

Meeting of:	Cabinet
Date of Meeting:	Thursday, 16 October 2025
Relevant Scrutiny Committee:	No Relevant Scrutiny Committee
Report Title:	Reshaping Programme Update
Purpose of Report:	To update Cabinet on progress made during Quarter 1 of the Reshaping Programme and seek endorsement of its ongoing direction.
Report Owner:	Executive Leader and Cabinet Member for Performance and Resources
Responsible Officer:	Director of Corporate Resources
Elected Member and Officer Consultation:	Strategic Leadership Team and Cabinet
Policy Framework:	This is a matter for Executive decision by Cabinet.
<p>Executive Summary:</p> <ul style="list-style-type: none"> This report provides Cabinet with a Quarter 1 update on the Council's Reshaping Programme, following the approval of the refreshed framework in January 2024. The Reshaping Programme is a strategic initiative aimed at transforming the way the Council delivers services, ensuring sustainability, efficiency, and responsiveness to community needs. It is a key enabler of the Council's Medium Term Financial Plan (MTFP) and annual budget strategy, both of which set clear expectations for the programme to support financial sustainability and service resilience. The programme is focused on transforming areas of high financial and operational pressure to reduce reliance on tactical savings and safeguard the Council's capacity to deliver preventative and priority services. This approach is aligned with the Council's Corporate Plan – Vale 2030, approved in March 2025, which sets out the strategic direction for the organisation through to 2030. To support oversight and governance, a structured Quarterly Reporting format has been introduced. This consolidates updates across all workstreams and provides: <ul style="list-style-type: none"> Visibility and Oversight for the Programme Board, SLT, and Cabinet. Strategic Governance through formal reporting to Cabinet and Committees. Risk and Issue Management by identifying and escalating strategic risks. 	

- Financial Transparency by integrating savings monitoring with budget planning.
 - Efficiency and Flexibility by leveraging existing data and minimising duplication.
- During Quarter 1, services have engaged in developing transformation proposals aligned to the five strategic themes of the programme:
 - Target Operating Model
 - Service Transformation
 - Strengthening Communities
 - Digital Innovation
 - Economic Resilience
- These proposals are currently being collated and will be subject to internal challenge and refinement during September and October 2025. The Transformation Team is coordinating the reporting process, with programme and project sponsors responsible for updates from their respective service areas.
- The programme remains closely aligned with the Council's Financial Strategy, which highlights a significant projected funding gap across the medium term and the need for continued delivery of savings whilst identifying sustainable service models and supporting the development of a balanced budget.
- The budget for consultation will include emerging proposals and allow for extended public engagement on future proposals. This reflects a shift towards earlier and more inclusive participation in the budget-setting process.
- Further updates will be provided to Cabinet as the programme progresses.

Recommendations

1. That Cabinet endorse the contents of this report and Appendix 1 which provides visibility and oversight of a range of initiatives within the Council's Reshaping Programme, and notes the achievements and challenges identified within the report.
2. That Cabinet considers the risks identified within the report and notes how these are being managed in line with the Council's Risk Management processes.

Reasons for Recommendations

1. The Reshaping Programme is a key strategic initiative supporting the Council's long-term financial sustainability and service transformation. This Quarter 1 update provides Cabinet with visibility of progress across all workstreams and ensures continued alignment with the Council's Medium Term Financial Plan and Corporate Plan (Vale 2030).
2. Considering the risks intrinsic with the Reshaping Programme and the way these are being managed provides assurance that Cabinet is aware of these matters.

1. Background

- 1.1 The Reshaping Programme is a strategic initiative aimed at transforming the way the Council delivers services, ensuring sustainability, efficiency, and responsiveness to community needs. It is a key enabler of the Council's Medium-Term Financial Plan (MTFP) and annual budget strategy, supporting the delivery of long-term financial sustainability and service resilience.
- 1.2 In January 2024, Cabinet approved proposals to develop the next phase of the Reshaping Programme. This refreshed approach builds on the original Reshaping Services strategy launched in 2015 and incorporates learning from the post-pandemic period, the Council's Recovery Strategy, and the development of the new Corporate Plan – Vale 2030.
- 1.3 The programme is focused on transforming areas of high financial and operational pressure to reduce reliance on tactical savings and safeguard the Council's capacity to deliver preventative and priority services. This approach ensures that transformation activity is aligned with both strategic objectives and financial imperatives.
- 1.4 In October 2024, Cabinet endorsed the Reshaping Programme prospectus which established five themes of transformation activity (with associated workstreams) as follows:
 - Target Operating Model
 - Strategic Asset Management
 - Income Generation and Commercial Opportunities
 - People and Culture
 - Strategic Ways of Working
 - Brilliant Basics
 - Service Transformation

- Social Services
- Learning and Skills
- Environment and Housing
- Place
- Corporate Resources
- Strengthening Communities
- Digital Innovation
- Economic Resilience

- 1.5** The same report proposed priority areas of activity and these were incorporated into the Council's budget proposals and final revenue budget, approved by Council in March 2025.
- 1.6** Work has commenced in the intervening period to deliver the work contained in the prospectus.
- 1.7** To support oversight and governance, a structured Quarterly Highlight Report format has been developed. This consolidates updates across all workstreams and provides a comprehensive view of progress, risks, and opportunities. The reporting mechanism supports:
- Visibility and oversight for the Programme Board, Senior Leadership Team (SLT), and Cabinet.
 - Strategic governance by informing future decision-making through appropriate channels.
 - Risk and issue management by identifying and escalating strategic risks.
 - Financial transparency by integrating savings tracking with budget planning.
 - Efficiency and flexibility by leveraging existing data and minimising duplication.
- 1.8** The Quarter 1 Highlight Report is structured to reflect the five strategic themes of the Reshaping Programme and includes detailed updates from each relevant service area. The report also highlights the programme level risks associated with the Reshaping work.
- 1.9** Each section provides a summary of activity, progress against objectives, and any emerging risks or dependencies. The Transformation Team has coordinated the reporting process, with programme and project sponsors responsible for updates from their respective service areas. The Programme Board has reviewed the report and continues to oversee delivery and escalation of strategic issues.
- 1.10** This update enables Cabinet to maintain oversight of the programme's progress, understand the emerging themes and risks, and recognise the successes achieved so far. Any decisions arising from specific proposals will be brought forward through the appropriate governance channels as the programme develops.

2. Key Issues for Consideration

- 2.1** The Quarter 1 Highlight Report outlines a range of successes across the Reshaping Programme, alongside several risks and challenges that require

ongoing attention. These issues span across strategic themes and directorates, with some cross-cutting implications.

- 2.2** The Council continues to make progress in delivering transformation across services. The background papers section of this report provides Cabinet with links to reports associated with the Reshaping Programme during this period.
- 2.3** Notable deliverables for this period include:
- 2.4** Accommodation Strategy (Eich Lle): Relocations are underway to optimise use of Civic Offices and Dock Offices, improving working conditions and team integration whilst delivering significant savings and enabling alternative uses for the Dock Offices.
 - Income Generation: Delegated authority for short-term concessions has streamlined approvals and enabled new income opportunities, already delivering benefits for residents.
- 2.5** Digital Innovation: Significant work is underway to deliver digital improvements. Notable projects include the cloud migration which is progressing well, mitigating infrastructure risks and supporting the Digital Strategy. The launch of the Cyfieithu Cyflym translation tool has improved turnaround times and reduced costs.
- 2.6** Community Asset Transfers: Applications have been received for several single-use sports facilities, with Jenner Park progressing to Stage 2. These transfers support community ownership and long-term sustainability of assets. Lessons are being learnt from these to improve how this area of work can be handled in the future, too.
- 2.7** Reshaping Scrutiny: Changes have been introduced to the Council's scrutiny processes to deliver more effective scrutiny, alignment with Vale 2030 and new opportunities for Members to access information and support.
- 2.8** People and Culture: Facilitated strategy sessions with SLT and Heads of Service have informed the development of the People Strategy 2030–2050. The 2025 Employee Engagement Survey results have been shared with SLT and next steps are being planned.
 - Learning and Skills: Schools have transitioned from costly external waste contracts to Vale of Glamorgan services, delivering savings. A review of printing contracts is underway, with a collective tender approach being considered.
 - Environment and Housing: A full-service review of Parks and Cleansing has identified savings and new working models aligned with Neighbourhood Services.
 - Strengthening Communities: The Your Place initiative is progressing, with PSB partners collaborating on health and employment priorities in deprived communities.
 - Economic Resilience: Placemaking Plans for three towns have been signed off by Cabinet and Town Councils, providing a strategic framework for local development.
 - Corporate Resources: All schools have now been successfully onboarded onto the Council's payroll SLA.

