

# Shadow Dorset Council

**Committee:** Shadow Overview and Scrutiny Committee  
**Date:** Tuesday, 8 January 2019  
**Time:** 6.30 pm  
**Venue:** Committee Rooms A/B, South Walks House,  
South Walks Road, Dorchester, DT1 1EE

**Membership:**

T Jones (Chairman), C Brooks (Vice-Chair), S Bartlett, K Brookes, R Bryan, M Byatt, S Christopher, C Finch, S Gibson, B Goringe, N Lacey-Clarke, R Nowak, J Sewell, J Somper, J Tanner and M Wiggins

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**Chief Executive (Designate) for the Dorset Council: Matt Prosser**

**For more information about this agenda please telephone Democratic Services on 01305 252209 or email [lwatson@dorset.gov.uk](mailto:lwatson@dorset.gov.uk)**

**For more information about the scrutiny items please telephone Lee Ellis (Scrutiny Officer) 01202 795251 or email [lellis@christchurchandeastdorset.gov.uk](mailto:lellis@christchurchandeastdorset.gov.uk)**

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# AGENDA

**Page No.**

**5 PROGRAMME HIGHLIGHT REPORT**

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To review the latest Programme Highlight Report, to be considered by the Shadow Executive Committee on 14 January 2019.

*A copy of the report will be added to this agenda as a supplement, in advance of the meeting.*

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# Shadow Dorset Council

|                          |  |
|--------------------------|--|
| Date of Meeting          | 14 January 2019  |
| Officer                  | Keith Cheesman, Programme Director   |
| <b>Subject of Report</b> | <b>Programme Highlight Report</b>  |
| Executive Summary        | This report provides an update on progress since the last Shadow Executive Committee meeting on 17 December 2018.  |
| Impact Assessment:       | <p>Equalities Impact Assessment:</p> <p>None in relation to this report.</p>   |
|                          | <p>Use of Evidence:</p> <p>This report has been written in consultation with Project Managers, Subject Matter Experts and other members of the Programme Team.</p>                           |
|                          | <p>Budget:</p> <p>The revised programme budget was approved at the 17 December 2018 meeting.</p>   |
|                          | <p>Risk Assessment:</p> <p>Having considered the risks associated with this decision using the LGR approved risk management methodology, the level of risk has been identified as Amber.</p> |
|                          | <p>Other Implications:</p> <p>None identified.</p>   |
| Recommendation           | <p>That the Shadow Executive:</p> <ol style="list-style-type: none"> <li>Notes the progress made since the last Shadow Executive Committee meeting</li> </ol>                                |

|                                   |  |
|-----------------------------------|--|
| Reason for Recommendation         | No decisions are required at this time in connection with this report.   |
| Appendices                        | 1. Programme Highlight Report  |
| Background Papers                 | none   |
| Officer Contact                   | Name: Keith Cheesman<br>Tel: 01305 221227<br>Email: <a href="mailto:Keith.Cheesman@dorsetcc.gov.uk">Keith.Cheesman@dorsetcc.gov.uk</a> |
| Date agreed by Lead Member        | n/a  |
| Date agreed by Statutory Officers | n/a  |

## 1. Summary and Progress

1.1 The full highlight report is attached at Appendix 1. At the time of writing, overall progress remains at Amber.

1.2 Key achievements in the last period include:

- Draft constitution nearing completion following Member review, pending final minor outstanding items
- Finance Order now 'made' in law from 2/1/2019
- Transitional Structures plan ready to be launched into consultation in January
- A balanced budget proposal reviewed by Budget Working Group
- Council Tax Harmonisation approach agreed by the Ministry of Housing, Communities and Local Government
- Branding ready to launch
- Service delivery approach for eastern Dorset agreed
- 'Master list' of Dorset Council policies complete
- The senior leadership recruitment process is nearing completion.

1.3 There are challenges around the Data Disaggregation work which seeks to identify, prepare and pass the case data and associated files from Dorset Council to Bournemouth, Christchurch and Poole Council. Work in this area is increasing in intensity to agree plans and approaches with the BCP Programme but there is an issue with the availability of the detailed plans required by Dorset Council. This is being escalated within the programme structure to resolve urgently.

## 2. Risks and Issues

2.1 The key programme issue remains around the Dedicated Schools Grant.

The Dedicated Schools Grant (DSG) has not increased to allow for additional responsibilities for children when the 16-25 yr age group were added. Numbers of Education Health and Care Plan (EHCP, previously SEN) pupils have been steadily rising with no sign of this levelling out, as funding has seen minimal increase. Recharges from the DCC to DSG of about £1m have already been included as a potential issue in the 19/20 budget calculations and contribute towards the overall estimated £15.5m budget gap to be addressed in the 20/2/19 Shadow Council meeting.

There is a possible way to help manage the DSG deficit in 2019-20 by shifting funds between the different blocks the funding is supplied in, but this must be approved by the Schools Forum and the Secretary of State if over 0.5% of the Schools' Block. The Schools Forum have not approved the movement of moneys between the blocks and so this has been referred to the Secretary of State. The Finance Settlement provided some funding towards this issue which is a national one, but not sufficient to remove the issue at this stage. Further representations will be made to address this issue; the net value of the approval sought is around £2.7m.

- 2.2 The key programme risk is currently around the data disaggregation plan for social care data described above.
- 2.3 The process of creating the risk log for the new council is being led by the Intelligence, Insight and Performance Team at Dorset County Council.

