

**DERBYSHIRE COUNTY COUNCIL**

**CABINET**

**13 DECEMBER 2016**

**Report of the Chief Executive**

**INNOVATION AND TRANSFORMATION SERVICE**

**(Strategic Policy, Economic Development and Budget)**

**1 Purpose of Report**

To update Cabinet on the work undertaken by the Innovations and Transformation Service and to seek approval for the permanent establishment of the Service.

**2 Information and Analysis**

**2.1 Background**

The Council is in a period of significant cuts to its budget such that by the start of the next decade it will have made reductions of over £270m. In order to mitigate this reduction in base budget and minimise the impact on services, the generation of new income streams and use of innovative approaches have been identified as a priority in the 2016-17 Council Plan.

The Innovation and Transformation Service was fully established in November 2015 as an internal, independent and multi-disciplinary resource for the Council. The role of the Service has been to develop innovative and transformational change initiatives that realise financial savings, promote efficiency contribute to service re-design and deliver better outcomes for the people who live and work in Derbyshire.

Funding was secured until September 2017, from the Derbyshire Challenge Fund to appoint, on a two year secondment basis, a core multi-disciplinary team to provide leadership, coordination, support and capacity. The Service was formed by recruiting existing employees who have a wide range of skills, knowledge and experience drawn from working across the Council, other councils and private industry.

Innovation is one of the four priorities within the Council Plan and the Innovation and Transformation Service are the catalyst for driving and supporting the delivery of this within the Council. To date, the Service has

been utilised by departments to help take a more radical look at some of their services and how they are provided, so that the Council can maintain service quality and deliver value for money in both a manageable and sustainable way.

The Innovation and Transformation Service have looked to create an operational model around a '3 Cs' approach; co-design, co-deliver and collaboration. The Service has been commissioned to work alongside stretched departments, who may not have the capacity, or skills, to achieve transformational change.

## **2.2 Business Need**

In the next four years (2017-18 – 2020-21), the Council will need to make further efficiencies of £70m on top of the £170m of cuts the Council has made to services since 2010.

The Council delivers a wide range of services to local people and communities. With less money available, the Council has been required to evaluate if and how it can deliver services in a different way. Acting on an impartial basis, the Innovation and Transformation Service is currently facilitating and enabling service departments to identify budget and efficiency savings as well as delivering service improvements.

The Innovation and Transformation Service has already played a vital role, through working in partnership with service directorates and partners to achieve greater integration, efficiencies and improved service delivery - see Appendix 1 (Benefits Matrix). If established, the Service will continue to provide this bespoke role, which has provided great benefit to the Council over the last twelve months, through:

- Enabling Elected Members, Strategic Directors and departments to commission projects to deliver change and service transformation, such as the establishment of a Derbyshire County Council Development Company.
- The ability to conduct reviews and provide impartial assessment of options, acting in the role of a critical friend to departments, as demonstrated by the work the Service has undertaken in reviewing and redesigning the Council's recruitment and selection process.
- The identification of efficiency savings in the short, medium and long term to meet the necessary budget reduction, such as the review of Home to School Transport.
- The provision of additional resource capacity to pump-prime key departmental projects, as demonstrated by the Service contributing to the re-design of School Improvement Services and the development of a business case to support a new operating model.

- The delivery of improved multi-tier, partnership and cross departmental working, as illustrated by managing both the Transformation Challenge Award and the One Public Estate multi-partner collaboration programmes.
- Acting as ambassadors for change and cultural re-design of the Council.
- Representing the Council both at a local and national level.

## **2.3 Objectives**

The primary objectives of the Innovation and Transformation Service are, and will continue to be, supporting the delivery of the Council Plan priorities and pledges. In addition, the Service will continue to focus on the:

- Identification and implementation of new ways of working.
- Development of culture change and creativity.
- Delivery of enhanced partnership working.
- Development of internal consultancy capacity, including peer review and acting as a critical friend to departments.
- Development and implementation of a corporate approach to income strategy.
- Provision of support and expertise to departments in the areas of service re-design and process mapping/re-engineering.
- Development of a Derbyshire County Council people centred demand management strategy and the provision of support to departments in managing demands for their services.
- Development of a Derbyshire County Council channel shift strategy and the implementation of a number of channel shift projects to deliver service improvements, efficiency savings and increase reach and access.

The Innovation and Transformation Service will also provide support to the Chief Executive in the development and delivery of a leadership and management development strategy.

## **2.4 Benefits**

The Innovation and Transformation Service was initially formed to provide an impartial and independent resource to enable the Council to support the delivery of the Council Plan priorities, pledges and strategic projects, detail of which can be found in Appendix 1 (Benefits Matrix).

In this role the Innovation and Transformation Service have been instrumental as change agents to support wider system transformation and tackle systemic issues (culture change), which will be required as new re-design service delivery models are introduced to meet the budget reductions.

As pressure on the Council's budget increases, the requirement for informed decision making will be essential to ensure services can be sustainable, streamlined or commissioned with external providers or partners. Service departments have limited resources/capacity to be able to conduct impartial reviews of their current activities and generally external consultancies have been procured to perform this role. Through the permanent establishment of the Innovation and Transformation Service, the Council will benefit by utilising an internal resource to perform this key consultancy role wherever possible, therefore reducing the need for external support and associated costs.

