

Cabinet

20 June 2023

Transformation Annual Report 2022/23

For Decision

Portfolio Holder: Cllr J Haynes, Corporate Development and Transformation

Local Councillor(s): All

Executive Director: A Dunn, Executive Director, Corporate Development

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Report Status: Public

Brief Summary:

Dorset Council is 4 years old, and during that time it has initiated large scale change on a number of fronts that have reflected the need for convergence and adaptation of the way that we operate to reflect the change environment around us. To date, the council has saved £96m as a direct result of the convergence of systems and processes following local government reorganisation. This was the planned outcome of the reorganisation and the move to a unitary authority model.

The changes and progress that Dorset Council has both experienced and delivered during this time have been significant, multifaceted and have involved service specific and council-wide changes that can be categorised along the following lines:

- Staff integration, culture and values
- Service improvement through change and performance management (enhanced business as usual)
- Improvements driven by capital investments
- Enhanced partnership working and governance
- Transformation

While it is important to understand how performance, change and transformation activity underpins the delivery of our priorities, this paper is focussing specifically on the progress that has been made through transformation.

Within the context of the above, transformation can be defined as “fundamentally changing the systems, processes, people and technology across a whole organisation to achieve measurable improvements in efficiency, effectiveness and stakeholder satisfaction” For Dorset Council this means fundamentally changing the way we

deliver our services and the way we operate, to achieve our council priorities within our financial constraints. It means approaching this as a whole system change, applying solutions that meet the needs of our residents as a whole. Driving change within and across services that both underpins the delivery of our council plan, but also helps to frame how the council will need to adapt to remain relevant, fit for purpose, financially stable and maintain strong service delivery in an ever-changing world.

Dorset Council is currently delivering a five-year transformation plan which was approved by Cabinet in November 2020. Despite the significant disruption experienced during the Covid-19 pandemic and the more recent cost of living crisis, the council has maintained a focus on improving services for customers and achieving long-term financial stability.

The long-term transformation plan is delivered in the context of an annual budget setting process for the council (in line with government guidelines) and has a direct read-across to the medium-term financial plan which requires annual alignment of the transformation plan with the budget setting process. The organisation's approach to service planning is in development but is anticipated to articulate how a service is delivering against the council plan, strategic indicators and transformation plans, delivering outcomes to our customers.

£10.8m from the council's invest to save fund has been allocated to the council's transformation programme across years 0-2. This is to realise transformation savings of at least £31m against an original projection of £33m over five years 2021-26. £13.6m has already been successfully delivered 2021-23. This has exceeded anticipated savings from reorganisation and the move to unitary council.

Transformation progress to date, by year, is summarised below:

- Year one commenced in April 2021 and delivered £7.4m (78% of target) in cashable savings across all directorate areas of the council with a summary report was presented to the Performance Board in April 2022. Under delivery of savings in year 1 was as a direct impact of the covid-19 pandemic where a significant proportion of resource was redirected to support the emergency response.
- Year two commenced in April 2022 and has delivered £6.2m bringing the cumulative savings to 85% of target across year 1 and year 2. The Council Plan was refreshed during this same year which enabled the alignment of our transformation outcomes to the council priorities for 2022-24. Under delivery of cashable savings in year 2 relate to:
 - Housing transformation activity which ultimately delivered a £100k cost avoidance saving due to a significant increase in demand during 2022/23. The services savings made through the project was therefore reinvested to support this additional housing demand and provide additional services to residents.
 - The completion of work to implement an upgraded system for regulatory services following local government review suffered delays due to covid and as a result, the final implementation will be completed in year 3. It is still expected to deliver the £70k savings projected.

- 0-25 birth to settled adulthood savings which are projected to deliver £300k in year 3 following early delays in the project initiation which are now on track.

It should also be noted that the council has launched a significant acceleration of the customer transformation programme which will drive and further align transformation activity across the council. While work has started, it is expected to accelerate as we enter year three and beyond and will develop into a further seven-year programme of change.

Recommendation:

That Cabinet:

- a) approves the transformation plan annual report.
- b) notes the planned shift in year three of the transformation plan to integrate ambitious customer transformation/Our Future Council plans from 2024 - 2030.

Reason for Recommendation:

Fundamental change to systems enabling improved outcomes across demand-led services can take time, and as such, a long-term transformation programme is required as we build incremental change to drive outcomes and realise financial stability.

