

Shadow Dorset Council

Committee: Shadow Overview and Scrutiny Committee
Date: Monday, 4 February 2019
Time: 9.30 am
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

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

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

This agenda and reports are also available on the Council's website at www.dorsetareacouncils.co.uk

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A G E N D A

Page No.

7 PROGRAMME HIGHLIGHT REPORT

5 - 26

To review the latest Programme Highlight Report to be considered by the Shadow Executive Committee on 11 February 2019.

The report will be published within the agenda for the Shadow Executive Committee for the meeting on 11 February 2019 and will be available to be viewed using the link below when the Shadow Executive Committee agenda has been published:

<http://shadowcouncil.dorset.gov.uk/ieListDocuments.aspx?CId=136&MId=130&Ver=4>

A copy of the report will be added to this agenda as a supplement when it is published with the Shadow Executive Committee agenda.

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Shadow Dorset Council

| | |
|--------------------------|--|
| Date of Meeting | 11 February 2019 |
| Lead Member | Rebecca Knox, Leader, Shadow Dorset Council |
| Officer | Keith Cheesman, Programme Director |
| Subject of Report | Programme Highlight Report |
| Executive Summary | This report provides an update on progress since the last Shadow Executive Committee meeting on 14 January. |
| 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 agreed at the 17 December 2018 Shadow Executive 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 | That the Shadow Executive notes the progress made since the last Shadow Executive Committee meeting. |

| | |
|---------------------------|--|
| | |
| Reason for Recommendation | No decisions are required at this time in connection with this report. |
| Appendices | 1. Programme Highlight Report |
| Background Papers | Programme Highlight Report, 15 October 2018, appendix 3, SWAP Programme Governance Follow Up Report (1 October 2018) |
| Officer Contact | Name: Keith Cheesman Tel: 01305 221227 Email: Keith.Cheesman@dorsetcc.gov.uk |

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:

- The final piece of legislation has been laid before Parliament (the Local Government (Structural and Boundary Changes) Supplementary and Miscellaneous Amendments Order 2019)
- The Dorset Council Constitution has been agreed by Shadow Council, subject to minor amendments
- Consultation on Tranche 1 of the Transitional Structures workstream has started
- The Dorset Council campaign has been launched
- The test system for cash receipting across Dorset Council is complete
- Vendor lists have been compiled to produce a single list of over 11,000 vendors
- The VAT approach has been agreed by HMRC and is being disseminated to staff
- Terms and conditions for employees from Day 1 have been finalised
- Global address lists have been synchronised and WAN Phase 2 data exchange testing is complete
- Data disaggregation reviews are underway
- An information governance workshop has been held
- The Dorset Council policy library has been designed

1.3 The last report highlighted the challenges around the data disaggregation for Social Care case data and associated files. Significant progress has been made, with officers from both programme teams working closely to agree a number of interim solutions for the safe transfer of Adults and Children’s social care data for Christchurch service users by 1st April 2019.

2. Risks and Issues

2.1 The key programme risk is currently around the data disaggregation plan for social care data described above.

- 2.2 The key programme issue remains the Dedicated Schools Grant (DSG). Members were updated on this at the budget briefing on 29 January, and further correspondence has been had with the Department for Education. As noted in the last highlight report, the DSG did not increase to allow for the additional responsibilities for children when the 16-25 age group were added. Numbers of Education Health and Care Plan (EHCP, previously SEN) pupils have been steadily rising, with no sign of levelling out, and funding has seen a minimal increase. Recharges from the DCC to DSG of about £1m have already been included as a potential issue in the 2019/20 budget calculations and contribute towards the overall budget gap, which will be addressed at the Shadow Council meeting on 20 February.

3. Gateway 2 Review






- 3.1 Members will be aware that Programme Board has commissioned two independent assessments as part of a Gateway 2 review. The South West Audit Partnership (SWAP) has been appointed to assess how well-placed the programme is in relation to overall operational readiness (following their previous review in September 2018), and Ameo has been engaged to undertake a delivery assurance review, to test and provide a level of confidence around “Day One” service preparations from a customer perspective.
- 3.2 While some of the initial findings from both SWAP and AMEO have been positive, there were some discrepancies in the reviews that need further investigation before conclusions can be confirmed. Work is being undertaken to test and verify the results, after which the findings will be shared with members and incorporated into implementation plans.