The Innovation and Transformation Service has assisted service departments to realise efficiencies and implement new service delivery models, to help deliver their Service Plan targets. Any savings that are identified are proposed to strategic and departmental management teams for the service to take those savings or efficiencies at their discretion.

Although some cultural changes and benefits will not be realised for some time and others are not easily measurable, the Service has already helped contribute to identifying potential future savings to be achieved over the coming years and has secured £498,000 in external funding, with a potential for a further £750,000 by April 2017. The Service has also supported work that will bring in additional from the establishment of the Development Company which could be in excess of £500,000.

The Innovation and Transformation Service have identified a number of intangible benefits that will support culture change and challenge the status quo. It must be noted however, that intangible benefits are not easily quantifiable in financial terms and may only become realised over a period of time beyond which the funding for the Service, as it stands, will have expired. As these benefits are not realisable in the short term, funding past September 2017 is essential to ensure that the Council has the capacity to achieve its purpose, vision, values, and priorities as well as supporting departments and services in meeting their operational challenges.

The biggest threats to innovation and transformation are internal politics and organisational culture, which do not accept failure and/or does not accept new ideas from outside/inside, and/or cannot change. Innovation should not be a single event but needs to be embedded as a concept in the Council to allow a continuous process of improvement to be adopted.

## **2.5 Case Studies**

The following case studies illustrate the work and the impact of the Innovation and Transformation Service in the last 12 months.

### **2.5.1 Recruitment and Selection Process Review**

The need to make improvements to recruitment and selection processes is widely acknowledged throughout the Council. The Innovation and Transformation Service was commissioned to carry out a holistic systems thinking approach of the end-to-end process, which had never been undertaken since the creation of the Shared Service Centre in 2007. The review mapped the recruitment and selection process from a vacancy arising, through to the employee being established in post. The Innovation and Transformation team placed engagement and collaboration at the core of this review and undertook a number of work shadowing exercises. The Service worked with a range of stakeholders, including officers from the Shared Service Centre, HR Consultants, Heads of Service and Departmental HR officers.

A stakeholder workshop was organised to seek views from recently appointed employees and experienced recruiting managers from all departments. The initial stage of this process identified a number of recommendations around policy, operational delivery, a new software solution and the implementation of a continuous improvement approach. If implemented these would lead to improvements to the processing of applications and the speed at which vacancies are filled. The recommendations have a number of quick wins, including improvements in data quality, in particular at the start of the process to reduce the number of gatekeeping checks, and the application of consistent vacancy control procedures across the Council.

The Innovation and Transformation Service will be working closely with the Strategic HR Group in the coming months to implement appropriate recommendations. The Group will be key in reinforcing the critical role that managers play within the recruitment and selection process. The second phase of this review is currently testing a lean recruitment and selection process developed by the Innovation and Transformation Service, prior to its implementation corporately. Information gathered in the review will inform the procurement and configuration of a new e-recruit system. The Service will be working closely with Corporate HR and procurement colleagues to deliver this solution, in a coordinated way, with a proposed implementation date of August 2017.

The project has provided a unique opportunity for employee centred engagement to share experiences and contribute ideas not only at project initiation but again at the findings stage. Employees commented that the chance to influence, change and contribute to recommendations was a new experience. The Innovation & Transformation Service provided an impartial and unbiased resource, enabling all discussions to be transparent with no hidden agendas or areas which could not be discussed.

### **2.5.2 Development Company Business Case**

Other areas of work undertaken in the last 12 months included the development of a business case (using the five case model) which tested the validity of establishing a Council owned company to develop surplus land for commercial purposes. The Service led the formation of a business case which outlined the viability of the development company proposition and identified the indicative returns following an in-depth assessment of three pilot sites, as well as the potential for the development of a pipeline of projects, indicating sustainability in the medium to long-term. The Innovation and Transformation Service spearheaded and worked collaboratively with internal departments and external experts to deliver a robust business case within a three month period.

Whilst the Council is currently engaged in a number of trading activities, it was felt that none of its existing structures would facilitate the commercial development of surplus land and property assets. Through the business case process it was identified that the establishment of a company limited by shares, with the Council being the sole shareholder was the preferred option. This structure will allow the Development Company to operate in a truly commercial manner, limiting the risk to the Council and generating the maximum level of returns.

### **2.5.3 One Public Estate**

The Innovation and Transformation Service is the lead authority in the development of a North Midlands One Public Estate (OPE) programme. OPE is an initiative delivered in partnership by the Cabinet Office and the Local Government Association.

OPE brings together a wide range of public bodies such as councils, NHS, 'blue-light' services, Civil Service (Probation, Courts, DWP Job Centre Plus etc.), to use land and property as the catalyst for delivering customer focussed, service transformation across multiple agencies and organisations.

This programme supports the Council's key priority of working in partnership and is delivering cross organisational and geographical collaboration. The Innovation and Transformation Service is lead authority for the North Midlands OPE programme and has been instrumental in securing £75,000 in capacity funding for 2015/2016 and £423,500 to fund a number of OPE projects in 2016/2017 and beyond. These projects are supporting the delivery of strategic asset management and service transformation across Derbyshire, Derby City, Nottinghamshire and Nottingham City and benefits will be realised in the medium to long-term.