1. Year 2 summary

In terms of governance, the transformation programme is governed by each directorate and reported to the council-wide transformation board, known as “DARTboard”, for strategic oversight and alignment with the Council Plan 2022-24. Political oversight is delegated by Cabinet to the Performance Board.

- 1.1 The second year of transformation concluded in March 2023. During this time, a number of foundational changes and reviews have been undertaken to ensure that the programme remains focused on our priorities. These have included:
 - The transformation programme has been reviewed and aligned to the refreshed Dorset Council Plan 2022–24 and takes forward lessons learnt from the pandemic.
 - The Place Directorate and the Corporate Services five-year programmes have been redefined and savings identified, and governance adjusted to best support our organisational change programme.
 - DARTboard established the baseline benefits for the programme which was supported by a financial deep dive in June 2022, in addition to the monthly monitoring by the board.
 - A SWAP audit of transformation resourcing was undertaken from July – October 2022. The scope of the audit was to review the staffing capacity available in the organisation to deliver our transformation plans. Key findings from the report included the requirement for a review of the following, with actions related to these tasks already underway:
 - the way projects are prioritised in line with the Council Plan,
 - the way project managers are managed and structured and how project governance is embedded across the organisation
 - As an organisation, we continue to understand the changing landscape and respond to sector changes, including but not limited to:

- Adult social care reform white paper – People at the heart of care
- SEND and alternative provision green paper.
- Stable Homes: Built on Love Children’s Social Care Reform 2023
- Levelling Up and Regeneration Bill 2022
- Our role in the Integrated Care System partnership
- The Transformation Hub and supporting governance has been established including the DARTboard and supporting delivery boards in each directorate. This is regularly reviewed to ensure our governance supports continued progress and delivery.

2. Key Achievements and Activities

2.1 In terms of in-year projects, eight were delivered in year 2, and these included:

- **Right sizing with health partners** – this work was completed by Adults and Housing delivering £900k by maximising the number of people who should be funded by Continuing Health Care (CHC) and are currently not, and increasing the proportion of funding that the authority achieves from the Clinical Commissioning Group.
- **Tech enabled care** - In Adults and Housing, this contract was retendered making savings of £30k per annum. This provides a responsive tech-enabled care service to people in Dorset who need it. The closure report was approved by DARTboard in on 11 August 2022.
- **Care Dorset** - A new care company was set up in October 2022 following the safe, legal and correct transfer of adult care services from Tricuro to Care Dorset.
- **Coombe House School** – The school was opened in the summer term 2022 with provision for 50 places initially. There is further development work in place to increase this offer to 200 children by 2024.
- **Dorset Workplace** – this project completed the first phase of their work to enable office-based employees to work in a hybrid way with the launch of a new framework, team app and team charter arrangements. Further work is ongoing in phase 2 to finalise employee parking arrangements and the adjustment of office accommodation to enable more collaboration spaces for individuals and teams.
- **Planning convergence** - Dorset has succeeded in converging 6 legacy planning systems into a single system for the wider county. The closure report was approved by DARTboard on 11 August 2022. This work has migrated 47 years of data, 200 report and letter templates have been reviewed and consolidated and workflow has been automated within MasterGov including the reminder process. Convergence of land charges into MasterGov has allowed integration with GIS and streamlining and automation of processes to increase efficiency and help clear backlogs.
- **Employee recognition** – a review was completed to understand how we recognise employees within Dorset Council, and how this compares to research on the benefits of recognition within an organisation. Subsequently our annual employee awards were launched in 2022 along with a new approach for recognising years of service in 5-year milestones.
- **Employee brand** – work has been undertaken to improve how we promote who we are and what we have to offer. Our branding as an employer is beginning to set us apart from other organisations with applications for roles

originating all over the world. This is helping us to improve recruitment and retention and this will build as the work is further embedded.

