsh Procurement Award for this project. A full analysis of the pool car scheme can be found in the September 2015 Cabinet report referenced in the background papers to this report. Work continues to ensure utilisation is maximised of these vehicles, resulting in some Pool Vehicles being relocated to meet the demand during the summer period. This has improved utilisation as well as addressing issues of high mileage claims.

34. Proposals for a fully integrated transport unit are now under consideration, including the ability to deliver some transport services on a potential regional footing in connection with the Shadow Regional Transport Authority which has been established in conjunction with the Cardiff Region City Deal.

- **Building Maintenance (Amber)**

35. The Building Maintenance Service is managed within the Housing Service and undertakes and commissions building maintenance work on the Council's housing stock and other public buildings.
36. As the majority of the funding for this service comes from the ring-fenced Housing Revenue Account (HRA), there is limited potential to deliver savings for the Council's general fund. Alternative savings were approved in the Council's Final Revenue Budget Proposals for 2016/17.

- **Visible Services (Amber)**

37. Following a soft market testing exercise in 2015, it was identified that a range of possible operating models exist for the Highways & Engineering Service. However, as noted above, the scope of this project has been broadened in order to enable efficient project and operational management and to recognise the complementary nature of services in this area. The scope for the project therefore encompasses all of Highways & Engineering, Refuse & Recycling and Street Cleansing, Parks & Grounds, Transport (road safety and passenger transport), Garage/Fleet Leisure and the aligned business support activities.
38. Due to the various options available for the future delivery of these services and the need to understand in detail the implications associated with each, the project sought to engage external expertise to support the development of an initial high-level options appraisal. The consultancy firm, PeopleToo, were commissioned to undertake this work over a four week period in December 2015. Following a review of potential models for future service delivery a high level options appraisal was developed which will included details about the benefits/disadvantages of each potential model, a high level assessment of the financial costs and savings anticipated via the adoption of each model (considering the level of local budgets) and a recommendations report. This review indicated that an internal model of transformed service delivery, making use of collaboration and appropriate use of the commercial sector, was the most advantageous option.

39. A project team of Council Officers and project board comprising Members and Officers has continued to work to develop a business case to deliver the internal transformation project. Work to consider the services within each future team, policies, charges, people and structure, process and technology and performance management requirements is underway and nearing completion. It is proposed that the structure, budgets and accompanying business case will be presented for consideration by Cabinet in early 2017. A communication programme for staff is underway, with regular updates on the work of the project team being provided.
40. A series of “quick wins” are also being progressed which can be delivered in the short-term from within the Visible Services budget to meet the 2016/17 savings target as approved by Cabinet as part of the Final Revenue Budget Proposals.

- **Planning (Green)**

41. The work associated with the original plans for the project was completed which related to changes approved by Members of the Planning Committee in September 2015 regarding the Welsh Government’s Town and Country Planning (Fees for Applications, Deemed Applications and Site Visits) (Wales) Regulations 2015. These Regulations came into effect from 1st October 2015 and introduced a 15% increase in planning application fees and various changes to the fees payable for planning services, including the right to a refund if an application is not determined within a specified timeframe and the ability to charge a fee for submissions relating to planning conditions. This savings target is expected to be achieved by the changes and have been implemented therefore showing the target as being achieved. However, a reduced number of applications has meant that the budget may not breakeven at year end.

- **Regulatory Services (Green - Completed)**

42. Council approved the creation of the Shared Regulatory Service with Bridgend and Cardiff Councils in November 2014. The proposal for a shared service was developed as a way to address the dwindling resource base available to these services and set out to create an integrated service, operating under a single management structure, for the Trading Standards, Environmental Health and Licensing functions. The Vale of Glamorgan Council is the host (employing) authority for the Shared Regulatory Service. The Council report, business case and associated papers supporting the creation of the shared service are referenced within the background papers to this report. Staff have been transferred from Cardiff and Bridgend Councils and is now operating on a "business as usual" basis. As such, this project is complete in project terms.

- **ICT (Amber)**

43. The ICT Service provides IT services including those relating to hardware and the wide range of software applications that are used by the Council’s staff (excluding schools). ICT is a tranche two saving project within the Reshaping Services programme. Due to the risk and scale of work involved in delivering any changes to such an integral and essential service to the Council, work has commenced alongside tranche one projects in order to deliver savings within the 2015/16, 2016/17 and 2017/18 financial years.

44. As the service enables the Council to deliver its services in a modern, cost effective way, the removal of the service in its entirety is not an option. The project is therefore identifying ways in which it can be designed and delivered to ensure that the Council receives the service that it needs at the best possible value.
45. The ICT project has begun work on a three year plan for delivering savings. In the first year (2015/16) the service delivered the savings previously approved by Cabinet. A range of options for savings and alternative forms of service delivery are being investigated for years two and three. A restructure of the management of the ICT service has recently been completed and savings from this exercise will contribute to the overall savings target. Following this a more wide-ranging restructure will be undertaken to deliver further efficiencies, both operational and financial. The replacement of the Oracle hardware has commenced which is forecast to save £28k per annum. Work is being undertaken on the printing contract to produce savings in 2017/18.
46. A pilot of Google for Work was undertaken in late 2016, the results of which are being evaluated in line with the developing Digital Strategy (which is described below). This is part of a wider range of work to consider the applicability of cloud-based technology for the Council.

