Shadow Dorset Council

Date of Meeting	7 June 2018
Subject of Report	**High-Level Implementation Plan for Dorset Council**
Executive Summary	This report provides the outline Implementation Plan for Dorset Council as required by the The Bournemouth, Dorset and Poole (Structural Changes) Order 2018 which came into force on May 26 2018. The nature of the size, complexity and speed of this programme means that the 'Shaping Dorset Council Plan' is a live document and will be updated to reflect the data, information and issues that will be established and arise during the process. This plan describes the scope, planning process, organisation and resources of the programme, its governance and leadership and also sets out the high-level timeline, estimated budget, reporting process and risks identified. Finally, this paper details the proposed Implementation Team, required by the Structural Change Order, and seeks approval from Shadow Council that these arrangements described meet the obligation of the Order.
Budget Implications	None directly for the Shadow Council.
Recommendation	The Shadow Council is asked to: 1) Adopt this plan and note that further iterations and updates on progress against this plan will be brought forward and overseen through the Shadow Executive Committee arrangements at intervals to be agreed. 2) Approve the proposed Implementation Team
Appendices	
Report Originator	Name: Keith Cheesman, Programme Director Contact: 01305 221227

Introduction

The Future Dorset Proposal set out a clear proposal to radically review and improve public services in Dorset and to deliver cost efficiencies from this. Benefits are expected to be realised throughout public services with more co-ordination strategically and operationally across health and care, infrastructure, housing and education sectors. New councils will be better placed to work with town and parish councils, embracing proposals to set up a new Town Council for Weymouth. 21st Century councillors will be digitally capable, strategic and connected with their communities.

The Local Government Reorganisation Programme – "Shaping Dorset Council" is setting out to deliver, as a minimum, the changes required to meet the requirements of the Bournemouth, Dorset and Poole (Structural Changes) Order 2018, insomuch as the new Dorset Council is created in time to deliver its services safely, legally and without break in continuity from the 1st April 2019.

There is little time for the delivery of transformational change in this period and so the profile of the delivery of the savings will be adjusted, but here is no less ambition to achieve the fully expected savings set out in the proposal. A plan for the convergence of activity and the transformational change will be prepared during the life of this programme and forms a substantial part of the Phase 3 delivery described in more detail in this plan.

A core team has been recruited to plan and manage the process of understanding the changes required by the act of closing and decommissioning the six preceding councils in order to create a brand new council. Our collective workforce is providing much of the subject matter expertise to deliver the required programme and are being engaged through a wide range of activities.

This plan sets out the high level workplan, programme resources and team structure and provides for the required appointment of an Implementation Team, as prescribed by Article 38 of The Bournemouth, Dorset and Poole (Structural Changes) Order 2018.

Programme Approach

Planning has been organised around the three phases. While these are consistent with the Bournemouth, Christchurch and Poole programme approach, the work programme and some of the methodology is slightly different and reflective of the emerging culture and sense of the kind of organisation that the Dorset Council will aim to be, embracing the best of a culture born out of the 21st Century Council approach.

Phase 1 deals with the 'Creation of the new Council', largely delivered by the Central Programme team on behalf of both unitary areas and includes the work, now reaching an end, to prepare the content for the Parliamentary process, including:

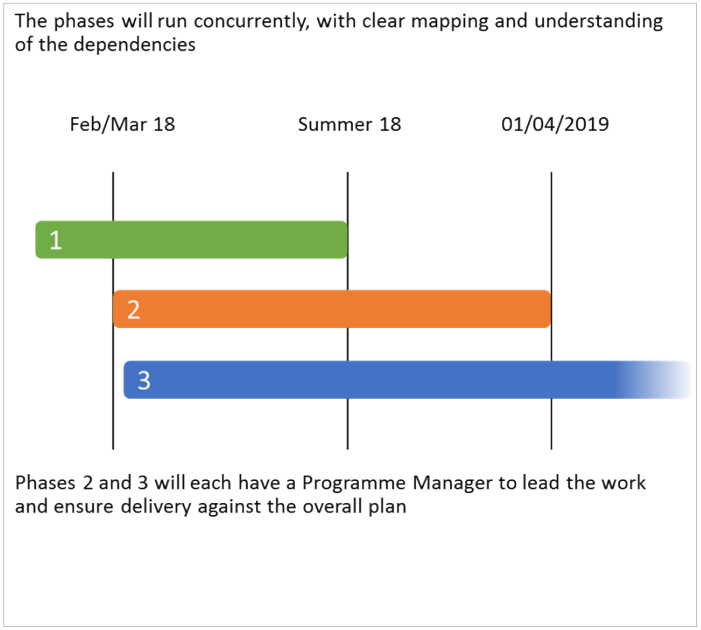
- Structural Change Order / Consequential Orders
- Disaggregation of Dorset Council Council's services in Christchurch
- Preparing the fall-back position ahead of the Boundary Commission Electoral Review
- Council Tax Harmonisation Strategy
- TUPE preparation

Phase 2 concentrates on the 'Delivery of services on 01 April 2019', and deals with the following:

- Create the Shadow Authority and the new Council – the constitution and structures necessary to be operating legally
- Budgets – revenue and capital, Council Tax setting and Harmonisation implementation
- Policy – review / adoption / creation
- Contract novation
- HR / Workforce / TUPE process (workforce in place with their contracts)
- Service continuity on day 1
- Decommission the preceding councils

Phase 3 focuses on the 'designing & building the new Dorset Council' and sets out either high level or interim steps towards a series of key components of how the new council will operate, such as:

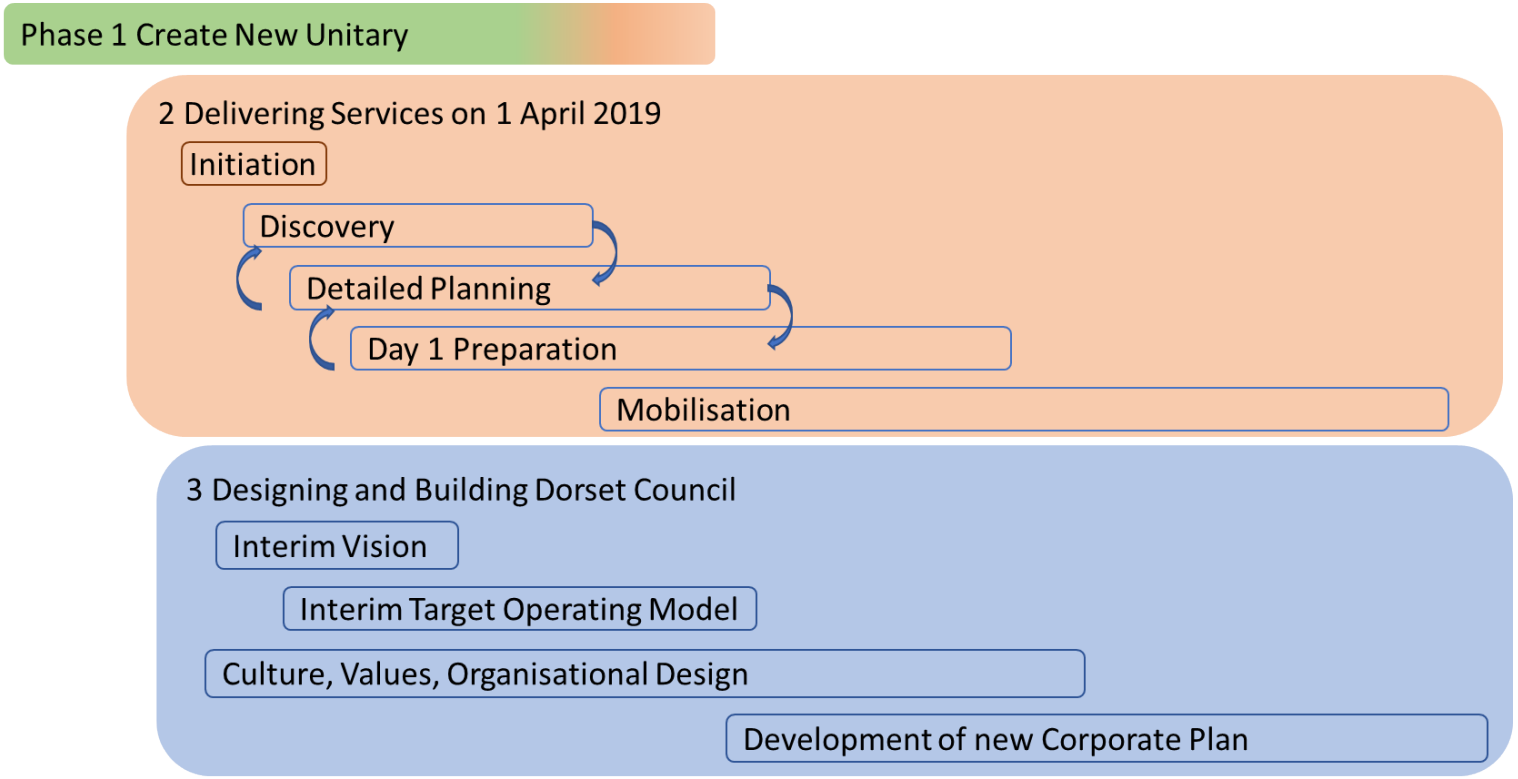
- Future Vision / Operating Model
- Culture / Values / Organisational Design
- Communication & Community Engagement
- Capital Development Plan / Operational Plan