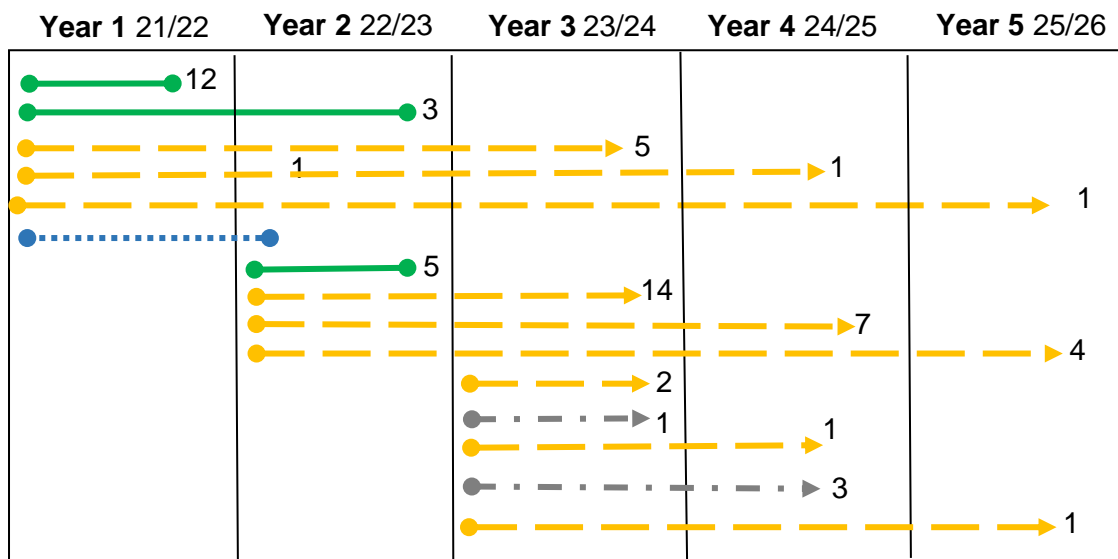
There are notable achievements across the portfolio from work undertaken in year 2, with activities planned to continue into year 3:

- **Social Care Sufficiency** – College House formally opened on 12th October 2022 and welcomed first residents in November 2022 to the residential home for Dorset’s children. Kirtleton Avenue officially opened on 18 April 2023, our new purpose-built accommodation in Weymouth, which provides homes for up to twelve young people leaving care.
- **Mockingbird** – Our pilot constellation, Pegasus, launched on 12th November 2022 and had its first post launch review by the Fostering Network. Constellation 2, Orion and Constellation 3, Draco launched on 25th March 2023 and 29 April respectively.
- **Family Hubs** – We opened our first two Family Hubs in Tricketts Cross (Ferndown) and Wareham. Family Hubs make council and partner services easily available, providing a complete experience for families where different services can work together to deliver the right help at the right time.
- **Safeguarding Families Together** – Phase 1 of the pilot project launched in November 2022 in Chesil, Dorchester and West localities, with substance misuse workers and domestic abuse (victim support) workers due to start working alongside social workers. The concept of Safeguarding Families Together is to embed specialist adult workers alongside children’s social workers, with an approach to keeping children safe in the family home, and we are already seeing the impact of the approach with supporting families staying together.

2.2 However, it is important to note that impactful and outcomes-based transformation takes time. As such, there are a large number of projects being delivered in year 2 that will continue delivery into year 3 as planned alongside additional activity which is yet to commence. The overview of this portfolio of work is complex and requires significant capacity across the organisation as we navigate through significant change.

The table below shows the profile of those projects over these five years and indicates where they are complete, in progress, projected to start or did not deliver. What this table signifies is that there is an increase in projects during 23/24 that will continue for the next 2 years at least (There has been one project started but after initial discovery was not progressed to delivery. This reflects our learn by doing approach and commitment to user centred design).

Table 1. Project numbers



Key: Green solid line = completed
 Amber dashed line = in progress with projected end date
 Grey dot dash line = projected to start and end
 Blue dotted line = project ended without full projected delivery

To help conceptualise future work, summaries of council-wide and directorate-based work has been provided to highlight new work that will be coming online, as well as work that will be continuing from previous years.

2.3 Whole council: becoming a responsive, customer focused council

Customer – our future council – transformation programme

The Our Future Council programme is a whole council, joined up programme which seeks to deliver an improvement to customer experience and changes to the way that the council operates to enable this.

Plans are underway to accelerate our plans in recognition of the improved level of service to our customers achieved from smaller scale change in year 1 and 2. By increasing the scale and pace of change across all services, we will:

- Deliver a ‘one council’ customer experience
- Enable a ‘one council’ people focus and organisational culture for the future
- Be ready for 2030 and beyond
- Become more financially sustainable

The business case is in development and if approved by Cabinet in November 2023, will commence implementation from early 2024.

Additionally, the council has been selected to form a Future Council’s pilot being led by the Department for Levelling up Housing and Communities. This will enable the council to expediate the delivery of our technology aspirations including an applications portfolio and management system and will be a key enabler of the organisation's transformation programme.

