

Cabinet

19 November 2024

Our Future Council Outline Business Case and Draft Transformation Plan

For Decision

Cabinet Member and Portfolio:

Cllr Ben Wilson, Corporate Development and Transformation

Local Councillor(s):

All

Executive Director:

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Report Status: Public (the exemption paragraph is N/A)

Brief Summary:

This report sets out the ambition and outline business case for the transformation of Dorset Council under “Our Future Council”. It confirms the work to date and sets out the plans to develop a full invest to save business case early in 2025.

Our Future Council is an extensive, whole council transformation programme. This initiative is a crucial component of our new council plan; for improving outcomes for our residents and our organisational efficiency and is vital for future financial resilience.

Included in Appendix B is our draft transformation plan. This decision paper seeks endorsement of the strategic aims, structure, and governance framework designed to facilitate the successful implementation of transformation at Dorset Council.

Recommendation that Cabinet:

1. Approve the ambition, approach and scope for the Our Future Council transformation programme and endorse our plans to progress to a full business case which will be presented to Joint Overview Committee for feedback and Cabinet for approval in January 2025.
2. Endorse the draft transformation plan, target operating model design, governance plans and draft delivery plans for whole-council transformation (appendix B) final versions of which will be presented Joint Overview Committee for feedback and Cabinet for approval in January 2025.
3. Delegates authority to Executive Director for Corporate Development to commission strategic advisor, PricewaterhouseCoopers LLP, (PwC) to the value of £520,000 to deliver a full business case with investment and implementation plans.
4. Delegate authority to Executive Director for Corporate Development in consultation with Cabinet Member for Finance and Commercial to replenish and approve use of the transformation fund allocated from capital and revenue reserves of £3m to be made available to support invest to save transformation activity.

Reason for Recommendation:

Dorset Council is facing significant financial pressures and increasing demand for services, a challenge common to many local authorities. To address this, we must undertake a comprehensive, whole-council transformation to ensure sustainable and effective service delivery.

With the support of a strategic advisor, recent work has identified opportunities to enhance our strategic and enabling operations, commissioning, customer experience, and identify a range of financial and customer benefits. We have developed a high-level delivery plan for whole-organisation transformation, which will now progress to a detailed full business case.

To deliver a scaled invest to save business case and implementation plan, we recommend extending the use of external strategic advice to provide the necessary capacity and expertise. The cost of this consultancy will be covered by existing grant-funded transformation budgets, made available to us by the Ministry of Housing, Communities & Local Government (MHCLG).

1. Report

- 1.1. Dorset Council's current financial position, detailed in our medium-term financial plan, underscores the urgency of addressing these challenges immediately rather than allowing our position to deteriorate further in the coming years. This highlights the critical need for a robust and strategic approach to transformation, encompassing both the operational aspects of the council and the development of digital and technology-led delivery models.

- 1.2. Dorset Council aims to achieve financially resilient, sustainable, and excellent services for all, positioning us as a high-performing council through transformation. This transformation must also enhance our interactions with customers and improve our internal operations.
- 1.3. Investing in and shaping our future operating model will also support and enable the delivery of the new *draft council plan, which is underpinned by a new vision: “working together to create a fairer, more prosperous, and more sustainable Dorset” and four priorities:
 - Provide high quality housing
 - Grow our economy
 - Communities for all
 - Responding to the climate and nature crisis.

**our council plan remains in draft format including our priorities at the time of writing and is elsewhere on the Cabinet Agenda today, before going to Full Council on 5th December for consideration and agreement.*

Our Future Council Ambition

- 1.4. We will place Dorset’s communities, customers, and employees at the heart of our transformative changes. By designing our organisation with their needs in mind and collaborating with our partners across Dorset, we will achieve the right outcomes. Crucially, we will do so with a relentless focus on cost-efficiency, ensuring that every decision and action contributes to delivering good services at a reduced cost. In an ever-changing world, it is important that the council reflects this changing environment and builds strong leadership coalitions across Dorset that will ensure that services are delivered in ways that reflect need and adapt to a society that is increasingly technology enabled.
- 1.5. Designing future services with our customers in mind will enhance their current experiences. Through simple, well-designed, and easy-to-access services, we will drive sustainable change. This approach will enable our customers, who are able, to self-serve at a time and place convenient to them, while we maintain our commitment to supporting our most vulnerable, ensuring that assistance is available when they need it most.
- 1.6. It is important that transformation is not simply seen as inward looking. At its heart, transformation will allow the council to strengthen its relationships with businesses, residents, and the communities it serves. Through transformation, Dorset Council will better understand its place in the wider *system, developing stronger partnerships, better utilising data to understand need, commission services more effectively and work closely with partner organisations and communities to ensure that solutions and where appropriate services are delivered at the right level to deliver the strongest outcomes for our residents.

**The 'system' refers to the network of organisations, including local councils, healthcare providers, educational institutions, and other public, community and voluntary sector services, that work together to serve the community*

- 1.7. Dorset Council employees are the heartbeat of our current and future organisational design. As our council evolves, it will look and feel different to work in compared to today. Our transformation will include investing in our workforce to ensure they have the right skills to meet the future needs of the organisation. We will support our employees by identifying the skills they need and providing clear career pathways to help them achieve their goals.
- 1.8. Our ambition is to create a streamlined, digital, and unified customer and employee experience that delivers better outcomes at a lower cost, ensuring we can meet our financial sustainability challenge.

Strategic Case for Change

- 1.9. Dorset Council operates within a complex and ever-changing legislative, regulatory, socio-economic, and political landscape. To remain responsive to our customers' needs while delivering essential front-line services sustainably, we must continuously adapt.
- 1.10. The council faces significant financial pressures due to inflation and increasing demand for services. Our medium-term financial plan projects a need to reduce service delivery costs by approximately £50.8 million by 2028/29 as reported to Full Council in February 2024.
- 1.11. Despite being on track to deliver the planned £34 million in efficiencies and transformation savings in 2024/25, we have not been able to address the £8.6 million budget shortfall identified for delivery this year.
- 1.12. Given the seriousness of this financial context, the council must take action quickly and undertake a comprehensive redesign of its organisation through a whole-council review and rapidly develop plans to implement significant transformation plans. To deliver this at pace requires additional external strategic capacity and capability working alongside officers.
- 1.13. The alternative is to make direct cuts to service budgets to balance the budget. While difficult budget decisions, including service reductions, will remain necessary, the council is confident that whole-council transformational change, as evidenced by our initial discovery work in section 2, will enable efficiencies and financial benefits.
- 1.14. Our Future Council transformation must now be translated into a comprehensive invest to save business case, accompanied by our four-year transformation plan, to be delivered alongside budget papers in early 2025. This will set out a framework for progressing transformational change under five themes of Strategic and Enabling, Customer Experience, Business Administration and Support, Target Operating Model, Commissioning and Procurement.