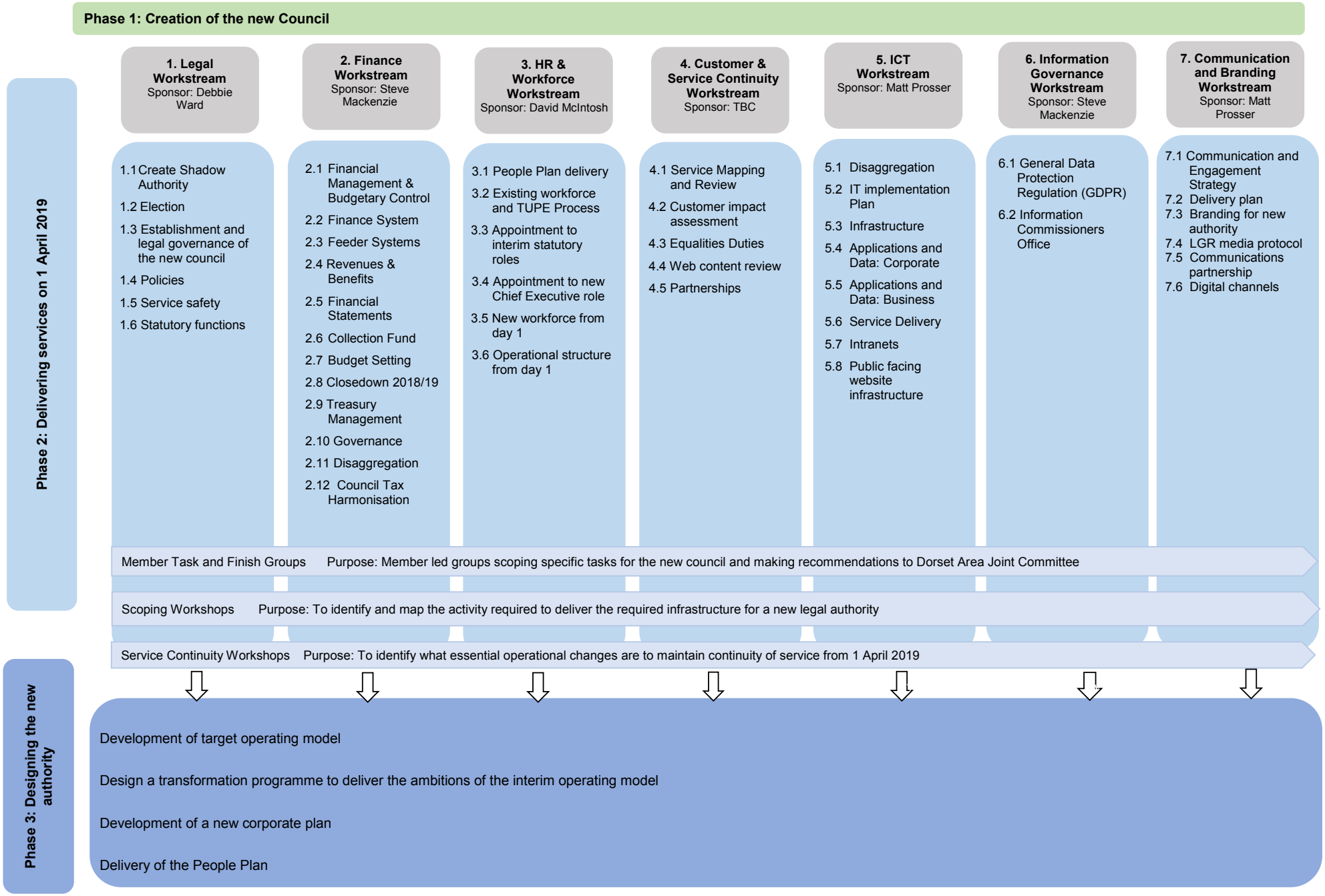


Programme Methodology

In terms of the methodology, most of the effort and work is focused on Phase 2. The approach, now that the initiation is nearing completion, is to work through a “Discovery” stage which is specifically designed to draw out the detail required to build the detailed plans that will support the delivery of the changes required. The ‘Discovery’ – ‘Detailed Planning’ – ‘Day 1 Preparation’ stages are iterative and progressive; they are designed to ensure that progressively more information is drawn out and feeding into the planning before the mobilisation work is started.

Phase 3 outputs will include certain elements such as the interim Design Principles for the new Council that will inform the detailed approach for delivering in phase 2.





Phase 2 Workstreams

Workstream Plans – High Level

	Project	Scope	Key tasks	Timescale
Legal Workstream	1. Create and Manage Shadow Authority	To create and support the Dorset Council shadow authority, including the Executive and sub-committees	• Set up Shadow Authority governance arrangements and constitution. • Establish Member engagement plan. • Set up Shadow Authority operational arrangements, code of conduct, Members allowances, and insurances. • Identify policies and plans required • Manage Shadow Authority • Establish meeting arrangements, as follows: - set up agenda - Forward plan - Decision log • Set up the IRP	June 2018 June 2018 to April 2019
	2. Boundary review	To support and contribute to the review carried out by the LGBCE	• Develop ward sizes and boundaries and submit to the LGBCE • Review and comment upon the LGBCE's recommendations once published	May 2018 to August 2018
	3. 2019 Elections	To prepare for the 2019 elections, including Dorset Council and Weymouth Town Council	• Register new Returning Officer • Create new electoral roll • Prepare for Dorset Council elections • Prepare for Weymouth Town Council elections • Prepare for Parish and Town council elections	December 2018 to May 2019
	4. Establishment of legal governance of the new council	To establish the governance of the new council	Create the following: • A draft Constitution • Meetings • Website	June 2018 to February 2019

	Project	Scope	Key tasks	Timescale
			• Committee Structure • Set up support arrangements for committees and full council	
	5. Prepare policies for new council	To establish the legal policies, strategies and plans required for day 1, consider the legal requirements for all assets and confirm statutory functions and their policy requirements for day 1.	• Identify all plans/strategies that must be created by the New Council for Day 1 • Identify plans and strategies that must be reviewed within 12 months of the new authority • Identify responsible owners for creating new policies • Recommend a process and timetable for review for the new Council and the development of any sub-plan supporting this.	May 2018 to December 2018
	6. Set up new Legal and Democratic function for Day 1	To clarify those functions requiring continuation and agree how this will take place.	• Create operational arrangements for Day 1 for all current L&D teams. • Identify transfer of casework	June 2018 to March 2019
	7. 1 April 2019-6 May 2019	To prepare for the transition period between vesting day and completion of elections in 2019 and determine how to conduct regulatory and statutory business	• Confirm what business will need to be considered during that period • Confirm what business can be completed prior to 31st March • Agree dates for Committees which need to conduct business.	September 2018 to January 2019
	8. Set up Weymouth Town Council	Set up of a new Town Council	• Confirming the extent of responsibility of Dorset Council in setting up Weymouth Town Council	May 2018 to March 2019

	9. Civic functions	Set up civic functions and arrangements	• Identify what changes need to be made to support functions for ceremonial duties of
			  ○ Lord Lieutenants
			  ○ High Sheriff
				September 2018 to February 2019

	Project	Scope	Key tasks	Timescale
			• Confirm if any changes need to be made to coats of arms	
	10. Provide legal advice to other workstreams and services		• Ongoing support provided as and when required	May 2018 to May 2019
HR / Workforce	11. People Plan	To provide emotional support to the workforce of each existing council	• Develop a Dorset Council innovation hub for organisation design	Monthly
			• Create a programme of communications for staff	On-going
			• Develop a method for assessing wellbeing within the workforce	May 2018 Oct 2018 Feb 2019
			• Provide training and information for staff to access information on resilience, mental health and well-being including a mentoring programme	TBC
	12. Existing workforce and TUPE process	To TUPE existing workforce to the new Council.	• Develop and implement the TUPE process	1 April 2018 – 1 April 2019
			• Consult with workforce	Formal consultation commences Nov 2018
			• Engage with Employee Trade Unions	Formal consultation commences Sept 2018
			• Engage with schools	Formal consultation commences Nov 2018