- Cross cutting: A comprehensive review of School Transport has been completed, with several projects approved by SLT. A new School Transport Board has been established, chaired by the Director of Environment and housing, with its inaugural meeting scheduled for July.

2.9 While the Reshaping Programme continues to make progress, a number of cross-cutting risks have emerged that require strategic attention and ongoing management. These risks are summarised under the following key themes:

- **Capacity and Resource Constraints:**
Many service areas have identified a high volume of potential projects, but limited capacity and resources are impacting the ability to deliver at pace. This includes digital transformation, service reviews, and community-focused initiatives. Prioritisation of actions will be essential to ensure that the most critical work is delivered when needed.
- **Digital Enablement and Infrastructure:**
Several workstreams are reliant on digital solutions to unlock efficiencies and income opportunities. While progress has been made (e.g. cloud migration and translation tools), there remains a risk that services may miss opportunities due to limited digital capacity, budget constraints, or delays in implementation.
- **Strategic Alignment and Delivery:**
There is a risk that decisions made at a strategic level (e.g. within the Target Operating Model) are not consistently translated into operational delivery across directorates. Continued communication and alignment will be necessary to ensure that transformation objectives are embedded throughout the organisation.
- **Financial Risk and Income Generation:**
Delays in progressing asset transfers and income-generating initiatives may impact financial planning and savings targets. While new cost recovery guidance has been issued, services must demonstrate the financial viability of proposals to ensure prioritisation and investment.
- **External Dependencies and Specialist Advice:**
Some projects, particularly those involving asset reuse or regeneration, require specialist advice or external funding. Delays in securing these inputs may affect delivery timelines and scope.
- **Demand Management and Service Pressures:**
In areas such as Social Services and Learning and Skills, demand pressures and data limitations present ongoing risks. These include managing waiting lists, ensuring service continuity, and maintaining quality while delivering transformation.
- **Funding and Delivery of Strategic Plans:**
While strategic frameworks such as Placemaking Plans have been approved, there is a risk that insufficient funding may delay the delivery of quick wins or the development of priority projects.

- 2.10** These risks are being monitored through the Programme Board and relevant governance channels. Mitigation actions are being developed and will be reflected in future updates to Cabinet. Members will note that these are also reflected in the Council's Corporate Risk Register which is regularly reported to Governance and Audit Committee and Cabinet.

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

- 3.1** Embedded across all five themes of the Reshaping Programme—Target Operating Model, Service Transformation, Strengthening Communities, Digital Innovation, and Economic Resilience—are the Five Ways of Working: Long Term, Prevention, Integration, Collaboration, and Involvement. These principles guide the development and delivery of transformation activity and support the Council's Well-being Objectives.
- 3.2** The programme is aligned with the Council's Corporate Plan (Vale 2030) and Medium-Term Financial Plan, ensuring a long-term approach to service sustainability and financial resilience. Transformation proposals are designed to support future service models and reduce reliance on short-term savings.
- 3.3** A focus on prevention is evident in the prioritisation of high-pressure areas and the safeguarding of preventative services. This approach aims to reduce future demand and improve outcomes for residents.
- 3.4** The programme promotes integration by aligning transformation activity with wider strategic planning, including workforce, digital, and financial strategies. Workstreams are designed to connect across services and with external partners to deliver joined-up solutions.
- 3.5** Collaboration is central to the programme's delivery, with internal teams, PSB partners, and external stakeholders working together on shared priorities. Examples include the 'Your Place' initiative and joint work on school transport and community asset transfers.
- 3.6** Involvement is embedded through extended public engagement, including the Budget for Consultation and insight gathered during the development of the Corporate Plan. This ensures that transformation is informed by the views and experiences of residents, staff, and partners.

4. Climate Change and Nature Implications

- 4.1** While there are no direct implications arising from this report, the Reshaping Programme is being developed in the context of the Council's declared Climate and Nature emergencies. The availability of funding and alignment of transformation activity will be critical to supporting the Council's ambition to achieve net zero by 2030 and deliver nature recovery objectives.

5. Resources and Legal Considerations

Financial

- 5.1** The Reshaping Programme remains a core component of the Council's Medium Term Financial Strategy, supporting the delivery of financial savings, cost avoidance, and long-term sustainability.
- 5.2** The programme prioritises transformation in areas of high financial pressure, with project entry criteria focused on delivering savings or preventative value. This approach helps reduce reliance on tactical savings and supports strategic budget planning.
- 5.3** The Council has established a number of financial reserves to support transformation activity, including the Risk and Reshaping Reserve, Corporate Landlord Reserve, and Digital Reserve. These resources are being used to enable project development and implementation across workstreams.

Employment

- 5.4** There are no direct employment implications arising from this report. However, the programme continues to involve staff through engagement activities, including strategy sessions, surveys, and involvement in project design and delivery.
- 5.5** Communication and engagement with colleagues remain a priority, with ongoing dialogue with staff groups and Trades Unions supporting the Council's commitment to a collaborative and inclusive workforce culture.
- 5.6** A dedicated team within the Corporate Resources Directorate is supporting services in the development and implementation of transformation projects, providing coordination and capacity to progress key initiatives by working in partnership with staff from across the organisation.

Legal (Including Equalities)

- 5.7** There are no direct legal implications associated with this report. Any legal considerations arising from individual projects will be addressed through the appropriate governance and advisory channels.
- 5.8** Equality Impact Assessments will be undertaken as required for individual proposals, ensuring that the Council's duties under the Equality Act are met and that transformation activity supports inclusive service delivery.

6. Background Papers

[Reshaping - A Future Transformation Programme](#), Cabinet, January 2024

[Reshaping Programme Update](#), Cabinet, October 2024

[Draft Budget](#), Cabinet, March 2025

[Reshaping Scrutiny](#), Cabinet, April 2025

[Cloud Migration](#), Cabinet, May 2025

[Asset Transfers Llantwit Major TC](#), Cabinet, May 2025

[Assets and Opportunities for Concessions](#), May 2025

[Placemaking Plans](#), Cabinet, June 2025



Reshaping Programme Board Summary Highlight Report

June 2025



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Uchelgais | Ambitious



Balchder | Proud



Agored | Open



Cydweithio | Together



Background

The Reshaping programme is a strategic initiative aimed at transforming the way the Council delivers services, ensuring sustainability, efficiency, and responsiveness to community needs.

The Council's annual budget and Medium-Term Financial Plan both set clear targets for the Reshaping programme to work towards. The Reshaping programme is focused on transforming areas of high pressure in order to minimise the need for tactical savings. This approach will help to maintain the Council's capacity and safeguards preventative services.

To support this, a structured Quarterly Report format has been developed to consolidate and communicate progress across all workstreams aligned with Reshaping.

This reporting mechanism serves multiple purposes:

- **Visibility and Oversight:** It provides a comprehensive view of ongoing activities to the Programme Board, including the Senior Leadership Team (SLT) and Cabinet.
- **Strategic Governance:** It forms the basis for formal reporting to Cabinet and relevant Committees, enabling informed decision-making.
- **Risk and Issue Management:** The report facilitates the escalation of strategic issues and identification of common risks across the programme.
- **Financial Transparency:** It integrates financial data with savings monitoring to ensure alignment with budgetary goals.
- **Efficiency and Flexibility:** The format leverages existing information and is adaptable to current arrangements across the Council, minimizing duplication of effort.

The Transformation team is tasked with collating information and populating the report. Programme and project sponsors are responsible for coordinating updates from their respective service areas. The Programme Board reviews the reports and addresses any issues or risks that are escalated.

This approach ensures that the Reshaping programme remains transparent, accountable, and strategically aligned with the Council's long-term objectives.



Target Operating Model: Strategic Asset Management

Project Sponsor			Rob Thomas			
Projects Summary						
Scheme	2025/26 (£000)	2026/27 (£000)	2027/28 (£000)	2028/29 (£000)	2029/30 (£000)	In Year RAG
Corporate Landlord	WIP					Tbc
Eich Lle (Docks Office)	50					Amber
Introduce additional concessions across Neighbourhood Services assets	25					Tbc
Declare all Lifeguard buildings surplus for Community Asset Transfer consideration or closure	10					Tbc
Community Asset Transfer of assets (Vale wide)	25					Tbc
Permanent closure of car park Court Road Multistorey (tactical - residual budget)	38					Red
Old Hall	WIP					WIP
Single use facilities	100					Red
Country Parks, Parks & Gardens	WIP					WIP
Highways Asset Management Plan	WIP					WIP
Arts Central	WIP					WIP
The Kymin	WIP					WIP
Docks Office	300					Amber
Hen Goleg	WIP					WIP



Palmerston Centre	WIP					WIP
Penarth Pier Pavilion	WIP					WIP
C1V Office Accommodation	50					Green
Jenner Park	65					Red
New Model for Community Centres	20					Red
MTFP - Decarbonisation Work Streams	0	200	400	400	1,000	Amber

Work continues to align the Council's asset base with service delivery needs, financial sustainability, and community outcomes.