**Appendix 1**



# OVERALL PROGRAMME STATUS – DATE: 04 JANUARY 2019

|                       |  |              |  |               |  |             |  |                 |  |                    |  |                         |  |
|-----------------------|--|--------------|--|---------------|--|-------------|--|-----------------|--|--------------------|--|-------------------------|--|
| <b>Overall status</b> |  | <b>Scope</b> |  | <b>Budget</b> |  | <b>Time</b> |  | <b>Resource</b> |  | <b>Stakeholder</b> |  | <b>Risk &amp; Issue</b> |  |
|-----------------------|--|--------------|--|---------------|--|-------------|--|-----------------|--|--------------------|--|-------------------------|--|

Preparation continues – fewer than 90 days to go and the intensity of all the workstreams is picking up, with the Programme Team moving to a daily review process on all task and activity to ensure progress is not impeded by issues. The budget appears now to be in a position to be set and the Transitional Structures work will begin to deliver the required reductions in costs. Work on Phase 3 is being reviewed for timing and approach, with some work being done now to ensure transitional arrangements are sufficiently robust. An issue is emerging around Data Disaggregation which, while practically is a delivery issue for the BCP programme, will have impact on social care caseload management for cases transferring from this council. The programme remains at Amber

|                        |  |   |
|------------------------|--|---|
| <b>Return to Green</b> |  | Agreement of the Transitional Structures in January. Resolution of the Data Disaggregation issue/ risks   |
| <b>Change Requests</b> |  | No new change controls in progress.   |
| <b>Resources</b>       |  | Phase 2 resource requirements almost entirely met   |
| <b>Plan</b>            |  | A mandate and plan is required to ensure the transitional phase is mapped and resourced, particularly in light of the need to review and refine Phase 3 plans   |
| <b>Benefits</b>        |  | Part of the Gateway process being introduced is to enable the baselining and assessment of services, both external and internal, to understand any impacts of the transition and to be clear about the measures and metrics being applied to that assessment. |

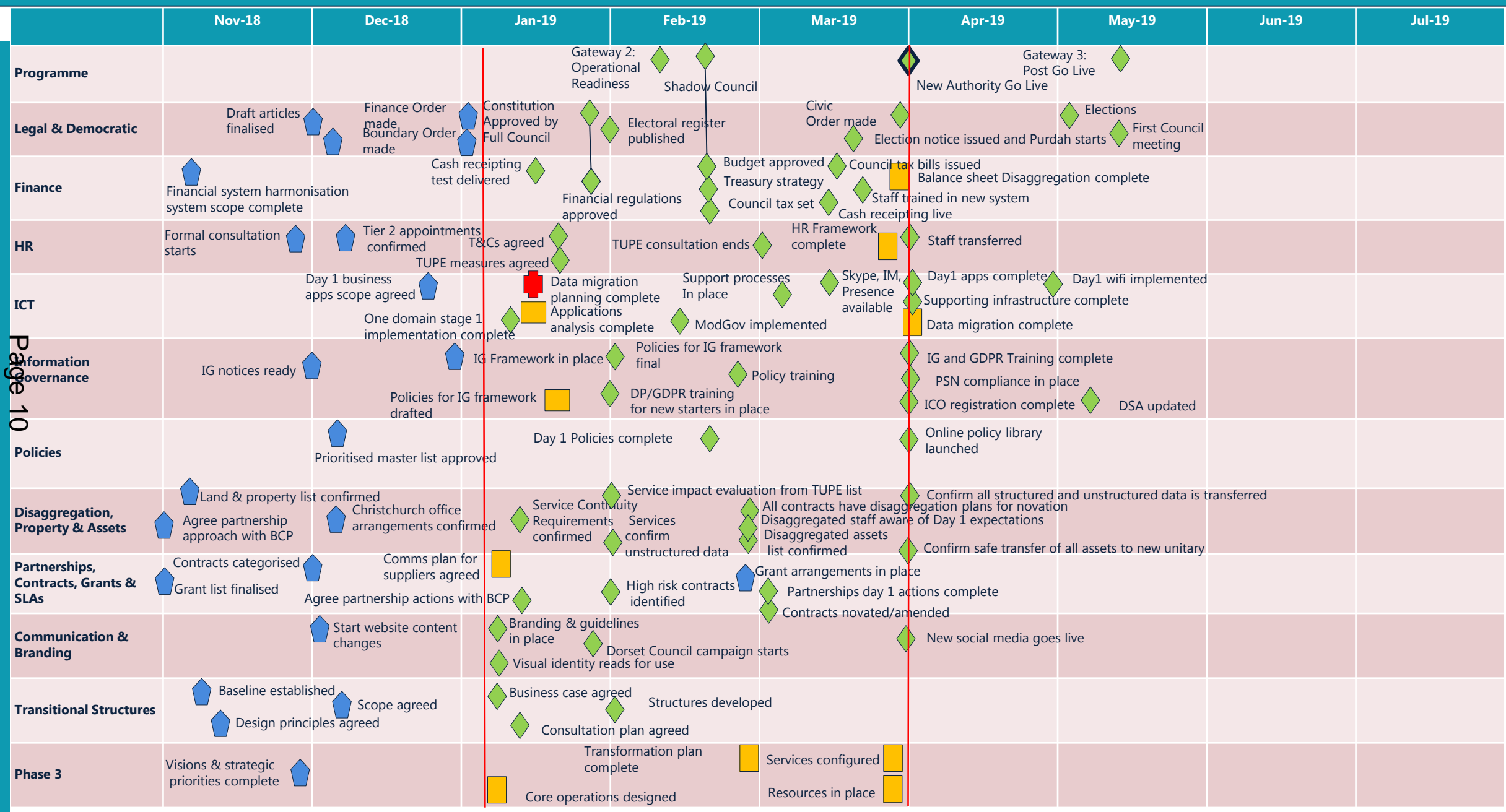
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| This week        |           | Issue/Risk   | Mitigation  |
|------------------|-----------|--|---|
| <b>Top Issue</b> | 5-4<br>20 | Dedicated Schools Grant – If the Secretary of State does not approve the request to transfer funds between funding blocks, this will result in an increase in the budget deficit.  | There is a possible way to help manage the DSG deficit in 2019-20 by shifting funds between the different blocks the funding is supplied in, but this has to be approved by the Schools Forum and the Secretary of State if over 0.5% of the Schools' Block. The Schools Forum have not approved movement of moneys between the block, and the value of this is around £2.7m. This has now escalated to the Secretary of State. |
| <b>Top Risk</b>  | 5-5<br>25 | Social Care IT system data disaggregation plan not in place. A plan, expected from the BCP Programme supplier managing the data transfer has not yet been made available and so cannot be verified. Without this, we cannot guarantee the data will be migrated by 1 April 2019. | Detailed briefing to be provided by 7th January 2019 for the People Board.<br>IT Plan required to enable Dorset Council to prepare mitigating actions   |