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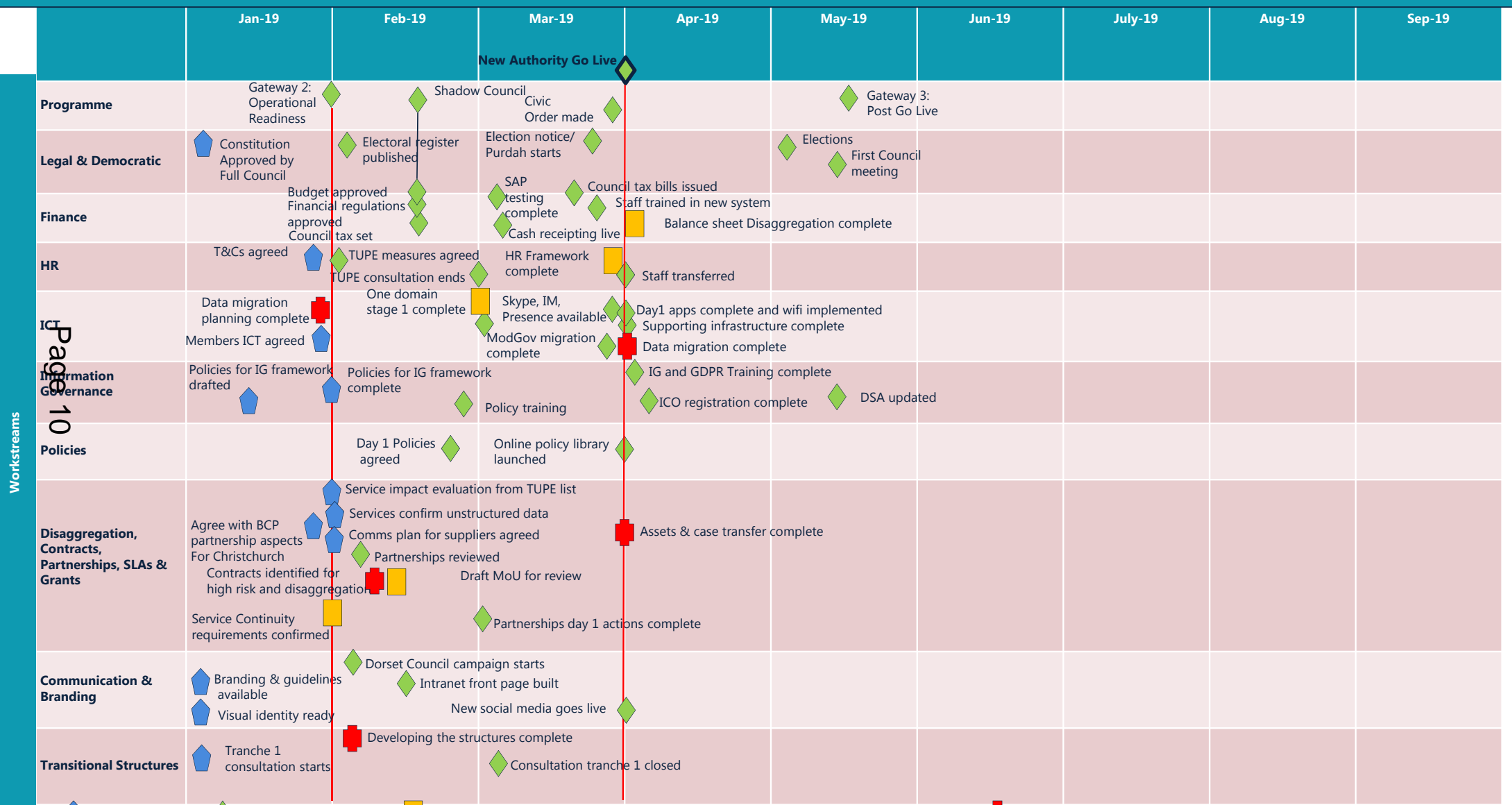
OVERALL PROGRAMME STATUS – DATE: 1 FEBRUARY 2019

| | | | | | | |
|---|--|---|---|---|--|---|
| Overall status  | Scope  | Budget  | Time  | Resource  | Stakeholder  | Risk & Issue  |
|---|--|---|---|---|--|---|

The workstreams continue to work hard to ensure services are able to run without interruption on day one, and the Team continue to run a daily review process on all task and activity to ensure progress is not impeded by issues. The Transitional Structures consultation process has now started. The two elements of the Gateway 2 review have concluded, but the detail requires some further review as there are a few contradictions in parts of the conclusions. As intended, the outputs and feedback from these pieces of work will guide a series of corrective actions necessary to assure programme delivery of service continuity. The Data Disaggregation issue is nearing resolution with a solution and a contingency alternative approach being tested this week, While not ideal, social care caseload management for cases transferring from this council will be safe & legal if one of these solutions is successful. The programme remains at Amber

| Return to Green |  | Intranet solution being identified and resolved. Service Continuity implementations delivering against the plans, revised Data Disaggregation plans being agreed. | | | | | | | | | |
|------------------------|--|---|--|-------------------|-------------------|------------------|--|---|-----------------|--|--|
| Change Requests |  | No new change controls in progress. | | | | | | | | | |
| Resources |  | Phase 2 resource requirements almost entirely met now | | | | | | | | | |
| Plan |  | 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 - underway | | | | | | | | | |
| Benefits |  | 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. | | | | | | | | | |
| This week | | <table border="1"> <thead> <tr> <th></th> <th>Issue/Risk</th> <th>Mitigation</th> </tr> </thead> <tbody> <tr> <td>Top Issue</td> <td>5-3 15 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.</td> <td>Recharges from DCC to DSG of about £1m have already been included as a potential issue in the 2019/20 budget calculations and contribute towards the overall budget gap, which will be addressed at the Shadow Council meeting on 20 February. The matter remains in the hands of the Secretary of State.</td> </tr> <tr> <td>Top Risk</td> <td>5-4 20 Social Care IT system data disaggregation plan will not allow full data transfer for day one. A revised approach needs to be tested and agreed. If this plan is not in place and successful, DC and BCP will not be safe and legal on 1st April 2019 as BCP relevant social care teams will not have access to Christchurch Social Care data.</td> <td>Validation and planning for the interim solution and contingency plan will take place w/c 21st January. This work will allow the ICT workstream to return to amber as there is a degree of confidence from all parties that the preferred option and contingency can be delivered by 1st April 2019, even with minimal supplier involvement.</td> </tr> </tbody> </table> | | Issue/Risk | Mitigation | Top Issue | 5-3 15 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. | Recharges from DCC to DSG of about £1m have already been included as a potential issue in the 2019/20 budget calculations and contribute towards the overall budget gap, which will be addressed at the Shadow Council meeting on 20 February. The matter remains in the hands of the Secretary of State. | Top Risk | 5-4 20 Social Care IT system data disaggregation plan will not allow full data transfer for day one. A revised approach needs to be tested and agreed. If this plan is not in place and successful, DC and BCP will not be safe and legal on 1st April 2019 as BCP relevant social care teams will not have access to Christchurch Social Care data. | Validation and planning for the interim solution and contingency plan will take place w/c 21st January. This work will allow the ICT workstream to return to amber as there is a degree of confidence from all parties that the preferred option and contingency can be delivered by 1 st April 2019, even with minimal supplier involvement. |
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Programme Milestone Plan – 1 February 2019



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

Workstreams

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WS1: LEGAL AND DEMOCRATIC - STATUS UPDATE

Lead Member: Cllr Spencer Flower
 Workstream Sponsor: Jonathan Mair
 Project Manager: Andy Norman

Date: 1st February 2019

Workstream RAG



Overall Workstream Summary

Significant progress has been achieved with the passage through the Shadow Executive of the draft constitution, leading to its review by Full Council on the 24th January. The legal team is now focusing on providing guidance and support to service teams in the production of local Schemes of Delegation, as well as concentrating on its own readiness for day 1 operation. Elections teams are working closely together finalising the preparations for running the elections in May.

