



Joint Overview Committee

Date: Thursday, 9 January 2025
Time: 2.00 pm
Venue: Council Chamber, County Hall, Dorchester, DT1 1XJ

Members (Quorum: 5)

Jindy Atwal, Louise Bown, Piers Brown, Andy Canning, Will Chakawhata, Richard Crabb, Beryl Ezzard, Simon Gibson, Sherry Jespersen, Stella Jones, Cathy Lugg, Steve Murcer, David Northam, Jon Orrell, Mike Parkes, Julie Robinson, Andrew Starr, Roland Tarr, David Taylor and Andy Todd

Chief Executive: Matt Prosser, County Hall, Dorchester, Dorset DT1 1XJ

For more information about this agenda please contact Democratic Services Meeting Contact george.dare@dorsetcouncil.gov.uk - 01305 224185 / antony.nash@dorsetcouncil.gov.uk - 01305 224450

Members of the public are welcome to attend this meeting, apart from any items listed in the exempt part of this agenda.

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Agenda

Item	Pages
1. APPOINTMENT OF CHAIR FOR THE MEETING	
To appoint a Chair for the meeting.	
2. APOLOGIES	
To receive any apologies for absence.	
3. DECLARATIONS OF INTEREST	
To disclose any pecuniary, other registrable or non-registrable interests as set out in the adopted Code of Conduct. In making their disclosure councillors are asked to state the agenda item, the nature of the interest and any action they propose to take as part of their declaration.	

If required, further advice should be sought from the Monitoring Officer in advance of the meeting.

4. PUBLIC PARTICIPATION

Representatives of town or parish councils and members of the public who live, work, or represent an organisation within the Dorset Council area are welcome to submit either 1 question or 1 statement for each meeting. You are welcome to attend the meeting in person or via MS Teams to read out your question and to receive the response. If you submit a statement for the committee this will be circulated to all members of the committee in advance of the meeting as a supplement to the agenda and appended to the minutes for the formal record but will not be read out at the meeting. **The first 8 questions and the first 8 statements received from members of the public or organisations for each meeting will be accepted on a first come first served basis in accordance with the deadline set out below.** Further information read [Public Participation - Dorset Council](#)

All submissions must be emailed in full to george.dare@dorsetcouncil.gov.uk by 8.30am on Monday, 6 January 2025.

When submitting your question or statement please note that:

- You can submit 1 question or 1 statement.
- a question may include a short pre-amble to set the context.
- It must be a single question and any sub-divided questions will not be permitted.
- Each question will consist of no more than 450 words, and you will be given up to 3 minutes to present your question.
- when submitting a question please indicate who the question is for (e.g., the name of the committee or Portfolio Holder)
- Include your name, address, and contact details. Only your name will be published but we may need your other details to contact you about your question or statement in advance of the meeting.
- questions and statements received in line with the council's rules for public participation will be published as a supplement to the agenda.
- all questions, statements and responses will be published in full within the minutes of the meeting.

5. QUESTIONS FROM COUNCILLORS

To receive questions submitted by councillors.

Councillors can submit up to two valid questions at each meeting and sub divided questions count towards this total. Questions and statements received will be published as a supplement to the agenda and all questions, statements and responses will be published in full

within the minutes of the meeting.

The submissions must be emailed in full to george.dare@dorsetcouncil.gov.uk by 8.30am on Monday, 6 January 2025.

[Dorset Council Constitution](#) – Procedure Rule 13

6. URGENT ITEMS

To consider any items of business which the Chairman has had prior notification and considers to be urgent pursuant to section 100B (4) b) of the Local Government Act 1972. The reason for the urgency shall be recorded in the minutes.

7. OUR FUTURE COUNCIL TRANSFORMATION PLAN

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To consider a report by the Corporate Director for Transformation, Customer and Cultural Services.

8. EXEMPT BUSINESS

To move the exclusion of the press and the public for the following item in view of the likely disclosure of exempt information within the meaning of paragraph x of schedule 12 A to the Local Government Act 1972 (as amended). The public and the press will be asked to leave the meeting whilst the item of business is considered.

There are no exempt items scheduled for this meeting.

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Joint Overview Committee

9 January 2025

Our Future Council Transformation Plan

For Review and Consultation

Cabinet Member and Portfolio:

Cllr B Wilson, Corporate Development and Transformation

Local Councillor(s):

All

Executive Director:

A Dunn, Executive Director, Corporate Development

Report Author: Lisa Cotton

Job Title: Corporate Director, Transformation, Customer and Cultural Services

Tel: 01305 221762

Email: lisa.cotton@dorsetcouncil.gov.uk

Report Status: Public

Brief Summary:

Purpose of the Report:

This report provides an update on the "Our Future Council" transformation plan, including the work completed to date and potential savings achievable based on recent analysis. It outlines the ambition, principles, and scope of the transformation, and presents the plan for 2025-29. The report prioritises actions to review and provide feedback on the transformation plan and governance framework to ensure they develop into a robust framework for delivering successful outcomes. Additionally, it recommends reviewing the scope, for Our Future Council transformation, to ensure these meet the core principles of our council priorities and support future financial resilience.

This report also seeks comments to support future plans for wider engagement, including with all councillors, customers, and local partners. By assessing our progress to date and providing feedback, the committee will help ensure that the transformation plan is ready to be implemented once the business case is approved at Cabinet in January 2025.

Our draft transformation plan 2025-29 is attached at appendix A

Recommendations for Dorset Council Joint Overview Committee:

1. Review the scope of "Our Future Council" and the 2025-29 Transformation Plan, providing feedback and recommendations to support its endorsement at Cabinet, thereby facilitating the future framework for delivery of transformation.

2. Evaluate the proposed governance framework, illustrated in the Transformation Plan, to ensure it provides consistent, whole-council oversight of the transformation and its implementation.
3. Comment on the proposal for future scrutiny of Our Future Council transformation delivery at Place and Resources Scrutiny Committee and for overall assurance of risk and governance to be conducted at Audit and Governance Committee

Reason for Recommendation:

To ensure comprehensive member engagement in developing the "Our Future Council" Transformation Plan 2024-29 and its programme objectives, thereby facilitating an inclusive decision-making process and enabling members to actively shape the final plans. This approach will foster a collaborative environment, ensuring that all perspectives are considered and that the transformation plan aligns with the council's priorities and community needs.

Furthermore, defining and delivering the transformation plan will be crucial for implementing the council's target operating model and successfully achieving the Council's strategic objectives. In line with our constitution, the committee will guide our future governance plans to provide assurance of delivery post business case approval. Noting that the Place and Resources and People and Health scrutiny committees, should monitor the delivery and implementation of the transformation programme, while the Audit and Governance committee will seek assurance on the risk and governance aspects of the programme.

1. Context and transformation activities to date

- 1.1 Dorset Council's current financial position, as outlined in our medium-term financial plan, highlights the need for strategic transformation. This includes operational improvements and adopting digital and technology-led delivery models. Our aim is to achieve financial resilience and provide sustainable, excellent services, positioning Dorset Council as a high-performing, customer-focused council. The "Our Future Council" transformation will enhance customer interactions and internal operations, supporting the new council plan to create a fairer, more prosperous, and sustainable Dorset.
- 1.2 With a need to accelerate our transformation plans, we must also ensure Dorset's communities, customers, and employees are at the heart of our changes. By designing our organisation with their needs in mind, and collaborating with partners across Dorset, we aim to achieve the right outcomes with a relentless focus on cost-efficiency. This includes enhancing customer experiences through simple, well-designed, and accessible services, and strengthening relationships with businesses, residents, and communities. Our transformation will also involve investing in our workforce to ensure they have the right skills to meet future needs, ultimately creating a streamlined, digital, and unified customer and employee experience that delivers better outcomes at a lower cost.
- 1.3 To support the acceleration of our plans, the council commissioned PricewaterhouseCoopers LLP (PwC) as a strategic advisor. The goal was to identify opportunities for savings aligned with our ambition to improve outcomes for our customers and communities. PwC collaborated with our leadership and teams to conduct a thorough evaluation, which included a review and redesign of our operating model, an assessment of our current transformation plans, and the development of high-level delivery plans based on their extensive research. From this baseline, we have been building the detail required to develop a full business case that will be presented to Cabinet at the end of January 2025.

- 1.4 The initial evaluation revealed numerous opportunities and recommendations for transitioning to an optimised model with new technology solutions to streamline and simplify our systems. These opportunities could result in recurrent savings, and increased income targets, between £18 million and £38.5 million, depending on the scale of change adopted.
- 1.5 To progress from the outline to a full business case, it was decided to continue using a strategic advisor to provide the necessary capacity and capability. This approach follows an invest-to-save model, with costs covered by identified efficiencies and financial benefits.