During year 2 the programme included the following:

- **Customer platform and account** – The customer account went live in April 2023 and enables customer to register, deregister and access local personalisation to them. The soft launch took place after consultation with steering group and stakeholders. The next phase of this work will see more data held in the account.
- **Out of hours front door** – In October 2022 a new approach to our out of hours service went live for the whole council including adults and children's services and highways. This meant we could end external contracts and use our existing customer services teams to provide this service in a more efficient and cost effective way. In the first 3 months 100% of out of hours calls were being answered, an increase of 31% on our previous arrangements. We have now integrated internal help desk services, such as ICT, and work continues as we transition other services to use this service, reducing our reliance on voicemail and email traffic to services out of hours.
- **Consultation and engagement** – This work is providing opportunities for all residents to have their say in the way that suits them, ensuring their views are thoroughly considered and where appropriate, acted on for Dorset policy making and service delivery. A new system is being procured to improve our platform and reach to residents and enable us to better coordinate our response to consultation and engagement. This is anticipated to be live by summer 2023.
- **Newsroom** – This work is designing a new online newsroom for Dorset Council reusing and developing capabilities on the customer platform, which will enabling the targeting and personalisation of services and information via the customer account. The first increment is live with work underway on the second increment.
- **Parking phase 3** – this successfully delivered a transfer of parking services customer front door into Dorset Direct. This has led to 77% of phone calls resolved by Dorset Direct without requiring specialist input from the parking service. This provided capacity in the parking service to reduce the number of outstanding parking charge notices by 100%.

2.4 Jointly commissioned between Children's and Adults Services

Birth To Settled Adulthood is a joint programme to improve the services and experience for children and young people aged 0-25, with a particular focus on the transition from Children's to Adult services. In 2023 a joint declaration of the principles for the work was signed by Dorset Children's and Adult Social Care, Dorset Council Members, NHS Dorset ICB and the Dorset Parent Carer Council. The vision is to develop a service that can effectively support young people in their Preparation for Adulthood, particularly those who have a disability, special educational need, mental ill health or a safeguarding need. This will sit alongside the wider 0-25 offer to support with housing, employment, education (including early years) and more.

The B2SA programme is continuing with the development and re-design of the 14-25 Transition to Adulthood Service and the 0-25 pathways development for education and employment, health and wellbeing, independent living and

community and friends. These were launched through a partnership workshop and agreed the next steps in the co-produced approach. The Independent Chairs report was submitted to People & Health Overview Committee on 21st March.

2.5 Adults and Housing

The Adults and Housing 'A Better Life' programme has been delivered in 2022/23 and a further new 10-year strategy of transformation is being developed as we commence year 3. The Adults Transformation, Investment and Reform (TIR) programme will be included into the council transformation portfolio following oversight at DARTboard in May 2023. This plan will reflect further demand management strategies to address the forecast 7% year on year demand for services.

In year 2, good progress has been made within the savings programme with £3.7m in savings delivered. This totals £8.3m transformation savings, in addition to £2.1m of tactical savings, bringing the total savings envelope to £10.4m across Adults and Housing over the past two years, with no significant cuts to service delivery.

Projects underway in year 2 that will continue into year 3:

- **Commissioned community care** - reviewing spend on packages in commissioned care across Residential & Nursing Care, Supported Living, Home Care, Extra Care and partner spend to ensure the best value for money.
- **Day opportunities** - exploring new models of delivery for day services, including the private day services market. Focus will be on connecting to communities, promoting wellbeing, increasing independence, pathways to employment and implementing the dementia services review.
- **Dorset Care framework** – this is launched and we have successfully onboarded providers to the framework. This is an ongoing process, and more providers will be added to the framework in the coming months. We have built some positive relationships through provider collaboration that will play a key role in delivering further developments in this area.
- **Resource/process redesign** (*was workforce redesign*) - delivering an effective and efficient workforce in adult's operations, providing a positive customer experience and good outcomes, with a focus on having a good place-based offer relevant to people's local area.
- **Housing Strategy** – setting out our refreshed housing strategy including allocating social rented housing, assisting homeless households and regulating private sector housing.

There is further activity in addition to the core transformation programme which has delivered the following:

- Set out our plans for **Market Sustainability** where we have increase hourly pay rates for community based support providers.
- Completed **initial mapping work with the Department of Health and Social Care** to highlight areas of improvement within our operational service. We are using this work to model the service redesign.
- We have set out ambitious plans within our Accommodation with Care Programme with the development of **Extra Care Housing & Reablement Hubs** Business cases.

