

Meeting of:	Cabinet
Date of Meeting:	Thursday, 10 October 2024
Relevant Scrutiny Committee:	Corporate Performance and Resources
Report Title:	Reshaping Programme Update
Purpose of Report:	To seek Cabinet approval for the next phase of the Council's transformational change programme, Reshaping.
Report Owner:	Executive Leader and Cabinet Member for Performance and Resources
Responsible Officer:	Chief Executive
Elected Member and Officer Consultation:	Strategic Leadership Team
Policy Framework:	This is a matter for Executive decision by Cabinet.
<p>Executive Summary:</p> <ul style="list-style-type: none"> • This report provides an update to Members following approval to develop the Reshaping Programme in January 2024. • Reshaping Services was the transformational change programme launched in 2015 and which enabled the Council to mitigate the impact of austerity whilst delivering significant financial savings. With a significant financial challenge facing the Council in the medium-term, Cabinet endorsed plans to again refocus Reshaping around a framework for transformational change under five themes of Target Operating Model, Service Transformation, Strengthening Communities, Digital Innovation and Economic Resilience. • This report seeks Cabinet approval for the proposals to further develop the Reshaping Programme following a process of engagement and delivers on the recommendation that a further report be presented in due course with a prospectus of projects. 	

Recommendations

1. It is recommended that Cabinet considers and notes the content of this report and Appendix A.
2. It is recommended that Cabinet approves the proposals for developing the Reshaping Programme, as set out in this report and Appendix A.
3. It is recommended that Cabinet refers this report and Appendix A to Corporate Performance and Resources Scrutiny Committee for its consideration alongside the draft Corporate Plan in October 2024, with any views being referred back to Cabinet for consideration.
4. It is recommended that Cabinet approves this report and Appendix A being emailed to all Councillors, Members of the Joint Consultative Forum, all Town and Community Councils, the Public Services Board, the Regional Partnership Board, the Council's diversity networks and the Equalities Consultative Forum for their information, inviting any views to be shared with the Chief Executive for consideration.
5. It is recommended that Cabinet receives further updates on the Reshaping Programme as it develops in parallel with the Council's work on the new Corporate Plan and Medium-Term Financial Strategy.

Reasons for Recommendations

1. To apprise Cabinet of the work underway to transform the Council.
2. To enable the Reshaping programme to be developed further.
3. To enable Corporate Performance and Resources Scrutiny Committee to consider the report and Cabinet to consider the views of the Committee.
4. To continue to apprise a wide range of stakeholders of the development of the programme and enable them to share their views for consideration.
5. To enable Cabinet to receive further updates in due course.

1. Background

- 1.1 The original Reshaping Services Programme was established by Cabinet in January 2015 with the aim of the strategy being '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'.
- 1.2 The objectives of the original strategy were:
 - 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** Over the course of five years, the strategy achieved a significant amount, including the adoption of new service delivery models such as Shared Regulatory Services, the creation of Neighbourhood Services, the establishment of five community run libraries, remodelling of functions within Social Services and the establishment of Big Fresh Catering. A new employment relationship was forged via a series of ‘Big Conversations’ with all Council staff resulting in the Staff Charter and latterly Culture Book, engagement groups and a new approach to employee recognition. Against the backdrop of significant savings (£59million from 2010/11 to 2021), the Programme enabled the Council to mitigate the impacts of austerity.
- 1.4** In 2021, the Cabinet approved a report on “Renewing Reshaping” reflecting on the experiences of the Coronavirus pandemic, a review undertaken by Audit Wales, and the Council’s Recovery Strategy. At the time, Council funding was not under the same level of significant strain and three new areas of challenge were developed to progress the newly reframed Reshaping Programme:
- 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.
- 1.5** Over the course of the last two years, these challenges have helped guide the Council’s activity and develop new approaches to service delivery and relationships with communities. Work with Our Community includes the Llantwit Major More Than Food Project, the Council’s reacquisition and operation of Penarth Pier Pavilion, and delivery of the “Warm Welcome” scheme. Reshaping with Our Work in the post-pandemic period involved adopting a hybrid approach to working for many of the Council’s staff, the development of new Digital and People strategies and how Council assets are utilised. In the last year, much attention has again been turned to the Council’s financial resources with significant financial challenges presented by high inflation and lower than required levels of funding.
- 1.6** In January 2024, Cabinet approved proposals for the development of the transformation programme, Reshaping (Minute C208 refers). That report set out proposals to develop the next iteration of the Council’s transformational change programme.
- 1.7** Given the critical medium-term funding position presenting itself, once again the transformation will be fully aligned with the need to deliver significant financial savings as described in the Medium-Term Financial Strategy. The objectives of the original Reshaping Services strategy will guide this work. However, the reflections from the post-pandemic review of Reshaping whereby emphasis is

placed both internally and externally to the Council will shape the next phase of transformational change.

- 1.8** The timing of this refresh of the transformation programme comes at a critical time for the Council, not only due to the financial forecast for coming years, but also as the Council's new Corporate Plan for 2025-2030 is now developed and about to be consulted upon. These two exercises have been developed in tandem, with the Corporate Plan setting out what the organisation wants to achieve by 2030, and with Reshaping articulating the way the Council will need to change how it works in order to deliver those ambitions.
- 1.9** This report provides Members with an update on the progress made to develop Reshaping over the last few months, reflecting the engagement with stakeholders and presents the Reshaping Prospectus (Appendix A) for approval and further development in the coming months.

