

The Vale of Glamorgan Council

Cabinet Meeting: 4 July, 2016

Report of the Leader

Reshaping Services Programme Update

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 Local Service 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 (20th out of 22 local authorities in terms of funding per head of the population) 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 and a summary of the activity undertaken in 2015 was reported to Cabinet in December 2015 which is 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 project workstreams 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 2016/17 and tranche two in the 2017/18 financial year. Work has commenced in all areas for both tranches of project.
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 will consolidate 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. 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. A sub-group has also been established to contribute to discussions on how funding for SEN is managed.
19. 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 of £400k in 2015/16 which is estimated to rise to £700k in 2016/17. These pressures are in addition to the savings target for the service and as such make delivery of savings more challenging. This situation, along with other potential risks, was the subject of a workshop facilitated by Zurich Municipal to identify risks and mitigating actions. The resulting risk management actions are being taken forward by the project team to minimise their potential impact.
20. Business case development is on-going and is initially focusing on the development of proposals relating to outreach services and the use of out of county placements, with the schemes to deliver savings for 2016/17 having been identified. A pilot of an arrangement to make additional educational psychology resource available to schools on a chargeable basis commenced in January 2016 and will inform future developments in this area.

- **Catering (Amber)**

21. The Catering Service is managed within the Learning and Skills Directorate and provides school meals and an internal vending service for staff. Last year, on average, the service served 4,439 pupils on a daily basis and provided vending at a range of council office buildings.
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. Positive initial discussions have also taken place with neighbouring authorities concerning the potential to work collaboratively across the region in this service area but at this time it is considered most appropriate to proceed with a business case for change which, whilst being scalable for additional partners to join in the future, will initially concentrate on delivering the service within the Vale of Glamorgan.
24. The project is currently developing its full business case for Cabinet's consideration later in 2016. 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. Current analysis suggests that a local authority trading company may be the most appropriate model, with involvement of headteachers in decision making. However, this is subject to further evaluation and is being informed by discussions with headteachers. The business case will also consider the appropriateness of including other Council services (such as school cleaning) within any future model of service provision.

- **Library Services (Green)**

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, resulting in all but one of the actions contained within the strategy being completed. 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. The service completed its annual return in 2015 for the Welsh Public Library Standards and has achieved 17 of 18 of the core entitlements in full and one partially. It has also met all seven of the quality indicators and is the only authority in Wales to do so.
26. Significant work has been carried out with community groups in Rhose, St Athan, Wenvoe, Sully and Dinas Powys to establish community led libraries. Contracts for running the libraries and the transfer of assets are in the final stages of preparation and volunteers have been recruited and trained. It is anticipated that the libraries will transfer to groups within the next month with the exception of Rhose library. An application for judicial review has been made in relation to Rhose and a hearing will be held in the High Court at the end of July 2016. Consideration is being given as to how sources of funding, such as Section 106 funding, can be used to further develop community library facilities.

- **Transportation (Amber)**

27. 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.
28. 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.
29. A 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. The project also required the implementation of improved management and technological controls within the Council's Garage depot, including the implementation of workshop productivity measures driven by the use of touchscreen technology in the workshop bays.
30. 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.
31. 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.
32. The various existing passenger transport functions across different Council departments has led to the creation of a Passenger Transport Unit that now handles all management and administration of mainstream, ALN and community transport. The E-Bravo e-tender software was introduced in 2015 and enabled the retendering of several school transport routes. Usage of this tool will also provide the ability to run e-Auctions to further elicit savings during the retendering of transport contracts.

- **Building Maintenance (Amber)**

33. 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.
34. 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. However, in order to evaluate the value-for-money offered by the service (to both HRA and general fund), a bench-marking exercise is planned to ascertain the services achievement of 'Value for Money' within the industry and establish if there are any potential savings prior to the investment of time and resource.
35. In order to enable this value for money to be work to be undertaken in conjunction with the tranche two review of the Building Cleaning and Security Service, alternative savings were approved in the Council's Final Revenue Budget Proposals.

- **Visible Services (Amber)**

36. 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 will therefore encompass 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.
37. 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.
38. The Reshaping Services programme board has since established a project team of Council Officers and board comprising Members and Officers to undertake the development of a business case to deliver the internal transformation project. The project is focusing on a three part model - neighbourhood (or "place") based services, technical services and support services. A series of workshops have taken place to define the outline target operating model for the service. This work considers the services within each future team, policies, charges, people and structure, process and technology and performance management requirements. The next step will be the development of a structure, budgets and business case for consideration by Cabinet later in 2016. A programme of staff and union engagement has been put in place, with regular reports being provided on the project's progress to these key groups. A workshop facilitated by Zurich Municipal was held to identify risks and mitigating actions associated with this project. The resulting risk management actions

are being taken forward by the project team to minimise their potential impact and will form part of the project's business case.

39. The project team have identified a series of savings that 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 - Completed)**

40. In September 2015, Members of the Council's Planning Committee considered a report 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.

41. The changes introduced by the Regulations along with changes introduced to the fees levied by the Council were ratified by Cabinet and Council in September 2015 and the Council report is referenced in the background papers to this report.