Key Initiative Achievements (This Week)

- Confirmation by the Government Minister for Local Communities that the affirmative consequential order has been laid in Parliament in readiness for being voted upon by both Houses.
- Approval of the draft constitution by the Shadow Executive and full council
- Approval by the Shadow Executive of the recommendations in the report on Civic Functions.
- Production of a draft Chairmans Guide by the Civic Support team.
- Compilation of a civic support asset register covering all councils.
- Completion of the elections printing contract tender evaluation and informal award of the contract.
- Completion of the draft report on the Members Allowances.
- Joint meeting with BCP Legal teams to agree handover arrangements for case files.

Next milestones

| Milestone | RAG | Due Date | Target Date |
|------------------------------|-----|-----------------|-------------|
| Finance Order made | C | December 2018 | 05/12/18 |
| Boundary order made | C | December 2018 | 19/12/18 |
| Electoral register published | G | February 2019 | |
| Constitution approved | C | 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)

- Work on the guidance on Local Schemes of Delegation for Service Teams
- Confirm day 1 reporting lines for Elections, Legal and Democratic Services teams

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

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

Top Risk

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Top Issue

WS2: FINANCE- STATUS UPDATE

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

Date: 1st February 2019

Workstream RAG A 

Overall Workstream Summary

The 2019/20 budget proposals have been completed and will be considered by the Shadow Executive on 11 February and Shadow Council on 20 February. The second of a series of three all-member budget briefings was held 29/1/18 to provide context to the documents presented to Shadow Council. The final briefings are set for 12th February.

Key Initiative Achievements (Last fortnight) | Next milestones

| Milestone | RAG | Due Date | Target Date |
|--|-----|-----------|-------------|
| Financial Regulations approved | C | 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 |
| SAP "feeder systems" testing complete | G | 04/03/19 | 04/03/19 |
| Capita cash receipting - LIVE | G | 04/03/19 | 04/03/19 |
| Finance staff trained in SAP system | G | 31/3/19 | 31/3/19 |
| Agreement of debt and reserve percentages between Dorset & BCP | A | March '19 | March '19 |

Key Initiative Activities (Planned Next fortnight)

Shadow Executive Committee consider the Budget including Capital and Treasury Strategy papers on 12th February for Shadow Council on 20th February 2019.
 Finance department managers from the four organisations are working with their staff and HR to ensure service continuity across all the key areas of finance from 1st April. Information on structures is now being collated for decision on the way forward.
 Budget Working Group meet on 6th February to look at rationalisation of suppliers. Decision by Programme Board on vendor (supplier) letter to be sent out in mid-February.

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| ID | Raised By | Date Raised | ISSUE Description | Impact Statement | I | P | RS | Mitigation Plan | Owner | Date Due |
|-----|---------------|-------------------------------|---|--|---|---|----|---|---------------|----------|
| 106 | Jason Vaughan | July 30th 2018 | Dorset Council is unable to set a balanced budget for 2019/20 | Financial impact as a result of ongoing cost & volume pressures in DCC | 5 | 1 | 5 | Budget proposals include provision of £4.8m of contingency and estimated general reserves of £25.5m. A base budget review of Children's Services is to be undertaken as a priority but all areas will be subject to this once the new management structure is in place. | Jason Vaughan | Feb '19 |
| 235 | Rich Bates | October 25 th 2018 | Dedicated Schools Grant | Failure to get approval to transfer funds between funding blocks will increase the deficit | 5 | 3 | 15 | A revised disapplication was sent to the Department for Education. There is no guidance on when the decision will be made. Once off grant has not been committed until the outcome is known. | Rich Bates | Feb 19 |

Top Issue | Top Issue

WS3: HR WORKSTREAM - STATUS UPDATE

Lead Member: Cllr Peter Wharf
 Workstream Sponsor: David McIntosh
 Project Manager: John Ferguson

Date: 1 February 2019

Workstream RAG G

Overall Workstream Summary

Finalised Terms & Conditions for Day 1 . TUPE measures finalised. HR Policies consulted with TUs. HR support to Transitional Structures Workstream identified.

Key Initiative Achievements (This Fortnight) Next milestones

| Terms & Conditions for Day 1 finalised TUPE measures letter to HoPS and Trade Unions drafted Consultation on HR Policies complete Health & Safety plans progressing Specialist HR support to Transitional Structures Workstream identified | <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 60%;">Milestone</th> <th style="width: 10%;">RAG</th> <th style="width: 15%;">Due Date</th> <th style="width: 15%;">Target Date</th> </tr> </thead> <tbody> <tr> <td>Senior Leadership Appointments</td> <td style="background-color: #0070C0; color: white;">C</td> <td>19th Nov</td> <td>19th Nov</td> </tr> <tr> <td>Terms & Conditions confirmed for Day 1</td> <td style="background-color: #0070C0; color: white;">C</td> <td>21st Jan</td> <td>21st Jan</td> </tr> </tbody> </table> | Milestone | RAG | Due Date | Target Date | Senior Leadership Appointments | C | 19th Nov | 19th Nov | Terms & Conditions confirmed for Day 1 | C | 21 st Jan | 21 st Jan |
|--|---|----------------------|----------------------|----------|-------------|--------------------------------|---|----------|----------|--|---|----------------------|----------------------|
| Milestone | RAG | Due Date | Target Date | | | | | | | | | | |
| Senior Leadership Appointments | C | 19th Nov | 19th Nov | | | | | | | | | | |
| Terms & Conditions confirmed for Day 1 | C | 21 st Jan | 21 st Jan | | | | | | | | | | |

Key Initiative Activities (Planned Next Fortnight)

