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| Meeting of:   | <b>Cabinet</b>   |
| Date of Meeting:  | <b>Monday, 02 December 2019</b>  |
| 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"> <li>• The Reshaping Services Programme is the Council's transformational change programme.</li> <li>• 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.</li> <li>• It is recommended that Cabinet refer this report to Scrutiny Committee (Corporate Performance and Resources) for consideration and that a copy be sent to all elected members, clerks of town and community councils, members of the Voluntary Sector and Joint Liaison Committee and the Public Services Board.</li> </ul> |  |

## **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. 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** The Reshaping Services 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. The membership of the Board comprises the Managing Director (as Chair), Leader of the Council, Cabinet Members and the Corporate Management Team.
- 2.2** An All Projects Summary Highlight Report is used by the programme board as a means of monitoring the progress being made.
- 2.3** Appendix A provides Cabinet with the most recent (October 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.
- 2.4** 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.
- 2.5** 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.
- 2.6** 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**

- 2.7** Work is progressing on 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.
- 2.8** 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.
- 2.9** The development of the Reshaping Programme is being done in parallel with the preparations for setting the revenue budget for 2020/21. As these 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 established. 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, 7th October 2019

[https://www.valeofglamorgan.gov.uk/Documents/\\_Committee%20Reports/Cabinet/2019/19-10-07/Reshaping-Services-Update-on-Implementation.pdf](https://www.valeofglamorgan.gov.uk/Documents/_Committee%20Reports/Cabinet/2019/19-10-07/Reshaping-Services-Update-on-Implementation.pdf)



# Vale of Glamorgan Council Reshaping Services Programme

All Projects Summary Highlight Report

October 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) |
| <b>Social Services Projects</b>                    |                                       |                 |                 |                       |           |                       |                       |                     |
| A3   | Physical Disability Day Services      | SC              | AC              | 50                    | Green     |                       |                       | 50                  |
| 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                   | Green     |                       |                       | 100                 |
| SS4  | Direct Payments                       | AP              | GJ              | 50                    | Green     |                       |                       | 50                  |
| SS5  | Review of Complex Cases               | AP              | AP              | 30                    | Green     | 100                   | 0                     | 130                 |
| <b>Learning &amp; Skills Projects</b>              |                                       |                 |                 |                       |           |                       |                       |                     |
| LS1  | Catering                              | TBa             | CT              | 0                     | Amber     | 0                     | 0                     | 0                   |
| <b>Environment &amp; Housing Projects</b>          |                                       |                 |                 |                       |           |                       |                       |                     |
| 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                  |
| <b>Managing Director &amp; Resources Projects</b>  |                                       |                 |                 |                       |           |                       |                       |                     |
| 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                     | Completed |                       |                       | 7                   |
| MD4  | Registration Services Lease           | DM              | JR              | 3                     | Completed | 3                     |                       | 6                   |
| <b>Total Service Projects</b>                      |                                       |                 |                 | <b>1,186</b>          |           | <b>309</b>            | <b>66</b>             | <b>1,561</b>        |

| <b>1b – Corporate Projects Workstream Financial Summary*</b> |  |                 |                 |                       |       |                       |                       |                     |
|--|--|-----------------|-----------------|-----------------------|-------|-----------------------|-----------------------|---------------------|
| 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                 |
| <b>Total Corporate Projects</b>                              |  |                 |                 | <b>1,307</b>          |       | <b>109</b>            | <b>75</b>             | <b>1,491</b>        |