Development of Our Future Council full business case

- 1.6 Developing our full business case is a detailed process that highlights the complexity of creating an invest-to-save plan for an organisation of Dorset Council's size. Our strategic intent is to ensure that our business case is robust and comprehensive meeting the desired outcomes and objectives detailed in our Transformation Plan. We have based our initial evidence, and the outline business case, on the baseline evaluation conducted in the summer and have since been gathering organisational and service data, insights, intelligence, and volumetrics to build investment requirements and operational change requirements (resources) to deliver a full financial business case and implementation plan.
- 1.7 The full business case will present the opportunities for Our Future Council operating model. These considerations have required considerable effort and co-design, involving the expert skills and capacity of our leadership teams across the council since the summer. More detailed and focused efforts have been made following the cabinet's approval of the outline business case to ensure that the future design meets the needs of our customers and services. While we are still building the full business case, today's meeting aims to assure you about our core transformation framework, the principles we are following, and the measures we have in place to ensure success. Our future council outline business case cabinet report is attached as a background paper.
- 1.8 The following sections outline the objectives, scope and focus for transformation which are further detailed and presented within the transformation plan.

2. Business case for change

- 2.1 The purpose of "Our Future Council" is to develop and implement a new operating model. This will transform how we work by launching new projects and initiatives designed to achieve significant improvements and financial benefits, all in line with our organisational design principles.

Ambition for Our Future Council

- 2.2 Dorset Council has a proud history of bold and innovative approaches to change and adopting digital ways of working, and our commitment to transformation has already led to cost reduction and significant improvements in how we work. However, we now need to take this further, be bolder, and stretch our ambition to truly reimagine our council and the way it operates. Our goal is to adopt the latest approaches to transformation and technology, ensuring that our services are designed with our people and customers in mind and are easy to use. We will benchmark our progress against leading organisations and councils to ensure we are at the forefront of innovation.

2.3 Additionally, we are committed to having the right ambition in our business case to enable us to bid for future transformation opportunities at a national level, including grant funding, building on our past successes. We are proud to be a committed signatory of the [Local Digital Declaration](#)¹, and have been recognised in many of our services including transformation of our [Planning Services](#)², participating as a [Future Councils Pilot](#)³ council and being awarded as [highly commended in the Local Government Chronicle](#)⁴ awards for our response to the Covid Pandemic. We will continue to actively seek opportunities to participate in pilot initiatives, particularly in the digital and transformational space, to continue driving forward our vision for a modern, efficient, and customer-focused council. This approach will ensure that we remain leaders in public sector reform and transformation and are well positioned to meet future challenges.

Our Future Council Operating Model

2.4 Our initial evaluation considered our existing ways of working. This suggested that we currently operate as separate organisations within one council; where many of our traditional enabling or back-office services are fragmented and duplicated. To address this, we have co-designed a future operating model which will serve as a blueprint for how our council will function and deliver value to its stakeholders. Our operating model defines the structure, processes, and resources needed to meet the organisations strategic and operational needs.

2.5 Our operating model moves the council away from service silos, instead adopting a whole-council approach, ensuring that specialist and complex service support is it ensures alignment with strategic goals, enhances efficiency, and provides clarity and consistency in operations. This model is adaptable to changes, focuses on delivering value to customers and communities, and includes performance measurement to track success. Ultimately, it enables the organisation to work cohesively, driven by customer and community needs, to achieve desired outcomes.

The target operating model:

- sets out how to transform the council's ways of working and culture, and redesigns how services are delivered with customer experience at its core
- brings together the transformation business cases, creates cross-organisation working and aligns them to a consistent future state
- enhances financial benefits by creating more consistent approach to the use of technology, consolidation of activities, reduction in duplication and economies of scale

Our Future Council – Transformation Scope, Projects and Initiatives

2.4 The scope of transformation is focused on the following priorities and benefit levers and each of the five transformation programmes, described in **table 1** below, will align with and contribute to these benefits:

2.5 Automation and technology enablement

We'll use a centralised customer relationship management (CRM) system and improve our phone systems with intelligent voice automation. Robotic process automation (RPA) will streamline operations, and artificial intelligence will help staff manage internal

¹ [Read the Local Digital Declaration | Local Digital](#)

² [Future Council update – spotlight on planning – Digital Dorset](#)

³ [Future Councils programme | Local Digital](#)

⁴ [Council's digital and change service wins national praise - Dorset Council news](#)

processes. We'll also review our Enterprise Resource Planning (ERP) system to ensure it meets our needs now and in the future. These new technologies will enable our workforce, teams, and professionals to focus on delivering and supporting customers precisely when and how they need our help. Importantly, this will enhance, not replace, the human support provided by our professional customer services and specialist officers.

2.6 Consolidation and standardisation

We'll create whole-council customer experience and business support models, standardising processes and integrating functions and services. This includes a standard purchase-to-pay process and consolidated commissioning activities. By consolidating these operating models, we will bring an integrated approach to supporting customer and business activities within a 'one front door' framework and specialised business management areas. This approach will create economies of scale, reduce fragmentation, and eliminate duplication of processes. Additionally, we'll develop a single front door for strategic services and set up a transformation management office to oversee all change initiatives, ensuring a cohesive and efficient operation.

2.7 Managing customer needs and transactional demand

To enhance our customer service operations, we will streamline and signpost rules-based demand away from the customer contact centre to self-serve customer access channels and community support, reflecting our Council Plan priority of "communities for all." Regular demand insight analysis will help us identify areas for improvement and ensure our customer contact centre operates with the latest customer management solutions, providing updated information, advice, and guidance. We'll provide better online information and work with the community to support community and customer needs effectively.

2.8 Ways of working

The council will redesign the way it operates to meet the changing needs of residents, aligning with the Council Plan priority of "communities for all." This includes creating a coordinated, shared services model in partnership with local communities, enhancing community assets, and delivering prevention initiatives. A new working model will be implemented across the council and success will depend on effective data use and strong partnerships with providers. The council will build its strategic core, changing the way it currently operates to drive these efforts with managers playing a key role in embedding data-led decision-making and performance management

2.9 Spend reduction and income generation

We'll review our contact centre model and improve service through the implementation of a customer relationship management system. We'll review the commercial strategy and enhance purchasing controls. Service levels will be reviewed, unnecessary ones stopped, and the business planning process redesigned. The use of assets will be continuously reviewed, technology architecture controls established, and a roadmap created. Efficient processes will be implemented to remove duplication and consolidate approaches, ultimately reducing the organisation's size.

2.10 The following programmes are being mobilised for initiation in year one. Each programme will develop a programme initiation document setting our projects, risk, issues, dependencies that will be managed by a programme board.

Table 1

Programme	
Customer experience	This programme aims to make our service delivery to customers (residents, families, partners) more consistent, cost effective and responsive to changing needs. We will achieve this by adopting a whole-council approach and applying automation, artificial intelligence and other technology-led solutions where appropriate. Our future services will be designed with customers in mind, ensuring that customer insight, feedback, and user experience are embedded throughout. This includes further engagement and testing of future solutions with customers and community groups, supported by equality impact assessments.
Community facilitation	Working alongside communities, including town and parish councils and VCS organisations, to develop new models of service delivery that better meet local needs and help to prevent people reaching crisis point. Partnership working with statutory organisations including the NHS and Police is also vital to this approach
Business management and ways of working	The focus of this programme is on joining up our approach to managing the business of the council so we can provide consistent service levels using common technology solutions across the council. It seeks to make our ways of working attractive to employees and responsive to our customers.
Strategic and enabling	<p>This programme is looking at the things we need to have in place to make better decisions and to work more effectively across the council. Its scope covers all aspects of technology and the way the council is organised.</p> <ul style="list-style-type: none"> • target operating model (TOM): this work aims to describe the structure, processes and resources needed to support the council to deliver financially sustainable services into the future. • technology and data: this refers to the overall design and structure of our IT systems, applications, and processes. It aims to document what we have now, what we need for the future and to map how we will move towards the technology set up we will need in future.
Commissioning and procurement	This programme is looking for ways we can streamline the way we commission and procure services and products across the council. It aims to make sure we get the best outcomes and value for money and ensure that our commissioning and procurement systems are robust, safe and adaptable so they can meet present and future demands. This reflects our Council Plan priority of “communities for all”.

3. Dorset Council - Transformation Plan

3.1 The draft transformation plan 2025-29 builds on the foundations of our successful transformative approach since 2019 and the inception of Dorset Council. It helps the council to deliver its vision and priorities set out in the Dorset Council Plan 2024-29.

