

Meeting of:	<b>Cabinet</b>
Date of Meeting:	<b>Monday, 08 March 2021</b>
Relevant Scrutiny Committee:	Corporate Performance and Resources
Report Title:	Renewing Reshaping: The Next Steps for Transformation
Purpose of Report:	To provide Cabinet with an update on the development of the Council's transformational change programme and seek approval to consult in its further development.
Report Owner:	Executive Leader and Cabinet Member for Performance and Resources
Responsible Officer:	Rob Thomas, Managing Director
Elected Member and Officer Consultation:	The Council's Strategic Leadership Team and Heads of Service have been involved in the development of this report. Proposals for further Elected Member consultation is outlined in the report.
Policy Framework:	This is a matter for executive decision by Cabinet.
<p>Executive Summary:</p> <ul style="list-style-type: none"> <li>• The Council's transformational change programme, Reshaping Services, has been operating since 2015. Over time the Reshaping Services Programme has adapted to the different context within which the Council is operating.</li> <li>• In 2019/20 Audit Wales undertook a review of the Programme and the findings of that review were reported to Cabinet and are referenced in this report.</li> <li>• The Coronavirus pandemic has provided an opportunity to transform services at pace and scale and it is important that the learning from this is not lost with any return to normalcy.</li> <li>• This report sets out proposals for the renewal of the Reshaping Programme around three new arenas of reshaping activity which are deliberately both inward and outward facing. The arenas contain an ambitious set of strategic priorities encapsulating all areas of the Council's work and are reflective of a desire to make greater links across our community and partners.</li> <li>• It is proposed that this report be scrutinised by the Corporate Performance &amp; Resources Scrutiny Committee and shared with all elected members for their information. During the first quarter of 2021/22, the specific work packages associated with the three Reshaping arenas will be engaged upon and further defined, with a view to reporting</li> </ul>	

progress periodically to Cabinet and Scrutiny Committee (Corporate Performance & Resources).

## **Recommendations**

1. It is recommended that Cabinet notes the contents of this report.
2. It is recommended that Cabinet endorses proposals outlined in the report for developing the transformational change programme, The Reshaping Programme, for the coming years.
3. It is recommended that Cabinet refers this report to Scrutiny Committee (Corporate Performance & Resources) for their consideration, and to all elected members for information by email as part of developing the programme.
4. It is recommended that Cabinet receives further updates quarterly on the progress of the programme.

## **Reasons for Recommendations**

1. To appraise Cabinet with an overview of the development of the next phase of the Council's transformational change programme.
2. To enable the further development of the programme.
3. To ensure the lead Scrutiny Committee are involved in the development of the programme and that all Elected Members are aware of the work underway.
4. To ensure Cabinet are regularly updated and able to provide oversight for the programme.

## **1. Background**

- 1.1 The Cabinet approved the Reshaping Services strategy on the 3rd November 2014 and that report and strategy is referenced in the background papers to this report. The Strategy was developed following a programme of consultation and engagement with key stakeholder groups, including briefing sessions for elected members and officers.
- 1.2 The aim of the strategy to date has been '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 have been:
  - 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 has provided a framework for the Council to work within and has been the Council's proactive response to central government's austerity drive that 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 £59million in savings identified since 2010/11.

- 1.4** Prior to the Coronavirus pandemic, consideration was being given to the next phase of transformational change activity that the Council could pursue. After a number of years of delivering Reshaping Services, it was considered timely to rethink the opportunities, pressures and challenges for the coming years, reflect on lessons learnt from the initial phases of work and to consult on the next iteration of the programme.
- 1.5** Audit Wales undertook a review of the Reshaping Services Programme and the resulting report from August 2020 is referenced in the background papers to this report. The Audit Wales findings were:

“The Council’s Reshaping Services Programme is effectively managed and has helped deliver savings, but there is now an opportunity to refocus the programme and strengthen workforce planning to support its delivery.

- The Council has made progress in meeting the objectives of its Reshaping Services Programme; however, there has been a conflation of transformation and savings, and there is more work to do to progress the third objective around partnership working.
- The Council has effective arrangements in place to govern and manage the programme, but there is scope to now refine these to support the changing direction of the programme.
- There is an opportunity to strengthen workforce planning to support the delivery of the Reshaping Services programme, although the support from Human Resources for individual projects was valued.
- The Council recognises the Reshaping Services Programme now needs repurposing to focus on transformation”.

- 1.6** Audit Wales made five proposals for improvement which are contained in their report. These proposals for improvement have been considered as part of the development of the next phase of the transformational change programme and the proposals in this report are consistent in responding to them.
- 1.7** The Council’s response to the Coronavirus pandemic has also identified significant transformational change that has happened at scale and pace through necessity. In developing the Coronavirus Recovery Strategy (which is referenced in the background papers to this report), Cabinet identified a number of strategic recovery priorities that are associated with transformational change and set a commitment to harness this as part of a review of the Council’s transformational change programme in the Annual Delivery Plan for 2021/22 to progress this.
- 1.8** This report provides a summary of the Reshaping Services Programme to date and sets out proposals for developing the next phase of transformational change for the Authority.