The priorities of the Corporate Asset Management Plan are being implemented, with a focus on data collation, rationalisation, and maximising the use of assets including income generation opportunities.

The work of the Reshaping Assets Group has seen a number of key assets considered for alternative and sustainable uses including a number of community asset transfers and other priority assets.

Key Achievements

- Community Asset Transfer applications have been received for several single use sports facilities - Old Penarthians, Penarth Athletic Club, Barry RFC, Jenner Park – with the latter now progressing to Stage 2.
- A Stage 2 Community Asset Transfer application is currently being considered for the Belle Vue Community Centre in Penarth.
- The Wick Sports Pavilion, multi-use games area and playing field is shortly to transfer to Wick Community Council as an asset transfer.
- The Llantwit Major Townhall Car Park and Town Hall toilets, Boverton Toilets, Wine Street Car Park and Boverton Road car park are shortly to transfer to Llantwit Major Town Council as an asset transfer.
- The Council's Eich Lle project continues to move forward with the latest phase of the project seeing several teams to be relocated to allow colleagues from Place to relocate to the Civic Offices during the Summer. Planning is also underway to move Social Services colleagues from the Dock



Offices basement to first floor Dock Offices. These changes are designed to bring teams closer together, improve working conditions, and make the most of our available space.

- A number of new short-term pilot concessions have recently been advertised across parks and gardens in the Vale, resulting in three successful applications generating approximately £8,000 in income.
- Development of the Old Hall has emerged as one of the priority projects in the Cowbridge placemaking plan. Architects have been appointed for a heritage impact assessment and feasibility study of the Old Hall and renovation works are underway in Annex 1 funded via SPF. Discussions have taken place on possible options for the relocation of certain Council teams out of Old Hall, but Service colleagues have advised that the negatives associated with these moves will far outweigh the potential savings on Business Rates etc..
- Active discussions are underway to transfer a number of community centres to local community associations. One formal CAT application has been received.
- The first phase of marketing the Docks Office has concluded. The Council is looking to appoint a partner to operate and manage the building and operate a flexible workspace and create a business hub for the community.
- With increasing events the Penarth Pier Pavilion is projecting to increase its income and cover its costs. There is work continuing to make improvements to the building using SPF funding.
- Barry Town Centre – officers are actively pursuing the acquisition of 2 Town Centre properties. The acquisition of these important town centre properties will align with and help deliver the emerging Barry Placemaking Plan, which identifies the importance of bringing vacant and underused buildings back into use. The Plan sets out an ambition to animate the high street, diversify uses, and embed greater community, cultural and service-based activity within the town centre. The proposal seeks to safeguard a key town centre assets for the public and service benefit.
- Holm View Leisure Centre – a number of parties have expressed interest in the building however significant investment requirements exist. Discussions concerning options are currently ongoing.

Actions Planned

- Officers from the Project Management Unit are working up reports in relation to the Kymin with recommendations for the way forward being developed.



- Options appraisal for Holm View – Following expressions of interest from various parties regarding this building, the project team will initiate an options appraisal to assess the most viable and strategic use of the asset. This process will be undertaken to ensure that all potential opportunities are fully explored and aligned with organisational priorities. The team will review all available options, taking into account, operational requirements, and long-term viability. A recommendation will be brought forward to the Assets Board once the appraisal is complete.

Issues to Escalate & Decisions Required

- A number of single use sports facilities projects are currently categorised as red within the Reshaping Assets workstream due to slow progress once matters are in the hands of the Clubs. Officers in Legal are chasing whenever possible for early resolution of any outstanding issues to enable the transfers to complete as soon as possible. Consideration should be given to progressing towards a full cost recovery position with these assets, should the transfers be unnecessarily delayed any longer.
- Timing of Fee Setting and transfers - to ensure discussions are well informed and based on the future costs to groups. Impact: Medium. Mitigation: Ensure timing of fees and charges report as planned for the autumn.

Workstream Risks & Issues

Risk/Issue	Likelihood (Risks)	Impact	Action Required
Asset Transfers do not complete	Medium	High	Legal team to continue to chase completions wherever possible. Consideration being given to a SPF post to support community groups/ organisations in the CAT process.
Investment requirements to make assets viable not funded	High	High	Consideration of how assets can be transferred with grant support where possible
Saturating Market with concession opportunity	Medium	Medium	Consider carefully locations and types of concessions being offered to mitigate any saturation issues.



Target Operating Model: Income Generation & Commercial Opportunities

Project Sponsor			Matt Bowmer			
Projects Summary						
Scheme	2025/26 (£000)	2026/27 (£000)	2027/28 (£000)	2028/29 (£000)	2029/30 (£000)	In Year RAG
Car Parking Income Coastal locations	320					Amber
Weddings & Celebrations	WIP					WIP
Filming Opportunities	WIP					WIP
Commercial Waste & Recycling	50					Amber
Debt Recovery	WIP					WIP
Debt Recovery (Social Services)	200					Amber
Direct Payment Processes	75					Amber
Fees & Charges setting	WIP					WIP
Concessions	WIP					WIP
Sponsorship	WIP					WIP
Increase garden waste subscription charges	20	20				Green
New camera car and increased enforcement opportunities	225					Amber



Telecare expansion and fee review	20					Green
Planning Income target – WG fees increase	70					Amber
New Planning income opportunities- new products	20					Green
Fee Increases in Planning and Building Control	10	10				Green
Focus on income from business support	15	15				Green
Additional Income commercial lease income	20	20				Green
Country Park Leisure commercialisation	40					Amber
Income from traded DBS services, Service Level Agreements, Payroll SLAs, Fees and Charges and Shared Cost AVCs.	80					Green
ANPR income country parks	20					Amber
Parking Review (Phase 1)	100					Amber
MTFP - Key income generation opportunities		984	984	984	984	Amber
MTFP -Increase Council tax Collection Rate 1%		363	363	363	0	Amber



Key Achievements

- Neighbourhood Services and Learning & Skills teams are working to onboard schools to our Commercial Waste service. Eight schools have so far transferred over. The commercial waste income has increased by £11,412.12 at the same time as reducing costs for schools and improved recycling rates.
- Cabinet has approved the delegation of authority to relevant Directors and Cabinet Members to approve future short-term concessions, streamlining the process and making it easier to trial opportunities.
- As part of work to develop a new Payment Strategy, current payment routes have been mapped and opportunities identified for modernising and streamlining customer transactions.
- Work is underway implement fixed Chip and PIN devices at libraries and the Penarth Pier Pavilion. A pilot programme is also being conducted to trial mobile contactless devices, offering greater flexibility for staff and customers.
- A new Accounts Receivable system has been implemented to further strengthen financial operations.
- The use of Granicus is being expanded to facilitate more customer payments online. Finally, the future of cash and cheque payments is under review, ensuring that all payment methods remain relevant and cost-effective in the evolving financial landscape.
- A successful income generation workshop was held on 29 May, resulting in a list of 20 additional projects that are being scoped for delivery by September. Key initiatives include additional events at Art Central and the Pier and expanded memorial offerings at resorts.

Actions Planned

- Building on the findings presented to the Scrutiny Committee in January 2025, the proposal to implement on-street parking charges at Barry Island and Penarth Seafront is progressing. The evidence continues to support the benefits of improved traffic flow and parking management during peak periods. As a result, the proposal is scheduled to return to Cabinet for further consideration on 3rd July 2025.



- This process of fees and charges setting will be accelerated within the current year to allow sufficient time for thorough review and refinement. The Transformation Team will support a comprehensive assessment of existing fees and charges to determine whether they achieve full cost recovery. To support this effort, a structured playbook will be developed, providing service areas with clear guidance and tools to evaluate and adjust their fees and charges effectively.
- Explore opportunities for appropriately using autorenewal via Direct Debit to ensure greater certainty on continued income generation.

Issues to Escalate & Decisions Required

- None required.
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Workstream Risks & Issues

Risk/Issue	Likelihood (Risks)	Impact	Action Required
Understanding of cost of services and the approach to full cost recovery	M	M	Guidance to be developed for council staff.
Ensuring that processes are as efficient as possible to collect payments	M	H	SLT quarterly reporting, move to Oracle Fusion for Accounts Receivable and ensure Staffnet guidance is available and regular updates to senior managers.



