

Dorset Council's Delivery Plan

2022 - 2024



Updated: May 2023



Protecting our natural environment, climate and ecology

We will improve access to and use of Dorset’s environment in a sustainable way which protects it for future generations.

Amendments to the plan since last update:

- The following two actions:
 - There will have been an improvement in air, land and water quality since last measured
 - We will have protected our wildlife and local species
 have been merged for monitoring and reporting purposes into the following action which is also already in the plan “An ecological baseline will be undertaken as part of the 2030 aspirations”

- The following action:
 - Energy and water efficient technologies will have been installed in our properties
 has been merged with the following action which is already in the plan “We will continue to reduce the carbon emissions from our estate utilising efficient renewable energy supplies such as solar power”

Outcome	How we will achieve it	Lead role / service
Contributing towards Dorset having 30% of land in positive management by 2030	We will develop a local nature recovery strategy	Head of Environment and Wellbeing Portfolio Holder for Highways, Travel and Environment
Contributing towards Dorset having 30% of land in positive management by 2030	We will strengthen partnership working to support the aspirations of the ecological emergency programme at scale, working closely with the Dorset Local Nature Partnership	Head of Environment and Wellbeing Portfolio Holder for Highways, Travel and Environment
Contributing towards Dorset having 30% of land in positive management by 2030	We will work across the farm estate to develop the innovation potential across renewable energy generation and technologies, agricultural and business development, and ecology and nature recovery.	Head of Environment and Wellbeing Portfolio Holder for Highways, Travel and Environment

Dorset Council will be carbon-neutral by 2040	New bidding capability will be in place to attract government funding to enable the council to meet its net zero target by 2040	Corporate Director Climate & Ecological Portfolio Holder for Highways, Travel and Environment
Dorset Council will be carbon-neutral by 2040	We will continue the decarbonisation of the Dorset Council vehicle fleet including expansion of electric vehicles by 2024	Corporate Director Climate & Ecological Portfolio Holder for Highways, Travel and Environment
Our highways, coasts and greenspaces will be managed and maintained more efficiently	A joined-up delivery approach will be implemented for place-based management and maintenance including assets, highways and coast and greenspaces	Corporate Director Economic Growth and Infrastructure Portfolio Holder for Highways, Travel and Environment
Dorset Council will be carbon-neutral by 2040	We will continue to reduce the carbon emissions from our estate utilising efficient renewable energy supplies such as solar power	Corporate Director Climate & Ecological Portfolio Holder for Highways, Travel and Environment
Dorset Council will be carbon-neutral by 2040	A new carbon and ecological decision-making tool will be integrated into council decision-making	Corporate Director Climate & Ecological Portfolio Holder for Highways, Travel and Environment
Dorset Council will be carbon-neutral by 2040	Employee and councillor carbon and ecological literacy training models will be available	Corporate Director Climate & Ecological Portfolio Holder for Highways, Travel and Environment
Dorset county area will be carbon neutral by 2050	A comprehensive engagement approach will be developed with residents, businesses, and town and parish councils	Corporate Director Climate & Ecological Portfolio Holder for Highways, Travel and Environment
Dorset county area will be carbon neutral by 2050	Dorset Council will source external funds to deliver against its 2050 ambitions, with a focus on housing and transport	Corporate Director Climate & Ecological Portfolio Holder for Highways, Travel and Environment
Dorset county area will be carbon neutral by 2050	We will facilitate an increase in renewable energy generation across Dorset	Corporate Director Climate & Ecological Portfolio Holder for Highways, Travel and Environment

Dorset county area will be carbon neutral by 2050	We will shape supporting and underpinning policies such as the local transport plan, economic development strategy, and local plan to enable and support decarbonisation.	Corporate Director Climate & Ecological Portfolio Holder for Highways, Travel and Environment
Dorset county area will be carbon neutral by 2050	We will manage the impact of waste on the Dorset environment by implementing a reduce and reuse campaign, increasing recycling rates and reducing the volume of waste to landfill	Corporate Director Climate & Ecological Portfolio Holder for Highways, Travel and Environment
We will better avoid or reduce exposure to climate risks by adapting how we respond to them	We will deliver an adaptation strategy setting out how we will adapt to the unavoidable impacts of climate change and become climate resilient	Corporate Director Climate & Ecological Portfolio Holder for Highways, Travel and Environment
Harbour processes will have been improved to make it easier for visitors to access services consistently	We will respond to the harbour revision orders, provide a more consistent customer experience when moving from harbour to harbour and align fees and charges	Head of Environment and Wellbeing Portfolio Holder for Highways, Travel and Environment
Contributing towards Dorset having 30% of land in positive management by 2030	An ecological baseline will be undertaken as part of the 2030 aspirations	Head of Environment and Wellbeing Portfolio Holder for Highways, Travel and Environment



Creating stronger, healthier communities

We will enable our residents, working with partners, to develop strong networks of support and maintain strong communities. We will focus on the most vulnerable in our communities to improve wellbeing and reduce inequality through collaboration between public services, community leaders, residents and voluntary groups.

There have been no amendments to the plan since it was adopted in October 2022.