	Project	Scope	Key tasks	Timescale
	13. Appointment to interim statutory roles	To appoint an interim CEX, Monitoring Officer and S151 Officer to the Shadow Council	• Agree recruitment process and specification	End May 2018
			• Invite applications and hold interviews	End May/Early June
			• Make appointments	13 June 2018
	14. Appointment to new Chief Executive role	To appoint a Chief Executive, to Dorset Council	• Recruitment process agreed	End March 2018
			• Consultants appointed and specs for key selection criteria developed	By 20 May 2018
			• Invite applications and hold interviews	May – July 2018
			• Make appointment	W/C 16 July 2018
	15. New workforce employed from day 1	To appoint new staff to Dorset Council on day 1.	• Agree new recruitment process	TBC
			• Agree documentation for new staff	TBC
			• Agree pay process	TBC
			• Agree learning and development outcomes	TBC
	16. Operational structure from day 1	To confirm Dorset Council operational structure from day 1.	• Confirm senior staffing structures and processes from day 1	TBC
			• Confirm operational structure from day 1	TBC
			• Collate future options to feed into phase 3 innovation hub for transformation post day 1.	TBC
Finance	17. Financial Management & Budgetary Control	To ensure that there is proper overall financial management & budgetary control in place for the new Authority by April 2019	• Chart of accounts • Organisation Structure (Finance Hierarchy) • Adult Social Care • Childrens Social Care • Budget Monitoring & Forecasting	August 2018

	Project	Scope	Key tasks	Timescale
	18. Finance System	To make the transition from the existing six Councils to a single finance system for reporting on 1st April 2019	• Training • Finance system development	March 19
	19. Feeder Systems	To establish back office systems which fit with the new council's financial strategy and policies including contract management	• Income / debtors / cash receipting • Procure to pay / creditors / contracts • Feeder systems and integration	End September 2018 September 2018 June 2018
	20. Revenues & Benefits	To clarify arrangements for Revenues & Benefits service from 1/4/19 and longer term. To align with other policies eg. Local Council Tax Support.	Revenues & Benefits	End March 2019
	21. Financial Statements	To ensure that existing accounting policies, arrangements and data are properly documented in line with international accounting standars and understood by all staff ready for 1/4/19	• Accounting policies harmonisation • Asset accounting • IFRS16 (leases) • IFRS9 (financial instruments) • IFRS15 • Group accounts	January 2019 September 2018 September 2018

	Project	Scope	Key tasks	Timescale
	22. Collection Fund	To establish a unitary taxbase, surplus/deficit, likely year end position and a safety net and baseline levels on Business rates and Council tax.	• Council tax / collection fund • Business rates / collection fund	August 2018
	23. Budget Setting	To ensure all budget information for the 2018/19 financial year is clearly laid out in a single place for the Dorset Council	• Fees and charging • Budget setting - Draft budget agreed • Consultation. • Approval by Shadow Authority Scrutiny • Finalise by • Medium Term Financial Planning ○ Programme Board approval	26/9/2018. Oct/ Nov 18 Jan '19 March '19 July 2018
	24. Closedown 2018/19	To ensure the timely and accurate closedown, reporting and audit of the 2018/19 accounts for all current councils	Closedown 2018/19	By 31st March 2019
	25. Treasury Management	To ensure all treasury arrangements and bank accounts across all the councils are documented and transferred in the name of Dorset Council	Budget / bank account management and transition Treasury Management	New bank account operational 1st April 2019
	26. Governance	To ensure that all the new Dorset Council's financial arrangements are legally compliant	VAT Insurance Financial Governance / Constitution	August 2018 February 2019 August 2019

	Project	Scope	Key tasks	Timescale
			GDPR (Covered in Information Governance Workstream)	31st December 2019
	27. Disaggregation	Disaggregation and agreeing of the balance sheet with BCP Council	Disaggregation Schedule	
	28. Council Tax Harmonisation		Council Tax Harmonisation	June 18
Service Continuity	29. Service Mapping and Review	To identify and implement any operational arrangement changes required for each function delivered by current authorities to maintain continuity of service from 1 April 2019 under the new Council.	• Produce high level project plan	April
			• Produce RAID log	April
			• Service mapping	April
			• Portfolio structure for workshops	May
			• Service continuity workshops	May
			• Analysis of required changes	June
			• Full analysis of required changes and recommendations to service continuity group for review	June
			• Final recommended decisions to shadow executive/ programme board	June
			• Implementation workshops	July
			• Full implementation plan for all service functions	August
			• Assessment of full implementation plan and workstream dependencies/ requirements	August
			• Meet with lead officers to delegate tasks	August
			• Map out required LGR programme team resource for implementation	August
			• Support infrastructure in place for implementation	August 19 – March 19

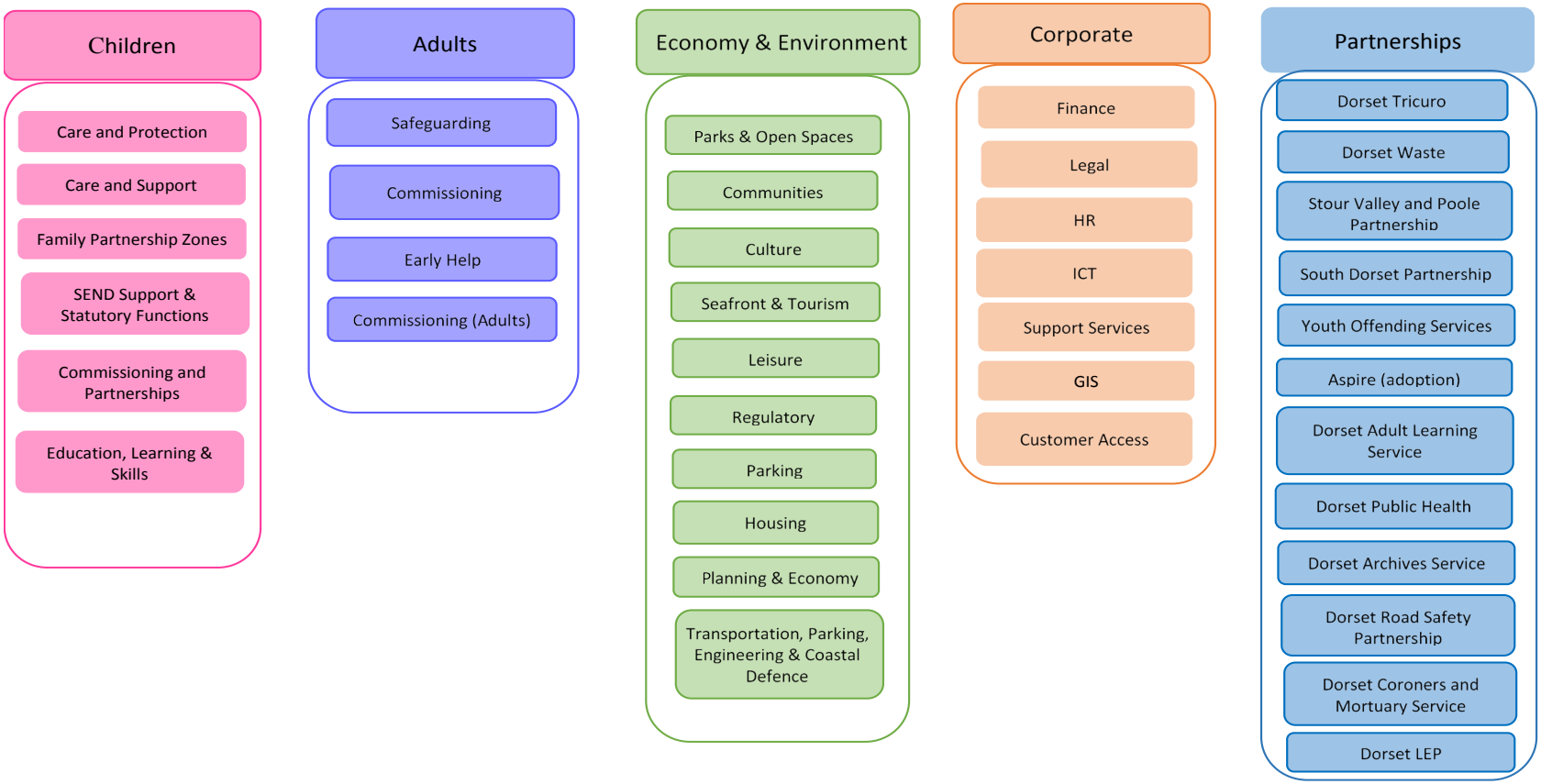
	Project	Scope	Key tasks	Timescale
	30. Web content review	Ensuring required web content changes are in place for day 1	• Scope requirements for customer focus web content for day 1	End of June
	31. Partnerships	To ensure partnerships continue to deliver their service on day 1.	• To ensure appropriate governance arrangements are in place under the new Council	TBC
ICT	32. Disaggregation	Identify and transfer ICT systems, data and equipment to BCP, Weymouth Town Council and Dorset Council	• Identify ICT systems, data and equipment to be transferred from Dorset County Council to BCP. • Identify ICT systems, data and equipment to be transferred to Weymouth Town Council. • Identify ICT systems, data and equipment to be transferred from East Dorset and Christchurch to Dorset Council. • Create implementation plans. • Transfer ICT services	June to August 2018 September 2018 March 2019
	33. Infrastructure	Understand the infrastructure landscapes across the partners and resolve any IP address conflicts to enable connectivity between sites. Support	• Create one Microsoft Agreement for Dorset Council • Create 'As is' infrastructure maps across the partners • Create one domain to provide one address for all staff • Resolve all network conflicts and create VPNS • Develop options and recommendations for intranets and websites	May to July 2018 July to March 2019 September to October 2018 September 2018
	34. Applications	Identify all applications and contractual arrangements across the partners, resolve any issues to ensure	• Create list of applications and contractual arrangements across the partners	By August 2018