Target Operating Model: People & Culture

Project Sponsor	Tracy Dickinson
Projects Summary	
Scheme	In Year RAG
Strategic Workforce Planning	Tbc
Learning Culture	Tbc
Fostering Innovation	Tbc
Reward & Recognition	Tbc
Recruitment & Retention	Tbc
Absence, special leave and flexi-scheme	Tbc
Internal communications & engagement strategy	Tbc
Call to action – Big Conversation & Staff Charter/Culture Book	Tbc
Health & Wellbeing	Tbc
Key Achievements	
<ul style="list-style-type: none"> Facilitated People Strategy sessions with SLT and Heads of Service . This data will be used to help further draft the People Strategy 2030 - 2050 High Level Employee Engagement Survey 2025 results presented to SLT. Vale 2030 updates made within the Culture Book, Online Induction Programme and across learning initiatives. Manager and Chief Officer Autumn Sessions – SLT approved broad themes that will be covered as part of the sessions. A People Board has been established, made up of volunteers from each directorate, diversity champions, our communications team and HR reps from OD. The Board is currently considering a draft version of the People Strategy has been shared with the People Board and SLT. Welcome to the Vale has been updated with the Vale2030 strategy elements and work has started on adapting our online induction programme to align to Vale2030. Learning at Work Week and Learning Café Sessions on Vale 2030 and upcoming changes to scrutiny. Employee Engagement Survey 2025 has been completed with 1174 colleagues across the council and schools responding. 	
Actions Planned	
<ul style="list-style-type: none"> First Draft of the People Strategy to be presented to SLT in September, with wider consultation to follow in September ready for final version in October 2025. 	



- Employee Engagement Survey results 2025 - further session with SLT to be scheduled on creating a Corporate Action Plan to help inform People and Culture Workstream.
- Employee Engagement Survey results 2025 – Directorate Specific Reports, including action plans and recommendations to be available and presented in September 2025 and help inform People and Culture Workstream.
- Manager and Chief Officer Autumn Sessions – Development work to create engaging and experiential sessions around 21st Century Public Servant Behaviours to take place in October
- Career Pathway Guidance being created to support employment options and guidance for managers in support of the Attraction and Recruitment Strategy.
- Work between OD&L and Comms continues to identify opportunities for collaboration in the Brilliant Basic work.
- The development of a new internal communications strategy is underway
- Work to procure a new Learning Management System is under way, with the intention of migration work starting in H2 2025/26
- Review the appraisal process and the system as a result of reduced completion rates.

Issues to Escalate & Decisions Required

- Will need a decision shortly on how to proceed with appraisals in 2025/26 given low completion rate, migration to new iDev system and resource required to support.

Workstream Risks & Issues

Risk/Issue	Likelihood (Risks)	Impact	Action Required
Resource and Capacity to deliver on multiple projects	High	High	Need to prioritise the actions, to ensure we are delivering what is needed at the point it is needed
Culture change needed to adapt to changing approaches.	Mid	High	Clear guidance, and ongoing communication through multiple channels.
Need to be able to demonstrate to staff that we are committed to making changes as part of the Survey Results.	Mid	High	Communicate and engage with staff, and commit to Action Plans at a Corporate and Directorate level.



DRAFT



Target Operating Model: Strategic Ways of Working

Project Sponsor	Rob Thomas
Projects Summary	
Scheme	In Year RAG
Decision making & involvement	Green
Structure & organisational design	Green
Brand	Green
Performance	Green
Risk	Green
Governance	Green
Delivery Models	Amber
Procurement approach	Green
Financial Strategy	Green
Process Change	Green
Communications	Green
Key Achievements	
<ul style="list-style-type: none"> Agreed to rerun Let's Talk About Life in the Vale survey. Brand relaunched as part of the Signalling Change Plan to accompany publication of Vale 2030. All produced in house, the new branding is being applied to a range of different Council activity. The self-assessment process is underway, and will result in an earlier report to Members, accompanied by end of year performance information. This will be the subject of the first new joint performance scrutiny committee arrangements. Achieved approval for changes to reshape scrutiny as recommended as part of the PPA process. Work has commenced by SLT to develop proposals for the medium-term financial plan that will see a move to more savings coming from Reshaping in the coming years, reducing the impact of tactical savings. Development of new 'tone of voice' guidance and corporate narrative to help shape communications internally and externally. 	
Actions Planned	
<ul style="list-style-type: none"> Scrutiny committees will consider task and finish topics in July and the first series of Member Expos will also take place. Preparatory work is underway on the member briefing stream of Reshaping Scrutiny, to launch from September. Roll-out the new branding, ensuring an assets/design pack is available for all colleagues. 	



- Progress with Let's Talk About Life in the Vale survey.
- Review of performance reporting (internally to SLT for all quarters, and to Members at Q2 and end of year) to progress, making use of PowerBI.
- Seek approval from Cabinet for the updated Financial Strategy, and to progress to develop workstreams for Reshaping for 2026 onwards.
- Seek approval from Cabinet (following Scrutiny) of the updated Procurement Strategy & Policy, reflecting the Committee's task and finish work.
- Complete a service redesign approach that can apply process duplication and Brilliant Basics alongside digital to work with service areas (starting with Council Tax).
- Development of the new Communications Strategy (internal and external).
- Consideration of further information for colleagues on different delivery models, to accompany discussions on the next phase of Reshaping proposals.
- Board agreed for SLT to discuss prevention as a topic and determine best way to ensure this is embedded within the programme.

Issues to Escalate & Decisions Required

- Cabinet decisions will be required for the Financial Strategy and Procurement Strategy & Policy in July.
- No other decisions required.
- One issue to escalate for discussion/agreement – whether as part of this workstream (or as an independent TOM workstream) to include prevention in response to the FGC's five year report and work underway within Vale 2030.

Workstream Risks & Issues

Risk/Issue	Likelihood (Risks)	Impact	Action Required
Risk that decisions taken at TOM level are not translated to directorate work.	M	H	Programme Board (and SLT) discussions to ensure connections made.



Target Operating Model: Brilliant Basics

Project Sponsor	Rob Thomas
Projects Summary	
<p>Brilliant Basics will be a fundamental part of changing how we work as an organisation. It is about getting the basics right, every time.</p> <p>Service delivery is at the heart of everything that we do – whether that's a service to our residents or for our colleagues.</p> <p>The Target Operating Model workstream will focus on:</p> <ul style="list-style-type: none"> • Customer Service Principles: "How can we help?" • Process simplification and streamlining • Reducing duplication • Working at pace when capacity is challenging 	
Scheme	In Year RAG
Brilliant Basics Charter	Green
Customer Charter	Green
Tone of Voice guidance	Green
Key Achievements	
<ul style="list-style-type: none"> • After being developed and tested through a series of workshops with colleague and the Council's management development sessions a new Brilliant Basics Charter was signed off by SLT in the summer. • A list of pilot projects through which we can apply Brilliant Basics principles to change management has been scoped. • A number of case studies showing where Brilliant Basics principles are already being applied with the in Council have been identified. • New Tone of Voice guidance has been developed along with AI prompts to enable automated review and rewriting of existing correspondence in line with Brilliant Basics principles. 	
Actions Planned	
<ul style="list-style-type: none"> • A suite of promotional materials and case studies are being produced to support the launch of the Brilliant Basics charter in September 2025. • The Council's OD and Learning, Communications, Digital and Transformation Teams are working to develop a rolling campaign of initiatives to implement Brilliant Basics and within the context of the Signalling Change plan and the forthcoming People Strategy. • A new Customer Charter is being developed. 	



- The Council's competency framework and #itsaboutme process will be reviewed to incorporate Brilliant Basics.

