# Our Future Council Transformation Business Case

## January 2025

## 1. Context and approach

1.1 National Context

Nationally, local governments are grappling with reduced funding and increased service demands, prompting the need for strategic reforms and technological advancements.

Local governments play a critical role in delivering essential services, providing community leadership, and linking local and national governance. However, nationally, local governments are grappling with reduced funding and increased service demands, prompting the need for strategic reforms and technological advancements. To address these issues and maintain financial sustainability, comprehensive reform is needed.

The English Devolution White Paper suggests changes such as creating strategic authorities and reforming local government in some areas, but timelines are uncertain. Immediate challenges require transformation, leveraging technology and digital advancements.

Key issues include:

1. **Financial Sustainability**: Concerns are rising over limited resources to maintain high-quality services amid inflation and increased demand, particularly in health and social care.

2. **Supplier Challenges**: The social care market faces workforce and quality issues, limiting councils' options in service commissioning.

3. **Rising Service Demand**: There's increasing demand for housing, social care, SEND support, and waste management due to demographic changes.

4. **Capacity Gaps**: Councils need to enhance skills in supply chain management, workforce development, automation, cybersecurity, and data analytics.

5. **Technology Opportunities**: Rapid tech advancements offer councils new ways to deliver services, requiring well-structured data and information systems.

6. **Place Leadership**: Councils are tasked with addressing systemic challenges in health, climate, housing, and economic growth. They must prioritise outcomes amidst statutory pressures, rising demand, and shrinking budgets.

These challenges and opportunities necessitate transformation, urging local authorities to adapt and innovate.

## 1.2 Local Context

Dorset mirrors these challenges with financial pressures, an aging population, economic stagnation, and housing affordability issues.

Dorset's current operating context is set out below:

- **Financial Pressure**: Dorset Council faces the need for immediate and long-term savings as highlighted in their Medium Term Financial Plan.

- **Economic Challenges**: The local economy is reliant on traditional industries, experiencing slow growth and productivity below regional and national averages.

- **Demographic Trends**: With the oldest demographic in the UK, there's increased demand for services for older residents, while younger residents face low social mobility.

- **Geographical Challenges**: Rural and coastal geography leads to climate vulnerability and transport connectivity issues, compounded by historical underfunding.

- **Housing Affordability**: Rising housing prices over the past decade make it difficult for working-age adults to live in the area.

- **Unitarisation Benefits**: Dorset Council, established in 2018, can leverage the benefits of unitarisation for transformation as outlined in the Council Plan 2024-2029.

- **Regional Devolution**: The Heart of Wessex proposal aims to boost economic growth and public services through regional collaboration, offering new powers and opportunities.

- **Technological Opportunities**: The rapid evolution of technology, including GenAI and automation, presents opportunities for digital transformation to enhance service delivery and operational efficiency.

All of these factors have been considered as part of developing the business case for change. This document builds on the outlined case agreed in November 2024 and sets out in more detail how transformation will be delivered and how it will address these critical areas of challenge and create the space to seize opportunities.

## 1.3 Scale of the Financial Challenge

The 2025/6 Budget and Medium-Term Financial Plan Strategy Report outlines the predicted budget gap by 2029/30 of £84.2M and identifies a savings requirement of £44.5M (10.7%) going in to 2025/26, to set a balanced budget. This will be achieved through two mechanisms - the

delivery of transformation savings through the Our Future Council (OFC) programme and through the delivery of Service review savings.

Several factors are driving these financial challenges:

- **Demographic Pressures:** There's a growing demand for adult social care and home to school transport for children.

- **Legislative Pressures:** Changes in employers' National Insurance contributions will increase suppliers' costs, and changes to key government grants add to the burden.

- **Savings Challenges:** Some current savings plans won't be met, and future savings efforts are risky.

- **Statutory Override across the Dedicated Schools Grant**: If the override was not to be extended beyond March 2026, Dorset Council is forecasting an in-year deficit of £31.99m for 2024/25 with a cumulative deficit of £64.9m by 31st March 2025 (November 2024 MTFP).

In response to these pressures, the council has:

- Revisited growth and pressure assumptions;

- Revisited service reviews and savings proposals;

- Commissioned the development of a full business case for transformation;

- Developed the council plan with associated investment plan;

- Modelled the impact of the national 'local government finance policy statement' in which funds are tending to move away from councils with a strong tax base.

Built into the draft budget published in November 2024 were the following assumptions:

- All savings proposals (service reviews and Our Future Council) would be delivered with full-year effect from the 1st April.

- A total of 135 service review opportunities would be delivered across the following categories - managing need, licensing, income, organisation costs, service level, third party spend, assets and grants. This is equivalent to all proposals to cut 10% from service budgets.

- £10m of savings to be achieved through Our Future Council (£9m from FTE and £1m from cost reduction in third party spend).

- £3m of funding for transformation is to be made available to support delivery in FY25/26.

In order to deliver these savings, the organisation needs to deliver significant workforce changes in the coming year. The organisation has agreed to take a blended approach to managing workforce by:

- Stopping most external recruitment;

- Stopping most non-front line recruitment;

- Removing budget from most vacant posts;

- Deploying existing colleagues to fill essential roles;

- Redesigning services on a planned and opportunistic basis.

The Our Future Council target operating model will be central in ensuring that the council is able to respond to these pressures highlighted, both this year and in future years. The transformation programme sets out the ambition of delivering £10m in savings identified in FY25/26, enables the delivery of key service initiatives and identifies further opportunities to help the council operate more effectively to balance the budget in future years.

There is recognition that transformation through Our Future Council alone is not going to solve the financial and budget position, but it should be recognised as one of the ways which the Council is able to address financial challenges in a more sustainable way.

## 1.4 Dorset's Strategic Ambition

Dorset Council's strategic vision for 2024-2029 focuses on creating a fairer, more prosperous, and sustainable Dorset. This vision emphasises collaboration with various partners, addressing social inequities, promoting economic growth, and tackling climate challenges.

The vision reflects the following:

- **Working together:** Partnership is crucial for optimal outcomes, involving Dorset Council, volunteers, private and public sectors, residents, and businesses.

- **Fairer:** Addressing inequities, improving social mobility, reducing health inequalities, supporting vulnerable people, improving housing access, and fostering inclusive communities.

- **More prosperous:** Economic growth to enhance quality of life and outcomes.

- **More sustainable**: Tackling climate change and fostering community resilience with a sustainable public service model.

In order to achieve the vision, four priority strategic priorities have been agreed to set out where the council can make a significant and positive difference.

These are all set out below:

1. **High-quality housing**: Essential for residents' thriving and Dorset's success.

2. **Grow the economy**: A robust economy supports wealth, opportunities, living standards, and public services.

3. **Communities for all**: Enhance life quality for all ages, ensuring accessible services and effective public resource use.

4. **Respond to climate and nature crises**: Addressing these is crucial for protecting lives and ecosystems, with local solutions bolstering community resilience and growth.

These priorities are supported by partnership and prevention themes, and key corporate values of Respect, Together, Accountability, Curiosity, and Openness, with inclusion being central. This strategic ambition guides the development of the future target operating model and design principles set out in this document.

## 1.5 Overview of change to date

Transformation efforts at Dorset Council were traditionally driven by individual services and directorate programmes, leading to significant benefits but not as a unified organisation. In 2023 and early 2024, the council's change team made substantial progress by establishing "Our Future Council," a cross-directorate portfolio. This included initiatives like the "one front door" to streamline operations and enhance service delivery.

During the summer of 2024, the council worked on a transformation baseline and an outline business case for organisational change, building on the "Our Future Council" programme. Key outputs included:

- An Activity Analysis report detailing how time and effort are allocated

- An updated target operating model with opportunities in Customer, Commissioning and Procurement, Strategic and Enabling, and Business Support layers

- A high level business case for change indicating potential savings of £18 to £38.5 million through transformation.

- A transformation readiness assessment that set out the key steps to take as an organisation to prepare the infrastructure needed for a whole council programme.

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

- **Spend on Dorset Council workforce** - Savings between £7.6m to £23.5m against a baseline of £150.6m (c. 3.8k full time equivalent - FTE) in FY23/24.

- **Commissioned spend** - Savings between £1.1 to £5.7m against a baseline of £182.3m on third party spend in FY23/24.

- **Service income** - £9.3m in additional income against a baseline of £93.8m on service income in FY22/23.

Over the course of September and October 2024, the change team established infrastructure to support the whole council transformation, drafting service reduction proposals and setting up workstreams with Programme Managers. They appointed CLT leads and task groups for each TOM layer and re-prioritised the council portfolio to decide which changes to stop, start, or continue.

Together these activities have established a strong foundation for whole council transformation, preparing the organisation to deliver the proposed transformation activities and benefits.

1.6 Developing the approach to whole-council transformation

Over the Summer of 2024, an enhanced version of the council's target operating model was developed. This set out four key layers of whole council change to be delivered:

- **Customer:** Improving customer interactions and ensuring that services are accessible and responsive to the public's needs. By enhancing customer management and assessment processes, the council aims to deliver a higher level of service satisfaction and efficiency.

- **Commissioning and Procurement:** Strategic planning and procurement of services to meet the community's needs. The goal is to ensure that services are delivered effectively and that partnerships with external providers are managed efficiently.

- **Business Support**: Optimising internal processes and providing the necessary support to frontline services. By improving Business Support functions, the council can enhance overall operational efficiency and service delivery.

- **Strategic and Enabling:** These services provide the necessary support and information to maximise internal processes and strategic decision-making. This includes process improvement, enhanced digital systems, and the provision of intelligence and insights to various stakeholders.

A series of transformation opportunities were identified across each of these four layers, based on a consistent set of transformation levers.

- **Automation and technology enablement -** Accelerating the use of technology and digital tools to support colleagues to work more effectively, stopping or reducing the time it takes for colleagues to complete particular activities.

- **Consolidation and standardisation -** Standardising the way that key tasks, processes and activities are delivered to save time and deliver them to an agreed standard. Where there are large chunks of activities that can be standardised this may lead to an opportunity to consolidate key activities or teams.

- **Spend reduction and income generation -** Activities that result in either an increase in income for the council or reduction in spend on third party services, positively impacting the council's financial and budget position.

- **Demand management -** Putting in place interventions or strategies to reduce demand for key services, processes or requests. This could include stopping escalation of needs and reducing demand over different timescales.

- **Ways of working** - Opportunities that result in more efficient and effective ways of working, reducing the time it takes colleagues to complete key activities and freeing up time to be invested elsewhere.

Over November and December 2024 this business case has been developed, building on the enhanced target operating model completed over the summer. In order to support its development, substantial engagement has taken place including Members Transformation Steering Groups, SLT and ELT sessions, Task Groups and 1:1 follow up conversations

This business case is based on the following key inputs:

1. **Target Operating Model and Opportunities**: Future models and opportunities developed through leadership engagement.

2. **Technology Observations and Impacts**: Key technology insights and their impacts on future transformation outcomes.

3. **Tactical Controls and Savings Plans**: Financial controls and measures for benefit realisation, developed via service planning.

4. **Financial Case**: Detailed costs and benefits analysis, created with finance and HR leaders using key data.

5. **Implementation Plan**: A council-wide plan for transformation activities over the next 2-3 years, informed by task groups and the Transformation Board.

## 2. Target Operating Model

2.1 Design Principles

Dorset Council's future Target Operating Model (TOM) is a strategic blueprint that outlines how the organisation can be structured and operate in the future to deliver its strategic objectives, serving as a guide for transforming current operations. The model is underpinned by a set of key 'design principles' which set the direction of the future organisation. The council instigated the process of developing a new target operating model in early 2024 which included developing a set of design principles to guide the future way of working for the whole organisation. Those principles are set out below and provide the framework for critical transformation decisions:

● **Inclusive services, co-designed with our customers** - design and delivery easy to navigate and inclusive services for and with our customers. Ensuring accessibility is considered throughout.

● **Insight and data-led** - use and share data and insights, across the council and with partners to inform, deliver and improve how we work, as we respond to customers and manage our resources and performance.

● **Resolved at earliest opportunity** - work with our partners and community to give early help enabling customers to help themselves where they can and providing services that are customer-centred and continually improving.

● **Maximise impact with what we have** - strategically allocate our resources to achieve the most that we can for Dorsetm being honest about what we can and can't do. Ensure we are financially sustainable.

● **Environmentally aware, operating sustainably** - working to be environmentally sustainable, considering the impact of our assets, services and ways we work.