	Project	Scope	Key tasks	Timescale
		all staff have access to their relevant applications on day 1	• Resolve any issues and ensure support is in place for day 1	September to March 2019
	35. Service Delivery	Ensure the Dorset Council ICT support and disaster recovery models are fit for purpose on day 1 of Dorset Council	• Identify partners current support models • Resolve any support issues identified • Create Dorset Council ICT support operating model for day 1	By August 2018 September to March 2019

Service Critical Changes

Service continuity workshops are underway, to explore all the changes necessary with groups of subject matter experts for each of the service groupings illustrated below. These groupings do not represent corporate structure or form; they are common to both Unitary programmes in order to minimise confusion and complication across the services that are served in both council areas by Dorset County Council and Christchurch & East Dorset Councils. The workshop's aim is to drive out detail of services and functions:

- To identify whether there are any changes required
- To identify risks, issues and key decisions
- To enable services to continue from day 1



Task & Finish Groups

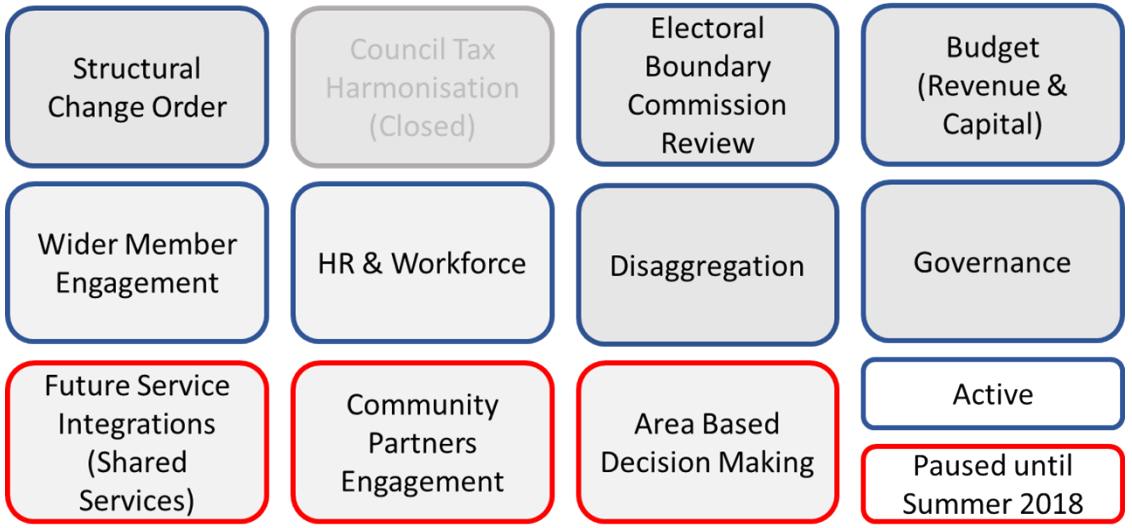
A number of Task and Finish Groups have been put into place, their purpose is essentially twofold - to ensure that Members have a clear place to lead the work required in areas of specific detail and to provide a means of engagement, both for elected members and wider partners, alongside the communications and engagement strategy.

Four of the groups – electoral arrangements, disaggregation, the Structural Change Order and council tax harmonisation – have focused on tangible outputs that have been required by Government to support the Parliamentary process. The council tax harmonisation group has now closed following successful completion of their task.

A further four groups – area based decision-making, community partner engagement, Future Service Integration (shared services) and wider member engagement – reflect values and aspirations and have broad, overlapping remits which are cross-cutting elements of the emerging programme plan.

Three Task and Finish Groups have been paused by Joint Committee to allow time for the Phase 3 work on the interim Operating Model and Design Principles to progress, allowing time to consider how these groups ensure their work best fits the model and broad principles of the new Council. These three are:

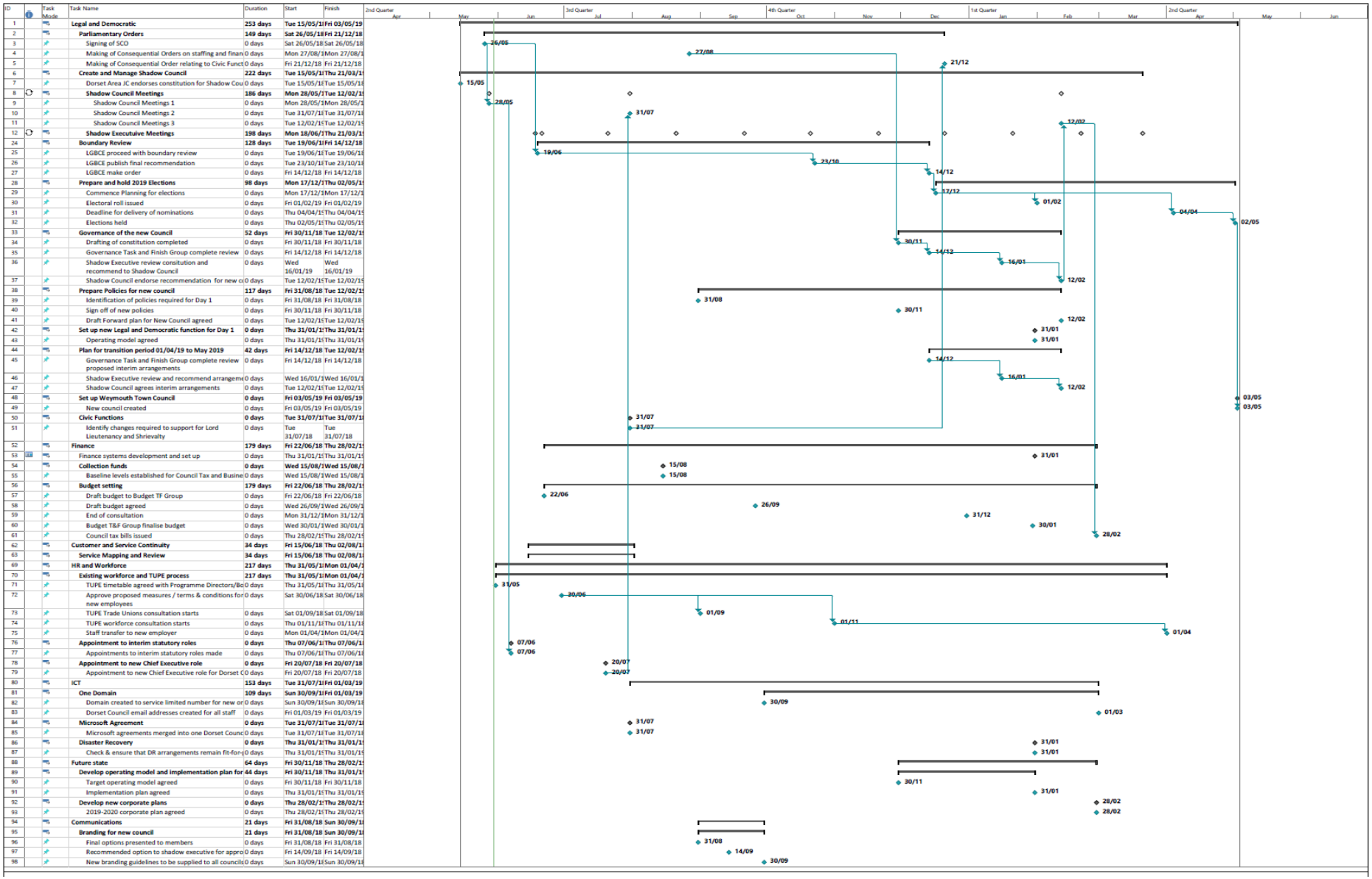
- Future State (Service Integration)
- Community Partner Engagement
- Area Based Decision-making