42. As a result of the changes above, the savings target associated with this project will be met, with additional income delivered in accordance with that identified in the Reshaping services programme. As such, this project remains on the Programme Board's reporting for the year, but activity in this area has been completed.

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

43. 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.

44. In-scope staff were transferred from Bridgend and Cardiff Councils to this Council on 1st May 2015. The post-transfer restructuring consultation process was completed between June and September 2015 and following an assimilation process agreed with the recognised trade unions, a process of matching and appointment to the new organisational structure has been undertaken.

45. As described in the original business case, the shared service is making greater use of technology than the previous service delivery model as described in the business case. Over half of officers are now using mobile devices to work from a variety of different office locations, regardless of the nominated working base. A single shared ICT suite that incorporates mobile technology and enhances digital access channels for customers is being introduced to deliver further benefits. Officers have developed a new website for the Shared Regulatory Service (www.srs.wales) which is being developed as new service delivery mechanisms are put in place.

46. A Shared Regulatory Services Joint Committee has been constituted with each of the three Councils represented by two elected Members. Joint scrutiny arrangements are being finalised as per the original report to Full Council. The business plan for the

service has been agreed and as such, it is considered that this service has now begun to operate as "business as usual" as is complete in project terms. This project has attracted interest from other authorities who are keen to learn from the way in which the Council has worked with partner Councils to deliver this project.

- **ICT (Amber)**

47. 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.
48. 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.
49. 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 and these will be reported to Cabinet in due course as the business case develops. These options include changing the way in which the Council uses key software, licensing arrangements and the potential to work collaboratively with other Councils and public sector bodies.

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

50. 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.
51. 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 representatives. The Space Project team is currently finalising the programme of works to enable the electrical, data and layout works to be completed. A communications plan is in place with staff and members for the Civic Offices site. 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. Works to the reception areas will be undertaken outside of working hours wherever possible to limit the impact on customer service. A communications plan with service users and staff of Barry Library is also in place and activities will be undertaken to limit the impact on service delivery whilst works are undertaken to create the Open Learning Centre facilities on the first floor of the library site. Any period of library closure will be limited wherever possible, with alternative arrangements put in place, for example, to return books. Once completed,

Barry Library will accommodate 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.

52. 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. Following the approval of the proposals, the Council's management of change policies and procedures have been followed in relation to staffing issues. The changes were introduced in December 2015 and the savings identified for this project will be delivered during this year as planned. Arrangements will continue to be monitored and modifications made where appropriate and within the budget available. A report to Scrutiny Committee (Environment & Regeneration) to describe how the changes have been introduced and the effect they have had on both staffing and service delivery will be prepared in due course as requested by the Committee.
- **Social Services Budget & Collaborative Working Programmes (Red)**
53. 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.
54. 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. Work is also underway to review Meals on Wheels and an initial review of the service was considered by the Scrutiny Committee (Social Care & Health) in February 2016 and is referenced in the background papers of this report. All projects will report to Committee and Cabinet as appropriate in due course.
55. 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)**
56. As a tranche two project, work to scope this project is currently underway for this service which delivers services including school reorganisation and buildings, school admissions, data, schools ICT and schools finance. The programme board approved

a project initiation document at its meeting in May which outlined the scope, project management arrangements and initial options to be appraised.

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

57. Work has commenced on this tranche two project which is seeking to further embed the changes to the operations being made within this service area. The programme board approved a project initiation document at its meeting in May which outlined the scope, project management arrangements and initial focus of work for the project. Work will now take place, with action taken to: evaluate the outcome from the Aspiring Leaders programme and evaluate the next steps for developing leadership skills within the service; the management restructure will be completed; performance management arrangements further developed; customer contact processes reviewed; and, work on the proposed apprenticeship scheme undertaken.

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

As outlined above, a value for money study is to be undertaken in conjunction with the tranche one Building Maintenance review. Further information will be reported to Cabinet upon completion of this review. Discussions are on-going with other Reshaping Services projects, such as the Catering project, to ascertain whether there is any potential for these services working together in any future delivery models.

- **Corporate Services (Red)**

58. 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. Work is being undertaken to develop an options appraisal for managing savings within functional areas and also across the organisation. For example, some proposals may seek to make changes within an individual service area (for example, to increase income), whilst other proposals may require changes to the way in which activities are undertaken across the Council (for example, how administration is managed). Contact is being made with other authorities to learn from work that is underway elsewhere and to discuss potential opportunities for further joint working. Proposals will be reported to Cabinet and Committees in due course as appropriate.

Future Tranches of Service Review Projects

59. It is proposed that the challenge process be run again during 2016 in order to identify future tranches of projects. The Programme Board have discussed the process to be followed. In order to learn lessons from the first round of the challenge process, the Council's Heads of Service Group are currently developing proposals for how this could work and proposals will be reported to Cabinet in due course.