● **Thriving people ready for the future** - build a resilient, skills and adaptable workforce, working as #oneteam to deliver the council's vision for Dorset and ready for the future.

● **Commitment and alignment to deliver the vision** - #OneCouncil - Work in a way that enables everyone to commit to shared priorities aligned to the council's ambitions and objectives.

- **Build on the good, innovate for the better** - a balanced approach which uses the good systems, people and processes we have in place, but also explores and leverages new opportunities.

- **Make us safe and secure** - manage risk to ensure that customers and employees are safe. Put appropriate legal, privacy and security measures in place so that we are compliant and data is secure.

## 2.2 Layers of the Operating model

After the development of the design principles, further work was undertaken over the course of the summer with the aim of agreeing a series of key layers that make up the future operating model and associated opportunities. The six layers are: Pre-front door, Front door, Commissioning and Procurement, Service Delivery, Enabling Services and Strategic Core. These are reflected in the diagram below:
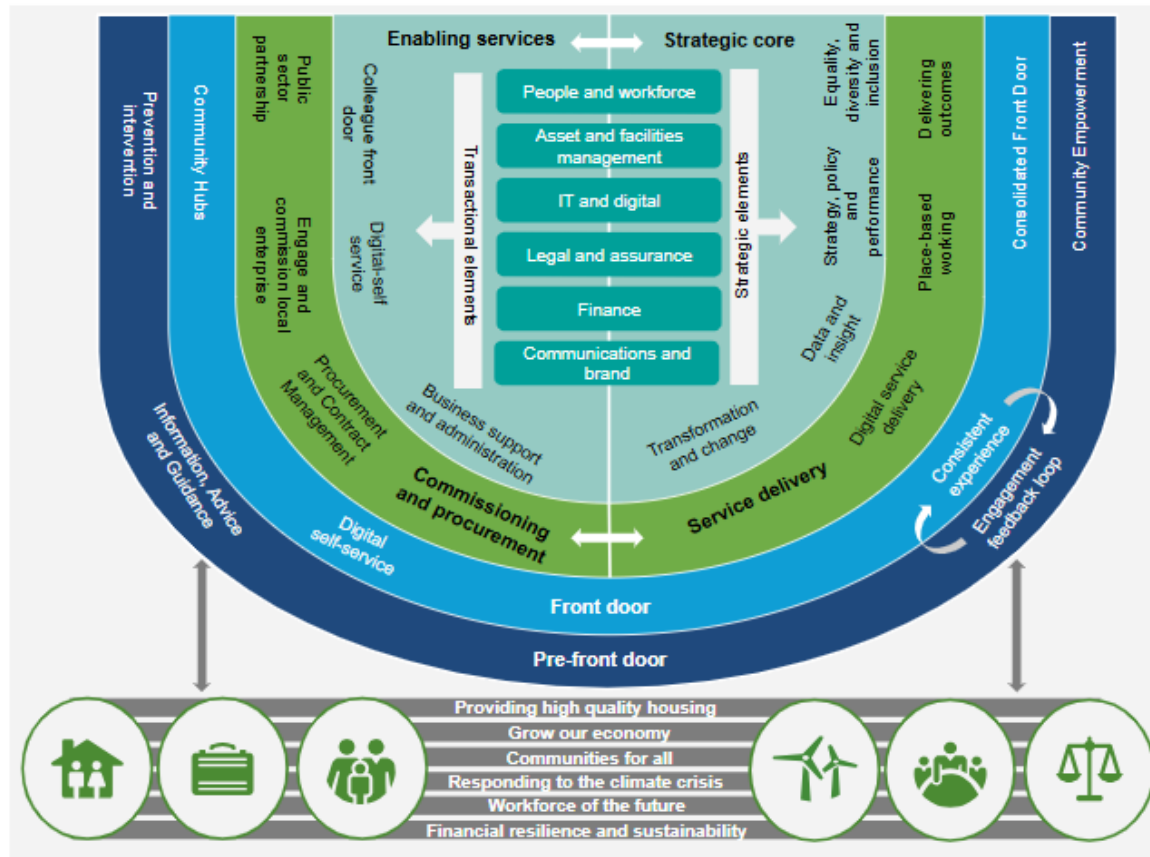


The future operating model above and its associated layers are is designed to:

- **Improve outcomes for residents:** Residents will experience more consistent and positive interactions with the council, accessing a wider array of services through convenient channels and times.

- **Enhance experiences for colleagues:** Council employees will be equipped with the necessary skills to serve residents effectively. There will be clearer roles, career pathways, and increased opportunities for collaborative work across the council.

- **Boost efficiency and effectiveness:** The model aims to be cost-effective, enabling more efficient and sustainable operations to address the council's financial challenges.

# 3. Target Operating Model - Development of Layers

Sections 3.1-3.4 of this document set out in more detail the design that has been developed for

the priority layers of the operating model. These are:

- Customer - Including both Front door and Pre-front door.

- Commissioning and Procurement.

- Business Support.

- Strategic and Enabling Services - Including both Strategic Core and Enabling Services.

To support the development of each of the priority layers the following enablers have been identified as critical to delivering the programme identified for Dorset Council over the next three years.

- **Process and service design** - Process and service design are critical in ensuring the organisation has optimised workflows, methods and practices to enable efficient effective working.

- **People and organisation** - People and organisation are critical in ensuring the value of colleagues capabilities, skills and contributions are maximised through a positive and consistent working culture.

- **Technology and Infrastructure -** Technology and infrastructure are critical in ensuring the organisation has the integrated systems, tools and resources that are critical to operations.

- **Governance** - Governance is critical to establish the frameworks and policies required to guide decision making and the management of risk across the council.

- **Place** - Place is critical in ensuring that the offers provided reflect the needs of local communities and the individuals within them.
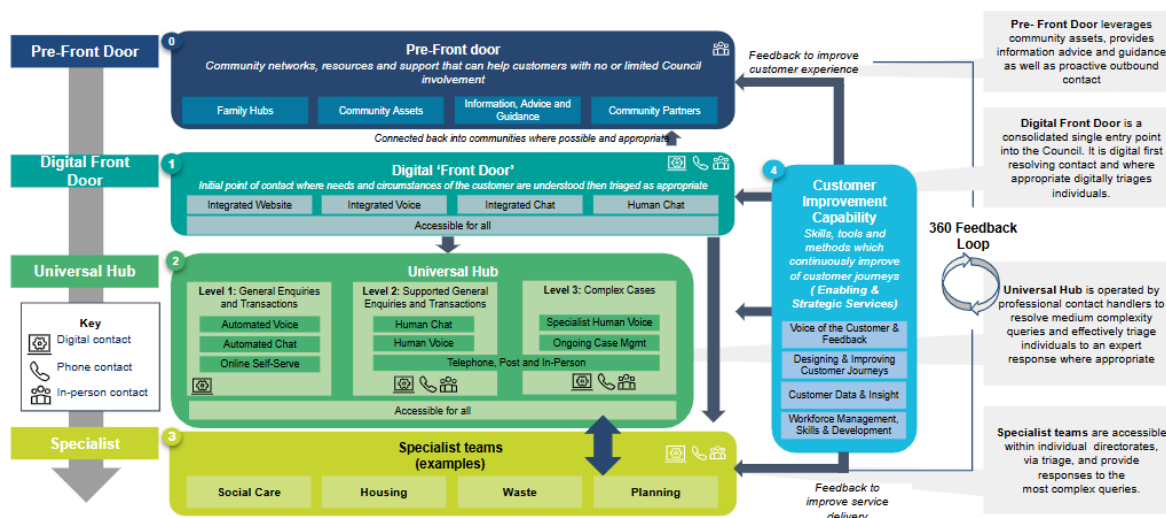
## 3.1 Customer

### 3.1.1 Future Customer Model

Dorset Council's target operating model includes a comprehensive Customer layer that outlines key interactions with residents, partners, businesses, and other organisations. This layer is divided into "pre-front door" and "front-door" interactions, with the goal of streamlining customer engagement and ensuring that needs are met efficiently within resource constraints. The purpose of the Customer Layer is to:

- Establish a clear, accessible pathway for customer interactions with the council.

- Understand and meet customer requirements as effectively as possible.

- Employ a "pre-front door" focus on prevention, community empowerment, and proactive information sharing to manage and meet service demand.

Future Customer Model



In the future model, shown above, a four-tiered system is proposed in order to triage customers to the appropriate level of support depending on the level of complexity of their request. A customer query can be resolved at any level of the future model. The tiering system is further described below:

- Tier 0 (Pre Front Door): Utilises preventative measures and partnerships to resolve issues without council intervention.

- Tier 1 (Digital Front Door): Resolves queries via digital channels, reducing the need for human interaction.

- Tier 2 (Operational): Human agents handle general and complex enquiries, with support from a Universal Hub for triage.

- Tier 3 (Specialist): Addresses complex or ongoing cases requiring specialised support.

Additionally in the future model, customer access and management can be more effectively enabled by technology, helping to reduce unnecessary demand and manage costs through lower-cost digital channels. This will require the implementation/improvement of:

- **Website Improvement:** Enhanced user experience and self-service capabilities to encourage online engagement as the first contact point.

- I**mproved Telephony:** A new management system for streamlined experiences and intelligent insights for service planning.

- **Customer Relationship Management (CRM):** Implementation for better query management and visibility across services, addressing current process fragmentation.

This approach aims to enhance customer interactions, reduce unnecessary demand, and manage costs through effective use of technology and clear service pathways.

### 3.1.2 Benefits of the Future Customer Model

There are a series of benefits associated with the proposed changes to the Customer model, separated into how these changes will impact the experience of customers, workforce and the impact on the organisation.

**Workforce:**

- Automation and a clear triage process reduce manual tasks, allowing employees to focus on more meaningful interactions and complex cases, improving efficiencies and job satisfaction.

- Access to advanced CRM systems and digital tools enhances employees' ability to effectively manage and resolve customer inquiries.

- The feedback loop and operational excellence program provide ongoing opportunities for employees to develop skills and adapt to evolving customer needs.

**Organisational:**

- The 360-degree feedback loop facilitates continuous improvement, enabling Dorset to adapt services based on real-time feedback and performance metrics, thereby enhancing overall service quality.

- Collaborating with partner organisations and community assets to strengthen community support reduces the demand for Dorset's services, allowing the council to allocate resources to areas with the most complex needs.

- The model's focus on digital channels and a structured customer journey allows the council to efficiently manage demand and strategically allocate resources, improving long-term sustainability.

**Customer:**

- The digital-by-design model and triage process ensure residents can access services efficiently, with digital channels available for straightforward needs and personalised support for complex issues.

- By collaborating with partner organisations and emphasising preventive measures, the council strengthens community resilience. This proactive approach improves overall resident outcomes, reducing the need for direct council intervention and fostering a sense of community well-being.

- Digital support and upskilling will provide residents with the tools and skills to resolve their requests using online channels where relevant to them.

- Structured customer journeys linked to key life events will make it easier for residents and customers to access the information and support they need e.g. Moving to Dorset, Child entering school etc.

The proposed changes to the Customer model are anticipated to realise financial benefits for the council. These are set out in more detail in the financial case section of this document.

