

Shadow Dorset Council

Date of Meeting	21 August 2018
Subject of Report	Highlight Report – August 2018
Executive Summary	This report provides a brief update on progress since the July meeting, sets out some changes to reporting format for future updates, including providing a current overview of the milestone plan.
Budget Implications	None.
Recommendation	That the Shadow Executive Committee: <ol style="list-style-type: none"> 1) Notes the progress made as described 2) Notes the Internal Audit report (26 July) and Follow-up report (10 August) 3) Agree the reporting formats set out in section 4 for future reporting
Appendices	<ol style="list-style-type: none"> 1) SWAP Programme Governance Report 26 July 2) SWAP Programme Governance Follow Up Report 10 August
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1 Introduction

This report sets out a few key aspects of progress and updates surrounding the programme, as well as a change of report format.

2 Programme Progress Summary

The Service Continuity workstream has completed the Service mapping and review stage and is continuing to develop detailed plans across all the 468 service areas identified in the 6 preceding authorities.

In terms of the Parliamentary process, the miscellaneous amendment to regulations has been signed and will proceed to come into force on 5th September. We now understand that the finance order will be a negative generic amendment to regulations order, expected to be made/laid in mid-November to be in force in December. To this end, it is expected that MHCLG will communicate policies on Council Tax Harmonisation in September. The final 'affirmative' order is expected by MHCLG in January 2019; this will deal with the final required details for Dorset and amongst other things will cover charter trustees and pension fund.

Programme Board has recently agreed a change control to the programme which allows for the planning work required now to start delivering convergence of management teams at tier 3 and 4 after vesting day. An assessment of the approach and means of focussing the convergence activity towards the desired transformational operating model will be produced for October 2018. In essence, this means that delivery of Phase 3 will need to be more integral to the convergence principles. It will be necessary for members to have worked up the vision and operating model to support that work, together with some clarity about the desired future operating principles that give greater depth to the design principles already agreed. This is important to avoid the new council missing its opportunity to operate with a genuinely different model than a simple merger of the authorities would provide.

3 SWAP Internal Audit

Programme Board commissioned a report from Internal Audit – SWAP - to provide a high-level review of the LGR programme governance, to form an opinion on the adequacy, design and integrity of the arrangements in place to deliver the intended outcomes of the programme. The report and a subsequent follow-up report are appended in full as Appendices 1 and 2 to this report.

4 Programme Governance

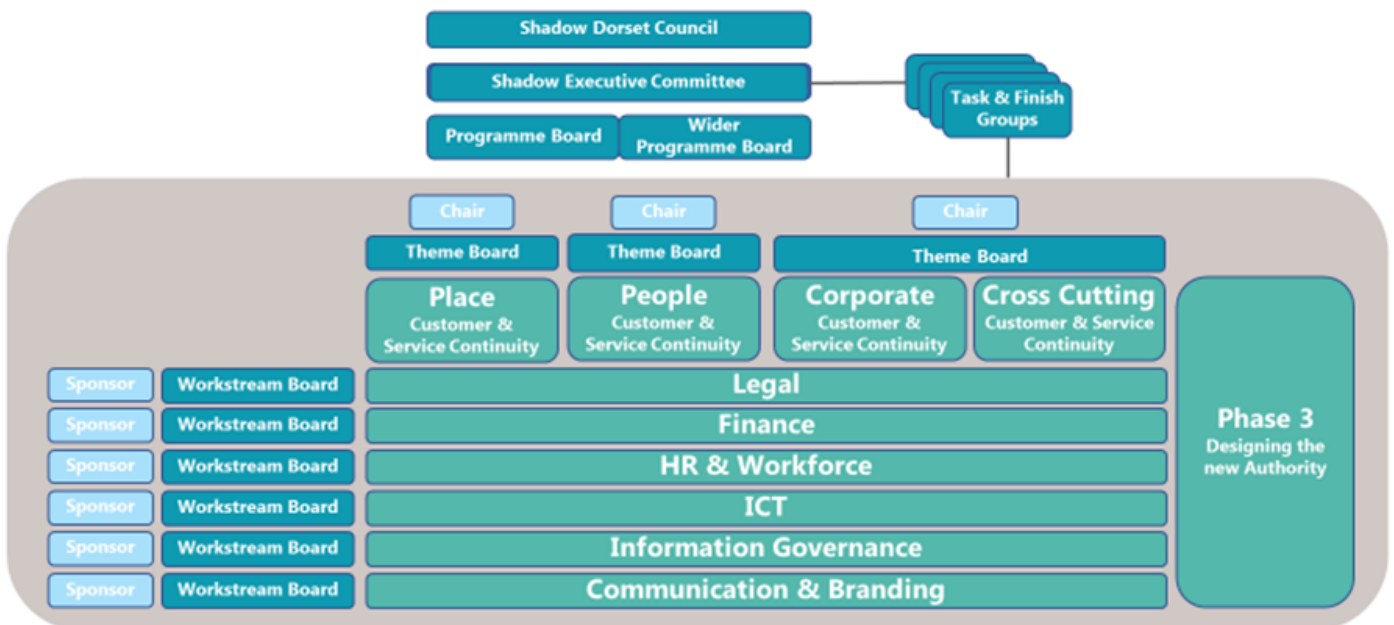
The Programme Board now has two formats, each meeting in fortnightly cycles – one week with the chief executives, interim officers and programme director and in the alternate week as a Wider Programme Board which adds tier 2 officers from across the preceding councils. The wider board brings greater ownership of the programme to the senior management layer, ensuring greater