- **Property Projects - Corporate Office Building Rationalisation and Cleaning & Security (Amber)**

47. Two property projects have been progressed to date which include corporate office building rationalisation (the “Space Project”) and the cleaning & security arrangements at corporate office buildings.
48. In March 2016, Cabinet approved proposals for works to be undertaken at the Civic Offices and Barry Library to enable the vacation of Provincial House at an appropriate time and that report is referenced in the background papers to this report. A project board and team have been established to oversee the works, with Member and Officer representation.
49. Works at the Civic Offices commenced in July 2016 and the first and second phases of work to the ground, third and fourth floors are complete, on-time and to specification. Work is now underway on floor two, with an indicative date of February 2017 for handover to the Council. Following this, work will commence on floor one with an anticipated completion date of May/June 2016. Works on the ground and basement floors will commence with a completion in late 2017/early 2018. This plan provides information and advice on the way in which the works will be undertaken as they will necessitate staff decanting from current office accommodation before relocating to their final offices during the course of the works and there being some disruption throughout the duration of the works. The works are significant in nature, involving the removal and replacement of ceilings following re-cabling for electricity and data, as well as undertaking a range of essential works to the fabric of the building, including some reconfiguration works to ensure the use of the building can be maximised. Decoration (painting and flooring replacement) is only being undertaken where it is necessary to do so due to the condition of these surfaces, in order to ensure the costs of the scheme are contained.
50. Works have also been completed at Barry Library which has created the Open Learning Centre facilities on the first floor. The Open Learning Centre relocated during the October half-term holiday as programmed and Barry Library now

accommodates library, open learning and arts functions and will enable the delivery of an Education and Arts Hub at the library which is an action contained in the Corporate Plan.

51. In order to deliver savings, Cabinet approved proposals to make changes to the level of cleaning and security at corporate office buildings in July 2015. The report outlining the approved changes is referenced in the background papers to this report. This project was completed and savings have been generated.

- **Social Services Budget & Collaborative Working Programmes (Red)**

52. The Social Services directorate has an established budget management programme which meets monthly to coordinate all savings approved within the Directorate. The programme as a whole has an affinity with the Reshaping Services programme as individual savings are largely targeted at introducing new ways of working and managing demand in order to deliver cashable savings. The Social Services budget is under significant strain – with a challenge caused by rising demand (and associated cost) for domiciliary care for older people in adult services. The All Projects Summary Highlight Report from the Social Services Budget Programme meeting is reported to the Reshaping Services Programme Board meeting regularly, to Scrutiny Committee (Social Care & Health) with financial monitoring reports and is available on Staffnet for all elected members and staff to access.
53. The Social Services Budget programme also contains a number of projects which are contributing towards a specific Reshaping Services target for the Directorate as part of tranche two of the programme. Specific schemes have been identified to deliver the overall savings target for Reshaping Services in the Directorate for 2017/18. These schemes include work that is underway in Day Services and Respite Services. The Council has worked with Mutual Ventures and the Wales Cooperative Centre to evaluate the potential for Day Services to be provided offered by alternative forms of service delivery, such as cooperatives and staff mutuals. Business cases exploring the potential for delivering differently are under development.
54. In July 2016, Cabinet received a report on the review of the respite care service for adults with learning disabilities. A consultation process with service users and their families was undertaken over the summer of 2016 and Scrutiny Committee (Healthy Living and Social Care) also considered the proposals. In December 2016, Cabinet approved a series of recommendations to make changes to the way in which this service operates. This will involve the closure of the Rhoose Road facility and the use of suitable respite alternatives to meet assessed needs. Cabinet has delegated authority to the Director to undertake the necessary actions to conclude this work, including the consultation with staff, trade unions and service users.
55. Work has also recently concluded on a review of the Council's Meals on Wheels Service, following an initial review of the service that was considered by the Scrutiny Committee (Social Care & Health) in February 2016. Cabinet approved the proposal to cease operating an internal service in January 2017, with service users being signposted to suitable alternatives, including a Social Enterprise (The Food Shed) in line with the principles of the Social Services & Well-being Act. The reports relating to this decision are referenced in the background papers of this report.
56. A project to consider how future pressures within the care packages budget can be managed is being scoped, including consideration as to the way in which demand

management principles could be applied and independent living promoted. Further proposals will be reported to Committee and Cabinet as appropriate in due course.

57. The Social Services directorate has an established programme to oversee the various collaborative activities underway in this area. The emphasis of the work of the Regional Partnership Board is currently on the Intermediate Care Fund (ICF) and implementation of the Social Services & Well-Being Act. These collaborative activities contribute towards the reshaping of Social Services in the Vale, with a particular emphasis on the management of demand and promotion of independence.

- **Learning & Skills: Strategy and Resources (Amber)**

58. Work is underway to develop this tranche two project. This service's responsibilities include school reorganisation and buildings, school admissions, data, schools ICT and schools finance. A project board has been established and agreed the scope and methodology of achieving the savings targets. A number of quick wins have been identified and are being implemented, with some savings having already been achieved (such as deleting vacant posts from the establishment). A programme of work relating to reorganisation options, procurement and income generation (primarily within ICT and Finance functions) have been scoped with savings in these areas identified and these will now be developed in further detail, for consideration in due course.