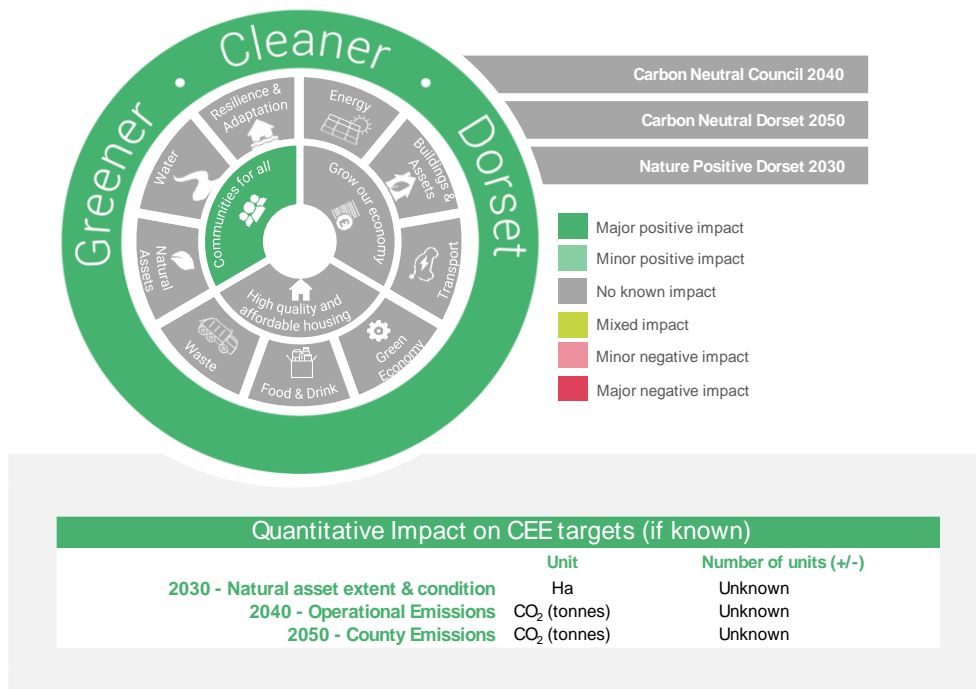
- 3.2 Over the life of the plan, we will radically transform the way the council works, and this plan sets out the intent and commitment of the council to do this.
- 3.3 The plan launches our transformation ambitions and seeks to revolutionise our operations, technology, processes and structures to better serve our customers. It will develop closer, inclusive collaboration with our communities, towns, parishes and partners ensuring through preventative practice everyone has an opportunity to thrive. In so doing, we will further enable the delivery of the Dorset Council Plan 2024-29 and Medium-Term Financial Strategy.
- 3.4 The plan is attached at appendix A and sets out:
- the vision for whole council transformation
 - the target operating model that transformation will be delivering to
 - the key transformation priorities
 - programme structure and outline timelines
 - portfolio benefits and financial implications
 - governance model and delivery approach
 - change management approach
 - high level deliverables

4. Financial Implications

- 4.1 Whilst transformation is focused on improving services for residents and customers, addressing the growing financial gap is an essential component to securing a sustainable financial future in Dorset.
- 4.2 The Medium-Term Finance Plan (MTFP) outlined a potential gap of £50.8m by 2028-29 as reported to Full Council in February 2024. The council continues to progress budget setting for 2025-26, at the time of writing the potential budget saving requirements for 2025-26 are approximately £35m. Transformation plans for 2025/26 are expected to mitigate this financial gap through accelerated delivery of the transformation portfolio alongside individual service efficiency savings.
- 4.3 The updated medium-term financial plan will be recommended to Cabinet on 28 January and Full Council on 11 February 2025.
- 4.4 The Transformation Plan will be required to deliver £10m recurring revenue savings in 2025/26. The programme will seek to deliver a reduction of spend on employees by £9m through vacancy management, management of turnover, service reviews and structural change. A further £1m of savings will be achieved through the reduction in commissioned spend.
- 4.5 Specific changes and the budget-line benefits will be detailed in the individual programme definition documents set out within the transformation delivery plan. These benefits continue to be dependent on the appetite and ambitions of the council for whole council organisational redesign.
- 4.6 Cabinet has previously invested £3m of reserves to enable this invest to save approach. Further investment requirements will be identified through strategic business cases to Cabinet, this is particularly pertinent to the investment that is expected to be required in technology and application architecture over the next 4 years.

5. Natural Environment, Climate & Ecology Implications

A decision wheel to consider the impact of this decision has been completed.
Figure 1



6. Well-being and Health Implications

- 6.1 The anticipated benefit of this transformation programme is to improve the efficacy and value for money of services to residents and customers. This includes providing help and information more quickly and directly therefore positively impacting those in need. The wellbeing of residents is at the heart of the Dorset Council plan and transformation will be responsible for the delivery of these identified changes.
- 6.2 Launching transformation of this scale can be an unsettling and concerning time for employees, especially in financially challenging times. We want to ensure that our workforce feel supported through change.
- 6.3 We have established a people and change workstream which is being led by a member of the senior leadership team and our head of human resources. They are ensuring that safe and successful conditions are in place to support our people and leaders through change. Detail on the scope and role of this workstream is set out in the transformation plan.
- 6.4 The council has been engaging with Trade Unions colleagues since 2023 as the plans for this business case have been developed. This has included engagement through discovery work and sharing the findings as the council has developed its baseline for change. We are committed to engagement with the Trade Unions in the development of the full business case and this will take place through formal monthly meetings alongside more regular engagement in the people and change workstream.

7. Other Implications

None

8. Risk Assessment

- 8.1 HAVING CONSIDERED: the risks associated with this decision; the level of risk has been identified as:
 Current Risk: High
 Residual Risk: High

A core element of the transformation plan monitoring is management of risk and the risk methodology adopted is consistent with the corporate risk approach.

Risks are identified and monitored at a project, programme and portfolio level and reviewed at least monthly by the respective governance group including Transformation Board.

Figure 2

Impact v Likelihood	Certain	Likely	Possible	Unlikely	Very Unlikely
Catastrophic				0	
Major	0	0	3	0	0
Moderate	0	0	4	3	0
Negligible	0	0	0	0	0
Slight	0	0	0	2	0

The current risk profile reflects risks in the following areas:

- Deliverability – capacity and capability
- Prioritisation of change – delivering change as one council
- Commitment – to deliver an ambitious programme outside of silos
- Performance and business continuity – potential temporary reduction due to disruption

9. Equalities Impact Assessment

- 9.1 The Equality Act 2010 imposes a positive duty on local authorities to promote equality and reduce discrimination across all 'protected characteristics' (age, disability, gender reassignment, pregnancy and maternity, marriage and civil partnership, race, religion or belief, sex, and sexual orientation). Consequently, any future decisions regarding changes to how the council delivers services to customers will be made with careful consideration of this obligation.
- 9.2 We recognise that advancing our digital tools and technologies including integrating automation and artificial intelligence into the workplace can transform job roles and may reduce roles in some activity and functional areas. To ensure equality, diversity, and inclusion, we will design our systems with input from diverse teams, mitigate biases, and ensure accessibility for all employees. Providing equitable access to training and focusing on underrepresented groups will help everyone adapt to technology driven changes. Regular monitoring and feedback mechanisms will ensure the impact remains positive and fair, fostering a supportive and inclusive work environment. The council has developed an artificial intelligence policy which we will work to when considering changes to ways of working.

9.3 We are committed to working with our Equality, Diversity and Inclusion reference group, Trade Unions and Employee Networks to support employee change and transformation.

10. Appendices

Appendix A: Transformation Plan 2025 to 2029

Appendix B: Accessible Impact Assessment & Table of Recommendations

11. Background Papers

[19 November 2024 Cabinet Report: Our future council outline business case and draft transformation plan](#)
[Policy for the use of AI, Automation & Algorithmic Data Processing in Dorset Council - Dorset Council](#)

12. Report Sign Off

12.1 This report has been through the internal report clearance process and has been signed off by the Director for Legal and Democratic (Monitoring Officer), the Executive Director for Corporate Development (Section 151 Officer) and the appropriate Portfolio Holder(s)

Appendix A : Draft Transformation Plan



DRAFT

**Dorset Council Transformation Plan
2025 to 2029**

Last reviewed: January 2025

Lead: Nina Coakley, Head of Change

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1. Purpose

The Dorset Council transformation plan 2025-29 builds on the foundations of our successful transformative approach since 2019 and the inception of Dorset Council.

Our plan launches our whole council transformation ambitions and seeks to revolutionise our operations, technology, processes and structures to better serve our customers. It will develop closer, inclusive collaboration with our communities, towns, parishes and partners ensuring through preventative practice everyone has an opportunity to thrive.

Over the life of this plan our aim is to radically transform the way the council works, and this plan sets out the intent and commitment of the council to do this.

In so doing, we will further enable the delivery of the Dorset Council Plan 2024-29 and Medium-Term Financial Strategy.

“Working together to create a fairer, more prosperous and more sustainable Dorset for current and future generations”

- provide high quality and affordable housing
- grow our economy
- communities for all
- respond to the climate and nature crisis

Figure 1. Dorset Council vision, priorities and values



The transformation plan is focused on changing the state of the future organisation to enable the council to deliver its priorities more effectively with our communities and partners and at a cost that increases value for money for Dorset residents. Whilst this aligns to all priorities, there is a specific focus on “communities for all” that is implicit throughout the plan.

The objective of the plan is to improve service delivery and to aid the council to become financially sustainable over the next 4 years as we deliver our new council plan. We will invest

in our capacity and capability for change and establish robust governance and delivery framework that continually looks to meet and deliver against the challenges set out in the medium-term financial strategy.

2. Vision for whole council transformation

Our ambitions continue to grow for Dorset. We are passionate that we continue to improve how we deliver services through innovative approaches despite increasing financial pressures due to rising costs and increasing demands.

