Vale of Glamorgan Council - Reshaping Services Programme - All Projects Summary Highlight Report

1 - Programme Summary

Date: Oct-15

Project Ref	Project	Sponsor	Project Manager	Tranche	Project Status
Service Specific Projects Workstream					
S1	**Additional Learning Needs & Inclusion**	Jennifer Hill	Mike Glavin	1	Amber
S2	**Catering**	Paula Ham	Carole Tyley	1	Amber
S3	**Library Services**	Paula Ham	Andy Borsden	1	Green
S4	**Transportation**	Miles Punter	James Rees	1	Green
S5	**Building Maintenance**	Miles Punter	Hayley Selway	1	Green
S6	**Highways**	Miles Punter	Mike Clogg	1	Amber
S7	**Planning**	Rob Thomas	Marcus Goldsworthy	1	Green
S8	**Regulatory Services**	Rob Thomas	Dave Holland	1	Green
S9	**ICT**	Rob Thomas	Dave Vining	1	Amber
S10	**Property Projects**	Alan Jenkins	Rebecca Quinn	1	Green
S11	**Social Services Budget Programme**	Phil Evans	Tom Bowring	1 & 2	Amber
S12	**Social Services Collaborative Working Programme**	Phil Evans	Nichola Poole	1 & 2	Amber
S13	**Learning & Skills: Strategy & Resources**	Jennifer Hill	Paula Ham	2	Not yet due
S14	**Parks & Grounds - Maintenance & Client Services**	Miles Punter	Phil Beaman	2	Not yet due
S15	**Housing Services - Landlord Responsibilities**	Miles Punter	Hayley Selway	2	Not yet due
S16	**Building Services - Cleaning & Security Services**	Miles Punter	TBI	2	Not yet due
S17	**Refuse & Recycling Collection and Street Cleansing**	Miles Punter	Colin Smith	2	Not yet due
S18	**Corporate Services**	Rob Thomas	TBI	2	Not yet due
Corporate Projects Workstream					
C1	**Town & Community Councils**	Huw Isaac	Karen Bowen		Amber
C2	**Demand Management**	Huw Isaac	Huw Isaac		Green
C3	**Effectiveness of Spend – Economic Development**	Rob Thomas	Bob Guy		Amber
C4	**Effectiveness of Spend – Grants**	Rob Thomas	Rebecca Haves		Amber
C5	**Income Generation**	Carys Lord	Matthew Curtis		Amber
Programme Activity					
P1	**Organisational Development**	Reuben Bergman	Helen Scarrett		Green
P2	**Communications & Engagement**	Huw Isaac	Rob Jones		Green
P3	**Programme Management**	Huw Isaac	Tom Bowring		Green

2 - Programme Financial Savings Summary

Project Ref	Project	Sponsor	2015/16 (£'000)	2016/17 (£'000)	2017/18 (£'000)	Total (£'000)
Service Specific Projects Workstream						
S1	**Additional Learning Needs & Inclusion**	Jennifer Hill	0	623	0	**623**
S2	**Catering**	Paula Ham	0	300	0	**300**
S3	**Library Services**	Paula Ham	215	265	0	**480**
S4	**Transportation**	Miles Punter	119	881	325	**1,325**
S5	**Building Maintenance**	Miles Punter	0	200	0	**200**
S6	**Highways**	Miles Punter	0	1300	0	**1,300**
S7	**Planning**	Rob Thomas	0	100	0	**100**
S8	**Regulatory Services**	Rob Thomas	100	0	0	**100**
S9	**ICT**	Rob Thomas	0	205	550	**755**
S10	**Property Projects**	Alan Jenkins	100	525	0	**625**
S11	**Social Services Budget Programme ***	Phil Evans	1,487	1,196	320	**3,003**
S12	**Social Services Collaborative Working Programme**	Phil Evans	ref S11	ref S11	ref S11	**ref S11**
S13	**Learning & Skills: Strategy & Resources**	Jennifer Hill	0	0	400	**400**
S14	**Parks & Grounds - Maintenance & Client Services**	Miles Punter	0	0	650	**650**
S15	**Housing Services - Landlord Responsibilities**	Miles Punter	0	0	0	**-**
S16	**Building Services - Cleaning & Security Services**	Miles Punter	0	0	200	**200**
S17	**Refuse & Recycling Collection and Street Cleansing**	Miles Punter	0	375	450	**825**
S18	**Corporate Services**	Rob Thomas	0	0	1,400	**1,400**
Total Service Specific Projects			**2,021**	**5,970**	**4,295**	**12,286**
Corporate Projects Workstream						
C1	**Town & Community Councils**	Huw Isaac	0	0	0	**0**
C2	**Demand Management**	Huw Isaac	0	0	0	**0**
C3	**Effectiveness of Spend – Economic Development**	Rob Thomas	0	50	0	**50**
C4	**Effectiveness of Spend – Grants**	Rob Thomas	0	0	0	**0**
C5	**Income Generation**	Alan Jenkins	310	340	0	**650**
Total Corporate Projects			**310**	**390**	**0**	**700**
TOTAL PROGRAMME			**2,331**	**6,360**	**4,295**	**12,986**
TOTAL COUNCIL SAVINGS			**6,847**	**12,170**	**5,652**	**24,669**
% of Savings from Reshaping Services Programme			**34%**	**52%**	**76%**	**53%**