Approach and Progress

- 1.15. In November 2023, we launched the Our Future Council transformation programme. We collaborated across the council to explore alternative working methods and engaged with directors to consider more innovative service delivery models, aiming to achieve £8.6 million in savings. While many identified opportunities led to immediate service improvements with lower financial benefits, we also discovered and are pursuing more strategic, long-term opportunities. For example, developing our Strategic Asset Management Plan.
- 1.16. Our transformation preparation from here concentrated on our existing and future operating model, our customer front door and a decision to take a more strategic approach to reviewing how we work and a whole-council redesign that is focussed on the long term and maximising the benefits of being a unitary authority.
- 1.17. Throughout this year, our directorate transformation plans have progressed and are on track. Additionally, we launched a comprehensive customer experience programme that spans multiple services, including licensing, parking, travel, registration, land charges, environmental health, and the ICT helpdesk. This initiative has led to significant service efficiencies and improvements in call handling, processing, and booking functionality. Furthermore, we introduced a new online newsroom to enhance the dissemination of council news stories, communication campaign messages, and blog posts to external audiences.
- 1.18. With progress made in key service areas, the change programme team sought to broaden their scope across the organisation, aiming to gather data quickly across all 450 services. However, attempting a whole-council discovery would have taken over six months without additional strategic support, which was not viable given the increasing financial pressures.

Collaboration with Strategic Advisor

- 1.19. In June 2024, our senior leadership team approved engaging a strategic advisor to accelerate our whole-council transformation plans, aiming to discover savings and improve outcomes for our customers and communities. We appointed PricewaterhouseCoopers LLP (PwC) for this role.
- 1.20. In collaboration with our leadership and teams, we conducted a thorough evaluation, including a review and redesign of our operating model, assessment of our current transformation plans, and development of high-level delivery plans based on their extensive research.
- 1.21. The evaluation highlighted numerous opportunities and recommendations, detailing how to transition to an optimised model with new technology solutions to streamline and simplify our systems.

- 1.22. These opportunities could result in recurrent savings between £8.7 million and £29.2 million, depending on the scale of change the council adopts.
- 1.23. To progress from outline to full business case, it now makes strategic sense to continue using a strategic advisor giving capacity and capability to work alongside teams who will also continue to deliver the in-year efficiencies of £34m and deliver business as usual services. The work is expected to follow an invest-to-save model, with costs covered by identified efficiencies and financial benefits. An options appraisal is provided in Appendix A.
- 1.24. The following sections will provide the detail of our design and discovery phase and the evidence and opportunities this has delivered. Our recommendations now include the detailed development of this work into the full business case.

2. Design and Discovery

- 2.1. Collaborating with a strategic advisor enhanced our understanding of our organisation and delivered detailed insights quickly. Our review focused on three key themes:

Baseline Activity Analysis

- 2.2. Providing a comprehensive view of our current delivery model, highlighting how our colleagues work and what effort is spent on activities and functions. This involved significant engagement with staff, including leadership conversations, team workshops, and an Activity Analysis survey sent to all employees with an email address.
- 2.3. The results revealed a level of fragmentation within our organisation, evidencing inefficient ways of working and causing customer confusion. The results illustrated us operating as four separate entities, each with its own substantial back-office function. This would suggest duplication of effort, particularly in handling enquiries, administration, assessments, commissioning, procurement, bookings, and information processing.
- 2.4. These insights were further examined in workshops and leadership meetings shaping the design and of our target operating model and broader improvement plan.

Target Operating Model

- 2.5. Developing a dynamic target operating model allows us to establish design principles, make strategic choices, and consolidate our structures, infrastructure, and governance. Using our baseline analysis, we will guide future decisions and align the right capacity and capability to deliver our transformation efforts in line with our medium-term financial plan and council priorities.
- 2.6. Our operating model will remain flexible to adapt to evolving customer, community, and council priorities and is illustrated in the attached DRAFT transformation plan in appendix B.

Transformation Readiness

- 2.7. A transformation readiness assessment reviewed all existing transformation recommendations to create improved conditions for success. This included reviewing and reprioritising active projects to ensure alignment with our new target operating model and ensuring changes benefit the council's vision.
- 2.8. The reprioritisation exercise resulted in some projects being stopped or paused to focus on mobilising the "Our Future Council" programme and the new opportunities, while others were aligned with the new programme to deliver £34 million in transformation and efficiency savings for 2024/25. Supporting our whole organisational transformation through:
- Establishing a central transformation management office to drive change
 - Adopting enterprise-wide transformation approaches for efficiency
 - Prioritising resources with clear transformation goals to ensure cost reduction, service improvement, and better outcomes for customers and communities.
- 2.9. **Conclusion of our design and discovery phase:** the results underscore the need for organisational change, allowing us to focus on specific functional areas and key lines of enquiry. This focus has informed the development of our future programme, detailed in section 3.

Functional categories: (what)

- **Pre-front door:** where people get information and help before they officially start using council services – initial guidance and support.
- **Front door:** where people officially use council services, from the initial contact with us which can include service delivery for some areas of the council.
- **Commissioning and procurement:** planning and organising services to meet people's and community need. Buying the things needed to provide those services.
- **Strategic:** the core of our organisation supporting how we plan and make decisions for the council's future.
- **Enabling Services:** delivering core enabling services like IT, digital, human resources, business support and finance that help the council run smoothly.

Key lines of enquiry: (how)

- **Automation and Tech Enablement:** implementing new and enhancing existing technology solutions to streamline council systems and improve service delivery.

- **Consolidation and Standardisation:** reducing duplication and creating economies of scale by merging similar functions and processes.
- **Spend Reduction and Income Generation:** identifying opportunities to cut costs and generate additional revenue.
- **Demand Management:** streamlining processes to manage demand more effectively and efficiently.
- **Ways of Working:** standardising and simplifying processes to reduce fragmentation and improve overall efficiency.

3. Scope of Our Future Council Transformation Programme

- 3.1. The discovery and design activities enable us to launch a comprehensive transformation portfolio, mobilising new cross-council programmes and workstreams. Our new governance structure, including a design authority, is detailed in our draft transformation plan (Appendix B).
- 3.2. Over the next 8 weeks, we will develop this outline case for change into a full and detailed business case for Our Future Council, as detailed in Section 4.
- 3.3. Our new programmes include related projects aimed at making positive changes on specific topics. By grouping these projects together, all parts of the organisation can collaborate more effectively to improve oversight, prioritise resources, manage dependencies, and coordinate stakeholders.
Each programme is led by a Corporate Director and supported by the transformation office.
- 3.4. **Strategic and enabling:** focuses on improving decision-making and operational efficiency across the council, covering technology and organisational structure within our new **Target Operating Model** and our **Technology and IT functions:**
 - Designing and defining the structure, processes, and resources needed for sustainable service delivery and financial resilience.
 - develops the comprehensive design and structure of our future IT systems, applications, and processes. Documenting our current state, identifying future requirements, and providing a clear roadmap to achieve our goals
 - using original artificial intelligence solutions for transactional activities to free up time and improve how we work
 - consolidate our internal customer front door services such as human resources, ICT, property to enable self-service through customer management and automation solutions
 - implement enterprise-wide council solutions including our back-office system (enterprise resource planning) to meet future requirements

3.5 **Commissioning and procurement:** this programme is dedicated to streamlining our commissioning and procurement processes for services and products across the council. By fostering stronger partnerships with partner organisations and communities, we aim to support more effective commissioning services. Our goal is to ensure we achieve the best value for money while maintaining robust, safe, and adaptable systems that can meet both current and future demands. Additionally, we are committed to delivering services at the right level, potentially even by the community itself, to ensure they truly meet the needs of those we serve.

- use contract management tools to automate regular reviews
- implement spend analytics tools for regular third-party spend analysis
- consolidate commissioning, procurement and payment processes, activities
- review commercial strategies to identify market shaping, and supplier relationship management
- develop strategies for high-spend areas to manage and reduce demand

3.6 **Customer experience:** this programme aims to make the way we deliver services to our customers (residents, families, partners, businesses) more consistent, cost effective and responsive to changing needs. It will do this by taking a whole-council approach, applying automation, artificial intelligence and other technology-led solutions where these make best sense. Providing the best outcomes for our customers and the right support when it is needed.