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

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

<sup>1</sup>Only 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 & Project Manager | RAG   | Update  |
| P1                              | Organisational Development  | Rob Thomas<br>Gemma Williams      | Green | <p>Briefing with Heads of Service has taken place to discuss the approach to Local Led Engagement and Innovation Groups; specific section on iDev setup to support the implementation of this, and we will be checking in on progress. Considering options for how to improve the CMT/Staff Engagement group and the approach going forward. Currently reviewing the Corporate Staff Survey results to consider what would need to be included in a corporate action plan.</p> <p>The #Itsaboutme window has now closed with 91% of all staff having received an #itsaboutme meeting and objectives. The OD team will now be reviewing the process, content and quality to consider improvements for next year.</p> <p>Chief Officer Appraisal proposal has been reviewed and is with RT to take to Cabinet to seek approval in preparation for the next review window.</p> <p>Autumn Management Development Sessions delivered in October with a focus on change to support the implementation of the new Corporate Plan and Reshaping Services Programme in 2020.</p> |
| P2                              | Communications & Engagement | Tom Bowring<br>Rob Jones          | Green | <p>A new approach to engaging residents on budget and reshaping issues is currently underway. It is anticipated that this will increase strength of the data available to support the reshaping programme. In tandem with this is a rolling communications campaign on the Council's financial position is being rolled out. This should increase public awareness of the challenges the Council is facing and help prepare residents for future consultation on significant service changes.</p> <p>The Communications 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</p>   |

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|    |                      |                           |       | campaign is underway to support the latest phase of changes to refuse and recycling collections.  |
| P3 | Programme Management | Rob Thomas<br>Tom Bowring | 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. |

| <b>2b – Service Projects Workstream Activity Reports</b> |                                      |  |            |  |
|--|--------------------------------------|--|------------|--|
| <b>Ref</b>   | <b>Project / Programme</b>           | <b>Project Sponsor &amp; Project Manager</b> | <b>RAG</b> | <b>Update</b>  |
| <b>Social Services Projects</b>                          |                                      |  |            |  |
| SS0  | Physical Disability Day Services     | Suzanne Clifton<br>Andy Cole                 | Green      | <p>This is a prior year saving. Full year effect savings of £10k were achieved in 2018/19.</p> <p>A report regarding the cost of current meal provision was presented to Scrutiny in June 2019. Further consideration is required to develop proposals for future meal provision which will need to be considered by a future Cabinet.</p>   |
| SS1  | Psychology Support for Foster Carers | Rachel Evans<br>Karen Conway                 | Green      | <p>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.</p> <p>Full year effect savings for 2019/20 have been achieved.</p>  |
| SS2  | Older Persons Day Services           | Suzanne Clifton<br>Gaynor Jones              | Red        | <p>The project team is continuing with exploratory work in relation to the provision of Older Persons Day Services.</p> <p>Consultation has been undertaken in September with staff and citizens – concluding with Scrutiny members' site visits.</p>  |
| SS3  | Maximising Reablement                | Suzanne Clifton<br>Suzanne Clifton           | Green      | <p>Work continues 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> |

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| SS4                                       | Direct Payments         | Amanda Phillips<br>Gaynor Jones    | Green | These savings have been made for the current year. 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 | Amanda Phillips<br>Amanda Phillips | Green | There has been as 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.<br><br>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.   |
| <b>Learning &amp; Skills Projects</b>     |                         |                                    |       |   |
| LS1                                       | Catering                | Trevor Baker<br>Carole Tyley       | Amber | The Catering project team continues to prepare for the launch of The Big Fresh Catering Company. The team are on track to take a report to Cabinet to present the updated Business Plan in the coming months. The company has now been incorporated and 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. |
| <b>Environment &amp; Housing Projects</b> |                         |                                    |       |   |
| EH1                                       | Internal Waste          | Miles Punter<br>Colin Smith        | 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     | Emma Reed<br>Kyle Phillips         | Amber | The £36k for local bus service underspend can still be met. The DPS procurement has been complete. Due to a number of issues with poor service and operator inability costs for school transport have risen. A current £170k overspend in school transport is predicted. This will have a knock effect on future year savings.  |

