

Cabinet

3 November 2020

Transformation Programme Annual Report

For Decision

Portfolio Holder: Cllr P Wharf, Corporate Development and Change

Local Councillor(s): Cllr

Executive Director: A Dunn, Executive Director, Corporate Development

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Report Status: Public

Recommendation:

That the Cabinet:

1. Approves the draft revised Transformation plan at appendix A.
2. Notes progress and allocations from the £5 million transformation fund made in the last year.
3. Approves delegation to Performance Leadership group (comprising Cabinet and the Senior Leadership Team) responsibility for:
 - a. Oversight of the amended transformation plan
 - b. Allocation of the transformation fund according to the criteria and gateway process
4. Approves the amended governance arrangements particularly for the transformation fund and its accountability to Cabinet.
5. Recognises the importance of Digital and technology to underpin all our transformational activity and recommends that Place and Resources Overview committee add a review of the output from the EAP for ICT and Digital and the draft digital vision to their forward plan.

Reason for Recommendation:

In order to achieve further savings due to the ongoing financial challenges from the COVID-19 pandemic, the council needs to change how it prioritises and delivers transformation. An agile, theme-based approach will enable projects to focus on designing solutions at pace and with a relentless customer focus and ensure appropriate oversight and management of the amended transformation plan and allocation and tracking of the transformation fund.

1. Executive Summary

In November 2019, Dorset Council published its first transformation plan. From the period November 2019 – March 2020 work was underway to mobilise the programme in order to implement change and make savings.

In March 2020 the emergence of the COVID-19 pandemic halted that work as the council reprioritised activities in order to support residents during the pandemic.

Since March 2020 the financial impact of COVID-19 has been significant and as the council moves to recovery it is important to restart transformation in order to make savings and support the council achieve a balanced budget. The revised transformation plan and governance arrangements build on the learning from COVID-19 as well as from implementation of the current transformation plan and provides a framework to accelerate and move forward.

2. Financial Implications

The transformation programme will return savings of £9.15m in 2021/22 and a further £8.7m in 2022/23. These savings are from whole organisational change across all directorates and help reduce the anticipated budget gap of £41.9 million.

To deliver the transformation programme, a transformation fund was agreed in 2019/20 and continues to be used in line with the criteria agreed in November 2019.

3. Climate implications

The transformation plan is aligned to the climate change and ecological strategy and activity will be closely managed to ensure delivery contributes to the dependent aims of the strategy.

4. Other Implications

None.

5. Risk Assessment

Having considered the risks associated with this decision, the level of risk has been identified as:

Current Risk: High

Residual Risk: High

The council has a corporate risk, identified as high, which is ‘failure to adequately manage the financial position leads to an overspend which is untenable in the medium term’. The proposals contained within the transformation plan aim to mitigate it by providing the resourcing needed to deliver transformation, and the governance required to oversee its delivery.

6. Equalities Impact Assessment

An assessment of the impact of the plan is attached at appendix C

7. Appendices

- A Dorset Council revised Transformation plan
- B Risk assessment
- C Equality impact assessment

8. Background Papers

Dorset Council Plan
Approach to value for money
Dorset Workplace
Economic Growth Strategy
Dorset Council Transformation Plan 2020-2024
People Strategy
Climate change and ecological strategy

9. Background

9.1 In November 2019 Cabinet approved the draft transformation plan setting out how Dorset Council will prioritise, fund and measure future changes in order to ‘fundamentally change the way we deliver our services and the way we operate, to achieve our council priorities within our financial constraints’.

9.2 Between November 2019 and March 2020 progress was made against planned activity including the following:

- progress in the convergence of planning systems
- progress in the convergence of ICT solutions to one domain
- initiation of the Dorset Workplace to review ways of working
- Blueprint For Change, transformation in Children’s
- continued development of the Dorset Care Record
- new solution for the management of archived paper records
- governance structures established across the planned programmes of work
- bids to the transformation investment fund considered and approved as appropriate by the Transformation Board
- resource confirmed following the conclusion of tranche 2 restructure in January 2020 and the appointment of a Corporate Director for Digital and Change
- delivery boards established for the 6 transformation programmes
 - a) One council service reform
 - b) Customer service

- c) Travel and transport
- d) Property and estates
- e) Employer of choice
- f) Efficient organisation

10. Impact of the COVID-19 response

10.1 In March 2020 the COVID-19 pandemic and the initiation of a national lockdown had an impact on the planned delivery of the transformation programme as employees were redeployed to support the response. This included:

- Community shield which coordinated food, medicines and wellbeing support to 15,000 residents
- Employee skills agency which redeployed employees from non-critical services to support residents during the pandemic
- Supporting the delivery of devices to the community
- Coordinated support to the Senior Leadership Team within the command and control framework as set out by the Local Resilience Forum

10.2 However, not all transformational activity ceased. Planning transformation continued as well as work to progress the Dorset Workplace, asset management and indeed the work to revise the transformation plan itself. The COVID-19 response has also resulted in a shift in future transformation priorities following the accelerated change driven from the focused response to residents.