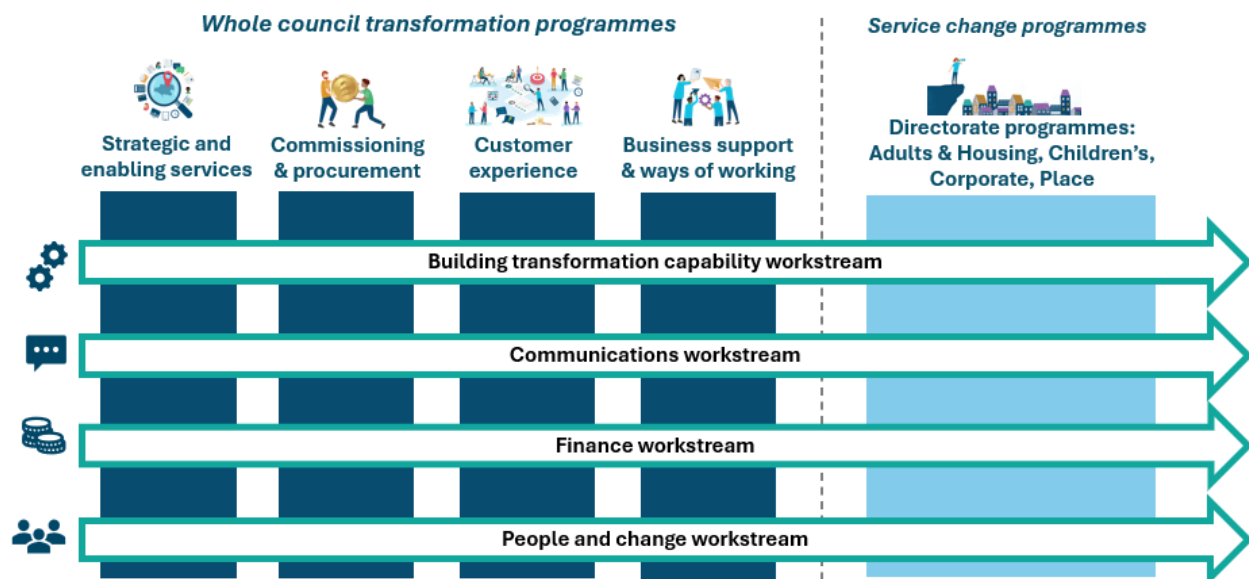
- implementation of enterprise customer management systems, managing our data, interactions with customers and integrating with existing service systems
- implementation of a new customer experience strategy and model ensuring we enable our communities and customers to self-serve where they can
- updating and enhancing our telephony systems and consolidating more services into our whole-council customer services team
- implementing automation solutions for key transactional processes to improve efficiency
- continue exploring opportunities to deliver services in partnership with local communities and partners
- a front door and pre-front door approach with the right information advice and guidance at the right time in the right place, a focus on prevention and early help and improved access to specialist services when they are needed

3.7 **Business support and ways of working:** the focus of this programme is on joining up our approach to business support 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.

- consolidating our business support activity into a whole-council business administration hub to create economies of scale
- review service levels, policies and processes to identify activities that can be moved to self-service.

- 3.8 **Enabling workstreams:** provide 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.
- 3.9 **Building transformation capability:** managing change in a large organisation is complex. This workstream ensures we have the right people, skills, tools, and frameworks through a new transformation office and governance model.
- 3.10 **Communications:** this workstream aims to increase awareness, connect with our workforce by creating an understanding of the transformation activities and their impact on the council, teams, and individuals.
- 3.11 **People and change:** this workstream focuses on making Dorset Council a great place to work during times of change. It prepares and supports our staff to lead, thrive and share experiences in uncertain times. It will also design a workforce structure to meet our goals.
- 3.12 **Finance:** this workstream ensures we manage our money well, considers how we capture, and secure cashable benefits delivered through transformation. It will consider how we invest wisely and protect our funds to continue meeting community needs now and in the future.

Figure 1.



4. Developing our Full Business Case

- 4.1. Further planning, design, and preparatory work are required to build the full business case. Between November and January, the council will undertake a series of detailed steps to develop these plans.
- 4.2. This process will involve conducting comprehensive needs assessments and stakeholder consultations to ensure alignment with community and organisational

goals. We will develop detailed project designs and specifications, perform cost-benefit analyses and financial modelling, and identify and mitigate potential risks.

- 4.3. The full business case document will outline the project's objectives, scope, timeline, budget, and expected outcomes. This will be reviewed and refined through iterative feedback loops with key stakeholders to ensure accuracy and completeness.
- 4.4. Additionally, we will gain a deeper understanding of current council operations, create an investment plan for necessary people and technology, develop tangible deliverables, formulate an implementation plan with delivery milestones over a 2-3 year period, establish a benefits realisation plan, draft a workforce development plan, and conduct equality and climate impact assessments for the proposed changes.
- 4.5. Alongside this work, we will continue to deliver existing transformation to complete the £34m planned savings for 2024/25. In addition, we will commence implementation of new initiatives where possible; for example, developing our requirements for a customer relationship management system to improve how we manage and process customer data.
- 4.6. The council has also initiated a review to ensure that we focus our capacity and resources on this work above other change initiatives. 149 projects have been reviewed so far which has enabled us to divert 20 people to our future council work. Our future Design Authority governance will provide assurance of capacity to include any further change and alignment to our future target operating model.
- 4.7. The full business case will be brought forward to Cabinet in January 2025 following consideration by the Joint Overview Committee. An all-members internal briefing will be held to share the proposals in more detail. This transparency is planned to ensure that Councillors are informed prior to review of the annual budget papers in February.
- 4.8. Communications activities have been underway since the summer, when the whole-council discovery work commenced. This will continue and will increase as the programmes mobilise and change management plans are developed.

5. Financial Implications

- 5.1. The council's budget for 2024/25 includes £34 million in service savings and transformation plans that are on track to be delivered. As part of the £34m savings, an £8.6 million budget shortfall was required to be delivered through new transformation activities, in 2024/25 which have not been achieved. Moving forward all existing and future transformation plans and savings will be consolidated and managed under the Our Future Council programme.
- 5.2. As we develop our full business case, we will be considering the savings requirements for 2025/26 in line with the budget process and will be considering the £50.8 million financial gap predicted by 2028/29 as reported to Full Council in February 2024. Our finance workstream will support these efforts.