- **Housing Services - Landlord Responsibilities (Amber)**

59. The Council House building programme gathers momentum with potential sites identified and planning permission granted on the first site, with commencing on site in January 2017. Further efficiencies are anticipated through the progression of a mobile working solution and a proof of concept trial has commenced. A new senior management and aspiring leaders programme commenced in November 2016. The Department recently received results of the tenant satisfaction survey (STAR) and results are being evaluated and will be used to inform and identify further areas of improvement.

- **Building Services - Cleaning & Security Services (Amber)**

Work has commenced to review the potential to deliver further savings in this area, linked with the Property Projects described above. In 2015, changes were introduced with savings of £309k associated with them. A restructure is underway to reduce overhead costs and opportunities to explore further linkages with the Visible Services project are being considered.

- **Corporate Services (Red)**

60. The scope of the Corporate Services project was agreed by the programme board in May 2016 and encompasses Finance, HR, Legal, Democratic and Performance & Development Services. These services provide key support to the Council's operations as well as resources to deliver transformational change. As such, careful consideration is being given to the way in which any proposed changes could affect the Council's ability to continue to perform well whilst delivering significant financial savings.

61. In October 2016, the Council commissioned Price Waterhouse Coopers (PWC) to undertake a Baseline Assessment Review, including the potential future options for the operation of corporate services. Further information on this project is described below. This work has recently concluded and officers are now considering the draft initial findings. The work undertaken by PWC will also inform the development of future tranches of the Reshaping Services programme and further reports will be made to Cabinet and Committees in due course. Heads of Service of corporate service areas are considering how savings can be achieved in the 2017/18 financial year.

Future Tranches of Service Review Projects

As part of the Council's budget setting process, it will be necessary to identify and allocate savings to future tranches of service reviews later in the year. This will be informed by the work undertaken by the Council with PWC described above. During November and December 2016, a series of activities were undertaken to provide an update on the baseline assessment process undertaken in 2014. This included identifying the way in which resources are utilised across a range of processes, the use of ICT, how third party expenditure is managed and income is generated via a series of surveys and workshops with Council Officers. Consideration is now being given to the way in which this information can be used to develop specific proposals for Reshaping projects in future years.

Corporate Workstream Projects

62. The challenge group identified a series of opportunities that would benefit from a corporate-wide response and these are being progressed as corporate workstream projects. The following describes the progress being made on these initiatives.

- **Town and Community Councils (TCCs) and the Voluntary Sector (Amber)**

63. As a result of the challenge process and through consultation undertaken with TCCs and the voluntary sector, it has been identified that there is potential for the Vale of Glamorgan Council to work more closely with TCCs. The Council recognises that TCCs have an important role in representing highly local communities and could play an important role in informing the development of the Reshaping Services agenda. In January 2015, Cabinet recognised that there is much preparatory work required to investigate the possibilities that exist for the Council to work with TCCs and to develop the already positive relationships that exist between the Council and these organisations. For this reason, a specific corporate project has been established to progress work in this area. In December 2015, Cabinet approved the change of title of this project to include the Voluntary Sector in recognition of the significant role these organisations could have in progressing the Reshaping Services agenda.
64. In addition to Council officers, the TCC project team includes a representative from One Voice Wales, a representative of Vale TCCs as nominated by the Community Liaison Committee and the Chief Executive of Glamorgan Voluntary Services. Regular updates on the Reshaping Services programme are provided to the Community Liaison Committee and are referenced in the background papers to this report.

65. This project initially sought to focus on the development of relationships, gaining a greater understanding about the mechanisms involved in this area, identifying what services are currently provided by TCCs in the Vale of Glamorgan and the level of potential interest in providing other services. Following receipt of information from TCCs regarding their current service offering and potential future interest in services and assets via an expression of interest, discussions with individual TCCs has been undertaken. Individual proposals are being discussed with those organisations and will be reported in due course to Council and Committee as appropriate. To date, discussions have largely centred on physical services or assets, such as the maintenance of parks, grass cutting and occupation of assets.
66. To support this part of the Reshaping Services agenda, the Council has updated its Community Asset Transfer (CAT) Guidance. The Council has a history of working with TCCs and community groups on CATs and the opportunity has been taken to refresh this guidance in line with the recently published national guidance and local experience. The guidance was approved by Cabinet and published on the Council's website. The guidance is referenced in the background papers to this report. To date six applications for the transfer of assets have been received and are currently subject to consideration by the working group. Proposals will be brought to Cabinet, as appropriate, in due course.

Following the October meeting of the Voluntary Sector Joint Liaison Committee, work has commenced on the review of the Compact between the Council and the voluntary sector, to reflect the significant changes to partner organisations and the environment within which all are operating. A revised Compact is due to be reported to that Committee in February 2017 and will incorporate an action plan for progressing the relationship in line with the Reshaping Services programme.