# Programme Milestone Plan – 4th January 2019

Workstreams

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KEY: Blue - Complete Green - On Track Amber – plan variation or off track but recoverable without impact to the overall programme Red – Late or off track or no agreed plan, significant risk to the overall programme

# WS1: LEGAL AND DEMOCRATIC - STATUS UPDATE

Lead Member: Cllr Spencer Flower  
Workstream Sponsor: Jonathan Mair

Date: 04/01/2019

Workstream RAG

G



## Overall Workstream Summary

The team have focused primarily upon the final draft of the constitution in readiness for submission to the Shadow Executive on 14<sup>th</sup> January. Great efforts are being made to take on board the large volume of comments received from theme boards, particularly with reference to the draft Scheme of Delegation. Overall the Legal and Democratic workstream remains on track. The making of the Boundary Changes order in December marked a key milestone and Election teams are now actively mobilising their preparations for the elections in May.

### Key Initiative Achievements (This Week)

- Final review of the draft constitution by the Governance Working Group, which at its last meeting on the 19<sup>th</sup> December concluded that main body of its work had been completed and any outstanding items would be covered off by email.
- Meeting held on 3<sup>rd</sup> January with Chairmen of Planning Committees and representative from Place Theme Board to discuss/review planning delegations.
- Progressing of updates to the draft constitution and Scheme of Delegation
- Finance Order became law as at 2<sup>nd</sup> January
- Boundary Changes order was made in December.
- Independent Remuneration Panel report on members allowances being drafted
- Drafting of covering report on constitution for SEC.
- Completion of screening EQiA for constitution

### Next milestones

| Milestone                          | RAG | Due Date         | Target Date |
|------------------------------------|-----|------------------|-------------|
| Draft articles finalised           | C   | August 2018      | 23/11/18    |
| Boundary Review complete           | C   | October 2018     | 27/10/18    |
| Drafting of constitution completed | C   | 30 November 2018 | 23/11/18    |
| Finance Order made                 | C   | December 2018    | 02/01/19    |
| Boundary order made                | C   | December 2018    | 19/12/18    |
| Electoral register published       | G   | February 2019    |             |
| Constitution approved              | G   | 24 January 2019  |             |
| Notice of election issued          | G   | 15 March 2019    |             |
| Civic Order made                   | G   | March 2019       |             |
| Elections                          | G   | 2 May 2019       |             |
| First Dorset Council meeting       | G   | May 2019         |             |

### Key Initiative Activities (Planned Next Week)

- Issue of the draft constitution to SEC
- Issue of updated Scheme of Delegation to Workstream and Theme Boards
- Circulation of proposed council layouts in SWH to members of the Governance Working Group.

Top Risk

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| ID | Raised By | Date Raised | Risk Description   | Impact Statement   | I | P | RS | Mitigation Plan   | Owner                         | Date Due |
|----|-----------|-------------|--|--|---|---|----|---|-------------------------------|----------|
| 80 |           |             | A snap General Election or Referendum could divert resource from the Programme to resource this at short notice. | Political situation could change forcing a general election or a second referendum and this would require Elections teams to focus on this rather than planning for the May elections. This would be more critical if either of these were called in the new year. | 4 | 3 | 12 | With the current volatile political atmosphere, the Elections team have developed a draft Parliamentary election plan in the event that an election is called. The resource plan would need to be implemented, and augmented by additional resource to run two sets of elections. | Jonathan Mair (as Interim RO) |          |

Top Issue

| ID | Raised By | Date Raised | Issue Description                          | Impact Statement | S | Resolution Plan | Owner | Due Date |
|----|-----------|-------------|--|------------------|---|-----------------|-------|----------|
|    |           |             | <i>There are no live issues at present</i> |                  |   |                 |       |          |

# WS2: FINANCE- STATUS UPDATE

Lead Member: Cllr Tony Ferrari  
 Workstream Sponsor: Jason Vaughan  
 Project Manager: Rosie Dilke; Jason Pengelly

Date: 04/01/2019

Workstream RAG A 

## Overall Workstream Summary

Work has focused on producing a balanced budget and taking the proposals to the Budget Working Group on 20 December. Council tax harmonisation has been agreed with MHCLG. Provisional finance settlement announcements in line with budget assumptions. Additional member budget briefing on the budget and treasury management has been set up for 29 January 2019. Budget consultation event with over 60 business held. Finance officers are working with in-house IT officers and with the external company Capita to deliver a fully connected set of IT finance systems for 01/04 as well as business readiness.

## Key Initiative Achievements (Last three weeks)

- Balancing the budget and council tax harmonisation
- A further briefing for Finance Officers was held about Revenues & Benefits.
- Finance Regulations, including Contract Procedural Rules, have been agreed between Finance Officers & Monitoring Officers & to be incorporates into the Constitution. Districts have harmonised vendor lists and are now being combined with Dorset County Council to produce a single list.
- Letters to all current suppliers have been drafted and are with Legal to review.
- The VAT approach (dealing with suppliers/payments/invoices) is currently being agreed with HMRC.