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| Planning of the communication of confirmed Ts & Cs for Day 1 HR Policies for Day 1 to be confirmed Recruitment processes including Templates, Forms, etc, ready for advertising to fill Day 1 essential posts Day 1 structures - line management arrangements being confirmed | <table border="1" style="width: 100%; border-collapse: collapse;"> <tbody> <tr> <td>Confirmed TUPE measures</td> <td style="background-color: #90EE90;">G</td> <td>21st Jan</td> <td>8th Feb</td> </tr> <tr> <td>TUPE consultation ends</td> <td style="background-color: #90EE90;">G</td> <td>28th Feb</td> <td>28th Feb</td> </tr> <tr> <td>Submit final TUPE lists</td> <td style="background-color: #90EE90;">G</td> <td>28th Feb</td> <td>28th Feb</td> </tr> <tr> <td>HR Framework for new council</td> <td style="background-color: #90EE90;">G</td> <td>29th Mar</td> <td>29th Mar</td> </tr> </tbody> </table> | Confirmed TUPE measures | G | 21st Jan | 8th Feb | TUPE consultation ends | G | 28 th Feb | 28 th Feb | Submit final TUPE lists | G | 28 th Feb | 28 th Feb | HR Framework for new council | G | 29 th Mar | 29 th Mar |
| Confirmed TUPE measures | G | 21st Jan | 8th Feb | | | | | | | | | | | | | | |
| TUPE consultation ends | G | 28 th Feb | 28 th Feb | | | | | | | | | | | | | | |
| Submit final TUPE lists | G | 28 th Feb | 28 th Feb | | | | | | | | | | | | | | |
| HR Framework for new council | G | 29 th Mar | 29 th Mar | | | | | | | | | | | | | | |

| ID | Raised By | Date Raised | Risk Description | Impact Statement | I | P | RS | Mitigation Plan | Owner | Date Due |
|----|-----------|-------------|------------------|------------------|---|---|----|-----------------|-------|----------|
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| 258 | HR Board | Dec '18 | Impact of Transitional Structures process upon Managers may adversely impact upon their capacity and motivation, at a time when their teams require significant leadership support. | Possible major impact on delivering critical services. | 4 | 4 | 16 | Keeping Managers informed throughout the process (eg Managers Forum Dec'18). Ensure wellbeing and support initiatives are in place and accessible. Coaching and mentoring support available. | Nicola Houwayek | Apr '19 |
| | | | | | | | | | | |

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Top Risk

Top Issue

WS5: ICT WORKSTREAM - STATUS UPDATE

ICT Member Lead: Councillor Tong

Workstream Sponsor: Sue Joyce

Project Manager: Jon Ashworth

Date: 1st February 2019

Workstream RAG



Overall Workstream Summary

The ICT workstream continues to focus on the data disaggregation work package and is currently reporting as red as there is still no agreed Social Care data disaggregation plan in place. The detailed plan was received from BCP's supplier on 8th January who confirmed they would be unable to disaggregate either the active or historical Social Care Christchurch information by 1st April 2019. A full options appraisal workshop was held on Thursday 16th January with a recommended interim option for the 1st April signed off at the MOSAIC Steering Group on Friday 18th January. Validation and planning for the interim solution and contingency plan will commence w/c 21st January. This work will allow the ICT workstream to return to amber, once the decision request has gone through the governance cycle for sign off, as there is a degree of confidence from all parties that the preferred option and contingency can be delivered by 1st April 2019, even with minimal supplier involvement.

Key Initiative Achievements (This Week)

- Support to EDDC operations has started to be scoped in preparation for Day 1 (DCP/DCC).
- Decision Requests for creating platforms to securely transfer data between DCC and BCP agreed and solution implemented.
- 24 Data Migration Decision Requests approved by IG, ICT and Theme Boards.
- 3-Sixty Car Parking: Project Manager assigned by Supplier, List of actions scoped.

Key Initiative Activities (Planned Next Week)

- Focus on confirming BCP Mosaic decisions and ensuring joint Mosaic DR goes through programme governance.
- 27 Decision Requests progressing through governance for completion by 8th February.
- LLPG and LSG: agree Testing plan with all partners and supplier.
- Secure Email and Phase 2 Hosting DRs for sign off at Strategic Board on 5th Feb.

Next milestones

| Milestone | RAG | Due Date |
|---|-----|-----------|
| Data Migration Planning complete | R | 6 Feb 19 |
| One Domain Stage 1 implementation complete | A | 5 Mar 19 |
| Members ICT agreed | C | 23 Jan 19 |
| ICT Service Continuity & Disaster Recovery process | G | 22 Feb 19 |
| Incident & Request management approach | G | 22 Feb 19 |
| WAN Phase 2 data exchange testing for Day 1 LOB applications complete | G | 15 Feb 19 |
| LLPG & Mod. Gov. Day 1 apps complete | G | 1 Apr 19 |
| Data Migration for Day 1 complete | R | 1 Apr 19 |

| 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 their supplier to migrate Social Care data from DC to BCP. Their supplier is unable to deliver for 1 st April 2019. Interim solution is now required. | DC and BCP will not be safe and legal on 1 st April 2019 as BCP relevant employees will not have access to Christchurch Social Care data | 5 | 4 | 20 | Interim & contingency solution agreed, validation & planning underway to enable access to Christchurch Social Care data for 1st April. Continue to work on permanent solution to disaggregate all Christchurch social care data to BCP. | Mark Smitton | 6 Feb 19 |

WS6: INFORMATION GOVERNANCE - STATUS UPDATE

Lead Member: Cllr Simon Tong
 Workstream Sponsor: Steve Mackenzie
 Project Manager: Sue Howard

Date: 1st February 2019

Workstream RAG A

Overall Workstream Summary

Focus has now transitioned into looking at training requirements for members and staff and a proposal is made to present at IG Board. Further review of intranet requirements and discussions around IG Board transitional Structure

Key Initiative Achievements (This Week)

- Policy sign off is being finalised and procedures being written
- Data disaggregation reviews are underway to ensure compliance with IG requirements
- Training workshop held and a proposal agreed at IG Board
- Members ICT policy now agreed by IG
- Children's services protocol signed off at IG Board
- Data Protection Staff identified who will not have a manager Day 1 and discussed with SIRO

Key Initiative Activities (Planned Next Week)

- Training modules review continued for members and induction of new staff
- Further discussions around Day 1 structures to be agreed at IG Board including the IG Board members for transition
- Procedures being agreed including the internet requirements to hold procedure guidance.
- Post Day 1 plan required
- Ongoing data disaggregation review and related DPIA requirements.