- **Demand Management (Amber)**

67. The Reshaping Services strategy outlines how better demand management will be a key response to meeting the Council's financial challenges. The main approaches to demand management could be categorised as follows:
- Changing expectations of what the Council should provide.
 - Using other providers such as the third (not for profit) sector to meet or mitigate demand.
 - Intervening early to improve outcomes and so reduce long-term dependency.
68. The first step to managing demand is to gain an understanding of what drives demand, which includes examining people's expectations and choices, systems and processes and individual behaviour. Measures to reduce demand can then be planned and implemented. As this theme cuts across the work of all directorates and is a relatively new concept to the Council, a corporate workstream project has been established to progress further research in this area and to develop a corporate approach to demand management that can be used across all service areas.
69. This project has undertaken research regarding the possible approaches to demand management in order to gain an understanding of its application in the public sector nationally and internationally.
70. Work is continuing in the Council's contact centre, Contact OneVale, to identify instances of "failure demand" (demand caused by a failure to do something or do something right for the customer) or opportunities for "channel shift" whereby

customers are encouraged to use alternative means of interacting with the Council, such as via the website. Following the introduction of on-line bookings for beach huts, the system has now been rolled-out so as to allow customers to book and pay for bulky item collections. This project therefore has links with the Digital Vale project described below.

71. The contact centre also has a pivotal role to play in the development of information and advice services for social care services. These roles form a part of the Social Services and Well-being Act introduced earlier in the year. The contact centre and social services departments are working together to build on the existing arrangements for social services and health queries in order to effectively provide a service at first point of contact, signposting as appropriate and contributing to more efficient ways of managing demand that is referred to service teams.
72. Demand management is being considered to support the Social Services budget programme as described above.
73. The Leadership Café received a presentation from Y Lab (a collaboration between Nesta, Welsh Government and Cardiff University) on "nudge" theory earlier in the year. Work to put "nudge" theory into practice is progressing internally, with principles being applied to encourage a reduction in the considerable volume of printing that is generated each month.

- **Effectiveness of Spend (Economic Development - Red; Grants - Amber)**

74. Delivering value for money is a key responsibility of the Council. Value for money comprises three inextricably linked elements: economy, efficiency and effectiveness. Securing "inputs" (goods or services) at the lowest cost demonstrates how the Council achieves economy. Converting these "inputs" into "outputs" through their proper use demonstrates efficiency. Ensuring that the outputs achieve the intended outcomes demonstrates effectiveness. Opportunities to deliver economy and efficiency savings were identified by service areas in their baseline assessments documents and many are being progressed as part of the Council's revenue budget savings. In the current financial climate, the Council recognises that it is more important than ever to ensure that the money that it spends achieves the outcomes intended.
75. Two effectiveness of spend projects have been progressed to date as part of the Reshaping Services programme.
76. The first project involved a review that has been undertaken in Economic Development. The review identified opportunities for providing additional office facilities for commercial lets at the BSC facility. These lets have been taken up and are producing additional income as well as providing additional incubator space for the market, providing valuable office space to new and emerging businesses. However, delays with the exiting the JobFit contract has caused delays in vacating some offices at the BSC which formed the basis for part of this target. Work is underway to identify alternative sources of savings to compensate. There has also been a move away from expenditure on printed publicity materials to a focus on digital and web content.
77. The second effectiveness of spend project is considering the effectiveness of the way in which grant funding is spent. As reported previously, Cabinet approved changes to a range of grants during 2015 in line with the project's principles and these reports are referenced in the background papers to this report. Work is now underway to

further develop proposals in this area in line with the October 2016 report to Cabinet on the way in which funding is offered to Community and Voluntary organisations. Proposals for a "Strong Communities Fund" for bringing together a range of existing grant funds as well as the use of elements of Section 106 funding are being developed taking into consideration the work on the Voluntary Sector Compact. These proposals are due to be considered by Cabinet and the Voluntary Sector Joint Liaison Committee in early 2017.

- **Income Generation (Amber)**

78. A clear way of making up budget shortfalls is to charge for certain services and facilities. As part of Reshaping Services, opportunities for charging include extending current service provision and recovering the costs through income. Services may also be able to identify additional sources of funding such as grant funding from Welsh Government and other grant making bodies as well as contributions from partner organisations for the delivery of initiatives.
79. This project has been identified in order to maximise the potential in this area and to ensure that a consistent approach is adopted across the Council. Based on the prioritised list of income opportunities identified by the challenge group and further research, proposals are in development to increase income. Opportunities relating to advertising, filming and the recoupment of finance charges have been the focus of work to date.
80. In September 2016 managed advertising on the Council's website was implemented as an additional revenue stream for the Council (approved by Cabinet in April 2016, the report for which is referenced in the background papers to this report).
81. As part of this work the Council is also developing a corporate income generation/charging policy in response to the Wales Audit Office Financial Resilience Review and this is being informed by the data collected by the Baseline Assessment Update work described above. The Council's Insight Board which coordinates the integrated business planning activity in support of the Corporate Plan is due to develop a series of opportunities and policy principles at its January meeting.

Digital Vale (Amber)

82. It has become apparent during the research for Reshaping Services that the Council could benefit from a work stream focussed on a Digital strategy. By adopting a 'Digital First' culture, many processes and procedures could be radically altered to provide a more efficient method of communicating and working both internally and externally. Technology is becoming increasingly pervasive across all sectors and becoming integrated in many aspects of our lives. The Council needs a digital strategy because digital technology has the potential to transform the Council and the lives of residents while generating long-term savings. For example, 7 out of 10 people now own a smartphone in the UK, which offers opportunities to exploit this channel of communication and interaction with our customers.
83. The Council has made inroads into developing its digital offer through arrangements such as the Customer Relations Board, Space Project and the Digital Inclusion Working Group. As noted above, there are also linkages between this project and others within the programme, such as the demand management project. A draft Digital Strategy is under development and, along with an accompanying action plan,

will be reported to Cabinet in due course. This is being informed by the work underway elsewhere in the Reshaping Services programme, such as the Google for Work pilot.