## Next milestones

| Milestone  | RAG | Due Date | Target Date |
|--|-----|----------|-------------|
| Council tax base set   | C   | Dec '18  | Dec '18     |
| Agreement of debt and reserve percentages between Dorset & BCP | A   | Dec '18  | Dec '18     |
| Capita cash receipting - Test system delivered                 | G   | 31/12/18 | 31/12/18    |
| Financial Regulations approved                                 | G   | 24/1/19  | 24/1/19     |
| Budget approved  | G   | 20/2/19  | 20/2/19     |
| Treasury Strategy & practices approved                         | G   | 20/2/19  | 20/2/19     |
| Capita cash receipting - LIVE                                  | G   | 04/03/19 | 04/03/19    |

## Key Initiative Activities (Planned Next fortnight)

- Delivery of the test system for the single cash receipting environment (Capita)

| ID  | Raised By     | Date Raised                   | ISSUE Description   | Impact Statement   | I | P | RS | Mitigation Plan   | Owner         | Date Due |
|-----|---------------|-------------------------------|---|--|---|---|----|---|---------------|----------|
| 106 | Jason Vaughan | July 30 2018                  | Dorset Council is unable to set a balanced budget for 2019/20 | Would require use of reserves to balance budget causing pressures for 2020/21  | 5 | 4 | 20 | Budget Working Group to consider balanced budget proposals at their meeting on 20 December and shape report to shadow Executive on 14 January 2019. | Jason Vaughan | Dec '18  |
| 235 | Rich Bates    | October 25 <sup>th</sup> 2018 | Dedicated Schools Grant                                       | Failure to get approval to transfer funds between funding blocks will increase the deficit and require funding of £2m. | 5 | 4 | 20 | Following the Schools Forum rejecting the proposal we have now appealed to the Secretary of State. We expect a decision this side of Christmas.     | Rich Bates    | Dec '18  |



# WS4: CUSTOMER AND SERVICE CONTINUITY - PEOPLE THEME - STATUS UPDATE

Lead Member: Cllr Jill Haynes, Cllr Steve Butler, Cllr  
Graham Carr-Jones, Cllr Andrew Kerby  
Workstream Sponsor: Helen Coombes and Nick Jarman  
Project Manager: Fave Brooks

Date: 04/01/2019

Workstream RAG

A



## Overall Workstream Summary

Progress towards day 1 through implementation plans continues with a focus on disaggregation predominantly for Adults, Children's and Housing. Fortnightly meetings with co-ordinators to discuss key areas of progress, risks, issues and clarification of requirements and decisions from other workstreams, is in place. Milestone for aligned disaggregation plan is red due to outstanding IT disaggregation plan for Mosaic (adults & childrens social care system) however, as this is being led by the IT workstream, amber status remains for the People theme. If this position doesn't improve within the next reporting period, the reporting status may change to red due to the reduction in time to resolving issues may have an impact on the services ability to deliver. IT workstream status regarding data disaggregation is red to reflect this.

## Key Initiative Achievements (This Week)

- Final revisions to Adults case transfer document for approval at people board
- Privacy Impact Sharing Agreement for safeguarding and Domestic Homicide Funding agreement revisions to the people board
- Weekly meetings for disaggregation development continues
- Address data for disaggregation decision record scope agreed and decision record drafted and circulated
- Library bye-laws submitted for inclusion on policy workstream.

## Next milestones

| Milestone   | RAG | Due Date   | Target Date |
|---|-----|------------|-------------|
| Risks and issues reviewed and mapped  | C   | 30/09/2018 |             |
| Public Access computers service (libraries)   | C   | 30/10/2018 |             |
| Business rules for Adult services agreed  | A   | 30/11/2018 | 17/01/2019  |
| CSC case transfer protocol agreed   | A   | 08/11/2018 | 17/01/2019  |
| Clarify OFSTED registration arrangements  | A   | 30/11/2018 | 17/01/2019  |
| Clarify Professional Registration requirements  | C   | 30/11/2018 |             |
| Aligned and agreed disaggregation plan across services, IT, HR, Finance for people theme disaggregation | R   | 10/12/2018 | 17/01/2019  |
| Address data for disaggregation agreed (GIS)  | A   | 30/11/2018 | 09/01/2019  |

## Key Initiative Activities (Planned Next Week)

- Contract and partnership draft decision records
- Adult Business Rules protocol approval by the people board
- Decision record for address data to be shared with BCP
- Transitional Schools Forum SEC date to be secured
- Service gap review information to be fed into HR via People theme Project Manager
- Community Safety Partnership Terms of Reference for approval

| ID  | Raised By   | Date Raised | Risk Description  | Impact Statement  | I | P | RS | Mitigation Plan  | Owner                         | Date Due  |
|-----|-------------|-------------|---|---|---|---|----|--|-------------------------------|-----------|
| 264 | Faye Brooks | 03 Jan 19   | <b>Links to IT workstream risk no: 259.</b><br>Without a data disaggregation plan for 1st April 2019, there is a risk to service delivery/ continuity for Christchurch cases due to lack of access to data. | Service continuity/ safe and legal delivery of social care for adults and children's may be impacted for day 1. | 5 | 5 | 25 | Working with ICT workstream to understand and agree options available, impact and risks for day 1 delivery | Helen Coombes/<br>Nick Jarman | 17 Jan 19 |



# WS4: CUSTOMER AND SERVICE CONTINUITY - PLACE THEME - STATUS UPDATE

Lead Member: Cllr Mary Penfold, Cllr David Walsh, Cllr Daryl Turner, Cllr Anthony Alford  
 Workstream Sponsor: Mike Harries and Bridget Downton  
 Project Manager: Emily Hallett

Date: 04/01/2019

Workstream RAG



## Overall Workstream Summary

Discretionary fees and charges for Development Management, Land Charges and Building Control have been reviewed and signed off by Place Board. Regulatory discretionary fees are currently being reviewed with a view of going to Place Board in the new year. All Place policies have been collated and prioritised. A decision was made by the Budget Working Group to not review car parking fees for day 1, therefore the prepared paper has been added to the forward plan for the Dorset Council to review post 4th May. Place Board have approved a recommendation to go to Programme Board for a single parking system.