Key Programme Milestones

Expected Secretary of State Decision	26 February 18	✓
'Negative order' to cancel the Weymouth election	6 March 18	✓
Parliamentary Approval of Structural Change Order	25 May 18	✓
Shadow Authority Active	26 May 18	✓
Shadow Dorset Council Meeting, including the appointment of an officer implementation team and interim statutory officers	7 June 18	
Boundary Commission engaged	14 June 18	
Parliamentary Approval of Consequential Change Orders	27 July '18	
Draft Budget / Aggregation plan agreed	31 August 18	
Boundary Review Complete	23 October 18	
Boundary Order Approved	21 December 18	
New Council Budget finalised	January 19	
Budget Approved by Shadow Authority	20 February 19	
Council Tax bills issued	15 March 19	
Vesting Date	1 April 19	

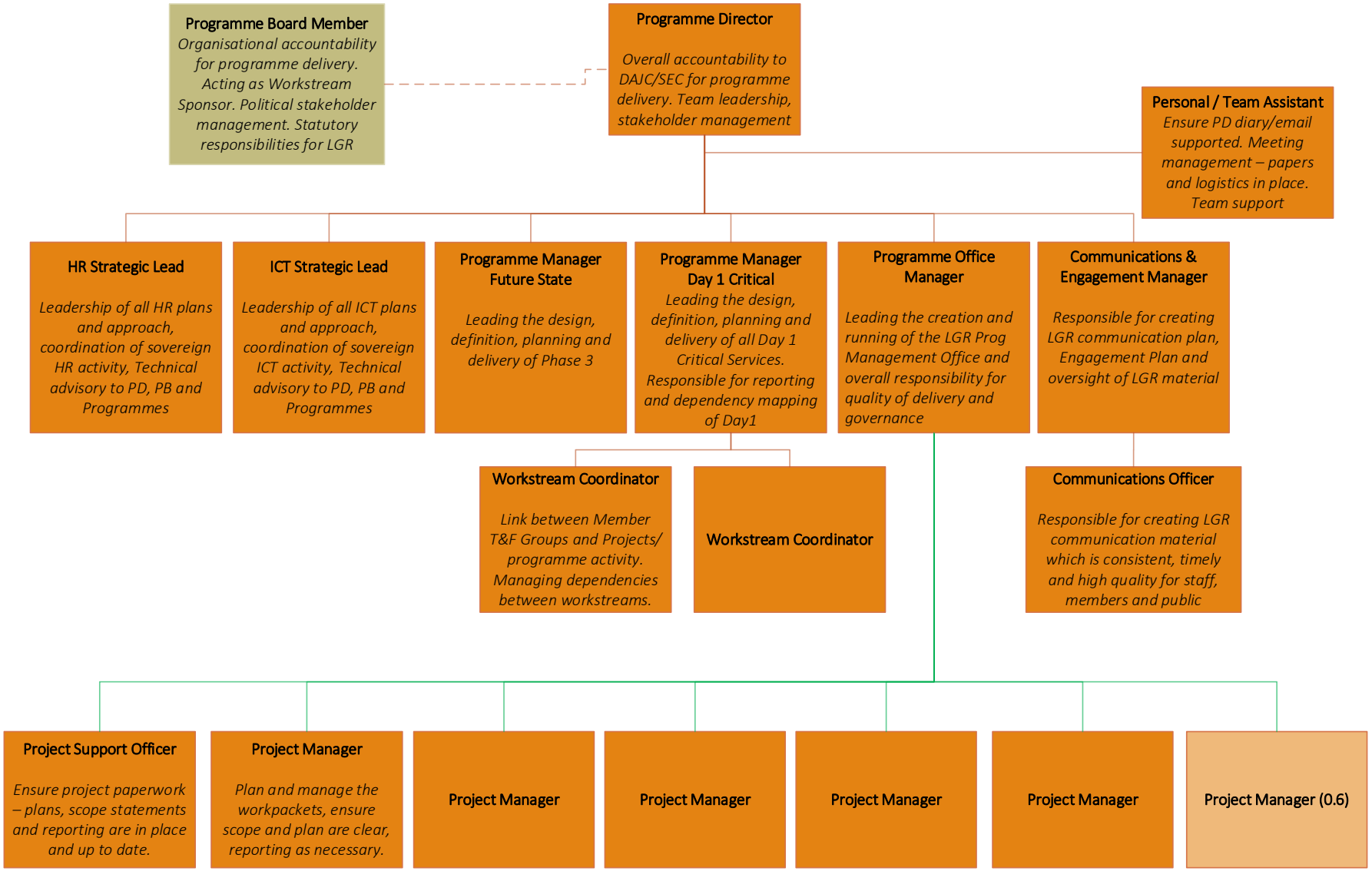
Critical path



ID	Task Mode	Task Name	Duration	Start	Finish
1		**Legal and Democratic**	**253 days**	**Tue 15/05/18**	**Fri 03/05/19**
2		**Parliamentary Orders**	**149 days**	**Sat 26/05/18**	**Fri 21/12/18**
3		Signing of SCO	0 days	Sat 26/05/18	Sat 26/05/18
4		Making of Consequential Orders on staffing and finan	0 days	Mon 27/08/18	Mon 27/08/18
5		Making of Consequential Order relating to Civic Funct	0 days	Fri 21/12/18	Fri 21/12/18
6		**Create and Manage Shadow Council**	**222 days**	**Tue 15/05/18**	**Thu 21/03/19**
7		Dorset Area JC endorses constitution for Shadow Cou	0 days	Tue 15/05/18	Tue 15/05/18
8		**Shadow Council Meetings**	**186 days**	**Mon 28/05/18**	**Tue 12/02/19**
9		Shadow Council Meetings 1	0 days	Mon 28/05/18	Mon 28/05/18
10		Shadow Council Meetings 2	0 days	Tue 31/07/18	Tue 31/07/18
11		Shadow Council Meetings 3	0 days	Tue 12/02/19	Tue 12/02/19
12		**Shadow Executuive Meetings**	**198 days**	**Mon 18/06/18**	**Thu 21/03/19**
24		**Boundary Review**	**128 days**	**Tue 19/06/18**	**Fri 14/12/18**
25		LGBCE proceed with boundary review	0 days	Tue 19/06/18	Tue 19/06/18
26		LGBCE publish final recommendation	0 days	Tue 23/10/18	Tue 23/10/18
27		LGBCE make order	0 days	Fri 14/12/18	Fri 14/12/18
28		**Prepare and hold 2019 Elections**	**98 days**	**Mon 17/12/18**	**Thu 02/05/19**
29		Commence Planning for elections	0 days	Mon 17/12/18	Mon 17/12/18
30		Electoral roll issued	0 days	Fri 01/02/19	Fri 01/02/19
31		Deadline for delivery of nominations	0 days	Thu 04/04/19	Thu 04/04/19
32		Elections held	0 days	Thu 02/05/19	Thu 02/05/19
33		**Governance of the new Council**	**52 days**	**Fri 30/11/18**	**Tue 12/02/19**
34		Drafting of constitution completed	0 days	Fri 30/11/18	Fri 30/11/18
35		Governance Task and Finish Group complete review	0 days	Fri 14/12/18	Fri 14/12/18
36		Shadow Executive review consitution and recommend to Shadow Council	0 days	Wed 16/01/19	Wed 16/01/19
37		Shadow Council endorse recommendation for new co	0 days	Tue 12/02/19	Tue 12/02/19
38		**Prepare Policies for new council**	**117 days**	**Fri 31/08/18**	**Tue 12/02/19**
39		Identification of policies required for Day 1	0 days	Fri 31/08/18	Fri 31/08/18
40		Sign off of new policies	0 days	Fri 30/11/18	Fri 30/11/18
41		Draft Forward plan for New Council agreed	0 days	Tue 12/02/19	Tue 12/02/19
42		**Set up new Legal and Democratic function for Day 1**	**0 days**	**Thu 31/01/19**	**Thu 31/01/19**
43		Operating model agreed	0 days	Thu 31/01/19	Thu 31/01/19
44		**Plan for transition period 01/04/19 to May 2019**	**42 days**	**Fri 14/12/18**	**Tue 12/02/19**
45		Governance Task and Finish Group complete review proposed interim arrangements	0 days	Fri 14/12/18	Fri 14/12/18
46		Shadow Executive review and recommend arrangeme	0 days	Wed 16/01/19	Wed 16/01/19
47		Shadow Council agrees interim arrangements	0 days	Tue 12/02/19	Tue 12/02/19
48		**Set up Weymouth Town Council**	**0 days**	**Fri 03/05/19**	**Fri 03/05/19**
49		New council created	0 days	Fri 03/05/19	Fri 03/05/19
50		**Civic Functions**	**0 days**	**Tue 31/07/18**	**Tue 31/07/18**
51		Identify changes required to support for Lord Lieutenancy and Shrievalty	0 days	Tue 31/07/18	Tue 31/07/18
52		**Finance**	**179 days**	**Fri 22/06/18**	**Thu 28/02/19**
53		Finance systems development and set up	0 days	Thu 31/01/19	Thu 31/01/19
54		**Collection funds**	**0 days**	**Wed 15/08/18**	**Wed 15/08/18**
55		Baseline levels established for Council Tax and Busine	0 days	Wed 15/08/18	Wed 15/08/18