10.3 Learning from the ongoing pandemic response includes:

- Increased capacity to implement change quickly and in an agile way, focussed on improving the customer experience for residents
- Working more openly and collegiately with our partners including the voluntary and community sector who continue to work tirelessly to help residents during the pandemic
- Accelerated adoption of digital service delivery including community volunteer digital champions who teach basic digital skills to help others to get online. This has been hugely important during the pandemic as digital exclusion can contribute to isolation, poverty and poorer health and wellbeing. Dorset Council won the Digital Skills Award at the Connected Britain Awards in September for this work.
- Employees working in a different way has demonstrated that employees can be more flexible in how and where they work. Employees have been able to balance the COVID-19 restrictions with still being available to residents, where and when they have needed help and support.
- Accelerated reduction in carbon emissions and spend on travel as a result of the change in the way employees and residents are travelling during the pandemic. This learning is being considered for future modelling within the Dorset workplace programme and the climate and ecological emergency action plan.

10.4 There have been financial implications for the transformation programme including the acknowledgement that the anticipated £3 million savings from

transformation in 2020/21 could not be achieved due to the diversion of employees during the COVID-19 response.

11. Reshaping Dorset's transformation plans

11.1 Along with many other organisations around the world, the changing working environment, together with the learning from the COVID-19 response as well as the need to increase the scope of transformation, has led the council to revise its transformation priorities.

11.2 The revised transformation plan sets out themes and a framework to support the Council to transform into the organisation described in the Council plan.

11.3 Dorset Council will transform to:

- Be a key player in place shaping, optimising community capacity and assets.
- Be an early intervention, inclusion county.
- Be smart in its use of assets, estate and capital.
- Be a commercial council that demonstrates value for money services.
- Be a great organisation to work in and with, an employer of choice.

11.4 This will be achieved by:

- transforming our services with our customers, communities and partners
- operating at a lower cost with a reduced carbon footprint
- planning for the long term by investing in services and activities that set a strategic path to managing demand
- using evidence and business intelligence to direct our decisions to deliver improved impact and good value
- tackling digital exclusion so that no-one in Dorset is disadvantaged digitally
- building ambitious and sustainable capabilities that prepare the council for the future

Footnote:

Issues relating to financial, legal, environmental, economic and equalities implications have been considered and any information relevant to the decision is included within the report.

Appendix A



Draft Transformation Plan, Themes and Approach

Version:	V3.0
Date:	6 th October 2020

1. Introduction

This amended transformation plan sets out Dorset Council's approach to change and aligns our newly developed transformation themes to the corporate plan. It describes the aims, objectives and approaches to deliver these themes including the initially identified key projects that support their delivery. The overarching aim of this amended approach is to build on our one council approach and the learning and opportunities COVID-19 has enabled, as well as the financial challenges it has presented us with.

2. Transformation - delivering the Dorset Council plan



Responsibility • Respect • Recognition • Collaboration



The Dorset Council plan sets out our vision, values and our organisational aspirations (shown above or described below). Our transformational approach must support us to bring these to life and shape our services and together with our organisational principles of being customer focused, effective and modern, an employer of choice and creating a sustainable organisation this transformation plan will enable the new Dorset Council to continue to make those a reality.

Our Vision: To make Dorset a great place to live, work and visit.

Our Values:

- We are an advocate for Dorset on a local, national and global stage.
- We work together with our communities and our partners to make things happen.
- We put people first and design services around their needs now and in the future.
- We are open, accessible and accountable.

- We use time and money wisely.
- We value people and build on their strengths.

3. Transformation - Description of the transformed council

It is important to describe what an organisation will be like once transformation aspirations have been realised. In bringing the elements together from the Dorset plan and refining them, our aim is that the transformed council will:

- Lead only when it has to
- Have services, designed with our customers, communities and partners
- Operate at low cost, with a reduced carbon footprint
- Plan for the long term and invest in services and activities that have clear results and real impact
- Use evidence, insight, data and information to inform decisions
- Use its assets wisely
- Tackle digital exclusion so that no-one in Dorset is disadvantaged digitally
- Feel innovative and ambitious and is an employer of choice.

4. Transformation – the financial challenge

There is a huge degree of uncertainty about the future state of public finances following COVID-19. Initial modelling suggests an anticipated budget gap in 2021/22 of £41.9 million. Inaction is therefore not an option and this amended transformation plan takes into consideration both the increased emphasis on transforming services to save money and the greater amount required from change activities in order to bridge the budget gap.

In order to respond to the financial challenges, whilst still delivering our vision and values according to our principles, the council has agreed five transformation themes to guide our journey towards the kind of council we want to become. These are to:

- Be a key player in place shaping, optimising community capacity and assets.
- Be an early intervention, inclusion county.
- Be smart in its use of assets, estate and capital.
- Be a commercial council that demonstrates value for money services.
- Be a great organisation to work in and with, an employer of choice.

The following sections set out these themes in more detail and describe how they support the council to deliver on its values, describes the approaches required to deliver them, who needs to be involved and how the changes will be monitored and managed.