Issues to Escalate & Decisions Required

- None.
-
-

Workstream Risks & Issues

Risk/Issue	Likelihood (Risks)	Impact	Action Required
Unable to align with existing programmes of work or embed principles in projects that are already underway	Medium	Medium	Clear guidance on practical implementation
Negative impact on staff morale if given the impression that the Council believes colleagues are not currently working in this way	Medium	High	Clear communications plan and key messages required, including highlighting of existing best practice



Service Transformation: Social Services

Project Sponsor			Lance Carver			
Projects Summary						
Scheme	2025/26 (£000)	2026/27 (£000)	2027/28 (£000)	2028/29 (£000)	2029/30 (£000)	In Year RAG
Releasing time to care	350					Tbc
Complex Cases review	250					Tbc
Reablement "intake" model of care	200					Tbc
Residential Accommodation for children	790	275				Tbc
Unaccompanied Asylum Seeking Children Supported Accommodation	75					Tbc
Pre-birth pathway	147	74				Tbc
Independent Fostering Agency placements for children	90	45				Tbc
Day Services Model	WIP					
Review of Agency	WIP					
MTFP - Social Services demand management.		2,358	2,358	2,358	2,358	Amber

In addition to these there are a number of significant further reshaping projects in Social Services without savings targets attached. These are:

- Development of Micro Enterprises for Adults
- The development of capital opportunities to support office staff and day opportunities
- Development of an Interventions Hub to respond to the needs of children and young people
- Expansion of the Flying Start childcare offer
- Develop an Integrated Front Door across Early Help and statutory Children’s Services
- Support increased number of staff to become qualified social workers
- Deliver on the ADSSC Anti Racist Wales recommendations



- Progress the implementation of a new care record system including the finance module
- Accelerate progress in delivering 'Mwy na geiriau' to improve our service delivery for those whose first language is Welsh

Key Achievements

- First two homes operational and offering homes to five children looked after. Works have commenced to third home with process underway to seek CIW registration at the appropriate time. Eliminate bid made to WG, outcome awaited.
- One pre-birth worker recruited and another in process. Transfer arrangements in place to support early transfer to long term team. Regular pre-birth formulation meetings taking place to consider support options for parents.
- The Council continues to engage with our current Day Services customers about our offer, with a community focus. We are also exploring alternative accommodation for some of our services. Community Catalysts involved in a diagnostic period with the ask to build community meaningful activities
- RTTC Project lead OT and OT assistant both in post now, early reviews have already released some care hours and created budget saving, will need whole system change over a number of years to change culture, training etc to make single carer the default for manual handling of people.
- The replacement care record system has been procured and implementation has commenced.
- Work has been completed for the Integrated Front Door for CYPS and is ready for deployment in Q2 2025.

Actions Planned

- Social Services tracks all reshaping actions in an 'Action Tracker'. This contains 85 actions.

Issues to Escalate & Decisions Required

- Board would like to understand the Bristol Fostering approach further to see if this could assist in our development of further fostering.

Workstream Risks & Issues



Risk/Issue	Likelihood (Risks)	Impact	Action Required
To monitor the demand upon our services and ensure that waiting lists are managed accordingly, risks mitigated or acknowledged and consequences identified	Probable	High	Demands in terms of number and complexity are increasing and the workforce is at risk of exhaustion / burn out. Expectations of people who use our services and their families, along with our system partners are also increasing. Budget spend is significantly exceeding. The actions in the tracker are intended to support the mitigation of these risks.



Service Transformation: Learning & Skills

Project Sponsor				Elizabeth Jones		
Projects Summary						
Scheme	2025/26 (£000)	2026/27 (£000)	2027/28 (£000)	2028/29 (£000)	2029/30 (£000)	In Year RAG
Contract review	WIP					WIP
ACL Review	130					Amber
Arts Review	65					Red
New School Improvement Arrangements	WIP					WIP
ALN options	WIP					WIP
Youth Engagement	WIP					WIP
Learning & Building from Estyn inspections 2024						TBC
Old Hall	40					Amber
MTFP Additional Learning Needs	481	481	481	481		Amber
Key Achievements						
<ul style="list-style-type: none">The directorate has made good progress in reviewing school contracts to ensure they are cost effective and provide value for money. A number of schools have been supported with exit from costly waste contracts and have successfully transitioned to Vale waste services. Negotiations with the Council’s waste team has resulted in a agreeing a competitive pricing structure that is more cost effective and resulted in cost savings for those schools that have transitioned over. These savings will be reflected in school budgets and will be reflected in the income stream. Additionally, school printing contracts are being reviewed. Analysis of spend across schools has identified this as an area of focus going forward. The directorate is considering taking an ‘all schools tender’ approach in order to realise potential savings through economies of scale.						



- A review of agency expenditure has commenced. The ACL review is underway and £55k of savings have been identified for 2025/26 to date via flexible use of grant and reduction of agency and premises costs. The service remains under review in order to achieve the remaining £75k of budget savings.
- Penarth Pier Pavilion is transitioning to the TicketSolve system, which is expected to significantly enhance income generation opportunities through improved ticketing and event management capabilities. In addition, the Pier has more than doubled its event offerings compared to the previous year, reflecting a strong commitment to expanding cultural and entertainment activities. A Cinema Assistant has also been recruited and has successfully supported the delivery of 42 planned film screenings within their first six weeks in post, contributing to the diversification of the Pier's programming.

ALN transformation-

- Work has been progressed on developing a new model of delivery for enhanced specialist provision, which will be sustainable in light of the growing SEMH demand for specialist provision.
- Proposals for new modelling around SEMH provision have been identified that include an English Medium specialist resource base at a host primary and the introduction of an expanded model of the LA's Engagement Service based at YYD.
- Establishment of new English Medium resource base at a host primary is currently being piloted which is being used to inform decision making and inform the service model from January 2026.
- Cabinet report has been finalised for presentation to Cabinet in July seeking approval to consult on creation of this new delivery model.
- Review of ALN processes, systems and panels. Initial explorative work has been undertaken with Welsh LAs to establish how their ALN panels and decision-making systems and processes operate. Initial information gathering across LAs is underway that will shape a review of how ALN systems, processes and panels will operate going forward. This will help to streamline systems/processes in a way that enables efficient and effective decision making and allocation of placements to better manage demand.

School Improvement Model-

- The new arrangements for the delivery of a new School Improvement model have been considered and approved by Cabinet in March 2025. It has been agreed that the CSC across a regional footprint will deliver across the 5 LAs the professional learning and curriculum support. The school improvement element will now be undertaken by each individual LA, which will not replicate the regional operating model but will establish a new one.



- LA officers have worked in collaboration with a steering group of HTs and CSC to model the requirements and shape the new approach. There continues to be ongoing dialogue with this group to ensure that a 'self-improving' model is launched for the new Autumn term. This will see horizontal and vertical collaborations to ensure a collective approach to securing school improvement and progression.

Learning & Building on Estyn inspections-

- In response to the recommendations highlighted in the LGES inspection in 2024, the directorate has embarked on a review of how it utilises data and information to drive decision making and to support and challenge our schools.
- Post inspection, the directorate has reviewed and refreshed its Well-being Improvement Matrix (information intelligence tool) to support and challenge schools. Consequently this led to the creation of Power BI dashboards that provides a visually dynamic snapshot of our schools. The development of the School Improvement Partners' Logs (SIPs) which provide evaluative statements on literacy, numeracy, digital and Welsh (in English medium) across all schools also complements the WIM and oversight of quality of teaching and learning.
- The directorate has developed a 'Performance and Challenge' Framework to further strengthen its approach to self-evaluation and improvement. This framework has promoted an ethos of 'self-evaluation' and continuous improvement through DMT meetings. It adopts a blended approach based on aspects of peer challenge and appreciative enquiry. This framework has enabled DMT to take a more evaluative approach to service delivery, led to identification of new actions and has facilitated discussions on identifying new opportunities to transform our service delivery models. Such as tackling school budget fragility, SEMH demand and specialist provision.

ACL review-

- Within Adult Community Learning a successful feasibility study was undertaken of Old Hall, which is a grade 2 listed building.
- There was widespread engagement from the local community to inform concept designs developed which were agreed that aligns also to the Place Making work underway in Cowbridge. As part of this work, two annexes within the Old Hall were upgraded with new facilities including a pottery suite that will enable the service to attract a wider breadth of learners and expand the Adult Community learning offer.
- The service successfully secured grant funding to support a full business case development to enable the service to submit a Lottery Heritage bid and to undertake exploratory work on the building based on areas of concern flagged on the feasibility report. This will enable the service to further develop its plans to develop multipurpose adult education and arts centre and will support the service's transition towards a full cost recovery model and broaden access to adult education and arts opportunities.



Youth Engagement-

- The Youth Engagement team has continued to keep under review the needs of the service alongside alignment of wider grant funding to offset against 'in house savings'. This relates directly alongside the funding remit and criteria with an aim to widen youth support services for young people living across the Vale.
- For example, Youth Engagement transformation has included a movement and shift in delivery model for Youth Voice projects in the service with a reduction of staffing in this area; whilst also adapting to wider challenges for youth mentors within the community and schools for young people with a range of complex needs or barriers (including ACE's, homelessness, at risk of NEET and wider needs).

Actions Planned

School contracts-

- MS form to be created and circulated to all schools to confirm printer requirements inform tender specification.
- Continue ongoing conversations with relevant stakeholders to progress preferred way forward for procurement of print solution for schools and identification of creative interim solution for those schools exiting contracts in the very short term.
- Continue to work closely with schools to support them with contract exit and service transition.
- Maintain a waste contract monitoring log for schools that records details such as termination notice execution, service exit dates/transition dates, quote prices and savings realised.