56		**Budget setting**	**179 days**	**Fri 22/06/18**	**Thu 28/02/19**
57		Draft budget to Budget TF Group	0 days	Fri 22/06/18	Fri 22/06/18
58		Draft budget agreed	0 days	Wed 26/09/18	Wed 26/09/18
59		End of consultation	0 days	Mon 31/12/18	Mon 31/12/18
60		Budget T&F Group finalise budget	0 days	Wed 30/01/19	Wed 30/01/19
61		Council tax bills issued	0 days	Thu 28/02/19	Thu 28/02/19
62		**Customer and Service Continuity**	**34 days**	**Fri 15/06/18**	**Thu 02/08/18**
63		**Service Mapping and Review**	**34 days**	**Fri 15/06/18**	**Thu 02/08/18**
69		**HR and Workforce**	**217 days**	**Thu 31/05/18**	**Mon 01/04/19**
70		**Existing workforce and TUPE process**	**217 days**	**Thu 31/05/18**	**Mon 01/04/19**
71		TUPE timetable agreed with Programme Directors/Bo	0 days	Thu 31/05/18	Thu 31/05/18
72		Approve proposed measures / terms & conditions for new employees	0 days	Sat 30/06/18	Sat 30/06/18
73		TUPE Trade Unions consultation starts	0 days	Sat 01/09/18	Sat 01/09/18
74		TUPE workforce consultation starts	0 days	Thu 01/11/18	Thu 01/11/18
75		Staff transfer to new employer	0 days	Mon 01/04/19	Mon 01/04/19
76		**Appointment to interim statutory roles**	**0 days**	**Thu 07/06/18**	**Thu 07/06/18**
77		Appointments to interim statutory roles made	0 days	Thu 07/06/18	Thu 07/06/18
78		**Appointment to new Chief Executive role**	**0 days**	**Fri 20/07/18**	**Fri 20/07/18**
79		Appointment to new Chief Executive role for Dorset C	0 days	Fri 20/07/18	Fri 20/07/18
80		**ICT**	**153 days**	**Tue 31/07/18**	**Fri 01/03/19**
81		**One Domain**	**109 days**	**Sun 30/09/18**	**Fri 01/03/19**
82		Domain created to service limited number for new or	0 days	Sun 30/09/18	Sun 30/09/18
83		Dorset Council email addresses created for all staff	0 days	Fri 01/03/19	Fri 01/03/19
84		**Microsoft Agreement**	**0 days**	**Tue 31/07/18**	**Tue 31/07/18**
85		Microsoft agreements merged into one Dorset Counc	0 days	Tue 31/07/18	Tue 31/07/18
86		**Disaster Recovery**	**0 days**	**Thu 31/01/19**	**Thu 31/01/19**
87		Check & ensure that DR arrangements remain fit-for-	0 days	Thu 31/01/19	Thu 31/01/19
88		**Future state**	**64 days**	**Fri 30/11/18**	**Thu 28/02/19**
89		**Develop operating model and implementation plan for**	**44 days**	**Fri 30/11/18**	**Thu 31/01/19**
90		Target operating model agreed	0 days	Fri 30/11/18	Fri 30/11/18
91		Implementation plan agreed	0 days	Thu 31/01/19	Thu 31/01/19
92		**Develop new corporate plans**	**0 days**	**Thu 28/02/19**	**Thu 28/02/19**
93		2019-2020 corporate plan agreed	0 days	Thu 28/02/19	Thu 28/02/19
94		**Communications**	**21 days**	**Fri 31/08/18**	**Sun 30/09/18**
95		**Branding for new council**	**21 days**	**Fri 31/08/18**	**Sun 30/09/18**
96		Final options presented to members	0 days	Fri 31/08/18	Fri 31/08/18
97		Recommended option to shadow executive for appro	0 days	Fri 14/09/18	Fri 14/09/18
98		New branding guidelines to be supplied to all councils	0 days	Sun 30/09/18	Sun 30/09/18

Resources and core structure

The current 'core' programme team structure, the roles and the respective responsibilities are illustrated as follows:



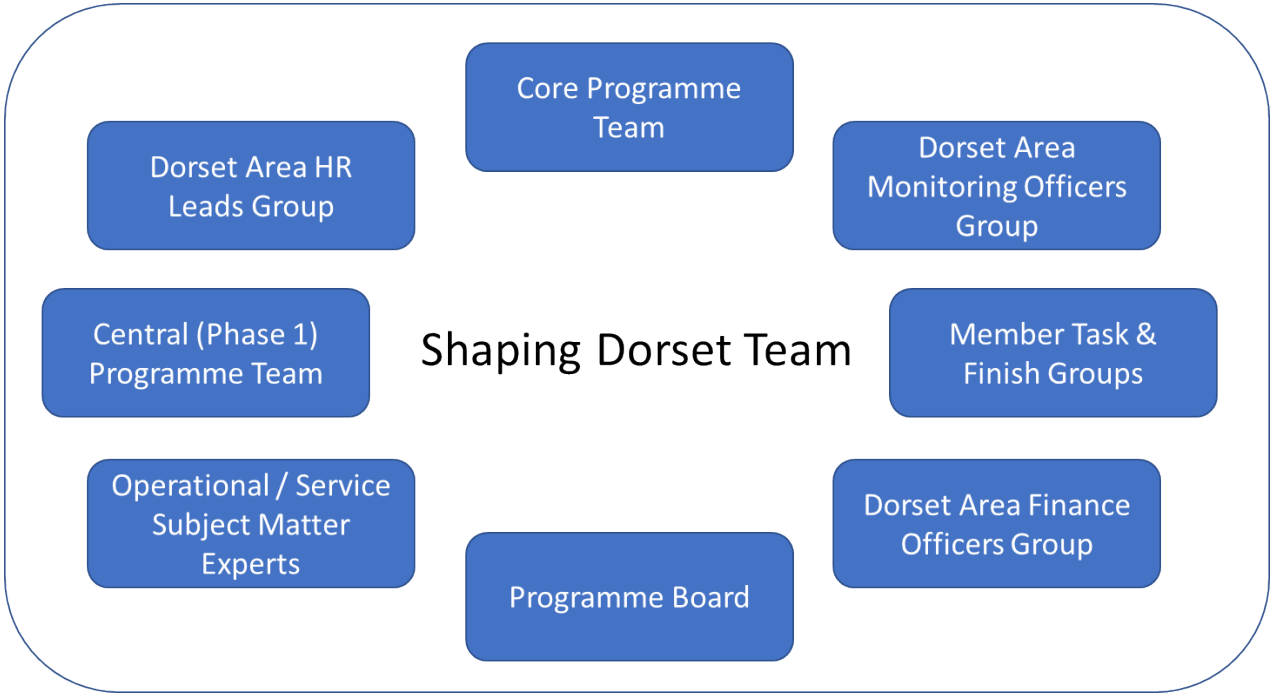
The full delivery team for this programme is far wider than just the core programme team; the enormity and complexity of the programme delivery task is such that many people will be drawn from across the organisations and from external support in order to ensure the delivery of a smooth transition of safe and legal services from day 1. As the programme develops further, changes to the level of resources will be considered.

The team is more properly represented as illustrated.

These groups are constituted from the various leads and key individuals from across the six preceding authorities and in some cases from the Bournemouth, Christchurch and Poole unitary area, thus meeting the requirement under Article 38 of the Change Order.

Meetings to progress activity and resolve issues happen on a routine and regular basis for each of these groupings, in their respective areas of expertise and routine responsibilities.

There is no expectation of these groups all meeting together at any point, the role of the core team is to ensure that outputs and activity of these expert groups is brought together.