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| EH3 | Business Support                 | Miles Punter<br>Jo Lewis  | Green | <p>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.</p> <p>Two members of staff are currently located within other areas within the Council. Neighbourhood Services – Operations / Corporate Comms, this will assist with income within Business Support as recharging Waste Grant and Comms.</p> <p>Two posts have been filled via the corporate Apprenticeship Scheme.</p>   |
| EH4 | Community Buildings              | Emma Reed<br>Dave Knevett | Green | <p>This has been met by the reduction of hours of posts within the Healthy Living area.</p>   |
| EH5 | Neighbourhood Services Reshaping | Miles Punter<br>Emma Reed | Red   | <p>Savings of £377k were not made last year. The service is forecast to deliver around half of the total savings required in the current year, with proposals being developed to meet the shortfall however these are dependent on decisions being taken with regards to service proposals.</p> <p>The grass cutting contract has enabled £120k to be saved from alternative service delivery. Concession income has been delayed due to the need for permissions for Romilly Park, Barry Island and South Lodge. There is now a proposal for South Lodge which is being considered. An agreement relating to Bus Shelter Sponsorship has been completed with Clear Channel with implementation of the proposal from October 2019. The toilet strategy has been approved, with proposals to be developed this quarter to ensure appropriate and cost-effective provision. The budget for School Crossing Patrols has been reduced to match the current workforce. Work to review traffic management standards has commenced in September 2019. There have been delays with changes to the provision of Post 16 transport, but the future of fare Paying School bus services is due to be considered by Cabinet in due course. The review of the Drainage Service has been delayed. Work to progress the single use sports facilities is underway, with the transfer of bowls clubs happening as planned from 1<sup>st</sup> October 2019.</p> |



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|   |                                       |                               |           | A reduction in the number of gully-emptying vehicles operating from 3 to 2 has been implemented saving around £80k per annum, the saving being attributed to agency staff and a hire gully vehicle.   |
| EH6   | Traffic Surveys                       | Emma Reed<br>Mike Clogg       | Green     | A reduction has been made in the Traffic Management operational budget from 2020/21. Achieving a reduction in the operational budget will require the review and implementation of new service standards for the Traffic team. This work is currently ongoing and likely to be completed by the end of the calendar year. The new service standards will require buy-in from all parties before implementation as they will generally not maintain as a default the current high level of service and investigation of traffic issues that the public and politicians currently experience. |
| EH7   | Sports Development                    | Emma Reed<br>Dave Knevett     | 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                                  | Miles Punter<br>Mike Ingram   | Amber     | A Cabinet report is to be submitted November/December regarding the contract with Bridgend CBC and a Project Board is being set up made up of Senior Officers and representatives from the Police and the office of the PCC to take this forward.   |
| <b>Managing Director &amp; Resources Projects</b> |                                       |                               |           |   |
| MD1   | Internal Audit                        | Carys Lord<br>Mark Thomas     | 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) | Carys Lord<br>Shelley Bellamy | Amber     | This project began scoping activity during Q1. Further work has been done in Q2 to clarify services included within the proposals and to start considering possible options for the service.  |
| MD3   | Records Management Unit               | Debbie Marles<br>Jeff Rees    | Completed | This project has been completed.  |
| MD4   | Registration Services Lease           | Debbie Marles<br>Jeff Rees    | Completed | This project has been completed.  |

| <b>2c – Corporate Projects Workstream Activity Reports</b> |                            |            |  |
|--|----------------------------|------------|--|
| <b>Project / Programme</b>                                 | <b>Project Sponsor</b>     | <b>RAG</b> | <b>Update</b>  |
| Town & Community Councils and the Third Sector             | Tom Bowring<br>Karen Bowen | 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 Cabinet report was approved in October setting out specific proposals for services/assets and was discussed at Community Liaison Committee in October. Discussions will commence with Town & Community Councils, including the provision of area-specific information to inform decision making. Scrutiny Committee (Corporate Performance & Resources) considered the associated process in October as a referral from Cabinet.   |
| Third Party Spend  | Carys Lord<br>Laura Davis  | 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  | Rob Thomas<br>James Rees   | Red        | <p><b>Digital Employee - Hybrid Mail</b></p> <ul style="list-style-type: none"> <li>• Pilot of new Hybrid Mail portal tested and now rollout in Planning.</li> <li>• Hybrid Mail setup workshops completed with Council Tax, Benefits, Housing, Education and Neighbourhood Services.</li> <li>• Pilot commencing with Council Tax and Benefits to enable the use of Hybrid Mail across the department from November 2019.</li> </ul> <p><b>Digital Employee – Digital Recruitment/Sickness Reporting</b></p> <ul style="list-style-type: none"> <li>• Online recruitment portal launched August 2019. Online Recruitment Portal now provides end-to-end digital platform for all jobs.</li> <li>• 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.</li> </ul> |