ALN transformation-

- Subject to approval by Cabinet, proceed with consultation process for proposed new delivery models for enhanced specialist provision. This includes publication of consultation document and a community impact assessment. Publication of consultation report with feedback. Findings from consultation to be presented back to Cabinet for consideration.
- If proposal for new model of delivery post consultation is approved. Directorate will commence roll out of a host primary school SRB and will pilot expanded YYD model from the Autumn term.
- Collate research findings from other LAs on their ALN system, processes and panels, to inform the development of approach to managing placement allocation in the Vale.

School Improvement Model-

- Focus on delivery of operational requirements as identified in the School Improvement project planning document to ensure continuity service provision during the transition phase and to ensure successful deployment of staff to their new roles by September.



- Support the establishment a new inter authority legal agreement that sets out the collaboration model for the 5 LAs to deliver services to support school improvement across the region. There will be a strategic group/management board that will act as the decision-making forum with chairing rotated between the Directors.

Learning & Building on Estyn inspections-

- Undertake a full review of the WIM during the Autumn term to correspond with the implementation of the new School Improvement Model.
- Continue to concentrate our efforts on solution-focused approaches using the Performance and Challenge Framework to evaluate and drive improvement for key issues/challenges.
- Develop our Data Development Plan in light of the implementation of Arbor the new MIS system.

ACL Review-

- Continue to re-examine projects/initiatives and their offering and where possible reshape service delivery to ensure we can continue to have a positive impact for our citizens and our communities.
- Progress development of Old Hall to support income generation and to ensure its longer-term sustainability.
- Enhancing our ACL operating model by reviewing and adapting ACL programmes and expanding/diversifying provision to secure full cost recovery.
- Youth services-
- Continue to review services in line with grant funding criteria. Continue to explore ways services can be sustained whilst responsive to needs.

Issues to Escalate & Decisions Required

School contracts-

- Current corporate printer/photocopier contract doesn't explicitly extend to schools. Looking at ways in which this can be incorporated is limited by threshold values outlined in the tender/contract terms.
- Supporting schools whose contracts are due for renewal imminently are presenting as a challenge as print companies are looking to lock them into longer term deals and not necessarily presenting them with the best value options.
- Persistent targeting of schools by printer/photocopier with sales teams pressing schools to sign up to contracts in advance of their contract renewal periods.
- Decision to be made whether we can bolt on a small number of schools whose contract renewal periods are due imminently or whether an alternative and cost-effective solution can be implemented in the interim until an 'All Schools' printer is developed.



ALN Transformation-

- Consideration of impact the change of delivery model will have on management of staff and resources. Implementation phase may see initial disruption/complications.
- There will be staffing structure and budgetary implications for the schools affected that will require consideration.
- Consideration of impact on staff and pupil travel.

Learning & Building on Estyn inspections-

- Barriers to data/information sharing with our schools impacts negatively on our core function which is to provide support and challenge to our schools to drive improvement.
- There is the need to look at mechanisms to streamline how information/data can be shared securely between schools and the LA (since schools are an extension of the LA and not an external partner).

ACL review-

- Although the focus continues to be on seeking out sustainable operating models, the volatility of grant funding and the scarcity of Local Authority funding continues to put service sustainability at risk.
- There are inherent challenges across Adult and Community Learning and some of the poverty-based initiatives, due to the declining availability of grants.

Youth Engagement-

- Volatility of grant funding and the scarcity of Local Authority funding continues to put pressure on sustainability of projects/programmes of work.

Workstream Risks & Issues

Risk/Issue	Likelihood (Risks)	Impact	Action Required
Schools miss exit windows for their waste and printer contracts and consequently remained tied to a costly contact for a further period of time.	3	3	Start date of new procurement officer will add capacity to the team to continue forward this focus of work. Decision to be made regarding what the best interim arrangement is for schools whose printer contracts are due to end



			prior to a 'All schools' print contract being in place.
Risk of non-engagement from a small number of schools who are unsure of the benefits of switching contracts.	2	3	Start date of new procurement officer will support the messaging around this. A new Business Managers Network has been established to communicate key messages on Transformation. Forum to be further developed into the Autumn term. Team to continue to proactively work with schools to pitch the benefits of switching contracts.
Complexity of contract arrangement such as rolling contracts, multiple contracts for same types of service impacts on contract exit dates and transition of services.	3	3	State date of new procurement officer will add capacity to the team. Developed a Blueprint on how to support schools to exit multiple contracts for their waste work streams. Work closely with the Vale waste services to support/trouble shoot complications linked to staggered transition.
New proposed enhanced delivery model for SEMH impacts on staffing requirements and budgets.	2	3	Issues will be kept under ongoing review by the project team as part of the pilot phase. Any budgetary implications will be monitored closely and any staffing implications that arise will be discussed with the HTs and relevant HR Business Partner.
Impact on ALN travel costs for new enhanced delivery model for SEMH	2	3	Any travel cost implications as a result of the pilot phase will be monitored.
Capacity of school leaders to engage and collaborate effectively with the new collective partnership approach to school improvement and the LA's transformation agenda.	3	3	Risk managed through the School Improvement reconfiguration Transition Plan.
Barriers to data sharing with our key partners and schools impacts on their	3	3	Explore opportunities with corporate ICT to identify ways in which information/data sharing



ability to interrogate and use their data to actively drive school improvement.			can be enhanced without jeopardising security of our data and information.
Impact of uncertainty of funding and cessation grant funding on continuity of service delivery particularly in relation to aspects of ACL and Youth Engagement delivery.	3	4	Service area to continually re-examine projects/initiatives and their offering and where possible reshape service delivery. Ensure all grant funded activities have robust exit strategies in place.

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Service Transformation: Environment & Housing

Project Sponsor			Miles Punter			
Projects Summary						
Scheme	2025/26 (£000)	2026/27 (£000)	2027/28 (£000)	2028/29 (£000)	2029/30 (£000)	In Year RAG
Restructure of Neighbourhood Services management	100					Green
Reduce litter bins by a further 25% (post 25% reduction) and reduce service standards for cleaning and public convenience provision across the Vale (Cost Reduction)	200					Amber
Improve the efficiency of seasonal labour arrangements at our resort areas.	50					Amber
Alternative delivery model for Parks and Open Spaces - A full service transformation.	270					Amber
Fleet reduction and efficiency	50					Amber
Neighbourhood Model	WIP					WIP
Homelessness	WIP					WIP



Permits and Fees & Charges	WIP					WIP
Service Transfers (TCCs, community orgs)	WIP					WIP
Council Housing Strategy	WIP					WIP
Coastal Management	WIP					WIP
Review of Street Cleansing Service	191					Red

Key Achievements

- The Parks and Cleansing team have completed a full-service review identifying savings, reduction of external contracts, reduced fleet and new ways of working with elements of the neighbourhood service model being incorporated.
- Formed varied works teams to reduce the amount of third-party expenditure these teams are now undertaking work that was previously externalised at a reduced cost which is being closely monitored.
- Rehoused all individuals and families previously living in hotel accommodation into more suitable and cost-effective homes
- Successfully negotiated transfer of car parks and public toilets in Llantwit Major to Llantwit Major Town Council.
- Procurement exercise completed to appoint housebuilders for new joint housing development partnership with Cardiff Council.
- Removed 192 litter bins to reduce duplication to tackle fly tipping of household waste and improve service efficiency.
- During the first quarter of 2025/25, the Council completed 31 new homes for social rent and had a further 44 under construction'
- Also, the Council's Local Housing Market Assessment 2021 - 2026, had identified a chronic shortage of affordable housing and a need for an additional 1,205 units per annum (including 915 social rented units).



- To this end, the Council has increased the scale and pace of its housing development programme. At the end of December 2024, the Council concluded its joint procurement exercise with Cardiff Council and has, subject to contract signing (anticipated to be the beginning of July 2025) selected Lovell Partnerships to deliver the Councils ambitious housing development programme over the next 10 years. Currently, a minimum of 860 new homes, including 120 for market sale, are to be delivered from April 2026, all of which are planned to achieve net zero carbon standards, with further new development sites being identified, assessed and acquired for future inclusion.”

Actions Planned

- The new ‘Place based’ neighbourhood services land management and maintenance strategy will be launched later this year, and this will incorporate all the aspects of the Cleansing and Parks review detailed above and will also identify the most appropriate way of spending the Extender Producer Recycling grant funding that is due later this financial year.
- Restructure of neighbourhood services to reduce costs, improve service resilience and to ensure that the staff skills, competency and experience matches that required for delivery of Vale 2030.
- Implement full cost recovery arrangements for the use of all service assets where possible and support local organisations / clubs and Town and Community Councils on a greater number of asset and service transfers.
- Develop an Enforcement Strategy to ensure that the maximum income is obtained from unlawful activity on public land and on the public highway.
- Investigate alternative methods of highway repairs and treatment to ensure that any funding available is best utilised.
- Develop a 3-year funding plan for SRS to improve the resilience of the partnership and to ensure that residents of the three partner Councils are best protected.
- Review the management structure of Building Services in light of development of the Corporate Landlord model to ensure improved services to our tenants and better-quality homes.