### **2.5.4 Transformation Challenge Award**

The Innovation and Transformation Service have supported the development and management of the £750,000 Derbyshire Transformation Challenge

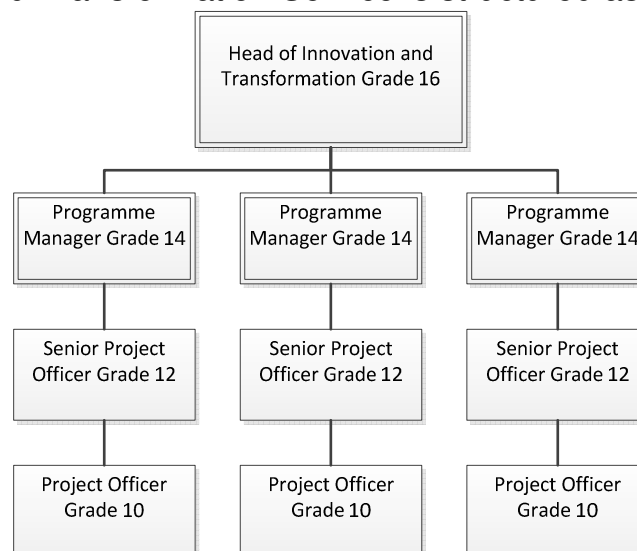
Award Programme (TCA) on behalf of the ten Derbyshire local authorities and to date have coordinated and supported the delivery of nine multi-authority transformation projects.

- Disabled Facilities Grants.
- Homelessness in Teenagers.
- Customer Segmentation.
- Housing Enabling.
- Housing Register and Choice-based Lettings.
- Building Control.
- Fraud Investigation Services.
- D2 OPE Property Steering Group.
- Joint Licensing.

The TCA funding has been utilised, through a robust business case, to deliver cross-authority collaboration and citizen focussed service re-design to deliver greater efficiencies, reduce costs, reduce demand and deliver improved services.

## 2.6 Options

The Innovation and Transformation Service is structured as shown below:



The positioning of the Innovation and Transformation Service within the Office of the Chief Executive provides a degree of structural independence, rather than being embedded within service departments.

The team is currently comprised of 10 FTEs who have been seconded from service departments within the Council and the team is managed using a flexible matrix management approach.

In the preparation of this business case a number of options have been considered.

**Option 1 - Increase the size of the team** - while this would provide additional capacity for the Council, it is felt that the costs involved would be prohibitive. In addition, if the Service is increased in size, there is the potential for it to be perceived as being solely responsible for the delivery of innovation and transformation, rather than this being embedded throughout the Council.

**Option 2 – Continue the current service on a temporary basis** - the delivery of innovation and transformation is a Council priority and combined with the budget planning cycle, it is felt that this option would not deliver a sustainable service for the Council moving forward. This option would also impact on the Service's ability to take on and deliver projects that are longer-term in nature.

**Option 3 – End the Service at the end of its current funding allocation** - without funding past September 2017, due to the nature of the complex projects under consideration and the timescales involved it will not be feasible to achieve critical project outcomes within the remaining timeframe. In these circumstances once the workload is completed, team resources will be released back to the departments.

**Option 4 – Continue the current service on a permanent basis** - this is the preferred option. The current team size provides capacity and support for collaborative innovation and transformation projects. Working with departments has been a key priority during the past twelve months and it is this collaborative, enabling approach that has made a positive contribution to the work of the Council and has the real potential to unlock and identify future efficiencies through transformational change.

## **2.7 Timescales**

The Innovation and Transformation Service is currently funded by a one-off allocation from the Derbyshire Challenge Fund, which will fund the Service up to September 2017.

The business case which underpins this report has been developed to coincide with the 2017-2018 budget setting timetable, to secure permanent funding for the Service beyond this current time-limited period.

## **2.8 Future Areas of Focus**

There are a number of new themes that the Innovation and Transformation Service will be considering in the coming months including income strategy,



service re-designs and the introduction of a corporate wide approach to public-centred demand management and cultural change.

The Service will be taking the lead in developing a corporate approach to income strategy with core consideration given to areas including:

- Review of fees and charges to explore opportunities for generating a surplus from commercial activities.
- Crowdfunding to support social value projects.
- Contract management.
- Cost recovery options for discretionary services.
- Business case and business plan development.
- Commercial use of brand Derbyshire.

The Service will continue providing its vital role as an impartial internal consultancy, supporting service re-design collaboratively with service directorates. This will be achieved through providing impartial assessments of services, as well as process mapping and process re-engineering skills.

The Council is already using demand management techniques to help transform its services. The Innovation and Transformation Service will seek to learn from existing activity:

- Identifying opportunities for maximising demand management techniques across the Council.
- Accelerating the delivery of demand management projects corporately.
- Support the delivery of channel shift.
- Sharing and learning from best practise, both locally and nationally.
- Develop more public-centred engagement with customers in order to inform the needs and wants for services.

### **3 Financial Implications**

A number of funding options have been considered in the business case that has been developed to support this Cabinet paper. The preferred option is to secure a revenue base budget.

The cost of the Innovations and Transformation Service is £514,372 per annum excluding pay awards. The Service is currently funded by an allocation from the Derbyshire Challenge Fund up to September 2017.

	<b>Ongoing £</b>
<b>Pay</b>	494,372
<b>Other Costs</b>	20,000
<b>Total Costs</b>	<b>514,372</b>

Other costs of £20,000 per annum will cover the cost of training, travel and ICT.

The pay costs have been calculated on the top of salary bands for each grade and exclude pay awards.