## 3.2 Commissioning and Procurement

### 3.2.1 Future Commissioning and Procurement Model

Commissioning and Procurement focus on meeting identified needs and delivering priority outcomes by maximising the value of the council's resources. It is a continuous cycle involving several sub-functions that ensure its operation.
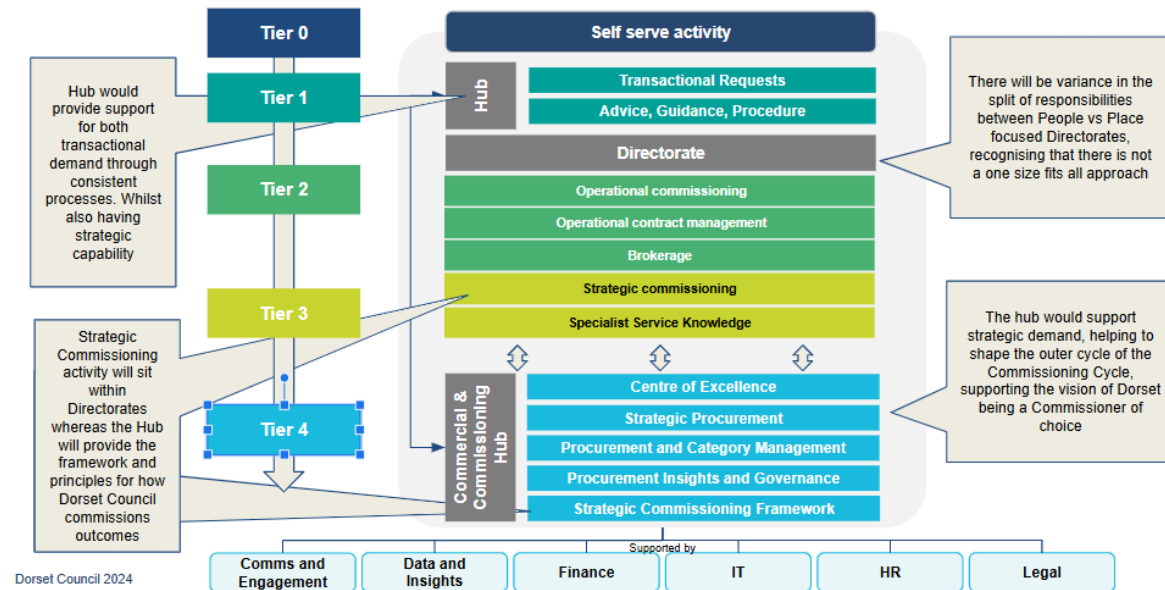


The future hybrid Hub and Spoke model is shown above. This transition is designed to support future aspirations for inter-organisational commissioning, recognising that partner organisations also need to be positioned for this shift.

The key characteristics of the future model include:

- **Enhanced Commercial Capability**: Strengthen procurement and commissioning teams' skills for better negotiations and supplier management, ensuring value for money and compliance with the Procurement Act.

- **Strategic Commissioning**: Adopt a holistic approach to resource management, aiming to be a preferred commissioner and partner across Directorates.

- **Relationship Management**: Foster strategic relationships with suppliers and stakeholders to drive innovation and improve service outcomes through open communication.

- **Integrated Commissioning**: Develop collaborative commissioning models with Integrated Care Boards (ICB) and Voluntary and Community Sector (VCS) for coordinated services.

- **Risk Management**: Create frameworks to balance innovation with risk mitigation in Commissioning and Procurement.

- **Consistent Processes**: Ensure coordinated procurement and contract management

with transparent processes and adherence to relevant rules.

- **Technology Utilisation**: Use technology to improve transparency, efficiency, and effectiveness in procurement and commissioning.

- **Horizon Scanning**: Build capacity to anticipate future trends and inform strategic procurement and commissioning decisions.

- **Customer Experience**: Provide a consistent and clear experience for customers engaging with the council.

- **Preferred Commissioner**: Cultivate strong supplier relationships to attract quality service providers and leverage the council's buying power.

- **Best Practices Sharing**: Promote sharing of best practices across directorates to avoid silos and enhance operations.

- **Collaboration**: Emphasise collaboration with partners, voluntary organisations, and the community.

- **Clear Accountability**: Define performance accountability between the Commissioning Hub and services to ensure value for money.

The future model Commissioning and Procurement model will be underpinned by:

- **Investment in Capacity and Capability:** Necessary to develop robust contract management and consistent procurement processes.

- **Training and Development:** Focused on building internal capability and addressing challenges in external recruitment, recognising the need for new roles/skillsets within the Commissioning Hub.

- **Standardised Processes:** Implementation of clear, council-wide processes for Commissioning and Procurement to drive standardised working methods and improve performance, including a review of the scheme of delegation.

- **Defined Roles and Responsibilities:** Establishment of clear roles and responsibilities for the Hub and Spokes to clarify deliverables.

- **Strategic Commissioning Emphasis:** A consistent approach to Strategic Supplier Relationship Management and Market Shaping activity to position the council as a Commissioner of Choice.

- **Spend Control Boards:** These will be set up to support the delivery of Third Party Spend savings.

### 3.2.2 Benefits of the Future Commissioning and Procurement Model

There are a series of benefits associated with the proposed changes to the Commissioning and Procurement model, detailed in this section below are how these changes will impact the experience of customers, workforce and the impact on the organisation's financial position.

**Workforce**

- Access to comprehensive training and development programs will enable colleagues to build their skills and expertise, fostering career growth and adaptability in a changing environment.

- With the development of standardised council-wide processes and clarity on roles and responsibilities, colleagues will experience reduced ambiguity in their tasks. This clarity will lead to more efficient and effective ways of working, reducing inconsistencies and improving overall performance.

- Opportunities to collaborate across directorates and share best practices will create a more cohesive team environment, reducing silos and fostering a culture of mutual support and learning.

- Colleagues will be empowered to make informed decisions about how to provide, and manage, products and services to residents.

**Organisational**

- Opportunities to collaborate across directorates and share best practices will create a more cohesive team environment, reducing silos and fostering a culture of mutual support and learning.

- The integration of best practices and the reduction of silos will facilitate a culture of continuous improvement, driving operational excellence and aligning services with strategic goals.

- Clear accountability measures and performance tracking will enhance transparency, building trust with stakeholders and improving the council's reputation.

- The council will explore inter-organisational integrated commissioning where it is appropriate and beneficial for both parties and will result in improved delivery of outcomes.

**Customers**

- Residents will have a voice in shaping services, leading to empowered communities that are actively involved in decision-making processes. By consulting residents on service changes and involving them in co-production efforts, the council will ensure that services reflect community priorities, fostering trust and engagement.

- With a focus on strategic commissioning and market shaping, the council will be better positioned to respond to changing needs and emerging challenges, ensuring that services remain relevant and impactful.

- By consulting residents on changes to services and considering co-production efforts where appropriate, the council will ensure that services are better aligned with community needs and priorities, fostering a sense of ownership among residents and leading to more effective and impactful service delivery.

The proposed changes to the Commissioning and Procurement model are anticipated to realise financial benefits for the council, these are set out in more detail in the financial case section of this document.

## 3.3 Business Support

### 3.3.1 Future Business Support Model

Business Support serves as a critical backbone for Dorset Council, enabling Directorates and teams to function smoothly and concentrate on their primary responsibilities. It encompasses a broad range of services within the council, often acting as a catch-all term for support functions and the associated workforce.
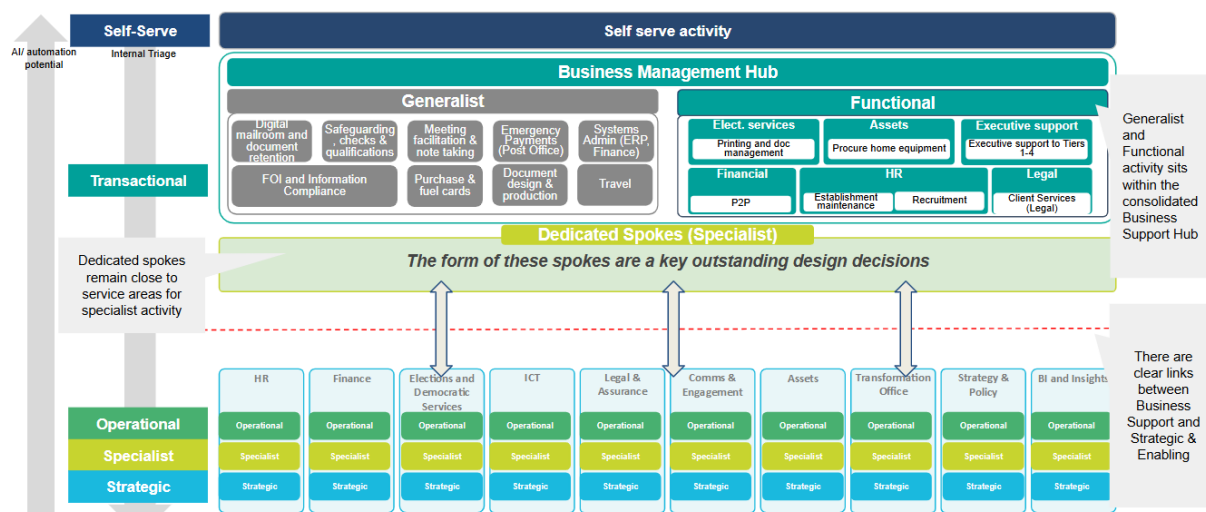


The future model of Business Support shown above aims to expand self-service options for internal colleagues, supported by automating transactional, rules-based processes. The new model will adopt a hub and spoke structure, with generalist and functional activities centralised in the hub and specialised activities managed within dedicated spokes, which will be defined as part of the future construct work in 2025. No designated Business Support roles will exist outside of these spokes, and dispersed activities will be consolidated into the hub. Business Support will continue to provide place-based support within the locality model where relevant e.g. Adults teams' aligning to specific localities.

This future model seeks to streamline and simplify transactional demands across the organisation, leading to capacity savings by consolidating and standardising Business Support services. By leveraging technology to handle simple transactional queries, the model will allow staff to focus more time on complex issues that require personalised support.

In order to deliver the future model Business support will need to implement:

- **CRM & ERP to Enable Colleagues to Self-Serve Internal Processes**: Implement a CRM & ERP system for Strategic and Enabling functions to allow colleagues to self-serve various requests.

- **RPA for Transactional Processes and Reporting**: Implement RPA for tasks like form production, contract monitoring, and data gathering.

- **Consolidated Model for Business Management**: Centralise Business Support functions into a single hub to serve the entire organisation.

- **Design and Implement Consolidated Access Channels**: Consolidate access channels for Business Support, considering digital and helpdesk functions.

- **Greater Understanding of Demand and Volumetrics**: Create a framework to analyse demand and activity volumes for better resource allocation.

- **Technology Architecture Controls and Roadmap**: Establish controls for technology investments through the council's IT team.

- **Improved Information, Advice, and Guidance for Colleagues**: Enhance guidance to enable self-service and reduce demand on Strategic and Enabling.

- **Role of the Manager and Leader**: Update manager and leader roles to support teams in adopting a self-serve model.

### 3.3.2 Benefits of Future Business Support Model

There are a series of benefits associated with the proposed changes to the Business Support model, detailed in this section below are how these changes will impact the experience of customers, workforce and the impact on the organisation's financial position.

**Workforce**
- Colleagues are motivated to progress through a clear and defined career path.

- Colleagues have increased flexibility to deal with changes in demand across the council, and to provide cover across peaks of demand.

- Defined roles and responsibilities empower colleagues to make decisions and say no to non value add activity.

- Intuitive self-service empowers the colleagues to help themselves. Improvements to case and report management systems alongside other technologies mean repetitive manual tasks can be reduced.

**Organisational**

- There is a consistent, one council approach to providing Business Support.

- Greater visibility of the work incoming to Business Support would improve coordination, performance and reduce duplication of work completed.

- By providing opportunities for career development, Dorset will retain more high performing colleagues within the council.

- A reduction in the amount of repetitive, time consuming manual admin would increase efficiencies and provide potential financial benefits or allow capacity to complete more value-add activities.

**Customers (internal staff)**

- A consistent, council wide approach to delivering effective administration.

- Support that is proportionate and meets the council's needs over time.

- Greater visibility of work would improve performance, coordination and drive continuous improvement across Business Support.

- A reduction in the amount of low value or time consuming administration would make a more efficient council and provide financial benefits.

- A clear process for accessing designated support with high effort activities such as Freedom of Information Requests (FOIs), complaints and events.

- A consistent level of service regardless of who is completing the activity and increased resilience during periods of colleagues absence.

The proposed changes to the Business Support model are anticipated to realise financial benefits for the council, these are set out in more detail in the financial case section of this document.