2. Key Issues for Consideration

The Need to Reshape

- 2.1** The Vale of Glamorgan Council is at a juncture. Following a decade of austerity, the Coronavirus pandemic and a cost of living crisis, the medium-term financial environment for public sector organisations is at its most challenging in living memory.
- 2.2** The Reshaping Prospectus has been developed at a time when the Council is considering the longer-term aspirations for the Vale – the people who live, work and visit here as well as the places which make up our vibrant and diverse communities. These aspirations are set out in our new draft Corporate Plan for 2025-2030 which Cabinet are considering at this meeting.
- 2.3** Delivering public services at a time of increasing demand and diminishing resources requires fundamental and transformational change in how the Council works. Reshaping is our transformation programme and sets out how the Council will approach this opportunity and the things that will be done to deliver it. This work will create the organisation we need to be for our residents and colleagues by 2030 and will involve every colleague and department, importantly including our schools.

Developing the Prospectus

- 2.4** The January report to Cabinet described how the Cabinet and Strategic Leadership Team had developed a framework for the Reshaping Programme built around five interrelated themes. That report set out how this was informed by a range of information and insight, notably the Let's Talk About Life in the Vale survey. To ensure this work is fully aligned with the developing Corporate Plan, the Reshaping Prospectus has been produced to show how the transformation programme will work alongside the proposed new well-being objectives.

- 2.5** Following Cabinet’s consideration in January, the report was presented to a range of stakeholders, including Corporate Performance and Resources Scrutiny Committee, Community Liaison Committee, Joint Consultative Committee, Voluntary Sector Joint Liaison Committee and the Public Services Board. The views from these stakeholders have been considered and reflected upon in the development of the Reshaping Prospectus.
- 2.6** Significant internal engagement work has also helped to shape the Programme. This has included a dedicated all Chief Officer development session where colleagues discussed the developing Corporate Plan and Reshaping Programme. This informed two Leadership Café sessions attended by over 140 staff delivered by the Chief Executive and Director of Corporate Resources, as well as an internal information campaign running over the summer and regular mentions in the Chief Executive’s end of week message which is regularly read by over 1,000 colleagues.

The Reshaping Prospectus

- 2.7** Appendix A provides Members with the Reshaping Prospectus. This has been developed by the Cabinet and Strategic Leadership Team in recent months and contains six sections.

Section 1: Vision

- 2.8** This section sets out how the Reshaping Programme is rooted in the Council’s overall vision for Strong Communities with a Bright Future. This follows a session with the Future Generations Commissioner’s office, where the longer-term future of the Vale was considered alongside how the Council will need to adapt to future challenges.

Section 2 – Strategy

- 2.9** The Reshaping Programme will need to deliver change in the way the Council works in order for the new Corporate Plan to be successful. Cabinet will note the process taken to develop the Corporate Plan as part of that agenda item. To successfully change the way the Council works, the prospectus shows how we are reflecting on resident and colleague feedback, the actions in the draft Corporate Plan, the data available to the Council and how resources will be allocated on these priorities through the forthcoming budget setting process.

Section 3 – Strategic Outcomes Framework

- 2.10** The draft Corporate Plan offers an opportunity to rethink how the performance of the Council in achieving its intended outcomes can be monitored, reported and scrutinised by Members and staff. Following feedback from elected Members and Audit Wales, work is underway to develop these proposals and these will be reported in early 2025.

- 2.11** Alongside this, the Reshaping Prospectus illustrates the ‘entry criteria’ for projects to be identified as truly transformational. As described above, the financial pressures on the Council’s budget mean that significant savings or future cost avoidance will be important drivers for potential change projects. Some projects will also be required to support the organisation to change, for example, the People and Culture workstream. In addition to these resource based drivers, the Five Ways of Working will be used to define projects, ensuring they consider the Future Generations Act in their development and delivery.

Section 4 – Design Principles

- 2.12** In developing the prospectus, the Strategic Leadership Team undertook an exercise to identify the way in which the Team, and wider Council, will approach transformation by working together, the approach to our people, how we will focus our approach and the way in which key messages will be shared in line with the organisation’s values of open, together, ambitious and proud.

Section 5 – Transformation Strategy

- 2.13** The strategy for Reshaping is based around five interrelated themes:

- Target Operating Model
- Service Transformation
- Strengthening Communities
- Digital Innovation
- Economic Resilience

- 2.14** These themes will be used to identify, develop and deliver individual streams of activity within the overarching Reshaping Programme.

Section 6 – Delivery

- 2.15** This section of the Prospectus provides the details of how the five themes of the Reshaping Programme will be operationalised and delivered. For each theme, a series of workstreams are described, the principles that teams will use to prioritise projects within each workstream and how delivery will be managed.

i. Target Operating Model

- 2.16** This theme considers issues around the Council’s processes, people, structure, governance and technology and how the organisation should look and function to deliver our priorities and core activity.

