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| <b>Programme Headline</b> | Phase 1 is now largely complete; moving towards close-down.<br>First cut detailed implementation plans have been provided by the working groups who took part in the scoping and discovery work and are now going through review and consolidation.<br>Chief Executive recruitment process continues and long listing will take place w/c 16/7.<br>TUPE Process underway with Manager briefings being held across the County.<br>The overall status is described as Amber - not all work is on track, but the programme will recover the lost time without risk to the overall timeline. | A |
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| <b>Key Achievements This Period</b> | Discovery and service continuity workshops phase completed.<br>Preparations for Service Continuity Forum meetings in July.<br>Permanent Chief Executive Process continues - applications close 9/7<br>First Shadow Executive Committee Meeting held<br>TUPE process (briefings) underway.<br>Disaggregation (services) phase complete; ongoing work on Finances. | <b>Key Objectives Next Period</b> | A plan of works for each workstream to be clearly defined and resourced in a joined up approach from across the Councils.<br>Disaggregation process outcomes approved by Joint Task & Finish Group<br>Shadow Committees established<br>Detailed Implementation Plan preparation. |
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| Workstream   | Status | Status Summary   | Activity Updates  | Key Activity Complete | Overdue Activity  | Next Steps             |                     |  |
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| <b>Phase 1: Disaggregation</b><br>Sponsor: Debbie Ward | A      | Work is ongoing on Balance Sheet and assets/liabilities which has delayed its completion. Arbitration on the areas of disagreement, following the option set out at the outset of the work, will now get underway.<br>Dorset Area Task and Finish group signed off the final service templates at its meeting on 25th June | Service Disaggregation                                  | G                     | Templates Complete; final reviews underway, signed off by |                        | Sign off completion |  |
|  |        |  | Balance Sheet and Funding Disaggregation                | A                     | Positions being discussed and areas not yet agreed.       | Balance Sheet sign off |                     |  |
|  |        |  | Reserves and Balances                                   | A                     |   | Agree final details    |                     |  |
|  |        |  | Assets  | A                     |   | Agree final details    |                     |  |
|  |        |  | Insurance   | A                     |   | Agree final details    |                     |  |
|  |        |  | Capital schemes   | A                     |   | Agree final details    |                     |  |
|  |        |  | Adult service historical debt                           | A                     |   | Agree final details    |                     |  |
|  |        |  | Borrowing/investments/capital finance                   | A                     |   | Agree final details    |                     |  |
|  |        |  | Aggregations of Budgets                                 | G                     |   | Complete               |                     |  |
|  |        |  | Christchurch and East Dorset Dissolution of Partnership | G                     |   | Complete               |                     |  |

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| <b>WS1. Legal</b><br>Sponsor: Debbie Ward | G | The programme remains on track with greater involvement now being sought from the Legal, Democratic Services and Elections team. The Shadow Executive held its first meeting and elected a Leader and Deputy Leader. | Create Shadow Authority                                      | G                                       | The Shadow Executive held its first meeting on the 18th June to elect a leader and deputy leader. The Executive has requested additional information regarding the Forward Plan which should be available by the end of this week.   |  | The Forward Plan will be reviewed by the Monitoring Officers and the Governance T&F Group.  |
|   |   |  | Elections  | G                                       | The Pan Dorset and Dorset Area DEAG teams met on the 22nd June to address a range of questions which need to be tackled prior to detailed planning commences at the end of the year and to review the draft project plan   |  | Refine the plan with comments received from the meeting of the 22nd.  |
|   |   |  | Establishment of legal governance of the new Council         | G                                       | Initial collation and drafting of committee terms of reference has commenced for review by the Governance Task and Finish Group. We are still awaiting drafts of the Consequential Orders to confirm what policies are required. We will also be asking the Service leads to identify any policies in addition to these which need to be reviewed/rewritten before 1st April. The Monitoring Officers will review these. We have also created a new workstream which will include policies as part of its remit. |  | Governance Task and Finish Group scheduled to meet on the 28th June.  |
|   |   |  | Policies   | A                                       | A need to hold service workshops for Legal, Democratic Services and Elections teams has been identified and will be discussed with the MOs and DSMs at the weekly meeting.   |  | The first draft of the Miscellaneous and Staffing Consequential Order has been promised for Friday 22nd June and a meeting with the MHCLG is planned on the 25th June to review content. An update will be delivered to the Governance Task and Finish Group on the 28th June. Develop a draft implementation plan for these service areas. |
|   |   |  | Day 1 Arrangements for the Legal and Democratic teams        | G                                       |  |  |   |
|   |   |  | Confirm interim arrangements for 1 April 2019 to 6 May 2019. | N/S                                     |  |  |   |
|   |   |  | Set up Weymouth   Town Council                               | G                                       | The work for this area is being undertaken by WPBC and the Corporate team from DCP. We are keeping a watching brief on developments.   |  | Gain a clear understanding of the role of the Legal and Democratic workstream   |
| Civic Functions                           | G | We have appointed a lead for this work package.  |  | Develop tasks and timeline for the plan |  |  |   |