## 3.4 Strategic and Enabling Services

### 3.4.1 Future Strategic and Enabling Services Model

Strategic and Enabling Services are essential for setting outcomes and directions for the organisation while ensuring the smooth delivery of the council's core business processes. The future model for Strategic and Enabling Services is designed with two main aims. The first is to drive, support, and enable the wider organisation to deliver the Council Plan and its four key outcomes: Communities for All, providing high-quality affordable housing, growing the economy, and responding to the nature and climate crisis. The second aim is to simplify and standardise interactions with service areas like HR, Finance, and IT, creating a more efficient operating environment.
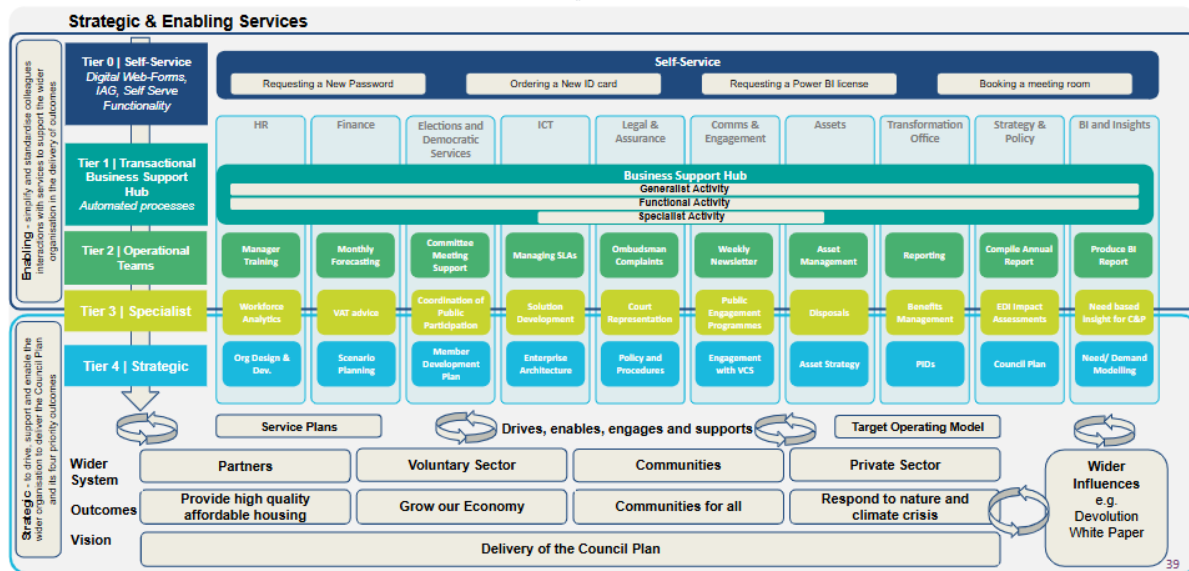


In the future model shown above, multiple access channels to Strategic and Enabling services will be maintained but delivered in a more structured way. This will provide service areas with a clearer view of demand to manage resources and prioritise effectively. Business Partners will be crucial in supporting colleagues with specialist and strategic activities, with further development expected in early 2025.

To achieve the target operating model, the Strategic and Enabling layer should focus on enhancing services that align with broader organisational goals. Key priorities include:

- Supporting the creation of community hubs and a "pre-front door" approach to enable prevention and intervention through community engagement.

- Delivering functions via a digital-first approach to increase productivity and reduce costs, ensuring there is adequate capacity and capability for strategic priorities.

- Establishing accessible, evidence-supported processes for business planning, commissioning, and procurement at all decision-making levels.

- Engaging as One Council with key partners, including Town and Parish Councils, local partners, and national bodies such as the government.

### 3.4.2 Benefits of the Future Strategic and Enabling Model

There are a series of benefits associated with the proposed changes to the Strategic and Enabling model, detailed in this section below are how these changes will impact the experience of customers, workforce and the impact on the organisation's financial position.

**Workforce**

- Colleagues will benefit from a clearly defined service offer catalogue, which will clarify responsibilities and expectations. This will help reduce ambiguity in roles, leading to more focused and effective work.

- The emphasis on automating, simplifying, and standardising processes will reduce redundant tasks and free up colleagues to focus on more value-added activities. This streamlining will likely result in a more efficient work environment.

- Increased coordination and sharing of best practices across the council will foster a more collaborative environment, allowing colleagues to learn from one another and improve overall service delivery.

- The use of insights to inform decision-making will empower colleagues with data-driven tools to make more informed and strategic decisions, enhancing their contribution to the organisation's goals.

- Clear and consistent business partner role and improved self-serve tools will ensure services can readily access the support they need in a more responsive way.

**Organisational**

- Clearly defined roles and responsibilities between Strategic and Enabling, along with a focus on alignment of activities to desired outcomes, will ensure that the entire organisation is working towards common goals, improving overall coherence and efficiency.

- The focus on effective governance and performance management at all levels will lead to better oversight and accountability, enhancing the organisation's ability to achieve its strategic objectives.

- Improved access and use of insights to directly inform decision-making will enable Dorset

to be more strategic and proactive, leading to better outcomes for both the Dorset and its stakeholders.

● Strategic Services' role in supporting relationships across partners will strengthen collaboration and alignment of priorities, enabling more effective joint efforts and resource utilisation.

● Greater emphasis on engagement and communication will ensure that internal customers are kept informed and can provide feedback, fostering a more responsive and adaptive service environment where all colleagues feel valued.

**Customer**

● The standardised access model and a consolidated front door for Strategic and Enabling will provide a more straightforward and user-friendly experience, making it easier for internal customers to get the information and services they need.

● Promoting self-service will empower internal customers to resolve their own queries quickly and efficiently, reducing wait times and enhancing satisfaction.

● Colleagues will have a clear understanding of the service offer available and will understand where to go for more complex queries and transactions, reducing the rate of unresolved queries.

● Clearly defined SLAs and proportionate service levels ensure that internal customers receive consistent and predictable service quality tailored to their specific needs,.

The proposed changes to the Strategic and Enabling model are anticipated to realise financial benefits for the council. These are set out in more detail in the financial case section of this document.

## 4. Financial Case

### 4.1 Analysis of Estimated Benefits

As part of the development of this Transformation Business Case (TBC) the initial financial benefits identified in the Outline Business Case (OBC) finalised in November 2024 have been validated and refined.
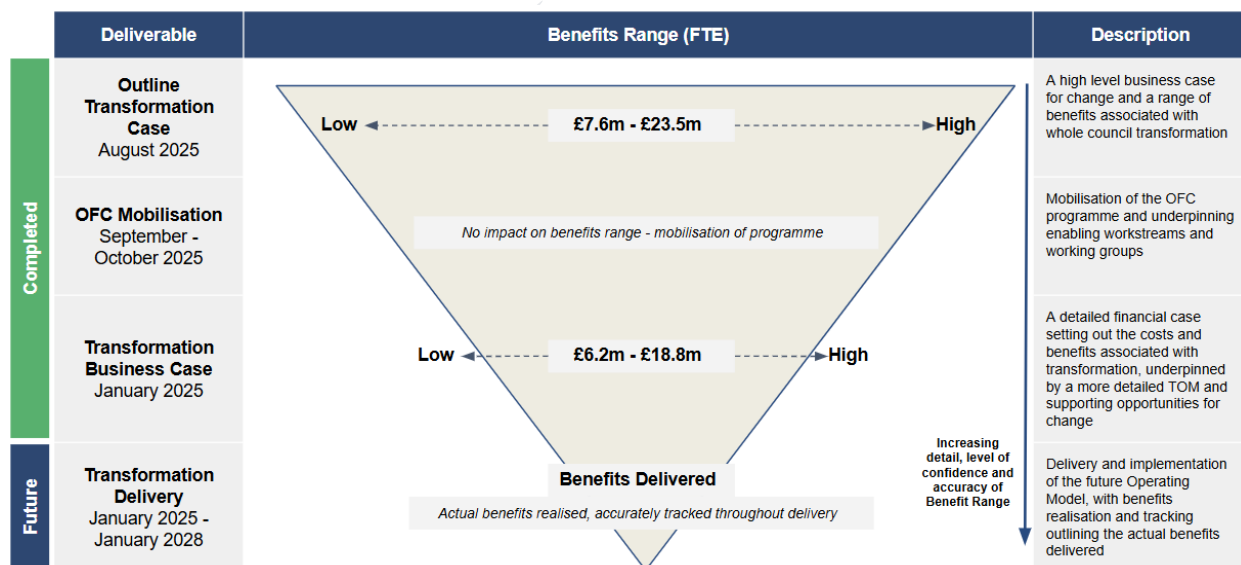
These potential financial benefits were identified as being achievable through the application of the following benefit levers:

- Design, construction and implementation of a TOM.

- Improved management and control of external expenditure with third parties.

- Maximisation of service income.

The OBC set out an estimated range of potential benefit that could be gained, per lever, based on the analysis completed at that stage. This identified that the total potential financial benefit the council could achieve across the three levers was between **£18m and £38.5m**.

Further work has been undertaken as part of the development of the TBC to validate and refine the potential financial benefits identified in the OBC.

The diagram below summarises the approach that has been taken to do this driving an increase in the level of detail relating to how benefits will be achieved, level of confidence in those benefits and accuracy of the estimated benefit range.

| Deliverable | Benefits Range (FTE) | Description |
|---|---|---|
| **Completed** — **Outline Transformation Case** August 2025 | Low ◄------ £7.6m - £23.5m ------► High | A high level business case for change and a range of benefits associated with whole council transformation |
| **OFC Mobilisation** September - October 2025 | *No impact on benefits range - mobilisation of programme* | Mobilisation of the OFC programme and underpinning enabling workstreams and working groups |
| **Transformation Business Case** January 2025 | Low ◄----- £6.2m - £18.8m -----► High | A detailed financial case setting out the costs and benefits associated with transformation, underpinned by a more detailed TOM and supporting opportunities for change |
| **Future** — **Transformation Delivery** January 2025 - January 2028 | **Benefits Delivered** *Actual benefits realised, accurately tracked throughout delivery*  — Increasing detail, level of confidence and accuracy of Benefit Range | Delivery and implementation of the future Operating Model, with benefits realisation and tracking outlining the actual benefits delivered |

### 4.2 Benefit Profile

The FY25/26 budgeted establishment list has been combined with the Activity Analysis results to develop a revised establishment baseline that has been used to inform the potential financial benefit calculations.

The Activity analysis provides a view of the effort spent by colleagues delivering a set of agreed activities. These agreed activities have been mapped against the proposed operating model layers to establish the level of effort spent completing key activities in the current way of working. This gives an overall cost, effort and percentage of time spent delivering each of the operating model layers.

All roles have been mapped to a single operating model layer using the reallocation undertaken above to the activity analysis with the assumption that where 50% or more of an FTE's time is spent in a specific operating model layer this is where the role will potentially sit moving forward. This is critical in enabling the realisation of FTE benefits and minimising the need to put the same colleagues at risk of redundancy twice.

The table below shows the updated baselines for each area of the operating model based on the approach above,

| FTE Baseline | Customer | Comm & Procurement | Strategic and Enabling | Business Support | Service Delivery | Total |
|---|---|---|---|---|---|---|
| Outline Business Case | 1192.8 FTE | | 1793.1 FTE | | 529.8 FTE | 3516 FTE |
| Transformation Business Case | 701.6 FTE | 80.8 FTE | 1094.9 FTE | 246.9 FTE | 2043.4 FTE | 4167.6 FTE |

The revised role allocation of roles to areas of the TOM has seen the proportion of staff doing 'service delivery' rise from 529.8FTE to 2043.4FTE. This incorporates some of the groups previously excluded from the activity analysis and reflects more of the effort you spend as an organisation directly delivering for residents.

As part of the update to the business case, the potential service delivery benefits range of £0.6m - £1.7m originally identified as part of the OBC has been removed.

Opportunities to develop the future target operating model have been tagged to five key benefit drivers. These benefit drivers help to group opportunities based on the type of change that need to be delivered in order to achieve the benefit described.

- **Automation and technology enablement**

- **Consolidation and standardisation**

- **Spend reduction and income generation**

- **Demand management**

- **Ways of working**

For the purpose of the financial case we are treating these drivers for change as falling into two buckets: drivers that directly impact the council's financial baseline, and those which provide the rationale for savings that can be taken from the financial baseline.

**Consolidation and standardisation** and **Spend reduction and income generation** directly impact the FTE baseline and commissioned spend baseline. These are the primary levers.

**Automation and technology enablement**, **Demand management** and **Ways of working** will help drive improvements in productivity. These will be used to provide the rationale for the level of saving that can be achieved through consolidation and standardisation. These are the secondary levers.