visibility of the changes and progress, in readiness for the imminent transition to the new council. This will also provide insight and stability to the service operation and increase knowledge of the preceding councils' arrangements to a wider forum, which will reduce or minimise the risk of a break in service continuity.

In addition to the existing governance arrangements, Theme Boards have been set up to manage the operational implementation planning for service continuity will be making 'low-level' decisions on the practical issues and raising change requirements on the core workstreams as necessary.

In recognition that the cross cutting workstream is largely managing work areas that cut across multiple corporate work areas, the cross cutting workstream is now managed under the auspices of the corporate theme board.

The resultant structure is illustrated as follows:



4 Programme Reporting

The narrative led approach used to describe progress to date was recognised as an interim step while the detailed planning and milestones were being developed. This is being changed to a more visual, summarized view but with greater visibility of the range of activity underway and through to the end of the programme.

4.1 Programme Overview Report

The current overview summary report, and format for future Programme Reports is set out as follows:

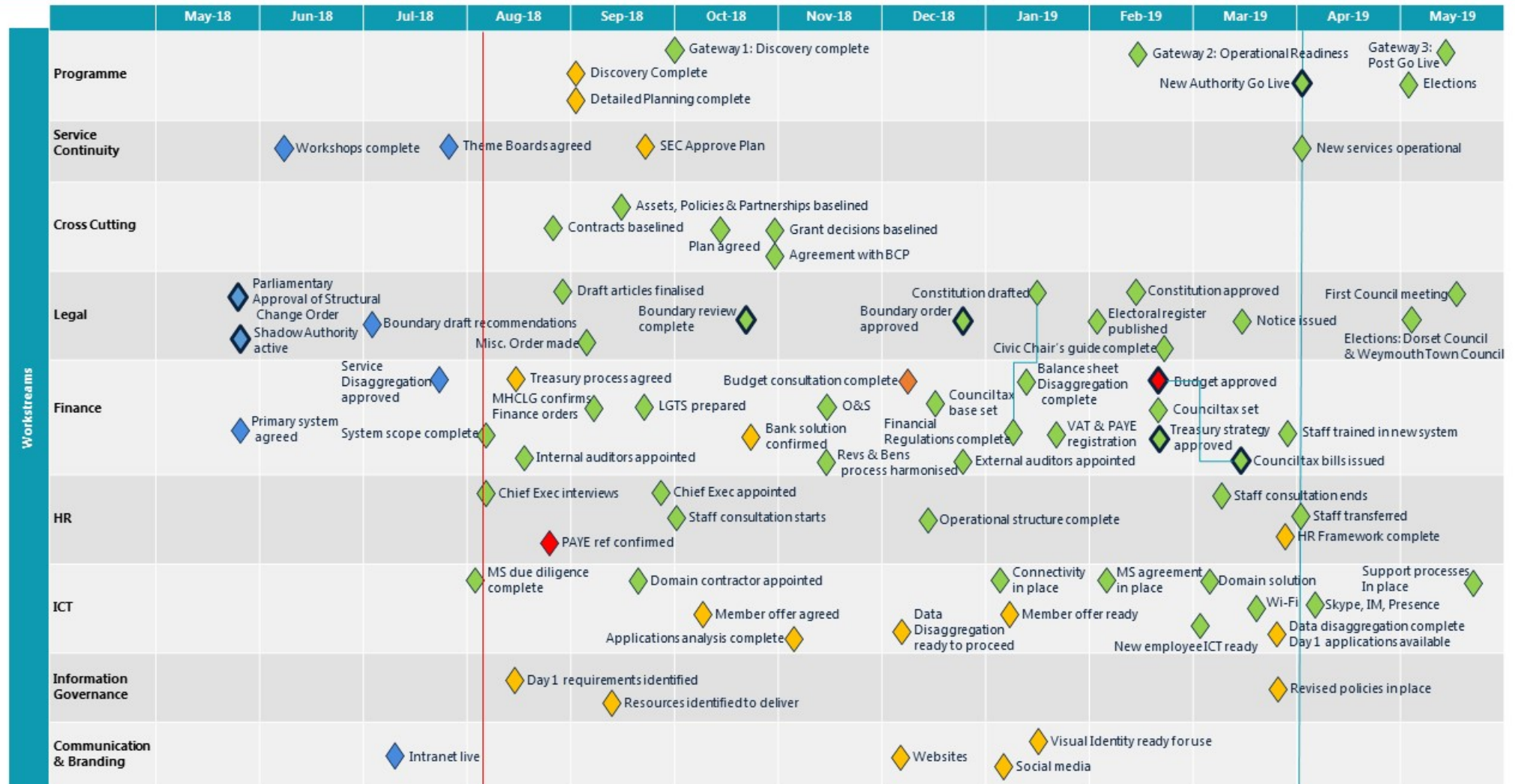
OVERALL PROGRAMME STATUS – 13 AUGUST

Overall status	Scope	Budget	Time	Resource	Stakeholder	Risk & Issue
<p>Overall the programme continues to develop clarity on the range of tasks and products that need to be in place. Governance is improving with wider involvement of senior management and division of plan leadership. Resource availability continues to be an issue in some areas, but there is good support and a recent request for expressions of interest in taking some key roles and tasks has brought volunteers forward. The Implementation Plan sets out clarity on the programme scope. Preparation continues for TUPE lists being agreed in September, including for the areas affected by disaggregation. Early Tier 2 management structures drafted.</p> <p>The programme remains at Amber as while some parts are behind schedule or have issues, these are expected to be overcome in time for vesting day without requirement for change in scope.</p>						
Return to Green		Significant steps forward have been made with programme controls and structure; resources and detailed plans from key service areas, currently in progress will improve overall programme readiness. Successful resource recruitment. on budget				