Outcome	How we will achieve it	Lead role / service
Effective networks of support in place for residents across universal, targeted and specialist services	Care Dorset, a new company for delivering care will be in place from October 2022	Executive Director for Adults Portfolio Holder for Adult Social Care and Health
Effective networks of support in place for residents across universal, targeted and specialist services	There will be a plan in place to deliver the Adult Social Care White Paper	Executive Director for Adults Portfolio Holder for Adult Social Care and Health
Effective networks of support in place for residents across universal, targeted and specialist services	A locality model will have been established to deliver early intervention in adult social care	Executive Director for Adults Portfolio Holder for Adult Social Care and Health
Effective networks of support in place for residents across universal, targeted and specialist services	A carers' strategy will have been developed and implemented	Executive Director for Adults Portfolio Holder for Adult Social Care and Health
Effective networks of support in place for residents across universal, targeted and specialist services	The children's and adults' commissioning strategy will have been developed and will be implemented	Executive Director for Adults and Executive Director for Children Portfolio Holder for Adult Social Care and Health Portfolio Holder for Children, Education, Skills and Early Help
Effective networks of support in place for residents across	A 0-25 birth to settled adulthood offer will have been established to improve the way we support children and young people as they move from Children's to Adult services	Executive Director for Adults and Executive Director for Children Portfolio Holder for Adult Social

universal, targeted and specialist services		Care and Health Portfolio Holder for Children, Education, Skills and Early Help
Effective networks of support in place for residents across universal, targeted and specialist services	The Children's Residential Home in Dorchester Road will be open and providing placements for Dorset's children	Executive Director for Children Portfolio Holder for Children, Education, Skills and Early Help
Effective networks of support in place for residents across universal, targeted and specialist services	The Harbour Service will be delivering outreach and residential provision to young people	Executive Director for Children Portfolio Holder for Children, Education, Skills and Early Help
Effective networks of support in place for residents across universal, targeted and specialist services	Accommodation for Dorset's Care Leavers will be available in Kirtleton Avenue	Executive Director for Children Portfolio Holder for Children, Education, Skills and Early Help
Effective networks of support in place for residents across universal, targeted and specialist services	We will have embedded specialist workers with children's social workers to operate a single practice model of whole family working by 2025	Executive Director for Children Portfolio Holder for Children, Education, Skills and Early Help
Effective networks of support in place for residents across universal, targeted and specialist services	A new model to support and retain foster carers and improve stability will be established	Executive Director for Children Portfolio Holder for Children, Education, Skills and Early Help
Effective networks of support in place for residents across universal, targeted and specialist services	The 0-5 offer through the provision of family hubs within the community will have been embedded	Executive Director for Children Portfolio Holder for Children, Education, Skills and Early Help
Effective networks of support in place for residents across universal, targeted and specialist services	The council will deliver its SEND capital strategy to deliver over 500 new specialist provision places by 2025	Executive Director for Children Portfolio Holder for Children, Education, Skills and Early Help
Effective networks of support in place for residents across universal, targeted and specialist services	The Children's Plan 2020 – 2023 will have been delivered	Executive Director for Children Portfolio Holder for Children, Education, Skills and Early Help

Effective networks of support in place for residents across universal, targeted and specialist services	The council will have an effective preventative offer	Service Manager for Community Safety Portfolio Holder for Housing and Community Safety
Effective networks of support in place for residents across universal, targeted and specialist services	Dorset will be a safer county	Service Manager for Community Safety Portfolio Holder for Housing and Community Safety
Visible, appealing and welcoming spaces for residents to access help and support and rationalisation of existing provision to be fit for purpose and flexible to meet changing needs	The customer strategy and new approach to responding to residents first contact will be developed (But is this already covered in Customer Focused group)	Corporate Director for Customer and Cultural Portfolio Holder for Culture, Communities and Customer Services
Visible, appealing and welcoming spaces for residents to access help and support and rationalisation of existing provision to be fit for purpose and flexible to meet changing needs	Adults' day services will have been reviewed to improve opportunities for care and support needs	Corporate Director for Adult Care Portfolio Holder for Adult Social Care and Health
Delivery of best-in-class service provision driving high customer satisfaction whilst delivering best value and a reduction in inequality	A new library strategy and delivery plan will be published and being implemented	Corporate Director for Customer and Cultural Portfolio Holder for Culture, Communities and Customer Services
Delivery of best-in-class service provision driving high customer satisfaction whilst delivering best value and a reduction in inequality	We will have reviewed all waste routes across the county and optimised in terms of efficiency of service, cost and carbon footprint by 2025	Corporate Director for Place Services Portfolio Holder for Culture, Communities and Customer Services
Delivery of best-in-class service provision driving high customer satisfaction whilst delivering best value and a reduction in inequality	We will have reviewed the leisure services offer and implemented modern delivery models that are sustainable for the future by 2026	Corporate Director for Place Services Portfolio Holder for Culture, Communities and Customer Services
Effective relationships between the council, health, statutory partners and the VCSE sector	We will be an active partner of the Integrated Care System for Dorset and the Dorset Intelligence and Insight Service	Senior Leadership Team Leader of the Council

Effective relationships between the council, health, statutory partners and the VCSE sector	By 2026, we will have delivered an effective care framework to enable procurement as part of the ICS, created a platform for local strength and asset-bases approaches and completed a review of adult brokerage systems and processes	Senior Leadership Team Leader of the Council
Effective relationships between the council, health, statutory partners and the VCSE sector	The Better Life Programme and Greater Partnership Programmes will be successfully concluded	Executive Director for Adults Portfolio Holder for Adult Social Care and Health
Effective relationships between the council, health, statutory partners and the VCSE sector	The Joint Strategic Needs Assessment will be updated	Director for Public Health
Effective relationships between the council, health, statutory partners and the VCSE sector	Voluntary and community sector organisations will be commissioned to provide vital infrastructure support: including information and advice to residents struggling financially, organisation development and strategic voice for the voluntary sector, and management of volunteering opportunities	Head of Strategic Communications and Engagement Portfolio Holder for Culture, Communities and Customer Services
Effective relationships between the council, health, statutory partners and the VCSE sector	Grant funding will be provided to a range of voluntary and community sector organisations across Dorset to deliver work that contributes to achieving the Council Plan priorities	Head of Strategic Communications and Engagement Portfolio Holder for Culture, Communities and Customer Services
Effective relationships between the council, health, statutory partners and the VCSE sector	The 'Dorset Together' network of voluntary and community organisations will jointly tackle emerging issues alongside the council and other public sector partners	Business Partner - Communities and Partnerships Portfolio Holder for Culture, Communities and Customer Services
Effective relationships between the council, health, statutory partners and the VCSE sector	A new Enabling Communities strategy will be developed, outlining a council-wide approach to how we work with communities	Head of Strategic Communications and Engagement Portfolio Holder for Culture, Communities and Customer Services
Identify and enhance strengths and abilities of local communities	Community support to reduce food poverty will be embedded and improving the lives of residents	Chris Ricketts, Head of Programmes