- Through the Hospital Discharge money for 22/23, and in line with thinking around the Home First Accelerator Programme, agreed a two year contract for **30 beds of additional reablement support**. Care Dorset rapidly recruited a workforce to start to deliver the service for the winter of 22/23 with 20 beds now live.
- **Commissioning strategies** were developed, which included an autumn of engagement with staff, Members, Partners and Communities to help shape. These strategies were endorsed by Cabinet in February 2023.

The following projects have or will commence in year 3:

- **Shared Costs** – review all support provided to our partners and contractual arrangement in place, such as our brokerage support model for the NHS, and will ensure fair funding is being provided to us for these services.
- **Enhanced shared lives** - enhancing this service and helping to prevent reduce or delay needs for care and support of individuals, we can offer alternative solutions to a bedded placement.
- **Enhanced community reablement** - provide enhanced short-term social care rehabilitation to support people to become or remain independent at home, help people to retain or regain their skills and confidence so they can learn to manage again after a period of illness.
- **Housing Transformation** – this work will undertake change to deliver cost-effective and high-quality solutions to housing needs. This includes improving our housing prevention offer to reduce the number of people who are homeless and those living in temporary accommodation and improve housing standards.

There is further activity in addition to the core transformation programme which Adults & Housing plan to deliver in year 3 and beyond. This includes:

- Working with Care Dorset to remodel services to better meet the outcomes of the People of Dorset in a more effective and sustainable way.
- Continue to deliver the HomeFirst Accelerator Programme - a two year programme to help rebalance demand across the out of hospital pathway, improve system resilience and improve outcomes for people.
- Continue modelling of our accommodation with Care Programme, including delivery of Extra Care, Support Living, Key Worker Housing and Reablement Services
- Deliver on what we set out within our commissioning strategies and action plans for all ages
- Enhance our Digital offer, developing TEC and ensuring we have the right information, advice and guidance that is easily accessible. Supporting corporate colleagues on 5G connectivity across rural locations.
- Working with the VCS & wider Communities to develop our partnership and community offer.
- Redesign our operations service, to ensure services improve outcomes, support peoples wellbeing, get it right first time, meet our statutory obligations with a focus on prevention and early intervention, with a focus on ensuring we have the right systems, workforce and services in right places.
- Delivery of our assurance readiness programme, CQC inspection & Peer Review.
- Strengthen our role as a system partner, working with integrated care board colleagues to deliver an enhanced health and social care system.

- Deliver £3.4m in transformation savings and £5.3m of tactical savings for 23/24 with plans for further savings in future years.

2.6 Children's Services

The transformation programme in delivery in Children's Services centres on six projects and these are profiled to deliver outcomes and benefits over a 5-year period. In addition to this, we are in second year of delivery of the Social Care Sufficiency Strategy.

100% of Year 1 and 82% of Year 2 planned savings have been delivered totalling £4.3m to date. A solid benefits realisation framework is in place built upon a baselined evidence base and allows close monitoring of performance against projected savings. This supports a proactive approach to savings and a collective responsibility for delivery across the programme.

- **Family hubs** – In partnership with communities and partners family hubs provide whole-family, universal, and specialist services from 0-19yrs (25yrs with special educational need and/or disability (SEND)). The council secured £875k from the Department for Education to set up family hubs over two years later increased by a further £124k to increase capacity of delivery. Two hubs have been set up in Ferndown and Wimborne and are providing visible, appealing and welcoming spaces for families to access help and support from Dorset Council and from partner services such as NHS health visitors, midwives, early years practitioners, voluntary, community and faith sector partners without needing an appointment or having to travel too far. In March Cabinet supported the opening of a national exemplar for Family Hubs in Swanage, and delegated authority to officers to transfer the remaining Chapel Lane assets to the Swanage & Purbeck Development Trust (SPDT) Further hubs will be opened in 2023/24. We have received further investment for Reducing Parental Conflict programme and its development of a legal pathfinder, through working closely with the Family Courts we have begun to develop our offer to ensure that families seeking support with their separation always have options aside from pursuing legal action.
- **Mockingbird family model** – the model improves the stability of fostering placements and strengthens the relationships between carers children and young people, fostering services and birth families. The project secured £96,500 funding to support this approach from a successful Children's Social Care COVID-19 Regional Recovery and Building Back Better Fund Bid, and the project is closely working with the Fostering Network and the South West regional group. To date, three constellations have launched between November 2022 and April 2023. The fourth and fifth constellations are planned for Autumn 2023.
- **Our digital family offer** – a programme to provide a digital space for children and families in Dorset where they can easily find help and advice when they need it. We will deliver a personalised experience and create an online Family Hub where people and professionals can form and build networks to support one another. The first iteration, focused on our SEND local offer is in the build stage. Our Local Offer (information and advice for SEND) is in the top 20 for most accessible in the UK.
- **Safeguarding Families Together** – embedding specialist adult workers, alongside children's social workers with an approach to keeping children safe