## **2. Key Issues for Consideration**

## Reflecting on Reshaping Services

**2.1** Since the Programme was launched in 2015, the Reshaping Services Programme has delivered significant change across the organisation. This includes:

- **New models of service delivery in place for key services.** These include shared services in Regulatory Services, the Regional Adoption Service and Internal Audit. New community libraries have been established with no closure of local libraries and an extension and localisation of the services offered. The Council has launched its first trading company for catering, Big Fresh. Internal change has taken place at scale within a refocused model of working in Neighbourhood Services & Transport.
- **New skills and experiences have been developed.** These include commercial skills, collaborative working, understanding of new models available to operate Council services and digital delivery. This learning has been documented in existing strategies including the Income & Commercial Opportunities Strategy, Digital Strategy and the Workforce Strategy.
- **A new workforce relationship.** Significant effort and energy have been invested in the ongoing involvement, engagement and communication with the Council's staff throughout the Programme. The development of the Staff Charter was a key milestone in codifying this relationship and was developed in partnership following the "Big Conversation" in 2015 with all staff. New approaches to involving, engaging and communicating with staff have been embedded, including the staff recognition awards and new approaches to internal communications.
- **Significant financial savings.** The programme has delivered significant financial savings during a period of unprecedented contraction of the public finances, contributing an increasing proportion to the Council's overall savings targets year-on-year.

**2.2** Considering the findings from the Audit Wales review and the learning from the Coronavirus pandemic, the Managing Director has engaged with the Council's Strategic Leadership Team and Chief Officers to reflect on the Reshaping Services Programme. Key questions on the programme to date that were posed were as follows:

- Has it been too financially driven?
- Has it been too governance heavy?
- Has it been too inward facing?
- Has it moved quickly enough?
- Has there been sufficient ambition and risk taking?
- Have we been innovative enough?

**2.3** This exercise concluded that it is now an appropriate time to take stock and refresh the programme so that it meets future needs reflective of the very different context within which the Council is operating to the original strategy.

## Renewing Reshaping

- 2.4** Since the approval of the original Reshaping Services strategy, the Council has adopted a new approach to the Corporate Plan with a more integrated set of Well-being Objectives. The focus of the Corporate Plan (referenced in the background papers to this report) and Annual Delivery Plan (being considered by Cabinet on this agenda) contain a series of transformational change related commitments and provide an opportunity to influence and inform the future direction of the programme. The Recovery Strategy has identified similar potential and the reflection on the projects contained within earlier iterations of the Reshaping Services Programme also provide important lessons on the way the programme could be developed in the coming months.
- 2.5** As a result of the reflective learning described above, three areas of opportunity have been identified:
- i. **Opportunities to take action on big community issues.** These include tackling Climate Change (including decarbonisation), tackling poverty, building and empowering communities through working with and within communities, and maximising the potential of partnerships.
  - ii. **Opportunities to change the way we work.** This includes being innovative in the way we work and deliver services developing further agile/hybrid working, considering how we take decisions and embracing new models of service delivery.
  - iii. **Opportunities to use our resources differently.** This includes using our assets more effectively and efficiently, raising income, making investments and other commercial approaches.
- 2.6** It is therefore proposed that the Reshaping Services Programme be renamed to the “Reshaping Programme” to reflect the future focus of the programme on both external and internal aspects of the Council’s work. The emphasis of the programme in the future will be extended to incorporate consideration of the Council’s community leadership role and innovation in the ways the Council operates, in addition to the focus around resource utilisation.

## The Reshaping Programme

- 2.7** The Reshaping Programme will seek to progress opportunities for transformational change across the three areas identified above through a series of renewed and interrelated objectives framed as challenges which are illustrated below.



**2.8** The challenges posed within each arena of the Reshaping Programme are:

- **Reshaping with Our Community:** To challenge ourselves to work differently with our community, partners and the third sector to take collective action and empower others to meet future challenges.
- **Reshaping with Our Work.** To challenge ourselves to embrace new ways of working and delivering services that are fit for the future.
- **Reshaping with Our Resources.** To challenge ourselves in how we use our people, assets and financial resources to deliver sustainable services.

**2.9** These three arenas of transformation will be **enabled** through our use of digital technology, supporting our workforce and partners to develop and learn, further development of our organisational culture, involving, engaging & communicating effectively and ensuring strong programme management and governance arrangements in place.

**2.10** Consideration has been given to the opportunities, challenges and priorities of the Council for the coming years that have been identified in the Corporate Plan and Annual Delivery Plan which require transformational change to achieve. These areas deliberately cut across the organisation and require step-change to deliver real impact in the medium-term. There is also an important emphasis of the programme encapsulating all aspects of the Council’s work, notably including reference to schools so the programme is inclusive of all areas.

**2.11** The following describes the key strategic priorities which have initially been identified for each reshaping arena.