Creating sustainable development and housing

We will work with government, registered housing providers, community land trusts and local housing partners to deliver affordable, suitable and decent housing. We will seek their support to help us promote our climate and ecological priorities by providing sustainable services such as rainwater harvesting, solar panels and other such approaches.

There have been no amendments to the plan since it was adopted in October 2022.

Outcome	How we will achieve it	Lead role / service
Sustainable, and suitable housing for all, now and in the future	Alternatives will be found to bed and breakfast accommodation for those who are homeless and need short term support. These will be cost-effective and of a decent quality and will cause an incremental reduction in the number of households accommodated in bed and breakfasts. No family will be in bed and breakfast accommodation for greater than six weeks	Corporate Director Housing Portfolio Holder for Housing and Community Safety
Sustainable, and suitable housing for all, now and in the future	The new Local Plan will be agreed by 2026 and work on a 30-year plan will be started	Corporate Director Economic Growth and Infrastructure Portfolio Holder for Planning
Sustainable, and suitable housing for all, now and in the future	There will have been significant progress in developing a new settlement for Dorset	Corporate Director Economic Growth and Infrastructure Portfolio Holder for Planning
Sustainable, and suitable housing for all, now and in the future	Homes will have been delivered in line with land supply target and the local plan	Corporate Director Economic Growth and Infrastructure Portfolio Holder for Planning
Sustainable, and suitable housing for all, now and in the future	Dorset Council will be working on a new housing strategy, considering all aspects of housing need, demand, supply and quality. This will link with a range of key council priorities and strategies, recognising that good housing is essential for a good life	Corporate Director Housing Portfolio Holder for Housing and Community Safety
Sustainable, and suitable housing for all, now and in the future	The housing strategy will support: 1. At least 10 long-term empty properties to be brought back into use for housing purposes, as part of a wider set of initiatives to reduce the number of potential homes remaining empty 2. The build of 1200 new affordable homes by Registered Providers at 400	Corporate Director Housing Portfolio Holder for Housing and Community Safety

	<p>per year</p> <p>3. At least 20 new and additional units of temporary accommodation acquired per year, as part of a wider drive to find housing for people and families who are either homeless or in urgent housing need</p> <p>4. An incremental reduction in households with homeless main/relief duties owed, with a higher proportion of people having their housing need settled earlier, and homelessness prevented</p>	
Sustainable, and suitable housing for all, now and in the future	A continued relationship with Registered Providers of social housing will ensure that the quality of services and accommodation is kept high or improved, with complaints responded to in a timely way. An annual report of performance from all registered provider housing associations with greater than 250 homes in our area will be requested to review performance	Corporate Director Housing Portfolio Holder for Housing and Community Safety
Sustainable, and suitable housing for all, now and in the future	Dorset Council will be working with government on a strategically based new Local Plan linked to the local transport plan	Corporate Director Economic Growth and Infrastructure Portfolio Holder for Planning
Sustainable, and suitable housing for all, now and in the future	There will be a single planning system in place across the county supported by an increase in public engagement in the planning process and improvements including the redesign of the online register	Corporate Director Economic Growth and Infrastructure Portfolio Holder for Planning
Sustainable, and suitable housing for all, now and in the future	We will implement planning policy to encourage developers to integrate renewable energy approaches	Corporate Director Economic Growth and Infrastructure Portfolio Holder for Planning
Sustainable, and suitable housing for all, now and in the future	All developments will be designed in line with the 'planning for the future' white paper and the 'levelling up and regeneration' bill	Corporate Director Economic Growth and Infrastructure Portfolio Holder for Planning



Driving economic prosperity

We will enable sustainable economic growth across the county, enabling high quality jobs through improvements to productivity, sustainability, and accessibility, creating great places to live, work and visit. We will drive forward a plan whereby Dorset Council is a catalyst for prosperity and growth, working with and supporting local businesses and partners.

Amendments have been made to the following outcome since the last update:

- “*Digital connectivity is widely available*” has been amended to “Digital skills - Help Dorset residents improve their digital skills so they can access council and other essential services easily”. This better reflects the outcome being achieved from the activities.

