

Meeting of:	Cabinet
Date of Meeting:	Monday, 07 October 2019
Relevant Scrutiny Committee:	Corporate Performance and Resources
Report Title:	Reshaping Services: Update on Implementation
Purpose of Report:	To provide Cabinet with an update on the progress being made to implement projects and initiatives within the Reshaping Services Programme
Report Owner:	Leader of the Council
Responsible Officer:	Rob Thomas, Managing Director
Elected Member and Officer Consultation:	This report has been considered by the Programme Board which comprises Cabinet Members and the Corporate Management Team
Policy Framework:	This is a matter for Executive Decision
<p>Executive Summary:</p> <ul style="list-style-type: none"> • The Reshaping Services Programme is the Council's transformational change programme. • This report provides Cabinet with an update on the progress being made across the Council to deliver Reshaping Services projects. These projects aim to protect priority services by working differently, in partnership and embracing innovation and change. • It is recommended that Cabinet refer this report to Scrutiny Committee (Corporate Performance and Resources) for consideration and that a copy be sent all elected members, clerks of town and community councils, members of the Voluntary Sector and Joint Liaison Committee and the Public Services Board. 	

Recommendations

1. That Cabinet notes the content of this report, including the All Projects Summary Highlight Report at Appendix A.
2. That Cabinet refers this report (including Appendix A) to Scrutiny Committee (Corporate Performance and Resources) for their consideration, with a particular emphasis on the administration and implementation of the programme.
3. That a copy of this report (including Appendix A) 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 relevant projects be reported separately to Cabinet for approval prior to implementation.
5. That regular progress reports continue to be brought to Cabinet to provide information on the progress of the Reshaping Services Programme.

Reasons for Recommendations

1. To provide Cabinet with an update on the progress of the Reshaping Services Programme.
2. To provide the Corporate Performance and Resources Scrutiny Committee with an opportunity to consider the progress being made on the Programme as the 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.

1. Background

- 1.1 The 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.
- 1.2 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.

1.3 The Reshaping Services strategy provides a framework for the Council to work within. 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 £55million in savings identified since 2010/11. 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.

1.4 The Council's traditionally low funding base means the authority is well-versed in working to find savings and has a long-established track record of achievement in this respect.

1.5 The scale of the challenge that continues to face the Authority means that a "business as usual" approach, however well managed is not appropriate or realistic. Traditionally all Councils have adopted strategies that consist of incrementally cutting budgets. Such an approach has not been realistic for some time, given that it would 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.

1.6 The challenge has therefore been to consider alternative delivery models for services across the Council. This has been essential to mitigate the impact of cuts and assist in continuing to provide priority services.

1.7 The 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.

2. Key Issues for Consideration

- 2.1** In July 2019, as part of an overall review of the Council's various programme boards, the membership of the Reshaping Services Programme Board was reviewed and now comprises the Managing Director (as Chair), Leader of the Council, Cabinet Members and the Corporate Management Team.
- 2.2** The Programme Board meets to monitor the progress being made by service and corporate projects as well as supporting activity around programme management, communications and organisational development.
- 2.3** An All Projects Summary Highlight Report is used by the programme board as a means of monitoring the progress being made. In response to feedback from elected members who have requested more detailed information regarding the Reshaping Services Programme, this format of reports to Cabinet (and thereon Corporate Performance and Resources Scrutiny Committee) have been amended to provide the All Projects Summary Highlight Report.
- 2.4** Appendix A provides Cabinet with the most recent (July 2019) All Projects Summary Highlight Report. The report is structured as follows:
- An introduction to Reshaping Services & the report
 - Financial Summaries: These summarise the various projects underway within individual directorates and council staff responsible as project sponsor and project manager. Details of the financial savings/income target for each year and the programme overall are also provided.
 - Activity Reports: For each project (or area of supporting activity) an update is provided to the Programme Board for the period. The Programme Board consider the update in the context of the financial target set and establish a RAG status.
 - Programme Risk & Issue Log: The log summarises the programme level risks and issues identified by the Programme Board, with an assessment of probability (risks only) and impact, along with the actions taken to manage, mitigate or reduce each.
 - Appendix A Corporate Workstream Projects Savings Allocations: Where certain corporate (or 'council-wide') projects are being delivered across multiple service areas, savings targets are established at service area level. This enables monitoring to be undertaken at a detailed level, with appropriate remedial action to be identified and undertaken in areas where targets are not forecast to be met.
- 2.5** It is recommended that Cabinet notes the contents of this report, including Appendix A, as providing an update on the progress being made to deliver Reshaping Services projects in the current year.