**2.12 Reshaping with Our Community**

- Creating a legacy for Vale Heroes & community empowerment
- Tackling Climate Change and decarbonisation
- Tackling food poverty
- Encouraging healthy lifestyles & well-being

- Preventing homelessness
- Integrating Health & Social Care

### **2.13 Reshaping with Our Work**

- Supporting schools with digital learning & other essential services
- Focusing on customer service delivery
- Embracing digital solutions to support innovative service delivery
- Adapting where and how we work

### **2.14 Reshaping with Our Resources**

- Modernising learning environments through the 21<sup>st</sup> Century Schools Programme
- Supporting economic recovery of town centres
- Regenerating key sites
- Developing commercial opportunities

### **2.15** Priority **enabling** activity has been identified as follows:

- Digital Strategy
- Income Generation & Commercial Opportunities Strategy
- Investment Strategy
- HR Strategy/Workforce Plan
- Culture Book (the new Staff Charter)
- Internal & External Engagement Strategies
- Local Government & Elections Bill
- Insight Function (data led decision making)

## **Next Steps**

**2.16** It is proposed that in the first quarter of 2021/22, each of the three arenas will be subject to further involvement, engagement and refinement with stakeholders to formulate defined programmes of work. These will be documented in line with the Council's project management methodology. During this period, a review of the existing governance arrangements aligned with any existing work will be undertaken to streamline activity to focus on making connections and outcomes.

**2.17** The Reshaping Programme Board (comprising Cabinet and the Strategic Leadership Team) will continue to oversee the delivery of all aspects of the Reshaping Programme. Other boards may be established reporting to the overarching Programme Board as required. The Programme Board will receive regular progress reports on the programme, with periodic reports to Cabinet and Scrutiny Committee (Corporate Performance & Resources) on the programme as

a whole. Individual scrutiny committees will be involved in subject specific activity.

- 2.18** It is recommended that Cabinet consider and endorse these proposals and refer to Scrutiny Committee (Corporate Performance & Resources) for information and to inform the development of the programme.
- 2.19** The development of the enabling activities described in this report will also continue to provide the important foundations for the Reshaping Programme and will be reported to Cabinet in due course as appropriate.
- 2.20** The focus of the programme's work will also be subject to discussion internally and externally to involve, engage and consult with a wide range of stakeholders.

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

- 3.1** The proposals set out in this report for the Reshaping Programme seek to draw closer links between the Council's transformational change programme and the delivery of the Corporate Plan (2020-2025). The Reshaping arenas have been informed by the content of the Corporate Plan, Annual Delivery Plan and Coronavirus Recovery Strategy and will make direct contributions to the Council's four well-being objectives.
- 3.2** The five ways of working can be seen throughout the programme's architecture. Involvement is a key enabling activity and will be an area of activity throughout the programme's delivery. The selection of priorities within each arena reflects the longer-term nature of these activities. Collaboration will be a key driver for specific elements of the programme, for example within the health and social care integration work. The Council will continue to consider and understand the impact of decisions and actions on those of our partners in an integrated way. Taking action to prevent the root causes of issues which cause harm are reflected throughout the programme, for example in the priorities of tackling food poverty, preventing homelessness and encouraging healthy lifestyles and well-being.

### **4. Resources and Legal Considerations**

#### **Financial**

- 4.1** There are no direct financial implications as a result of this report. The Council's transformational change programme is funded via an established Reshaping Reserve which provides capacity as required to progress transformational change.
- 4.2** The report describes how financial considerations will remain a key element of the programme.

## **Employment**

- 4.3** There are no direct employment implications as a result of this report. The report highlights key areas of enabling activity that involve the Council's staff and focus on staff development, engagement and workforce planning.

## **Legal (Including Equalities)**

- 4.4** 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 their development.
- 4.5** An Equalities Impact Assessment (EIA) was undertaken for the whole of the previous iteration of the Reshaping Services Strategy and was reported to Cabinet in November 2014. It is proposed that this is refreshed as part of the development of the Programme in the first quarter of 2021/22 to inform the work programmes in each arena, and overall. The proposals contained in this report reflect the important equalities issues, specifically those exacerbated by the pandemic, notably around poverty and homelessness.
- 4.6** 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 also be developed as appropriate for those projects being progressed.

## **5. Background Papers**

Reshaping Services Strategy, Cabinet, 3 November 2014

[Reshaping Services \(valeofglamorgan.gov.uk\)](http://valeofglamorgan.gov.uk)

Reshaping Services, Cabinet, 26 January 2015

[Reshaping Services-A New Change Programme for the Council \(valeofglamorgan.gov.uk\)](http://valeofglamorgan.gov.uk)

Corporate Plan (2020-25), Cabinet, 10 February 2020

[Draft VoG Corporate Plan \(valeofglamorgan.gov.uk\)](http://valeofglamorgan.gov.uk)

Coronavirus Recovery Strategy, Cabinet, 21 September 2020

[Coronavirus Recovery Strategy \(valeofglamorgan.gov.uk\)](http://valeofglamorgan.gov.uk)

Audit Wales Review of the Reshaping Services Programme, Corporate Performance & Resources Scrutiny Committee, 18 November 2020

[AW Reshaping Services Programme Review \(valeofglamorgan.gov.uk\)](http://valeofglamorgan.gov.uk)