- 2.17** The Council’s Target Operating Model (TOM) is the way in which the overall strategy of the organisation (via the new Corporate Plan) will be delivered in strategic terms. Defining the organisation’s TOM will take the objectives of the Reshaping Programme and vision of the organisation for Strong Communities with a Bright Future and enable a set of organisation-wide principles to be

developed on issues such as structure, delivery models that will/will not be acceptable, the Council's strategic approach to partnership working, how people are managed and developed, as well as decision making, performance and scrutiny approaches. The TOM will provide the direction and enabling activity to deliver the work involved in the other transformation themes, supported by key Council strategies such as the People Strategy, Digital Strategy, Medium-Term Financial Plan, Corporate Asset Management Strategy and forthcoming Data Strategy. This theme is both about 'what' we do and also 'how' we do it.

ii. Service Transformation

- 2.18** A key component of the transformation programme will be in considering how individual services can be transformed to make them more sustainable in the medium to longer term.
- 2.19** This theme will take the principles defined by the TOM and apply them to individual services (or combinations of services). Consideration will be given to the best model for operating services, such as in collaboration with partners, by internal reorganisation, the role of digital technology and other service delivery models such as social enterprise, not for profit arms-length trading and others.

iii. Strengthening Communities

- 2.20** This theme will develop the Council as an enabler and facilitator rather than direct provider of some services as well as defining how the organisation interacts with partners.
- 2.21** 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.
- 2.22** This theme will be important as the financial position of the Council means that in the future some services may not be possible to deliver directly (and indeed, as has been seen, are sometimes more appropriately and effectively delivered by others with support of the Council, for example, the previous service transformation to create community libraries which ensured libraries continued to be viable within individual communities).

iv. Digital Innovation

- 2.23** The digital innovation theme will involve the Council seeking to ensure that digital innovation is at the heart of what we do and secures efficiency across the board.
- 2.24** The newly adopted Digital Strategy sets out four areas of digital activity: Community and Involvement, Organisation and Processes, People and Skills and Data and Insight.

2.25 This work will be progressed as outlined in the Digital Strategy and provide significant opportunity to support the other themes, notably Service Transformation and Strengthening Communities.

v. Economic Resilience

2.26 The theme of economic resilience is centred around the Council's role in supporting economic resilience and ensuring that a place-based approach is effective in the creation of sustainable communities with good employment.

2.27 Areas of focus within this theme will include the Council's regeneration and place-making approach, alongside the use of Council assets to support economic resilience. The TOM will influence this theme in the Council's approach to working with Capital Region partners in the attraction of business to the county to support sustainable and high-quality jobs.

Reshaping Projects

2.28 Within each workstream, Members will note that a range of projects have been initially identified and are listed within the Prospectus. Some of these are already in progress and were approved within the Budget Proposals for 2024/25 onwards. This is intended to ensure existing work is aligned from the offset with the Reshaping Programme. The schemes listed are not intended to be definitive, but to provide a flavour of each theme and how they interrelate.

2.29 To prioritise the Council's transformation work and ensure it aligns with the budget process, it is proposed to prioritise the major change projects to progress to deliver savings from 2025/26. These priorities have been identified from the Prospectus, in discussion with Strategic Leadership Team colleagues, making linkages with key areas of financial risk to the Council, areas for development from the draft Annual Self-Assessment and in reviewing the results and resident priorities from the Let's Talk About Life in the Vale survey. These priorities are:

- i. Brilliant basics and automation: improving customer/resident service, linked to automation and service reviews in high volume services.
- ii. Key assets – Dock Office and Kymin.
- iii. Key income generation opportunities – Car Parking.
- iv. Neighbourhood Services standards and approach (Linked to Brilliant basics).
- v. School budget management – working with schools, especially those in deficit/ at risk of financial deficit.
- vi. Schools' agency staff model.
- vii. Additional Learning Needs.
- viii. Public transport and school transport services.
- ix. Social Services demand management.

x. Homelessness.

2.30 These priorities do not represent all of the things that will be delivered by the Programme – other aspects will progress, and this includes those not directly delivering immediate financial savings (e.g. the Economic Resilience and Strengthening Communities themes and the People and Culture workstream of the Target Operating Model). These priorities will be further explored and developed during the budget setting process.

Governance

2.31 This section of the Prospectus also provides Members with details as to how it is proposed the programme is managed, in line with the Council's project management toolkit (which is currently being refreshed).

2.32 The governance arrangements for the Programme are also described, showing Cabinet's overarching ownership for the Programme, the role of the Strategic Leadership Team and Cabinet as the Programme Board, supported by other boards and project teams. Members will note the proposal to ensure individual projects are scrutinised as appropriate by Committees with Corporate Performance & Resources Scrutiny having the role of overall programme scrutiny. Partners will play a key role in the Programme and engaged throughout programmes and projects.

Next Steps

2.33 It is proposed that this report is referred to Corporate Performance and Resources Scrutiny Committee for their consideration, with views being referred back to Cabinet. The timing of this will enable the views of the Committee to be considered by the Executive and Strategic Leadership Team during the development of both the projects and overall budget proposals.

2.34 The draft Corporate Plan will be consulted on in the next eight weeks, and during the consultation events, aspects of Reshaping and how the Council is financed will form a part of discussions. This information will also help shape proposals for consideration by Members in due course.

2.35 The Council has previously run a programme of management development for all staff with line management responsibility. This programme has been refreshed and will be run during October (starting on 7 October) to ensure that staff from all Council services, including schools, are informed and engaged on the new Corporate Plan and Reshaping Programme. This will provide an important opportunity to ensure this information is cascaded to teams throughout the organisation and that all staff are engaged with the delivery of new ways of working.

2.36 Directors are now working with their Directorate Management Teams to develop proposals for the priorities described above and other opportunities and these will be discussed during the forthcoming budget working groups over October

and November. The details will be presented to Members in the forthcoming Budget Proposals for 2025/26 onwards.

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

- 3.1** Embedded across all of this work and all five of the transformation programme's themes are the five ways of working, involvement, collaboration, prevention, long term and integration. These can be seen in our approach to the above activities which are just some examples of work already underway or being planned and which are also reflected in many of our partnership activities including the Public Services Board, Safer Vale and the Regional Partnership Board. The Five Ways of Working will be embedded within Programme and projects as key ways of defining transformation priorities.
- 3.2** The approach described in this report demonstrates the integrated approach proposed to developing both the Council's new Corporate Plan within which the wellbeing objectives of the organisation will be set, the transformational change programme and integrated planning activity.