- 2.6** It is also recommended that Cabinet refers this report to Scrutiny Committee (Corporate Performance and Resources) for its consideration, with a particular emphasis on the administration and implementation of the programme.
- 2.7** It is also recommended that a copy of this report and Appendix A is 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.

Future Reshaping Services Projects

- 2.8** Work has commenced on establishing the next (tranche 5) set of Reshaping Services proposals. Work is concentrating around a series of key themes of alternative service delivery, assets, digital, internal operations, service standards & divestment and income generation.
- 2.9** The application of these themes (in isolation or combination) has been the subject of an updated baseline assessment process whereby individual service areas have considered their application and begun identifying potential schemes. Corporate Management Team has considered initial ideas, with a view to identifying their potential and how working across the organisation could leverage greater value.
- 2.10** As the Medium-Term Financial Plan and revenue budget proposals are further developed, the role of Reshaping Services projects to further transform the organisation, deliver savings/income targets and protect priority services will be developed. Specific proposals relating to the future of the programme will be reported to Cabinet in due course.

3. How do proposals evidence the Five Ways of Working and contribute to our Well-being Objectives?

- 3.1** 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).
- 3.2** Embracing collaboration with other partners and across departments, taking a longer-term and preventative approach to service delivery, involving stakeholders and working to ensure actions are integrated are key components of each project.

4. Resources and Legal Considerations

Financial

- 4.1** Appendix A provides an overview of the targets established for each project within the Reshaping Services Programme. In 2019/20, a total target of £2.493m has been established, comprising £1.186m from service projects and £1.307m from the corporate project workstreams.
- 4.2** The targets associated with individual projects are reported regularly to Cabinet and Committees. Cabinet will be aware of the 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. The progress of individual projects against their savings targets is described in the relevant sections of Appendix A.
- 4.3** The targets set for the Reshaping Services Programme are subject to change in future years and will be informed by the Medium-Term Financial Plan and developing funding environment in which the Council operates.
- 4.4** 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 training opportunities.

Employment

- 4.5** The individual employment implications arising from the Reshaping Services programme's projects are considered as part of developing specific proposals. Cabinet will also note the work being done more generally to support the delivery of the programme as described in the Organisational Development update contained in Appendix A.
- 4.6** As indicated above the pursuit of alternative service delivery 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 (Including Equalities)

- 4.7** 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 Monitoring Officer/Head of Legal and Democratic Services is a member of the Programme Board.
- 4.8** An Equalities Impact Assessment (EIA) has been undertaken for the whole of the Reshaping Services Strategy and was reported to Cabinet in November 2014.
- 4.9** 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.
- 4.10** 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.

5. Background Papers

Reshaping Services - Update on Implementation, Cabinet, 18th March 2019

<https://www.valeofglamorgan.gov.uk/Documents/Committee%20Reports/Cabinet/2019/19-03-18/Reshaping-Services-Update-on-Implementation.pdf>



Vale of Glamorgan Council Reshaping Services Programme

All Projects Summary Highlight Report

July 2019

An Introduction to Reshaping Services

The aim of the Council's Reshaping Services 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.

The Programme Board (comprising CMT and Cabinet) is chaired by the Managing Director and meets quarterly to review progress made on the various projects that form part of the programme. These projects are a mix of service specific projects, corporate projects and programme management activities (such as organisational development, communications and project management). A Project Sponsor has overall responsibility for the delivery of each project and a project manager has been identified who is responsible for the day-to-day coordination of projects.

The Reshaping Services programme is part of the Council's integrated planning actions which are contained in the Council's Corporate Plan and which underpin the way in which the Council is working to deliver its vision for the Vale of Glamorgan, "**Strong communities with a bright future**".