Amendments have been made to the following six activities since the last update:

- Changed to: Digital Doorway #1 and #2 - Continue to help people get online through the provision of devices and data to provide digital access for all. Remove the barriers to getting online for people, use data to identify cohorts most in need eg digitally excluded child. Use creative means to maximise the number of devices donated to the community by working closely with VCSE partners. *Replaced: Gigabit capable (full fibre) networks will have risen from 24% to 85% by 2025*
- Changed to: Digital Infrastructure Skills - Explore opportunities to fill the skills gap and provide more trained fibre engineers to build the Dorset network. *Replaced: 2G coverage of A and B roads will have increased from 42.6%*
- Changed to: Embedded Digital Champions - Encourage people in the community to use council online services, and utilise opportunities to increase their digital skills. Extend initial target of 1,000 frontline staff in line with demand from this and partner organisations. *Replaced: The rural connected community’s programme will be being delivered*
- Changed to: Our commercial activity will seek to maximise social value by awarding contracts that encourage our supply chains to support skills development, training, and apprenticeship opportunities for Dorset residents. *Replaced: New contracts with Dorset Council will include skills development, training and apprenticeship opportunities for Dorset’s residents*
- Changed to: There has been an % increase of council’s third party spend with Dorset firms. *Replaced: There will have been an % increase in the number of Dorset based firms accessing training on public procurement requirements and accessing public sector frameworks and contracts*
- Changed to: Volunteer Digital Champions - Remove the barriers to online connectivity for people. Extend the project to reach more learners by creating new opportunities for different demographics to access help. *Replaced: Ubiquitous full fibre will be available by 2028/2033*

These changes have been undertaken to better reflect the progressive activity underway and have been agreed by the Digital Place Board.

Outcome	How we will achieve it	Lead role / service
Digital Innovation for economic growth	5G Adoption Programme	Corporate Director Transformation, Innovation and Digital Portfolio Holder for Corporate Development and Transformation
Digital Innovation for economic growth	5G RuralDorset Inciteful 5G testbeds and trials with research reports on how mobile connectivity can facilitate delivery of council services and our corporate priorities. Four outcome-based workstreams: - Future of Food - Rural Business Accelerator - Connected Coast - Innovation Accelerator - Coastal Cliff Monitoring	Corporate Director Transformation, Innovation and Digital Portfolio Holder for Corporate Development and Transformation
There is sufficient employment, land and workplaces in Dorset. Jobs are created and safeguarded, especially in key growth sectors	By 2023, dedicated support for growth in high value sectors, including advanced engineering/manufacturing, defence, security, agritech, marine, aquaculture, and tourism is available	Head of Service for Growth & Economic Regeneration Portfolio Holder for Economic Growth, Assets and Property
Dorset has a reputation as the 'Natural Place to Do Business', attracting inward investment to create jobs and wealth for local people	By 2023, Dorset's largest employers receive regular communication and interaction to form relationships where mutual opportunities and challenges can be shared with relevant partners	Head of Service for Growth and Economic Regeneration Portfolio Holder for Economic Growth, Assets and Property
Dorset has a reputation as the 'Natural Place to Do Business', attracting inward investment to create jobs and wealth for local people	By 2023, phase 1 of the Defence Innovation Centre will be delivered, maximising the catalytic opportunity to attract further investment in Dorset Innovation Park	Head of Service for Growth and Economic Regeneration Portfolio Holder for Economic Growth, Assets and Property
There are more level 4+ qualifications and apprenticeships available, appropriate for the workplace of tomorrow	By 2023, the 'multiply' investment plan will be developed, approved and in delivery phase to provide additional support to adults with numeracy skills	Head of Service for Growth and Economic Regeneration Portfolio Holder for Economic Growth, Assets and Property

Dorset has a reputation as the 'Natural Place to Do Business', attracting inward investment to create jobs and wealth for local people	By 2023, the 'Visit Dorset' suite of websites will be receiving over 2 million visits a year, raising the global profile of Dorset	Head of Service for Growth and Economic Regeneration Portfolio Holder for Economic Growth, Assets and Property
There is sufficient employment, land and workplaces in Dorset. Jobs are created and safeguarded, especially in key growth sectors	By 2023, the Dorset Shared Prosperity Fund Investment Plan will deliver a new approach to investment in local business support, that features a range of commissioned and directly delivered services including business grants, specialist advice and mentoring, and workforce skills support	Head of Service for Growth & Economic Regeneration Portfolio Holder for Economic Growth, Assets and Property
There is sufficient employment, land and workplaces in Dorset. Jobs are created and safeguarded, especially in key growth sectors	By 2023, the Future Farm Resilience Fund programme will be available (subject to funding approval)	Head of Service for Growth & Economic Regeneration Portfolio Holder for Economic Growth, Assets and Property
There are more level 4+ qualifications and apprenticeships available, appropriate for the workplace of tomorrow	By 2023, the Skills Commission will make recommendations to address Dorset's skills-gap	Head of Service for Growth and Economic Regeneration Portfolio Holder for Economic Growth, Assets and Property
There is sufficient employment, land and workplaces in Dorset. Jobs are created and safeguarded, especially in key growth sectors	By 2024, development will have started on regenerating key sites in Weymouth, including North Quay and the Bowling Alley site	Corporate Director for Assets and Property Portfolio Holder for Economic Growth, Assets and Property
Dorset has a reputation as the 'Natural Place to Do Business', attracting inward investment to create jobs and wealth for local people	By 2024, Dorset will have formed a local visitor economy partnership with a range of local partners to address strategic challenges to the sector and access government support and funding	Head of Service for Growth and Economic Regeneration Portfolio Holder for Economic Growth, Assets and Property
Dorset has a reputation as the 'Natural Place to Do Business', attracting inward investment to create jobs and wealth for local people	By 2024, Quadrant 2 commercial development at Dorset Innovation Park will be delivered	Head of Service for Growth and Economic Regeneration Portfolio Holder for Economic Growth, Assets and Property
Dorset has a reputation as the 'Natural Place to Do Business', attracting inward investment to	By 2024, resources will be in place to help to exploit opportunities presented by the Department for International Trade's High Investment opportunities (i.e. Sustainable Aquaculture in Dorset; Marine Autonomy in the South West;	Head of Service for Growth and Economic Regeneration Portfolio Holder for Economic Growth, Assets and Property