## Key Initiative Achievements (This Fortnight)

- Fees and charges for Development Management, Land Charges and Building Control were signed off by Place Board on 12/12/2018. These will go to Programme Board in February and Shadow Executive on 11th March
- Place Board agreed the harmonised local list for validating planning applications for the Development Management Service
- Place Board agreed to honour events for Dorset Council where the DCP events team have agreed to these for the financial year 2019/20
- Service Workstream coordinators have received an update on the progress of the data disaggregation work, all applications that require a decision have been added to the Place forward plan
- Health and Safety activities within workstreams have been identified and gathered to inform the Corporate Health and Safety workstream
- It has been agreed by both Weymouth and Portland Town Councils that Dorset Council will carry out future verge maintenance and management across the area where previously it had been contracted to WPBC.
- Urban Heath Partnership arrangements agreed by Place Board
- BCP boards have agreed to procure the Confirm Highways system for day 1, this will make data disaggregation for DCC more straightforward
- Waste license applications have been submitted for Poundbury and Crookhill by the Waste and Cleansing Workstream

## Next milestones

| Milestone   | RAG | Due Date   | Target Date |
|---|-----|------------|-------------|
| Establish beach safety requirements for Dorset Council          | A   | 20/12/2018 | 20/01/2019  |
| Agree harmonised notices and certificates – Building Control    | G   | 02/01/2019 |             |
| Agreed harmonised Development Management notices                | C   | 31/12/2018 |             |
| Development Management Minerals and Waste arrangements in place | C   | 02/01/2019 |             |
| Staff parking arrangements agreed                               | A   | 31/12/2018 | 31/01/2019  |
| Corporate Landlord Responsibilities agreed                      | C   | 31/12/2018 |             |
| Agree or confirm Prefixes for Penalty Charge Notices            | A   | 30/11/2018 | 10/01/2019  |
| Statement of Community Involvement complete                     | A   | 01/12/2018 | 20/02/2019  |

## Key Initiative Activities (Planned Next Fortnight)

- Decision on disaggregation for highways data
- Gather and document out of hours arrangements for Place services
- Gather risks post day 1 for Place based services into centralised programme log
- Discretionary fees and charges for Regulatory services reviewed by Place Board
- Meeting with BCP Place Project Manager to ensure work in relation to disaggregation is aligned
- Place Board chairs to receive and review TUPE lists
- Resourcing of local plan work to be discussed by Place Board
- Development Management to harmonise notices and templates

| ID  | Raised By                     | Date Raised | Risk Description  | Impact Statement  | I | P | RS | Mitigation Plan   | Owner       | Date Due |
|-----|-------------------------------|-------------|---|---|---|---|----|---|-------------|----------|
| 173 | Bridget Downton/ Mike Harries | 18/10/2018  | Reduction in service levels due to outcome of TUPE and stranded costs   | Outcome of TUPE and stranded costs from disaggregation results in insufficient capacity for Dorset Council to deliver some place services from day 1. This could lead to reduction in service levels until issues are resolved. | 4 | 2 | 8  | TUPE lists to be shared with Place Board to review. Service workstreams will be involved if effected<br>Disaggregation requirements included within implementation plan | Place Board |          |
| 256 | Bridget Downton               | 12/12/2018  | Existing Council projects in relation to application changes (for example DCP's Development Management iDox project) have run late. | This has resulted in 'go live' for a new system coinciding with vesting day. This may impact on implementation activities and capacity of teams.  | 3 | 3 | 9  |   | Place Board |          |

Top Issue Top Risk

# WS4: CUSTOMER AND SERVICE CONTINUITY – CORPORATE SERVICES & STAFF

## - STATUS UPDATE

Lead Member: Cllr Tony Ferrari, Cllr Spencer Flower, Cllr Peter Wharf

Workstream Sponsor: Jonathan Mair

Project Manager: Emma Wood

Date: 04/01/2019

Workstream RAG

G



### Overall Workstream Summary

Delivery underway across all workstreams with progress in all areas. Changes to scope of Performance Management workstream has been expanded and is waiting for approval from corporate board 24<sup>th</sup> January.

### Key Initiative Achievements (This Week)

- Drafting Dorset Council Equality Scheme (equality objectives) committee report
- 2 EqIA training sessions delivered to 24 staff from across the councils
- First phase of consultation for Emergency Response Plan complete (sovereign council emergency planning officers) and plan updated to reflect feedback.
- Revised plan issued to existing Gold/Silver officers, as the second phase of consultation.
- The scope of the performance management workstream has been expanded beyond its original focus on statutory reporting to include identification of day 1 performance metrics. (to be signed off by Corp Board)
- The consolidated picture of statutory reports is being shared across the Performance leads for review. This will be shared with the various boards for sign off.

### Key Initiative Activities (Planned Next Week)

- Seek guidance from HR Workstream on volunteer roles (including Local Authority Liaison Officers)
- Work through the existing top level risks in the current risk registers and identify a core set of Key Risks.
- Preparation of papers for corporate approval across varying workstreams.

### Next milestones

| Milestone   | RAG | Due Date | Target Date |
|---|-----|----------|-------------|
| Provide a summary of information back to the Performance Group                | A   | 10/12/18 |             |
| Report to Shadow Executive on equality objectives                             | G   | 14/01/19 |             |
| Dorset Council Emergency Response Plan approved                               | G   | 31/12/18 | 24/01/19    |
| Map/consolidate existing performance metrics from across the current councils | A   | 31/12/18 | 31/01/19    |
| Approval of harmonise policy and procedure for sandbags and coastal flooding. | G   | 31/01/19 | 24/01/19    |

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Top Risk

| ID  | Raised By | Date Raised | Risk Description   | Impact Statement   | I | P | RS | Mitigation Plan  | Owner         | Date Due |
|-----|-----------|-------------|--|--|---|---|----|--|---------------|----------|
| 237 | Marc Eyre | 15/09/18    | <i>Failure to agree and populate a command, control and coordination structure (Gold, Silver and Duty Emergency Planning Officer rosters) results in an inability to respond to an emergency effectively</i> | Existing Command and Control Structure, with agreement to provide consistent training in advance of 1st April; agreement that Tier 2 and 3 posts JDs will include a Gold/Silver requirement; DEPO role to be undertaken by DCC EP team in the early days of Dorset Council | 4 | 1 | 4  | Existing Command and Control Structure, with agreement to provide consistent training in advance of 1st April; agreement that Tier 2 and 3 posts JDs will include a Gold/Silver requirement; DEPO role to be undertaken by DCC EP team in the early days of Dorset Council | Kirsty Riglar |          |







# WS4: CUSTOMER AND SERVICE CONTINUITY – DISAGGREGATION - STATUS UPDATE

Lead Member: Cllr Jeff Cant  
 Workstream Sponsor: Richard Bates  
 Project Manager: James Howie

Date: 04/01/2018

Workstream RAG



## Overall Workstream Summary

Disaggregation is working through a wide range of elements to date. The main focus is ensuring that structured and unstructured data, all assets are transferred in a safe and legal way. The majority of areas have been identified and processes are now being developed to ensure transfer is completed within timeframes required. An analysis of the TUPE list is also taking place with regards the team structures for day 1 and how this will impact service continuity, including staff based in offices within CED.