All Projects Summary Highlight Report

The Reshaping Services programme communicates regularly with a range of stakeholders and this report provides relevant stakeholders with an overview of progress. This All Projects Summary Highlight Report gives an overview of the Reshaping Services Programme and is used by the Programme Board to manage and monitor the programme's delivery. This report comprises the following sections:

- 1 – Financial Summaries
- 2 – Activity Summary
- 3 – Programme Risks & Issues Log

For each project, an overall status indicator is set by the Programme Board. The status indicator is expressed as red, amber or green. Reshaping Services projects are complex and their achievability is potentially impacted by a range of issues and risks. The status indicator shows the Board's holistic assessment of the project in terms of overall achievability and as such they are essentially an indicator of risk. The Board consider the project as a whole and form a view of the status considering such things as the timing for the delivery of savings, the scale of savings to be delivered and any risks which have been identified by the project (examples including those relating to potential reputational risk and the extent of change required).

1 – Financial Summaries

1a – Service Projects Workstream Financial Summary								
Ref	Project / Programme	Project Sponsor	Project Manager	2019/20 Target (£000)	RAG	Target 2020/21 (£000)	Target 2021/22 (£000)	Total Target (£000)
Social Services Projects								
SS1	Psychology Support for Foster Carers	RE	KC	60	Green	8	0	68
SS2	Older Persons Day Services	SC	GJ	40	Red			40
SS3	Maximising Reablement	SC	SC	100	Amber			100
SS4	Direct Payments	AP	GJ	50	Amber			50
SS5	Review of Complex Cases	AP	AP	30	Amber	100	0	130
Learning & Skills Projects								
LS1	Catering	TBa	CT	0	Amber	0	0	0
Environment & Housing Projects								
EH1	Internal Waste	MP	CS	50	Green			50
EH2	Passenger Transport	ER	KP	36	Amber	144	0	180
EH3	Business Support	MP	JL	50	Green			50
EH4	Community Buildings	ER	DK	19	Green	19	0	38
EH5	Neighbourhood Services Reshaping	MP	ER	600	Red			600
EH6	Traffic Surveys	ER	MC	0	Green	10	10	20
EH7	Sports Development	ER	DK	0	Green	0	56	56
EH8	CCTV	MP	MI	76	Amber			76
Managing Director & Resources Projects								
MD1	Internal Audit	CL	MT	30	Green			30
MD2	Compliance (2020 council wide saving)	CL	SB	35	Amber	25	0	50
MD3	Records Management Unit	DM	JR	7	Green			7
MD4	Registration Services Lease	DM	JR	3	Green	3		6
Total Service Projects				1,186		309	66	1,561

1b – Corporate Projects Workstream Financial Summary*								
Ref	Project / Programme	Project Sponsor	Project Manager	2019/20 Target (£000)	RAG	Target 2020/21 (£000)	Target 2021/22 (£000)	Total Target (£000)
TC	Town & Community Councils and the Third Sector	TB	KB	0	Amber			
TP	Third Party Spend	CL	LD	1,000	Amber	0	0	1,000
DP	Digital Programme	RT	JR	87	Red	22	0	109
IN	Income Generation & Commercial Opportunities	RT	RQ	220	Amber	87	75	382
AS	Assets Programme	RT	TB	N/A	Amber	TBC	TBC	TBC
Total Corporate Projects				1,307		109	75	1,491

*Specific service/project allocations are shown in Appendix A.

1c – Total Programme Financial Summary				
	2019/20 Target (£000)	2020/21 ¹ (£000)	2021/22 ¹ (£000)	Total ¹ (£000)
Total Programme	2,493	418	141	3,052
Service Projects Workstream	1,186	309	66	1,561
Corporate Projects Workstream	1,307	109	75	1,491
Total Council	3,020	-	-	
% Reshaping Services Savings	83%			

¹Only includes savings identified to date, not total savings required to be determined as a result of the medium term financial plan and revenue budget setting processes.