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| <b>WS2. Finance</b><br>Sponsor: Jason Vaughan | G | All 50 finance officers involved in this workstream were invited to a Finance Briefing on Friday 6th July. The Interim S151, the Deputy Interim S151 and the project manager all presented the work Shaping Dorset Council and the Shadow Dorset Council has achieved so far, and outlined the activity in the coming months. A further briefing is booked in early September. | Financial Management & Budgetary Control       | G | Following discussion with officers in all organisations, and demonstrations of DCC's SAP system, Finance Officers Group are working on finance hierarchies for decision in the coming   | Budget Task & Finish Group are meeting every fortnight over the summer, and attention of the Finance Officers Group will be concentrating on the budget in the next few months now that the rest of the Workstream has been set in motion with clear reporting lines and risk management processes. |
|   |   |  | Finance System                                 | G | This work package is concerned with ensuring all staff understand and have access to the new finance system, so implementation on this will follow other finance work packages.   |   |
|   |   |  | Feeder Systems                                 | G | Officers from the 6 organisations have shared their procurement and debt policies and are now looking to produce one set for Dorset Council. The main risk here is on cash receipting, which is currently in discussion with IT & Customer Services |   |
|   |   |  | Revenues & Benefits                            | G | WestWey and SVPP have started detailed programmes of work on this. They have submitted a set of issues for the Programme to work through and dependencies to be considered.   |   |
|   |   |  | Financial Statements                           | G | Officers from the 6 organisations have shared their accounting policies and collaborative arrangements. A decision is being prepared for Finance Officers on treatment of the new Council's assets  |   |
|   |   |  | Collection Fund (Council tax & Business rates) | G | All organisations have shared their Council tax and Business rates information and a detailed plan has been produced  |   |