Next milestones

| Milestone | RAG | Due Date | Target Date |
|-------------------------------------|-----|------------|-------------|
| Policies written | C | 31/1/2019 | |
| Data disaggregation plan agreed | R | 31/12/2018 | 6/2/2019 |
| DP/ Policy training material agreed | C | 1/2/2019 | |
| DP/Policy training complete | G | 28/3/2019 | |
| ICO registration for members | G | 2/5/2019 | |
| Procedures agreed | | 28/2/2019 | |

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| Top Risk | ID | Raised By | Date Raised | Risk Description | Impact Statement | I | P | RS | Mitigation Plan | Owner | Date Due |
|-----------|----|-----------|-------------|--------------------------------|---|---|-----------------|----|--|----------|----------|
| | 92 | IG Board | 1/8/2018 | Migrated data may be incorrect | Errors may occur with the data and in particularly the risk is greater around sensitive data which may result in erroneous decisions regarding children and vulnerable adults | 5 | 3 | 15 | Sign off required by all data owners to confirm the data is correct. | IG Board | TBC |
| Top Issue | ID | Raised By | Date Raised | Issue Description | Impact Statement | S | Resolution Plan | | | Owner | Due Date |
| | | | | | | | | | | | |

WS7: POLICIES WORKSTREAM - STATUS UPDATE

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

Date: 01/02/19

Workstream RAG G

Overall Workstream Summary

Good progress with signing off policies masterlist. Policy library under construction and on track.

Key Initiative Achievements (This Fortnight) Next milestones

| <ul style="list-style-type: none"> Master list of policies signed of by All Theme Boards Initial policy library being populated.. | <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 60%;">Milestone</th> <th style="width: 10%;">RAG</th> <th style="width: 15%;">Due Date</th> <th style="width: 15%;">Target Date</th> </tr> </thead> <tbody> <tr> <td>Templates and guidance approved</td> <td style="background-color: #0070C0; color: white;">C</td> <td>17 October</td> <td>31 October</td> </tr> <tr> <td>Prioritised master list approved</td> <td style="background-color: #0070C0; color: white;">C</td> <td>5 December</td> <td>12 December</td> </tr> </tbody> </table> | Milestone | RAG | Due Date | Target Date | Templates and guidance approved | C | 17 October | 31 October | Prioritised master list approved | C | 5 December | 12 December |
|---|---|------------|-------------|----------|-------------|---------------------------------|---|------------|------------|----------------------------------|---|------------|-------------|
| Milestone | RAG | Due Date | Target Date | | | | | | | | | | |
| Templates and guidance approved | C | 17 October | 31 October | | | | | | | | | | |
| Prioritised master list approved | C | 5 December | 12 December | | | | | | | | | | |

Key Initiative Activities (Planned Next Fortnight)

| | | | | | | | | | | | | | |
|---|---|--|---|-------------|--|---|---|------------|--|--------------------------------|---|--------------|--|
| <ul style="list-style-type: none"> Remaining policies being followed up with workstream boards (e.g. IG; HR; ICT) Policies being harvested with consistent format, and library under construction | <table border="1" style="width: 100%; border-collapse: collapse;"> <tbody> <tr> <td>Final policy masterlist to Programme Board</td> <td style="background-color: #92D050;">G</td> <td>27 Feb 2019</td> <td></td> </tr> <tr> <td>Future comms/ training requirements re. policies identified</td> <td style="background-color: #92D050;">G</td> <td>1 Mar 2019</td> <td></td> </tr> <tr> <td>Online policy library launched</td> <td style="background-color: #92D050;">G</td> <td>1 April 2019</td> <td></td> </tr> </tbody> </table> | Final policy masterlist to Programme Board | G | 27 Feb 2019 | | Future comms/ training requirements re. policies identified | G | 1 Mar 2019 | | Online policy library launched | G | 1 April 2019 | |
| Final policy masterlist to Programme Board | G | 27 Feb 2019 | | | | | | | | | | | |
| Future comms/ training requirements re. policies identified | G | 1 Mar 2019 | | | | | | | | | | | |
| 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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Top Risk

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|-----|-----------------|---------|---|--|---|---|----|---|----------------|---------------------------------------|
| 167 | Project Manager | Oct '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 |
|----|-----------|-------------|-------------------|------------------|---|-----------------|-------|----------|
|----|-----------|-------------|-------------------|------------------|---|-----------------|-------|----------|

Top Issue

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WS8: CUSTOMER AND SERVICE CONTINUITY - PLACE THEME - STATUS UPDATE

Lead Member: Cllr Mary Penfold, Cllr David Walsh, Cllr Daryl Turner, Cllr Anthony Alford

Date: 1 February 2019

Workstream RAG



Workstream Sponsor: Mike Harries and Bridget Downton

Project Manager: Emily Hallett

Overall Workstream Summary

A raft of data disaggregation decision records for place systems are going through the governance process and being reviewed by Place Board. The final policies list has been reviewed and agreed by Place Board. Cover sheets are now being drafted by service workstreams. Services have reviewed duplicate generic email addresses and naming conventions for these have been agreed with ICT workstream, these addresses are now being used to update systems and templates in readiness for day 1. Gateway audit report has been reviewed by Place Board chairs and service leads, Project Manager will now meet with all Place workstreams to review end to end processes for day 1 and ensure key handoffs to support services are mapped. The TUPE lists have been scrutinised by Place Board Chairs to identify day 1 line management issues, proposals have been drawn up and sent to HR and HoPs to consider.