A Service Pressure Bid (2017-18) has been submitted to secure a base budget position for the Service beyond the Derbyshire Challenge Fund funding allocation.

#### **4 Human Resources Considerations**

If the move to make the Innovation and Transformation structure permanent is approved, then appointments will be made in line with the Council's current recruitment and selection policies.

#### **5 Social Value Considerations**

The Service has and would continue to provide a programme that will contribute to the delivery of the Council's social value ethos. This would be achieved through helping to identify financial and efficiency savings which will help departments to mitigate the worst impacts of the budget cuts and allow them to reinvest savings into frontline services to benefit the citizens and communities of Derbyshire.

For example, integral to the development of the Development Company business case were social value considerations. Whilst the business case was testing out the validity of the Development Company's ability to maximise the return on the Council's surplus assets and generating an additional income stream, it was important to recognise the potential that the delivery of social value has in supporting the Council's overall aims and priorities and underpinning its vision and values.

Crucial to the social value element of the business case, was the consideration of how these principles could be used to underpin the actions of the Development Company, from procuring services, to what products are produced, who is employed and how the profits are used. Social value is not just about how the profits are spent but how they are made. For the Development Company, the delivery of social value would not be achieved through a list of stringent rules, but through the development of a culture of good social value and the provision of a 'good business' for society.

## **6 Considerations**

In preparing this report the relevance of the following factors has been considered: legal, prevention of crime and disorder, equality and diversity, human resources, environmental, health, property and transport.

## **7 Background Papers**

- Cabinet: Derbyshire Challenge Fund – Innovations and Transformation (14 April 2015).
- CabCo: Derbyshire Challenge Fund – Innovations and Transformation Resource (16 June 2015).
- Council: Council Plan Update 2016-2017 (13 April 2016).
- Innovation and Transformation Business Case.

## **8 Key Decision**

Yes

**Is it necessary to waive the call-in period**

No

## **9 Officer Recommendations:**

That Cabinet:

- Notes the work undertaken by the Innovation and Transformation Service to date.
- Approves the permanent establishment of the Innovation and Transformation Service (Option 4 – continue the current service on a permanent basis).

**Ian Stephenson**

**Chief Executive**

## BENEFITS MATRIX

## Appendix 1

This Benefits Matrix provides achieved outcomes of the Innovation and Transformation Service Work Plan.

Objective	Council Plan Priority	Desired Benefit	Impact	Enabling Changes	Business Changes	Baseline Measures	Responsibility	Target Date	Status
<b>Account Management of External Consultants</b>	An Ambitious and Dynamic Council.	To obtain an externally derived assessment of the Councils ICT Strategy and HR Service.	Possible proposed alterations to service delivery models. This would have impact on a corporate scale.	Two independent reviews were undertaken recommending changes to current business activities.	Final reports and recommendations have been presented to the Council and will be utilised to inform future service re-designs within the relevant service areas.	Stakeholder interviews and workshops were facilitated by external consultants as to inform the findings contained within their final reports.	Corporate Resources.	March-April 2016.	Completed March/April 2016.
<b>Alternative Adult Day Care</b>	Independent and Supported Older People  Adults with Physical and Learning Disabilities Leading Independent and Fulfilled Lives.	To make the alternative adult care projects more self-sufficient and sustainable.	Reduced costs, greater outcomes for the service users, increased business acumen.	<ul style="list-style-type: none"> <li>To be able to develop a greater understanding of what the aims of these projects are.</li> <li>Access to all information regarding finances.</li> <li>Buy in from staff to change the current ways of working.</li> <li>To create a pathway to employment for the current service users.</li> </ul>	Transform the projects into a more business like model and look at ways to develop income and reduce costs. Develop business acumen and business links.	Current costs and number of service users for each project.	Adult Care.	January 2017.	Pending agreement on project scope.

Objective	Council Plan Priority	Desired Benefit	Impact	Enabling Changes	Business Changes	Baseline Measures	Responsibility	Target Date	Status
<b>APEX - Programme management of the procurement and implementation of a new Corporate Performance Management solution.</b>	An Ambitious and Dynamic Council.	In 2012 the Council introduced a new Performance and Improvement Framework, to drive service improvement and ensure a consistent and robust approach to performance management throughout the Council.	Stakeholder group and governance board includes Members and CMT strategic directors will use the system to strategically manage Derbyshire's performance against a set of key performance indicators, it will also be used by several departments as a departmental performance management tool.	Provides the ability to manage Corporate performance more accurately and in real time, provides functionality to understand impacts and react to potential situations by linking performance data together to get a bigger picture of performance.	Will support decision making and the ability to react quicker and target resources better through improved knowledge management.	Baselines for all services measured can be baselined against actual performance and that of peers where available	Project Governance board, CMT and Members.	Solution Implemented and Strategic Dashboard development is expected to go-live January 2017.	In use by ETC to conduct performance clinics, being utilised by Children's Services to manage multiple action plans and report on KPI's.