Issues to Escalate & Decisions Required

- A new Neighbourhood services model for cleansing incorporating place based teams will require consideration by Cabinet later this year.
-

Workstream Risks & Issues



Risk/Issue	Likelihood (Risks)	Impact	Action Required
Sufficient funding to role out new place based teams.	Medium	High	Review funding available to support these proposals
Reduction in service standards impacting on local environmental quality	Low	High	Carefully consider review of the neighbourhood model and proposal to introduce place based teams.

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Service Transformation: Place

Project Sponsor			Marcus Goldsworthy			
Projects Summary						
Scheme	2025/26 (£000)	2026/27 (£000)	2027/28 (£000)	2028/29 (£000)	2029/30 (£000)	In Year RAG
Commercial lease income	20					Green
Country Parks	WIP					WIP
LDP	WIP					WIP
Public Rights of Way Regionalisation	0	20				Tbc
Key Achievements						
<ul style="list-style-type: none">A pilot aqua park is currently being trialled at Cosmeston Country Park. This initiative aims to enhance recreational offerings and assess the viability of a permanent installation based on public response and operational outcomes.Additional funding has been secured through the Welsh Government grant scheme to improve toilet facilities at Porthkerry. This investment will enhance visitor experience and support increased footfall during peak seasons.A comprehensive report on the future of the medieval village has been commissioned. The findings and recommendations will be presented to the scrutiny committee in due course for further consideration.While recent events have not generated direct income, they continue to deliver significant economic benefits to the local area. The Shared Prosperity Fund (SPF) is being utilised to support events this year, alongside income generated from filming activities.						
Actions Planned						
<ul style="list-style-type: none">Consideration of the medieval villageAssessment of the Aqua Park activityThe development of the Local Development Plan has experienced delays due to the need to allocate additional sites. Public consultation is currently underway to ensure community input is fully integrated into the revised plan.						



- LAEP post to support LEAP which has been developed jointly with CCR and will support business and communities in seeking out decarb grants and support.

Issues to Escalate & Decisions Required

- None.
-

Workstream Risks & Issues

Risk/Issue	Likelihood (Risks)	Impact	Action Required
Failure secure suitable candidates with relevant skills and experience for both LEAP and CAT post	medium	high	Ensure roles and job descriptions are drafted in a way which does not overly limit possible candidates and ensure posts are advertised widely in right locations
Securing the right advice surrounding the re-use of possible assets in the country parks – may need to access external advice	medium	medium	Seek funding to access expert advice where needed
Political and other local pressures could affect the potential for income generation, which could impact on the running of the parks	medium	High	Seek to engage and run pilot opportunities where possible to be able to evidence the possible impacts of changes.
RLDP experiences further delays which could lead to a failure to deliver the plan within the required timescales	medium	high	New sites have been identified and will be included with the Draft Deposit Plan.



Service Transformation: Corporate Resources

Project Sponsor			Tom Bowring			
Projects Summary						
Scheme	2025/26 (£000)	2026/27 (£000)	2027/28 (£000)	2028/29 (£000)	2029/30 (£000)	In Year RAG
Digital Services Operating Model Review	120					Green
Shared Services	WIP					WIP
Payroll Bureau	WIP					WIP
Agency Staff	WIP					WIP
Key Achievements						
<ul style="list-style-type: none">Agency Staff: Social Care Recruitment Agency - a business case has been produced for SLT to consider the establishment of a Social Care Recruitment Agency, and this paper will soon be ready for presentation to SLT.Corporate Landlord proposals developed.Work on shared services has continued, albeit at a slower pace.All schools have now been successfully onboarded on to our payroll SLA.The Digital restructure is nearing completion and is on track to deliver the predicted savings.						
Actions Planned						
<ul style="list-style-type: none">Progress social care recruitment agency proposal to SLT.Progress Corporate Landlord proposals via the political process and engage with colleagues and trade unions.Discussion at Corporate Resources DMT on shared services approach.						
Issues to Escalate & Decisions Required						
<ul style="list-style-type: none">Corporate Landlord proposals will require a decision in the coming weeks by Cabinet.No other issues to escalate or decisions required.						



Workstream Risks & Issues

Risk/Issue	Likelihood (Risks)	Impact	Action Required
Risk of insufficient capacity to support directorate reshaping alongside the wider council.	M	H	Corporate Resources Leadership Team to keep under review the projects being supported and consider how Transformation Team and wider directorate resource is assigned.

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Service Transformation: Cross Cutting

Project Sponsor						
Projects Summary						
Scheme	2025/26 (£000)	2026/27 (£000)	2027/28 (£000)	2028/29 (£000)	2029/30(£000)	In Year RAG
MTFP - School Transport Services & Sustainable transport	WIP	458	458	458		Amber
MTFP - Brilliant basics and automation: improving customer/resident service, linked to automation and service reviews in high volume services.		1,005	1,005	1,005	1,005	Amber
MTFP - Procurement Savings		625	625	625	625	Amber
Key Achievements						
<ul style="list-style-type: none">A service review of School Transport has been completed, with several potential projects approved by the Senior Leadership Team. The latest development is the establishment of a School Transport Board, which will be chaired by Miles Punter. The inaugural meeting is scheduled to take place in July.						
Actions Planned						
<ul style="list-style-type: none">There are a number of actions planned on procurement – additional single item Insight Board in August 2025 focussing on approach to generate procurement savings.The contract forward plan will be reviewed at Insight Board on a quarterly basis to review and challenge forthcoming procurement exercises.						



- The work underway as part of Brilliant Basics within Council Tax will also contribute to this workstream.

Issues to Escalate & Decisions Required

- None.

Workstream Risks & Issues

Risk/Issue	Likelihood (Risks)	Impact	Action Required
Procurement targets imposed on services	Low	Low	Provide a framework for services to identify and own the savings.



Strengthening Communities

Project Sponsor		Tom Bowring
Projects Summary		
Scheme		In Year RAG
Voluntary, third, social enterprise and Town/Community Council Relationship		Amber
PSB Tackling Deprivation Programme		Amber
Youth Engagement		Amber
Community Focused Schools		Amber
Food insecurity		Amber
Community Power		Amber
County of Sanctuary		Green
Age Friendly Vale & Social Isolation		Green
Project Zero		Amber
Key Achievements		
<p>This workstream involves new and existing projects across all Directorates. The inclusion of a number of projects under Strengthening Communities is to ensure connections are being made and opportunities explored. Detailed progress against the different activities will be included in other subject reports e.g. The Project Zero twice yearly progress report and through corporate performance reports.</p> <p>Work to strengthen our communities is integral to how we transform as an organisation and there are a range of activities underway to take forward this work, reflecting our role as an enabler and facilitator as well as a provider of services.</p> <p>Work taken forward in the first quarter of the year includes;</p> <ul style="list-style-type: none"> Mapping ‘Strengthening Communities’ activities against Vale 2030 the new Corporate Plan and developing a project plan for the programme of work to better understand connections and opportunities. This will shape a round of 		



discussion in Q2 about community catalysts and connectors and the use of insight to shape activities.

- Launch of Vale 2030 with partners to set out the Council's vision and objectives and with a clear invitation to work with us. Partners were enthusiastic about Vale 2030 and the synergies with their work and priorities for the Vale and the increased focus on partnership working
- As part of the Signalling Change Programme work is underway to highlight 'The Partnership Statement' within Vale 2030 both internally and externally, setting out what partners should expect when working with the Council.
- A review of partnerships has commenced which includes mapping opportunities against Vale 2030 which is due to be completed in the Autumn 2025.
- A series of meetings have taken place with Citizens Advice involving officers from a range of services to explore opportunities for more joint working to ensure people can receive integrated advice services.
- Work is progressing as part of 'Your Place' involving PSB partners and focusing on some of our most deprived communities. Sub-groups on health and employment have been established to prioritise and deliver actions building on the workshops facilitated by New Local in March. Officers from different services and organisations are coming together to explore what changes may be needed in response to the community insights and data.
- Age Friendly work is progressing in line with the action plan launched earlier this year. A strong network of partners has been established and in early June a Connection Café was held bringing people together to build relationships, explore opportunities for further joint working to make the Vale more Age Friendly.