5. TRANSFORMATION THEME 1: Be a key player in place shaping, optimising community capacity and assets.

This theme delivers on the following Council Plan Values:

- We work together with our communities and our partners to make things happen.
- We put people first and design services around their needs now and in the future.
- We are open, accessible and accountable.
- We use time and money wisely.

Aim

The aim of this theme is to transform the council's approach in order to play an important role in place shaping in Dorset, to support the delivery of the economic development strategy and outcomes from COVID recovery.

Outcomes

Working with partners to understand and tackle longer-term health and wellbeing improvements including people of Dorset having good quality jobs, homes and strong social networks. We want to focus on outcomes, for example, community wealth building approaches as an additional economic recovery measure and enabling a nuanced approach across the county to meet local need.

The council wants to be a key player in place shaping in order to:

- Support our residents in doing more for themselves
- Communities accessing more easily the support they require
- Develop and deliver health and wellbeing hubs
- Developing the local economy
- Creating local work for local people
- Good homes for the people of Dorset

Approach

In order to deliver our aspirations, the council will adopt a co-production approach. Taking a strengths/assets based approach to community development, facilitating community led responses and the importance of connecting people to their communities. Providing infrastructure support to anchor organisations/community leaders to lead community support. Adopting this approach to stimulate Dorset's economy as it recovers from the impacts of COVID alongside a strong economic development strategy and vision for digital which includes facilitating the delivery of digital infrastructure and other key enablers will significantly contribute to making Dorset a great place to live work and visit. We will put people and communities at the heart of the change we are creating. This is about leading with a shared sense of purpose and clarity of outcomes and repurpose activity in order to deliver these outcomes.

6. TRANSFORMATION THEME 2: Be an early intervention, inclusion county

This theme delivers on the following Council Plan Values:

- We work together with our communities and our partners to make things happen.
- We put people first and design services around their needs now and in the future.
- We value people and build on their strengths.

Aim

To make Dorset an inclusive county focused on helping people at the earliest point.

Outcomes

The outcomes we want to achieve from this theme are:

- People access the right help for them when and where and from the right person at the right time
- We work to keep children in their families and support adults to remain in their own homes
- Our children and adults with additional needs stay local in local provision
- Decrease demand on late intervention/crisis led services
- Our children achieve well in school and are prepared well to economically contribute to our communities
- Prioritise employment for adults with additional needs
- Promote social care as a proactive career choice

Approach

The approach to this theme is to collate data and information and analyse the impact of the current approaches and how these need to change. We will analyse where we spend our revenue across pathways and services to get the balance right between supportive interventions and early preventative interventions. This will enable us to understand and evidence the cost of outcomes in Dorset. Often the approach to wait for a crisis or for problems to hit an eligibility threshold mean services are more expensive to deliver. In order to act, we will use data to inform our decisions as well as learning from others, before delivering a comprehensive programme of change.

7. TRANSFORMATION THEME 3: Be smart in its use of assets, estate and capital

This theme delivers on our principles of being effective and modern and the following Council Plan Values:

- We work together with our communities and our partners to make things happen.

- We put people first and design services around their needs now and in the future.
- We are open, accessible and accountable.
- We use time and money wisely.

Aim

The aim of this theme is to create and operationalise a robust approach to asset, estate and capital management.

Outcomes

The outcomes we want to achieve from this theme are and asset, estate and capital management strategy and embedded approach that supports the council to:

- Release capital for reinvestment in organisational priorities
- Save revenue by maximising the use of its estate
- Identify and provide intergenerational hubs that support our other transformation areas
- Demonstrably make best use of all its assets including to promote economic growth and support community development .

Approach

Capital strategy and asset management group (CSAMG) will lead this theme. The group will review existing approaches and support the development of these where they do not currently exist and then subsequently bring these together aligned to the budget setting process. Once the strategy is in place processes and procedures can be established to embed and operationalise good asset management practice and transformation to the council's estate to deliver revenue savings.

8. TRANSFORMATION THEME 4: Be a commercial council that demonstrates value for money services.

This theme delivers on the following Council Plan Values:

- We work together with our communities and our partners to make things happen.
- We put people first and design services around their needs now and in the future.
- We use time and money wisely.
- We are open, accessible and accountable.

Aim

The aim of this theme is to reduce the operating cost of the Council by adopting a robust approach to service reviews by embedding a service design approach to examining alternative delivery models including co-production or more efficient

ways of delivering services while maximising income. The Service design approach is well established way to examine options and redesign services in a customer focussed way. Together with the approach to value for money reviews agreed by Cabinet in October 2020 this will make sure the council systematically benchmarks and assesses its service provision against others.

Outcomes

Services are stopped, re-imagined, reshaped, or enhanced and enabled through the use of technology and data to reduce operating costs or improve income. Improve service offerings by utilising data and continually measuring services.

Approach

Starting with services that have a significant budget or that could generate more income, systematically use the service design approach to implement the new customer service approach and review services examining alternative delivery models and methods, including options to reduce service quality in order to generate savings. This would include robust financial understanding of the existing services, any future options proposed and the cost to implement the changes. The approach would include benchmarking our services against comparator organisations to understand our balance of cost and quality and finding out if we are offering more or less than we need to. To do this we will ask and challenge ourselves to think differently. The long term benefits of adopting this approach will be to move towards delivering proactive services rather than reacting to an issue, maintaining control of the services we need to provide, which in turn will move us away from the need to 're-design' and embed a culture of 'just keep designing'.