Programme Activity

84. The third element of the Reshaping Services programme is the corporate arrangements that have been put in place to manage the programme and ensure its efficient delivery. The activity undertaken in supporting the programme is described below.

- **Programme Management (Green)**

85. As approved by Cabinet in January 2015, programme governance arrangements have been implemented to manage the overall programme. A programme board has been established to manage the overall programme in all its aspects. Chaired by the Managing Director, members of the Programme Board are the Leader, Corporate Management Team, the Chief Executive of the Glamorgan Voluntary Services, Penarth Town Councillor Mike Cuddy (TCC representative) and the Operational Manager – Performance & Policy who is undertaking the role of programme manager.

86. The Programme Board has continued to meet to monitor the progress being made by projects within each of the workstreams. A regular report (All Projects Summary Highlight Report) has been produced which summarises progress, illustrates the financial targets and provides a summary of progress by each project as well as documenting programme level risks and issues. The All Projects Summary Highlight Report is published on Staffnet after each Programme Board meeting in order to provide updates for staff and it is also sent electronically to all elected members.

87. Regular updates continue to be provided to the recognised trade unions as part of the monthly Change Forum meetings and the Council's Joint Consultative Forum. In addition, more detailed consultation continues to take place on a tranche-by-tranche basis.

88. The Programme Manager has met with the WLGA and colleagues from other Welsh Local Authorities to discuss the way in which the Well-being of Future Generations Act can be reflected in transformational change programmes. A project is being considered on an all-Wales basis to develop approaches to common issues effecting councils, such as demand management for adult social care.

- **Organisational Development (Green)**

89. There is recognition that the issues raised by the Reshaping Services strategy are new to many elected members, council officers and partners. The programme is considering fundamentally different ways of delivering services and this will require a change in culture for the Council. In response to this challenge, a series of organisational development activities have been delivered for Members and Officers to date.

90. As described in this report, specific organisational development activities (such as visits to other authorities, market testing and engagement of external expertise) have also been undertaken by individual projects.

91. The staff engagement activities delivered during the summer of 2015 sought to:

- share an understanding of the current organisational challenges.
 - share plans to respond to such challenges (Reshaping Services)
 - discuss the implications for our employees
 - seek help with the development of key engagement themes
92. 70% (1760) of council staff attended the sessions together with trade union representatives. Following expressions of interest at the briefing sessions, a series of “mini-conferences” were held and developed four engagement themes, with smaller groups of staff presenting improvement reports based on the outputs which were considered by Corporate Management Team in early 2016.
 93. The staff engagement activity won an award at the UK Public Sector Personnel Managers Excellence Awards held at Aston University in June 2016 (along with recognition for the Leadership Café).
 94. The above work has informed the development of the new Staff Charter which was approved by Cabinet in April 2016 and is referenced in the background papers to this report. The Charter sets out the mutual expectations of staff and managers in a “reshaped” working environment and, following consultation during May/June has been endorsed by 90% of staff who expressed a view. In September the Staff Charter was officially launched, following a series of briefing sessions for middle managers and a chief officer briefing session which also provided information and training about other developments emanating from the engagement activities, including the review and relaunch of the Council’s staff appraisal scheme, the launch of an employee assistance programme (Care First) and the review of the Council’s Management of Attendance Policy.
 95. Work is underway to complete the development of the Management Competency Framework as part of the Staff Charter and will support the delivery of Reshaping Services projects. To provide managers with the support to deliver Reshaping Services projects, a series of technical training sessions are scheduled for March 2017 covering topics such as contract management, procurement and project management in line with the "Managing my Job" element of the Competency Framework.

- **Communication & Engagement (Green)**

96. In addition to the communication and engagement activity undertaken via the Change Forum, staff briefing sessions and subsequent workshops, a range of communication activity continues. This has included the regular publication of the programme’s All Projects Summary Highlight Report on the Council’s Staffnet for the information of elected members and staff and this is now emailed to all elected members following the meetings of the programme board. Regular articles have also appeared in the Core Brief staff newsletter. Regular reports have been tabled at the Community Liaison Committee and the Voluntary Sector Joint Liaison Committee. A standing item is included on the agenda of the monthly Change Forum meeting with the Trade Unions. The inclusion of representatives from the Voluntary and Town & Community Council sectors on the Programme Board has proved invaluable in communicating and engaging with partners.
97. It is recommended that this report be referred to Scrutiny Committee (Corporate Performance & Resources) for their consideration as lead Committee for the Programme. This report sets out the progress being made by the various projects

which together make up the programme. In referring the report to the Scrutiny Committee (Corporate Performance & Resources) it is intended to provide Members with an overview of progress and an opportunity to consider the overall management and progress of the programme in addition to those (corporate) projects which are within the remit of the Committee. It is also recommended that this report be distributed to all elected Members, Clerks of Town and Community Councils, members of the Voluntary Sector Joint Liaison Committee, Community Liaison Committee and the Public Services Board for their information and in order to provide an update on the progress being made on the Reshaping Services Programme and its various projects. It is also recommended that from quarterly reports continue be brought to Cabinet on the programme in order to keep members fully apprised of progress.