On the basis of the validation and refinement set out above, this Transformation Business Case provides the council the opportunity to achieve the following FTE benefits. *Subject to implementation pace and progress.*

| Operating model layers | Existing cost / FTE No. | Scenario 1 (Low) | | Scenario 2 (Medium) | | Scenario 3 (High) | |
|---|---|---|---|---|---|---|---|
| | | Estimated benefit / FTE No. | Estimated benefits % | Estimated benefit / FTE No. | Estimated benefits % | Estimated benefit / FTE No. | Estimated benefits % |
| **Customer** | £28,285,522 / 701.6 FTE | £2,121,414 / 52.6 FTE | 8% | £3,877,096 / 96.2 FTE | 14% | £5,538,665 / 137.5 FTE | 20% |
| **Commissioning and Procurement** | £4,157,034 / 80.8 FTE | £519,629 / 10.1 FTE | 12.5% | £623,555 / 12.1 FTE | 15% | £727,481 / 14.1 FTE | 17 |
| **Business Support** | £9,445,698 / 246.9 FTE | £472,285 / 12.4 FTE | 5% | £1,086,255 / 28.4 FTE | 11.5% | £1,652,997 / 43.2 FTE | 18% |
| **Strategic and Enabling** | £62,190,324 / 1094.9 FTE | £3,109,516 / 54.8 FTE | 5% | £7,151,887 / 125.9 FTE | 11.5% | £10,883,306 / 191.6 FTE | 18% |
| Total | £104,078,578 / 2124.2 FTE | £6,222,844 / 129.9 FTE | 6% | £12,738,793 / 262.6 FTE | 12% | £18,802,450 / 386.3 FTE | 18% |

The lever applied to the 25/26 budgeted posts was 'consolidation and standardisation'. This is underpinned by 'automation and technology' and 'ways of working'. However, to avoid duplicating savings in the financial case, both have rolled into 'consolidation and standardisation' which will act as the primary driver for savings in DC.

Three scenarios of High, Medium and Low have been applied using a percentage reduction anticipated as a result of the application of the levers above. These are based on experience at other similar sized and structured unitary authorities.

- Customer: 8% - 20%

- Commissioning and Procurement: 12.5% - 17.5%

- Business Support: 5% - 18%

- Strategic and Enabling: 5% - 18%

The one-off costs incurred by the programme are outlined below and are based on the profiling of Scenario 4 (high benefit target - medium risk) outlined in Section 4.3.4:

| Cost area Scenario 4 | FY25/26 £m | FY26/27 £m | FY27/28 £m | FY28/29 £m | FY29/30 £m | Total £m |
|---|---|---|---|---|---|---|
| Technology | 8.80 | 12.80 | 3.40 | - | - | 25.00 |
| Internal Capacity | 1.28 | 1.22 | 0.88 | - | - | 3.38 |
| Additional Capacity | 6.00 | 3.10 | 1.40 | - | - | 10.50 |
| Redundancy | 6.15 | 3.30 | | - | - | 9.45 |
| Total One-Off Cost (£) | 22.23 | 20.42 | 5.68 | - | - | 48.33 |

These investments will enable the council to construct and implement its TOM, as well as to implement the new ways of working and technologies that are required to deliver the savings identified in this revised case for change.

## 4.3 Benefits Profiling Scenarios

As part of the benefit profile four Scenarios have been developed to provide options relating to the release points of the benefits identified, descriptions of these scenarios are listed below:

- **Scenario 1** - Lowest in-year benefits (medium benefit target)  - A more conservative approach, prioritising Customer and Business Support release in Year 1 with releases for Commissioning and Procurement and Strategic and Enabling at the end of Year 1 and into Year 2.

- **Scenario 2** - Medium in-year benefits (medium benefit arget) - A hybrid approach which targets release points for all four areas of the Operating Model in Year 1 (to varying quantums) with further releases in Year 2.

- **Scenario 3** - Maximum in year benefits (medium benefit target) -  An approach which maximises the delivery of all savings at the first release point (30.09.25) in Year 1.

- **Scenario 4** - Medium in year benefits (high benefit target) -  A hybrid approach which targets release points for all four areas of the Operating Model in Year 1 (to varying quantums) with further releases in Year 2. This differs from Scenario 2 by the overall quantum of savings looking to be achieved (£18.8m vs £12.7m), but has a similar risk (but slightly higher due to the overall quantum of savings) profile attached to benefit release points.

A summary of the four scenarios is outlined in the table below:

| Scenario 1 | | | | | |
| --- | --- | --- | --- | --- | --- |
| **Cost - Benefit** | **FY25/26 £m** | **FY26/27 £m** | **FY27/28 £m** | **FY28/29 £m** | **FY29/30 £m** |
| Part-year benefit (£) | 1.50 | 9.30 | 12.70 | 12.70 | 12.70 |
| Cumulative PYE (£) | 1.50 | 10.80 | 23.50 | 36.20 | 48.90 |
| Cost in-year (£) | 18.38 | 20.18 | 6.72 | | |
| Cumulative Cost (£) | 18.38 | 38.56 | 45.28 | | |
| Cumulative Cost - Benefit (£) | (16.88) | (27.76) | (23.78) | (9.08) | 3.62 |

| Scenario 2 | | | | | |
| --- | --- | --- | --- | --- | --- |
| **Cost - Benefit** | **FY25/26 £m** | **FY26/27 £m** | **FY27/28 £m** | **FY28/29 £m** | **FY29/30 £m** |
| Part-year benefit (£) | 3.90 | 10.30 | 12.70 | 12.70 | 12.70 |
| Cumulative PYE (£) | 3.90 | 14.20 | 26.90 | 39.60 | 52.30 |
| Cost in-year (£) | 20.28 | 19.32 | 5.68 | | |
| Cumulative Cost (£) | 20.28 | 39.60 | 45.28 | | |
| Cumulative Cost - Benefit (£) | (16.38) | (25.40) | (18.38) | (5.68) | 7.02 |

| Scenario 3 | | | | | |
| --- | --- | --- | --- | --- | --- |
| **Cost - Benefit** | **FY25/26 £m** | **FY26/27 £m** | **FY27/28 £m** | **FY28/29 £m** | **FY29/30 £m** |
| Part-year benefit (£) | 6.40 | 12.70 | 12.70 | 12.70 | 12.70 |

| Cumulative PYE (£) | 6.40 | 19.10 | 31.80 | 44.50 | 57.20 |
|---|---|---|---|---|---|
| Cost in-year (£) | 22.62 | 17.38 | 5.28 | | |
| Cumulative Cost (£) | 22.62 | 40.00 | 45.28 | | |
| Cumulative Cost - Benefit (£) | (16.22) | (20.90) | (13.48) | (0.78) | 11.92 |

| Scenario 4 | | | | | |
|---|---|---|---|---|---|
| **Cost - Benefit** | **FY25/26 £m** | **FY26/27 £m** | **FY27/28 £m** | **FY28/29 £m** | **FY29/30 £m** |
| Part-year benefit (£) | 5.80 | 15.20 | 18.80 | 18.80 | 18.80 |
| Cumulative PYE (£) | 5.80 | 21.00 | 39.80 | 58.60 | 77.40 |
| Cost in-year (£) | 22.23 | 20.42 | 5.68 | - | - |
| Cumulative Cost (£) | 22.23 | 42.65 | 48.33 | | |
| Cumulative Cost - Benefit (£) | (16.43) | (21.65) | (8.53) | 10.27 | 29.07 |

Scenario 4 is the preferred option for the following reasons:

- **Impact on staff** - Scenario four balances the need to reduce staffing levels with ensuring there are enough staff left in the organisation to deliver. There will be impacts to performance and productivity by removing the level of staff set out in the scenario which will be similar to that which is set out by scenario three, however this will be managed over a longer period of time than scenario three. An effective change management approach and workforce support will be needed to support staff through this period of change.

  - *Scenario Four follows the same release points as Scenario 2 and will target the same sequencing of areas across each area of the operating model, the main difference is that there is a greater FTE target against each area and therefore a likely greater impact on staff.*

- **Impact on residents -** Scenario four tries to minimise impact on residents by excluding service delivery benefits which will already be impacted by service change. If the decision was made to agree to a further, additional service delivery target this impact would increase. Residents will be impacted by changes in key areas such as customer contact - these will be

more significant than in scenario one but happen over a shorter period of two years as opposed to three.

● **Capacity to deliver -** Scenario four balances the need to transform with the need to realise benefits. Scenario three prioritises making savings, whilst scenario one prioritises transformation with scenario two forming the mid point. Scenario four balances the same capacity to deliver as scenario two but with a greater emphasis on savings delivery as it is based on the high benefit target. The benefits set out in scenario four are significant and will require effective decision making, capacity to deliver and leadership investment to deliver.

● **Financial risk -** Scenario four achieves a high level of financial benefits, which when combined with potential additional benefits from third party spend, service delivery, vacancies and income would set the council up to achieve the £10m needed from Our Future Council in FY25/26. The level of benefit identified in scenario one and two are likely to be too low for the council's needs next year. Scenario four also sets out a clear route to an agreed set of benefits to help close the gap for FY26/27 which will be needed.

Further detail on each Scenario can be found in Sections 4.3.1 - 4.3.4.

### 4.3.1 Scenario 1

The release points for Scenario 1 are listed in the table below:

| Release Points Scenario 1 | FY25/26 | | FY26/27 | | FY27/28 | |
|---|---|---|---|---|---|---|
| | Release Point | % | Release Point | % | Release Point | % |
| Customer | Q2 30.09 | 50% | Q2 30.09 | 25% | Q2 30.09 | 25% |
| Commissioning and Procurement | Q4 31.03 | 50% | Q2 30.09 | 50% | - | - |
| Business Support | Q2 30.09 | 100% | - | - | - | - |
| Strategic & Enabling | Q4 31.03 | 50% | Q2 30.09 | 50% | - | - |

The cost profile over the MTFP period for Scenario 1 is listed in the table below:
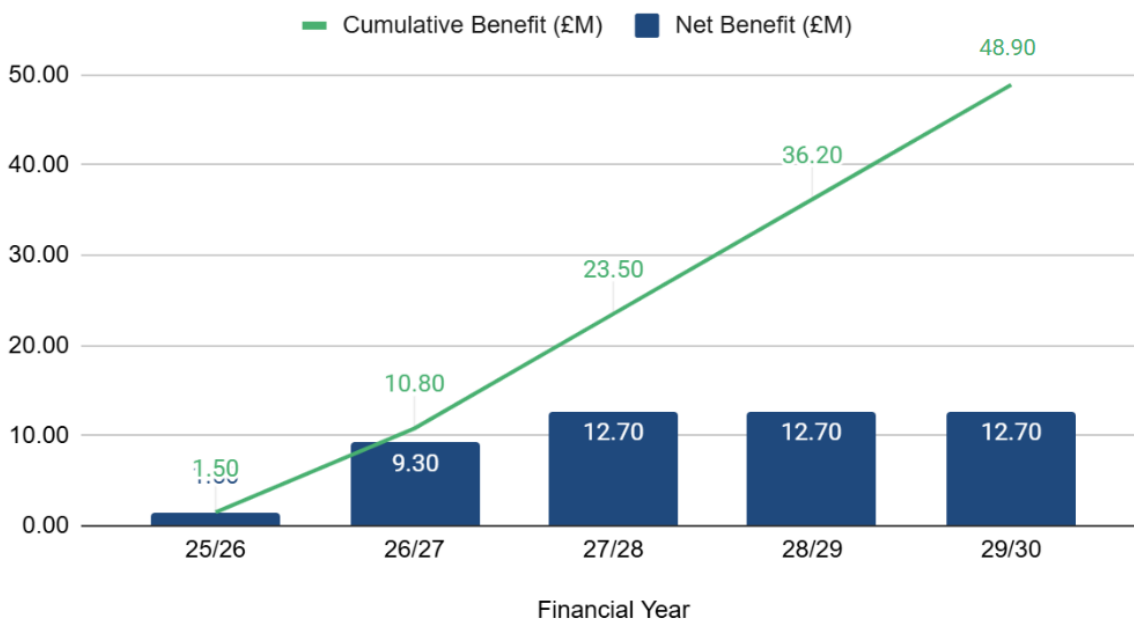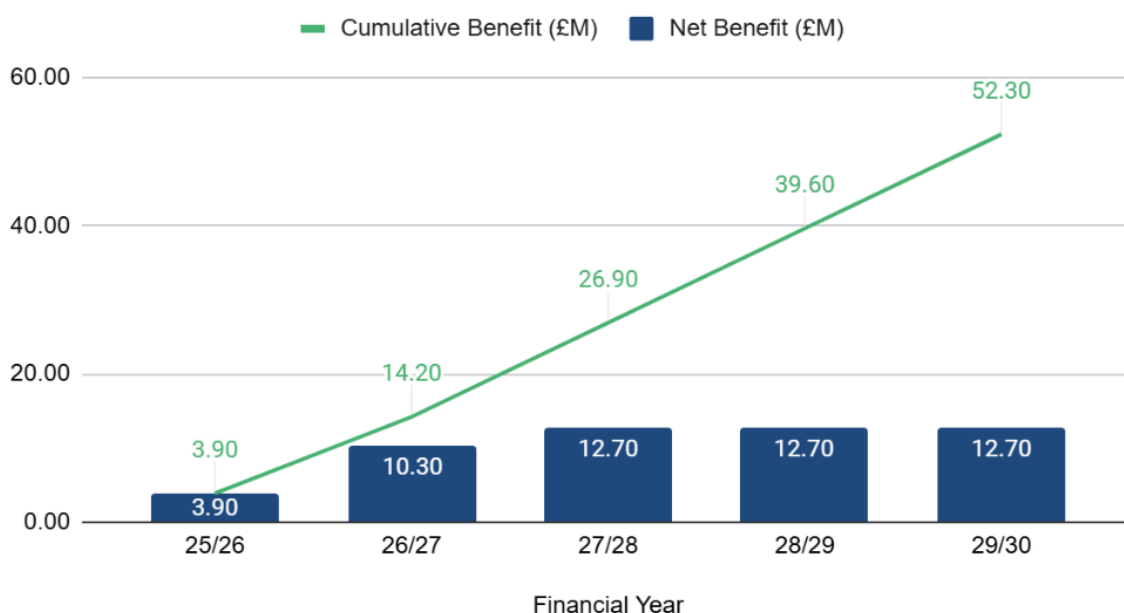
| Cost area Scenario 1 | FY25/26 £m | FY26/27 £m | FY27/28 £m | FY28/29 £m | FY29/30 £m | Total £m |
|---|---|---|---|---|---|---|
| Technology | 8.80 | 12.80 | 3.40 | - | - | 25.00 |
| Internal Capacity | 1.28 | 1.08 | 1.02 | - | - | 3.38 |