9. TRANSFORMATION THEME 5: Be a great organisation to work in and with, an employer of choice

This theme delivers on all our Council Plan Values:

- We are an advocate for Dorset on a local, national and global stage.
- We work together with our communities and our partners to make things happen.
- We put people first and design services around their needs now and in the future.
- We are open, accessible and accountable.
- We use time and money wisely.
- We value people and build on their strengths.

Aim

The aim of this theme is through our approach to transformation and other specific actions, to create an organisation that is an employer of choice.

Outcomes

The outcomes of this theme are to:

- Develop the organisational culture so staff are proud to work for the council and encourage others to do so.
- Develop our leadership culture that support distributed leadership and enables people at all levels to get involved in the delivery of change and transformation
- Encourage high levels of involvement in areas of personal/professional interest to support pride and job satisfaction
- Develop strong recruitment and retention programmes to minimise the use of agency staff.
- Become a coaching organisation.
- Deliver the Dorset Workplace Project
- Be an organisation where you can be yourself, equality and diversity issues are recognised and taken seriously, for example Pride and Black History month are celebrated.

Approach

This theme is strongly underpinned by the council's people strategy, including work programmes within Organisational Development to support the development of great leadership and an inclusive culture together with deliver of the outcomes in the Dorset Workplace/

10. Approach to Transformation

How an organisation embarks on transformation at this scale can have a positive or negative impact on culture depending on the approaches taken. The success of the transformation programme will be supported through work to develop the organisational approach to leadership and culture. This work will highlight the journey that employees will take as we continue to embed the new culture for Dorset Council. Work is taking place with managers to lead the way in embracing change, committing to our new shared ways of working and language, and leading in our behaviours.

This work will align to the People Strategy and the Dorset Workplace within the broader Council Plan and will help empower employees to work more efficiently and embrace best practice, whilst having their holistic needs met. It will enable all employees to build better relationships and be a part of the changes, on our journey to become an employer of choice.

During the council's response to the COVID-19 pandemic we adopted different techniques for driving change. This included investment and energy from across the whole workforce who stepped forward and were redeployed. Our delivery at pace during this time has been because we have moved to a more positive risk-taking framework and in order to deliver the transformation we aspire to, we need to keep this momentum and enable many more people to participate in delivery and this refreshed transformation plan enables that to happen, through the new approach to governance described below.

11. Financial outcomes from Transformation

Alongside the desire to progress transformation plans differently is the additional financial challenges on the council as a result of COVID-19. With a £41.9 million projected budget gap for 2021/22, transformation must deliver more and deliver it quickly. Therefore, the currently identified transformation projects (described below) while supporting the delivery of our transformation themes also contribute considerably to supporting the council to bridge the deficit. It is anticipated that as projects that support the delivery of our transformation themes come forward they will be prioritised and added to the portfolio and savings totals updated. Working on a rolling basis with projects coming forward throughout the year should encourage the whole organisation to always be thinking about alternative more effective ways to do things and plan in the delivery of those projects.

Currently projected transformation savings as at 20 October

	Year 1 2021/22	Year 2 2022/23	Years 3-5 2023-26	Total
Total	£9,158,057	£8,740,525	£6,500,000	£24,398,582
Adults	£6,581,922	£6,035,525	£3,000,000	£15,617,447
Children	£1,070,000	£2,125,000	£3,500,000	£6,695,000
Place	£1,516,135	£580,000	0	£2,096,135

As described above, in addition to the savings above, there are new projects currently in early stages of initiation, with the scope to make further savings. Discovery work is underway enabling the total value of savings to be clearer in the next 4-6 weeks. It is expected these will identify several million in further savings.

12. Investment – Transformation fund

When the transformation programme was first conceived there was a transformation fund of £5million established to support the investment required to deliver change. In line with Cabinets decision in Nov 2019 allocations from the fund (detailed below) have been over seen by the transformation board and followed a gateway process and the criteria set out for the transformation fund.

In line with the revised approach to transformation it is recommended to Cabinet that the Performance Leadership Group take on the responsibility of allocating and keeping track of the fund. A revised gateway process is shown below demonstrating this proposed change. It is not proposed that the investment fund criteria are changed and remain as follows.

Successful applications to the fund must:

- a) Deliver the priorities for Dorset Council
- b) Fundamentally change systems, processes, people or technology across the whole organisation to improve outcomes for residents
- c) Be able to deliver the proposal straight-away
- d) Be costed and financially viable

- e) Demonstrate cross-council working
- f) Evidence the rational using robust data and customer insight/research.

The table below demonstrates the value of the gateway process as some projects have not been taken forward to gateway 1 as initial work has led to a change of direction or emphasis or indeed the project was no longer seen to be viable as conceived. These fund where unspent are then returned to the fund.

Currently there are 3 projects at gateway 1 and a further 7 projects proceeding, having received gateway 2 funding. There is a further description of all projects comprising the transformation plan below some of which will be looking to secure investment from the fund in order to start to deliver their outcomes.