## Key Initiative Achievements (This Week)

- HR has confirmed that the sharing of the TUPE list with programme boards can now proceed and been shared with the programme leads
- Finalising agreement with regards the decision of the strategic approach of delivering services for East Dorset
- Review of the social care case transfer plan. Issues have arisen specifically with regards to BCP unable to provide a detailed plan from their perspective.
- Provisional agreement decided around personal assets for all TUPING staff within disaggregation

## Key Initiative Activities (Planned Next Week)

- Provide a detailed plan around the formation of the operational structure for the Christchurch Civic office now the decision record has been agreed.
- Finalise decision record for personal asset transfer to personal assets. Decision to be written jointly with BCP
- Complete detailed plan with regards social care case transfer.
- Confirm with BCP their project plan around information transfer to their TECH FORGE.
- Ensure that the data supplied to BCP with regards Children's information is being reviewed and feedback provided.

## Next milestones

| Milestone  | RAG | Due Date   | Target Date |
|--|-----|------------|-------------|
| Confirm strategic approach for services delivered from Christchurch civic offices for Dorset Council | C   | 31/12/2018 | 31/12/2018  |
| Understand all unstructured data requirements from each service that requires disaggregation         | G   | 31/01/2019 | 31/01/2019  |
| Service impact evaluation complete from TUPE lists   | G   | 31/01/2019 | 31/01/2019  |
| Case Transfer Commences  | R   | 31/01/2019 | 31/01/2019  |
| Confirm final list of all assets to transfer   | G   | 01/02/2019 | 01/02/2019  |
| Assets & Case Transfer complete  | R   | 29/03/2019 | 29/03/2019  |
| Day 1 Applications in place  | G   | 01/04/2019 | 01/04/2019  |

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| ID  | Raised By     | Date Raised | Risk Description   | Impact Statement  | I | P | RS | Mitigation Plan   | Owner        | Date Due  |
|-----|---------------|-------------|--|---|---|---|----|---|--------------|-----------|
| 259 | Karen Perrett | 2 Jan 19    | BCP are working with Servelec to migrate Social Care data from DC to BCP. Servelec sent quote for work on 20 <sup>th</sup> Dec 18 but did not include a delivery plan. | DC and BCP will not be safe and legal on 1 <sup>st</sup> April 2019 as BCP relevant employees will not have access to Christchurch Social Care data | 5 | 5 | 25 | The detailed data migration plan is due w/c 7 <sup>th</sup> January 2019. | Mark Smitton | 11 Jan 19 |

Top Risk

# WS4: CUSTOMER AND SERVICE CONTINUITY – CONTRACTS, PARTNERSHIPS, SLAS, GRANTS - STATUS UPDATE

Lead Member: Cllr Sherry Jespersen  
 Workstream Sponsor: Matt Piles  
 Project Manager: Colin Lusted

Date: 04/01/2018

Workstream RAG A

**Overall Workstream Summary**

Partnership activity now focussed on agreeing partnership DRs with BCP element. Contract analysis is progressing, complex/high risk contracts should be identified in January. Communications plan for supplier contacts underway. Legal advice on treatment of Adults & Children's contracts with Christchurch element expected w/e 14/12/2018. Detailed work underway on critical Tricuro partnerships and associated contracts : RAG remains amber

**Key Initiative Achievements (This fortnight)**

- Confirm the approach to Adults and Children's contracts with Christchurch element (carried over from last report). On-going, agreed simplified advice from DC & BCP Legal expected 14/12/18
- Identify high risk/complex contracts requiring Legal review on-going
- Continue analysis of Partnerships, with the focus on Partnerships with service delivery and BCP elements

**Next milestones**

| Milestone  | RAG | Due Date   | Target Date |
|--|-----|------------|-------------|
| Contracts categorised according to principles on Accord            | C   | 30/11/2018 |             |
| Partnerships actions agreed with BCP                               | G   | 14/01/2019 |             |
| Agree contract approach to Adult's & Children's contracts with BCP | A   | 23/11/2018 | 09/01/2019  |
| Tricuro decision paper to People                                   | G   | 17/01/2019 |             |
| Communication Plan for suppliers agreed                            | G   | 30/01/2019 |             |
| High-Risk/Complex Contracts identified                             | A   | 14/12/2018 | Jan 2019    |
| Partnerships reviewed with Legal                                   | G   | 31/01/2019 |             |
| Partnership day 1 actions completed                                | G   | 01/03/2019 |             |

**Key Initiative Activities (Planned Next fortnight)**

- Continue work on Partnerships, prepare decision records in conjunction with BCP
- Finalise Tricuro activities
- Prepare papers for People on Adults contracts
- Prepare DRs for Partnerships with BCP elements
- Prepare DR for remaining DC partnerships

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| ID | Raised By | Date Raised | Risk Description | Impact Statement | I | P | RS | Mitigation Plan | Owner | Date Due |
|----|-----------|-------------|------------------|------------------|---|---|----|-----------------|-------|----------|
|----|-----------|-------------|------------------|------------------|---|---|----|-----------------|-------|----------|