| | | | | | | |
|---|---|---|---|---|---|---|
| Additional Capacity | 4.70 | 4.10 | 1.70 | - | - | 10.50 |
| Redundancy | 3.60 | 2.20 | 0.60 | - | - | 6.40 |
| Total One-Off Cost (£) | 18.38 | 20.18 | 6.72 | - | - | 45.28 |

The benefits profile over the MTFP period for Scenario 1 is listed in the table and chart below:

| Benefit Scenario 1 | FY25/26 £m | FY26/27 £m | FY27/28 £m | FY28/29 £m | FY29/30 £m |
|---|---|---|---|---|---|
| Total Benefit (£) | 3.10 | 11.80 | 12.70 | 12.70 | 12.70 |
| Part-year benefit (£) | 1.50 | 9.30 | 12.70 | 12.70 | 12.70 |
| Cumulative PYE (£) | 1.50 | 10.80 | 23.50 | 36.20 | 48.90 |



The cost-benefit profile over the MTFP period for Scenario 1 is listed in the table below:

| Cost - Benefit Scenario 1 | FY25/26 £m | FY26/27 £m | FY27/28 £m | FY28/29 £m | FY29/30 £m |
|---|---|---|---|---|---|
| Part-year benefit (£) | 1.50 | 9.30 | 12.70 | 12.70 | 12.70 |

| | | | | | |
|---|---|---|---|---|---|
| Cumulative PYE (£) | 1.50 | 10.80 | 23.50 | 36.20 | 48.90 |
| Cost in-year (£) | 18.38 | 20.18 | 6.72 | | |
| Cumulative Cost (£) | 18.38 | 38.56 | 45.28 | | |
| Cumulative Cost - Benefit (£) | (16.88) | (27.76) | (23.78) | (9.08) | 3.62 |

### 4.3.2 Scenario 2

The release points for Scenario 2 are listed in the table below:

| Release Points Scenario 2 | FY25/26 | | FY26/27 | | FY27/28 | |
|---|---|---|---|---|---|---|
| | Release Point | % | Release Point | % | Release Point | % |
| Customer | Q2 30.09 | 75% | Q2 30.09 | 25% | - | - |
| Commissioning and Procurement | Q2 30.09 | 50% | Q2 30.09 | 50% | - | - |
| Business Support | Q2 30.09 | 100% | - | - | - | - |
| Strategic & Enabling | Q2 30.09 | 50% | Q2 30.09 | 50% | - | - |

The cost profile over the MTFP period for Scenario 2 is listed in the table below:

| Cost area Scenario 2 | FY25/26 £m | FY26/27 £m | FY27/28 £m | FY28/29 £m | FY29/30 £m | Total £m |
|---|---|---|---|---|---|---|
| Technology | 8.80 | 12.80 | 3.40 | - | - | 25.00 |
| Internal Capacity | 1.28 | 1.22 | 0.88 | - | - | 3.38 |
| Additional Capacity | 6.00 | 3.10 | 1.40 | - | - | 10.50 |
| Redundancy | 4.20 | 2.20 | | - | - | 6.40 |
| Total One-Off Cost (£) | 20.28 | 19.32 | 5.68 | - | - | 45.28 |

The benefits profile over the MTFP period for Scenario 2 is listed in the table and chart below:

| Benefit Scenario 2 | FY25/26 £m | FY26/27 £m | FY27/28 £m | FY28/29 £m | FY29/30 £m |
|---|---|---|---|---|---|
| Total Benefit (£) | 7.90 | 12.70 | 12.70 | 12.70 | 12.70 |
| Part-year benefit (£) | 3.90 | 10.30 | 12.70 | 12.70 | 12.70 |
| Cumulative PYE (£) | 3.90 | 14.20 | 26.90 | 39.60 | 52.30 |



Benefit Profile (Scenario 2)

The cost-benefit profile over the MTFP period for Scenario 2 is listed in the table below:

| Cost - Benefit Scenario 2 | FY25/26 £m | FY26/27 £m | FY27/28 £m | FY28/29 £m | FY29/30 £m |
|---|---|---|---|---|---|
| Part-year benefit (£) | 3.90 | 10.30 | 12.70 | 12.70 | 12.70 |
| Cumulative PYE (£) | 3.90 | 14.20 | 26.90 | 39.60 | 52.30 |
| Cost in-year (£) | 20.28 | 19.32 | 5.68 | | |
| Cumulative Cost (£) | 20.28 | 39.60 | 45.28 | | |

| | | | | | |
|---|---|---|---|---|---|
| Cumulative Cost - Benefit (£) | (16.38) | (25.40) | (18.38) | (5.68) | 7.02 |

### 4.3.3 Scenario 3

The release points for Scenario 3 are listed in the table below:

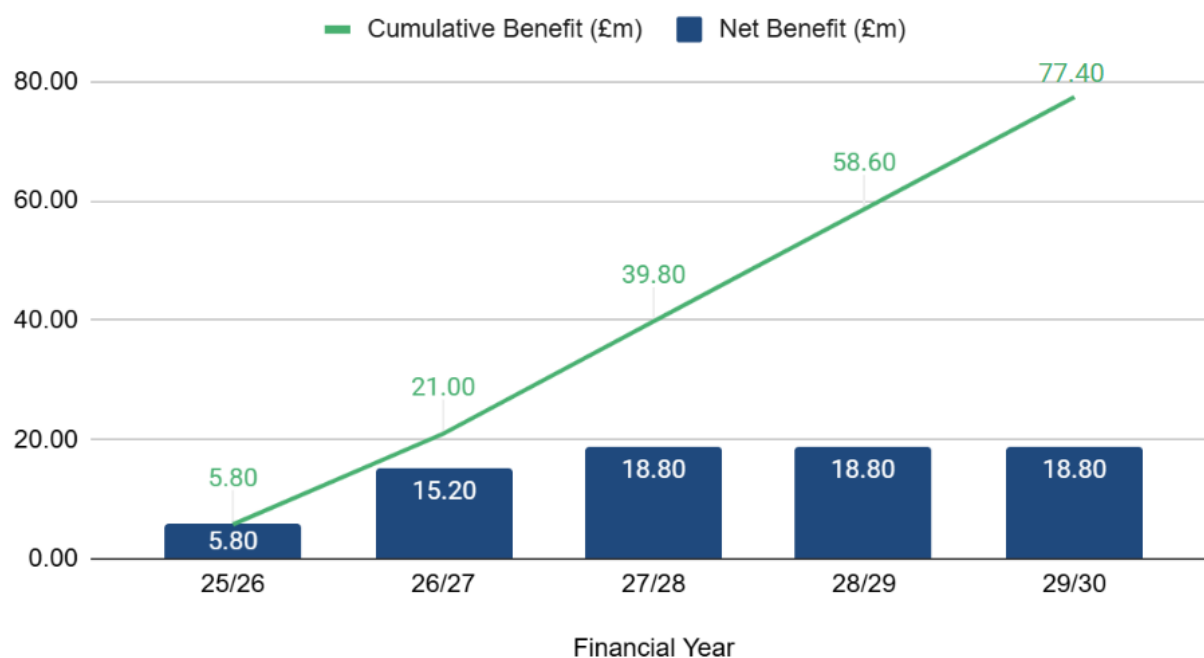| Release Points Scenario 3 | FY25/26 | | FY26/27 | | FY27/28 | |
|---|---|---|---|---|---|---|
| | Release Point | % | Release Point | % | Release Point | % |
| Customer | Q2 30.09 | 100% | - | - | - | - |
| Commissioning and Procurement | Q2 30.09 | 100% | - | - | - | - |
| Business Support | Q2 30.09 | 100% | - | - | - | - |
| Strategic & Enabling | Q2 30.09 | 100% | - | - | - | - |

The cost profile over the MTFP period for Scenario 3 is listed in the table below:

| Cost area Scenario 3 | FY25/26 £m | FY26/27 £m | FY27/28 £m | FY28/29 £m | FY29/30 £m | Total £m |
|---|---|---|---|---|---|---|
| Technology | 8.80 | 12.80 | 3.40 | - | - | 25.00 |
| Internal Capacity | 1.42 | 1.08 | 0.88 | - | - | 3.38 |
| Additional Capacity | 6.00 | 3.50 | 1.00 | - | - | 10.50 |
| Redundancy | 6.40 | - | - | - | - | 6.40 |
| Total One-Off Cost (£) | 22.62 | 17.38 | 5.28 | - | - | 45.28 |

The benefits profile over the MTFP period for Scenario 3 is listed in the table and chart below:

| Benefit Scenario 3 | FY25/26 £m | FY26/27 £m | FY27/28 £m | FY28/29 £m | FY29/30 £m |
|---|---|---|---|---|---|
| Total Benefit (£) | 12.70 | 12.70 | 12.70 | 12.70 | 12.70 |

| | | | | | |
|---|---|---|---|---|---|
| Part-year benefit (£) | 6.40 | 12.70 | 12.70 | 12.70 | 12.70 |
| Cumulative PYE (£) | 6.40 | 19.10 | 31.80 | 44.50 | 57.20 |



Benefit Profile (Scenario 3)

The cost-benefit profile over the MTFP period for Scenario 3 is listed in the table below:

| Cost - Benefit Scenario 3 | FY25/26 £m | FY26/27 £m | FY27/28 £m | FY28/29 £m | FY29/30 £m |
|---|---|---|---|---|---|
| Part-year benefit (£) | 6.40 | 12.70 | 12.70 | 12.70 | 12.70 |
| Cumulative PYE (£) | 6.40 | 19.10 | 31.80 | 44.50 | 57.20 |
| Cost in-year (£) | 22.62 | 17.38 | 5.28 | | |
| Cumulative Cost (£) | 22.62 | 40.00 | 45.28 | | |
| Cumulative Cost - Benefit (£) | (16.22) | (20.90) | (13.48) | (0.78) | 11.92 |

### 4.3.4 Scenario 4

The release points for Scenario 4 are listed in the table below:

| Release Points Scenario 4 | FY25/26 | | FY26/27 | | FY27/28 | |
|---|---|---|---|---|---|---|
| | Release Point | % | Release Point | % | Release Point | % |
| Customer | Q2 30.09 | 75% | Q2 30.09 | 25% | - | - |
| Commissioning and Procurement | Q2 30.09 | 50% | Q2 30.09 | 50% | - | - |
| Business Support | Q2 30.09 | 100% | - | - | - | - |
| Strategic & Enabling | Q2 30.09 | 50% | Q2 30.09 | 50% | - | - |

The cost profile over the MTFP period for Scenario 4 is listed in the table below:

| Cost area Scenario 4 | FY25/26 £m | FY26/27 £m | FY27/28 £m | FY28/29 £m | FY29/30 £m | Total £m |
|---|---|---|---|---|---|---|
| Technology | 8.80 | 12.80 | 3.40 | - | - | 25.00 |
| Internal Capacity | 1.28 | 1.22 | 0.88 | - | - | 3.38 |
| Additional Capacity | 6.00 | 3.10 | 1.40 | - | - | 10.50 |
| Redundancy | 6.15 | 3.30 | | - | - | 9.45 |
| Total One-Off Cost (£) | 22.23 | 20.42 | 5.68 | - | - | 48.33 |