Corporate Workstream Projects

60. 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)**

61. 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.
62. 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.
63. This project undertook work in 2015 which 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.
64. 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. For example, discussions with Barry Town Council are concentrating on the potential for that organisation to rent space at the Town Hall to provide a more central location for the provision of Town Council services. Discussions with Penarth Town Council are continuing on a range of areas, including the potential to maintain parks within the town. Initial discussions with Dinas Powys Community Council are underway to explore the potential to work together with other community and sports organisations in the operation of sports facilities within the village. Consideration is also being given to the potential for working with TCCs and the voluntary sector on social care related services.
65. A detailed update report on the progress of this project was presented to Community Liaison Committee in October 2015 and is referenced in the background papers to this report. Further updates will continue to be given to that Committee as the project progresses.
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.

- **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. For example, work has been undertaken to define four principles of demand management (changing expectations, partner engagement, early intervention and service redesign). These principles have been used as a way of analysing the projects which are underway in preparation for the Social Services & Well-Being Act in order to identify local examples of how demand management can work in practice. The lessons from these projects will be shared with other projects in the future.

70. Work is also underway 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. Work has been completed to make booking beach huts possible online and preparations for a similar facility for bulky items are well advanced. 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. The Council has made contact with Y Lab (a collaboration between Nesta, Welsh Government and Cardiff University) to explore the potential for working together. An initial presentation from Y Lab on "nudge" theory has been delivered to the Council's Leadership Café and a pilot project is now being developed to trial this to identify the potential to make savings and improvements to internal operational processes.

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

73. 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.

74. Two effectiveness of spend projects have been progressed to date as part of the Reshaping Services programme.
 75. The first project involves 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. There has also been a move away from expenditure on printed publicity materials to a focus on digital and web content. As a result of these efforts, the savings target for this project will be met.
 76. 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, with a further report planned for Cabinet in due course on the levels of funding being offered to Community and Voluntary organisations, as well as a way forward in relation to future spending profiles and budget setting.
- **Income Generation (Amber)**
77. 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.
 78. 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.
 79. In April 2016 Cabinet approved proposals to introduce managed advertising on the Council's website and that report is referenced in the background papers to this report. Work is now underway to introduce this as an additional revenue stream for the Council. Proposals on the recoupment of finance charges and filming are under development and will be reported in due course as appropriate. As part of this work the Council is also developing a corporate income generation/ charging policy.

Digital Vale (Amber)

80. 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.
81. 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. The Shared Regulatory Services project is also demonstrating the value of digital working practices as a way of improving efficiency. A draft Digital Strategy is under development and, along with an accompanying action plan, will be reported to Cabinet in due course.

Programme Activity

82. 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)**
83. 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.
84. 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 elected Members and staff.
85. 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.
- **Organisational Development (Green)**
86. 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.

87. 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.
88. 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
89. Each of the 65 briefing sessions was facilitated by two chief officers and a session was also run for elected members in September 2015, presented by the Managing Director and Head of Human Resources. 70% (1760) of council staff attended the sessions together with trade union representatives.
90. Following expressions of interest at the briefing sessions, a series of “mini-conferences” were held during November to develop four engagement themes and smaller groups of staff prepared improvement reports based on the outputs which were considered by Corporate Management Team in early 2016.
91. 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.
92. Early outcomes from the Staff Charter have included 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.
93. The Charter will be helpful in improving the resilience, flexibility and engagement of the Council’s workforce congruent with the objectives of the Reshaping Services programme.
94. Members will also be interested to note that the Council’s Staff Engagement approach and strategy has received an award, having been shortlisted as a finalist in this year’s UK Public Sector Personnel Managers Excellence Awards held at Aston University on Thursday 23rd June 2016.
 - **Communication & Engagement (Green)**
95. 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, the Voluntary Sector Joint Liaison Committee and the Local Service Board. 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.

96. 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 Local Service 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.
97. Where appropriate, direct communication activities have been delivered to staff in service areas where specific reshaping projects are underway and this has followed specific discussion with Trade Union colleagues.
98. 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)

99. 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 £000's	2017/18 £000's	2018/19 £000's	Total £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

100. 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. Following completion of the value for money review, consideration as to the setting of any further appropriate target will be given.

101. 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

102. 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.

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

103. 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.
104. 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.
105. As indicated above, it is proposed that future tranches of projects be identified in 2016 and the process for doing so is currently being considered by the Heads of Service Group and will report via the programme board to Cabinet in due course.
106. 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.

Sustainability and Climate Change Implications

107. 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).
108. 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)

109. 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

110. 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)

111. An Equalities Impact Assessment (EIA) has been undertaken for the whole of the Reshaping Services Strategy and was reported to Cabinet in November 2014.
112. 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.
113. 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

114. 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

115. This is a matter for Executive decision.

Consultation (including Ward Member Consultation)

116. 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

117. 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

- **General Planning Matters, Council, 28 September 2015**

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

Contact Officer

Tom Bowring, Operational Manager – Performance & Policy

Officers Consulted

Managing Director
Head of Legal Services

Head of Human Resources
Head of Finance
Head of Performance & Development
Heads of Service for Tranche One and Two Projects

Responsible Officer:

Rob Thomas, Managing Director