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|   |   |  | Budget Setting including Disaggregation | G | Work is now focussing on the budget gap. Interim S151 is in discussion with HR & Comms specialists in the Programme Team on this cross-cutting work.   |  |  |
|   |   |  | Convergence                             | A | We don't currently have the developed convergence plan which will give the financial savings required to help balance the 2019/20 budget.  |  |  |
|   |   |  | Closedown 2018/19                       | G | The main risk to this work package is resource as members of individual organisations will have the background knowledge to carry out this work from April 2019.   |  |  |
|   |   |  | Treasury Management & Bank Account      | G | Discussions are ongoing with the different banks currently used. The 6 organisations are working on a Dorset Council Treasury Strategy for adoption early 2019.  |  |  |
|   |   |  | Governance including VAT compliance     | G | Programme Board has agreed to use SWAP as internal auditors. External auditors can be procured once the Consequential Order has completed. A detailed plan has been produced to ensure timely VAT compliance work is carried out.  |  |  |
| <b>WS3. HR and Workforce</b><br><b>Sponsor: David McIntosh</b>    | A | <p>HR Lead appointed for the workstream to manage the HR elements of the programme and to understand the key HR interdependencies with the other workstreams.</p> <p>TUPE plan has been developed with BCP alongside a monitoring process which includes consultation with trade unions.</p> <p>An agency has been appointed to manage the Chief Executive appointment process which has commenced following approval at the First Shadow Council meeting.</p> <p>Interim Statutory Officer roles now appointed to. TUPE methodology for assigning roles to TUPE lists agreed and signed-off.</p> <p>Designated Project Manager assigned to HR workstream</p> <p>Service Managers briefed re TUPE including Schools Headteachers &amp; Business Managers</p> | Existing workforce and TUPE process     | A | TUPE milestones agreed. Dependencies mapped. Process for assigning roles to TUPE lists agreed. TUPE comms plan agreed<br>TUPE lists circulated to managers, with return dates set to HR depts<br>Terms & Conditions and Policies identified. Analysis to I,/D draft measures being undertaken. |  | Workshop for HR employees to be held July. 'Sense checking' of TUPE lists taking place 15 - 23 July<br>TUPE lists to be returned to managers 23 July with employees to be informed by 10 Aug<br>Opportunities to discuss provisional allocations with employees until 31 Aug<br>Provisional allocation communicated to employees by 3 Sept |
|   |   |  | New workforce employed from day 1       | A | T&Cs and policies collated and reviewed. HR leads meeting regularly to consider opportunities for harmonisation of policies where appropriate  |  | Ongoing work linked to work for existing workforce, on Ts&Cs and policies  |
|   |   |  | Day 1 operational structures            | A |  |  | Senior staffing structure to be agreed. Baselineing of current structures  |
|   |   |  | Appointment to interim statutory roles  | G | Appointments made and approved by shadow council 7th June  |  |  |
|   |   |  | Appointment to new Chief Executive role | A | Process for new Council Chief Executive agreed and consultants engaged to manage recruitment. Microsite built and advert live w/c 11th June  |  | Long-listing arranged 19 July<br>Shortlisting arranged 24 Aug<br>Final assessment scheduled 13 Sept<br>Shadow council ratification by end Sept   |
|   |   |  | Trade Union Engagement                  | G | Regular meetings scheduled. Additional facilities time provided<br>EqIA for TUPE shared<br>Draft list of T&Cs shared<br>TUPE Manager briefing slides shared<br>TU relationship protocol shared   |  | Proposed 'work packages' approach to include TU reps playing pro-active role in individual packages - also helps with TU capacity. Agreed by TUs in principal  |
|   |   |  | HR & Payroll                            | A | New project being scoped in recognition of specific requirement to manage this issue for Day 1 (significant inter-dependency with Finance & ICT workstreams)   |  | Draft scoping document circulated<br>Proposed membership (incl relevant ICT, Finance & HR reps)  |
| <b>WS4: Customer and Services</b><br><b>Sponsor: Matt Prosser</b> | A | <p>The first service continuity forum due to be held on Friday 6 July was cancelled. Although this has given the programme team more time to analyse the implementation plans received, it could cause delay to the original plan and result in teams unable to progress work until clear sign off is sought.</p>  | 4.2 Implementation Plan                 | A | Key themes from implementation plans are being drawn out for discussion at service continuity forum on Friday 13 July.   | Clear communication between council programme teams and LGR programme team to plan and develop consistent messaging in terms of staff expectation. | Details of agenda and forum format to be sent to service continuity forum attendees. Clear direction given to service groups of next steps and progression of plans.   |
|   |   |  | 4.3 EqIA and Customer Impact Assessment | A | Project Manager has met with EqIA representatives from DCC and DCP - guidance has been drawn up of likely areas requiring impact assessments for service continuity.   |  | Project Manager to engage with EqIA representatives as the draft implementation plan is drawn together.  |
|   |   |  | 4.4 Service Continuity Forum            | A | Terms of reference have been sent to forum attendees. Monthly forum meetings have been booked.   |  | Format and agenda to be set and first group meeting held on 13 July.   |
|   |   |  | 4.5 Voluntary Sector Community Groups   | A | Project added due to the services provided by the VSC.   |  | Report to Programme Board on Thursday 26 July from Steve McCenzie with Dorset Council position on service provided by voluntary community sector groups  |
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| <b>WS5. ICT</b><br><b>Sponsor: Matt Prosser</b>                   | A | <p>The design architecture to deliver the Day 1 minimum requirements, and to take us from 6 IT environments to 1 is on-going.</p> <p>The new interim 'Dorset Council' corporate WiFi connection will roll out w/c 9th July, this is only accessible for corporately managed devices and will allow automatic access to WiFi across all the partnership main offices.</p>   | ICT disaggregation                      | A | All CEDDC applications have been identified and the partnership leads are meeting regularly to profile the data, analyse risks and identify costs  |  | Continue to design the architecture for Day 1 minimum requirements and for the long-term convergence of 6 IT environments into 1.  |
|   |   |  | ICT implementation plan                 | G | In progress  |  |  |
|   |   |  | ICT infrastructure                      | G | The design architecture is underway to achieve the Day 1 requirements.   |  |  |
|   |   |  | ICT applications and data: corporate    | G | ICT Lead officer and representatives from partners for this work package are now in place. Scoping of work package being progressed.   |  |  |
|   |   |  | ICT applications and data: business     | A | A number of business requirements to consolidate applications by day 1 have been received, more are expected as a result of the Service Continuity and Customer Workshops.   |  |  |