Objective	Council Plan Priority	Desired Benefit	Impact	Enabling Changes	Business Changes	Baseline Measures	Responsibility	Target Date	Status
<b>Blue Badge Scheme</b>	Independent and Supported Older People  Adults with Physical and Learning Disabilities Leading Independent and Fulfilled Lives.	To look at current practices and associated costs in relation to the Derbyshire Blue Badge Scheme and identify areas for improvement and development.	The high volume of blue badge applications is expensive to administer with a significant percentage of non-payment of successful applications (approx. £21,000 pa). There is also an increasing expectation of being able to apply online as part of the application process.	The receipt of payment prior to issue of blue badge is currently being looked at together with the promotion of the online payments method. The development of an electronic web form is also being pursued with the Digital and Web Content Team. Going forward data will also be collated to enable renewal reminder correspondence to be distributed at some point in the future via email or SMS.	Adult Care DMT was presented with an Options Paper. Approval was obtained to ensure that payment is made prior to issue of badge, develop improvements to the current form which will become electronic and allow applicants to apply online via Derbyshire system.	Data has been collected in relation to loss of income due to non-payment; Call Derbyshire associated costs and payment method costs (cheque, telephone, card payments and online).	Adult Care	Date to be confirmed – links to CRMS.	Business changes due to commence.
<b>Channel Shift</b>	Council Plan 5 Pledges	To implement a Channel Shift strategy within the authority to produce real savings and provide new citizen access channels to Council services, and by implementing these new Channels thereby change citizen behaviours to use cheaper more cost effective self-serve service delivery models in meeting their	Strategy will support different service delivery models for departments to engage with citizens in new ways whose expectations of Council services have changed with the implementation of new smart technologies. Has a real potential to support front line staff by allowing	Will require buy-in from CMT as this is as much about People Process and Culture as it is technology. It will require adoption of new ways of agile working and changes in culture and will impact on all areas of the Council. Links into council priorities of Innovation and Well connected communities.	Will empower Citizens through the provision of new self-serve options to access services from anywhere on any device. This will change business practices and streamline services allowing front line services to focus more on service delivery rather than admin.	Baselines will be established using a digital maturity assessment to identify these per department.	All CMT and DMT members, Coms division and ICT/ Transformation services, Innovation and Transformation Service.	Jan 2017 present to CMT new website delivered by January 2018	Presentation to Joint Cabinet, CMT Dec 2016, and Development of the strategy is under way and will be a living document revised over a number of years.

Objective	Council Plan Priority	Desired Benefit	Impact	Enabling Changes	Business Changes	Baseline Measures	Responsibility	Target Date	Status
		service expectations.	them to stay with onsite clients longer and reduce the need for back office staff interventions effecting Culture change.						
<b>Corporate Property SAP Project</b>	An Ambitious and Dynamic Council	To act as a critical friend to the project to ensure that the implementation meets the business requirements in the most effective manner.	Acting as a critical friend the Innovation and Transformation Service will work closely with senior stakeholders in the business to maximise the ROI of implementing SAP within the Property Services.	TBC	TBC	TBC	Property Services Division.	July 2017	TBC
<b>Crowdfunding</b>	An Ambitious and Dynamic Council	To investigate the use of Crowdfunding for smaller, specific projects.	To offer additional methods of funding and public involvement around specified, local projects.	To open up a new funding stream to the Council, with the added benefit of community involvement.	Work in partnership with the chosen crowdfunding provider, to maximise funding streams and to generate income.	Data collected from other Authorities currently engaged with crowdfunding, to identify costs and potential benefits.	Innovation & Transformation Service.	CMT (by December 2016)  Possible Implementation 2017.	Ongoing, awaiting agreement from CMT, then requires further investigation as to whether this is a suitable approach to take.

Objective	Council Plan Priority	Desired Benefit	Impact	Enabling Changes	Business Changes	Baseline Measures	Responsibility	Target Date	Status
<b>Demand Management</b>	Council Plan 5 Pledges	To instil a culture and understanding of demand management in service delivery.	Applying demand management techniques to the Council's services would have a major effect of our citizens with the co-development of services and identification of priorities. This would also mean a major shift change in the way the Council decides which services it provides and how it provides them.	Other councils are now successfully using demand management to bring about more community-centred services and efficiencies through identifying what the root cause of demand is and matching service provision to this.	The Council would need to adopt a new way of designing and realigning the way services are provided. There would need to be a much greater emphasis on asking the public what services they want, where and when and trying to meet that demand.	N/A	Innovation and Transformation	2017	Ongoing.
<b>Derbyshire Challenge Fund</b>	An Ambitious and Dynamic Council	The Derbyshire Challenge Fund was established by Cabinet on 22 October 2013 to act as a resource to help develop transformational change initiatives that would contribute to the Council's budget reduction requirement of £157m.	All departments can apply for funding from the Derbyshire Challenge Fund for one-off funds to pump prime changes that deliver significant savings.	Departments complete an application form which clearly demonstrates the use of the funding being sought and the expected outcomes. This is discussed by a small funding team and approval is sought from CMT and Cabinet or Cabinet Member for Strategic policy, Economic Development and Budget.	The funding proposals should be used to enable fundamental changes in service delivery to ensure the savings are achieved.	The allocation of resources from the Challenge Fund is monitored with financial and operational updates being provided to the Leader, Cabinet and CMT following existing protocols and a yearly Challenge Fund Annual Report on the Fund's	Challenge Budget held by Assistant Chief Executive and Director of Finance.	Ongoing	Ongoing



Objective	Council Plan Priority	Desired Benefit	Impact	Enabling Changes	Business Changes	Baseline Measures	Responsibility	Target Date	Status
						operation, which will include information on expenditure, progress and the delivery of outcomes.			
<b>Derbyshire Chief Executives - Sharing Services project</b>	Council Plan 5 Pledges	Develop a workshop for all Derbyshire Chief Executives to consider a way forward for greater collaboration and sharing of services across Derbyshire.	Develop options and discuss services that could be shared across Derbyshire.	Will need buy-in from all Derbyshire Chief Executives to attend the workshop and discuss potential areas for sharing services.	Offer will enable organisations to access quality services and work in partnership to bring together skills and knowledge.	Local Partnerships were asked by Derbyshire Chief Executives at a meeting in September to scope and facilitate a workshop to discuss a way forward to share services across Derbyshire.	Derbyshire Chief Executives, Local Partnerships, Innovation and Transformation Service and Democratic Services.	Workshop completed by January 2017. On-going work required following on from that.	In the process of finding a suitable date and developing an agenda for the session.