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|  |                             |       | <ul style="list-style-type: none"> <li>E-pay slips project on track for initial phase to be launched by December 2019.</li> </ul> <p><b>Digital Customer – eForm Integration</b></p> <ul style="list-style-type: none"> <li>Integration project halted due to inability to enable a secure integration between Oracle and web-based E-form supplier (Abavus).</li> <li>Investigating options for new Digital Customer Experience Platform (to potentially include to enable customers to submit customer service requests digitally and reduce call-handling time at C1V).</li> <li>Requirements to be captured during the creation of a new Customer Strategy for the Council.</li> </ul> <p><b>Digital Customer – Bulky Items</b></p> <ul style="list-style-type: none"> <li>Testing of beta live site with Welsh language and user experience enhancements live with Call handlers at C1V.</li> <li>Delay to web-based payment process in Welsh – process to go-live as bi-lingual service in December 2019.</li> </ul> <p><b>Digital Employee – Office 365</b></p> <ul style="list-style-type: none"> <li>Phase 1 rollout of core Office 365 apps (including Teams) has gone live to over 200 staff.</li> <li>365 Champions Network setup to support both the initial rollout of core apps and a second phase of apps to directly support business transformation.</li> <li>Cabinet pilot to commence in November 2019 following 365 Discovery demonstration to Business Cabinet on the 28<sup>th</sup> October.</li> </ul> |
| Income Generation & Commercial Opportunities | Rob Thomas<br>Rebecca Quinn | Amber | <p><b>IN1 - SS Adults Services – Charging &amp; Income Gen and Debt Recovery</b></p> <p>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.</p>  |

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|  |  |  | <p>The Charging Policy has been reviewed in line with guidance from Welsh Government on financial assessment for people in care homes. Regular meetings are continuing to be held with representatives from the Council's Legal Section to pursue outstanding debt.</p> <p><b>IN2 - MDR Finance – Fraud &amp; Income</b><br/> 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"> <li>• Internal Fraud</li> <li>• Procurement Fraud</li> <li>• Insurance Fraud</li> <li>• Disabled Facilities Grants</li> <li>• Schools</li> <li>• Commissioning of services</li> <li>• Financial Assessments</li> <li>• NFI – Tenancy Fraud, Payroll, Council Tax, Blue Badges, Pensions</li> </ul> <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><b>IN3 - MDR Property – Rental Income (Docks Office)</b><br/> Rental of office facilities for Regional Adoption team secured.</p> <p><b>IN4 – Legal Income</b><br/> 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> |
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|                  |                           |       | <p><b>IN5 - MDR Legal &amp; Democratic Services</b><br/>Inflationary uplift across appropriate fees and charges to be reported through annual fees and charges reporting process to Cabinet.</p> <p><b>IN6 - MDR Performance &amp; Development Fees &amp; Charges</b><br/>Inflationary uplift across appropriate fees and charges to be reported through annual fees and charges reporting process to Cabinet.</p> <p><b>IN7 - MDR Regeneration Fees &amp; Charges</b><br/>Inflationary uplift across appropriate fees and charges to be reported through annual fees and charges reporting process to Cabinet.</p> <p><b>IN8 – MDR Planning</b><br/>To date the department has secured Planning Performance Agreements for additional income of £24,113 in 2019/20. Work continues 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 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.</p> <p>A presentation will be given at this month’s Reshaping Services Programme Board meeting to provide more detailed updates on this programme of work and the projects contained within it.</p> |
| Assets Programme | Rob Thomas<br>Tom Bowring | Amber | 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.  |