Key Initiative Achievements (This Fortnight)

- Agreement from Informal Shadow Executive to continue with existing East Dorset Concessionary bus pass scheme and defer decision to review the scheme until after elections
- Decision record on resourcing of local plan work has been approved by Place and is going to shadow executive in February
- TUPE options submitted to HR and HoPs
- Data disaggregation decision records agreed by Place Board, these include Travel and Transport Trapeze system, Moors Valley Country Park systems and various DWP systems
- Harmonisation of regulatory fees and charges approved by Place Board and included in Budget report
- Governance received by Legal workstream regarding correspondence and registered address. Services can now update templates for areas that could result in legal proceedings e.g. Planning notices with the correct legal wording
- Privacy notice templates and guidance received by Information Governance to allow services to draft statements to go on the Dorset Council website
- Local scheme of delegation for Development Management and Planning services drafted
- Environmental permits, discharge consents, trade effluent arrangements, exception certificates and waste carriers license have all been received in readiness for day 1

Key Initiative Activities (Planned Next Fortnight)

- Continue to progress with car parking system including setting up two working groups from DCC and DCP to look at patrol routes and back-office protocols for day 1
- Options for dog control and out of hours service for regulatory services in the former East Dorset area to be reviewed by board
- Services are reviewing local schemes of delegation ahead of guidance and template being released by Legal and Democratic workstream
- Create communications plan for all Place services and review against other workstreams to ensure no overlap in audiences
- Corporate risk register and Brexit risk register to be reviewed by Place Board
- Place Board to agree approach for Partnerships with BCP impact

Next milestones

| Milestone | RAG | Due Date | Target Date |
|---|-----|------------|-------------|
| Contacts and branding updates sent to Planning Portal | A | 01/02/2019 | 11/02/2019 |
| Harmonised non statutory activities Place fees | C | 31/01/2019 | |
| Agree harmonised Building Control and Planning notices and certificates | C | 01/02/2019 | |
| Planning validation local list harmonised | G | 28/02/2019 | |
| Land Charges data disaggregation for East Dorset and Christchurch | G | 28/02/2019 | |
| Branding arrangements in place for parking uniforms, PCNs, ticket rolls, machines and signs | C | 31/01/2019 | |
| Land Charges search routes in place | A | 28/02/2019 | |
| Responsibilities for grounds maintenance agreed with shadow Weymouth Town Council | C | 31/01/2019 | |
| Amalgamation of property records and production of list of Dorset Council property assets | G | 28/02/2019 | |
| Assets of community value register and guidance in place | C | 28/02/2019 | |
| East Dorset Car Park arrangements in place on day 1 | G | 28/02/2019 | |

| 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 | Place Chairs have completed line management arrangements for staff who will not have a manager on day 1. This has been shared with HR and HoPs to review | 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

WS9: 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: Faye Brooks

Date: 1 February 2019

Workstream RAG A

Overall Workstream Summary

Data disaggregation decision records for people systems are going through the governance process and being reviewed by People Board. The final policies list has been reviewed and agreed by the People Board. Cover sheets are now being drafted by service workstreams. Services have reviewed duplicate generic email addresses and naming conventions for these are being agreed with the ICT workstream, these addresses will then be used to update systems and templates in readiness for day 1. The TUPE lists have been scrutinised by People Board members to identify day 1 line management issues, proposals have been drawn up and sent to HR and HoPs to consider. Milestone for aligned disaggregation plan is red due to outstanding IT disaggregation plan for Mosaic (adults & childrens social care system) which is being worked through by the IT workstream.

Key Initiative Achievements (This Week) Next milestones

- Housing Communications plan completed
- Service gap review information fed into HR
- Privacy notice templates and guidance received by Information Governance to allow services to draft statements to go on the Dorset Council website
- Data applications and Childrens services decision records to People Board including CSC protocol and archiving
- Address data EQIA screening completed
- OFSTED confirmation of no further actions received
- GRO Scheme signed

| Milestone | RAG | Due Date | Target Date |
|---|-----|------------|-------------|
| Business rules for Adult services agreed | C | 30/11/2018 | |
| CSC case transfer protocol agreed | C | 08/11/2018 | 31/01/2019 |
| Clarify OFSTED registration arrangements | C | 30/11/2018 | 31/01/2019 |
| Aligned and agreed disaggregation plan across services, IT, HR, Finance for people theme disaggregation | R | 10/12/2018 | 21/01/2019 |
| Address data for disaggregation agreed (GIS) | A | 30/11/2018 | 7/02/2019 |
| Locata contract | G | 31/01/2019 | 28/02/2019 |
| Community Safety Partnership TOR | G | 31/01/2019 | 07/02/2019 |
| Libraries West disaggregation of data | G | 31/01/2019 | 07/02/2019 |

Key Initiative Activities (Planned Next Week)

- Contract and partnership draft decision records
- Policy cover sheets to support approval
- Archiving status for adults
- Communication plans for day 1 changes
- Data cleansing & unstructured data approach into decision records

| ID | Raised By | Date Raised | Risk Description | Impact Statement | I | P | RS | Mitigation Plan | Owner | Date Due |
|-----|-------------|-------------|--|---|---|---|----|--|-------------------------------|-----------|
| 264 | Faye Brooks | 03 Jan 19 | Links to IT workstream risk no: 259. 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/ Nick Jarman | 17 Jan 19 |

WS10: CORPORATE SERVICES & STAFF – CORPORATE- STATUS UPDATE

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

Date: 1 February 2019

Workstream Sponsor: Jonathan Mair

Project Manager: Emma Wood



Overall Workstream Summary

Work is progressing well within Emergency Planning, Equalities, and Corporate Risk. The implementation plan and scope for the Communications Service Continuity workstream have been completed and are awaiting virtual sign off by COP 1st February. Workstream status remains at amber due to some finalising of work around the OOH information and this feeding into the Emergency Planning workstream. Performance Management have updated scheduled a work shop to focus on the day 1 performance management indicators framework. The corporate board have reviewed all the TUPE lists and identified any management gaps for day 1 and proposed any suitable solutions to address the issues. The lists have been fed back to HR.