create jobs and wealth for local people	Smart and Sustainable Aviation in South West England), including attracting the proposed National Aquaculture Centre of excellence to Dorset	
There is sufficient employment, land and workplaces in Dorset. Jobs are created and safeguarded, especially in key growth sectors	By 2024, the council in partnership with BCP council and the Dorset LEP will have established a dialogue with government for a county deal for the whole of Dorset to enhance and drive economic development and the skills agenda, attracting additional government funding into Dorset	Executive Director for Place Portfolio Holder for Highways, Travel and Environment Portfolio Holder for Planning
There are more level 4+ qualifications and apprenticeships available, appropriate for the workplace of tomorrow	By 2024, the Dorset Education Board will be embedded	Corporate Director, Education and Learning Portfolio Holder for Children, Education, Skills and Early Help
There are more level 4+ qualifications and apprenticeships available, appropriate for the workplace of tomorrow	By 2024, the Education and Skills Leadership Board will be established	Corporate Director, Education and Learning Portfolio Holder for Children, Education, Skills and Early Help
There is sufficient employment, land and workplaces in Dorset. Jobs are created and safeguarded, especially in key growth sectors	By 2026, a campaign to create vibrant towns through improvements to town planning will have been launched	Corporate Director for Economic Growth & Infrastructure Portfolio Holder for Highways, Travel and Environment
There are more level 4+ qualifications and apprenticeships available, appropriate for the workplace of tomorrow	By 2026, an apprenticeship strategy with a focus on increasing starts in higher and degree level apprenticeships will be developed	Head of Organisational Development Portfolio Holder for Corporate Development and Transformation
There is sufficient employment, land and workplaces in Dorset. Jobs are created and safeguarded, especially in key growth sectors	By 2026, employment land for development in appropriate locations across Dorset will be safeguarded in the Local Plan	Corporate Director for Assets and Property Portfolio Holder for Economic Growth, Assets and Property
There is sufficient employment, land and workplaces in Dorset. Jobs are created and safeguarded, especially in key growth sectors	By 2026, the Dorset County Deal will have been agreed with central government and a proposal implemented	Executive Director for Place Portfolio Holder for Highways, Travel and Environment Portfolio Holder for Planning
Dorset has a reputation as the 'Natural Place to Do Business', attracting inward investment to	By 2033, 9,600 additional local, full time employment jobs will have been created	Head of Service for Growth and Economic Regeneration Portfolio Holder for Economic Growth, Assets and Property

create jobs and wealth for local people		
There is sufficient employment, land and workplaces in Dorset. Jobs are created and safeguarded, especially in key growth sectors	By summer 2022, the Levelling Up Fund round 2 bid will have been submitted	Head of Service for Growth & Economic Regeneration Portfolio Holder for Economic Growth, Assets and Property
Digital Innovation for economic growth	Connected Place (Weymouth) Understand how connectivity and tech can make a place better to live work and visit	Corporate Director Transformation, Innovation and Digital Portfolio Holder for Corporate Development and Transformation
Digital skills - Help Dorset residents improve their digital skills so they can access council and other essential services easily <i>Amended from: Digital connectivity is widely available</i>	Changed to: Digital Doorway #1 and #2 - Continue to help people get online through the provision of devices and data to provide digital access for all. Remove the barriers to getting online for people, use data to identify cohorts most in need eg digitally excluded child. Use creative means to maximise the number of devices donated to the community by working closely with VCSE partners Replaced: Gigabit capable (full fibre) networks will have risen from 24% to 85% by 2025	Corporate Director Transformation, Innovation and Digital Portfolio Holder for Corporate Development and Transformation
Digital Leadership - Promote Dorset as a digital place	Digital Dorset Programme Awareness of Dorset as a digital place, increase opportunities for inward investment, closer co-operation between partners etc	Corporate Director Transformation, Innovation and Digital Portfolio Holder for Corporate Development and Transformation
Digital skills - Help Dorset residents improve their digital skills so they can access council and other essential services easily <i>Amended from: Digital connectivity is widely available</i>	Changed to: Digital Infrastructure Skills - Explore opportunities to fill the skills gap and provide more trained fibre engineers to build the Dorset network Replaced: 2G coverage of A and B roads will have increased from 42.6%	Corporate Director Transformation, Innovation and Digital Portfolio Holder for Corporate Development and Transformation
Digital skills - Help Dorset residents improve their digital skills so they can access council and other essential services easily	Digital Skills Partnership - Better shared understanding of existing and potential digital skills training opportunities for the workforce at all levels, from basic to advanced	Corporate Director Transformation, Innovation and Digital Portfolio Holder for Corporate Development and Transformation