Transformation projects and stages of investment funding as at 18th October 2020

Project Name	Stage	Approved at gateway 1	Approved at gateway 2	Total Approved spend	Description
Dorset Travel joint commissioning and SEND travel	1	£40,082.00		£40,082.00	This project will improve the user experience for adults and children booking and using transport in Dorset including the provision of SEND transport through an alternative delivery model. It will balance the travel budget and make savings by delivering a safe, reliable and compliant transport service alongside improving data quality and understanding of the true cost of the service.
Asset Management Review	Spent	£40,082.00		£40,082.00	Dorset Council is reviewing its estate following local government reorganisation to ensure assets are most effectively used or are carefully disposed of. This includes a review of the office estate as a dependency with the Dorset Workplace programme.
Planning convergence and transformation	2		£1,122,682.00	£1,122,682.00	This project will converge planning systems following local government reorganisation. This will include the introduction of a single planning software system to replace the six legacy systems currently in use.
Regulatory services convergence and transformation	1	£40,082.00		£40,082.00	Following local government reorganisation, Dorset Council has inherited a number of different business solutions. This project will implement a single cloud-based solution for regulatory services which will enable officers to work in an agile way in the community to better meet the needs of customers.
DWP-in-cab devices	2		£177,283.00	£177,283.00	To equip DWP vehicles with digital devices to improve efficiency and effectiveness of service delivery.
Carbon Neutral Greenspace Management Equipment	2		£65,000.00	£65,000.00	This funding is to support the green premium' associated with this initiative.

Customer services and platform	2		£450,000	£450,000	Through rationalising the way customer services are delivered, we will improve our overall service, reduce the cost of customer services and free up resources to support impactful services. This includes procurement of a new digital platform to support this across the organisation.
Business intelligence	2	£40,082.00	£220,000.00	£260,082	The purpose of this project is to further develop our own data warehouse and technical skills inhouse to deliver transformational business intelligence, insight and performance for Dorset Council. This will support any requirement to link into wider initiatives such as the Dorset Insight and Dorset Intelligence and Insight Service, and the Dorset Care Record.
Whole of Life Integrated commissioning unit	Closed	-£40,082.00		-£40,082.00	This project will not progress to gateway 2 and has been closed.
Review of a Whole of Life Disability Service	Closed	-£50,000.00		-£50,000.00	This project will not progress to gateway 2 and has been closed.
Independent Travel Training	2		£160,000	£160,000	The project will offer travel skills to young people with SEND to give young people greater independence and confidence by offering them a lifelong skill to travel independently on public transport.
Refurbishment costs to set up residential children's home	Closed	-£40,082.00		-£40,082.00	
Embedding Strength Based Practice with Partners	Closed		-£25,000.00	-£25,000.00	This project has been funded from an alternative source.

Digital Infrastructure Projects	2		£285,000	£285,000	Digital infrastructure projects to accelerate economic recovery from the impact of the coronavirus pandemic
Adults transformation	1	£50,000.00		£50,000.00	This bid is to support the entire transformation programme in adults releasing £15,617,447 of saving individual projects are listed below.
Total investment from the fund		£210,328.00	£2,479,965	£2,690,293	Closed projects or returned funds have been excluded from these totals.

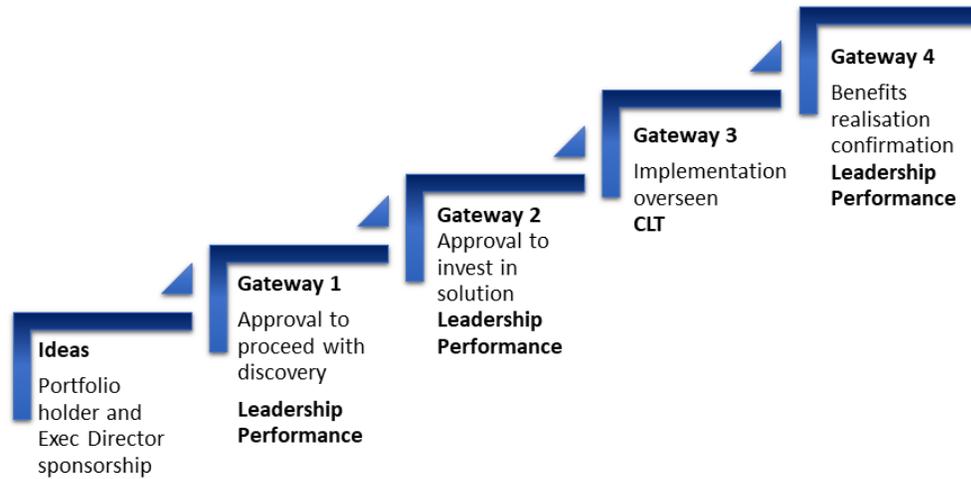
Remaining Transformation projects that make up the current portfolio as at 18th October 2020