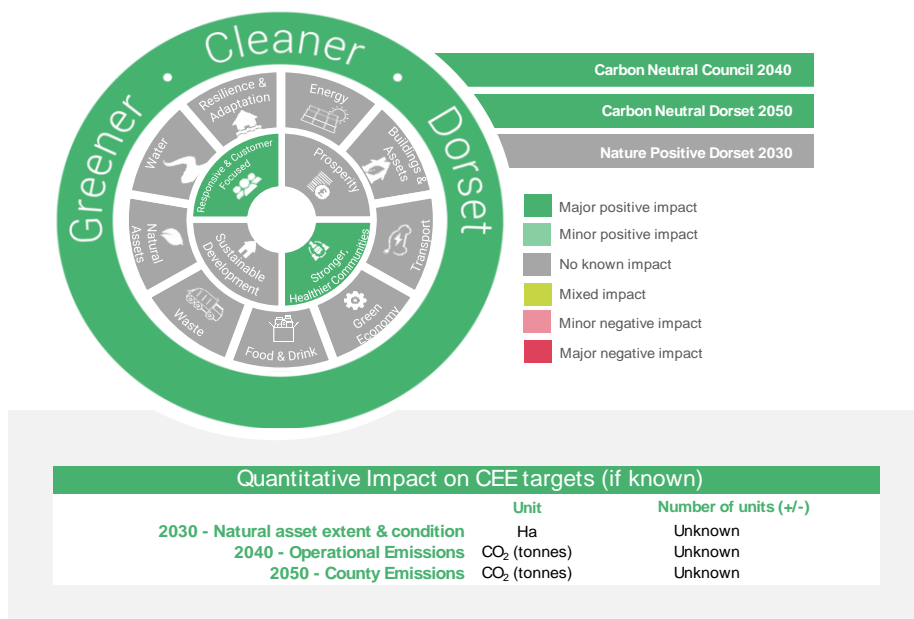
- 5.3. All future transformation and savings proposals will be evaluated against our new operating model and design principles. Any required changes will be costed and integrated into the central transformation office. Investments must meet our invest to save criteria.
- 5.4. Initial scoping, as described in sections 3 and 4, have identified opportunities for benefits across workstreams, the operating model, and third-party spending. This includes creating a more efficient model with enhanced digital infrastructure to help customers and reduce demand, as well as reviewing third-party spending and finding new income sources
- 5.5. The cost of external consultancy work is £492,500 plus reasonable expenses, covering the full business case, change management, and organisational design. Funding for this work comes from an existing budget, financed by a grant from the Ministry of Housing, Communities and Local Government for digital and organisational transformation. We now recommend replenishing our transformation reserve by £3m to support initiatives on an invest to save basis, aligned with our future council design.

Benefits and savings must lead to better outcomes for customers and communities, aligning with council priorities and addressing the medium-term financial gap.

- 5.6. Our transformation will reshape the council’s structure, size, and role. This will be guided by change management processes and the People and Change Management Working Group. We aim to minimise redundancies through vacancy management, natural turnover, redeployment, and skill development, but we must also prepare for unavoidable redundancies. The full business case will include a proposed capital fund for these costs.

6. Natural Environment, Climate & Ecology Implications

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



7. Well-being and Health Implications

- 7.1 The council recognises that launching a transformation of this scale can be an unsettling and concerning time for employees, especially in financially challenging times for people. We want to ensure that our workforce feel supported through change.
- 7.2 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. 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, 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
- 7.3 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.
- 7.4 The council provides a suite of wellbeing support levers 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.
- 7.5 To support colleagues through change a dedicated people and change workstream has been established. They will:
- develop a joined-up offer of change support to ensure transformation can be implemented successfully
 - establish our approach to engagement with key stakeholders, including trade unions.

- establish a vacancy management protocol that provides the flexibility the council needs to release capacity in the right places and at the right time
- develop a workforce planning approach and methodology to help identify and predict skills gaps and shortages and introduce mechanisms to respond to these effectively
- review our redeployment approach to ensure that it proactively supports employees that might be affected.
- identify the necessary resources to deliver our people and change ambitions.
- prepare a range of options to allow the council to deliver savings at pace in a way that is aligned with our transformation ambitions, recognising the budget pressures the council faces.
- agree the organisational design principles to be adopted
- develop a suite of tools and guidance for both managers and employees to help them successfully navigate through the stages of change

8. Other Implications

None identified at this stage.

9. Risk Assessment

- 9.1 **HAVING CONSIDERED:** the risks associated with this decision; the level of risk has been identified as:
Current Risk: High
Residual Risk: High
- 9.2 There is a risk that failure to deliver this major transformation portfolio or delivering it too slowly will lead to increased costs, reputational damage to Dorset Council and/or failure to realise savings in line with the medium-term financial plan. Mitigations in place include a whole-council commitment to deliver the business case, led by the Chief Executive and the Senior Leadership Team. Additional capacity and expertise from a strategic partner will assist the council in delivering more quickly.
- 9.3 There is a risk that transformational change is not delivered to time, quality or budget, or within agreed scope and resource allocation. This would prevent the council from realising benefit for customers in line with council priorities and from meeting savings targets set out in the medium-term financial plan. Mitigation in place includes the re-prioritisation of the council's change portfolio to ensure that all available resources are diverted to work on delivery of the Our Future Council business case. Governance model in place to monitor progress and deliverables, led by Cabinet and the Senior Leadership Team.
- 9.4 There is a risk that lack of commitment to organisational change by colleagues results in slow or ineffective change programmes and prevents improvements in service outcomes for residents and delivery of financial sustainability for the organisation. Mitigations include the development of the people and change and the communications workstreams to coordinate engagement, support and communication to leaders and the wider workforce.

- 9.5 There is a risk of a reduction in performance and standards of business-as-usual activities due to the scale of the change and maintaining service delivery and preventing Dorset Council from delivering services. This is mitigated through robust performance monitoring and escalation.
- 9.6 There is a risk that the inability to attract, retain or afford sufficient staff to deliver the organisation's ambitions causes change projects to be delayed or ineffectively delivered preventing the improvement in outcomes across council services. Mitigations include resourcing a dedicated transformation office to oversee delivery across the organisation in addition to expert strategic advisors when needed.
- 9.7 There is a risk that trade unions will not have the capacity to support members with the changes that will be delivered. Mitigations include early engagement with the support of the people and change workstream.
- 9.8 There is a risk that the organisation is not able to develop accurate benefit profiles due to specific data not being available within current business systems. This may include customer demand and other data sets that inform workforce planning activity. Mitigation includes manual data gathering and sourcing data from statistical neighbours until internal technology architecture enables improved data position.

10. Equalities Impact Assessment

- 10.1 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).
- 10.2 Consequently, any future decisions regarding changes to how the council delivers services to customers will be made with careful consideration of this obligation.
- 10.3 We recognise that advancing our digital tools and technologies including integrating automation and AI 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.
- 10.4 We are committed to working with our Equality, Diversity and Inclusion reference group, Trade Unions and Employee Networks to support employee change and transformation.

11. Appendices

Appendix A: Options appraisal

Appendix B: Draft transformation plan

Appendix C: Accessible Impact Assessment & Table of Recommendations

12. Background Papers

[Policy for the use of AI, Automation & Algorithmic Data Processing in Dorset Council](#)

13. Report Sign Off

- 13.1 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: Options Appraisal – Commissioning PwC

Our recommendations include approval to continue engagement with PwC to leverage their expertise and ensure the successful delivery of the transformation programme.

Option one: In-house using existing resources [Rejected]

Whilst most economical this has been rejected due to available capability and capacity within the council to achieve the delivery of the full business case on an accelerated timeline. There is also risk of having to stop priority work to allocate the necessary resources to this work. External support will expedite progress and provide the expertise needed to advise us on the required changes. The anticipated savings will cover the consultancy costs and generate recurring financial benefits. Experienced subject matter experts will continue to work on mobilising the programme and will be allocated to working alongside the strategic partner.

Option two: Full procurement exercise [Rejected]

Conducting a full procurement exercise work package would involve additional costs and time (estimated 2 months). This delay would negatively impact on identifying savings to support the budget setting process for 2025/26. Therefore, this option is not recommended at this stage in the transformation journey.