4. Climate Change and Nature Implications

- 4.1** The Council has declared both Climate and Nature emergencies and these are reflected as a critical challenge in the Annual Delivery Plan. These are key considerations across the five themes of transformation and the new draft Corporate Plan.

5. Resources and Legal Considerations

Financial

- 5.1** The Reshaping Programme will be an integral part of the Council's Medium Term Financial Strategy and contribute to the delivery of financial savings and sustainability in the future.
- 5.2** Members will note above the 'entry criteria' for projects to deliver financial savings or cost avoidance through prevention.
- 5.3** The Council has established a series of financial reserves to support the transformation of the organisation, including the Risk and Reshaping Reserve, Corporate Landlord Reserve and Digital Reserve.

Employment

- 5.4** There are no direct employment implications associated with this report. The future approach to engagement and involvement of Council staff will be considered as part of the enabling activity within the Target Operating Model.

- 5.5 Communication and engagement with colleagues will continue to be an important part of the Council's work and commitment to its workforce and this includes regular dialogue with the Trades Unions.
- 5.6 A small team has been engaged within the Corporate Resources Directorate to provide support to services in the development and implementation of projects.

Legal (Including Equalities)

- 5.7 There are no direct legal implications associated with this report.
- 5.8 The equalities impact of individual proposals will be considered as part of the development and delivery of individual streams of work, with Equality Impact Assessments being undertaken as required.

6. Background Papers

[Reshaping – The Next Phase of transformation, Cabinet January 2024](#)

[MTFP Refresh, Cabinet November 2023](#)

[Digital Strategy Update, Cabinet November 2023](#)

[Strengthening Communities and Tackling Poverty, Corporate Performance and Resources October 2023](#)

[Financial Strategy Cabinet July 2023](#)



Reshaping Programme

A Prospectus for Change to 2030
October 2024



“

We've paused, reflected and learnt. Now it's time to design the Council we need to be by 2030 for our residents and colleagues.

Work is underway now to develop

A new Corporate Plan – Setting out what we want to achieve

The Reshaping Programme – Changing how we work to deliver it

A Prospectus for Change: The Reshaping Programme

Never has there been a more important and challenging time to work in public service

The Vale of Glamorgan Council is at a juncture. Following a decade of austerity, the Coronavirus pandemic and a cost of living crisis, the medium-term financial environment for public sector organisations is at its most challenging in living memory.

This prospectus is being published at a time when we are considering the longer-term aspirations for the Vale – the people who live, work and visit here as well as the places which make up our vibrant and diverse communities. We will publish these aspirations in our new Corporate Plan for 2025-2030.

Delivering public services at a time of increasing demand and diminishing resources requires fundamental and transformational change in how we work. Reshaping is our transformation programme. This prospectus sets out how we will approach this opportunity and the things we will do to deliver it. This work will create the organisation we need to be for our residents and colleagues by 2030 and will involve every colleague and department, importantly including our schools.

As an organisation we have a strong track record of change. Examples of this can be found in the next few pages as a reminder of what we have done before and is encouragement that, whilst change may be hard, it is the right thing to do and together we can successfully deliver it. Reshaping will not be static and will evolve over time in response to new opportunities and challenges. The framework here will, however, guide us in the coming years as we work together to achieve strong communities with a bright future.

Building on experience

Strong
Communities
with a Bright
Future



VALE of GLAMORGAN COUNCIL
CORPORATE PLAN
2016-2020



SHARED SERVICES



INTEGRATION

COMMISSIONING



INTERNAL CHANGE

COMMUNITY EMPOWERMENT



INCOME RAISING



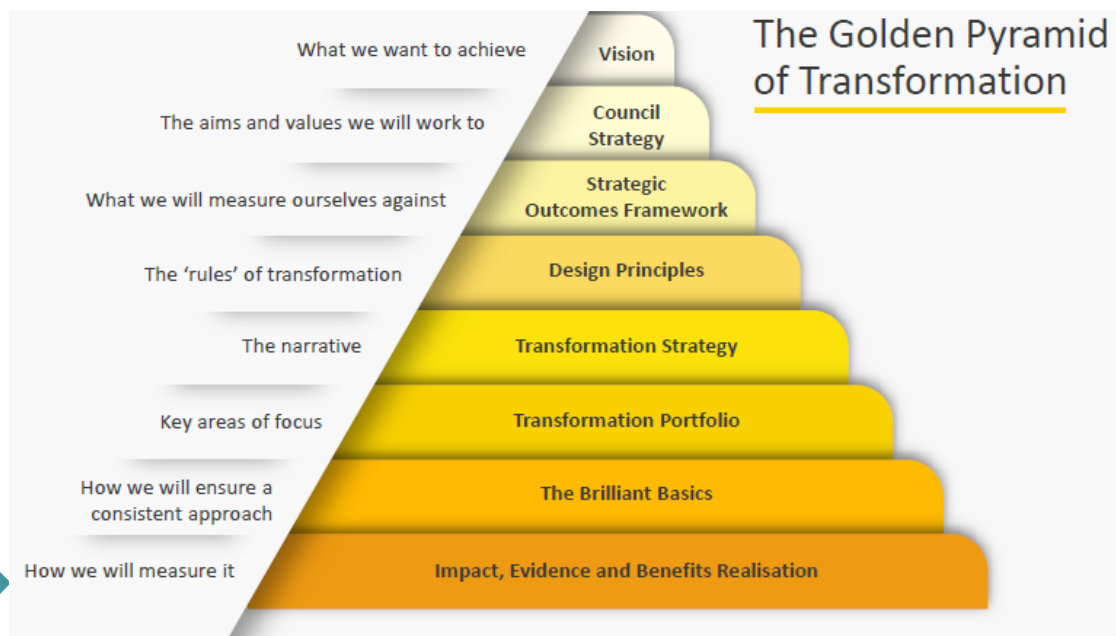
Recovery Renewal
 Rehabilitation Refocus
 Reenergise Reset Reshape
 Resolve