98. Where appropriate, direct communication activities have been delivered to staff in service areas where specific reshaping projects are underway (such as Catering and Visible Services) and this has followed specific discussion with Trade Union colleagues.
99. Consultation with Vale residents was undertaken during the development of the Reshaping Services strategy and the themes of the Programme were reflected in the consultation activities undertaken to support the development of the Council's new Corporate Plan and 2016/17 Budget in December 2015 and January 2016.

Resource Implications (Financial and Employment)

100. A summary of the savings targets that have been set for the Reshaping Services programme to date is set out below. This summary follows the re-profiling of some savings as part of the Council's Final Revenue Budget Proposals 2016/17 which are referenced in the background papers to this report.

Directorate	Service	2016/17	2017/18	2018/19	Total
		£000's	£000's	£000's	£000's
Managing Director & Resources	Effectiveness of Spend (Economic Development)	50	0	0	50
Managing Director & Resources	Effectiveness of Spend (Grants and Policy Review)	350	350	0	700
Managing Director & Resources	Income Generation	60	50	50	160
Managing Director & Resources	Planning	100	0	0	100
Managing Director & Resources	ICT	0	550	0	550
Managing Director & Resources	Other Corporate Services	0	1,400	0	1,400
Learning & Skills	Additional Learning Needs	292	271	60	623
Learning & Skills	Catering	347	0	0	347
Learning & Skills	Strategy & Resources	0	400	0	400
Environment & Housing	Building Maintenance	0	0	0	0

Environment & Housing	Visible Services	300	1,900	0	2,200
Environment & Housing	Housing Services - Landlord Responsibilities	0	0	0	0
Environment & Housing	Building Cleaning & Security	0	200	0	200
Social Services	Social Services Reshaping Services Projects	0	320	320	640
Total		1,499	5,441	430	7,370

101. Those savings which are general policy and council wide are included in the Managing Director & Resources Directorate savings above. The table above illustrates that no specific savings have been attributed to the Demand Management, Digital Vale and Town and Community Councils corporate projects to date. As described above, alternative savings have been identified by the Building Maintenance service as a means of meeting the target for 2016/17.

102. The Property Projects, Library Project and Transportation Programme are all subject to the Reshaping Services programme governance arrangements. The savings targets for these projects were established independently of Reshaping Services as work was underway prior to the Reshaping Services programme being approved. The targets for these areas are outlined in the following table and are now monitored as part of the Reshaping Services programme governance arrangements.

Project	2016/17	2017/18	2018/19	Total
	£000's	£000's	£000's	£000's
Property Projects	209	363	0	572
Library Project	275	0	0	275
Transportation Programme	1,069	325	0	1,394
Total	1,553	688	0	2,241

103. As such, the overall savings associated with the Reshaping Services Programme are £3.052M (2016/17), £6.129M (2017/18) and £430K (2018/19). The following table illustrates the contribution Reshaping Services is making to the Council's overall financial savings by Directorate. This table includes an allocation of the savings associated with the transportation programme across all Directorates. The 2017/18 and 2018/19 savings are subject to the Council's budget setting process which is underway currently for the next financial year.

Directorate	2016/17	2017/18	2018/19	Total
	£000's	£000's	£000's	£000's
Managing Director & Resources (including General Policy and Council wide savings)	4,110	3,204	257	7,571
Reshaping Services	864	2,750	50	3,664
Other Savings	3,246	454	207	3,907
Learning & Skills	1,164	796	60	2,020
Reshaping Services	957	678	60	1,695

Other Savings	207	118	0	325
Environment & Housing	3,008	2,416	125	5,549
Reshaping Services	1,074	2,366	0	3,440
Other Savings	1,934	50	125	2,109
Social Services	1,007	605	320	1,932
Reshaping Services	157	335	320	812
Other Savings	850	270	0	1,120
Total Council	9,289	7,021	762	17,072
Total Reshaping Services	3,052	6,129	430	9,611
Total Other Savings	6,237	892	332	7,461

104. The targets above are reported regularly to Cabinet and Committees. Cabinet will be aware of the recently enhanced process for reporting and monitoring savings targets, with the introduction of RAG statuses denoting progress in-year towards delivering the financial saving and more detailed descriptions of progress being made for all savings schemes which support the effective oversight of financial savings delivery.
105. The targets above are subject to change as part of this programme and will be informed by the Medium Term Financial Plan and developing funding environment in which the Council operates. It is intended that savings in excess of the targets set out in this report will be identified as the programme progresses and will feed into future tranches of service reviews.
106. The Cabinet report of January 2015 provided an indicative timetable for undertaking the development of business cases, for business case approval and scrutiny and to implement changes. The timescales set out in the report were indicative only as the time taken to develop proposals would depend on the service and complexity of the project. As described above, several projects are on-course to deliver the required savings in full, whilst in other areas, analysis and business case work is on-going. As part of the Council's budget setting process, the opportunity was taken to re-profile savings in some areas to ensure sufficient time is allowed to enable the development of robust proposals. This reflects the assertion contained in the January 2015 report to Cabinet that the complexity and type of service would affect the time taken to develop proposals. The programme board remain cognisant of the level of savings required, however, and consideration is being given to bringing forward savings where it is possible to do so.
107. As indicated above, proposals for future tranches of projects will be identified as part of the budget setting process and will be informed by the work undertaken recently on the Baseline Assessment Update.
108. The report to Cabinet in January 2015 recognised that there will be costs associated with delivering the Programme. Costs will be incurred in areas such as project/programme management, developing capacity and capability and the procurement of specialist expertise. The Council has sought to minimise any costs by making use of a mix of internal and external resources, working with partners and identifying low-cost training opportunities. As noted above, it is intended to fund a time limited resource from this reserve to support the development of a long-term

business case for the Ty Deri facility. Use of the reserve has also been made to support the work of the Baseline Assessment Update process.