We have committed to a whole council review of our operating model that will:

- transform how we engage with residents and communities, building trust and promoting independence
- provide an improved customer experience, so that interacting with the council is easier and we can respond to customer need more efficiently
- significantly reduce our operating costs over the next four years by modernising our technology systems and driving out efficiencies in the way we work and manage our business processes

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 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 community. Driving change within and across services underpins the delivery of our council plan and helps to frame how the council will need to adapt to remain relevant, fit for purpose, financially stable and maintain strong service delivery in a changing landscape.

3. Why we need to transform

We know from our 2023-24 residents survey that 85% of our customers say that they are satisfied with their local area as a place to live. However, only 34% believe that the council provides value for money and 54% of customers report that they trust the council.

The council is recognised as being high performing in many areas of service delivery, and for our many achievements since we formed in 2019. Yet our residents and customers tell us that contacting and doing business with the council can also be disjointed and frustrating. There are opportunities to work more efficiently, by bringing activity together, redesigning processes and ways of working, adopting new technology and by supporting and empowering employees to develop the right skills for the future.

The council does not yet operate in a way that maximises the benefits of unitarisation, with duplication of some functions across departments causing a fragmented and sometimes slower response for customers.

Current political, socio-economic and financial pressures are having a significant impact on the way that all local authorities operate. These external factors are bringing pressure to bear through increased demand, rising costs and complexity, in addition to reducing funding.

The Medium-Term Finance Plan (MTFP) outlined a potential gap of £50.8m by 2028-29 as reported to Full Council in February 2024. The council continues to progress budget setting

for 2025-26, at the time of writing the potential budget saving requirements for 2025-26 are approximately £35m. Transformation plans for 2025/26 are expected to mitigate this financial gap through accelerated delivery of the transformation portfolio alongside individual service efficiency savings.

The updated medium-term financial plan will be recommended to Cabinet on 28 January and Full Council on 11 February 2025.

We recognise that addressing financial pressures can be completed in several ways including the reduction of public services as demand increases. However, this is not aligned to our council vision and our aim to keep our customers and communities at the heart of what we do.

We are committed to ensuring that all our customers, whatever their needs, have a good experience when they use or interact with Dorset Council services. This reflects our Council Plan priority of “communities for all”.

Whilst we strive to provide good quality services across the council at all times, there are currently varied levels of customer experience within the range of services delivered by the council. As a result, fundamental review of the council’s operating model is required to continue to deliver improved services and financial sustainability. This will deliver efficient, customer-focused services at a reduced cost, ensuring financial resilience now and in the future.

4. Our transformation journey to now

We set out significant convergence and transformation ambitions following the council’s launch in April 2019. This reflected the need for convergence and adaptation of the way that we operate to reflect the change environment around us.

The changes and progress that the council has both experienced and delivered during this time have been significant, multifaceted and have involved service specific and council-wide changes. The pace of this work was affected by the global pandemic.

Through our first transformation plan 2021-25 and a range of programmes across several services, including children’s, adults and place, we have established the foundations for this plan. This has involved working with residents to improve outcomes through a strengths-based approach, improving efficiency and reducing costs.

This has included:

- launching a **place-based model through the opening of family hubs**, providing a single space for different services to work together with families. Where children couldn’t stay within their homes, networks for foster carers were embedded to improve support and friendship for carers and children across placements.
- **providing more residential placements** for care experienced children and those with additional needs means that more of our children and young people stay nearer to their families and the places they knew.
- **opening a new school** and developing other settings for children with special educational needs and disabilities and investing £40 million to initiate a sustainable increase longer-term.
- **establishing Care Dorset** which has helped twice as many residents to be remain living independently at home. This included setting up new reablement beds within months of the company’s founding.
- **transforming our relationship with the homecare market**, and together with changes in our internal systems, greatly improving waiting times for care packages, with people waiting less than 5 days for this care to commence.

- **increasing the number of homes being built** or acquired through positive partnerships; and improved prevention services which has reduced the number of those experiencing homelessness by almost 50 per cent.
- successfully **bringing together planning services** enabled Dorset to be at the forefront as a single planning authority. This reduced waiting times for residents and businesses.
- developing and launching a **new library strategy** and operating model to inspire, connect and enable our communities at the heart of where they live, supporting them where there is most need and delivering essential services that align with council and partner priorities.
- recognising that customers often find it difficult to navigate accessing services across such a large organisation, work was started to make this easier, increasing and **improving online services**. This resulted in the reduction in waiting times for customers of those services in early pilots. This has set the framework for much bigger transformation across the council. Further improving the way that customers access **help out of office hours** resulted in all calls being answered and responded to immediately.
- setting up a **joint venture recruitment agency** to reduce cost of employing temporary staff

Since the council was formed in 2019, £123m of savings and cost avoidance have been achieved as a direct result of the convergence of systems and processes and the transformation of some services. This was the planned outcome of the reorganisation and the move to a unitary authority model. These savings and cost avoidance have enabled the council to mitigate pressures resulting from inflation and increases in demand and to maintain services following reductions in funding from central Government. Consequently, all funding has been reinvested in front line services.

5. Target operating model

The purpose of a target operating model (TOM) is to translate the vision, objectives and strategy of the council as set out in the Dorset Council Plan into set of ways of working that apply across the council.

This helps to inform whole organisation change as it creates a common understanding of how the council will operate in the future, both within and across functions.

This enables decisions about what to change more effectively as impacts can be better understood, planned for and sequenced. This makes change management more efficient and often more successful in delivering the improvements required.

It focuses on **how** we can achieve the future council we want to see and enables our employees, residents, business, communities and partners understand what we are seeking to change. The target operating model can therefore help tell the story of the council's transformative journey, describing how services will be delivered and might be experienced in the future. This includes describing how we are achieving our four Council Plan priorities.

The target operating model:

- sets out how to transform the council's ways of working and culture, and redesigns how services are delivered with customer experience at its core
- brings together the transformation business cases, creates cross-organisation working and aligns them to a consistent future state
- enhances financial benefits by creating more consistent approach to the use of technology, consolidation of activities, reduction in duplication and economies of scale

The council will embed this revised target operating model through the delivery of this transformation plan.

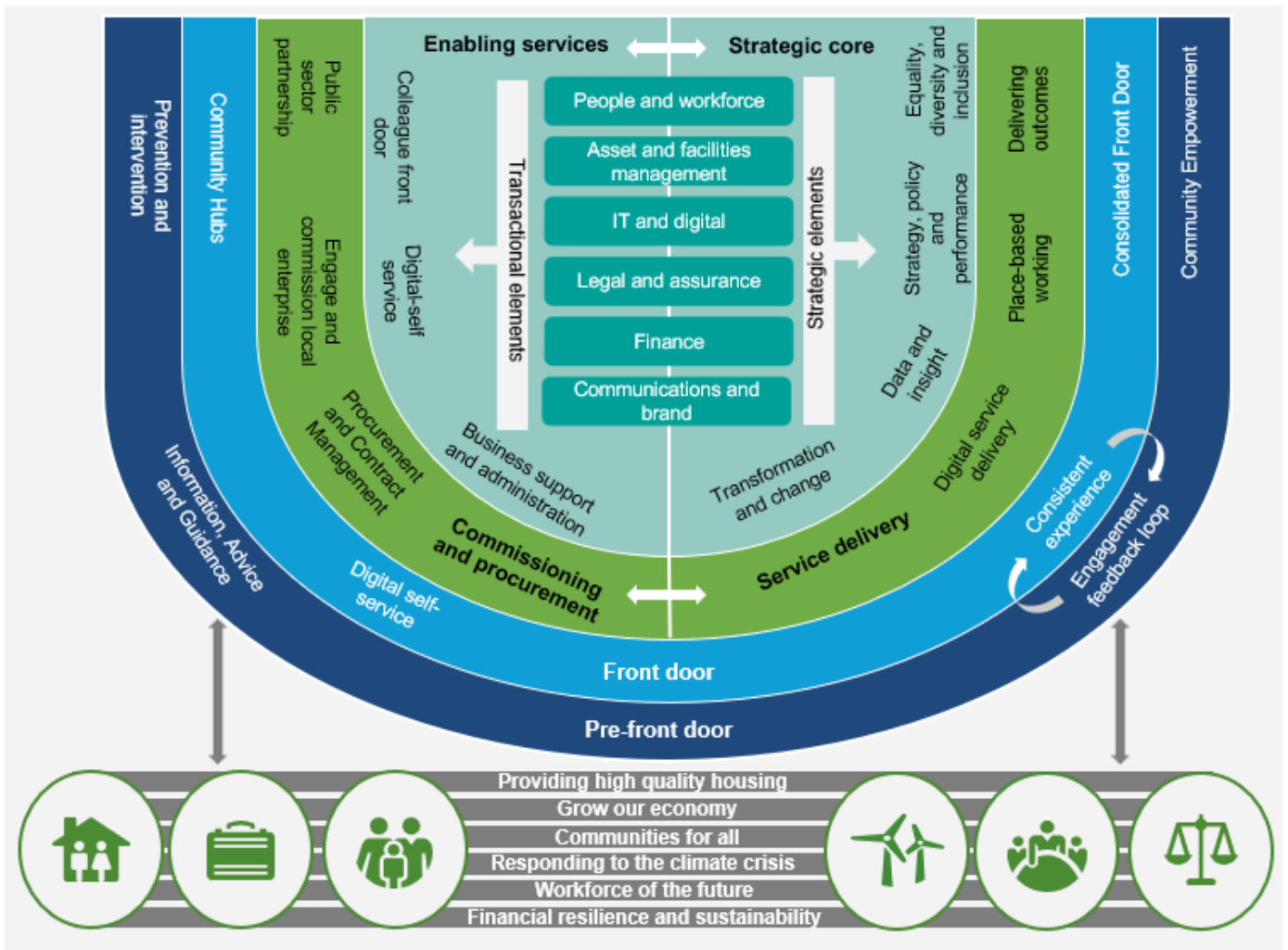
The model shows the key functions that make up the future way of working for the council:

- **pre-front door:** a pre-front door that focuses on prevention and intervention, community empowerment, community engagement and the proactive provision of information advice and guidance.
- **front door:** a consolidated front door and set of community hubs that provide a consistent customer experience. Customers are enabled to access the council and complete requests via digital self-service where they can and want to.
- **commissioning and procurement:** a focus on engaging and commissioning local enterprise and partnering with the wider public sector, whilst also ensuring effective and compliance procurement and contract management to manage third party spend and financial resilience.
- **service delivery:** digital service delivery that focuses on effectively delivering the outcomes most important to residents, working with them in their communities and places where possible.
- **enabling services:** a consolidated front door for colleagues needing transactional processes, enabled by digital self-serve options and standardised business administration and support.
- **strategic core:** a strategic core that drives a culture of insight-led decision making, performance and productivity and equality, diversity and inclusion.

Each of these operating layers perform a specific function and must work in harmony to enable the council to deliver the vision of “Working together to create a fairer, more prosperous and more sustainable Dorset for current and future generations”

Figure 2 demonstrates the target operating model in a graphical format. Development of this will include a narrative description of the model as the council sets out to describe the future state it is transforming to.

Figure 2. Target operating model



In addition to the target operating model, the council has a set of organisation-wide design principles that are used to shape and test all activity across the transformation programme. The principles are applied during business case development and inform recommendations and decision making.

- **Inclusive services**, co-designed with our customers: design and delivery easy to navigate and inclusive services for and with our customers. Ensuring accessibility is considered throughout.
- **Insight and data-led**: use and share data and insights, across the Council and with partners to inform, deliver and improve how we work, as we respond to customers and manage our resources and performance.
- **Resolved at earliest opportunity**: work with our partners and community to give early help enabling customers to help themselves where they can and providing services that are customer-centred and continually improving.
- **Maximise impact with what we have**: strategically allocate our resources to achieve the most that we can for Dorset, being honest about what we can and can't do. Ensure we are financially sustainable.
- **Environmentally aware, operating sustainably**: working to be environmentally sustainable, considering the impact of our assets, services and ways we work.
- **Thriving people ready for the future**: build a resilient, skilled and adaptable workforce, working together to deliver the council's vision for Dorset and ready for the future.
- **Commitment and alignment to deliver the vision**: work in a way that enables everyone to commit to shared priorities aligned to the council's ambitions and objectives.

- **Build on the good, innovate for the better:** a balanced approach which uses the good systems, people and processes we have in place, but also explores and leverages new opportunities.
- **Make us safe and secure:** manage risk to ensure that customers and employees are safe. Put appropriate legal, privacy and security measures in place so that we are compliant, and data is secure.

6. Transformation priorities

The transformation plan to deliver our target operating model is centred around the following five priorities:

Automation and technology enablement

- We will implement a centralised customer relationship management solution and develop a comprehensive channel strategy to enhance our telephony systems, including voice automation and interactive voice response.
- By integrating robotic process automation (RPA) with line of business systems and incorporating voice-to-text capabilities, we aim to streamline operations. Automated contract reviews, spend categorisation, and the automation of key procurement documents will further improve efficiency.
- The use of generative artificial intelligence will support these initiatives, enabling staff to self-serve internal processes through the customer relationship management solution. Additionally, RPA will be utilised for transactional processes and reporting.
- Finally, we will conduct a thorough review of our Enterprise Resource Planning (ERP) system to ensure it meets our evolving needs.

Consolidation and standardisation

- We will design and implement a whole organisation customer experience model, streamlining, standardising, and ensuring seamless integration between processes in a consolidated customer front door and the services. This includes establishing a standardised purchase-to-pay process and consolidating commissioning activities into an agreed functional model.
- Necessary changes to systems will be made to strategic and enabling services to reflect the new single target operating model.
- A consolidated model for business support will be developed, along with a single front door for strategic and enabling services. We will review the role of business partners and key enterprise-wide processes, ensuring an enterprise-wide design.
- Finally, we will establish a transformation management office to oversee these initiatives.

Demand management

- To enhance our customer service operations, we will streamline and signpost rules-based demand away from the customer contact centre to self-serve customer access channels and community support. This reflects our Council Plan priority of “communities for all”.
- Regular demand insight analysis will be incorporated to understand themes and identify improvement opportunities for ways of working in the customer contact centre. We will provide improved information, advice, and guidance online, and develop demand management strategies for key areas.
- Integrating the commissioning cycle into business planning and delivering in partnership with the local community and partners are essential steps.
- Additionally, we will offer improved information, advice, and guidance for colleagues, adopting an enterprise service management approach

Ways of working

- We will be intentional about the changes we make as we redesign services to meet the changing needs of our residents. This reflects our Council Plan priority of “communities for all”.
- To further utilise Dorset’s community assets, we aim to deliver a coordinated, embedded shared services model in partnership with the local community. By partnering with local groups organisations, we will build community assets, providing enhanced prevention initiatives.
- This will likely involve a thorough review of our service level agreements and the implementation of a new model of working across the council. Critical to success will be the effective use and sharing of data and engaging providers and partners in positive joint working relationships.
- The organisation will build its strategic core to drive these efforts with the role of the manager as pivotal in embedding data-led decision-making and individual performance management.

Spend reduction and income generation

- To maximise savings opportunities, particularly in the front-door space, we will review and reallocate spend where necessary. Targeted skills development will be implemented to build a diverse and agile consolidated customer front door.
- Adjustments to the contact centre and boosting revenue by promoting customer relationship management driven services are key initiatives.
- We will review our commercial strategy and enhance the purchasing control environment, including third-party spend controls.
- A review of service levels will be conducted, and we will stop any that are no longer necessary. The business planning process will be redesigned, and we will explore delivery model options for shared strategic functions.
- Additionally, we will continue to review the use of assets through our strategic asset management plan and establish technology architecture controls and a roadmap.
- As we implement more efficient processes, remove duplication and consolidate our approach, we will reduce the size of the organisation.

To successfully achieve this future state, the council has committed to delivering five key areas of change:

- **Customer Experience:** improving customer interactions and ensuring that services are accessible and responsive to the public’s needs. By enhancing customer management and assessment processes, the council aims to deliver a higher level of service satisfaction and efficiency.
- **Commissioning and Procurement:** strategic planning and procurement of services to meet the community’s needs. The goal is to ensure that services are delivered effectively and that partnerships with external providers are managed efficiently.
- **Business Management:** optimising internal processes and providing the necessary support to frontline services. By improving business support functions, the council can enhance overall operational efficiency and service delivery.
- **Strategic and Enabling Services:** these services provide the necessary support and information to maximise internal processes and strategic decision-making. This includes process improvement, enhanced digital systems, and the provision of intelligence and insights to various stakeholders.
- **Community facilitation:** working alongside communities, including town and parish councils and VCS organisations, to develop new models of service delivery that better meet local needs and help to prevent people reaching crisis point. Partnership working with statutory organisations including the NHS and Police is also vital to this approach

7. Delivery timescales and phasing

Subject to change as full business case is refined during January. Subsequent to this, programme project initiation documents will be developed along with detailed implementation plans and dependency mapping. **There are significant dependencies that will be identified and managed across these programmes of work that will be complex and detailed. The transformation office will prioritise the management of these along with the sequencing of the delivery plan as it is developed post business case.**

		Year 1 2025/26	Year 2 2026/27	Year 3 2027/28
Enterprise technology strategy and architecture development	Customer experience	Customer tech architecture & channel strategy Customer model refinement & build IS1 contact centre build IS2 contact centre go-live	Ongoing build of CRM IS2 contact centre build IS2 contact centre go-live	IS3 contact centre build IS3 contact centre go-live
	Community facilitation	Complete communities baselining Closer to communities' model opportunities Integrated neighbourhood teams and place-based partnership	Develop communities' facilitation strategy	Implement communities' facilitation strategy
	Business Management and ways of working	GenAI and RPA use case development Phase 1 automation rollout Business support model refinement and build	Continued automation rollout, change capacity supporting adoption of GenAI tools and insights Implementation of consolidated business support capability Targeted process improvement	Continuous improvement embedding
	Strategic and Enabling	Licenses & application rationalisation Strategic & enabling model refine & build Data infrastructure changes	Implement future strategic and enabling model Build out colleague self-serve offer	ERP embedding
	Commissioning and Procurement	ERP initial planning for mobilisation (+ dependency map) Enterprise resource planning (ERP) procurement activity, developing detailed plans and implementation Identification of robotic processing automation & GenAI use cases Commissioning & procurement model refine and build	Targeted process improvement activity Commissioning and procurement model implementation	
		Third party spend controls and governance		