Digital Connectivity - increase gigabit-capable infrastructure for Dorset residents and businesses	Dorset and North Somerset - lot 14b - Project Gigabit - Continue working with Building Digital UK (BDUK) to ensure Dorset benefits at the earliest stage possible for funding, pilot or first wave opportunities under the new UK Gigabit programme.	Corporate Director Transformation, Innovation and Digital Portfolio Holder for Corporate Development and Transformation
Digital Innovation for economic growth	Dorset Digital Innovation Network The vision is one of an innovation network working together - both virtually and physically in Dorset - to provide solutions to the UK's (and Dorset's) biggest problems, whether that is a new generation of microchip to power an agricultural revolution, challenging the delivery models which have left rural areas of the world without mobile signal for the past 20 years, or a new funding and delivery paradigm for adult social care.	Corporate Director Transformation, Innovation and Digital Portfolio Holder for Corporate Development and Transformation
Digital skills - Help Dorset residents improve their digital skills so they can access council and other essential services easily <i>Amended from: Digital connectivity is widely available</i>	Changed to: Embedded Digital Champions - Encourage people in the community to use council online services, and utilise opportunities to increase their digital skills. Extend initial target of 1,000 frontline staff in line with demand from this and partner organisations <i>Replaced: The rural connected community's programme will be being delivered</i>	Corporate Director Transformation, Innovation and Digital Portfolio Holder for Corporate Development and Transformation
Digital Connectivity - one council approach to facilitating commercial deployment	Fixed connectivity - Ensure commercial provision of gigabit capable connectivity proceeds at pace.	Corporate Director Transformation, Innovation and Digital Portfolio Holder for Corporate Development and Transformation
Digital Connectivity - increase gigabit-capable infrastructure for Dorset residents and businesses	Gigabit Hubs - hub projects Progression of delivery under the Fibre Hub Connectivity in Rural Dorset and Dorset Libraries projects providing public sector building upgrades/ hub and spoke enablement in communities served.	Corporate Director Transformation, Innovation and Digital Portfolio Holder for Corporate Development and Transformation
Digital Connectivity - increase gigabit-capable infrastructure for Dorset residents and businesses	Gigabit Vouchers - Continue structured and resourced project management of supplier & community engagement and top up funding (as available) to facilitate maximum utilisation of government funding for provision of new gigabit connections.	Corporate Director Transformation, Innovation and Digital Portfolio Holder for Corporate Development and Transformation
Digital Connectivity - Wireless Broadband Access	Investigate whether wireless technologies can provide transformational internet speeds to homes and businesses currently not due to receive fibre broadband via commercial or state supported rollouts.	Corporate Director Transformation, Innovation and Digital

		Portfolio Holder for Corporate Development and Transformation
Dorset has a reputation as the 'Natural Place to Do Business', attracting inward investment to create jobs and wealth for local people	<p>Changed to: Our commercial activity will seek to maximise social value by awarding contracts that encourage our supply chains to support skills development, training, and apprenticeship opportunities for Dorset residents</p> <p><i>Replaced: New contracts with Dorset Council will include skills development, training and apprenticeship opportunities for Dorset's residents</i></p>	Service Manager for Commercial & Procurement Portfolio Holder for Finance, Commercial and Capital Strategy
Digital Connectivity - increase gigabit-capable infrastructure for Dorset residents and businesses	North Dorset - lot 14a - Project Gigabit Continue working with Building Digital UK (BDUK) to ensure Dorset benefits at the earliest stage possible for funding, pilot or first wave opportunities under the new UK Gigabit programme.	Corporate Director Transformation, Innovation and Digital Portfolio Holder for Corporate Development and Transformation
Digital Connectivity - increase gigabit-capable infrastructure for Dorset residents and businesses	SEP (Superfast Contract 2) - Utilise available BDUK, grant funding to provide expanded Superfast fixed connectivity under legacy Superfast programme	Corporate Director Transformation, Innovation and Digital Portfolio Holder for Corporate Development and Transformation
There is sufficient employment, land and workplaces in Dorset. Jobs are created and safeguarded, especially in key growth sectors	The local plan will support economic regeneration plans, aligned to the local transport plan for Dorset	Corporate Director for Economic Growth & Infrastructure Portfolio Holder for Highways, Travel and Environment
Dorset has a reputation as the 'Natural Place to Do Business', attracting inward investment to create jobs and wealth for local people	<p>Changed to: There has been an % increase of council's third party spend with Dorset firms</p> <p>Replaced: There will have been an % increase in the number of Dorset based firms accessing training on public procurement requirements and accessing public sector frameworks and contracts</p>	Service Manager for Commercial & Procurement Portfolio Holder for Finance, Commercial and Capital Strategy
Dorset Council inspires and supports cultural opportunities	To bring inward funding to Dorset to develop and celebrate culture and arts	Corporate Director for Place Services Portfolio Holder for Culture, Communities and Customer Services
Digital Connectivity - increase gigabit-capable infrastructure for Dorset residents and businesses	Ultrafast (Superfast Contract 3) Utilise available BDUK, LEP and DEFRA grant funding to maximise delivery of Ultrafast fixed connectivity under legacy Superfast programme	Corporate Director Transformation, Innovation and Digital Portfolio Holder for Corporate Development and Transformation

<p>Digital skills - Help Dorset residents improve their digital skills so they can access council and other essential services easily Removed: Digital connectivity is widely available</p>	<p>Changed to: Volunteer Digital Champions - Remove the barriers to online connectivity for people. Extend the project to reach more learners by creating new opportunities for different demographics to access help. Replaced: Ubiquitous full fibre will be available by 2028/2033</p>	<p>Corporate Director Transformation, Innovation and Digital Portfolio Holder for Corporate Development and Transformation</p>
<p>There is sufficient employment, land and workplaces in Dorset. Jobs are created and safeguarded, especially in key growth sectors</p>	<p>We will deliver a total Dorset plan on public transport and transport delivery models will be reviewed</p>	<p>Corporate Director for Economic Growth & Infrastructure Portfolio Holder for Highways, Travel and Environment</p>
<p>Digital Connectivity - one council approach to facilitating commercial deployment</p>	<p>Wessex Digital Infrastructure Accelerator - Understanding of: What assets exist and where The economic benefits and revenue streams achievable with an asset management system How an asset portal could speed up infrastructure rollout and make it more cost effective/sustainable</p>	<p>Corporate Director Transformation, Innovation and Digital Portfolio Holder for Corporate Development and Transformation</p>
<p>There are more level 4+ qualifications and apprenticeships available, appropriate for the workplace of tomorrow</p>	<p>Work will continue to increase the take-up of the government's Lifetime Skills Guarantee programme</p>	<p>Head of Service for Growth and Economic Regeneration Portfolio Holder for Economic Growth, Assets and Property</p>
<p>Dorset Council inspires and supports cultural opportunities</p>	<p>Work with the Dorset Arts Development Company and other local partners to promote a year of culture for 2023</p>	<p>Corporate Director for Place Services Portfolio Holder for Culture, Communities and Customer Services</p>



Becoming a more responsive, customer focused council

We will continue to be responsive, fair and efficient in how we deliver services to our customers by listening and learning from their experiences. We will strive to constantly improve with an emphasis on innovation and working with residents and businesses in a collaborative, co-production approach.