Sustainability and Climate Change Implications

109. The Reshaping Services Strategy is consistent with the Council's commitment to promote sustainability and to consider the needs of current and future generations. For example, the Council has established critical success factors for projects to consider when appraising different options for service delivery and these make reference to the Well-being of Future Generations Act (Wales).
110. As indicated above the pursuit of alternative service deliver models will require a change in culture for the Council and the careful management of a range of change and workforce transformation programmes. There clearly will be employment relations and employment law implications specific to individual projects which will be considered as part of the stage two business cases. Human Resources are represented on the various project teams and the Head of Human Resources is a member of the Programme Board.

Legal Implications (to Include Human Rights Implications)

111. There are no specific legal implications relating to this report. There will be legal implications specific to individual projects and these will be considered as part of the development of stage two business cases. Legal Services are represented on the various Reshaping Services project teams and the Head of Legal Services is a member of the Programme Board.

Crime and Disorder Implications

112. These implications will be considered as part of each individual service review conducted as part of the programme.

Equal Opportunities Implications (to include Welsh Language issues)

113. An Equalities Impact Assessment (EIA) has been undertaken for the whole of the Reshaping Services Strategy and was reported to Cabinet in November 2014.
114. It is a major undertaking to consider the equal opportunities implications of the change programme since each service has its own clientele and the "protected characteristics" of each clientele will have to be assessed in detail. As such EIAs will be developed as appropriate for those services subject to in-depth reviews as part of the business cases and monitored throughout each project's delivery.
115. Elements of the Reshaping Services programme could present challenging equalities issues. These will require careful consideration and consultation as part of the detailed work to be undertaken in order that any potential inequalities are mitigated as far as possible. There are also potential risks associated with adopting alternative methods of service delivery. For example, projects to externalise council services may have impacts on the local workforce and economy and consideration of mitigating actions will be important as part of the development of business cases.

Consideration of the needs of the different communities which make up the Vale of Glamorgan will continue to be given in how services are designed and delivered in order to provide a local response to issues but be balanced by the need to ensure that individual areas are not unfairly impacted by changes made.

Corporate/Service Objectives

116. The Council's Corporate Plan for 2016-20 provides the overall set of objectives within which the change programme will happen. A specific integrated planning action is included within the Corporate Plan relating to the delivery of the Reshaping Services Programme.

Policy Framework and Budget

117. This is a matter for Executive decision.

Consultation (including Ward Member Consultation)

118. Due to the corporate nature of this report, no specific Ward Member consultation has been undertaken. The consultation activities undertaken and on-going are described in the body of the report above.

Relevant Scrutiny Committee

119. Corporate Performance & Resources is the lead scrutiny committee for the Reshaping Services programme.

Background Papers

Reshaping Services Strategy, Cabinet, 3 November 2014

http://www.valeofglamorgan.gov.uk/en/our_council/council/minutes,_agendas_and_reports/reports/cabinet/2014/14-11-03/Reshaping-Services-.aspx

Regionalising Regulatory Services, Council, 12 November 2014

http://www.valeofglamorgan.gov.uk/en/our_council/council/minutes,_agendas_and_reports/reports/council/2014/14-11-12/Regionalising-Regulatory-Services.aspx

Reshaping Services, Cabinet, 26 January 2015

http://www.valeofglamorgan.gov.uk/en/our_council/council/minutes,_agendas_and_reports/reports/cabinet/2015/15-01-26/Reshaping-Services-A-New-Change-Programme-for-the-Council.aspx

Transport Savings Programme Update, Cabinet, 26 January 2015

http://www.valeofglamorgan.gov.uk/en/our_council/council/minutes,_agendas_and_reports/reports/cabinet/2015/15-01-26/Transport-Savings-Programme-Update.aspx

Building Cleaning & Security Review, Cabinet, 27 July 2015

http://www.valeofglamorgan.gov.uk/en/our_council/council/minutes,_agendas_and_reports/reports/cabinet/2015/15-07-27/Building-Cleaning-&-Security-Review.aspx

Grants to Community/Voluntary Organisations 2015/16, Cabinet, 27 July 2015

http://www.valeofglamorgan.gov.uk/en/our_council/council/minutes,_agendas_and_reports/reports/cabinet/2015/15-07-27/Grants-to-CommunityVoluntary-Organisations-201516.aspx

Christmas Grants 2015, Cabinet, 27 July 2015

http://www.valeofglamorgan.gov.uk/en/our_council/council/minutes,_agendas_and_reports/reports/cabinet/2015/15-07-27/Christmas-Grants-2015.aspx

Corporate Pool Car Scheme Progress Report, Cabinet, 7 September 2015

http://www.valeofglamorgan.gov.uk/en/our_council/council/minutes,_agendas_and_reports/reports/cabinet/2015/15-09-07/Corporate-Pool-Car-Scheme-Progress-Report.aspx