Project	Purpose
Building capacity in our education partners	This will see Dorset Council work in partnership with Dorset schools to seek to strengthen their capacity to deliver outcomes, to redefine a new operating model, to support schools become self-sustaining and reduce reliance. We would seek to ensure that we have the capacity in our special school system to provide support to Dorset schools across the full spectrum of needs for children with Special Educational Needs and Disability (SEND).
Development of local special school provision	The project will develop a multi-purpose site to enable local provision of special schools and alternative provision. This will tackle financial pressures on the high needs block and support the development of more appropriate provision that can meet needs and support targeted interventions.
Early intervention - whole family approaches to service delivery	This project will further develop a service and culture that supports whole family safeguarding, focused on meeting the needs of both children and the adults around them. By working with multidisciplinary teams, which include adult specialist workers, families can access tailored support to address their needs and the risks posed to children.
Family self-serve support	This project will redesign transactional processes to introduce self-service service portals and standardised and automated working processes and technological solutions that are fit for purpose. This will reduce costly and inefficient workarounds, releasing efficiencies, but also change the nature of support services.
Review of Early Help	Review of early help services to ensure appropriate provision, including the role of Children's Centres.
Children in care external placements	This project will reprofile the spend on external placements for existing children in care to ensure value for money and improve outcomes for children and young people.
Increased registered provision	This project will review the landscape in respect of unregistered provision and to implement changes to increase registered provision in Dorset, reducing cost pressures.
Whole life service	This project will bring children's services and adult services together to consider the potential for a whole life service, supporting families together to improve outcomes.
Residential spend reduction	This project reshapes the community offer to residents with enhanced strength-based services and enables a reduction in residential spend. This will include reviewing out of county placements and changing the model of care homes to provide more specialist and enhanced provision.
Impact of enablers	This project will increase the number of users in receipt of direct payments by 50%. It will develop a tool to enable a review of current 700 Direct Payment Users and ensure that their payments are appropriate.
Service redesign of day services	The project will explore new models of delivery for day services, including the private day services market, using learning from the Covid-19 pandemic. Focus will be on connecting to communities, promoting wellbeing, increasing independence, pathways to employment and implementing the dementia services review.
Implement full care charges	This work will implement a process from April 2021 to charge people who use our services the actual cost of care.
Integration of brokerage and quality services	This project will integrate brokerage and quality services into a joint integrated service across the Integrated Care System (ICS) footprint.

Workforce efficiencies in Adults & Housing	Exploration of opportunities to ensure more effective delivery of statutory services using the learning from Covid and the impact of the new service model
Reduction in contracted capacity	Following the impact of the new service model, opportunity to reduce contracted capacity within the market
Travel savings reduced business travel	This project will explore the reduction in mileage travelled by employees for work purposes and consider the right energy efficient vehicles to reduce both cost and CO ₂ emissions. This will be undertaken whilst still ensuring that we provide the same or an improved user experience for Dorset Council residents.
Parking harmonisation	The harmonisation of parking charges across the Dorset Council area will be undertaken following local government reorganisation in 2019. This will deliver greater consistency for our customers, from aligned charging and opening times across the Dorset Council car park estate.
Waste review	A review of the Dorset waste service has been commissioned to benchmark Dorset against other local authorities and against the private sector. It will make recommendations on opportunities for improved service delivery, alternative delivery models, efficiencies and financial savings.
Leisure service review	This review will consider the leisure services offer and make recommendations in respect of future delivery models.
Dorset Workplace	This programme will review the ways of working for office based employees and implement a flexible, more agile approach. This work has a dependency with the asset management review of the Dorset Council estate.
Commercialisation	This project will develop four aspects of commercialisation; making money, commissioning, being business friendly, and behaving in a more business like way. The initial priority will be to focus on contract management, and identify any areas of duplication inherited from predecessor councils along with the identification of efficiencies. This will enable contract disposal/harmonisation opportunities and savings, including effective commercial contract management and re-procurement.

Proposed revised approach to releasing resources from the transformation fund

Releasing resource from the transformation fund



13. Transformation – Governance

Recognising that there are change or transformation resources embedded across the council that can be used to succeed in delivering a single transformation programme and to embed our #oneteam approach, a cross-organisational group called DART (Dorset Agile Resource Transformation) brings change resources and activity together across directorates and services into one place. DART is led by Deborah Smart, Corporate Director for Digital and Change. This team will support and monitor all change whether through large projects or transformations through ongoing incremental continuous improvement that is agile.