Building on experience



Structuring our thinking



The Golden Circle and Transformation Pyramid



In recent months, SLT and Cabinet have taken a structured approach to developing the Reshaping Programme in parallel with the new Corporate Plan. The work to structure our thinking has been supported by CIPFA's C.Co company and shows how our vision of Strong Communities with a Bright Future will guide both what we do and how we do it.



From vision to delivery

01. Vision

Strong Communities with a Bright Future 2030.

02. Strategy

Our Wellbeing Objectives and the values of the Council set out in the Corporate Plan 2025-2030.

03. Strategic Outcomes Framework

How we will know if we are achieving.

04. Design Principles

How we will approach change and take decisions together.

05. Transformation Strategy

Bringing our five transformation themes to life.

06. Delivery

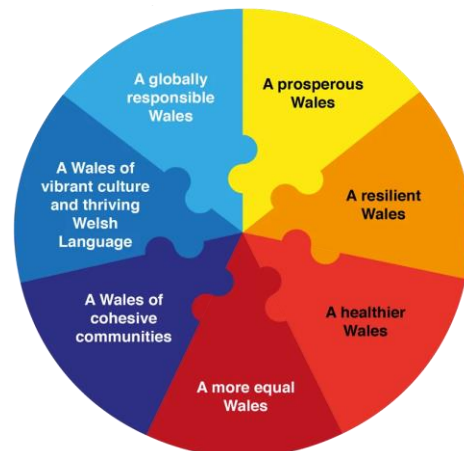
The portfolio: key areas of focus and how we measure impact and benefits.



01. Vision Strong Communities with a Bright Future, 2025-2030.

Working with Derek Walker, Future Generations Commissioner for Wales' office, SLT used the Wellbeing of Future Generations Act to kickstart our thinking on what Strong Communities with a Bright Future will look like in the longer-term, and what steps our new Plan will need to contain to help us get there by answering the question:

"Picture the youngest person you know.
Now picture the quality of life you'd want them to have over the next 50 years - how will the things you do today make that good life a possibility?"



Ymgyfraniad Involvement Integreiddio Integration Hirdymor Long term Atal Prevention Cydweithio Collaboration

02. Strategy

New Corporate Plan 2025-2030

- New Wellbeing Objectives

Driven by:

- What residents and colleagues are telling us
- The things we know we need to achieve
- Data and insight about people & places in the Vale
- Needing to get the basics right
- Allocating and focusing resources on priorities

Our Values

- **Open:** to new ideas and ways of working.
- **Ambitious:** to try different things, innovate, be sustainable and the best that we can be.
- **Together:** Working as a team, across directorates, breaking down silos with a focus on our residents and colleagues.
- **Proud:** Of the work we do as an organisation and a partner in making a difference to communities in the Vale.

02. Strategy

Involving & Engaging

- Cabinet, Colleagues and Stakeholders have shaped the work so far



Draft Wellbeing Objectives



Creating Great Places to Live, Work & Visit



Respecting and Celebrating the Environment



Giving Everyone a Good Start in Life



Supporting and Protecting Those who Need Us



Being the Best Council We Can Be

03. Strategic Outcomes Framework

How we will know if the strategy is delivering

- We will be progressing the Reshaping agenda alongside the development of the new Corporate Plan.
 - A new Corporate Plan – what we want to achieve
 - The Reshaping Programme – how we'll work to deliver it
- As part of the new Corporate Plan, we will take opportunity to rethink how we report our performance to drive decision making and accountability and also review the way scrutiny works.
- Focus will be given to how the strategic outcomes of the organisation link more closely with the Medium-Term Financial Plan in a period of significant financial restraint.
- The Reshaping Programme will use set of criteria to initially identify and then track progress against different projects.

03. Strategic Outcomes Framework

The Reshaping Programme is about becoming the organisation we need to be by 2030 for our residents and colleagues. This is at a time of significant financial strain, increasing demand and the need to change in response.

Project Entry & Monitoring Criteria

Projects will need to show one or more of these entry criteria:

- **Financial Savings:**

A minimum saving of 10% of the controllable base budget.

- **Cost Avoidance & Prevention:**

A minimum of 10% notional preventative cost savings in the medium-term.

- **Service Development:**

A project which contributes to creating the conditions to deliver other Reshaping work.

Projects will also demonstrate how they achieve one or more of the following:

- **Long-term:** Strategic in nature, being aligned with the Council's Medium Term Financial Strategy in delivering significant savings and/or generating income to sustain services in the long-term.
- **Prevention:** Manages demand & focuses on taking preventative action that results in future cost avoidance.
- **Integration:** Recognises the contribution to Wales' Wellbeing Goals, the Council's wellbeing objectives and those of our partners.
- **Involvement:** Creates the culture, capacity and resilience we need as an organisation and increases the opportunity for community participation and power.
- **Collaboration:** Demonstrating how working with others will lead to improved project outcomes for ourselves and our partners.