* SS Programme will monitor savings for this directorate to be delivered by changes associated with the Transportation programme (£54k 15/16 and £13k 16/17 included in S4 above).

3 - Programme Activity Updates

Date: Oct-15

Ref	Project	Sponsor	Project Manager	Status	Update
Service Specific Projects Workstream					
P1	**Organisational Development**	Reuben Bergman	Helen Scarrett	**Green**	Briefing Sessions - 65 staff briefing sessions have been delivered between 28th May and 31st July. - 1760 employees attended (some 70% of employees across the Council) - Delivery by 21 different presenters (MD/Directors/HOS) - Average attendance has been 63% - 19% engagement card response rate The questions and answers from the briefing sessions have been published on the StaffNet. These are being arranged into engagement themes to address similar queries. Follow up staff workshops being arranged as an intended consequence of the above with a view to finalising four products by December 2015 which are being led on by the following people (bracketed figures indicate number of staff who have requested to be part of these) 1 - Keeping me informed - Shelley Bellamy (137) 2 - Developing my skills - Helen Scarrett (168) 3 - Seeking my views - Hayley Selway (134) 4 - What I expect from my manager - Reuben Bergman (136) Managing Change Support for Tranche 1 and 2 Managers Work is continuing as part of ongoing restructuring and change.

3 - Programme Activity Updates

P2	**Communications & Engagement**	Huw Isaac	Rob Jones	**Green**	The Reshaping Services pages on Staffnet have been refreshed with updated information and the questions/answers from the staff engagement sessions.A feature piece is planned for October to publicise the Reshaping work underway in Catering as a way of sharing expreriences. Work is underway on developing project plans for consultation on the corporate plan and 2015/16 budget, both of which will be conducted under the Reshaping Services banner. These exercises will provide valuable insights from residents and strategic partners that will be applicable to the work of the Reshaping programme. It has also been identified that there is significant crossover between the communications work that is being undertaken as part of Reshaping and the work required to prepare for the corporate assessment and colleagues are working to ensure the two are progressed coherently.
P3	**Programme Management**	Huw Isaac	Tom Bowring	**Green**	Meetings have continued with projects to facilitate the development of business cases and proposals to achieve savings.

Date: Oct-15

Project Ref	Project	Sponsor	Project Manager	Status	Update
Service Specific Projects Workstream					
S1	**Additional Learning Needs & Inclusion**	Jennifer Hill	Mike Glavin	Amber	A strategy for SEN has been drafted which identifies a series of strategic actions to be taken to progress a number of interrelated projects, some of which have savings associated with them. The strategy sets out the context in which the service is operating and seeks to articulate how each element of service delivery contributes to an overall vision for the service in the future. The draft strategy has been presented to an advisory group of headteachers which has been formed specifically to support reshaping work in this service area. The draft strategy has also been shared with other council colleagues to ensure it is consistent with other council plans. The draft strategy is to be presented to the Programme Board for comment and will be reported to Cabinet in October. Should approval be gained, the individual actions will be developed into business cases and proposals. Work has continued on the development of the educational psychology pilot for 'trading' value adding services with schools to inform future developments.
S2	**Catering**	Paula Ham	Carole Tyley	Amber	This month the options appraisal has been finalised and scoring completed based on the criteria agreed by the project team. An update report has been prepared for the attention of the Board, setting out the results of the high level options appraisal and seeking approval for progressing savings in 2016/17 and further work on developing the business case. An invitation has been sent to Brad Pearce from CaterED (Plymouth Council – Co Operative model) to visit the Vale to share their experiences relating to financial and legal considerations. A meeting has been held with a focus group of primary Headteachers where alternative models for catering were discussed to assess feedback. Discussions with neighbouring authorities are continuing to inform the project's development.