[There is no decision to engage with a formal strategic partner at this stage but if this is a future consideration a full procurement exercise will be conducted.]

Option three: Hybrid – In-house and with strategic advisor PwC [Recommended]

Appointing PwC will support the continued acceleration of our transformation efforts, drive efficiencies, and ensure sustainable, high-quality outcomes based on the work they have already done working alongside our existing transformation office. From the initial commissioning of PwC, their work identified opportunities for benefits and transformation, making it commercially and strategically sensible to continue with PwC. This invest-to-save model will realise efficiencies and financial benefits. Beyond achieving revenue savings, PwC will support the redesign of our future Enterprise Transformation Office. They will provide robust support and development for employees in this team ensuring effective delivery and monitoring of the transformation programme now and in the future.

Appendix B: Draft Transformation Plan



DRAFT

Dorset Council Transformation Plan 2025 to 2029

November 2024

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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.

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

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.

The transformation plan helps the council to deliver its vision and priorities* set out in the draft Dorset Council Plan 2024-29:

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

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

**note: draft priorities at the time of writing*

The transformation plan is focused on changing the state of the future organisation to enable the council to deliver on all of 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 the priority “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, and we are passionate that we continue to improve how we deliver services through innovate 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 fundamentally changing the way we deliver our services and the way we operate, to achieve our council priorities within our financial constraints.

It means approaching this as a whole system change, applying solutions that meet the needs of our residents as a whole. Driving change within and across services underpins the delivery of our council plan, but also helps to frame how the council will need to adapt to remain relevant, fit for purpose, financially stable and maintain strong service delivery in 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. However, 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) presented to Full Council on 13 February 2024 outlined a potential gap of £50.8m by 2028-29 as reported to Full Council in February 2024. Further work is continuing on the updated budget gap which will be reported to Cabinet on 19 November 2024.

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 at the heart of what we do, ensuring that we remain connected to our customers as we look to continue to deliver services in the future. 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.

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 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 has 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 of this 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:

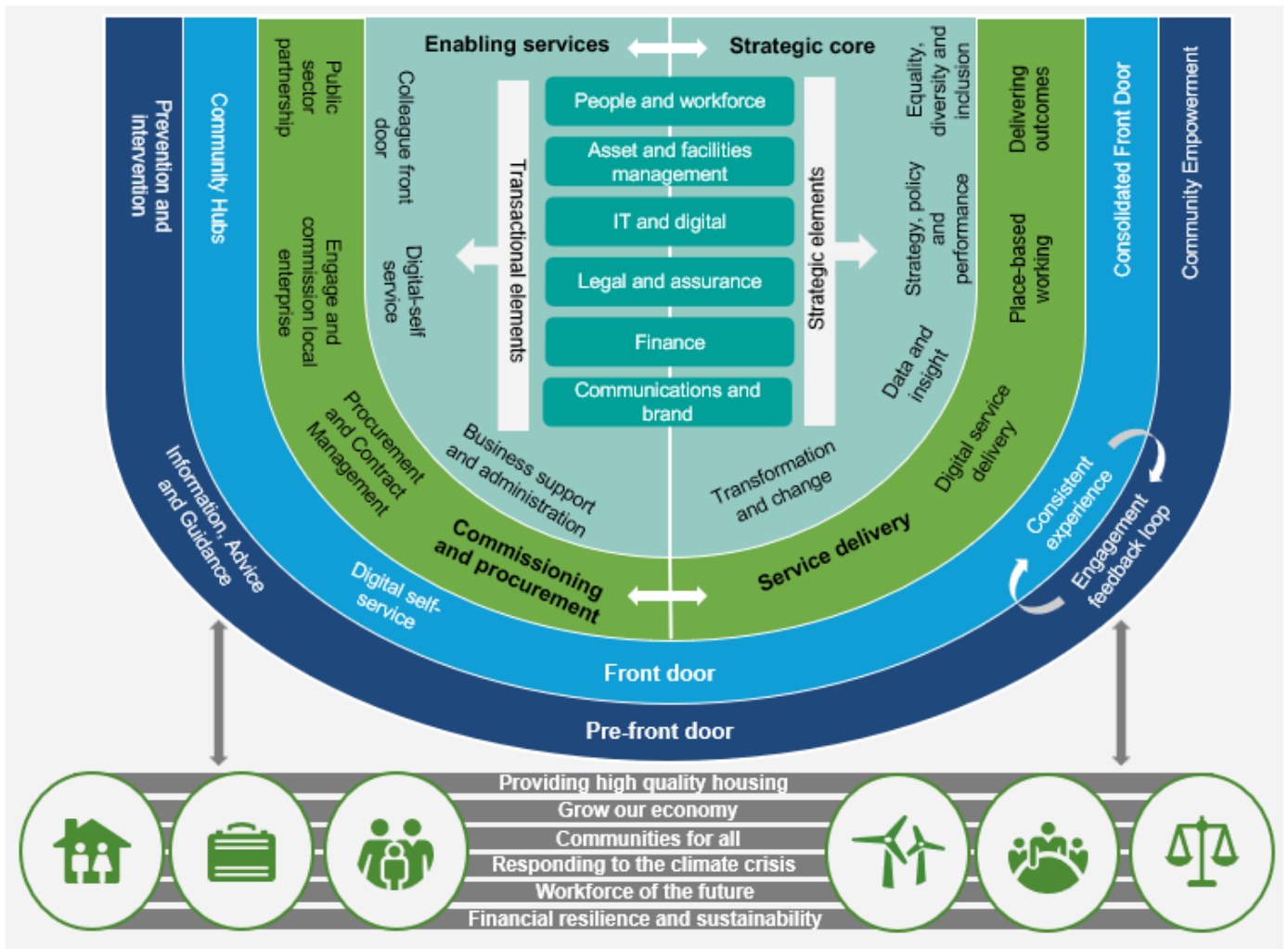
- **pre-front door:** a pre-front door that focuses on prevention and intervention, community empowerment, community engagement and the proactive provision of information advice and guidance.
- **front door:** a consolidated front door and set of community hubs that provide a consistent customer experience. 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 1 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 1.



The council has agreed a high-level set of core 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 by the Transformation Board. These are attached at appendix A.

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.

7. Programmes and enabling workstreams

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

Programmes:

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

Enabling workstreams:

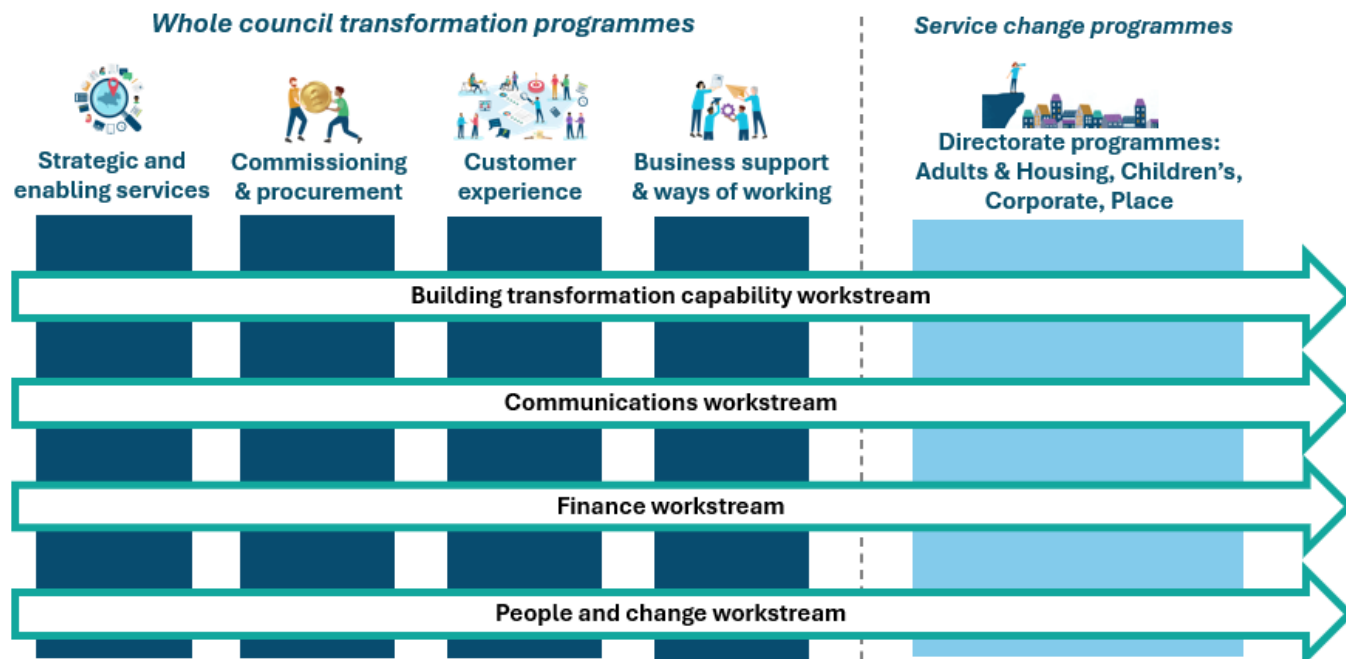
- building transformation capability
- communications
- finance
- people and change

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 2.



Indicative timelines and deliverables for these programmes is attached at Appendix B.

Strategic and enabling services: this programme is looking at the things we need to have in place in order 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.

Commissioning & 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 value for money and 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”.

Customer experience: this programme aims to make the way we deliver services to our customers (residents, families, partners) more consistent, cost effective and responsive to changing needs. It will do this by taking a whole-council approach, applying automation, artificial intelligence and other technology-led solutions where these make best sense.

Business support & ways of working: the focus of this programme is on joining up our approach to business support 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.

These programmes are supported by four enabling workstreams:

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.

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.

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.

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 transformative 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
- libraries open access and extended access
- 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
- the best standards of customer care
- more cost-efficient services
- purposeful, responsive, customer focussed services
- a highly trained, flexible workforce
- a more engaged, motivated workforce
- further development of a learning and 'can do' 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.

8. Financial implications

Whilst this Transformation Plan is focussed 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.

It is for this reason that a minimum of £8.6m of recurring revenue savings was included for delivery by transformation projects in the council's 2024/25 budget. The business case for the proposed investment and savings is set out alongside this transformation plan and delivery is scheduled in 2025/26.

Baselining analysis and benchmarking have indicated the following benefits range which will be explored through robust business case(s) by the Transformation Board. The specific changes in the business case(s) will demonstrate how the savings could be achieved and is dependent on the appetite and ambitions of the council for whole council organisational redesign:

- reduction in spend: £7.6m - £23.5m
- reduction in third party spend: £1.1m - £5.7m

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

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 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.

In everything we do, we play our part in responding to the global climate and ecological crisis.

Our investment approach is in development within the finance workstream of the Our Future Council portfolio. This workstream will be reviewing all proposals and providing the investment and benefits management strategy for the wider portfolio. This will be finalised by January 2024 when the Our Future Council business case is recommended for approval.

9. Delivering the portfolio

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

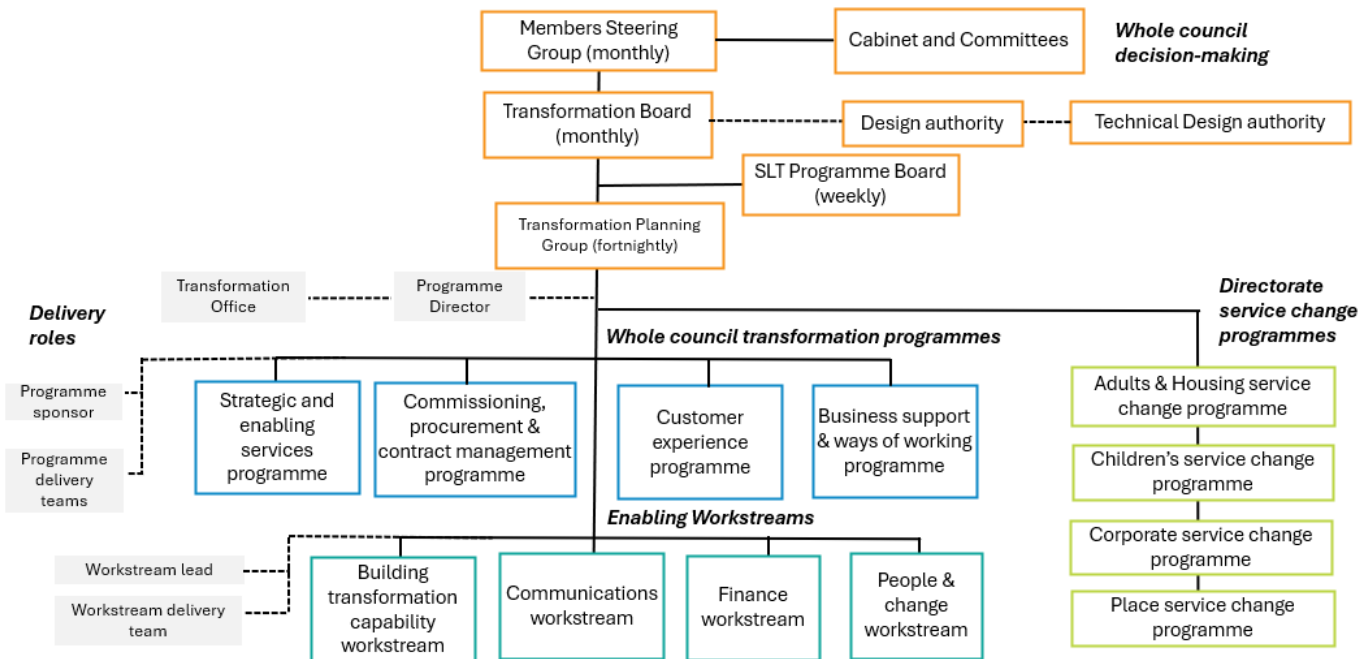
Having an effective well-structured governance model provides key benefits:

- leadership of system wide 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 business objectives: 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 the organisation.

The transformation plan will be governed by a core group of lead councillors through a steering group, and an officer transformation board led by the organisation's senior leadership team.

Focussed delivery teams will be established for each programme and workstream. These will drive the implementation of each of the transformation priorities and these will be led by a director. Each delivery team will produce monthly reports and 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. Quarterly progress meetings will be held with the Councillor Steering Group and annual updates will be reported to Cabinet.

Figure 3.



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, performing an enterprise portfolio management office function.