04. Design Principles

Developed by SLT, February 2024 to guide its work and approach to transformation

Uchelgais • Ambitious Agored • Open Cydweithio • Together Balchder • Proud

Our SLT

- As a Leadership Team we will ensure our focus is on long-term strategic issues and the financial viability of the Council.

Our People

- We will make sure that we have the right people in the right place and that projects are aligned to priority outcomes to ensure we have capacity to deliver what's required.
- We will foster a culture where staff feel empowered to solve problems and are responsible and accountable.
- We will visibly role model the behaviours we expect from staff and be open and honest in our communications.

Our Focus

- We will always ask 'how is what we are doing benefiting our residents?'
- We will work to be the best we can be, from our 'basic' enabling services through to transformation.
- We will constantly think 'outcome not process'.

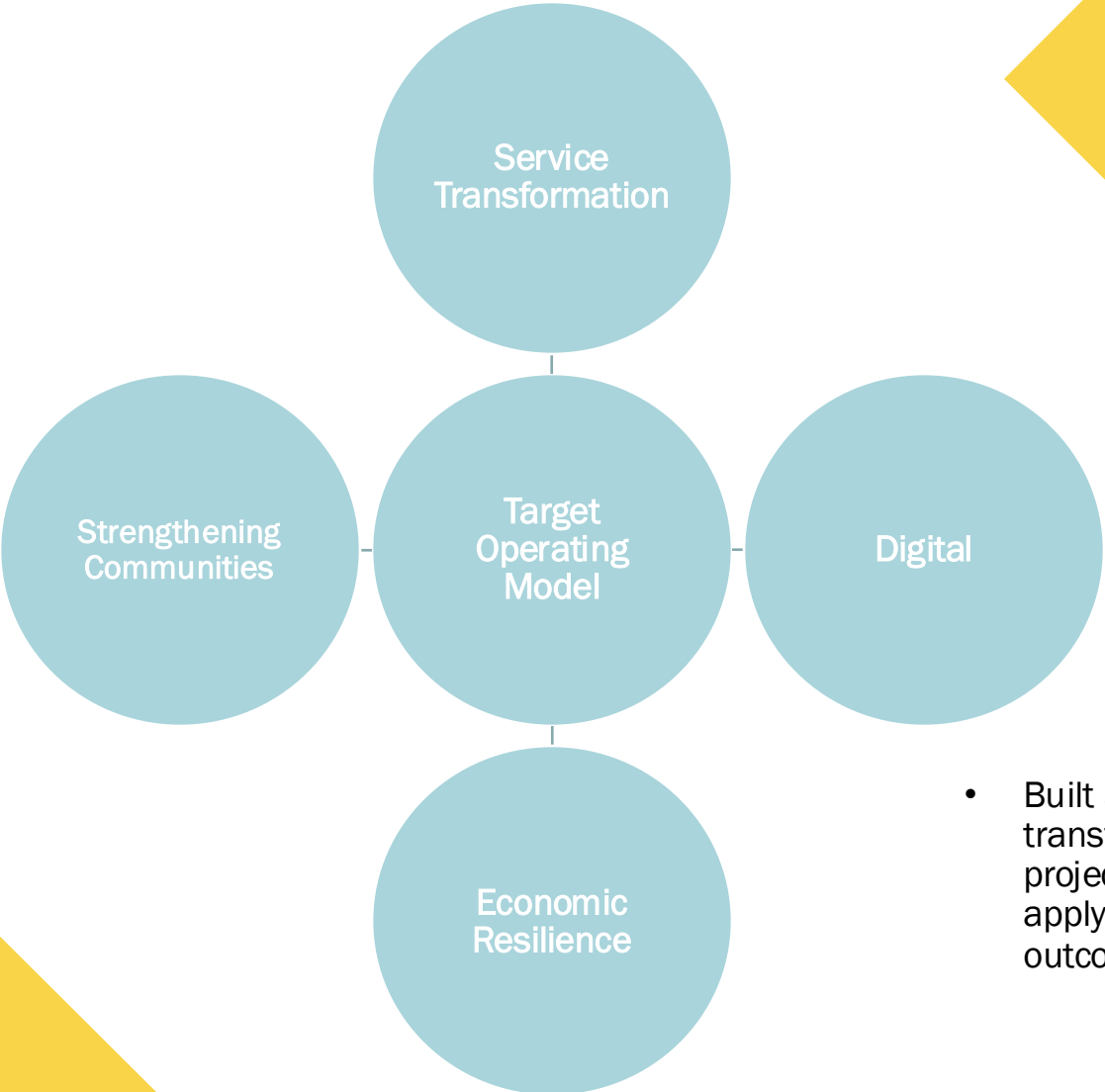
Our Approach

- We will work in a joined up, consistent and flexible way, allowing staff the appropriate time to deliver key projects.
- We will reflect on and acknowledge the wide range of services we provide, from schools to social care, highways to planning etc.
- We will challenge the norm, be rigorous about what we will stop and check our thinking on previous decisions.
- We will be agile in testing ideas, learning from them and then reusing them more widely, including sharing best practice.
- We will maintain pace and keep monitoring progress to ensure we deliver within the financial constraints we have.
- We will develop a modern digital offering that enhances our service both internally and to our residents.
- We will take a proportionate approach to governance and risk.

Our Messages

- We will be honest in recognising and communicating how we take decisions, spend public money and that we will not be resourced to deliver everything in the same way in future.

05. Transformation Strategy



- Built around our new Target Operating Model, our five themes of transformation will together shape the portfolio of transformation projects that will enable us to deliver our vision and strategy, by applying the design principles to deliver strategic and project outcomes.