Top Risk

|     |    |          |  |  |   |   |   |  |     |  |
|-----|----|----------|--|--|---|---|---|--|-----|--|
| 228 | CL | 24/10/18 | Contracts for service provision missed | High value/complex contracts should all be captured. However, there is risk that lower value contracts could be missed | 3 | 1 | 3 | Collation of all contracts into Accord<br>Engagement with Senior Procurement officers<br>Spend checking with SAP to identify any 'non-compliant' spend | TBA |  |
|-----|----|----------|--|--|---|---|---|--|-----|--|

| ID | Raised By | Date Raised | Issue Description | Impact Statement | S | Resolution Plan | Owner | Due Date |
|----|-----------|-------------|-------------------|------------------|---|-----------------|-------|----------|
|----|-----------|-------------|-------------------|------------------|---|-----------------|-------|----------|

Top Issue

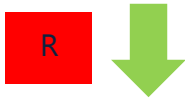
|     |    |          |   |   |   |   |    |          |
|-----|----|----------|---|---|---|---|----|----------|
| 245 | CL | 23/11/18 | Splitting or Transfer of DCC contracts with Christchurch element to BCP | Agreed advice from BCP & DC Legal expected w/e 14/12/2018 | 0 | Confirm legal position regarding Consequential Orders and impact on contracts with a Christchurch element | CL | 14/12/18 |
|-----|----|----------|---|---|---|---|----|----------|

# WS5: ICT WORKSTREAM - STATUS UPDATE

**ICT Member Lead:** Councillor Tong  
**Workstream Sponsor:** Sue Joyce  
**Project Manager:** Jon Ashworth

**Date:** 4th January 2019

**Workstream RAG**



## Overall Workstream Summary

The project continues to focus on the data disaggregation and ICT Service Delivery work packages. Data disaggregation for Social Care continues to be a significant concern, meetings now being held between DCC and BCP with Programme involvement, this is now enabling work to progress on providing clarity upon requirements and identify a shared 'catch up' plan to align operating models. The supplier managing the migration of the Social Care data from DC to BCP has not provided a detailed plan, now expected w/c 7<sup>th</sup> January 2019. As a consequence the work package is now reporting as Red as there is currently no assurance the data will be migrated by 1<sup>st</sup> April 2019.

## Key Initiative Achievements (This Week)

- WAN Phase 2 commissioning complete
- Microsoft Identify Manager agents installed in readiness for global address synching in January.
- Workshops held for Asset Management, Software licensing & ICT Governance
- Social Care data disaggregation supplier quote received on 20 December
- Working with newly assigned DCC ICT business application leads to validate progress and planning for data disaggregation of other DCC applications.

## Next milestones

| Milestone   | RAG | Due Date  |
|---|-----|-----------|
| Data Migration Planning complete                                | R   | 11 Jan 19 |
| One Domain Stage 1 implementation complete                      | G   | 16 Jan 19 |
| Members ICT agreed  | G   | 19 Jan 19 |
| ICT Service Continuity & Disaster Recovery process              | G   | 23 Jan 19 |
| Incident & Request management approach                          | G   | 30 Jan 19 |
| WAN Phase 2 data exchange testing for LOB applications complete | G   | 31 Jan 19 |
| One Domain Stage 2 Gateway review complete                      | G   | 5 Feb 19  |
| LLPG & Mod. Gov. Day 1 apps complete                            | G   | 1 Apr 19  |
| Corporate & Public WiFi solution implemented                    | A   | 1 Apr 19  |
| Data Migration for Day 1 complete                               | R   | 1 Apr 19  |

## Key Initiative Activities (Planned Next Week)

- WAN Phase 2 data exchange testing
- Global Address synchronisation 8<sup>th</sup> January 19
- Decision Requests to be written for Asset Management, Problem Management & Change Management
- Working with BCP to confirm task breakdown and project plan for Mosaic
- Drafting initial batch of theme based, no/low risk Decision Records
- Drafting initial Decision Record for Mosaic and related systems
- Detailed Data Migration planning approach completed

| ID  | Raised By     | Date Raised | Risk Description   | Impact Statement  | I | P | RS | Mitigation Plan   | Owner        | Date Due  |
|-----|---------------|-------------|--|---|---|---|----|---|--------------|-----------|
| 259 | Karen Perrett | 2 Jan 19    | BCP are working with supplier to migrate Social Care data from DC to BCP. supplier sent quote for work on 20 <sup>th</sup> Dec 18 but did not include a delivery plan. | DC and BCP will not be safe and legal on 1 <sup>st</sup> April 2019 as BCP relevant employees will not have access to Christchurch Social Care data | 5 | 5 | 25 | The detailed data migration plan is due w/c 7 <sup>th</sup> January 2019. | Mark Smitton | 11 Jan 19 |



# WS7: POLICIES WORKSTREAM - STATUS UPDATE

Lead Member: Spencer Flower  
 Workstream Sponsor: Jonathan Mair  
 Project Manager: John Alexander

Date: 04/01/2019

Workstream RAG



## Overall Workstream Summary

Initial draft of prioritised Master list of Dorset Council policies complete.

### Key Initiative Achievements (This Fortnight) | Next milestones

| Key Initiative Achievements (This Fortnight)   | Next milestones                  |     |              |             |
|--|----------------------------------|-----|--------------|-------------|
|  | Milestone                        | RAG | Due Date     | Target Date |
| <ul style="list-style-type: none"> <li>Initial draft of prioritised Master list of policies completed, and presented to Programme Board. Next steps agreed.</li> </ul>   | Templates and guidance approved  | C   | 17 October   | 31 October  |
|  | Prioritised master list approved | C   | 5 December   | 12 December |
| Key Initiative Activities (Planned Next Fortnight)   | Day 1 policies complete          | G   | 27 Feb 2019  |             |
| <ul style="list-style-type: none"> <li>Re-submission of Master list to Theme Boards and core workstreams to seek further scrutiny of whether all policies in the list meet the agreed policy definitions; clarify any further work/ approval processes required before Day 1; any other issues.</li> <li>Focus on ensuring Health and Safety policies are complete, agreed and fit for purpose.</li> <li>Clarification of EqIA requirements for policies prior to Day 1.</li> <li>Begin process of harvesting policies, applying templates and building online library.</li> </ul> | Online policy library launched   | G   | 1 April 2019 |             |
|  |                                  |     |              |             |
|  |                                  |     |              |             |