8. Programmes and enabling workstreams

The transformation plan is arranged into a portfolio of five strategic whole council programmes, which are a combination of specific business area redesign and commercial opportunities, and four enabling workstreams:

Programmes:

- strategic and enabling services
- commissioning and procurement
- customer experience
- business support and ways of working
- community facilitation

Enabling workstreams:

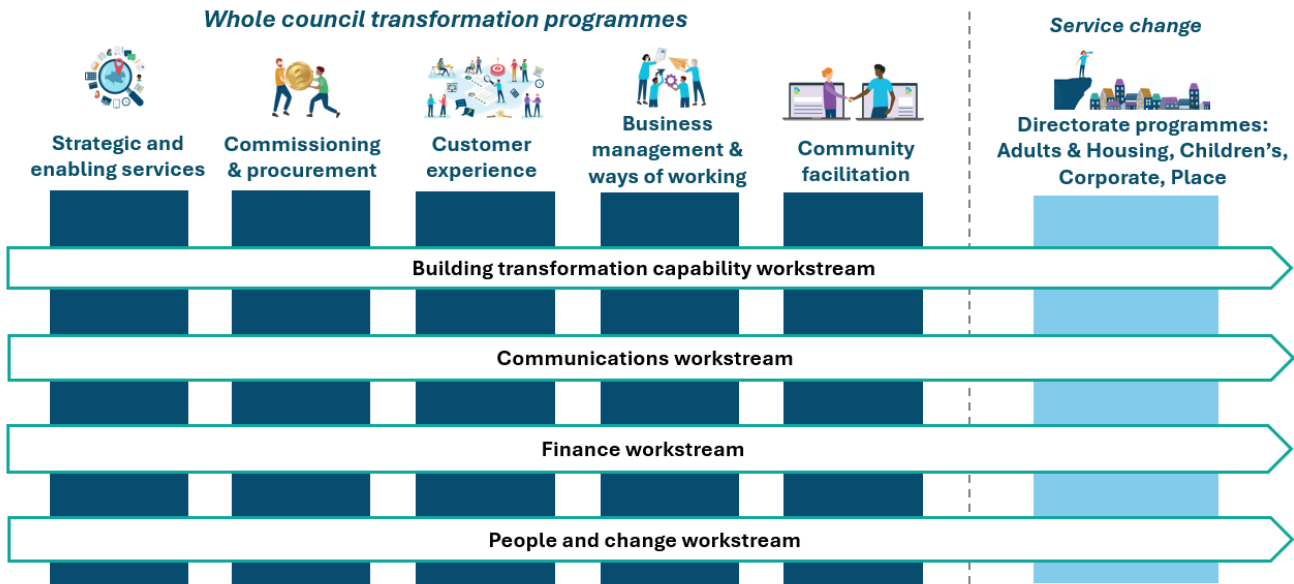
- building transformation capability
- communications
- finance
- people and change

A whole-council programme is a collection of related projects that will deliver beneficial change on a particular theme or subject. This grouping enables all parts of the organisation (all directorates) to work together on the changes to be made and provides clearer oversight, prioritisation of resources, management of dependencies and co-ordination of stakeholders. These transformation programmes require a 'managed change' offer from the Transformation Office.

An enabling workstream provides a functional set of activities related to a particular subject area or process. They have a unique set of tasks (rather than change projects) that enable the programmes to deliver the changes set out in their scope.

Whole council transformation will drive fundamental changes in organisational operations, including activities, skills, technology, information, and people. This is large-scale and more complex than other types of change.

Figure 3. Transformation structure



1. **Strategic and enabling services:** this programme is looking at the things we need to have in place to make better decisions and to work more effectively across the council. Its scope covers all aspects of technology and the way the council is organised.
 - **target operating model (TOM):** this work aims to describe the structure, processes and resources needed to support the council to deliver financially sustainable services into the future.
 - **technology and data:** this refers to the overall design and structure of our IT systems, applications, and processes. It aims to document what we have now, what we need for the future and to map how we will move towards the technology set up we will need in future.
2. **Commissioning and procurement:** this programme is looking for ways we can streamline the way we commission and procure services and products across the council. It aims to make sure we get the best outcomes and value for money and ensure that our commissioning and procurement systems are robust, safe and adaptable so they can meet present and future demands. This reflects our Council Plan priority of “communities for all”.
3. **Customer experience:** this programme aims to make our service delivery to customers (residents, families, partners) more consistent, cost effective and responsive to changing needs. We will achieve this by adopting a whole-council approach and applying automation, artificial intelligence and other technology-led solutions where appropriate. Our future services will be designed with customers in mind, ensuring that customer insight, feedback, and user experience are embedded throughout. This includes further engagement and testing of future solutions with customers and community groups, supported by equality impact assessments.
4. **Business management and ways of working:** the focus of this programme is on joining up our approach to managing the business of the council so we can provide consistent service levels using common technology solutions across the council. It seeks to make our ways of working attractive to employees and responsive to our customers.

5. **Community facilitation:** working alongside communities, including town and parish councils and VCS organisations, to develop new models of service delivery that better meet local needs and help to prevent people reaching crisis point. Partnership working with statutory organisations including the NHS and Police is also vital to this approach.

Table 1

Programme	Projects
Customer experience	<ul style="list-style-type: none"> • Enhanced and integrated 'one council' customer operating model (the council's front door) • Customer relationship management system • Voice automation • Process redesign • Online content review • Standards – enquire, register, apply, book, pay • Customer strategy • Contact centre technology requirements • Workforce design and skills development • Corporate booking solution • Debt management • Online payments • Connecting Communities • Family hubs • Prevention, Early Intervention and Assessment • Translation
Community facilitation	<ul style="list-style-type: none"> • Community facilitation strategy • Integrated neighbourhood teams and place-based partnership • Heart of Wessex
Business management and ways of working	<ul style="list-style-type: none"> • Automation of processes including email • Streamlining and redesigning of all processes • Enhanced and integrated business management model
Strategic and enabling	<ul style="list-style-type: none"> • Licences and applications rationalisation • Enhanced strategic and enabling model • Colleague self-serve model • Enterprise resource planning (ERP) implementation • Inclusion • SEND Case Management • Application Portfolio Management (APM) • Records management • Corporate directory solution • Hedge to Hedge • Effective property services • Dorset travel software
Commissioning and procurement	<ul style="list-style-type: none"> • Enhancement of commissioning and procurement model • Automation of processes • Review of third party spend • Care Level Decision Making

	<ul style="list-style-type: none"> • Brokerage, Quality, Contracting Transformation • Enhanced community reablement • Home First Accelerator • Reablement Centres • Working Age Accelerator • Enhanced shared lives • Market Management (including Dorset Care Framework) • Day opportunities • Commissioned community care • Recommissioning of highways contract (mixed commissioning model) • SEND transport commissioning and procurement
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These programmes are supported by four enabling workstreams:

1. **Building transformation capability:** delivering and managing transformation is complex so this workstream aims to make sure we have the right people, skills, tools and frameworks in place.
2. **Communications:** the aim of this workstream is to raise awareness and understanding of the transformation activities, and what these mean for us as a whole council, as teams and as individuals.
3. **People and change:** this workstream aims to make Dorset Council a great place to work, especially during transformation and change. It will focus on preparing and equipping our people to thrive in uncertain times, and on designing a workforce and organisational structure that will enable the delivery of our council plan/transformation objectives.
4. **Finance:** ensuring we deliver financially sustainable services is vital. This workstream looks at how we manage our money, how we invest and protect our funds so we can continue meeting the needs of our communities now and into the future.

Service change will continue alongside whole council transformation activity to embed new ways of working in local teams, driven by operational leadership to keep services fit for purpose. These specific changes often respond to policy updates or process requirements.

Service change programmes:

Adults and Housing

- housing / accommodation support
- operations redesign
- commissioning programme

Children's

- social care sufficiency

Corporate

- climate and nature
- public health disaggregation

Place

- strategic asset management programme
- Weymouth 2040
- modernising waste operations

The delivery of transformational change will always be flexible depending on the changing demand and delivery of the desired benefits. Therefore, as we move through the years, projects will be delivered, the scope of them may change, and new projects will be commissioned and added to the programme.

Anticipated outcomes from the transformation programmes:

- improvements in service quality and value for money
- consistently good standards of customer care
- more cost-efficient services
- purposeful, responsive, customer focused services
- a highly trained, flexible workforce
- a more engaged, motivated workforce and improved change culture
- delivery of financial savings
- environmental savings and benefits
- increases in the level of income generated
- modern and efficient work processes

The information we will use to baseline our position and measure success includes:

- customer satisfaction: regular customer surveys and feedback are used to help us learn and further improve customer experience. This includes the council resident survey.
- efficiency: reducing time taken to respond to customers, (processing times) will deliver cost savings, and maximise how we use our resources. Quality measures are also included in employee surveys.
- digital: measuring the increase in the number of customers using online services
- early Intervention: early help initiatives will reduce the number of cases escalating to crisis.
- financial: tracking our delivery to ensure that investment leads to long-term savings. This is monitored through the medium-term financial plan and benchmarked costs against other councils.