in the family home. We now have substance misuse, domestic abuse and mental health specialists who have joined Dorset Children's Services and are co located in the pilot localities. Working with partners to recruit specialist workers who support domestic abuse perpetrators will complete the team. The pilot will continue until March 2024 and an evaluation of the project will commence in the autumn.

- **Traded services for schools** – the expansion and improvement of our traded services offer to schools due to be delivered in July 2023. This will provide a costed, transparent traded offer to the education market that is easily purchased with a digital platform in place that is customer friendly. One of the Local Digital Fund projects being delivered will build capabilities on the customer platform that will help enable this work.
- **0-25 birth to settled adulthood** as mentioned earlier in this report.
- **Social Care Sufficiency Strategy** – Kirtleton Avenue, College House - welcome Ofsted for first inspection. Recruited to manager post to enable registration for a further 5 bedded unit. Supported accommodation contract has been let and we are supporting the market to meet the requirements to register for Ofsted by Autumn 2023.
- We have entered into an academic partnership with the Institute of Public Care at Oxford Brookes University as an evaluation partner to strengthen the evidence base in relation to policy, research, and service through transformational change within children's services.

In addition to this programme of work in Children's Services there is further significant improvement work being undertaken within the directorate. This includes a number of prioritised requirements for Children's Services in addition to transformation plans. This includes activities such as the replacement of the SEND case management system.

Following a successful expression of interest to the Department for Education (DfE), Childrens Services was allocated funding of £762k in June 2022 to develop a model of **'Staying Close' for Care Leavers** over the next three years. This has strong interdependency with delivery of overall Transformation Programme.

Childrens Services were also selected to receive government funding worth 200k from the National Institute for Health and Care Research (NIHR) under the Innovation Fund to Reduce Demand for Illicit Substances (RDIS). The funding will be used to explore and investigate drug use amongst young people, develop preventative programmes and provide support to reduce their vulnerability to illegal substances.

From Year 3 there are two large national programmes of work to which Children's Services must respond. The first is the SEND and alternative provision improvement plan and the second requires significant changes to the delivery of children's social care through the national Social Care Reforms (Stable Homes: Built on Love Children's Social Care Reform 2023).

2.7 Place

The Place transformation programme focuses on four key areas of work, profiled to deliver outcomes and benefits over a 5-year period. This work is supported by strategy reviews and other enabling work.

In addition, the directorate has delivered a programme of tactical savings for year 2 of £2.4m delivered in addition to transformation activity.

Transformation projects include the delivery of the following:

- **Planning** - Following convergence, the focus is on customer engagement and experience and work is focussed on delivering mobile working for building control, planning and enforcement officers, implementing application response and policy modules and consultation and engagement software for the Call for Sites and Climate consultations. A successful bid of £95k from the DLUHC PropTech Engagement fund enables the redesign of the online planning register to increase public engagement with the planning process. A further successful bid for £250k to the DLUHC Software Improvement Fund will allow the council to reduce the number of invalid planning applications received. Visioning work for the remaining transformation ambitions has taken place, these will be set out in year 3.
- **Dorset Travel SEND transport** – this project has begun to review existing SEND transport provision and will be supported by a review of the transport delivery model. Funding has been secured to allow specialists to work with both Dorset Travel and Children’s Services to review provision and to help review our delivery model and ways of working. This work is underpinned by the implementation of a new **Dorset Travel ICT System**, with the first phase going live in May 2023 and the full system live in early 2024.
- **Hedge to Hedge** – this project is anticipated to transform the way asset management is delivered across place-based services to ensure a consistent responsive service. This includes carriageways, drains, rights of way, bus stops, car parks, play and recreational equipment etc. The project is in ‘understand’ stage, an exploratory workshop has taken place to gather further insight, scope and shape both short term improvements and longer-term transformation work. Outputs from the workshop will be developed into proposals for prioritisation. It is anticipated that this work will transform the way asset management is delivered across our networks.
- **Assets & Regeneration**, whilst not a transformation project, this will be supporting other corporate transformation work and are anticipating £513k savings in holding costs.