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| ID | Raised By | Date Raised | Risk Description | Impact Statement | I | P | RS | Mitigation Plan | Owner | Date Due |
|----|-----------|-------------|------------------|------------------|---|---|----|-----------------|-------|----------|
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|     |                 |         |   |  |   |   |    |   |                |                                       |
|-----|-----------------|---------|---|--|---|---|----|---|----------------|---------------------------------------|
| 167 | Project Manager | May '18 | Failure to communicate policy changes to staff and members leads to reduced "legal literacy" at service delivery level and risks non-compliant operational practice | Significant potential impact on delivering legal services. | 4 | 3 | 12 | Appropriate and timely communication and training plans for staff and councillors to be coordinated by Policies Workstream. | John Alexander | Jan – Mar 2019, according to priority |
|-----|-----------------|---------|---|--|---|---|----|---|----------------|---------------------------------------|

| ID | Raised By | Date Raised | Issue Description | Impact Statement | S | Resolution Plan | Owner | Due Date |
|----|-----------|-------------|-------------------|------------------|---|-----------------|-------|----------|
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Top Issue

Top Risk



# TRANSITIONAL STRUCTURES: STATUS UPDATE

Workstream Sponsor: Jason Vaughan  
 Lead Member: Cllr Rebecca Knox  
 Project Manager: Leon Ainsworth

Date: 04/01/2019

Workstream RAG



## Overview / Summary

The updated business case has re-affirmed the delivery outcome of the Transitional Structure workstream against the finance deficit. Jason Vaughan has produced a budget report based on the business case detail. The budget report will be published and produced for the SEC (14/01) to approve. Key workshops have taken place with the HR and Comms workstreams in order to firm up the approach, plan and detailed schedule required to commence with Consultation Tranche 1 on the 15/01. Preparation for Consultation is on track with the scripts and Section 188 documents drafted.

## Activity

- Transitional Structures scope signed off with Programme Board on the 05/12
- Tranche 1 conceptual structure has been refined and input received from members and Matt Prosser
- Management of Change Policy drafted and has been handed over to the HR workstream for quality assurance checks and to share with trade unions as required
- Consultation planning workshop held and planning underway with HR and Comms workstreams
- Public Business Case / Budget Report created for SEC
- Approval for contribution level 3 and 4 roles by Matt Prosser received
- Met heads of paid service to review the business case in advance of consultation

## Next milestones

| Milestone                                    | RAG | Due Date | Target Date |
|--|-----|----------|-------------|
| Scope defined and Signed-Off                 | C   | 12/10/18 | 05/12/18    |
| Consultation Plan Signed Off                 | G   | 11/01/19 | 11/01/19    |
| HL Structures and Timings Signed-Off         | G   | 14/01/19 | 14/01/19    |
| Consultation (Stage 3) Tranche 1 Started     | G   | 15/01/19 | 21/01/19    |
| Developing the Structure (Stage 2) Completed | G   | 31/01/19 | 31/01/19    |

## Next Steps

- Job Descriptions to be created for Tranche 2 (28/01)
- Consultation Resource Model / Plan (11/01)
- Create Section 188 document (11/01)
- Produce presentation script for Consultations (09/01)
- Core Data sets and input Data cleanse for deleted posts completed (04/01)
- Management of Change Policy approved by Trade unions (02/01)

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| ID  | Raised By      | Date Raised | Risk Description  | Impact Statement   | I | P | RS | Mitigation Plan  | Owner          | Date Due |
|-----|----------------|-------------|---|--|---|---|----|--|----------------|----------|
| 257 | Leon Ainsworth | 22/11/2018  | Delays to consultation due to the speed of delivery and the level of engagement in the design stage | The timelines available to deliver the Transitional Structures workstream have not allowed for in-depth validation and engagement of conceptual structures. A deep dive of the business for any robust analysis has not taken place. | 3 | 3 | 9  | Engaged with several heads of and senior managers across all sovereign authorities to help inform how services operate. Further validation of structures and roles will take place within the Consultation process. The HR data and finance data is being cross referenced for accuracy. The data validation output will allow for further data quality refinement to take place at a BAU level. | Leon Ainsworth | 15/01/19 |

Top Risk



# PHASE 3 TRANSFORMATION - UPDATE

Lead Member: Cllr Rebecca Knox  
 Workstream Sponsor: Matt Prosser  
 Project Manager: Mandy Bradley

Date: 04 /01/2019

Workstream RAG:

A



## Overview / Summary

Plans for Phase 3 are being reviewed to ensure that both timing and approach do not unduly conflict with Phase 2 and the Transitional arrangements

| Activity   | Next milestones                   |                                 |          |             |
|--|-----------------------------------|---------------------------------|----------|-------------|
| Service budgets have been collated at a headline level; further work required to understand and validate these has been paused pending further plan and review | Milestone                         | RAG                             | Due Date | Target Date |
|  | Transformation plan draft         | C                               | 31/10/18 |             |
|  | Transformation resources in place | A                               | 29/3/19  |             |
|  | Next Steps                        | Vision and Strategic Priorities | C        | 31/10/18    |
|  | Core Operations Design            | A                               | 30/11/18 | tbc         |
|  | Service Configuration             | A                               | 30/03/19 |             |

| ID | Raised By                    | Date Raised | Risk Description                           | Impact Statement   | I | P | RS | Mitigation Plan  | Owner          | Date Due |
|----|------------------------------|-------------|--|--|---|---|----|--|----------------|----------|
| 18 | Interim S151 - Jason Vaughan |             | Financial Sustainability of Dorset Council | Preparation of draft 19/20 DC budget has identified a requirement for earlier and faster move towards convergence and transformation savings in order to achieve a balanced budget | 4 | 3 | 12 | Convergence plan is part of the Shaping Dorset Council Programme. scope Transformation Plan for Phase 3 to be developed and in place for the new council to implement. | Keith Cheesman | 12/11/18 |

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