The transformation plan is supported by a governance framework that will:

- set direction of travel and clarity on roles and responsibilities, including who is responsible and accountable for elements of delivery and decision-making.
- drive 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.
- provide oversight, transparency and scrutiny by creating visibility of progress, performance and challenges, which can be addressed with the right support.
- effectively manage risks and issues, mitigating any potential impact on timely delivery, benefits realisation or the wider organisation.
- provide a clear view of activity happening across the Council, from BAU, service improvement or transformation, to prioritise and manage resources, duplication and interdependencies

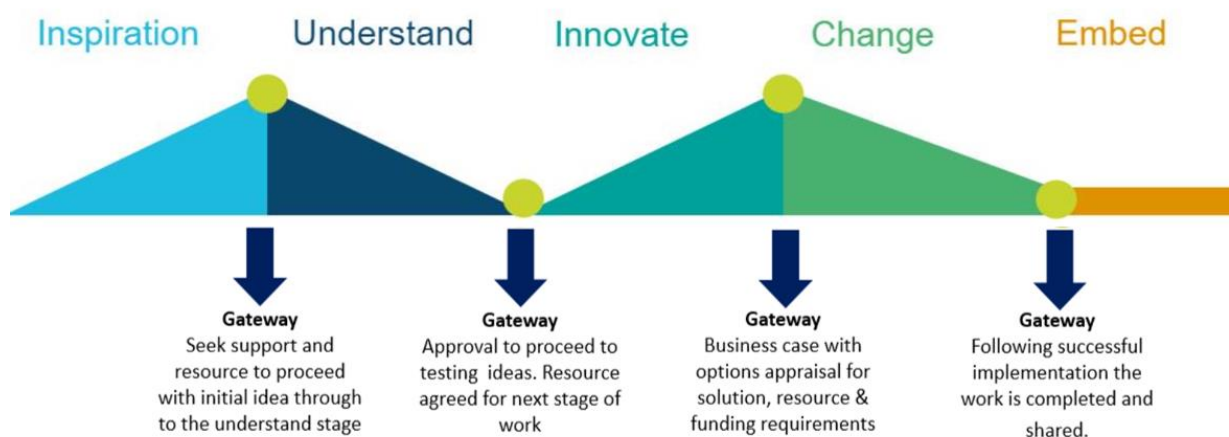
The council has developed a staged gateway approach for change and transformation that provides a consistent and effective delivery framework across

the organisation. As best practice, all transformation projects will be implemented using this approach.

These stage-gates reflect key decision points:

- Stage 1: Inspiration – early proposal
- Stage 2: Understand – delivering outline business case
- Stage 3: Innovate – delivering full business case
- Stage 4: Change – deliver the change
- Stage 5: Embed – realise the benefit

Figure 3.



People will need to be 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 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 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 focussed 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.

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.

Appendix A: Target operating model design principles

Design Principle 1: Inclusive services, co-designed with our customers

Design and deliver easy to navigate and inclusive services for and with our customers. Ensuring accessibility is considered throughout.

We will:

- listen to our customers and tailor our services to their needs, recognising their strengths
- make it simple for the customer, easy to navigate, intuitive and accessible to all
- join up services for customers, removing the need to make multiple contacts
- adhere to our customer promise

We won't:

- expose our internal complexity to customers
- digitally exclude people
- provide services that discriminate against people with protected characteristics

Design Principle 2: 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.

We will:

- collect information about service patterns and customer needs to improve our services
- adopt data standards and measure metrics consistently
- collect information once, and only if we need it
- use data to drive service/continuous improvement
- use data ethically and only when consent is provided
- recognise the value in using and sharing data
- comply with GDPR

We won't:

- make assumptions about what customers think without asking them
- share data without having sought necessary permissions
- hold data inconsistently, or in silos, making it difficult to understand trends between different areas of the council

Design Principle 3: Resolved at the 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 continuously improving.

We will:

- design services that are focused on prevention and early intervention where possible
- enable customers to use their strengths to meet their needs
- provide a clear way forward for customers on their first contact with us and meet commitments made to follow-up
- ensure that our customers only have to provide information once ('tell us once')
- design to simplify, standardise and automate where possible

- support customers who can't use self-service
- tell customers what to expect and keep them up to date along the way
- ensure that we manage our customer information so that we 'remember' our customers, and make them accessible to appropriate staff

We won't:

- only intervene at the point of crisis
- exclude people who are not able to access us digitally

Design Principle 4: 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.

We will:

- help all teams to understand who is doing what – one team approach – to better deliver for customers
- where possible bring together (e.g. virtually) people doing similar activities (e.g. customer management / assessment work, pay for or apply for processes etc.) to generate efficiencies
- seek to use our assets (e.g. properties / buildings) for multiple activities to maximise the value
- ensure the right resources (capacity and capability) are available before committing to work
- reduce the number of 'hand-offs' required wherever possible
- be prepared to stop work if it is no longer a priority
- tell customers what to expect and keep them up to date along the way
- deliver financial benefits through alternative operating models

We won't:

- overcommit resources
- carry-on with activity just because it has started
- assume one size fits all
- take a short-term view with respect to change

Design Principle 5: Environmentally aware, operating sustainably

Working to be environmentally sustainable, considering the impact of our assets, services, and ways of working.

We will:

- employ practices that support the council's vision of achieving net zero by 2040, and support the decarbonisation of Dorset County by 2050
- be proactive in promoting environmental sustainability
- address negative impact with positive responses
- use levers available to us to ensure environmental impacts are minimised (eg. prioritising social value in contracts)
- offset our environmental impacts where they are unavoidable
- recognise and balance the tension between current needs and future environmental impacts

We won't:

- cause or seek unnecessary environmental harm in the pursuit of other benefits
- act without consideration of environmental impacts

Design Principle 6: Thriving people ready for the future

Build a resilient, skilled and adaptable workforce, working as one team to deliver the council's vision for Dorset, and ready for the future.

We will:

- invest and recruit in skills and training for now and the future
- empower people, allowing decisions to be made at the most appropriate point
- provide career paths that move across the council and within directorates
- bring people together to share experience and learning
- ensure appropriate governance for change is put in place

We won't:

- develop only specialist skills that are less transferrable
- discourage individuals from broadening their skills

Design Principle 7: 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.

We will:

- ensure all work contributes to the council's vision Collaborate with colleagues in multi-disciplinary teams to meet customers' holistic needs
- constructively challenge colleagues, then take collective responsibility for decisions made
- work collectively across the organisation, ensuring a supportive and collaborative working culture that embraces change.

We won't:

- start work that hasn't yet been considered against the design principles
- ignore value for money

Design Principle 8: 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.

We will:

- identify where a process is working well and see how that approach can be used elsewhere in the council
- use automation technology (where appropriate) to improve the way we work and the customer outcomes
- grow and develop employees for new roles
- exploit new and emerging technology such as artificial intelligence to allow people to focus on what they do best and enable new service delivery models
- leverage existing systems and processes where possible

We won't:

- assume everything has to change
- buy a new system unless in exceptional circumstances agreed in advance through open discussion with colleagues

Design Principle 9: 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.