Programme Board arrangements

The existing board arrangements are for a weekly meeting of the four Chief Executives, with the Programme Director to discuss progress, resolve issues, make operational decisions, manage risks and ensure full connection of their respective organisations to the programme of work. Once the Interim S151 and Monitoring Officers are appointed, they will also join the Board, with the Interim Head of Paid Service taking up the chair of the Programme Board. When appropriate, the Programme Board will be further extended to include the Service Directors and equivalent roles in each of the preceding councils, so that full accountability is built into board for the continuing services, functions and arrangements.

Shadow Dorset Council is asked to approve these programme and resource arrangements as appropriate.

Budget

The work undertaken by Local Partnerships envisaged the costs of creating two unitary councils would amount to approximately £25m. The majority of this cost (£22.5m) was expected to be incurred shortly after the new unitary councils are created. The balance of £2.5m represented Local Partnerships' assessment of the programme management costs to be incurred before April 2019. The Dorset Area proportion of this estimated is calculated to be £1.213m.

As the programme has developed, it has become clear that the delayed decisions from Secretary of State has compressed timescale which has implication on the deliverability. Also, the decision by Dorset Area Joint Committee to create a new council, rather than use the Continuing Authority model has, to an extent, also increased the amount of work in the programme needed to understand a greater number of services, processes, policies and contracts than was previously expected.

Therefore, with the vesting date being fixed and the absolute necessity for continuity of service required, the resources required to deliver some of the programme management costs will be greater than estimated previously.

The breakdown of costs currently incurred and estimated as required to reach 31 March 2019 is set out as follows:

Costs Jan 2018 – Mar 2019	**£'000**	
Staffing	1,863.3	
Contingency	278.7	
Bought in Consultancy / Services	237.0	
Technical Support	200.0	
Legal Support	50.0	
Set Up Costs	4.0	
		2,633.0
Provision for Operational Costs	400.0 *	
Potential duplicate costs	167.0 *	
		567.0
		3,200.0

In the schedule above, the costs marked * are not normally considered to be programme management costs and so these have been presented separately.

Communications plan summary and approach

The communications plan focuses on the creation of the Shadow Dorset Council. The current focus is on delivering clear, consistent and timely communications to all stakeholders, to raise awareness of the Dorset Shadow Council and ensure they understand it's role and remit.

The Communications plan is a 'live' document which is subject to regular revision throughout the programme and recognises the work that has already taken place and is still ongoing. This work is being developed through the Wider Member task and finish group, LGR Communications Group.

Branding
A microbrand has been established for the Dorset Shadow Council. This is not to be confused with the branding for the new authority which has yet to be developed.

Tactics

Tactics to support the Shadow Dorset Council are in progress. Activity is listed below:

Stakeholder	Activity
Elected Members	Each council to use the following existing established mechanisms and channels to ensure members are fully briefed and able to access information. This will include: - Briefings as determined by leaders - Member newsletters - LGR members briefing (fortnightly) - Mod Gov extranet – library facility to hold briefings, newsletters & presentations. - Task and Finish groups In addition new channels and opportunities for engagement will be created. This has been informed by the Wider Member Task and Finish Group: - Facilitated workshops – designing the new authority - Shared sharepoint site where members can access latest news and information.

	- LGR programme drop in sessions
Wider public	<u>DIGITAL</u> Social media accounts (twitter, facebook) to be kept current and well populated. This includes the 6 council's accounts, DACJ accounts & Dorset For You. Individual councils to post and engage with well known social media groups. A Shadow Dorset Council will replace the DAJC wordpress site. Ensure information is current. Maximise email & news channels to inform residents as decisions are taken to ensure maximum awareness of topics (e.g. council tax harmonisation, disaggregation, budgets) <u>PRINT</u> Council magazine / enewsletter features (where applicable) <u>MEDIA</u> The media across Dorset have an important role to play in reporting on the views of the public, workforce and stakeholders and supporting their discussions about local government reorganisation. They are recognised as a key partner. It is important that a way of working is established with the media which recognises their priorities, ways of working and supports the need to communicate accurate and up to date information. Meetings will be held with editors/reporters to explore how we can effectively work together. Priority will be given to using council channels to hold the latest information and news, to help prepare residents for the new council.
Workforce	Each council will use existing established mechanisms and channels to ensure the workforce is fully briefed and able to access information which include: - New shared sharepoint site 'Shaping Dorset Council' which will include an area on the Shadow Dorset Council - Intranet - e-newsletters - emails - Blogs/ Vlogs · FAQs to be encouraged and updated regularly with the aim to have a consistent set of questions and answers across the programme - Programme Director blog - Regular briefings to be arranged

Town & Parish Councils	- Information to be supplied to DAPTC website and newsletter. - Provide updates at relevant points to ensure business and voluntary sectors remain informed and engaged throughout the process.
Dorset Area MPs	- Provide updates at relevant points to ensure MPs remain informed and engaged throughout the process
Business & voluntary sectors	- Provide updates at relevant points to ensure business and voluntary sectors remain informed and engaged throughout the process.

Resources & Budget

The LGR communications team for the Dorset Area consists of a Communications and Engagement Manager and two Communications Officers which are full time posts in the LGR Programme Team. They work closely with the Wider Member engagement task and finish group and the Dorset Area Communications group which is made up of communication leads from each Dorset Area council (see table below).

Campaign budgets and resources are being managed and controlled in line with Dorset County Council procurement rules. Expenditure and costs will be monitored against delivered benefits on an ongoing basis and will ensure money is spent wisely and secures best value.

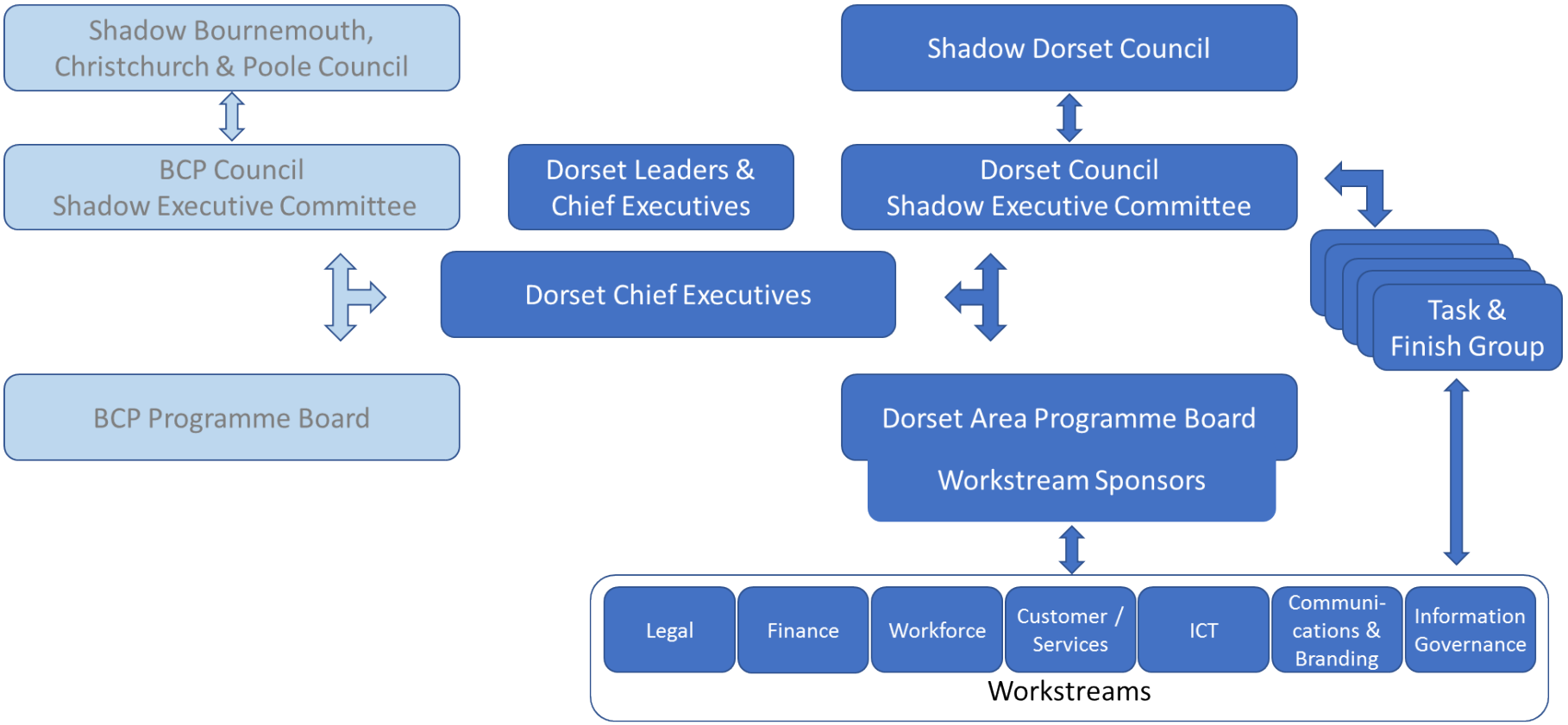
Dorset Area Communications Group

Lead	**Communications Lead**	**Contact**
LGR Programme Director, Keith Cheesman	Fiona Napier LGR Communications & Engagement Manager	T: 01305 224877 E: Fiona.napier@dorsetcc.gov.uk
Shadow Dorset Council Leader (tbc)	Fiona Napier LGR Communications & Engagement Manager	T: 01305 224877 E: Fiona.napier@dorsetcc.gov.uk
LGR Communications Leads		
Leaders / Chief Executives	**Communications Lead**	**Contact**