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|  |  |  | <p>The Space Project has commenced the third phase of work, with desk and meeting room occupancy studies recently completed at the Docks Office having been undertaken by using desk occupancy sensors. The occupancy study relocated to the Civic Offices in October, with discussions being scheduled with managers of Dock Office-based teams on the interpretation of data and to inform future proposals for consideration.</p> |
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| <b>3 – Programme Risk &amp; Issue Log</b> |                |   |                                 |                                    |  |                               |                          |
|---|----------------|---|---------------------------------|------------------------------------|--|-------------------------------|--------------------------|
| <b>Ref</b>                                | <b>Project</b> | <b>Description</b>  | <b>Probability (Risks Only)</b> | <b>Impact (Risks &amp; Issues)</b> | <b>Action(s) Required</b>  | <b>Resp.</b>                  | <b>Due</b>               |
| 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.<br>Programme Team to review PIDs and identify any issues with the level of resources required to be provided.<br><br>Prioritisation of resources required following T5 development.  | Project Sponsors<br><br>TB/CL | On-going<br><br>03/20    |
| 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.<br><br>Town and Community Council project to consider developing ways of working with this sector (and links with voluntary sector).<br>Inclusion of voluntary sector colleague on Programme Board and project teams to inform development. | GW<br><br>TB                  | On-going<br><br>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/<br/>Project<br/>Managers</p> <p>Tom<br/>Bowring/<br/>Project<br/>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 | <p>Identify opportunities for collaboration early on in the process.</p> <p>Maintain dialogue with potential partners to understand the developments within other organisations.</p> <p>Identify smaller scale opportunities to collaborate where there is some tactical gain to be made that may be scalable in due course.</p> | <p>Project Sponsors</p> <p>Project Sponsors</p> <p>Project Sponsors</p> | <p>On-going</p> <p>On-going</p> <p>On-going</p> |
| 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 | <p>Change Forum updates continued to provide early and on-going visibility of projects.</p> <p>Each appropriate project to maintain links with trade union colleagues, for example, through forum meetings chaired by the project sponsor.</p>   | <p>AU/TB</p> <p>Project Sponsors</p>                                    | <p>On-going</p> <p>On-going</p>                 |

## Appendix A: Corporate Workstream Projects Savings Allocations

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| 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        |
| <b>Third Party Spend Total</b> |  | <b>1,000</b>          | <b>Amber</b> |

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

| <b>ii. Digital Savings</b>         |  |                              |            |                              |                              |                     |
|------------------------------------|--|------------------------------|------------|------------------------------|------------------------------|---------------------|
| <b>Ref</b>                         | <b>Service</b>   | <b>2019/20 Target (£000)</b> | <b>RAG</b> | <b>2020/21 Target (£000)</b> | <b>2021/22 Target (£000)</b> | <b>Total (£000)</b> |
| 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                  |
| <b>Digital Total</b>               |  | <b>87</b>                    | <b>Red</b> | <b>22</b>                    |                              | <b>109</b>          |

| <b>iii. Income Targets</b> |  |                              |              |                              |                              |                     |
|----------------------------|--|------------------------------|--------------|------------------------------|------------------------------|---------------------|
| <b>Ref</b>                 | <b>Service/Project</b>                                       | <b>2019/20 Target (£000)</b> | <b>RAG</b>   | <b>2020/21 Target (£000)</b> | <b>2021/22 Target (£000)</b> | <b>Total (£000)</b> |
| 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                  |
| <b>Income Total</b>        |  | <b>220</b>                   | <b>Amber</b> | <b>87</b>                    | <b>75</b>                    | <b>382</b>          |