Objective	Council Plan Priority	Desired Benefit	Impact	Enabling Changes	Business Changes	Baseline Measures	Responsibility	Target Date	Status
<b>Development Company</b>	An Ambitious and Dynamic Council	Derbyshire Development company will enable the Council to maximise its land assets in a truly commercial manner free from the usual Council restrictions. The business case identified the potential for £503,500 in surplus from the three pilot sites assessed.	Members of the Cabinet and CMT will sit on the board of Directors in driving forward a profit making and social value agenda.	It is envisaged that the Development Company will enable the Council to realise a profit on its land assets that will support the creation of a new revenue stream to help offset the Councils base budget reductions it will also allow the Council to enter into joint venture social value schemes it could otherwise not afford to conduct.	Limited impact on business changes other than a private venture being utilised to release Council assets.	None	CMT Cabinet Board of Directors	Cabinet Report June 2016  Implement June 2016 onwards.	Currently recruiting staff and working on the pilot sites.
<b>Employment and Skills</b>	A Strong Economy  A Skilled and Confident Workforce	To co-ordinate the employment and skills function under one section/leader, to maximise the available benefits of funding, apprenticeships, grants and policies.	Potential impact on DCC employees, who may have a change of role or department. Positive impact to stakeholders seeking employment or looking to access training in readiness for work.	Data gathered has shown that there is a duplication of tasks, or opportunities are being missed, as there is no single leader of the service.	Merger of functions under one department includes transfer of people and budgets.	Successful appointment of a new Head of Employment & Skills to the ETC department.	ETC DMT, specifically Service Director Economy & Regeneration.	Summer 2016.	Cabinet paper approved, on hold with ETC.
<b>Home to School Transport</b>	Thriving Children, Young People and Families	To deliver savings to the Children's Services department through a policy changes to their home to school transport	A large consultation was undertaken with staff and the public including young people who would/could be	The department spends £2m pa on transport and with significant budget cuts it was identified that this spend needed to be	Ceasing to provide transport for pre-school children with SEN; those aged 8 and over living over 2 miles but under 3 miles.	Research was undertaken with other councils and a significant amount of data was	Innovation and Transformation Service for the proposal and consultation. Children's Services for	Completed in March 2016	Completed

Objective	Council Plan Priority	Desired Benefit	Impact	Enabling Changes	Business Changes	Baseline Measures	Responsibility	Target Date	Status
		arrangements.	affected. The proposals were supported by Members but a change in strategic director meant that the full proposals were not brought in front of Cabinet and a further period of development work was requested (to be done by the department).	reviewed.	Additional proposals to cease to provide transport for post-16 SEN students were not taken forward at this stage after a review by the new strategic Director. Whilst it is difficult to confirm potential savings when dealing with H2ST (due to exceptional circumstances) 2014/2015 spend on areas we recommended to cease were £25,000 (8 year olds between 2-3 miles); £187,000 on pre-school transport. Our original proposal also looked to cease transport for post-16 students with SEN which cost £2,112,000 - this proposal was not put forward to Cabinet but a further period of development work was proposed to further consider the implications.	collected for the EIA.	necessary action.		

Objective	Council Plan Priority	Desired Benefit	Impact	Enabling Changes	Business Changes	Baseline Measures	Responsibility	Target Date	Status
<b>Income Generation Strategy</b>	An Ambitious and Dynamic Council	To develop an income strategy for DCC, to enable the Council to maximise the amount of money coming in and to make it easier for members of the public to make payments for goods and services.	To provide a better service for the public and to try and encourage a culture for commercialism with the Council employees. Also to look at what the customer wants rather than what we are able to provide.	To change the approach to how income is collected, to look at maximising income and to identify the true cost of services provided.	A need to develop a standard cost model for the authority, to investigate alternative methods of payments and to look at the current level of fees and charges.	Data has been collected around the number and value of cheques received and the number of online payments.	Innovation & Transformation Service and Corporate Finance	Summer 2017	Project commenced in November 2016.
<b>Innovation Campaign</b>	Council Plan 5 Pledges	To empower employees to think differently about the way in which they undertake their job and seek to constantly improve service and efficiency and improve life for local people.	The Council Plan is clear that innovation is one of the four core priorities in delivering services in a different way for the citizens and businesses. Innovation is important, necessary and difficult. One way to improve innovation is by developing methods that makes innovation happen.	A systematic approach is required to start to change the culture of the workforce and enable innovation to become a strategic asset for the Council.	To assist the Council in its efficiency savings there will be a need to do more with less and therefore innovative ways of working will need to become business as usual.	To be established as part of the project.	Innovation and Transformation Service will lead the campaign.	2017	Planning being undertaken.