4 - Service Specific Projects Workstream Updates

S3	**Library Services**	Paula Ham	Andy Borsden	**Green**	The Council has received 5 Business Cases for community groups interested in the development of Community Libraries in Rhoose, Dinas Powys, Wenvoe, St Athan and Sully. However, currently the Library Strategy recommendation for the development of Community led/supported Libraries is on hold as the Council is under a judicial review over its consultation on the Library Strategy from a member of the community. Friends groups have been established and are working well in the four town libraries and we have received no complaints over changes to opening hours.
S4	**Transportation**	Miles Punter	James Rees	**Green**	Progress in current phase (September 2015): • Programme Update to be provided to Transport Savings Programme Board. • Review of all savings targets with Head of Service. • Met with all project managers within Transport Savings programme to review savings targets. • 3 month evaluation Report for Pool Car Scheme compiled to determine long term implementation of scheme presented to CMT/Cabinet. • Sign-off of specification/project plan/cabinet approval for Pool Car E-Auction, pending approval of scheme. Actions planned for next phase (October/November 2015): • Completion of Reverse e-Auction for Pool Car Fleet (22/10/15). • Complete implementation of productivity system measures at Garage Workshop. • Cabinet approval for a single corporate taxi framework using the E-Tendering system. • Phase 2 Vehicle Utilisation meetings to be continued to determine next round of vehicle reductions. • Completion of Pool Car/Mileage Authorisation Audit and communication to managers/staff. • Initial scoping of Integrated Transport Unit proposals.

S5	**Building Maintenance**	Miles Punter	Hayley Selway	**Green**	As the majority of funding for this service is HRA, there is limited potential to deliver savings for the general fund. However, a value for money exercise is being scoped to identify potential for savings in both HRA and general fund budgets and understand the investment of time and resources required to deliver any associated savings. Work continues to analyse the financial situation of the service and to explore opportunities to identify and assist in delivering facilities management savings. A more detailed update will be presented to the Programme Board in November.	
S6	**Highways**	Miles Punter	Mike Clogg	**Amber**	Following the market sounding exercise, discussions have been undertaken and further ones planned with a range of suppliers to inform the development of the options appraisal. A visit to Staffordshire is being planned for October. Discussions are also underway with Local Partnerships (an arms-length company jointly owned by Local Government Association and the Cabinet Office) to explore the potential for this organisation to provide support for the development of the project's next phase of work (a more detailed analysis of the available options). A number of quick wins have been identified at the start of the project and are now being progressed by the relevant team managers.	
S7	**Planning**	Rob Thomas	Marcus Goldsworthy	**Green**	Welsh Government have confirmed fee increases will come into effect from 1st October 2015 and as such, additional income will be realised ahead of target for this project. A report to Planning Committee was endorsed in September and approval given at Cabinet. The report will be considered by Full Council. This project could generate an additional £266k in income based on 2014/15 income levels.	

S8	**Regulatory Services**	Rob Thomas	Dave Holland	**Green**	Consultation with staff on the restructure concluded on 14th September 2015. The Trade Union Forum was apprised of progress on 16th September and agreed to the recruitment and selection processes to be used to populate the new structure. Appointments to the new structure began in the first week of October and will, in the first instance, be conducted through a "matching and slotting" process. Thereafter, positions will be filled through a competitive interview process. The new SRS will make greater use of technology than the previous service delivery model. The remodelling of the service introduces a single shared ICT suite that incorporates mobile technology and digital customer access channels. A SRS website has been developed and is scheduled to "go live" in November 2015. A move to "agile" working is also progressing; officers are trialling laptops and other mobile devices to determine the best means of delivering a fully mobile, integrated, working regime. A significant number of officers have chosen to leave the service which is having an impact upon 'business as usual'. The management team is prioritising workloads to ensure that any potential risks are effectively managed and key performance measures are met.
S9	**ICT**	Rob Thomas	Dave Vining	**Amber**	Work has continued this month on the draft business case and options appraisal. The project team has also analysed the way in which the ICT service is currently resourcing key applications/functions to identify potential opportunities. Consideration is initially focusing on the delivery of savings in the current year and 2016/17. The savings identified to date would exceed the targets for 2015/16 and 2016/17 and this would make a contribution to the target in 2017/18. Work is underway to identify approaches including service-wide change and change on a function-by-function. These will be evaluated and a more detailed report will be presented to the Board in October outlining how the service proposes to proceed.