Key Initiative Achievements (This Week)

- Completed implementation plan and scope for Communication Service Continuity workstream out for virtual sign off from Corporate Board.
- Emergency Response plan signed off at Corporate Board.
- Sandbags and Coastal flooding DR agreed at Corporate Board.
- Working group workshop for Performance Management in place for 5th February.
- Performance Management Implementation plan updated following working group meeting.
- Policy List agreed at Corporate board.

Next milestones

| Milestone | RAG | Due Date | Target Date |
|---|-----|----------|-------------|
| Draft Equalities Policy | G | 28/2/19 | 28/2/19 |
| Draft risk management policy statement. | G | 28/2/19 | 28/2/19 |
| Dorset Council Emergency Response Plan approved | C | 31/12/18 | 23/01/19 |
| Map/consolidate existing performance metrics from across the current councils | G | 14/02/19 | 14/02/19 |
| Collate and analyse OOH information | A | 11/01/19 | 31/01/19 |

Key Initiative Activities (Planned Next Week)

- Corporate Risk policy statement being drafted.
- Review of Brexit Risk Register by Corporate Board on 6th February.
- Equalities policy being drafted.
- Corporate performance framework options work being drafted.
- Statutory Reporting list review to go to Corporate board for review and agreement this week.
- Performance Management working group meeting 5th February.
- Gather staff and customer impacts feedback from all boards.
- Report on OOH information to go to Corporate Board 6th February.

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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 | 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 | 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 | |

WS12: CUSTOMER AND SERVICE CONTINUITY – DISAGGREGATION - STATUS UPDATE

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

Date: 01/02/2018

Workstream RAG A

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 final list of assets transferring has been collated and in the process of going through the final confirmation process. An analysis of the TUPE list has taken place with regards the team structures for day 1 and how this will impact service continuity, including staff based in offices within CED and the mitigation of gaps within services is now being solutioned

Key Initiative Achievements (This Week) **Next milestones**

- Programme boards have completed the analysis of the TUPE lists to identify gaps and line structures
- Decision record for East Dorset services out of Civic offices agreed by SDC programme board. Communication being developed.
- Working with BCP to confirm the process in which case data is to be transferred
- Test data from Tech forge has been delivered to BCP for their review.
- Final list of assets completed for confirmation with SDC and BCP.

| Milestone | RAG | Due Date | Target Date |
|--|-----|------------|-------------|
| Understand all unstructured data requirements from each service that requires disaggregation | C | 31/01/2019 | 31/01/2019 |
| Service impact evaluation complete from TUPE lists | C | 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 | 15/02/2019 | 15/02/2019 |
| Assets & Case Transfer complete | R | 29/03/2019 | 29/03/2019 |
| Service provisions for East Dorset confirmed | G | 15/03/2019 | 15/03/2019 |
| Day 1 Applications in place | G | 01/04/2019 | 01/04/2019 |

Key Initiative Activities (Planned Next Week)

- Provide a detailed plan around the formation of the operational structure for the Christchurch Civic.
- Communicate to East Dorset Staff the implications of the decision record agreed on the 31st of Jan 2019
- BCP to confirm their requirements for Christchurch local office's ICT structure for day 1..
- Confirm requirements and timeframes for social care case transfer.
- Confirm with BCP their project plan around information transfer to their TECH FORGE.
- Ensure that all services are aware of the process that is required for transferring unstructured data.

| 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 th Dec 18 but did not include a delivery plan. | DC and BCP will not be safe and legal on 1 st 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 th January 2019. | Mark Smitton | 11 Jan 19 |

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Top Risk

WS12: CUSTOMER AND SERVICE CONTINUITY – CONTRACTS, PARTNERSHIPS, SLAS, GRANTS - STATUS UPDATE

Lead Member: Cllr Sherry Jespersen
 Workstream Sponsor: Matt Piles
 Project Manager: James Howie

Date: 1st February 2019

Workstream RAG A

Overall Workstream Summary

Partnership activity now focussed on agreeing partnership DRs with BCP element. Contract analysis is progressing, a number of complex/high risk disaggregated contracts have been identified jointly by DCC / BCP by 31st January, there is still a handful more to identify to be completed by BCP by 8th February. Communication plan, externally (suppliers) and internally, re invoicing DC is being finalised. A memorandum of understanding is being drafted by BCP to focus on the all disaggregated contracts. Confirmation that a legal review has occurred or in progress for all relevant partnerships and the funding has been agreed is in progress.

Key Initiative Achievements (This fortnight) Next milestones

- Draft memorandum of understanding is being reviewed by BCP and SDC monitoring officers and will confirm that this can be shared with procurement and services
- A large number of the contracts that are high risk/complex or are disaggregated to BCP have been identified. BCP to complete their element of the work.
- Continue analysis of Partnerships, with the focus on Partnerships with service delivery and BCP elements

| Milestone | RAG | Due Date | Target Date |
|--|-----|------------|-------------|
| Identify all contracts with a disaggregated element to BCP | R | 31/01/2019 | 15/02/2019 |
| Partnerships actions agreed with BCP | C | 14/01/2019 | |
| Complete draft memorandum of understanding | A | 31/01/2019 | 01/02/2019 |
| Final Tricuro decision paper to People | G | 27/02/2019 | |
| Communication Plan for suppliers agreed | C | 31/01/2019 | |
| High-Risk/Complex Contracts identified | R | 14/12/2018 | 08/02/2019 |
| Partnerships reviewed with Legal | G | 31/01/2019 | 07/02/2019 |
| 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
- SDC Communication plan to be confirmed by programme boards
- Legal programme board to confirm actions on the ensuring that all partnerships are legal for day.
- Finalise contract list to indicate all complex and disaggregated contracts that would require the memorandum of understanding to be applied.
- Complete draft memorandum of understanding for agreement by programme boards.