2 – Activity Reports

2a – Programme Activity Reports				
Ref	Project / Programme	Project Sponsor	RAG	Update
P1	Organisational Development	RT	Green	Big Conversation 2 sessions for front line staff commenced from July 2019, following over 1000 office based staff attending sessions earlier in the summer. Work to refresh the objectives and membership of the working groups for council-wide engagement groups is underway. A session was held for all Heads of Service in September to launch the local innovation and engagement working groups, with local staff survey results and ideas for reshaping elicited from the BC2 sessions to be shared. The first reconstituted meeting of the CMT/Staff Engagement Group is scheduled for November.
P2	Communications & Engagement	TB	Green	A new approach to engaging residents on budget and reshaping issues has been planned and it is hoped that this will significantly increase the data available to support the programme. In tandem with this a rolling communications campaign on the council's financial position has been prepared. The team continues to provide support to each reshaping project as required. For example, an internal communications campaign is currently underway to support the latest phase of the Space Project and a large external campaign is due to launch shortly to support the latest phase of changes to refuse and recycling collections.
P3	Programme Management	TB	Green	Work to complete project briefs for in-year projects is complete. A series of presentations have been held with Town & Community Councils, the Voluntary Sector Joint Liaison Committee, Member Expo and Chief Officers have been held. Work has taken place over the summer to develop the programme for Tranche 5 in conjunction with the medium-term financial plan/annual budget.

2b – Service Projects Workstream Activity Reports				
Ref	Project / Programme	Project Sponsor	RAG	Update
Social Services Projects				
SS1	Psychology Support for Foster Carers	RE	Green	Provision of a Therapeutic Fostering Service in partnership with UHB for children and young people looked after and their carers. This builds upon the Council's previously piloted project for commissioning of a psychologist together with two support staff. Full year effect savings for 2018/19 have been achieved.
SS2	Older Persons Day Services	SC	Red	The project team is continuing with exploratory work in relation to the provision of Older Persons Day Services, with a specific focus on this project to be given over the summer.
SS3	Maximising Reablement	SC	Amber	<p>Work is ongoing to include growing the Vale Community Resource Service to include a wider variety of needs of individuals through extended use of reablement models which will impact on the community care commitments as the person's longer-term needs will be reduced.</p> <p>Reablement can reduce the need for ongoing care and result in smaller care packages being required in the longer term.</p>
SS4	Direct Payments	AP	Amber	Robust procedures to ensure regular monitoring of these payments are in place which means that the opportunity to recoup at the same level in future years will not be feasible.
SS5	Review of Complex Cases	SC	Amber	<p>Increased focus on supporting practitioners to manage complex cases in partnership with other statutory agencies ensuring the individual's care and support needs are met.</p> <p>Additionally, working with children and young people transitioning to Adult Services to ensure continuity of case management and enabling their care and support needs to be met.</p>

Learning & Skills Projects				
LS1	Catering	TBa	Amber	The Catering project team continues to prepare for the launch of The Big Fresh Catering Company. There are a number of workstreams which are being progressed to close down outstanding actions. These should be completed in the very near future and the team are on track to take a report to Cabinet to present the updated Business Plan. Work is ongoing regarding the treatment of assets, the Company's financial system and pensions. The purchase and delivery of the Airstream trailer for the company's commercial mobile arm has taken place. A TUPE timeline has been created and all is on track to begin this process subject to Cabinet approval.
Environment & Housing Projects				
EH1	Internal Waste	MP	Green	Consideration to be given to how this saving is allocated across the council as appropriate. In terms of internal waste, the Neighbourhood Services & Transport service is currently considering skip use which has recently been tendered and awarded for at the Alps and Court Road. As a result, waste is being managed differently at Court Road resulting in financial savings.
EH2	Passenger Transport	ER	Amber	The £36k is anticipated to be met from underspend on public transport due to better links with commercial services and operators. Dynamic Purchasing has been recently implemented however it is unsure whether this will result in any savings because the demand for school transport services is increasing.
EH3	Business Support	MP	Green	Restructure proposals following staff turnover will enable trainee positions to be developed in this area, in addition to the closure of reception at Court Road.
EH4	Community Buildings	ER	Green	This has been met by the reduction of hours of posts within the Healthy Living area.
EH5	Neighbourhood Services Reshaping	MP	Red	Savings of £377k were not made last year. The service is forecast to deliver half of the total savings required in the current year, with proposals being developed to meet the shortfall. The grass cutting contract has enabled £120k to be saved from alternative service delivery.