We will:

- consider and ensure the safety of our customers and staff, ensuring safeguarding obligations are met
- consider and manage cyber-security and data protection across all our systems
- share data wherever possible to improve our services
- actively manage and mitigate risks, including consideration of the well-being of our customers and staff

We won't:

- put our customers, staff or their data at risk
- use legislation as a blanket reason to not improve services, for example through sharing data

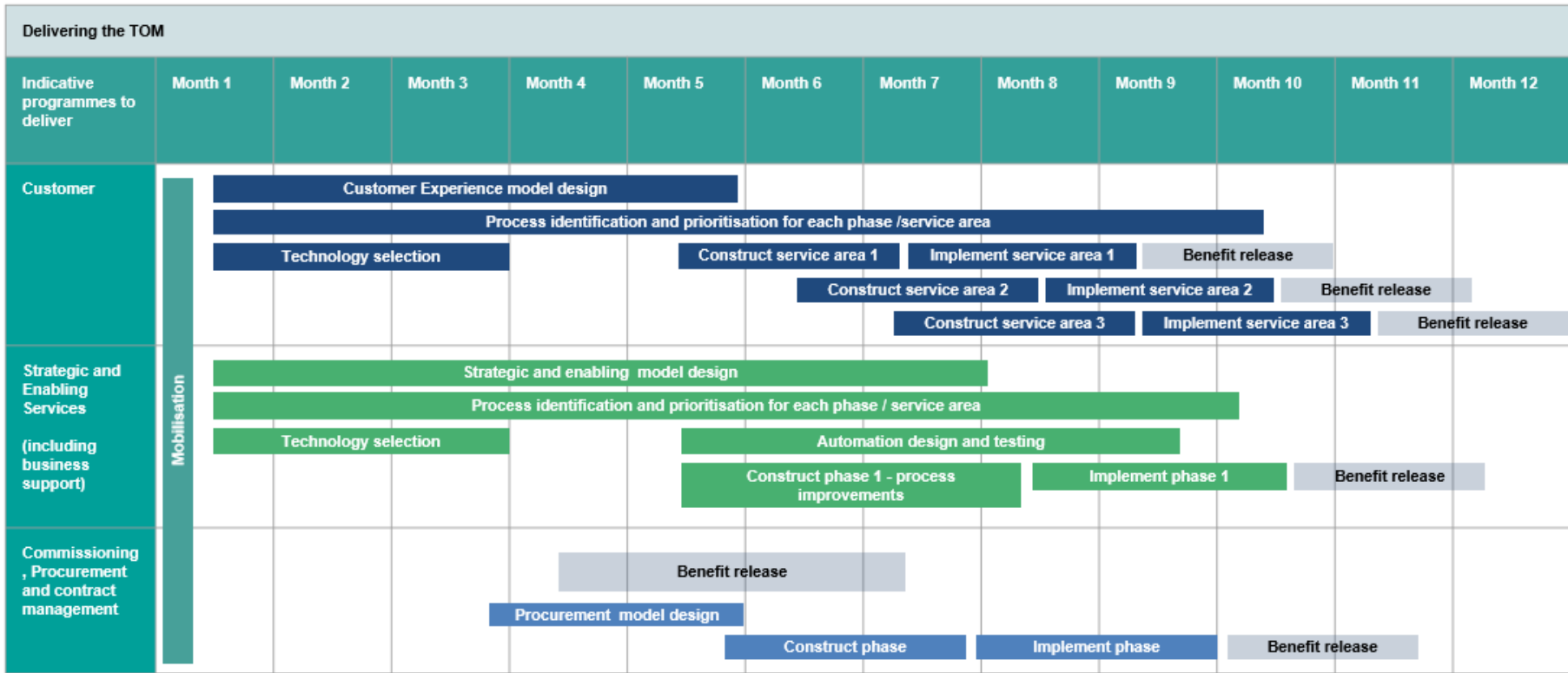
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Appendix B: Indicative timeline and deliverables

Summary: Table of Opportunities

	Automation and tech enablement	Consolidation and standardisation	Spend reduction and income generation	Demand management	Ways of working
Pre-Front Door and Front Door	Enhanced tech solution - e.g. corporate CRM, customer portal, voice automation integrated with an Intelligent Virtual Agent (IVA) etc.	Consolidate front door and customer management activity (tiered support)	Increase capacity and capability to more tightly manage demand at the front door	Build on existing approaches to demand management including directing to community based resources and services	Further utilise Dorset's community assets to deliver a coordinated shared services / community delivery model
Commissioning and Procurement	Routine use of spend analytics to deliver continuous improvement in procurement activity	Re-design and standardisation and consistent application of the commissioning cycle	Detailed review of contracts and off-contract spend	Continue to explore opportunities to deliver more services in partnership with the local community and partners	Establish clear accountabilities for the different parts of the commissioning cycle in practice
Strategic services	Explore opportunities to embed the use of data and analytics to drive business planning processes	Align transformation and BAU activity to co-develop savings strategies ensuring financial targets and ROI expectations are met, and consolidation of strategic functions	Work with partners and local organisations to identify ways to share strategic functions where possible	Adopt an organisation-wide approach to data and analytics to inform decision making, improve customer experience etc.	Consider the role of strategic workforce planning in supporting the transition to the future model.
Enabling Services	Explore benefits of migrating existing systems to the cloud to streamline internal processes enhance efficiency and reduce manual tasks.	Aligned with target org design, consolidate or rationalise activity and capacity where there is fragmentation / duplication	Review controls in key areas such as spend on technology.	Improved information, advice and guidance available for colleagues to self-serve.	Review guidance on the role of the Manager and how they enable self-serve opportunities.

Mobilising for transformation													
Indicative timeline to deliver	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12	
Building transformation capability	Mobilisation	Future transformation office / EPMO design			Technology selection for new PPM tool if required		Implement interim state one for the new EPMO			Benefit release			
		Make changes to transformation governance required and appoint SROs		Stand up whole council transformation programmes and begin delivery of quick wins			Implement interim state two for the new EPMO			Benefit release			
Key decisions to be taken on technology requirements (CRM / ERP)*	Mobilisation	Identify business needs and objectives			Budget agreement and considerations		Tool selection and appraisal		Define customisation and integration requirements		Vendor selection		
		*This timeline is indicative of some of the activities required. The Council already has a timeline in place for ERP.											



Continued delivery of change												
Indicative timeline to deliver	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12
Service transformation	Mobilisation	Mapping of existing transformation and change activity to the new whole council programmes	Transition any areas of overlap into newly formed whole council programmes			Refresh programmes and priorities going into new financial year		Delivery of FY25/26 service change activities in relevant areas				
		Continued delivery of FY24/25 programme in Place, Adult's, Children's	Place	Adults	Childrens	Continued delivery of FY24/25 activities that are determined to be service change in Place, Adult's Childrens						
Delivering actions to address in-year pressures		TPS review and immediate savings identification	Deliver findings of TPS review			Refresh controls and governance going into new financial year						
		Workforce controls review - establishment work, vacancy, turnover	Deliver findings of workforce controls review			Refresh controls and governance going into new financial year						
		Agree link between programme and business planning activities	Monthly in-year spend and control boards to close out the financial year					Monthly in-year spend and control boards going into the next financial year				
		Ongoing budget setting and business planning activities										

Appendix C: Accessible Impact Assessment & Table of Recommendations

Natural Environment, Climate & Ecology Strategy Commitments	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
Prosperity	No known impact
Stronger healthier communities	Major Positive Impact
Sustainable Development & Housing	No known impact
Responsive & Customer Focused	Major Positive Impact
Recommendations	Responses -will this be incorporated into your proposal? How? And if not, why not?
Energy	
No recommendations found for this category	
Buildings & Assets	
No recommendations found for this category	
Transport	
No recommendations found for this category	
Green Economy	
No recommendations found for this category	
Food & Drink	
No recommendations found for this category	

Waste	
No recommendations found for this category	
Natural Assets & Ecology	
No recommendations found for this category	
Water	
No recommendations found for this category	
Resilience & Adaptation	
No recommendations found for this category	

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