06. Delivery

Transformation Theme

- **Workstream**
 - Prioritisation Principles
 - Projects
 - Delivery & Governance arrangements

How we make this work in practice

- For each of the transformation themes, the programme portfolio is built up of a range of workstreams.
- For each workstream, principles have been developed to assist in the identification and prioritisation of projects.
- The delivery & governance arrangements for each workstream are then described. It's anticipated an overarching group for each workstream, with subgroups as required.

Target Operating Model

How we work



Workstreams – with a focus on:

- Strategic Asset Management
- Income Generation & Commercial Opportunities
- People & Culture
- **Strategic Ways of Working: Decision Making** (Prudent with public money, Participate Programme, Governance & Scrutiny), **Structure:** (Aligned to strategy), **Performance** (Insight, Data & Reporting), **Process:** (reducing duplication, streamlining and simplifying), **Risk Approach** (Entrepreneurship, managing risks & seizing opportunities), **Governance** (Proportionate and appropriate programme governance), **Delivery Models** (Strategic approach to different ways of service delivery), **Procurement Approach**, **Financial Strategy** (Capital & Revenue), **Value for Money** and cost management, **Brilliant Basics.**



Target Operating Model Workstream: **Assets**

Prioritisation Principles

- Reducing pressures on revenue and capital budgets.
- Retaining the right asset in the right place where required.
- Decarbonisation potential.
- Reducing operating costs from income, disposal, decarbonisation and/or different ways of operating.
- Potential to work in partnership for assets to exist in different ways, e.g. community asset transfer.
- Community impact and links with Let's Talk results.

Programme Sponsor: Rob Thomas

Programme Manager: Lorna Cross

Initial Projects

- Single use sports facilities
- Eich Lle
- Country Parks, Parks & Gardens
- Highways Asset Management Plan
- Old Hall
- Community Centres
- Arts Central
- The Kymin
- Court Road Multistorey Car Park
- Docks Office
- Hen Goleg
- Palmerston Centre
- Penarth Pier Pavilion
- ...



Target Operating Model Workstream: Income & Commercial Opportunities

Prioritisation Principles

- Full cost recovery, or conscious subsidisation.
- Maximising income.
- Sustaining key services that otherwise are unviable.
- Use of data and benchmarking.
- Ensuring timely collection of income and debt recovery.
- Maximising sponsorship and partnership working.
- Customer focus.
- Community impact and links with Let's Talk results.

Programme Sponsor: Matt Bowmer

Programme Manager: Rachel Protheroe

Initial Projects

- Car Parking & Permits
- Weddings & Celebrations
- Filming Opportunities
- Commercial Waste & Recycling
- Debt Recovery
- Fees & Charges setting
- Concessions
- Sponsorship
- ...



Target Operating Model

Workstream: People & Culture

Prioritisation Principles

- Communicating the ask around Reshaping & the new Corporate Plan.
- Oversight of the corporate workforce risk.
- Ensuring all colleagues are involved & enthused about the contribution they make.
- Maximising the potential to support the diversity networks.

Programme Sponsor: Tracy Dickinson

Programme Manager: Gemma Williams

Initial Projects

- Strategic Workforce Planning
- Learning Culture
- Fostering Innovation
- Reward & Recognition
- Recruitment & Retention
- Absence, special leave and flexi-scheme
- Internal communications & engagement strategy
- Call to action – Big Conversation & Staff Charter/Culture Book
- Health & Wellbeing
- ...



Target Operating Model

Workstream: Strategic Ways of Working

Prioritisation Principles

- Rooted in the Design Principles.
- Making timely strategic decisions.
- Directing resources and priorities.
- Setting the tone and direction for the programme.

Programme Sponsor: Rob Thomas

Programme Manager: Tom Bowring

SLT will form the board for this workstream.

Initial Projects & Aspects

- **Decision Making & Involvement:** Prudent with public money, Participate Programme, Governance & Scrutiny.
- **Structure & Organisational Design:** Aligned to strategy.
- **Brand:** Reflective of vision and values and linked with reputation.
- **Performance:** Insight, Data & Reporting.
- **Risk Approach:** Entrepreneurship, managing risks & seizing opportunities.
- **Governance:** Proportionate and appropriate programme governance,
- **Delivery Models:** Strategic approach to different ways of service delivery (e.g. non-statutory services/assets, relationship with Town & Community Councils etc.)
- **Procurement Approach**
- **Financial Strategy:** Capital & Revenue – setting targets for savings from transformation and traditional means and allocating resources, including cost management and VFM.
- **Process:** Reducing duplication, streamlining and simplifying.
- **Brilliant Basics:** Our approach to delivering right, every time.



Target Operating Model Workstream: **Brilliant Basics**

Brilliant Basics

Brilliant Basics

Brilliant Basics will be a fundamental part of changing how we work as an organisation. It is about getting the basics right, every time.

Service delivery is at the heart of everything that we do – whether that's a service to our residents or for our colleagues.

A guide and initial action plan for areas to focus on will be developed by a cross-directorate Task & Finish Group .

This guidance will bring to life how as a whole team we approach issues such as:

- Customer Service Principles: "How can we help?"
- Process simplification and streamlining
- Reducing duplication
- Working at pace when capacity is challenging

Consideration to be given to external facilitation and challenge and the guidance shared with directorate teams for use in service transformation projects as well as part of the Target Operating Model work.

Service Transformation

How our individual services and collections of services work in the future



Programme Sponsor: Rob Thomas

Programme Managers: Directors

SLT to provide oversight and challenge across the directorates.