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<b>Local Government Challenge</b>	Independent and Supported Older People  Adults with Physical and Learning Disabilities Leading Independent and Fulfilled Lives.	To host and plan the second event for the 2016 Local Government Challenge.	To develop a programme of work for contestants over 2 days. Contestants were asked to look at current alternative day care models that support people with learning difficulties and develop ideas to make these more sustainable in the future.	As budgets reduce there is a need to make these projects self-financing, but also provide support for people who require the service.	Make the projects more business minded and generate income from the work they do.	Raised the profile of Derbyshire County Council. Provided an opportunity for people from other authorities to develop ideas around the future of providing alternative day care.	Cabinet Member for Adult Care, Chief Executive, Adult Care, Assistant Director in ETC, Innovation and Transformation Service.	Completed in March 2016.	Completed.
<b>Major Adaptations - Childrens Services</b>	Thriving Children, Young People and Families	This review will cover the authority's process of funding and designing major adaptations for families becoming Foster Carers adapting as a whole, identifying any issues of concern and making recommendations for future development to ensure the policies and processes are robust and efficient, and meet any future needs for Derbyshire Foster carers and children in a timely and efficient manner.	To seek to improve the length of time it can take to approve and start an adaptation which impacts on young people's care and opportunities for family life.	Will require partnership working with District and Borough Authorities and Health. Buy in to changes in process will need to be agreed between Childrens Services, Property and Health.	Unknown at this time as the project is about to launch but it is anticipated that process changes will be required and inevitable if efficiency is too improved.	To be established as part of the project.	Innovation & Transformation Service for project lead. Childrens Services, Property, Health, Districts and Boroughs for implementation.	TBC.	Scope to be signed off.

Objective	Council Plan Priority	Desired Benefit	Impact	Enabling Changes	Business Changes	Baseline Measures	Responsibility	Target Date	Status
<b>One Public Estate</b>	An Ambitious and Dynamic Council  A Strong Economy	To use land and property assets to deliver transformational service change through co-location and co-delivery of services. Also to deliver jobs, regeneration and new housing. Phase Three Funding allocation <b>£75,000</b> and Phase Four allocation <b>£394,500</b> has now been received. The outcome of phase five will be announced by the end of the year with £240,000 in funding sought.	The programme will deliver new homes, jobs, regeneration.	A positive example of partnership working between Derbyshire and Nottinghamshire County Council's and Derby and Nottingham City Council's.	Formation of two steering groups and a strategic board. Bids lead by the Innovation and Transformation Team have secured £394,500 of central government funding to the North Midlands Partnership which will enable property driven transformation to take place.	Integral to the Memorandum of Understanding and bi-month reporting mechanisms.	Innovation and Transformation Service working with DCC Property and collaborating with Derby City Council, Nottinghamshire County and Nottingham City Councils.	Ongoing.	Ongoing - bids will continue to be submitted as new funding rounds emerge.
<b>Recruitment &amp; Selection</b>	An Ambitious and Dynamic Council	To quantify the authority's recruitment and selection process as a whole, making recommendations for future development to ensure the Council's recruitment and selection policies and processes are robust and efficient, and meet any future employment needs for Derbyshire.	To identify elements of current good practice and provide efficiency gains could be achieved through new ways of working and process or policy changes.	Engagement and collaborative working has been a fundamental part of the review process. All departments will need to buy into policy, process and system changes and new ways of working.	Business processes will be changed on the implementation of recommendations and introduction of new software.	Process mapping of all stages of the recruitment process. Costings information on teams and average recruitment process.	Innovation & Transformation Team, DMT's, Cabinet, Shared Service Centre, Corporate and Departmental HR, Recruiting Managers, Legal	2017	Pending Cabinet

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<b>School Improvement Service</b>	Thriving Children, Young people and Families	To develop an alternative delivery model for Education Improvement for schools across Derbyshire because the financial support from central government is potentially going to be cut. The Innovation and Transformation Service is involved to ensure the work moves forward and an alternative delivery model is available for schools once the Education Support Grant (ESG) is cut from September 2017.	Schools value the Education Improvement Service that the Council provides, but alternative providers are starting to approach and work with schools. Schools want to use the Council's service, but the support needs to continue to be high quality, (with less financial support) and offer good value for money for schools.	The Council needs to build on the traded elements of the service and review what the offer to schools will be. Schools currently pay a subscription to access the service, but this subscription will need to increase to cover the short fall.	The Education white paper outlined plans to cut the ESG for Local Authorities. Therefore education improvement services needs to be self-sufficient through an alternative offer.	The overall satisfaction level with the current service is high. This has been confirmed through questionnaires , workshops and school improvement forums. The price schools pay doesn't currently cover the cost of the service. The Group is in the process of developing an understanding of what the current service costs, what the ESG covers and what schools pay for through subscriptions.	Deputy Cabinet Member for Children's Services, Service Director for Schools and Learning, Assistant Directors for Education Improvement, Innovation and Transformation Service, Services for Schools, Finance, HR and Legal.	Alternative model of delivery available for schools from April 2017.	Awaiting review recommendations. Starting to develop a business plan for the next 5 years.