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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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|-----|----|----------|--|--|---|---|---|--|----|--|
| 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 Engagement with Senior Procurement officers Spend checking with SAP to identify any 'non-compliant' spend | JH | |
|-----|----|----------|--|--|---|---|---|--|----|--|

Top Risk

| ID | Raised By | Date Raised | Issue Description | Impact Statement | S | Resolution Plan | Owner | Due Date |
|----|-----------|-------------|-------------------|------------------|---|-----------------|-------|----------|
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| 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 01/02/2019 | 0 | Confirm legal position regarding Consequential Orders and impact on contracts with a Christchurch element | CL | 31/01/19 |
|-----|----|----------|---|---|---|---|----|----------|

Top Issue

WS12: CUSTOMER AND SERVICE CONTINUITY – DISAGGREGATION - STATUS UPDATE

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

Date: 1st February 2019

Workstream RAG

A



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 final list of assets transferring has been collated and in the process of going through the final confirmation process. An analysis of the TUPE list has taken place with regards the team structures for day 1 and how this will impact service continuity, including staff based in offices within CED and the mitigation of gaps within services is now being solutioned

Key Initiative Achievements (This Week)

- Programme boards have completed the analysis of the TUPE lists to identify gaps and line structures
- Decision record for East Dorset services out of Civic offices agreed by SDC programme board. Communication being developed.
- Working with BCP to confirm the process in which case data is to be transferred
- Test data from Tech forge has been delivered to BCP for their review.
- Final list of assets completed for confirmation with SDC and BCP.

Key Initiative Activities (Planned Next Week)

- Provide a detailed plan around the formation of the operational structure for the Christchurch Civic centre.
- Communicate to East Dorset Staff the implications of the decision record agreed on the 31st of Jan 2019
- BCP to confirm their requirements for Christchurch local office's ICT structure for day 1..
- Confirm requirements and timeframes for social care case transfer.
- Confirm with BCP their project plan around information transfer to their TECH FORGE.
- Ensure that all services are aware of the process that is required for transferring unstructured data.

Next milestones

| Milestone | RAG | Due Date | Target Date |
|--|-----|------------|-------------|
| Understand all unstructured data requirements from each service that requires disaggregation | C | 31/01/2019 | 31/01/2019 |
| Service impact evaluation complete from TUPE lists | C | 31/01/2019 | 31/01/2019 |
| Case Transfer Commences | R | 31/01/2019 | TBC |
| Confirm final list of all assets to transfer | G | 15/02/2019 | 15/02/2019 |
| Assets & Case Transfer complete | R | 29/03/2019 | 29/03/2019 |
| Service provisions for East Dorset confirmed | G | 15/03/2019 | 15/03/2019 |
| Day 1 Applications in place | G | 01/04/2019 | 01/04/2019 |

| 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 th Dec 18 but did not include a delivery plan. | DC and BCP will not be safe and legal on 1 st 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 th January 2019. | Mark Smitton | 11 Jan 19 |

TRANSITIONAL STRUCTURES: STATUS UPDATE

Workstream Sponsor: Matt Prosser
 Lead Member: Cllr Rebecca Knox
 Project Manager: Leon Ainsworth

Date: 01/02/2019

Workstream RAG



Overview / Summary

Significant demands have been placed on the workstream since the start of Consultation due to the large numbers of queries coming in. The scale of queries have challenged the process, system and resources aligned to capturing, assessing and responding to the queries. Additional resources within the team are being trained up to assist in clearing the backlog and the Communication workstream have been engaged to manage messaging. Re-planning on key changes to the approach are underway with HR BAU teams albeit this process is delayed expectations are this will be closed out 08/02. Tranche 2 preparation underway with further detailed planning to take place w/c 04/02. Minor changes to documentation for stage 2 are underway making it red, however these are not material to Consultation.

Activity

- Planned group consultations undertaken and feedback captured
- Consultation re-planning for tranche 1 underway
- Logging, tracking, assessing and response to tranche 1 consultation queries
- Updating of Consultation documentation based on feedback
- FAQs, Selection process and Job Descriptions are uploaded to the SharePoint site
- Approach for full Job Description evaluations underway
- Engaged with Trades Unions to improve Equalities Impact Assessment (EQIA)
- Initial Tranche 2 preparation / planning underway

Next milestones

| Milestone | RAG | Due Date | Target Date |
|--|-----|----------|-------------|
| Consultation Tranche 1 Started | C | 15/01/19 | 21/01/19 |
| Consultation Plan Tranche 1 Signed Off | R | 11/01/19 | 08/02/19 |
| Developing the Structure (Stage 2) Completed | R | 31/01/19 | 08/02/19 |
| Consultation Tranche 1 Closed | G | 08/03/19 | 08/03/19 |
| Updated Business Case Signed off | G | 22/03/19 | 22/03/19 |

Next Steps

- Job Descriptions to be created for Tranche 2 (Will be determined through planning)
- Set-up follow-on consultation feedback sessions (w/c 04/02)
- Support Consultation and respond to queries (07/03)
- Begin set-up of Selection panel for interviews (Will be determined through planning)
- Continue with Job description evaluation approach

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| ID | Raised By | Date Raised | Risk Description | Impact Statement | I | P | R S | 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. | 4 | 5 | 20 | Updating and creating new reference documents to assist the understanding of the proposed structure to allow for more meaningful feedback. Follow-up group sessions will be held to run-through queries | Leon Ainsworth | 08/02/19 |
| 277 | Leon Ainsworth | 31/01/2019 | Consultation queries that have been sent into the SDC Consultation mailbox cannot be answered in timely manner. | Frustration and credibility concerns as individuals are unable to understand elements of the proposed structure. Leading to escalations within senior management. | 4 | 3 | 12 | Additional resources within the team are being trained up to assist in clearing the backlog and the Communication workstream have been engaged to manage messaging. | Leon Ainsworth | 08/02/19 |

Top Risk

Top Issue

WS14: PHASE 3 TRANSFORMATION - UPDATE

Lead Member:
 Workstream Sponsor: Matt Prosser
 Project Manager: Mandy Bradley

Date: 23 January 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. Work continues on the data gathering

| Activity | Next milestones |
|----------|-----------------|
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| | Milestone | RAG | Due Date | Target Date |
|--|-----------------------------------|-----|----------|-------------|
| 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 | 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 | 31/12/18 |
| | Core Operations Design | A | 30/11/18 | 15/02/19 |
| | Service Configuration | A | 30/03/19 | |

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