Amendments have been made to the following two activities since the last update:

- Changed to: We aim to underpin the delivery of how we work in the future by enabling our strategy of automation and self service. To achieve this we will invest and explore advances in technology, automation, artificial intelligence and digital ways of delivering services to increase productivity and help manage demand. *Replaced: We will invest and explore advances in technology, automation, artificial intelligence and digital ways of delivering services to increase productivity and help manage demand*
- Changed to: In conjunction with changes to the way we work, we will deliver more customer focussed services which will result in a leaner application portfolio and roadmap, integrated systems and processes which provide good experiences for our internal and external customers. *Replaced: We will deliver an updated applications portfolio and roadmap, focus on implementing integrated systems and processes and provide good employee experiences*

Outcome	How we will achieve it	Lead role / service
We work together as 'one Dorset Council', with partners to provide easy to access, responsive services that meet the needs and expectations of our customers	By 2023, publish our customer strategy, and a transformation plan to achieve a modern, customer first operating model by 2028. This will mean that the number of people who speak positively about the council will increase	Corporate Director for Customer and Cultural Portfolio Holder for Culture, Communities and Customer Services
We work together as 'one Dorset Council', with partners to provide easy to access, responsive services that meet the needs and expectations of our customers	We will reduce the number ways customers contact the council and bring more high-volume customer management and assessment into our professional customer services, Dorset Direct	Corporate Director for Customer and Cultural Portfolio Holder for Culture, Communities and Customer Services
We work together as 'one Dorset Council', with partners to provide	Embed our accessibility principles and assessment guidance within our strategy plans	Corporate Director for Customer and Cultural

easy to access, responsive services that meet the needs and expectations of our customers		Portfolio Holder for Culture, Communities and Customer Services
We work together as 'one Dorset Council', with partners to provide easy to access, responsive services that meet the needs and expectations of our customers	Adopt consistent organisational design principles to redesign services making the most of modern technology and understanding customer needs to provide the foundations for a one council approach	Corporate Director for Customer and Cultural Portfolio Holder for Culture, Communities and Customer Services
We work together as 'one Dorset Council', with partners to provide easy to access, responsive services that meet the needs and expectations of our customers	Embed customer feedback across all high demand service areas to drive continuous service improvement, improving customer experience	Corporate Director for Customer and Cultural Portfolio Holder for Culture, Communities and Customer Services
We work together as 'one Dorset Council', with partners to provide easy to access, responsive services that meet the needs and expectations of our customers	We will develop our customer platform and customer account to provide easy to use, accessible, services, increasing the number of customers using online services independently or with assistance	Head of Digital Strategy and Design Portfolio Holder for Corporate Development and Transformation
We work together as 'one Dorset Council', with partners to provide easy to access, responsive services that meet the needs and expectations of our customers	Changed to: We aim to underpin the delivery of how we work in the future by enabling our strategy of automation and self service. To achieve this we will invest and explore advances in technology, automation, artificial intelligence and digital ways of delivering services to increase productivity and help manage demand <i>Replaced: We will invest and explore advances in technology, automation, artificial intelligence and digital ways of delivering services to increase productivity and help manage demand</i>	Head of ICT Operations Portfolio Holder for Corporate Development and Transformation
We work together as 'one Dorset Council', with partners to provide easy to access, responsive services that meet the needs and expectations of our customers	Changed to: In conjunction with changes to the way we work, we will deliver more customer focussed services which will result in a leaner application portfolio and roadmap, integrated systems and processes which provide good experiences for our internal and external customers <i>Replaced: We will deliver an updated applications portfolio and roadmap, focus on implementing integrated systems and processes and provide good employee experiences</i>	Head of ICT Operations Portfolio Holder for Corporate Development and Transformation
We work together as 'one Dorset Council', with partners to provide easy to access, responsive	The council's engagement and consultation processes will be reviewed and improved to ensure that residents' views are sought, listened to and acted on	Head of Strategic Communications and Engagement Portfolio Holder for Culture,