4 - Service Specific Projects Workstream Updates

S10	Property Projects		Carys Lord	Rebecca Quinn	Green	Tender responses are to be received in October for the works to the Civic Offices required if Provincial House is to be vacated. Once more accurate costs are known, a report will be presented to CMT and Cabinet to gain approval for works and physical moves. The report will include a project plan indicating which teams would move and when. Preparations for changes to cleaning and security arrangements are progressing ahead of the 1st December implementation deadline. Communications to staff are being planned to commence in October/November.

4 - Service Specific Projects Workstream Updates

S11	**Social Services Budget Programme**	Phil Evans	Tom Bowring	Amber	The most recent Social Services Budget Programme All Projects Summary Highlight Report is attached for the information of the Programme Board.
S12	**Social Services Collaborative Working Programme**	Phil Evans	Nichola Poole	Amber	The Social Services Directorate's Collaborative Working Programme has been re-scoped and renamed to reflect the preparatory work required to implement the Social Services and Well-being (Wales) Act 2014 in April 2015. The first meeting of the Sustainable Social Services/ Collaborative Working Programme was held on 22nd September. Nine work streams have been identified and a number of these will link directly to the Directorate's reshaping activity. Priority has been given to the provision of the Information, Advice and Assistance service and the Eligibility/Assessment of Need work streams as this will result in service redesign and assist with the demand management strand of the Council's Reshaping Programme.
S13	**Learning & Skills: Strategy & Resources**	Jennifer Hill	Paula Ham	Not yet due	The Project Sponsor is identifying potential ways of delivering Reshaping activity in this service and has met with all managers in the service area to identify opportunities. A PID will be developed in due course.
S14	**Parks & Grounds - Maintenance & Client Services**	Miles Punter	Phil Beaman	Not yet due	A PID is under development and will be progressed in due course as this is a tranche 2 project.
S15	**Housing Services - Landlord Responsibilities**	Miles Punter	Hayley Selway	Not yet due	A PID has been developed for consideration by the Programme Board in due course as this is a tranche 2 project.
S16	**Building Services - Cleaning & Security Services**	Miles Punter	Hayley Selway	Not yet due	A PID has been developed for consideration by the Programme Board in due course as this is a tranche 2 project.
S17	**Refuse & Recycling Collection and Street Cleansing**	Miles Punter	Colin Smith	Not yet due	A PID has been developed for consideration by the Programme Board in due course as this is a tranche 2 project.
S18	**Corporate Services**	Rob Thomas	TBI	Not yet due	A discussion has been held at Resources DMT to begin to identify approaches as to how this project can progress. The work underway in HR with regards the operating model will be used to inform the project for the directorate as a whole. A series of workshops have been diarised to progress this work.

5 - Corporate Projects Workstream Updates

Date: Oct-15

Ref	Project	Sponsor	Project Manager	Status	Update
Service Specific Projects Workstream					
C1	**Town & Community Councils**	Huw Isaac	Karen Bowen	Amber	Town and Community Councils who have expressed an interest in potential clustering were invited to attend a seminar on Wednesday 30th September 2015.The seminar featured a welcome by the Leader of the Vale, presentation/discussion from Lyn Cadwallader One Voice Wales, an overview by Huw Isaac on the information received to date and next steps for the project, along with information from Creative Rural Communities on the funds that could be applied for by TCCs for projects under the WG LEADER programme. These TCCs have been provided with an A-Z list of Vale Council services and a list of assets in their area in order to inform discussions. Invitations have also been sent to Barry and Penarth Town Councils to arrange to meet with officers to discuss in greater detail their expressions of interest with responses awaited.
C2	**Demand Management**	Huw Isaac	Huw Isaac	Green	In the coming weeks the project team will work to formalise the demand management principles as a result of the production of the mapping tool and associated summary document. The Avoidable Contact project team will be holding a workshop to identify quick win opportunities to reduce call demand and the causes of avoidable contact in C1V. A list of projects is being developed and will be reported to the Board in November.
C3	**Effectiveness of Spend – Economic Development**	Rob Thomas	Bob Guy	Amber	The project team has met this month and has identified two projects to progress. One project relates to the potential to rationalise use of space with the potential to let accommodation in order to generate income. The second initiative is part of the work being undertaken within the Tourism team to move to more digital marketing practices and reduce the amount of printed copy produced. As well as making savings from printed materials, there is the potential to contribute to the Income Generation project which is considering the feasibility of implementing advertising on the Council's website and Staffnet.