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<b>Shared Lives Scheme</b>	Independent and Supported Older People  Adults with Physical and Learning Disabilities Leading Independent and Fulfilled Lives	The project sought to increase the scheme which is responsible for recruiting and training Shared Lives carers who provide personal care to people. At this Shared Lives scheme between one and three people live with Carers though this was usually one. The care and accommodation provided to people is within carers own homes. The care offered can be on a full time or respite basis.	Shared Lives is a community based model of care that allows individuals to lead ordinary lives in their local communities. Increasing the scheme would provide a stable and settled environment within the community for service users and positive roles models from carers.	Following initial project research into possible funding options, Adult Care to submit funding bid to Challenge Fund for project support	Business processes would need to be changed to place greater emphasis on recruiting Share Lives Carer's and ensuring that monitoring was in place to ensure service users were supported to move on to independent living. Resource is currently being sought to progress the extension of the current scheme.	Data on the current scheme uptake will need to be collated for baseline.	Adult Care	2017	Ongoing
<b>Spire Lodge Redevelopment</b>	Thriving Children, Young People and Families	<ul style="list-style-type: none"> <li>To look at the current system of short and longer term breaks, for young people and parents/carers who need respite care.</li> <li>To look at the provision of longer term</li> </ul>	<ul style="list-style-type: none"> <li>To improve the lives and quality of care for Derbyshire younger people who have complex care needs.</li> <li>To investigate the better use of money by increasing</li> </ul>	To change the use of other Council establishments, which provide short term respite care, to offer longer term care for young people with complex needs.	To divert funding into the Council's children's care facilities rather than increase spending with private care establishments. To look at a change of use from short term care to longer term.	A cost model exercise has been completed, to identify how much a child, with various levels of care need, actually costs. Costings have been sought for a change	Children's Services - Disabled Children.	Children's Services SMT report to be submitted during December 2016	Ongoing



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		<p>care for disabled young people and those with complex care needs.</p> <ul style="list-style-type: none"> <li>To assist with the planning around rebuilding a new Spire Lodge taking into account the use of other DCC establishments.</li> </ul>	<p>funding to the Council's establishments rather than spending with external suppliers.</p>			<p>of use of The Council's care homes to include the ability to provide longer term care</p>			
<b>Statutory Notices</b>	An Ambitious and Dynamic Council	To reduce the costs of placing statutory notices in to the press, by changing the internal Council process.	Cost saving and a more streamlined working method freeing up staff time (projected income of approx. £90,000 pa).	Buy in from all affected departments, CMT and Cabinet Members to trial and develop new ways of working.	Change who process the notices internally, agree on set template and format for notices, and look at negotiating more favourable contracts.	Process mapped the process of placing notices in press, collated data on how many notices have been placed over the last 3 years and the associated cost	Innovation & Transformation Team, Cabinet member for Council Services, Shared Service Centre, Highways, Planning, Rights of Way, Legal.	2017	Pending CMT approval.

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<b>Transformation Challenge Award</b>	Council Plan 5 Pledges	To support local authorities to transform their operations, make changes to their business processes and work with the wider public sector to improve services for local people. It is intended to help implement new ways of working and new approaches rather than to supplement existing practices. <b>£750,000</b> in funding for use by Derbyshire Authorities working in partnership.	There are ten elements of the programme, all aiming to improve services for the residents of Derbyshire. The programme of work impacts Derbyshire County Council staff as well as local partners such as the districts and boroughs to work together more closely.	Regular updates have been provided to the Derbyshire Chief Executives Group in order to keep them informed and create buy in to enable change from the top level. Collaborative working is key in making the desired changes and communication between partners has improved.	Several projects will change business process, enabling functions to work better, gain better access to funding and prepare for ongoing budget changes.	Process mapping and data collection have taken place, to assist in project planning and recommendations going forward. The baseline measure will vary from project to project, but a key success indicator will be proof of more and improved collaborative working.	Derbyshire Chief Executives, District and Boroughs and individual project leads.	Support provided from October 2016 to October 2017.	Projects within the scheme are still ongoing under individual project leads. The Disabled Facilities Grant Project has continued to be supported by a Project Manager and sits within the Innovation and Transformation Service.
<b>Unaccompanied Asylum Seeking Children</b>	Thriving Children, Young People and Families.	To help manage a large project using project management skills to reduce duplication and ensure all areas of the project are working to the same aims.	Project management and direction.	Acceptance from the public, greater funding from central government, a continued programme of collaborative working for all stakeholders within the UASC project.	Procure new services such as translation services, health services, housing and create links with the charity/volunteer sector.	Number of children currently in care, current number of UASC and associated costs.	Childrens Services.	2016.	Ongoing, in process of recruiting full time programme coordinator and rolling out project plan.

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<b>Vehicular Crossings (Dropped Kerbs)</b>	Well Connected Communities	To act as a critical friend in reviewing ETC's vehicle crossing provision to see if the process was efficient and cost effective. Identification of loss of opportunity for income of <b>£236,073</b> over a four year period between 2012 and 2015.	Council employees will be affected if the decision is taken to cease to provide the service but they will be able to be re-scheduled to work on other programmed or reactive works. The public would only have the option of using an external contractor to undertake works.	The report has demonstrated to ETC that their information to the public and processes could benefit from the implementation of new service delivery methods.	ETC haven been presented with two options - to continue to provide the service with a revision of processes to make the cost neutral or to cease to provide the service and only licence the works of external contractors.	Existing processes have been mapped and information obtained from ETC on the number of works carried out and those only licenced.	Economy, Transport and Communities	Report completed November 2016. No timescale for department to adopt changes.	Final report pending DMT approval.