Underpinning Strategy & Enabling work:

- **Library service strategy** – Phase 1 and 2 included a comprehensive consultation exercise, listening to residents, businesses and partners as we design our new library strategy. Further phases will deliver a modern and sustainable service that meets the needs of residents over the next 10 years. The strategy is due to be considered by Cabinet in Summer 2023.
- **Regulatory services** – this project is harmonising three business solutions and implementing a single cloud-based solution that will allow officers to work in a fully agile way, putting our officers where they need to be to meet the needs of the customers.

- **Records Management** – this work will enable improvements to records management systems and processes and setting out a clear blueprint for the future. To date, the development of an information asset register is nearing completion and the appropriate destruction of historical records is underway.

Projects not completed:

- **Stronger Neighbourhoods** – this project was a cross council initiative to help improve social mobility and health inequalities, which can particularly affect people with certain protected characteristics. Initially, good links were made with community groups and members with a commitment to work on improving services to Weymouth and Portland agreed. Following early discovery work to understand the current challenges, it became evident that other initiatives such as work through the Dorset Together network on cost-of-living etc, was already making a real, practical difference to residents with greatest need. Therefore, the decision to stop this work in favour of building other embedded community support networks was taken at DARTboard on 13 October 2022.

2.8 Corporate Services

Corporate Development alongside Legal and Democratic Services has a unique role in supporting and enabling the delivery of transformation and change plans for all other parts of the organisation in addition to its own programme of change.

The programme for year 2 incorporated the following:

- **Automation** – A low code platform is being procured following invest to save funding being approved in year 2. Our automation capability is a key enabler for the organisation to deliver transformation plans in all directorates.
- **Corporate system review** – a business case is in development to consider future options as the contract end date with SAP draws closer.
- **Data and business intelligence strategy** – the strategy has been approved and published during year 2. Year 3 will see projects initiated to deliver the strategy action plan.
- **Employee experience programme**
 - Dorset Workplace – phase 2
 - Employee Gateway
 - Employee Offer
 - Recruitment experience
 - Talent management
- **Climate and ecology programme**
 - Electric vehicle estate charging infrastructure – this work is overseeing the installation of electric vehicle charging points across the Dorset Council estate.
- **Being more commercial** – further development of the council's approach continues through the delivery of the Commercial Strategy through 4 key themes: behaving in a more business-like way, being business friendly, commissioning as One Council, making money.

In year 3 the following projects will commence in addition to projects started in year 2:

- **Corporate offer** – this project will review the way that corporate services operates to ensure that appropriate support is prioritised and provided to

directorates for their business as usual and change plans, and that corporate frontline services are delivered in the most sustainable way. This will align closely to the Our Future Council programme as organisational wide ways of working are reviewed.

- **HR Front door** – making improvements to the way that enquiries and managed by the HR service and the way that HR information is communicated to employees by signposting efficiently and effectively on first contact. This will allow the HR service to concentrate on critical situations and ensuring that capacity in teams can focus on value added activity, where advice, guidance and interpretation of policy is required.
- **HR case management system** – this project will develop a casework management system to enable improved data management and reporting of HR documents in a single place.
- Projects to deliver the outcomes in the **data and business intelligence strategy**

3. Financial Implications

£10.8m investment from the council’s invest to save fund has been made in the council’s transformation programme across years 0-2. This is to realise transformation savings of at least £31m against an original projection of £33m over five years. £13.6m has been successfully delivered. This has exceeded anticipated savings from reorganisation and the move to unitary council.

The council employs an invest to save approach to transformation, recognising that in the latter years of the programme further savings will be likely as we are able to scale up change plans.

Table 2. Transformation savings years 1 - 5

	Year 1 2021/22	Year 2 2022/23	Year 3 2023/24	Year 4 2024/25	Year 5 2025/26	Total
Budgeted	9,480,222	6,632,500	7,150,000	4,250,000	5,500,000	33,012,722
Achieved	7,419,537	6,232,500				13,652,037

Table 3. Transformation savings by directorate for year 2

Savings year 2 2022/23	Projected	Achieved	Underachieved
Adults and Housing	3,805,000	3,705,000	100,000 (housing transformation delivered as cost avoidance)
Children’s	2,827,500	2,527,500	300,000 (0-25 birth to settled adulthood)
Place	0	0	70,000 deferred from year 1 (regulatory)
Total	6,632,500	6,232,500	

Table 4. Savings by directorate project for year 3

Savings year 3 2023/24	Projected
Adults and Housing	3,400,000

Children's	3,000,000*
Place	750,000**
Total	7,150,000

* Additional £300k savings carried forward from year 2 in relation to 0-25 birth to settled adulthood.