The benefits profile over the MTFP period for Scenario 4 is listed in the table and chart below:

| Benefit Scenario 4 | FY25/26 £m | FY26/27 £m | FY27/28 £m | FY28/29 £m | FY29/30 £m |
|---|---|---|---|---|---|
| Total Benefit (£) | 11.60 | 18.80 | 18.80 | 18.80 | 18.80 |
| Part-year benefit (£) | 5.80 | 15.20 | 18.80 | 18.80 | 18.80 |
| Cumulative PYE (£) | 5.80 | 21.00 | 39.80 | 58.60 | 77.40 |

## Benefit Profile (Scenario 4)



The cost-benefit profile over the MTFP period for Scenario 4 is listed in the table below:

| Cost - Benefit Scenario 4 | FY25/26 £m | FY26/27 £m | FY27/28 £m | FY28/29 £m | FY29/30 £m |
|---|---|---|---|---|---|
| Part-year benefit (£) | 5.80 | 15.20 | 18.80 | 18.80 | 18.80 |
| Cumulative PYE (£) | 5.80 | 21.00 | 39.80 | 58.60 | 77.40 |
| Cost in-year (£) | 22.23 | 20.42 | 5.68 | - | - |
| Cumulative Cost (£) | 22.23 | 42.65 | 48.33 | | |
| Cumulative Cost - Benefit (£) | (16.43) | (21.65) | (8.53) | 10.27 | 29.07 |

### 4.3.5 Other potential financial benefits

The Benefits Case has purposely only focused on FTE savings associated with the implementation of the future model, there are a number of potential benefits which were included within the Outline Business Case which are still relevant.

- **Third Party Spend savings** -  In the region of £1.1m - £5.7m against an approximate baseline of £182.3m in FY23/24. If 60-80% of this spend were manageable that would represent a range of £86.3m to £115m. The OBC identified that potential financial benefits of between **£1.1m - £5.7m could be achieved** through the better management and control of this spend. Additionally, the Our Future Council target for FY25/26 has assumed at least £1m of this is realised in year one of the programme.

- **Third party technology spend** - Relating to the rationalisation of licenses and applications ahead of the implementation of a Customer Platform and ERP. *These have not been quantified due to a lack of data on the existing application architecture of the council.*

- **Vacancies** - The establishment baseline used to develop the Business Case was based on budgeted roles and therefore includes vacancies. It is possible for the council to release a greater PYE or even FYE through the closure of vacancies in FY25/26 and therefore increase potential in-year savings comparative to the 30.09 Q2 release point. *However this would need to be mapped against Service Review savings to check for potential double counting, and would need to tie into the work HR are doing to identify vacant posts.*

- **Service delivery** - The roles allocated to Service Delivery (2043.4 FTE) have a total cost of £88,022,693. Through applying a 1-5% savings range against this total associated with improved efficiency and a review of spans and layers could potentially release savings in the quantum of:

  - Low Scenario (1%) - £880,000

  - Mid Scenario (3%) - £2,640,680

  - High Scenario (5%) - £4,401,134

  The service delivery savings could be achieved through work to consistently apply a set of agreed organisation development principles, such as guidelines around spans and layers of management and work to make grade structures and pay more consistent across the organisation. Potential for overlap with service review changes would be relatively high and therefore need to be closely managed and validated prior to implementation through the proposed governance arrangements.

- **Service income -** Baseline service income in FY22/23 was £93.8m. The OBC showed that if a 10% target increase in additional income was achieved this would equate to a further **£9.3m** of financial benefit.

These areas have not been included in the benefit profile, shown in section 4.3. This is because no further analysis has been undertaken to validate these initial figures and because the service review opportunities directly impact these areas, creating potential for duplication.

### 4.4 Financial case in relation to budgetary pressures

The council has identified that there is an estimated £35m saving to address in FY25/26. The MTFP agreed at Cabinet in November 2024 set out the proposed approach to address this which is essentially through two mechanisms - the delivery of transformation savings through the Our Future Council (OFC) programme and through the delivery of Service review savings.

Most recent budget conversations have identified a gap of £81m over the MTFP period. There is recognition that transformation through OFC alone is not going to solve the financial and budget

position. This will be one way in which the council is able to address financial challenges in a more sustainable way.

# 5. Transformation Roadmap

5.1 Implementation Methodology

To implement the target operating model and achieve whole council transformation, change will be introduced in each layer of the target operating model through four key stages - Mobilise, Construct, Implement and Embed.

The operating model will be delivered across a series of interim states. These describe key points in time and the changes the organisation can expect to see at that point.

**Customer:**

- **Interim State One (January 2026):** Establish a universal hub for customers and initiate the onboarding of service areas with a focus on Place and Corporate. Develop a "Communities for All" strategy and commence implementation of a corporate CRM solution, integrating automation and technology to improve customer interactions.

- **Interim State Two (January 2027):** Onboard outstanding service areas to the Universal Hub (focusing on Adults and Childrens), enhance partnerships, and fully implement the CRM solution. Focus on digital access, with staff training and upskilling within the hub.

- **Interim State Three (January 2028):** Complete the universal hub implementation, fully embed the CRM, and implement customer improvement capabilities for continuous improvement.

**Commissioning and Procurement:**

- **Interim State One (January 2026):** Develop a strategic framework for commissioning, clarify responsibilities and establish. Spend Control board. Construct and implement the Commissioning Hub - focusing on delivering changes across Corporate and People Directorates.

- **Interim State Two (January 2027):** Construct and implement place commissioning, automate processes, and establish an operational excellence program.

- **Interim State Three (January 2028):** Extend operational excellence across directorates, and continue governance of Third Party Spend reviews.

**Business Support:**

- **Interim State One (January 2026):** Consolidate Business Support activity into a hub, releasing the benefit associated with business support. Delivery of ongoing process improvements, including the identification of key GenAI use cases.

- **Interim State Two (January 2027):** Fully consolidate Business Support activities into the newly established hub, develop staff as 'super-users' for ERP rollout, and advance RPA and GenAI deployment.

- **Interim State Three (January 2028):** Embed the model and way of working, identifying opportunities for the hub to deliver the full range of services and offers set out.

**Strategic and Enabling Services:**

- **Interim State One (January 2026):** Implemented the future strategic and enabling model for the corporate directorate. This will have included a review of the Business Partnering model, accelerating asset management and mobilising the implementation of the ERP solution.

- **Interim State Two (January 2027):** Implemented the future strategic and enabling model for the wider directorates. Wider changes to include a focus on automation, redesigning processes to maximise the value ERP can deliver, and supporting strategic initiatives like the Heart of Wessex deal.

- **Interim State Three (January 2028):** Fully implement Strategic and Enabling Services, embed continuous improvement, and maximise the ERP system's value through redesigned processes.

## 5.2 Implementation Plan

The implementation plan has been developed to show the progress the organisation could make towards its future target operating model over a period of three years. The plan below summarises this transformation journey and the key milestones the organisation could expect to achieve on the way. These have all been mapped out based on scenario two shown in the financial case section.



The three year programme plan is supported by a detailed plan that sets out the journey to interim state one, over the first year of the programme. The plan for year one of the programme is set out below:

Interim State 1 | January 2025-January 2026
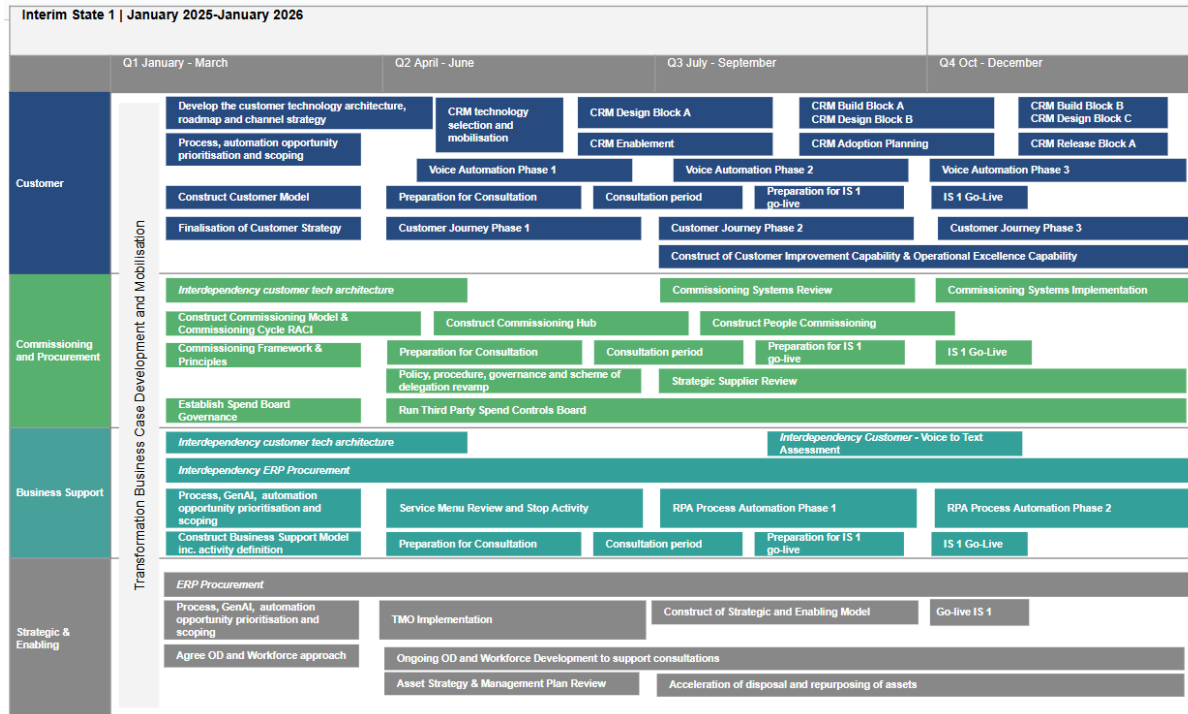
## 5.3 Proposed Composition

The implementation plans have been developed to show the progress the organisation could make towards its future target operating model over a period of three years. The plan below summarises this transformation journey and the key milestones the organisation could expect to achieve on the way.

The implementation plan for the Customer layer of the future operating model, over the three years of the programme, is shown below.

**3 year Customer Programme Implementation Plan**

| | | Year 1 | Year 2 | Year 3 |
|---|---|---|---|---|
| **Automation and technology** — CRM; Automation (Voice and RPA); Wider Customer Tech | *Mobilisation and cabinet approval of business case* | Develop the customer technology architecture, roadmap and channel strategy (e.g. CRM, Data Integration, CCaS, etc); CRM technology selection and mobilisation; CRM Enablement Work; First 2 phases of CRM delivery; CRM Process Design sprints ahead of build sprints; CRM Build sprints; Implement improved telephony systems; Identify voice to text use cases across council surveys; 3 phases of Voice automation | 4 phases of CRM delivery; Deliver voice to text proof of concept | 4 phases of CRM delivery |
| | | *Dependency - All workstreams dependent on strong technology roadmap and architecture for implementation including decision on ERP and CRM provider* | | |
| **Consolidation and standardisation** — Customer Contact Model; Customer journey delivery | | Further development of customer experience model and business case; Go-live of interim state 1 Customer Contact centre; Governance and preparation for consultation; Establish operational performance approach; Detailed assessment of customer journey opportunities; 3 phases Customer journey delivery | Go-live of interim state 2 Customer Contact centre; Review IAG offered online and agree changes required; Implement redesign of IAG offer online for phase 1 services; 4 phases Customer journey delivery | Implement redesign of IAG offer online for phase 2 services; 4 phases Customer journey delivery |
| **Wider ways of working** — Customer experience | | Finalise customer strategy and delivery outcomes; Development of communities engagement strategy and approach | Implementation of the findings set out in the pre-front door and community strategy | Development and implementation of operational excellence capability |
| | | *Dependency – alignment with Customer/ Strategic & Enabling workstreams RE Communities for All, Pre-Front door and Commissioning Partnership Strategies* | | |

The implementation plan for the Commissioning and Procurement layer of the future operating model, over the three years of the programme, is shown below.