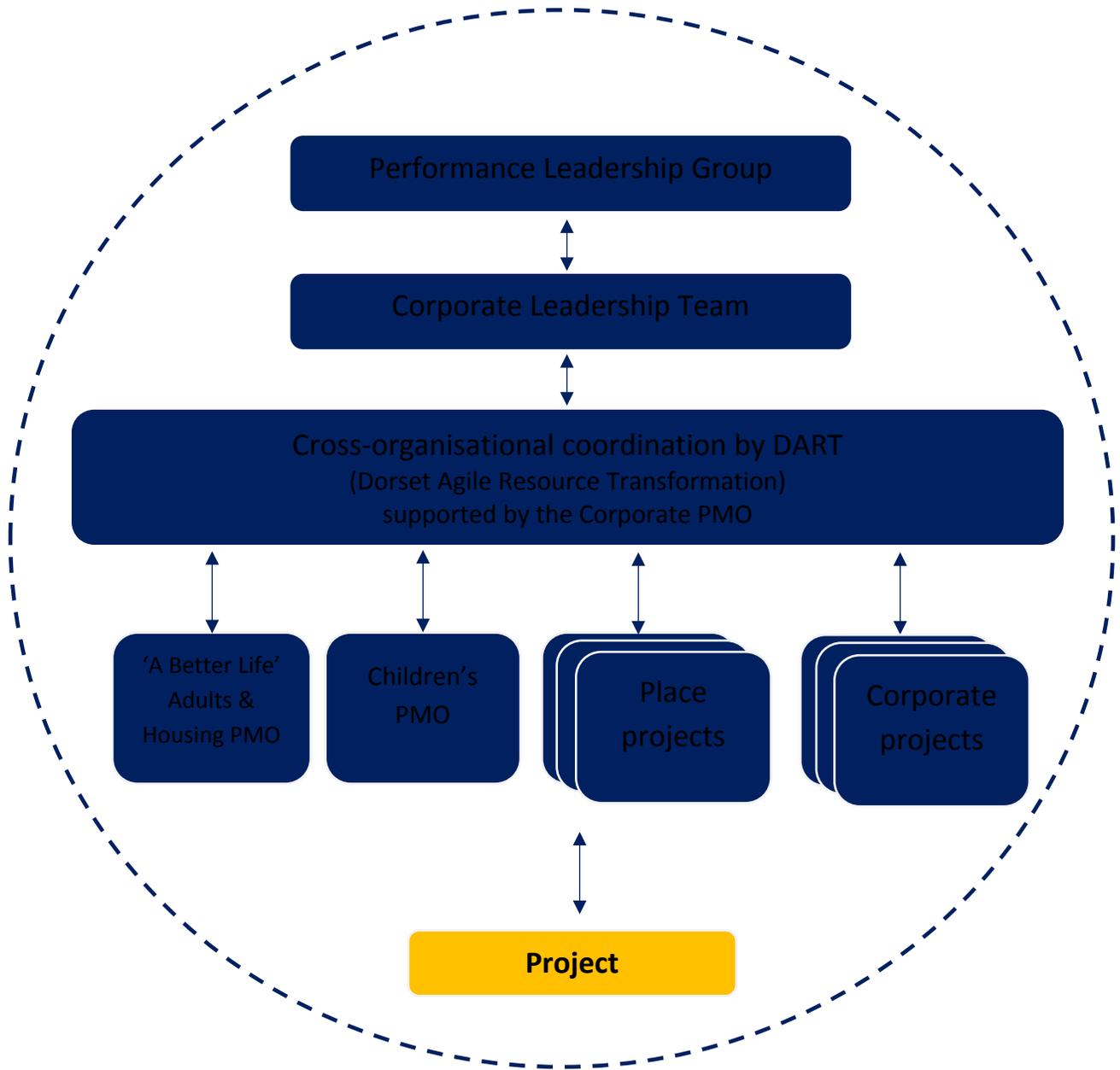
Therefore, the delivery of change activity happens within services, by people who know and understand the business and their customers. Our transformation themes and framework through DART reflects, supports and aids the delivery of directorate transformation plans, for example 'A better life' in Adult services. Therefore, all transformation is supported by the Digital and Change Service who provide specific skills in delivering change, will co-ordinate sourcing additional capacity if needed and who will maintain the master list of changes that comprise the transformation portfolio. They will work alongside colleagues from across the organisation to make sure EQIAs are completed early for all projects and provide a central reporting mechanism to track progress.

While DART members will work day-to-day with their project sponsors, the group as a whole and the transformation programme are directed by the Corporate Leadership Team, consisting of membership from directors and other senior leaders. This group have accountability for the delivery of projects as business owners.

The Performance Leadership Group consists of Cabinet members and the senior leadership team and their role is to hold the programme accountable for delivery. Subject to Cabinet's agreement this group also determine investment in transformation and provide challenge to ensure return on investment.

A diagram explaining this new governance is given below.

Dorset transformation programme governance diagram



Appendix B - Risk Assessment

Current Risks:

Corporate Risk Ref	Risk Title	Dorset Transformation Plan V3.0 Risk Description	Risk Rating
CRR01	Budget	In order to implement transformation continued use of the transformation fund will be needed.	High
CRR21	Covid-19 Response	Uncertainty over our required future responses to Covid-19 will have a continued impact to the future design and delivery of transformation and the projects and programmes that comprise them	High

Residual Risks with controls in place:

Ref	Risk Description	Dorset Transformation Plan V3.0 Risk Description	Residual Risk Rating
CRR01	Budget	<ul style="list-style-type: none"> Transformation has a major role to play in redesigning services in order to facilitate savings. 	High
CRR21	Covid-19 Response	<ul style="list-style-type: none"> Performance Leadership and CLT will actively review the impact of COVID-19 on phases of transformation and monitor and review impacts and priorities as necessary 	High