** Additional £70k savings carried forward from year 1 in relation to regulatory services.

Since its inception in 2019, the transformation investment fund has approved 28 bids made to the transformation investment fund totalling £10,856,701. From the investments made in years 0 - 2, there are savings of £13,652,037 already delivered with the remaining £17,270,000 being tracked for delivery into year 3 and beyond. The profiling of these savings will continue to ensure the full £31m in savings is realised by year 5.

Table 5. Return on investment years 0-3

Year of investment	Number of bids	Total investment	Savings*	Return on investment
	28	10,856,701	30,922,037	20,065,336

* £13,652,037 already delivered, remaining figure projected over years 3 - 5

The crack-on fund totals £100,000 and is utilised for small bids to enable change at the discretion of the Corporate Director for Transformation, Innovation, Digital and Environment as delegated by the Performance Board.

To date, there have been 5 bids supported totalling £48,600 to enable activity:

- To improve recruitment and retention
- For two environmental and climate initiatives in line with the action plan
- To support the library strategy development
- To improve the way we coordinate our transformation activity

4. Environmental Implications

The new natural environment, climate and ecological decision process will help to frame the projects that come forward as transformation in the future. This is in keeping with the key natural environment council priority. The transformation programme will continue to consider the impact of any change delivered on these commitments. Each project and programme undertakes an impact review during the understand innovate stages of our change management framework.

5. Well-being and Health Implications

The transformation programme continues to deliver change to improve the way that the council provides services, including supporting residents with their specific needs. The transformation plan themes are designed to impact positively on the well-being and health of all through the joined up, consistent delivery of change. This includes the provision of universal and specialist services to residents and businesses alongside benefits driven from responsible management of the natural environment.

6. Other Implications

None

7. Risk Assessment

HAVING CONSIDERED: the risks associated with this decision; the level of risk has been identified as:

Current Risk: Medium

Residual Risk: Medium

To ensure that the transformation programme operates safely and within risk appetite, we have adopted the corporate risk framework which is aligned to council priorities. The risk scoring methodology is in line with the corporate risk register.

The purpose of this risk register is to provide a snapshot of the key strategic risks arising from transformation. Risks are identified by projects in relation to their activity and additional programme level risks are identified by the DARTboard.

Where a risk is significant to the council's operation it will be included on the corporate risk register and monitored by the Audit and Governance Committee.

An emerging risk to the transformation programme is the emerging acceleration of the customer transformation programme. Currently this is a programme of work within the portfolio, but it is anticipated to supersede this plan following development of a business case in autumn 2023. This will change our approach to transformation across the organisation in line with our council priority to become a more responsive, customer focused council.

To mitigate this risk, the same lead officer is overseeing the current transformation plan in addition to the development of the business case to accelerate customer transformation. This will enable joined-up conversations and read-across as the plans and financial information develop.

Current risk profile for transformation (as at 4 May 23):

		Likelihood				
		Very unlikely	Unlikely	Possible	Likely	Certain
Impact	Catastrophic	0	0	0	0	0
	Major	0	8	8	7	1
	Moderate	0	7	35	27	6
	Slight	1	3	14	5	4
	Negligible	1	0	1	0	0

Red = high risk	Immediate management action
Amber = medium risk	Plan for change
Green = low risk	Continue to manage

14 areas of high risk are actively being mitigated by actions within the project and relate to:

- Capacity and availability of the right people and skills within projects
- Leadership and support capacity to champion and embed large programmes of work
- Impact on records management and retrieval in the early stages of the project

8. Equalities Impact Assessment

We are committed to ensuring fair and accessible services for everyone in Dorset through the delivery of services and improvements as set out in our transformation and council plan. Where the council will make changes to a service or offer, an equality impact assessment will be undertaken to ensure due regard of the Equality Act 2010 and the Public Sector Equality Duty.

An equality impact assessment is therefore undertaken for each change made as a result of transformation or broader change activity; these are usually identified by project and completed by the service, supported by the project delivery team.

9. Appendices

10. Background Papers

[Dorset Council Draft Transformation Plan 2020-2024](#)

[Transformation plan 2020 – 2025](#)

[Transformation progress report 2021](#)