services that meet the needs and expectations of our customers		Communities and Customer Services
We work together as 'one Dorset Council', with partners to provide value for money services that meet the needs and expectations of our customers	We will have set realistic budgets for the council and our spending will have not exceeded them	Executive Director for Corporate Development (S151 Officer) Portfolio Holder for Finance, Commercial and Capital Strategy
We work together as 'one Dorset Council', with partners to provide value for money services that meet the needs and expectations of our customers	Our medium-term financial strategy will continue to act as a key financial tool that drives good financial decision making and supports strategy, transformation and commercial thinking	Executive Director for Corporate Development (S151 Officer) Portfolio Holder for Finance, Commercial and Capital Strategy
We work together as 'one Dorset Council', with partners to provide value for money services that meet the needs and expectations of our customers	We will implement the agreement reached with the Department for Education on the High Needs Block historic deficit	Executive Director for Corporate Development (S151 Officer) Portfolio Holder for Finance, Commercial and Capital Strategy
We work together as 'one Dorset Council', with partners to provide value for money services that meet the needs and expectations of our customers	We will consistently commission services, developing the market to meet need in the most-cost effective way	Executive Director for Corporate Development (S151 Officer) Portfolio Holder for Finance, Commercial and Capital Strategy
We work together as 'one Dorset Council', with partners to provide value for money services that meet the needs and expectations of our customers	We will focus on increasing the number of residents who think the council delivers value for money	Executive Director for Corporate Development (S151 Officer) Portfolio Holder for Finance, Commercial and Capital Strategy
Increased the reach of our services through accessible and inclusive services ensuring we proactively tailor the level and type of support available to suit the needs of different groups	A new citizens panel will be set up jointly with ICS partners to engage a representative panel of residents	Head of Strategic Communications and Engagement Portfolio Holder for Corporate Development and Transformation
Increased the reach of our services through accessible and inclusive services ensuring we proactively tailor the level and	The Equality Diversity and Inclusion strategy and action plan will be implemented to ensure Dorset Council meets its duties under the Equality Act 2010	Head of Strategic Communications and Engagement Portfolio Holder for

type of support available to suit the needs of different groups		Corporate Development and Transformation
We design the places and spaces we need to support services and customers in-person, via outreach, or in a virtual way that meet the needs of our communities	We will deliver a new asset management strategy, rationalising our property, co-locating services and developing our commercial approach to property	Corporate Director Assets & Property Portfolio Holder for Economic Growth, Assets and Property
We design the places and spaces we need to support services and customers in-person, via outreach, or in a virtual way that meet the needs of our communities	Development and investment in our customer, community, family, and library hub model will provide plans for co-location together and with other agencies to maximise community impact and support agile working and hybrid service delivery	Corporate Director Assets & Property Portfolio Holder for Economic Growth, Assets and Property
We design the places and spaces we need to support services and customers in-person, via outreach, or in a virtual way that meet the needs of our communities	By 2026, a review of how local depots are used and managed will be complete	Corporate Director Assets & Property Portfolio Holder for Economic Growth, Assets and Property
We design the places and spaces we need to support services and customers in-person, via outreach, or in a virtual way that meet the needs of our communities	An efficient, hybrid way of working for all council employees will have been implemented, reducing office space and increasing value for money	Corporate Director Assets & Property Portfolio Holder for Economic Growth, Assets and Property
Our workforce takes advantage of learning opportunities to develop the skills to deliver modern, customer first services, by thinking innovatively and using data, intelligence technology and customer insight	We will have launched an organisational development strategy, supporting and developing skills within leadership and workforce, recognising talent, improving retention and embedding diversity and inclusion	Head of Organisational Development, and Head of Human Resources Portfolio Holder for Corporate Development and Transformation
Our workforce takes advantage of learning opportunities to develop the skills to deliver modern, customer first services, by	We will develop and embed our employer brand, helping to showcase what we have to offer and become identified as an employer of choice, ensuring that we can recruit and retain the best people	Head of Organisational Development, and Head of Human Resources Portfolio

thinking innovatively and using data, intelligence technology and customer insight		Holder for Corporate Development and Transformation
We develop our use of data and insights to support evidence-led decisions and targeted and timely delivery of our services to improve outcomes	We will publish a Business Intelligence and Data strategy	Corporate Director Transformation, Innovation and Digital Portfolio Holder for Corporate Development and Transformation
We develop our use of data and insights to support evidence-led decisions and targeted and timely delivery of our services to improve outcomes	We will undertake regular self-assessment of our data culture and maturity shows improvement	Corporate Director Transformation, Innovation and Digital Portfolio Holder for Corporate Development and Transformation
We develop our use of data and insights to support evidence-led decisions and targeted and timely delivery of our services to improve outcomes	The number of users of the Dorset Care Record will have increased	Corporate Director Transformation, Innovation and Digital Portfolio Holder for Corporate Development and Transformation
We develop our use of data and insights to support evidence-led decisions and targeted and timely delivery of our services to improve outcomes	We will work closely with our partners to overcome barriers to join up and improve the quality of our data	Corporate Director Transformation, Innovation and Digital Portfolio Holder for Corporate Development and Transformation
We develop our use of data and insights to support evidence-led decisions and targeted and timely delivery of our services to improve outcomes	We will encourage a culture where the importance of data is understood by everyone within the council	Corporate Director Transformation, Innovation and Digital Portfolio Holder for Corporate Development and Transformation
We develop our use of data and insights to support evidence-led decisions and targeted and timely delivery of our services to improve outcomes	By 2027 we will have modernised the way that information and case records are stored and accessed, supporting an agile workforce	Corporate Director for Customer and Cultural Portfolio Holder for Culture, Communities and Customer Services
We develop our use of data and insights to support evidence-led decisions and targeted and timely	We will provide learning and development for staff to understand the power of sharing data as well as the legal, moral and financial implications	Corporate Director for Customer and Cultural Portfolio Holder for Culture,

delivery of our services to improve outcomes		Communities and Customer Services
We develop our use of data and insights to support evidence-led decisions and targeted and timely delivery of our services to improve outcomes	We will bring together operational data to support a better service to customers and strategic level data to help ensure better outcomes and decisions by the council and with our partners	Corporate Director for Customer and Cultural Portfolio Holder for Culture, Communities and Customer Services
We develop our use of data and insights to support evidence-led decisions and targeted and timely delivery of our services to improve outcomes	We will review internal services to more efficiently transact, receive information and engage with the workforce including the completion of a corporate system review	Corporate Director for Customer and Cultural Portfolio Holder for Culture, Communities and Customer Services