				<p>Concession income has been delayed due to the need for permissions for Romilly Park, Barry Island and South Lodge.</p> <p>An agreement relating to Bus Shelter Sponsorship is advanced with Clear Channel for this income although implementation is delayed until Autumn 2019.</p> <p>A review of Neighbourhood Services is underway following the retirement of a Team Leader.</p> <p>The toilet strategy has been approved, with proposals to be developed in due course to ensure appropriate and cost-effective provision.</p> <p>The budget for School Crossing Patrols has been reduced to match the current workforce.</p> <p>Work to review traffic management standards is to commence.</p> <p>There have been delays with changes to the provision of Post 16 transport.</p> <p>The review of the Drainage Service has been delayed.</p> <p>Work to progress the single use sports facilities is underway, with transfers of bowls clubs planned for the Autumn.</p>
EH6	Traffic Surveys	ER	Green	A reduction has been made in the Traffic Management operational budget from 2020/21.
EH7	Sports Development	ER	Green	Current discussions are ongoing regionally regarding sports and play being administered centrally. As a result, a review of this area will take place in early 2020.
EH8	CCTV	MP	Amber	£350k capital awarded this financial year to upgrade the CCTV system subject to its operation being managed by others with very limited cost to this Authority. A report due to Cabinet will be progressed regarding the contract with Bridgend CBC.
Managing Director & Resources Projects				
MD1	Internal Audit	CL	Green	Expanded Shared Service established on 1/4/19. Target savings of £30k delivered. The service is working on actions to deliver wider benefits identified in business case. .

MD2	Compliance (2020 council wide saving)	CL	Amber	This project has begun scoping activity during Q1, with an increased focus to be given in Q2 to consider the structure and combinations of services across the Council relating to compliance.
MD3	Records Management Unit	DM	Green	The rental of the Hayes Road, Sully facility has ended with the records transferred to the RMU unit.
MD4	Registration Services Lease	DM	Green	The lease has now ended for accommodation at Westhouse, Penarth.

2c – Corporate Projects Workstream Activity Reports			
Project / Programme	Project Sponsor	RAG	Update
Town & Community Councils and the Third Sector	TB	Amber	A workshop was held in July with representatives from Town & Community Councils to discuss the Council’s current and future financial position and the desire to expand Reshaping work to TCCs in order to protect priority services. A series of meetings is now scheduled to develop a strategy to push this work on specific services, for consideration by Cabinet and Community Liaison Committee during October 2019.
Third Party Spend	CL	Amber	Budgets have been changed to reflect the savings that are required. Discussions take place with managers on a regular basis regarding the progress being made against these budget headings.
Digital Programme	RT	Red	<p>Digital Employee - Hybrid Mail Opportunity for Hybrid Mail pilot awarded to PSL via Cabinet Office mini-competition. Commencement meetings have taken place with Business Support Managers across all Directorates to enable setup of the initial 6 months pilot across the authority.</p> <p>Digital Employee – Digital Recruitment/Sickness Reporting Online recruitment portal launching August 2019. Online DBS portal launched in Spring 2019 and service now being promoted to other organisations in order to generate income as an umbrella DBS check provider. E-pay slips project commenced – implementation scheduled for Autumn 2019.</p> <p>Digital Customer – eForm Integration Integration project stalled due to inability to enable a secure integration between Oracle and web-based E-form supplier (Abavus). Investigating options for new CRM/Digital Platform to enable customers to submit customer service requests digitally and reduce call-handling time at C1V.</p>

			<p>Digital Customer – Bulky Items Testing of new live site with Welsh language and user experience enhancements took place on 19th July. Improvements will enable full promotion of the service via a marketing campaign.</p> <p>Digital Employee – Office 365 Office365 went live during Summer with approximately 100 users across the authority. Full rollout has commenced during September 2019.</p>
Income Generation & Commercial Opportunities	RT	Amber	<p>IN1 - SS Adults Services – Charging & Income Gen and Debt Recovery Recruitment to the vacant Financial Assessment Officer post has enabled reviews to be undertaken, which is achieving income generation in the form of amended assessed charges. In addition, there is proactive intervention with service users who owe money for their community care charges, with payments being achieved either in full or by way of a payment plan. The Charging Policy is to be reviewed in line with guidance from Welsh Government on financial assessment for people in care homes. Regular meetings have been set up with representatives from the Council’s Legal Section.</p> <p>IN2 - MDR Finance – Fraud & Income The challenge presented to Councils by fraud is significant. The impact of fraud should never be underestimated. Fraud leaves the council with less to spend on services for residents and costs taxpayer's money. Since August 2018, the Council has employed an investigation officer, who is looking at fraud as part of his overall remit. When looking at fraud a range of issues are considered including:</p> <ul style="list-style-type: none"> • Internal Fraud • Procurement Fraud • Insurance Fraud • Disabled Facilities Grants • Schools • Commissioning of services • Financial Assessments • NFI – Tenancy Fraud, Payroll, Council Tax, Blue Badges, Pensions