Appendix C

Equalities Impact Assessment

Equality Impact Assessment (EqIA)

Initial Information

Name:	Deborah Smart
Job Title:	Corporate Director Digital & Change
Email address:	Deborah.smart@dorsetcc.gov.uk
Members of the assessment team:	Deborah Smart
Date assessment started:	1 st October 2020
Date of completion:	20 th October 2020
Version Number:	1

Part 1: Background Information

Is this (please tick or expand the box to explain)

Existing	
Changing, updating or revision	X
New or proposed	
Other	

Is this (please tick or expand the box to explain)

Internal (employees only)	Every project within the transformation plan will have to bring forward an EQIA to make a detailed impact assessment. This EQIA is looking at the impact on internal employees of the revisions made to the
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	transformation plan and its governance.
External (residents, communities, partners)	
Both of the above	

What is the name of your policy, strategy, project or service being assessed?

Dorset Transformation plan V3.0

What is the policy, strategy, project or service designed to do? (include the aims, purpose and intended outcomes of the policy)

The amended transformation plan sets out Dorset Council's approach to change and aligns our newly developed transformation themes to the corporate plan. It describes the aims, objectives and approaches to deliver these themes including the initially identified key projects that support their delivery. The overarching aim of this amended approach is to build on our one council approach and the learning and opportunities COVID-19 has enabled, as well as the financial challenges it has presented us with.

What is the background or context to the proposal?

The previous transformation plan needed to be reviewed and revised.

Part 2: Gathering information

What sources of data, information, evidence and research was used to inform you about the people your proposal will have an impact on?

The previous EQIA and the sources referred to therein.

What did this data, information, evidence and research tell you?

Key themes identified from research

That the changes to the council's transformation plan reflected in this new version are still adequately covered by the previous EQIA and the important point to stress and ensure is that individual projects within the transformation portfolio must complete EQIAs at an early stage in the their development to

support the design and delivery of their projects. DART team members will champion this as part of their role.

Demographic Information

Gender	
Category	Overall workforce (Amount / %)
Male	1,758 / 37.37%
Female	2,946 / 62.63%
Total	100
Ethnicity	
Category	Overall workforce (Amount / %)
White British	3,258 / 69.26%
White Other	113 / 2.4%
BAME	53 / 1.13%
Prefer not to say	354 / 7.53%
Not declared	926 / 19.69%
Total	100

Disability	
Category	Overall workforce (Amount / %)
Disabled	129 / 2.74%
Not disabled	2,710 / 57.61%
Prefer not to say	312 / 6.63%
Not declared	1,553 / 33.01%
Total	100

Age	
Category	Overall workforce (Amount / %)
14 – 24	293 / 6.23%
25 – 39	1,124 / 23.89%
40 – 49	1,116 / 23.72%
50 – 59	1,441 / 30.63%
60 – 64	482 / 10.25%
65+	248 / 5.27%
Total	100

* Employees aged between 14-16 are 'Casual Swim Helpers'

Data collected between 29-31 May 2019:

Sexual Orientation			
Category	Overall workforce (%)		
Heterosexual	37.13		
Lesbian / Gay	0.58		
Bisexual	0.16		
Other	0.27		
Prefer not to say	7.04		
Not declared	54.82		
Total	100		

Religion / Belief			
Category		Overall workforce (%)	
Christian		15.14	
Buddhist		0.14	
Hindu		0.02	
Jewish		0.02	
Muslim		0.02	
Other		0.72	
No religion		10.99	
Prefer not to say		4.02	
Not declared		68.93	
Total		100	

Is further information needed to help inform this proposal?

Part 3: Engagement and Consultation

What engagement or consultation has taken place as part of this proposal?

Wide engagement with cabinet members, senior leaders, change and transformation resources across the council has taken place over the summer as the transformation themes have been developed. This activity compliments wide staff engagement in projects that comprise the transformation portfolio which have been undertaken on a project by project basis.

How will the outcome of consultation be fed back to those who you consulted with?

Feedback is ongoing as the transformation plan evolves and changes, it will be a regular feature of leadership and employee forums.

Please refer to the Equality Impact Assessment Guidance before completing this section.

Not every proposal will require an EqIA. If you decide that your proposal does **not** require an EqIA, it is important to show that you have given this adequate consideration. The data and research that you have used to inform you about the people who will be affected by the policy should enable you to make this decision and whether you need to continue with the EqIA.

Please tick the appropriate option:

An EqIA is required (please continue to Part 4 of this document)	
An EqIA is not required (please complete the box below)	X

This policy, strategy, project or service does not require an EqIA because:

The transformation plan is an overarching thematic document that sets out a framework for the council to co-ordinate change and change resources in order to deliver specific projects. It is at the project by project level that detailed analysis and EQIAs will need to be undertaken.

Name: Deborah Smart Job Title: Corporate Director Digital and Change
Date: 18th October 2020

Please send a copy of this document to [Diversity & Inclusion Officer](#)

Next Steps:

- The EqIA will be reviewed by Business Intelligence & Communications and if in agreement, your EqIA will be signed off.
- If not, we will get in touch to chat further about the EqIA, to get a better understanding.