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http://www.valeofglamorgan.gov.uk/en/our_council/council/minutes,_agendas_and_reports/reports/council/2015/15-09-28/General-Planning-Matters.aspx

Reshaping Services Programme and Town and Community Councils Project Team Update, Community Liaison Committee, 20 October 2015

http://www.valeofglamorgan.gov.uk/en/our_council/council/minutes,_agendas_and_reports/reports/community_liaison/2015/15-10-20/Update-on-TCCs-Reshaping-Services.aspx

Reshaping Services Programme Update, Cabinet, 14 December 2015

http://www.valeofglamorgan.gov.uk/en/our_council/council/minutes,_agendas_and_reports/reports/cabinet/2015/15-12-14/Reshaping-Services-Programme-Update.aspx

The Meals on Wheels Service, Scrutiny Committee (Social Care & Health), 1 February 2016

http://www.valeofglamorgan.gov.uk/en/our_council/council/minutes,_agendas_and_reports/reports/scrutiny_sch/2016/16-02-01/Meals-on-Wheels-Service.aspx

Final Proposals for the Revenue Budget, Cabinet, 22 February 2016

http://www.valeofglamorgan.gov.uk/Documents/_Committee%20Reports/Cabinet/2016/16-02-22/Reports/Final-Proposals-for-the-Revenue-Budget-201617-Cabinet-Report.pdf

Civic Offices Works & the Space Project, Cabinet, 14 March 2016

http://www.valeofglamorgan.gov.uk/Documents/_Committee%20Reports/Cabinet/2016/16-03-14/Reports/Civic-Offices-Works-and-Space-Project-Cabinet-Report.pdf

Community Asset Transfer Guidance, Cabinet, 11 April 2016

http://www.valeofglamorgan.gov.uk/Documents/_Committee%20Reports/Cabinet/2016/16-04-11/Reports/Community-Asset-Transfer-Guidance-2016-2020-Cabinet-Report.pdf

Employee Engagement Strategy - Overview Report, Cabinet, 11 April 2016

http://www.valeofglamorgan.gov.uk/Documents/_Committee%20Reports/Cabinet/2016/16-04-11/Reports/Employee-Engagement-Strategy-Overview-Report-Cabinet-Report.pdf

Reshaping Services - Income Generation Project Update, Cabinet, 25 April 2016

http://www.valeofglamorgan.gov.uk/Documents/_Committee%20Reports/Cabinet/2016/16-04-25/Reports/Reshaping-Services-%E2%80%93-Income-Generation-Project-Update-Cabinet-Report.pdf

Reshaping Services Programme Update, Cabinet 4 July 2016

http://www.valeofglamorgan.gov.uk/Documents/_Committee%20Reports/Cabinet/2016/16-07-04/Reports/Reshaping-Services-Programme-Update-Cabinet-Report.pdf

Reshaping Services - Review of Respite Care for Adults with Learning Disabilities, Cabinet, 25 July 2016

http://www.valeofglamorgan.gov.uk/Documents/_Committee%20Reports/Cabinet/2016/16-07-25/Reports/Reshaping-Services-Review-of-Respite-Care-for-Adults-with-Learning-Disabilities-Cabinet-Report.pdf

Background Papers Published Since Last Update to Cabinet:

Reshaping Services - Progress on Implementation, Cabinet 3 October 2016

http://www.valeofglamorgan.gov.uk/Documents/_Committee%20Reports/Cabinet/2016/16-10-03/Reports/Reshaping-Services-Programme-Update-Cabinet-Report.pdf

Reshaping Services - Grants to Community and Voluntary Organisations Cabinet, 31 October 2016

http://www.valeofglamorgan.gov.uk/Documents/_Committee%20Reports/Cabinet/2016/16-10-31/Reports/Reshaping-Services-Programme-Grants-to-Community-and-Voluntary-Organisations-Cabinet-Report.pdf

Reshaping Services - Review of Meals on Wheels Service, Cabinet, 28 November 2016

http://www.valeofglamorgan.gov.uk/Documents/_Committee%20Reports/Cabinet/2016/16-11-28/Reports/Reshaping-Services-Review-of-Meals-on-Wheels-Service-Cabinet-Report.pdf

Reshaping Services - Review of Respite Care for Adults with Learning Disabilities Cabinet, 12 December 2016

http://www.valeofglamorgan.gov.uk/Documents/_Committee%20Reports/Cabinet/2016/16-12-12/Reports/Reshaping-Services-Review-of-Respite-Care-for-Adults-with-Learning-Disabilities-Cabinet-Report.pdf

Review of Ty Deri, Cabinet, 12 December 2016

http://www.valeofglamorgan.gov.uk/Documents/_Committee%20Reports/Cabinet/2016/16-12-12/Reports/Review-of-Ty-Deri-Cabinet-Report.pdf

Reshaping Services - Review of Meals on Wheels Service, Cabinet, 9 January 2017

http://www.valeofglamorgan.gov.uk/Documents/_Committee%20Reports/Cabinet/2017/17-01-09/Reports/Reshaping-Services-Review-of-Meals-on-Wheels-Service-Cabinet-Report.pdf

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Officers Consulted

Managing Director
Corporate Management Team
Heads of Service for Tranche One and Two Projects

Responsible Officer:

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