9. Financial implications

Whilst this Transformation Plan is focused on improving services for residents and customers, addressing the growing financial gap is an essential component to securing a sustainable financial future in Dorset.

The council is facing real-terms reductions in funding, increasing demand for services, a challenging economic environment, and increasingly frequent financial failures across the local government sector.

Transformation benefits will be realised through delivery of the target operating model and the whole organisation approach to transformation. There are key mechanisms available to the council to reduce cost and spend or increase income:

- reviewing levels of service provision and activities and assessing impact of potential changes on staffing costs, third party spend and income generation opportunities
- review of utilisation of all corporate properties or facilities to identify short term opportunities to reduce running costs (utilities etc)
- reviewing delivery models to consider in house vs. external provision unit cost comparison

- reviewing areas of high demand in a continued prevention and early intervention approach e.g. pre-front door, robust triage, channel shift, self-service, failure demand
- automating processes to reduce manual input and administration, streamlined through fewer steps and consistent enterprise-wide processes
- identifying contracts that can be stopped or allowed to expire
- reviewing fees and charges to compare service cost recovery with other local authorities
- manage vacancies and agency spend and apply establishment controls
- implement immediate spend controls around discretionary spend

The case for change through delivery of an enhanced target operating model (TOM) identified that, through addressing these opportunities, the council could achieve between £18 to £38.5m in savings made up of the following:

- **Spend on council employees**
Savings between £7.6m to £23.5m against a baseline of £150.6m/3800 full time equivalent employees in FY23/24
The programme will seek to deliver a reduction of spend by £9m in year 1 2025/26
This will be achieved through vacancy management, management of turnover, service reviews and structural change.
- **Commissioned spend**
Savings between £1.1 to £5.7m against a baseline of £182.3m on third party spend in FY23/24.
The programme will seek to deliver a reduction on in commissioned spend of £1m in year 1 2025/26
This will be achieved through a review of contract spend
- **Service income**
£9.3m in additional income against a baseline of £93.8m on service income in FY22/23.

A total financial benefit of £10m recurring revenue saving is required for delivery in year 1 2025/26.

Specific changes and the budget-line benefits will be detailed in the individual programme definition documents set out within the transformation delivery plan.
These benefits continue to be dependent on the appetite and ambitions of the council for whole council organisational redesign.

All transformation savings once the business case(s) is approved will be included and monitored within the council's medium-term financial plan.

The council continues to be committed to an invest to save approach for transformation, we recognise that some change requires upfront investment and takes several years to achieve. So, we plan not just for the year ahead, but for the next five to ten years.

The Dorset Council Cabinet has invested £3m of reserves to enable this invest to save approach. This funding has been delegated for use to the Transformation Steering Group and the Transformation Board. Further investment requirements will be identified through strategic business cases to Cabinet, this is particularly pertinent to the investment that is expected to be required in technology and application architecture over the next 4 years.

10. Delivering the portfolio

As the council commits to transformation, effective governance is crucial to achieving strategic goals, efficient resource utilisation and responsible risk, data and portfolio management. Effective governance drives the organisation and is integral to council performance.

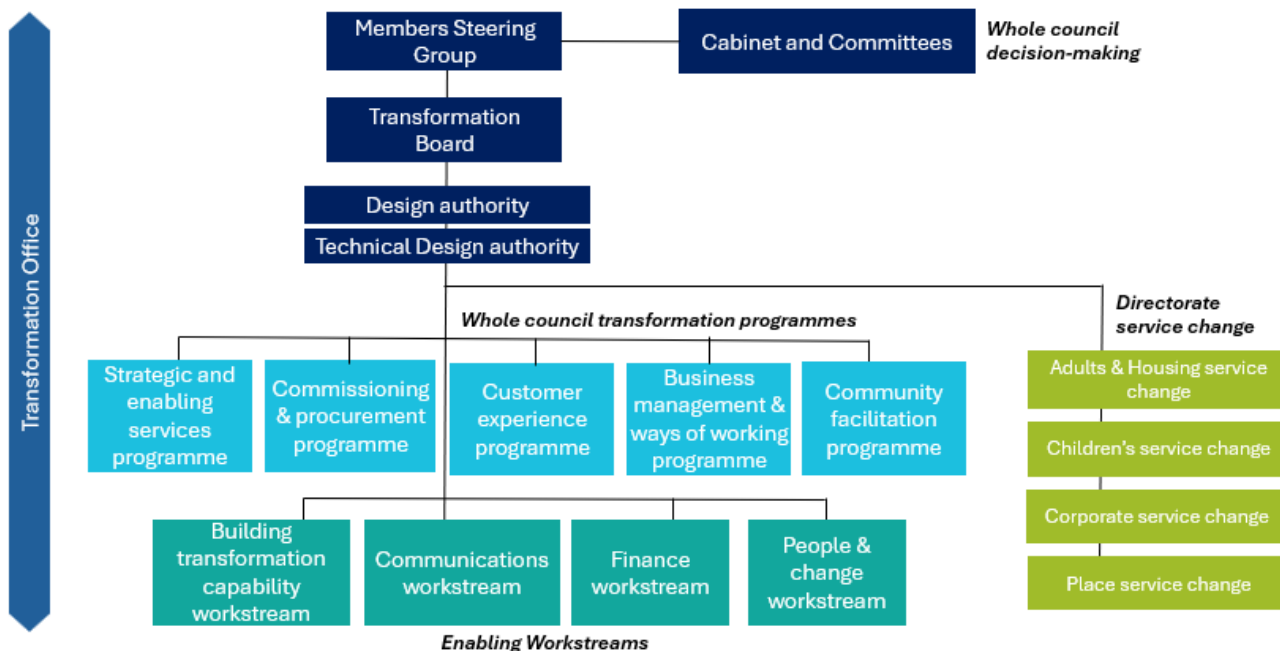
Having an effective well-structured governance model provides key benefits:

- leadership of whole council transformation: through setting the culture and demonstrating decision making which drive and inspire large scale transformation across all council areas.
- enhanced accountability: holding decision-makers responsible for evidence-based decisions, promoting transparency and building trust among stakeholders
- consistency with the Dorset Council Plan priorities: ensuring that transformation and change initiatives are prioritised and delivered in line with the council’s strategic goals and design principles.
- delivery of value: ensuring that initiatives deliver value to customers and communities.

The transformation plan is governed by a core group of councillors through a members transformation steering group, and an officer transformation board led by the organisation’s senior leadership team.

Focused delivery teams are already in place for each programme and workstream. These drive the implementation of the transformation priorities and are each led by a director. Each delivery team produces monthly reports and will provide an end of year summary before agreeing a new delivery plan for the following year taking into account the priorities, as agreed at Transformation Board. Monthly progress meetings will be held with the Councillor Steering Group and annual updates will be reported to Cabinet.

Figure 4. Transformation governance model



The successful outcomes delivered since 2019 have demonstrated the importance of having dedicated skills and capacity to deliver an effective organisational transformation plan. This capacity allows programmes to be developed and delivered in a structured and timely way and to drive actions,

oversee progress and to support an effective monitoring and reporting framework. This will be overseen by an enhanced transformation office at the strategic core of the organisation.

The transformation plan is supported by a governance framework that:

- sets direction of travel and clarity on roles and responsibilities, including who is responsible and accountable for elements of delivery and decision-making.
- drives delivery at pace by enabling decisive decision-making and reprioritisation by the right person at the right time, in line with supporting parameters, evidence and resources.
- provides oversight, transparency and scrutiny by creating visibility of progress, performance and challenges, which can be addressed with the right support.
- effectively manages risk and issues, mitigating any potential impact on timely delivery, benefits realisation or the wider organisation.
- provides a clear view of change activity happening across the Council, including, continuous improvement, service change and transformation
- enables effective prioritisation and management of resources, duplication and interdependencies

A common experience in transformation is for disparate projects to be looking for the same resources, often resulting in slow and ineffective delivery. Therefore, through this transformation plan, the council has reinvigorated the drive to maintain a single view of all change and transformation across the organisation through the creation of a design authority and technical design authority.

A design authority and technical design authority are key governance vehicles that manage and inform decision-making for change and transformation activities. This provides services with clarity on what they need to work on and how to progress their change to maximise success. This makes the organisation more effective and efficient at achieving outcomes.