Actions Planned

- Funding has been obtained through the Shared Prosperity Fund to undertake a climate change risk assessment by March 2026 linked to wellbeing and with the involvement of partners across the PSB. A joint workshop has also been held between the Vale and Cardiff PSBs focusing on the impacts of health of climate change with a focus on futures thinking and community impacts.
- Work is progressing through Food Vale on the Vale Food Strategy with a strong emphasis on partnership, health and well-being, access to food and local suppliers. There is also a strong emphasis on working with schools and how the local growers involved in the Welsh Veg in Schools project can work with local schools to develop resources linked to the curriculum about growing food and healthy eating. The Good Food and Movement Plan will



now be mapped against UHB priorities and Vale 2030, focusing on work with schools and in healthy settings.

- Proposals are being developed for the use of the Warm Hubs and Food Insecurity and Food Partnership funding in line with priorities around tackling poverty and Project Zero and with a focus on addressing issues around loneliness and isolation working closely with the third sector and exploring opportunities with council services including libraries and the work of the play team in schools.
- Discussions are also taking place about how the Council and the PSB can take forward work with partners around being a Well-being economy with a greater focus on people and places which reflects commitments in Vale 2030 and our values.

Issues to Escalate & Decisions Required

- None.
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Workstream Risks & Issues

Risk/Issue	Likelihood (Risks)	Impact	Action Required
Capacity to invest in community involvement and engagement in a timely way that is meaningful.	M	H	Work with the Participate Network, ensure that sufficient time is built into plans, use different approaches and data, reuse the insight from other exercises.



Digital

Project Sponsor			Nickki Johns			
Projects Summary						
Scheme	2025/26 (£000)	2026/27 (£000)	2027/28 (£000)	2028/29 (£000)	2029/30 (£000)	In Year RAG
Welsh Language Translation: Adopt Amazon Translation Services.	100					Amber
Records Management Unit: Digitise records and relinquish property.	0					Tbc
Payments, income & Debt	WIP					WIP
Website development	0					Red
System consolidation	WIP					WIP
Cloud migration	0	TBC				Green
Artificial Intelligence & Internet of Things	0	TBC				Green
Open Banking and Payments	10					Amber
Call centre automation	0	30	20			Green
Key Achievements						
<ul style="list-style-type: none">The new Cyfieithu Cyflym digital translation tool launched in April 2025. It returns short translations instantly and longer documents within fifteen minutes, helping to remove delays in projects and communication, as well as saving the Council money. 60 members of staff have completed the training and now have access to the tool. The Welsh Language Commissioner released their statement on the use of AI in August. Human review of machine translation is a key theme.An internal project team has been established to evaluate the website and a plan for its long term development. This team is currently working on developing a new intranet for the organisation to reduce the overhead of internal communications so that resources can be focused on the external						



site. A reserve drawdown for the 26/27 year is being prepared to ensure the resources are in place to fund this key project.

- The Cloud Migration is approved for go-ahead – we are on target to deliver the majority within 2025 and be completed in the 25/26 financial year mitigating significant risks to our infrastructure and delivering a core foundational element of our Digital Strategy
- Payment Strategy – nearly completed with a number of quick wins identified and a roadmap imminent for delivery
- Significant progress with call centre automation – a number of chatbots and integrations are under way with an ambitious future plan to reduce call/email volumes requiring human interaction by 20% over the next 2 years.
- In addition, the rollout of the single phone system for Children and Young People Services is being developed with the opportunity to deliver dynamic ways to interact for low-risk services within CYPS.
- Progress has been made to support the delivery of Sharepoint as a central document repository and over 300 members of the council now use OneDrive as their primary data source.
- Magic Notes (solution to transcribe and write report summaries for Social Care) imminently ready for pilot deployment.
- Built a policy AI tool internally.
- Built a number of internal applications for managing approval processes with predicted savings of 1500 hours of officer time.

Actions Planned

- Migration will commence shortly with regular updates
- Trials for Gov.uk Pay to be explored to allow departments to allow ad-hoc payments with enhanced reporting
- Service Review for core areas planned with the opportunity to utilise AI, RPA and new digital services to decrease administration

Issues to Escalate & Decisions Required

- Digital underpins a number of key workstreams, i.e. Brilliant Basics, Service Design. Savings are recognised within these workstreams and not within the Digital update to avoid duplication. We continue to have significantly more digitalisation opportunities (over 400 projects identified) than we have capacity for. Our small development team means that we are unable to develop the larger scale solutions that will deliver significant savings

Workstream Risks & Issues



Risk/Issue	Likelihood (Risks)	Impact	Action Required
There are currently in excess of 30 Major Projects in flight for 25/26	High	High	Further prioritisation may be required and acceptance of delays to some projects
The team have identified over 300 potential projects with customer outcome impacts or savings to be achieved. Due to capacity constraints, we are able to only take a small proportion of these.	High	High	Continue to evaluate the opportunity to invest to save and increase development capability
The work of the Digital team enables and empowers teams across the organisation to deliver improved customer outcomes and savings, however in order to avoid duplication of savings – these are identified within other workstreams	High	High	Continue to develop a way to identify savings



Economic Resilience

Project Sponsor			Marcus Goldsworthy			
Projects Summary						
Scheme	2025/26 (£000)	2026/27 (£000)	2027/28 (£000)	2028/29 (£000)	2029/30 (£000)	In Year RAG
Transforming Towns	Tbc					Tbc
UK Government Funding	Tbc					Tbc
Shared Prosperity (and any successor)	Tbc					Tbc
Key Sites (such as the Airport, St Athan & Aberthaw)	Tbc					Tbc
Place Making	Tbc					Tbc
Non-Treasury Investment Strategy	Tbc					Tbc
Regional Developments (CJC, RDLP)	Tbc					Tbc
Key Achievements						
<ul style="list-style-type: none">Placemaking Plans for 3 of the 4 towns signed off by Cabinet and Town Councils. These now become the guiding documents for the development of the towns.Transforming Towns funding awarded for 25/26 at £350k and 27/28 at £450k.Ongoing discussion with WG around loan funding into a global 4 town product.Plans for Neighbourhoods Board established. Development of subgroups underway. 4-year Investment Plan and 10 year Strategy to be developedAgreement now being reached with ABP over use of LUF.DP completed to implement Regeneration Governance						
Actions Planned						
<ul style="list-style-type: none">Joint piece of work between Finance and Regen required on Non Treasury Investment Strategy to ensure governance is correct. Potential to integrate it into the new governance with Place Board and Investment Advisory Group.Adoption of the Barry Placemaking PlanInstigation of new Placed based project management boardsDevelopment of the LuF plan following the changes required by ABP dropping out of the delivery of the marina						



- Major Project Unit refresh following staff changes
- SPF funding for 25/6 focus on delivery

Issues to Escalate & Decisions Required

- LuF scheme – development of specific elements including the Docks Office and Waterfront – report due in Autumn
- SPF replacement still no decision or clarity for UK and WG
- New Place boards to meet
- Deadlines to be met in Plan for Neighbourhoods scheme and reporting to Cabinet and scrutiny in anticipation of programme starting in earnest in 26/7

Workstream Risks & Issues

Risk/Issue	Likelihood (Risks)	Impact	Action Required
Internal failure to buy into the plans from proceeding could stall progress	Medium	Medium	Training. Further in depth work across teams planned in 25/26.
Failure to identify funding to deliver quick wins and develop projects within the plan may cause issues.	Medium	Medium	Use of Place reserves possibly only route now available.
The Barry Partnership needs to be able implement its plans and to act quickly. Risk of losing board members from Private sector if this doesn't happen.	Medium	Medium	Empower sub groups to develop and decide on projects with Partnership having final signoff.
LUF timescales remain tight and project is complex.	Medium	Medium	Use new governance structures to empower project teams and speed up delivery.



Programme Risks & Issues

Risk/Issue	Likelihood (Risks)	Impact	Action Required
Service areas and corporate resources may lack sufficient capacity to effectively support the delivery of reshaping projects	Medium	High	Programme Board to monitor capacity challenges, explore collaborative opportunities across services, and identify process efficiencies to help mitigate resource constraints.
Insufficient funding to support the delivery of key projects, such as asset transfer.	Medium	Medium	Programme Board to assess funding gaps, prioritise projects based on strategic value, and explore low-cost or partnership-based delivery models. Where funding is required to initiate projects, teams will be supported in developing robust business cases and identifying potential cost recovery opportunities.
Scale of savings required and no multi-year budgets risk the Council needing to make tactical savings at the expense of time to deliver transformational change.	Medium	High	Medium-term financial plan to increase proportion of savings from transformation. Lobbying for multi-year settlements to continue to provide further certainty.

Further information is reflected within the Council's Corporate Risk register, notably the risks relating to financial resources, workforce and digital.