C4	Effectiveness of Spend – Grants	Rob Thomas	Rebecca Haves	Amber	Reports to Cabinet were approved in July 2015 which proposed making changes to a range of grants in line with the principles of the Effectiveness of Spend project.
					The Council operates a fund to support Town and Community Councils develop capital schemes in local areas. A review of the approved schemes in the current year and update of conditions has allowed for savings to be identified in the region of £27k which has been used to provide a new fund to support new community facilities this year as part of the Council's capital programme.
					The Council has reached an agreement with the Citizens Advice Bureau on funding for the next three years which will provide that organisation with financial stability, the Council with savings of £8,250 over the three year period and both organisations time to assess the impact of welfare reform.
					The Council's revenue grants to support Christmas activities by Town and Community Councils and to fund Christmas lunch for older people in the community have also been reviewed with total savings of £6650 for 2015/16 being realised.

C5	**Income Generation**		Carys Lord	Matthew Curtis	Amber

5 initial areas have been selected to progress further and business cases are being developed. These are:

• **Credit Card Charges:** Analysis of last year's data has been completed to determine the estimated income that could be achieved from the introduction of a credit card surcharge. Due to recent changes in legislation, further analysis is required during October to determine the percentage of any potential charge. Legal Services are currently looking into the legal implications of the introduction of a surcharge.

• **Digital Advertising:** Reviewing the potential to introduce digital advertising through Staffnet, Vale Connect and the Vale of Glamorgan website. Currently in discussions with the Council Advertising Network to establish how much income could be received and what impact it may have on the website users.

• **Highways Advertising:** Immediate Solutions currently manage our roundabout sponsorship scheme. A meeting with Immediate Solutions has been arranged to discuss ways in which we can increase our revenue through advertising on highway assets.

• **Filming:** A workshop has been organised for Wednesday 4th November to discuss how we could maximise our income received from filming. This will include analysing how we could improve our current processes to create a more commercial approach to filming and is being attended by colleagues from across the Council to ensure a joined up, consistent approach.

• **Vending:** Currently looking into how we can maximise our income received through office vending. This includes looking at the position of the machines, the current ranges provided and the potential to offer additional services, such as coffee.

Date: Oct-15

Ref	Project	Description	Probability (Risks only)	Impact (Risks & Issues)	Action Required	Responsible	Due Date
1	**Programme**	There is a risk that there is insufficient capacity to undertake work associated with Reshaping Services.	Medium	High	PIDs to consider the resources required by each project, for discussion at Programme Board. Programme Team to review PIDs and identify any issues with the level of resources required to be provided.	Project Sponsors	Apr-15
					Completion of a resource matrix for projects to identify and manage project work.	Tom Bowring	Apr-15
					Prioritisation of the development of tranche 1 project business cases, in order to deliver savings on time.	Programme Board	Apr-15
2	**Programme**	There is an issue that there is insufficient knowledge regarding certain alternative forms of service delivery that will prevent a full appraisal of options at business case stage. This is notably the case for co-production and council owned companies. However, the issue is equally attributable to knowledge of working with the town and community/ voluntary sectors in some instances.	-	High	Organisational Development project to identify training/ development activity and implement for appropriate projects and the programme team.	Reuben Bergman	ASAP
					Town and Community Council project to consider developing ways of working with this sector (and links with voluntary sector).	Huw Isaac	Aug-15
					Inclusion of voluntary sector colleague on Programme Board and project teams to inform development.	-	On-going

6 - Programme Risks and Issues Log

3	Programme	There is an issue that the development of business cases is more time consuming for the more complex projects and this is likely to lead to a risk that projected savings may be delayed. There is also an issue that not all projects require a full business case to be developed following the five case model in detail and that briefer proposals/cabinet reports may be more appropriate.			Programme Manager to liaise with project managers to identify any potential for delays and identify interim savings that could be delivered in the interim.	Tom Bowring/ Project Managers	On-going
			High	Medium	Programme Manager and project managers to consider proportionate reporting based on the extent and scale of changes required/proposed and adjust the approach accordingly. However, in all instances, the business case approved by the Programme Board should remain the default approach to ensure work considers the various aspects of developing proposals.	Tom Bowring/ Project Managers	On-going
		-				-	