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|   |   |   | ICT service delivery and business continuity  | G | The partnership leads are currently designing an IT day 1 operating model for both service delivery and business continuity.   |  |   |
|   |   |   | Intranets   | A | The Shaping Dorset Council IT Lead met with the Comms working group. A decision has been made that SharePoint will be the technology platform for all Dorset Council Collaboration including the new Intranet site.  |  |   |
|   |   |   | Public facing website infrastructure  | A | Any technical changes that are required will be fed into the Web team  |  |   |
| WS6. Information Governance<br>Sponsor Steve Mackenzie    | A | First meeting of the Board held Wednesday 13th June. An IG Workshop attended by Information Governance staff across the partnerships will be held week commencing 16th July. This workshop will scope out the IG activities identified.   | IG Framework  | A |  |  | Workshop to identify IG work packages   |
|   |   |   | Information Security  | A |  |  | Project Manager being recruited   |
|   |   |   | Transparency/Openness/DP  | A |  |  |   |
|   |   |   | Records Management  | A |  |  |   |
| WS7. Communications and branding<br>Sponsor: Matt Prosser | A | Greater resources have been put in place to deliver more effective communications and engagement for the Shaping Dorset Council programme. A team of 4 communications officers are supporting the SDC programme and project management and LGA support is being sourced. Communication leads and their teams from across the Dorset Area councils are continuing to support and assist, and work is underway to improve consistency with the BCP programme.<br><br>Final content is being added to the external website and internal sharepoint site.<br><br>Work has commenced on scoping the branding requirements for the new council. A task and finish group and project team have been set up to progress this work. The first meetings have taken place of the task and finish group and project team. | Day 1 Communications  | A |  |  |   |
|   |   |   | Branding a) Shadow Council & Programme b) Interim branding arrangements c) Branding for new council | A | a) Shadow Council & Shaping Dorset Council programme branding complete b) Interim Branding Arrangements paper agreed and implemented. c) Project to deliver the branding for the new authority is in progress.   |  | Branding update to go to Programme Board this week.   |
|   |   |   | Digital channels for new authority (website, intranet, social media accounts)                       | A |  |  | Project team to deliver the new intranet for Dorset Council is in place. Digital channels are being progressed through the implementation plan for Communications |
|   |   |   | Communications - service continuity   | A | This work is being progressed through the Dorset Area Communications Group which has lead communications officers from each existing council   |  | Progressing this work through the Dorset Area Communications Group. Group met last week. Implementation plan has been submitted.                                  |
|   |   |   | Communications to support delivery of Shaping Dorset Council Programme                              | A |  |  |   |
|   |   |   | Internal communications & engagement (employees & members)  | R | Employee engagement plan is needed.  |  |   |
|   |   |   | External communications & engagement  | R | Stakeholders for the Shaping Dorset Council overall programme to be defined. Community partnership work not started.   |  |   |
|   |   |   | Establish channels (see a-e below)  | A |  |  |   |
|   |   |   | a) SharePoint (employees but accessible to members also)  | A | Internal Sharepoint site encountered technical issues so late delivery.  |  | Go live tbc   |
|   |   |   | b) External website)  | A | Microsite being built on Dorset For you platform.  |  | Go live tbc   |
|   |   |   | c) modgov extranet (member briefings)   | G | this is complete and now live - there is a library facility for LGR member briefings & newsletters   |  | Now live  |
|   |   |   | d) social media (wider public)  | A | Further refocus needed to ensure it fits the shaping dorset council programme  |  |   |
|   |   |   | e) newsletters fortnightly (employees & members)  | G | New design and content. Fortnightly editions on track.   |  |   |
|   |   |   | WS8. Cross Cutting<br>Sponsor: TBC  | N | Workstream forming and resources being allocated.  | Property and assets  | n   |
| Partnerships  | n | Draft scope complete for approval, data gathering exercise commenced.   |   |   |  |  |   |
| Policies  | n | Draft scope complete for approval, data gathering exercise commenced  |   |   |  |  |   |
| Contracts   | n | Draft scope complete for approval, data gathering exercise commenced.   |   |   |  |  |   |
| Phase 2 disaggregation                                    | n | Draft scope complete for approval, data gathering exercise commenced.   |   |   |  |  |   |
| Phase 3: TBC (Keith Cheesman)                             | A | The plan was designed to start delivery in May 2018 but only approved to proceed in June therefore is behind schedule. Reviewing schedule with supplier over next period.   | Development of target operating model   | A | Proposal in from supplier. Approval from board to proceed.   | Contract with supplier   | Make sure contract in place with supplier. Review initial dates proposed.   |
|   |   |   | Design a transformation programme to deliver the ambitions of the interim operating model           | N |  |  |   |
|   |   |   | Development of an interim corporate plan  | N |  |  |   |
|   |   |   | Delivery of the People Plan activities  | A | Activities being loaded on to SharePoint site, SLA being developed with 'Steps 2 Wellbeing', 'Five ways to wellbeing' sessions booked and in events calendar on SharePoint (SP) site, wellbeing assessment ready to go out via site, conversations happening with Insights to get going. | General delay due to delayed papers at board (due to earlier than expected Shadow Council/ Shadow Executive meetings). | Manage activities when SP live. Identify 'inspire' presenters.  |