		<p>Based on the work undertaken in 2018/2019 it is estimated that further savings can be made in relation to the above areas of work.</p> <p>IN3 - MDR Property – Rental Income (Docks Office) Rental of office facilities for Regional Adoption team secured.</p> <p>IN4 – Legal Income This is an income stream with no formal agreement in place with Cardiff, who call on the community services team to assist with public law children’s cases when they have capacity/resilience issues which leads them to outsource childcare legal work. The rates are charged when we undertake the work are those under the framework, or consortium agreement.</p> <p>IN5 - MDR Legal & Democratic Services Inflationary uplift across appropriate fees and charges to be reported through annual fees and charges reporting process to Cabinet.</p> <p>IN6 - MDR Performance & Development Fees & Charges Inflationary uplift across appropriate fees and charges to be reported through annual fees and charges reporting process to Cabinet.</p> <p>IN7 - MDR Regeneration Fees & Charges Inflationary uplift across appropriate fees and charges to be reported through annual fees and charges reporting process to Cabinet.</p> <p>IN8 – MDR Planning To date we have secured Planning Performance Agreements for additional income of £24,113 in 2019/20. We continue to identify new opportunities to meet the £39,000 target, including providing planning policy services to other public sector partners.</p> <p>In addition to the above, other income generation projects are being undertaken and reported via the Income Generation and Commercial Opportunities Programme</p>
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			Board. Some of these include; exploration of options for additional wedding venues, promotion of filming, advertising and sponsorship opportunities, external trading, enforcement and inspections activity, concessions in parks and Commercial waste. Associated income targets are being scoped as work progresses.
Assets Programme	RT	Amber	<p>A series of asset opportunities are being progressed, including consideration of the future of key assets including South Lodge, The Kymin, Holm View and Barry Town Hall.</p> <p>The Space Project has commenced the third phase of work, with desk and meeting room occupancy studies underway at the Docks Office being undertaken by using desk occupancy sensors.</p>

3 – Programme Risk & Issue Log							
Ref	Project	Description	Probability (Risks Only)	Impact (Risks & Issues)	Action(s) Required	Resp.	Due
1	Programme	There is a risk that there is insufficient capacity to undertake work associated with Reshaping Services.	Medium	High	Project Initiation Documents to consider the resources required by each project, for discussion at Programme Board. Programme Team to review PIDs and identify any issues with the level of resources required to be provided. Prioritisation of resources required following T5 development.	Project Sponsors TB/CL	On-going 09/19
2	Programme	There is an issue that there is insufficient knowledge regarding certain alternative forms of service delivery that will prevent a full appraisal of options at business case stage. This is notably the case for co-production and council owned companies. However, the issue is equally attributable to knowledge of working with the town and community/ voluntary sectors in some instances.	-	High	Organisational Development project to identify training/ development activity and implement for appropriate projects and the programme team. Town and Community Council project to consider developing ways of working with this sector (and links with voluntary sector). Inclusion of voluntary sector colleague on Programme Board and project teams to inform development.	GW TB	On-going On-going

3	Programme	There is an issue that the development of business cases is more time consuming for the more complex projects and this is likely to lead to a risk that projected savings may be delayed. There is also an issue that not all projects require a full business case to be developed following the five case model in detail and that briefer proposals/cabinet reports may be more appropriate.	-	High	<p>Programme Manager to liaise with project managers to identify any potential for delays and identify interim savings that could be delivered in the interim.</p> <p>Programme Manager and project managers to consider proportionate reporting based on the extent and scale of changes required/proposed and adjust the approach accordingly. However, in all instances, the business case approved by the Programme Board should remain the default approach to ensure work considers the various aspects of developing proposals.</p>	<p>TB/ Project Managers</p> <p>Tom Bowring/ Project Managers</p>	<p>On-going</p> <p>On-going</p>
4	Programme	There is a risk to the successful implementation of projects if the robustness of decision making is not sufficient. Consideration is required by all projects to ensure sufficient evaluation and consideration is given to all proposals, with the impacts appropriately evaluated and reported to decision makers.	Medium	High	<p>Important lessons can be learned from projects as they are delivered. This has been identified by an internal audit report. Programme Board to receive lessons learnt reports following project closure.</p> <p>Equality Impact Assessment Training is to be undertaken by all relevant council staff to support the development of these important documents and this element is incorporated in the Council's project management toolkit and the guidance on developing proposals for the Reshaping Services Programme.</p>	<p>All</p> <p>All</p>	<p>On-going</p> <p>On-going</p>