The design authority is responsible for reviewing proposals for whole council transformation and directorate service change. They ensure that proposals:

- align to the target operating model and design standards
- don't duplicate work already in flight elsewhere
- align to other activities in terms of sequencing
- are in line with resource availability and priority of other deliverables within the portfolio
- are made for services that are ready for the change
- identify benefits that are quantifiable with milestones aligned to MTFP
- align to the capital programme delivery as required
- propose decisions that are evidence based, and set out risks that are being actively managed

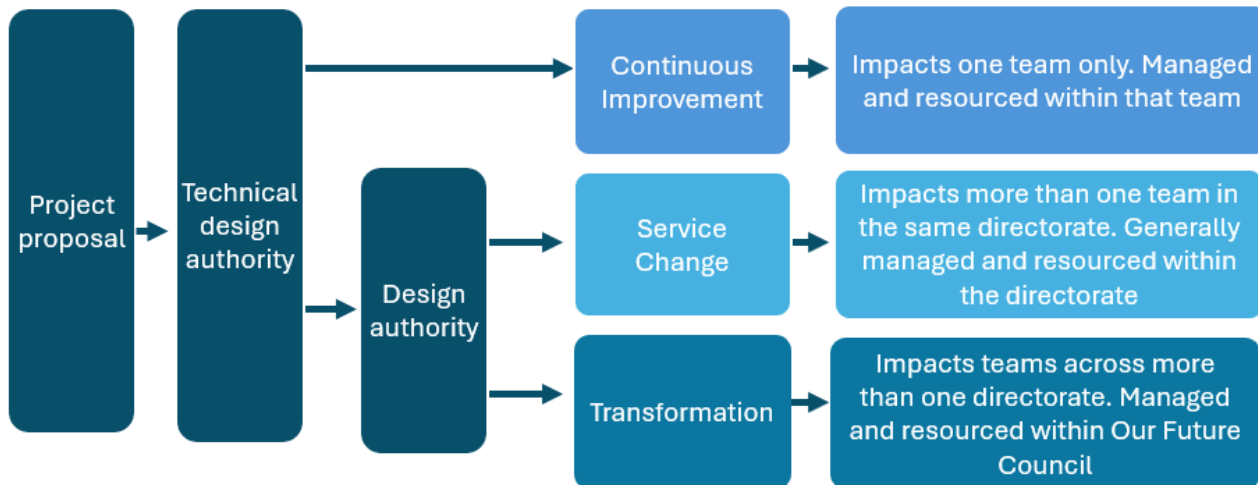
The design authority takes decisions on the changes that will be made taking into consideration all the factors above. They also manage change requests by operating a change control function.

The design authority is supported by a technical design authority which is responsible for ensuring that any changes that have an impact on the council's data or technology architecture are reviewed and assessed appropriately. They are responsible for:

- managing the council's data, application and technology architecture
- ensuring alignment of technology and data changes to the target operating model
- ensuring digital agility is built into the way we operate in the future. This includes ensuring that architecture is interoperable enabling the council to be more responsive to change, and deliver consistent services
- reusing and scaling what we already have, where it is right to do so.
- cost effectiveness – not just the purchase price, a total cost of ownership view.
- ensuring that changes to technology consider risk to cyber and data security

The technical design authority does not take decisions directly but is responsible for making recommendations and escalating risk and issues to the design authority to enable them to make informed decisions.

Figure 5. Flow of decision making



To deliver successfully, the council has developed an internal framework that sets out more detail on how change and transformation is governed.

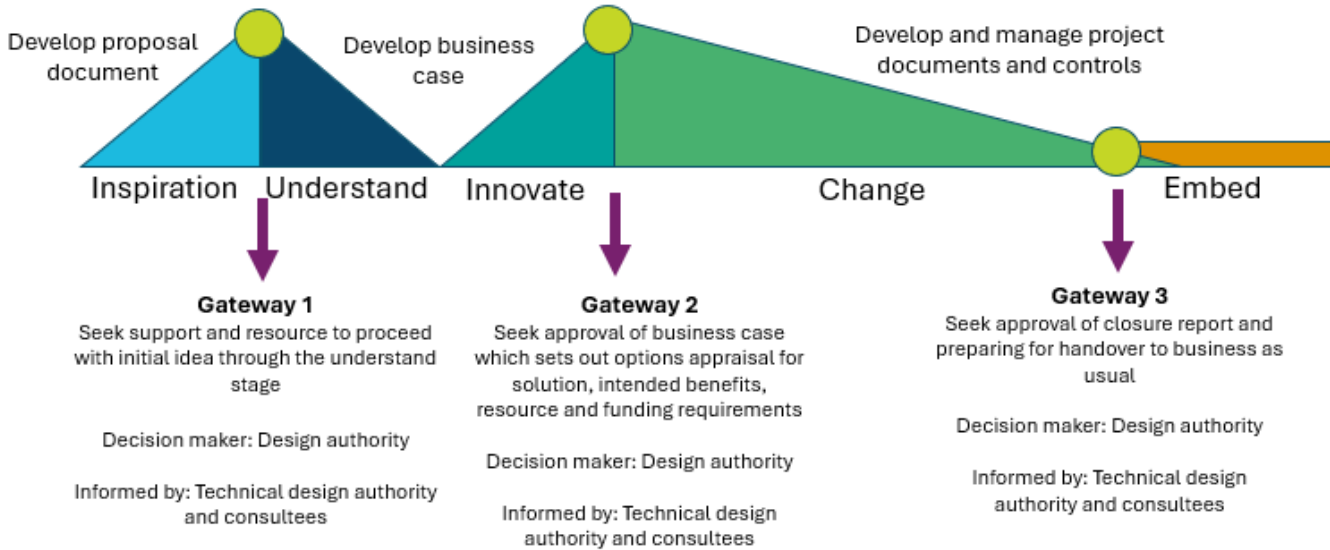
This governance framework is supported by an implementation methodology that is designed as a staged gateway approach for change and transformation. This provides a consistent and effective delivery framework across the organisation. As best practice, all transformation and change projects are implemented using this approach.

Working across five stages, certain activities should be undertaken within a stage and approval sought from the relevant individual group or board at each stage-gate. These stage-gates reflect a decision point:

These stage-gates reflect key decision points:

- Stage 1: Inspiration leading to gateway 1, early proposal
- Stage 2 and 3: Understand and innovate leading to gateway 2, business case
- Stage 4: Implement the change leading to gateway 3, closure report following delivery
- Stage 5: Embed – realising the benefit and handing to business as usual

Figure 6. Transformation gateways



11. Change management approach

People are at the heart of the process of delivering change and transformation across the council. Changing the culture of the organisation and pace of change will be imperative to ensure the delivery of an ambitious programme that will improve services, as well as making better use of resources.

We have established our people and change workstream which is being led by a member of the senior leadership team and our head of human resources. It brings our specialist people together to create and support a culture and change capability to deliver transformation at pace.

They are ensuring that safe and successful conditions are in place to support our people and leaders through change, including these principles:

- ensure transparent and consistent communication about the changes, including the reasons behind them and the expected outcomes.
- involve employees in the change process by seeking their input and feedback.
- provide training and resources to help employees adapt to new systems or processes. ensure we are signposting to our employee assistance and wellbeing resources such as counselling services, and we will consider additional support through wellbeing workshops.
- ensure managers and leaders are supported and given the tools to support their teams with specific leadership workshops
- encourage managers to regularly check in with their teams to gauge how they are coping with the changes and offer support where needed
- regularly review and adjust the change management strategies based on feedback and outcomes to better support employee wellbeing.

We want to empower our workforce to be innovative and creative and to bring new ideas to improve services. It is not just 'what' we achieve, it is also about 'how' we do it.

We will make sure our people have timely, relevant information to help them make informed decisions about their future. We will be guided by our employment policies to ensure that anyone who leaves council employment as a result of transformation activity does so with support and goodwill.

We will continue to demonstrate a culture that embodies positivity, personal responsibility, openness, and transparency. People will need to be empowered to be advocates of change and adopt our values and behaviours. These behaviours can create a shared culture that celebrates a fresh approach to public service, and how we expect our workforce to behave. By demonstrating more outcomes and people focused values and behaviours, we can help provide the best possible service to our communities. This is explored further in the council's People and Culture Strategy and the new values included in the Council Plan 2024-2029.

The learning and development function will also have a key role to play in the delivery of the transformation plan, ensuring that employees are able to develop the necessary skills, knowledge and behaviours required to support the type of change required. The programme itself can also have a role to play in supporting the development of these skills and behaviours, by actively engaging employees in the work of the programme.

The council provides a suite of wellbeing support and development opportunities. These are available to any colleague and includes coaching, talking therapies and counselling, managing stress, managing physical wellbeing, emergency mental health support, occupational health support, and tools for learning. This is coupled with a transformation communications plan that will ensure that information is shared with the right people at the right time as the programme evolves, and an engagement plan that seeks the input and views of all stakeholders.

The council has been engaging with Trade Unions colleagues since 2023 as the plans for this business case have been developed. This has included engagement through discovery work and sharing the findings as the council has developed its baseline for change. We are committed to engagement with the Trade Unions in the development of the full business case and this will take place through formal monthly meetings alongside more regular engagement in the people and change workstream.

Appendix B: Accessible Impact Assessment & Table of Recommendations

Climate and nature	Impact
Energy	No known impact
Buildings & Assets	No known impact
Transport	No known impact
Green Economy	No known impact
Food & Drink	No known impact
Waste	No known impact
Natural Assets & Ecology	No known impact
Water	No known impact
Resilience and Adaptation	No known impact

Corporate Plan Aims	Impact
Grow our economy	No known impact
Communities for all	Major Positive Impact
High quality and affordable housing	No known impact