Directorate Specific Programmes

- Corporate Resources
- Environment & Housing
- Learning & Skills
- Schools
- Place
- Social Services
- Cross-cutting



Service Transformation Guidance

Guidance will be developed to support directorate teams to review services and identify opportunities including case studies and examples. This will allow service projects to be prioritised by impact, savings and achievability. This will enable cases for change to be developed to contribute to the strategic outcomes framework for Reshaping.

The guidance will consider aspects such as:

- How to deliver Brilliant Basics
- Is it a statutory or discretionary service?
- Current performance and satisfaction standards
- Current and future changes, risks & opportunities
- Links with other service areas (and partners)
- Alternative service delivery models (collaboration, outsourcing, joint ventures, Third Sector, Social Enterprise, arms-length trading, for example).
- How to consider prevention.
- Potential for digital transformation.
- Community power potential, including third sector and social enterprise.
- Impact of stopping or reducing delivery.
- Potential 'quick wins' or efficiency measures.
- Income generation opportunities.



Service Transformation: Initial Directorate Projects

Social Services

- Day Services Model
- Releasing Time to Care
- Baby in Mind
- Demand Management
- Review of Agency
- Local accommodation for children
- ...

Place

- Events
- Country Parks
- LDP
- School Transport Services & Sustainable transport
- ...



Service Transformation: Initial Directorate Projects

Learning & Skills

- ACL Review
- Arts Review
- New School Improvement Arrangements
- ALN options
- Youth Engagement
- Learning & Building from Estyn inspections 2024
- ...

Schools

- Primary Schools budgets
- Secondary Schools budgets
- All Age Schools budgets
- Special School budget
- Schools' Agency Staff model
- Council/Schools engagement
- Corporate Plan development
- Teacher/Teaching Assistant Support & Agency Arrangements
- SLAs
- ...



Service Transformation: Initial Directorate Projects

Environment & Housing

- Neighbourhood Model
- Homelessness
- Permits and Fees & Charges
- SRS Pest Control invest to save
- Service Transfers (TCCs, community orgs)
- Cost Reduction
- Public & Schools Transport
- Council Housing Strategy
- Coastal Management
- Car Parking

Corporate Resources

- Corporate Landlord
- Shared Services
- Payroll Bureau
- Agency Staff
- ...

Cross-Cutting

- School Transport
- ...

Directorate Service Transformation projects (and others) will interact with other workstreams. For example, debt recovery within income is driven by Corporate Resources, Service transfers link with assets workstream etc.

Strengthening Communities

How we work with our communities to deliver differently with and for them



Programme Sponsor: Tom Bowring

Programme Manager: Helen Moses

Prioritisation Principles

- Data and insight guides focus
- Tackling deprivation is a priority, but not exclusively
- Empowering communities to be more resilient and self-reliant
- Devolving services and decision making

Initial Workstreams

- Voluntary, third, social enterprise & Town/Community Council Relationship
- PSB Tackling Deprivation Programme
- Youth Engagement
- Community Focused Schools
- Food insecurity
- Community Power
- Community Catalysts
- County of Sanctuary
- Age Friendly Vale

Digital

How we empower transformation through digital



Programme Sponsor: Nickki Johns

Programme Manager: Tony Curliss

Prioritisation Principles

- Consistency with Digital Strategy themes
- Achievability
- Extent to which projects support other transformation workstreams and savings

Initial Workstreams & Projects

The Digital pipeline is currently under development, to include:

- Payments, income & Debt
- Website development
- System consolidation
- Cloud migration
- System enhancements (Halo, Fusion, Granicus, MS365, Inform)
- Artificial Intelligence & Internet of Things

Economic Resilience

How we make places, regenerate and provide opportunity



Programme Sponsor: Marcus Goldsworthy

Programme Manager: Phil Chappell

Initial Workstreams

- Transforming Towns
- UK Government Funding
- Shared Prosperity (and any successor)
- Key Sites (such as the Airport, St Athan & Aberthaw)
- Place Making
- Non-Treasury Investment Strategy
- Regional Developments (CJC, RDLP)

Governance

- Overarching Strategic Investment & Growth Board, supported by:
 - Barry Partnership Board
 - Town Place Boards
 - Project Teams



Managing Transformation

Project Management & Monitoring Approach

- Projects will be provided with templates to support the development of business cases, applying the Strategic Outcomes Framework.
- Projects will be managed in line with the Council's Project Management Toolkit, with Project Sponsors responsible for ensuring appropriate and proportionate governance arrangements are in place.
- Colleagues from Corporate Resources will support project management across the programme, including coordinating, monitoring and reporting activity to SLT/Cabinet.
- Regular reports will be provided to Cabinet on the progress of the Reshaping Programme, with individual projects reporting under the Reshaping banner for approval/information as required.

Governance & Resources

Cabinet

Overarching ownership and decision making for the Reshaping Programme.

SLT & Cabinet

To form the Reshaping Programme Board to maintain operational oversight of the Programme's Delivery.

Programme Boards & Project Teams

Responsible for the delivery of specific programmes, workstreams and projects, reporting to the Reshaping Programme Board.

Scrutiny

Overall Programme progress will be scrutinised by the Corporate Performance & Resources Committee, with individual programme, workstream and project scrutiny by relevant scrutiny committees as appropriate.

Partners

Regular updates will be given to the PSB as the Programme develops, with partners invited to join workstreams on specific projects/areas of activity.

Resources

Reserves have been established to support the delivery of the Reshaping Programme and associated workstreams.

Corporate coordination and project support resource has been engaged to support project delivery.



Strong Communities with a Bright Future



VALE of GLAMORGAN



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