**DRAFT 3 year Commissioning and Procurement Programme Implementation Plan**

| | | Year 1 | Year 2 | Year 3 |
|---|---|---|---|---|
| **Automation and technology** — Tech enablers; Automation (Voice and RPA) | *Mobilisation and cabinet approval of business case* | Develop the customer technology architecture, roadmap and channel strategy (e.g. CRM, Data Integration, CCaS, etc); ERP procurement - platform and implementation partner Process of implementation begins from Summer onwards; Embed change capacity to identify user cases for GenAI and RPA roll out e.g. greater use of copilot; Review existing procurement and contract management systems to identify areas for a standardised approach | Make any systems changes needed to ensure commissioning and procurement teams can function effectively, following start of ERP implementation; Explore opportunities to share data in different ways with partner organisations; 4 phases of digitally-enabled change activity to improve key processes e.g. digital contract reviews, spend categorisation and automation of procurement documents; Continued change capacity working alongside commissioning and procurement teams to support adopt and embed of GenAI | Implement any agreed data-sharing changes with partners and begin generating key insights |
| | | *Dependency - Need technology strategy and improved data infrastructure to enable data sharing, RPA and GenAI delivery* | | |
| **Consolidation and standardisation** — C+P Model; C+P Process activity | | Construct of the future commissioning and procurement model for the organisation and any structural changes needed to implement the future model; Implement first phase of the consolidated model (focus on People and Commissioning); Support the transition of Travel from Place to People | Implement second phase of the consolidated model (focus on Place); Align transactional Commissioning and Procurement activity to the Business Support hub; Complete targeted process improvement activity to redesign key processes that are critical to the commissioning and procurement cycle e.g. process to pay | Ad-hoc targeted process improvement activity to redesign key processes that are critical to the commissioning and procurement cycle e.g. process to pay |
| **Wider ways of working** — Spend controls and governance; C+P Enablers | | Establish and run third party spend controls and governance to drive out savings opportunities; Ongoing review of contract renewals over this period to ensure alignment to the future ways of working and operating model; Conduct strategic supplier review to facilitate negotiations and identify opportunities to reduce supplier spend; Review and update policy, procedure and scheme of delegation to ensure consistency in approach; Draft Communities for all strategy and approach *(link with S+E and Customer)* | Ongoing quarterly reviews of spending by supplier, intervening with further negotiations as required; Establish operational excellence programme to drive continuous improvement in future model; Explore opportunities relating to regional care co-operatives and the quality assurance of providers; Implementation of the Communities for all strategy and approach | Ad-hoc operational excellence interventions as needed; Implement any changes identified through the Communities for All strategy |
| | | *Dependency – alignment with Customer/ Strategic & Enabling workstreams RE Communities for All, Pre-Front door and Commissioning Partnership Strategies* | | |

The implementation plan for the Business Support layer of the future operating model, over the three years of the programme, is shown below.

**3 year Business Support Programme Implementation Plan**

| | | Year 1 | Year 2 | Year 3 |
|---|---|---|---|---|
| **Automation and technology** — Tech enablers, Automation (Voice and RPA) | *Mobilisation and cabinet approval of business case* | Develop the customer technology architecture, roadmap and channel strategy (e.g. CRM, Data Integration, CCaS, etc) | | |
| | | ERP procurement - platform and implementation partner Process of implementation begins from Summer onwards | | |
| | | Identification of user cases for Gen AI and RPA roll out by change capacity e.g. greater use of copilot / Phase 1 delivery of process automation | 4 phases of RPA development and implementation | 4 phases of RPA development and implementation |
| | | | Continued change capacity working alongside business support teams to support adopt and embed of GenAI | |
| | | *Dependency - All workstreams dependent on strong technology roadmap and architecture for implementation including decision on ERP and CRM provider* | | |
| **Consolidation and standardisation** — Bus Support Model | | Detailed design of the consolidated future business support capability and structural changes needed for implementation / Implementation of the consolidated future business support capability including structural changes | Embed consolidated business support capability, making iterative changes / Targeted process improvement to redesign any inefficient business support processes | |
| | | Governance and preparation for consultation / Establish operational performance approach | | |
| | | Targeted process improvement activity to redesign key processes that have previously been delivered in different ways across directorate teams | | |
| | | *Dependency - Strategic and Enabling workstream - determine what a self-serve offer for colleagues looks like and the role of business support within this* | | |
| **Wider ways of working** — Workforce experience | | | Establish an operational excellence programme to drive continuous improvement in the consolidated business support capability | Ad-hoc operational excellence support to ensure business support capability continues to improve |
| | | | Established business support capability to support rollout of improved information, advice and guidance for colleagues | |
| | | *Dependency - Strategic and Enabling workstream -review of information available for colleagues and guide business support workstream on how can support with delivery* | | |

The implementation plan for the Strategic and Enabling layer of the future operating model, over the three years of the programme, is shown below.

**DRAFT 3 year Strategic and Enabling Implementation Plan**   <span style="color:red">**DRAFT AND CONFIDENTIAL**</span>

| | | Year 1 | Year 2 | Year 3 |
|---|---|---|---|---|
| **Automation and technology** — Tech enablers, ERP | *Mobilisation and cabinet approval of business case* | Develop the customer technology architecture, roadmap and channel strategy / Agree technology architecture controls required going forwards | Embed change capacity to support teams to adopt GenAI practices | |
| | | Review of existing licenses as opportunity to reduce spend. | 4 phases of RPA development and implementation | 4 phases of RPA development and implementation |
| | | Review and rationalisation of all applications across Council in preparation for ERP and CRM implementation | Run data-led decision making pilot using improved data infrastructure to show value of utilising data in new use cases | |
| | | Review the data architecture and infrastructure, making changes as needed for adoption of GenAI tools | Roll-out data-led decision making pilot using improved data infrastructure to show value of utilising data in new use cases | |
| | | Embed change capacity to identify GenAI and RPA use cases | | |
| | | Prepare for ERP and award contract / Onboard ERP supplier(s) / Implementation of ERP | | ERP Go-Live February 2027 |
| | | *Dependency - Need technology strategy to define the organisation's preferred model of process automation and policy on use of GenAI* | | |
| | | *Dependency - The way that colleagues in the future can self-serve key internal processes is dependent on CRM and ERP decisions* | | |
| **Consolidation and standardisation** — S+E Model, Process changes | | Construct corporate strategic and enabling model / Go-live IS1 | Construct directorate strategic and enabling model / Go-live IS2 | |
| | | Implement the consolidated TMO / Agree transactional process that could be delivered through the future model | Redesign of key cross cutting processes | |
| | | Review business partnering approach | Complete any process redesign needed to maximise value of ERP | |
| | | Complete any redesign of key enterprise business processes that is needed ahead of the adoption of ERP. | Build out self-serve offer for strategic and enabling services | |
| | | *Dependency - Business support need view of the transactional enabling processes they would become responsible for from across all strategic and enabling services* | | |
| **Wider ways of working** — S+E Optimise, Programme enablers | | Accelerate review, disposal and re-purposing of assets through asset management plan | Agree changes needed to improve internal information, advice and guidance to help colleagues self-serve | Delivery of changes needed to improve internal information, advice and guidance to help colleagues self-serve |
| | | Review of corporate governance, including SDA and TDA stand up | Review service level agreements across S&E | |
| | | | Establish S+E operational excellence programme to support continuous improvement | Ad-hoc S+E operational excellence support to support continuous improvement |
| | | Agree OD and workforce approach / Development of Communities for all approach | Delivery of Communities for all approach | |
| | | Establishment reconciliation activities | Review strategic workforce planning tools and insight | |

# 6. Next Steps

## 6.1 Actions

The business case provides Dorset Council with a comprehensive design for a more efficient and effective organisation, whilst also recognises that there is further work required to refine the future operating model in early 2025. The work done to date by the council has enabled it to look at itself in a holistic manner, and has led to the establishment of the Our Future Council programme. Outlined within this section are the key next steps required to drive this whole council transformation programme forward and the overall conclusions from the Business Case.

The critical actions are listed in the table below:

| Action | Description | Owner |
|---|---|---|
| Engage Task Groups with the final designs for each layer of the Operating Model | The Business Case has been developed based on a series of engagements with each of the four task groups set up by the OFC Programme. It is important that the final designs are communicated with each of these groups as they are critical to the progression of the detailed construct work which will need to occur across each of the layers in the first 3 months of the programme's delivery. | Our Future Council Programme |
| Stand up the Design Authority | There has already been a number of sessions across both the Strategic and Enabling and Building Transformation Capability workstreams in the Our Future Council Programme to develop out the objectives and Terms of Reference for the DA, it is important that this is stood up as soon as possible to provide overarching governance with the Transformation Board to the delivery of OFC. | Our Future Council Programme |
| Stand up the Technical Design Authority | There has already been work completed to develop the potential role of the technical design authority. It is important that this is stood up in order to provide technical governance and alignment to key technology, data and architecture decisions and design. | Our Future Council Programme |
| Establish key financial controls | There is a need to establish financial cost controls to support the effective delivery of savings for FY25/26, this will support reductions to FTE and the development of the Spend Control Boards across Third Party Spend savings. | SLT, Finance, HR |
| Establish Workforce Controls Working Group | To support the delivery of in-year FTE reductions, the council needs to quickly mobilise a Workforce Controls working group, this group would need to: | SLT, Finance, HR |

| | | |
|---|---|---|
| | • Refine the establishment data and update this for any starters, movers and leavers<br><br>• Agree an approach for continued engagement with trade unions<br><br>• Prepare standard consultation tools<br><br>• Agree Organisation Design principles<br><br>This needs to be supported by a clear people and workforce plan and strategy. | |
| Prioritisation of key processes to be targeted in the first waves of delivery | The Business Case has been developed based on the assumption that the council will prioritise processes of highest volume/ potential benefits in the first wave. There is further work required to prioritise these further based on capacity and capability requirements using the volumetrics gathered as part of the volumetric log work delivered. | Our Future Council Programme |
| Implementation of the Transformation Management Office | The Transformation Management Office design has been progressed as part of this work and is detailed in SLT Paper Outline - Transformation Management Office, this is responsible for co-ordinating and running the governance, reporting and benefit monitoring for the Our Future Council programme. As a key enable to the delivery of the new operating model the implementation of this needs to be prioritised, including the identification of key roles and capabilities which need to be developed as part of this (e.g. Enterprise Architecture). | SLT, Transformation Director |
| Technology strategy and rationalisation | In order to effectively deliver technology change there is a need for a set of core activities to prepare the technology estate for new systems. This involves the development of a technology strategy, rationalisation of existing licenses and applications, work to map the estate in more detail and a set of critical decisions (Customer platform, ERP solution, AI approach etc). Without these key decisions and preparations, new tools, technologies and data will be limited in the impact they can have. | ICT, Transformation Director, SLT |

## 6.2 Conclusions of Business Case

The new operating model is critical in addressing the challenges that Dorset Council is facing. By implementing the model over three years, the council can achieve significant financial and non-financial benefits to enable the council to deliver better outcomes and ensure a more sustainable future:

● The operating model and the approach to implementation detailed within this document have been designed to tackle the particular challenges faced by Dorset Council. Successful implementation of this will enable the council to address these challenges whilst also equipping it to cope with ongoing financial pressures faced by local government, improve outcomes for residents and staff and to harness the opportunities from the unitarisation in 2019 and ongoing discussions around devolution and the potential Heart of Wessex deal.

● The implementation of the future Operating Model will enable the council to adopt an approach which is consistent and standardised where possible whilst not losing agility and innovation to drive the continuous improvement of the council.

● Fundamentally the Business Case outlines how the transformation of the council could achieve the benefits of better outcomes for residents and staff whilst reducing the costs of running the council. It is recognised that the council has made prudent decisions since unitarisation about its finance, ensuring that it is in a stronger position than a number of other local authorities, however it will still need to make significant savings in the coming years. Implementing the new Operating Model will best equip the council to meet these challenges.

● The consequences of not implementing the new Operating Model are difficult to quantify, to some extent the council has been attempting to achieve the benefits outlined in the Business Case for some time, however the lack of a whole council transformation programme has limited this. Additionally the council's decision to focus on a safe and legal transition to unitarisation in 2019 with transformation a secondary priority has led to a number of opportunities which have yet to be achieved.

● Implementing the Operating Model in full over a three year period, utilising the Our Future Council programme and investing in the right level of support and enabling technology, offers the council the best chance of securing a strong and sustainable future, delivering on the Council Plan and four key outcomes and playing its part in improving the lives of everyone living and working in Dorset.