5	Programme	There is a risk associated with collaboration as an alternative service delivery method regarding the availability and willingness of partners and the time taken to agree and establish such arrangements. This risk has the ability to reduce the attractiveness of this option when planning the delivery of savings targets.	Medium	Medium	Identify opportunities for collaboration early on in the process. Maintain dialogue with potential partners to understand the developments within other organisations. Identify smaller scale opportunities to collaborate where there is some tactical gain to be made that may be scalable in due course.	Project Sponsors Project Sponsors Project Sponsors	On-going On-going On-going
6	Programme	There is a risk associated with projects which may identify alternative delivery models that do not achieve the support of the trade unions either due to local or national stances on projects.	Medium	Medium	Change Forum updates continued to provide early and on-going visibility of projects. Each appropriate project to maintain links with trade union colleagues, for example, through forum meetings chaired by the project sponsor.	AU/TB Project Sponsors	On-going On-going

Appendix A: Corporate Workstream Projects Savings Allocations

i. Third Party Spend Savings			
Ref	Service	2019/20 Target (£000)	RAG
TP1	L&S Strategy, Community Learning & Resources	103	Green
TP2	L&S Achievement for All	30	Green
TP3	SS Childrens Services	88	Green
TP4	SS Adults Services	107	Green
TP5	SS Resource Management & Safeguarding	18	Green
TP6	EH Neighbourhood Services & Transport	176	Red
TP7	EH Housing	30	Green
TP8	MDR Finance, ICT & Property	119	Green
TP9	MDR HR	6	Green
TP10	MDR Legal & Democratic Services	12	Green
TP11	MDR Performance & Development	22	Green
TP12	MDR Regeneration	25	Green
TP13	MDR Development Management	11	Green
TP14	MDR Private Housing	3	Green
TP15	Policy	250	Green
Third Party Spend Total		1,000	Amber

NB – No savings targets have been established for third party spend beyond 2019/20.

ii. Digital Savings						
Ref	Service	2019/20 Target (£000)	RAG	2020/21 Target (£000)	2021/22 Target (£000)	Total (£000)
D1: Digital Employee – Hybrid Mail						
D1a	SS Childrens Services	1	Green			1
D1b	SS Adults Services	1	Green			1
D1c	EH Neighbourhood Services & Transport	1	Green			1
D1d	MDR Finance, ICT & Property	7	Green			7
D1e	MDR HR	1	Green			1
D1f	MDR Legal & Democratic Services	6	Green			6
D1g	MDR Regeneration	1	Green			1
D1h	Policy	2	Green			2
Hybrid Mail Sub-Total		20	Green			20
D2	Digital Employee – Digital Sickness Reporting/ Recruitment	23	Green			23
D3	Digital Customer – eForm Integration	44	Red			44
D4	Digital Customer – Bulky Items	0		22	0	22
Digital Total		87	Red	22		109

iii. Income Targets						
Ref	Service/Project	2019/20 Target (£000)	RAG	2020/21 Target (£000)	2021/22 Target (£000)	Total (£000)
IN1	SS Adults Services – Charging & Income Gen and Debt Recovery	50	Green			50
IN2	MDR Finance – Fraud & Income Recovery	75	Green	75	75	225
IN3	MDR Property – Rental Income (Docks Office)	32	Green			32
IN4	MDR Legal Income	5	Green			5
IN5	MDR Legal & Democratic Services Fees & Charges	8	Green			8
IN6	MDR Performance & Development Fees & Charges	3	Green			3
IN7	MDR Regeneration Fees & Charges	3	Green			3
IN8	MDR Planning Income	44	Red	12	0	56
Income Total		220	Amber	87	75	382