Change Requests	↔	Agreed to include preparation and plans for convergence and Phase 3 transformation to the current year in order to ensure sufficient time in 2019/20 to deliver the savings required.				
Resources	↔	A number of roles are being recruited currently, including project managers and business analysts. Resources have been requested from preceding authorities and volunteers are being reviewed against priority needs. Administrative support is still in short supply despite attempts to recruit.				
Plan	↑	SWAP review and a consultancy assessment have both been commissioned and completed to support the Programme Board what areas of outstanding plan and oversight require further work. Significant progress has been made already to improve.				
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		Issue/Risk			Mitigation	
Top Issue	↔	PAYE code issue: HMRC expect a single payroll code to be in place for day 1; this is seen as impossible with the time available and with the systems work that would be required to provide compliance			Specialist consultants have been engaged to deal with HRMC. MHCLG have been asked to intervene/ support	
Top Risk	↔	Significant emerging risks around the financial impact via disaggregation and TUPE – residual capacity which doesn't transfer to BCP Council under TUPE regulations but which may be surplus to Dorset Council capacity requirement.			HR working with Finance and Services to seek to minimise the risk and prepare plans to manage	

4.2 Key Programme Headline Milestones

The key milestones for the programme are set out as follows.

Programme Milestone Plan



4.3 Phase 2 Workstreams Report Format

WORKSTREAM NAME - STATUS UPDATE

Workstream Sponsor:
Project Manager:

Date:

Workstream RAG



Overall Workstream Summary

Brief description of overall workstream status, significant achievements, major concerns or imminent major events

Key Initiative Achievements (This Week)

Describe key achievements this week

Next milestones

Milestone	RAG	Due Date	Target Date
Milestone name			

Key Initiative Activities (Planned Next Week)

Describe key achievements for next week

Top Risk	ID	Raised By	Date Raised	Risk Description	Impact Statement	I	P	RS	Mitigation Plan	Owner	Date Due
					Describe the top risk for the workstream		4	4	16		

Top Issue	ID	Raised By	Date Raised	Issue Description	Impact Statement	S	Resolution Plan	Owner	Due Date
					Describe the top issue for the workstream		H		