**Risk & Issue Profile**

Programme risks, issues, assumptions and dependencies is currently being drawn up by the Programme team. High level risks and mitigations below

| Risk   | Workstream                      | Owner           | Unmanaged RAG | Mitigation   | Current RAG | Further Action  |
|--|---------------------------------|-----------------|---------------|--|-------------|---|
| Insufficient capacity/resources to deliver the programme within timescales (project slippage)  | HR & workforce                  | Keith Cheesman  |               | Programme team posts appointed into, include Programme Director. Project Management roles appointed and coming into place. Project Support Officer role has been appointed, awaiting a start date. |             | Partner authorities to ensure that any further support required by programme office is made available. PA role still to be appointed to. Scoping workshops will identify further resource requirements. |
| Failure to establish early decision-making processes   | Legal & Democratic              | Keith Cheesman  |               | Joint Area Committee, Governance Task and Finish group established and working well.   |             | Future consideration for Change Advisory Board  |
| Failure to understand full statutory responsibilities of merging authorities creates an exposure to legal challenge                              | Legal & Democratic              | MOs             |               | Programme contains legal and governance workstream tasked with examining Corporate legal requirements. Service continuity workshops planned to identify service specific legalities                |             | Service workshops will reduce risk exposure   |
| Interdependencies with other government bodies causes delays (HMRC Paye Number etc)  | Finance                         | Keith Cheesman  |               | Appropriate advice agencies being sought   |             | Decisions to be taken following receipt of advice   |
| Failure to inform or consult meaningfully. Employers are liable for up to 13 weeks gross uncapped pay for EACH employee affected by the transfer | HR & workforce                  | Keith Cheesman  |               | Trade Union and Employee communication and engagement established as part of the HR Workstream. TU forum in place. Fortnightly meetings booked.  |             |   |
| Drop in services levels during transition  | Customer and Service continuity | Programme Board |               | Service Continuity workshops planned   |             | Appropriate involvement of subject matter experts across all preceding councils will support the detailed work through each of the workshops and planning phases in order to minimise the risks         |

**Support required from Shadow Executive Committee to enable delivery**

None at this time

- Property and assets
- 8.2 Partnerships
- 8.3 Policies
- 8.4 Contracts
- 8.5 Phase 2 disaggregation