Dorset County Council Cllr Rebecca Knox, Leader Debbie Ward, Chief Executive	Sarah Johnstone Communications Manager Dorset County Council	E: s.l.johnstone@dorsetcc.gov.uk T: 01305 224734
East Dorset District Council Cllr Spencer Flower, Leader David McIntosh, Chief Executive	Ceri Lewis, Communications and PR Manager Christchurch and East Dorset Councils	E:CLewis@christchurchandeastdorset.gov.uk T: 01202 795455
North Dorset District Council Cllr Graham Carr Jones, Leader Matt Prosser, Chief Executive	Will Bradbury Communications Officer Dorset Councils Partnership	E: wbradbury@dorset.gov.uk T: 01305 838079
Purbeck District Council Cllr Gary Suttle, Leader Steve Mackenzie, Chief Executive	Claire Lodge Communications Officer Purbeck District Council	E: clairelodge@purbeck-dc.gov.uk T: 01929 557201
West Dorset District Council Cllr Tony Alford, Leader Matt Prosser, Chief Executive	Will Bradbury Communications Officer Dorset Councils Partnership	E: wbradbury@dorset.gov.uk T: 01305 838079
Weymouth & Portland Borough Council Cllr Jeff Cant, Leader Matt Prosser, Chief Executive	Will Bradbury Communications Officer Dorset Councils Partnership	E: wbradbury@dorset.gov.uk T: 01305 838079

Governance map

Governance of the programme will change from previous arrangements involving the Dorset Area Joint Committee as the Shadow Council comes into place and a Shadow Executive Committee is convened.



Risk Management

A risk workshop was held with the Joint Committee to give some thought to the Committee's appetite for risk taking. An awareness of risk appetite is an essential part of the decision-making process, in ensuring that appropriate risks are escalated, understood and ultimately managed to an acceptable level. A number of questions were posed to Committee members across a range of risk criteria to identify those areas where there was a higher appetite for risk. The output of this session can be viewed in the diagram below:

This work highlights a very strong appetite for opportunity risk, and significantly less for compliance type risks (for instance, health and safety and legal). There is also relatively high appetite for reputational risk. From a financial perspective, based on the responses to the questions posed, any risk exposure above £500,000 would be deemed above the usual appetite for risk taking.

The workshop also took some time to consider the key strategic risks to successful delivery of the programme and this is covered below.

Risk Management Methodology

- The Committee approved in principle the risk management methodology at its meeting on 15th November 2017. In prioritising the key focus on risks, it is commonplace to consider both the impact of a risk occurring together with its likelihood. By scoring both factors and multiplying them together, a risk score can be applied. Priority focus should be given to risks that have a significant impact and are considered likely to occur based on current mitigation operated.

- The output from the risk appetite session helps us to refine the methodology to provide some clear escalation criteria for those risks that fall above our appetite for risk taking. In particular, the work informs how we gauge the level of impact. This is set out in the matrix included at Appendix A of this report, and provides a mechanism for scoring not only the threats to programme delivery, but also any opportunities presented.

- Appendix A also defines how likelihood of risk will be assessed, and how the multiplication of impact and likelihood provides a risk score for High (Red), Medium (Amber) or Low (Green) level risks.

Programme Risks

The second part of the February workshop focussed on an identification of the most significant risks that could potentially impact on the successful delivery of the programme. The chart below sets out the key risk themes discussed.

Future State • Inability to establish most effective management team; • Failure to agree corporate vision; • Failure to recognise the opportunities to streamline and modernise services to deliver a new Council vision for a new Authority; • Insufficient capacity/resources to deliver the programme within timescales (project slippage) **Finance / Disaggregation** • Delays in disaggregation work;	**Workforce** • Failure to ensure due diligence during restructuring / staff transfer process; • Failure to agree a set of HR policies that dovetail; • Retention of key staff may be difficult during period of uncertainty and transition • Conflict of capacity between Shadow structure reps and their employing LA **Legal / Governance** • Failure to establish early decision-making processes;

• Disaggregation of management / staffing / budgets structures across Shared Service arrangements; • Council Tax harmonisation strategy is not agreed (locally or nationally); • Interdependencies with other government bodies causes delays (HMRC PAYE Number etc); • Insufficient transformation to achieve the financial benefits set out in the business case; • Poor budget forecasting and control	• Failure to understand full statutory responsibilities of merging authorities creates an exposure to legal challenge **<u>Technology</u>** • Failure to integrate systems and data sharing arrangements **<u>Customer / Service Delivery</u>** • Inadequate communication with the public / partners during transition; • Drop in service levels during transition

The Programme Team are analysing these risks in more detail and are populating a risk register to include the mitigation being taken to reduce the level of risk to an acceptable level. From an escalation perspective, it is important that the Joint Area Committee remain sighted on those risks that are deemed above risk appetite, and using the scoring matrix in Appendix A this is defined as any risks scored as High/Red, or where the potential impact is scored as either a 4 or 5 (in recognition that whilst likelihood may be low, the potential impact is above the Committee's usual appetite for risk taking).

Future reporting of risk to Joint Committee will include those risks which fit the agreed profile described, with an indication of the mitigation being undertaken or in place. There will also be an indication of the confidence level in that mitigation successfully reducing risk to an acceptable level.

Wherever possible, risks will be mitigated or managed to levels scoring in the green or amber scales set out below. Exceptions to this will be reported, along with areas trending towards the reportable scale.

Risk Landscape for Dorset Council

In addition to the work carried out to date in relation to implementation risks, some preliminary work has been undertaken across the partner authorities to get a view of the current risk landscape for the new Dorset Council, based on the content and scoring within outgoing authority corporate risk registers. This helps to provide an early indication of key risk exposures, which will develop further as Dorset Council's vision is defined. The Programme Team will map key risks associated with reorganisation to this output, and will report the findings in a future risk management update.

IMPACT - THREATS

Score	Financial	Legal / Compliance	Strategic	Safety, Wellbeing & Safeguarding	Reputation	Service Delivery
5	Over £1 million	Non-compliance with legislation or regulatory breach	Complete failure of a strategic priority	Fatality or life-changing injury / illness; Significant safeguarding breach	Complete failure in confidence (local or national)	Complete failure to deliver critical services (safeguarding; urgent statutory responsibilities etc)
4	£500k to £1 million	Significant regulatory impact	Major impact on a strategic priority	Major injury / illness; moderate safeguarding breach	Long term media attention (local or national)	Major impact on delivering critical services (safeguarding; urgent statutory responsibilities etc)
3	£300k to £500k	Moderate regulatory impact	Moderate impact on a strategic priority	Moderate injury / illness	Medium term negative impact on public memory	Serious disruption to less critical services
2	£100k to £300k	Minimal regulatory impact	Minor impact on a strategic priority	Injury or illness requiring minimal intervention / treatment	Short term negative impact on public memory	Minor disruption to services
1	£100k or less	No legal or regulatory impacts	Negligible impact on a strategic priority	No health and safety impact	Minor complaints or rumours	Negligible disruption to service delivery

IMPACTS - OPPORTUNITIES

Score	Financial	Service Improvement
5	Over £1 million	Significant opportunity
4	£500k to £1 million	
3	£300k to £500k	Moderate opportunity
2	£100k to £300k	Minor opportunity
1	£100k or less	Negligible opportunity

LIKELIHOOD

5	Almost Certain	Over 80% chance
4	Likely	61 – 80% chance
3	Possible	41 – 60% chance
2	Unlikely	21 – 40% chance
1	Rare	0 – 20% chance

LIKELIHOOD

IMPACT	(1) Rare	(2) Unlikely	(3) Possible	(4) Likely	(5) Almost Certain
5	5	10	15	20	25
4	4	8	12	16	20
3	3	6	9	12	15
2	2	4	6	8	10
1	1	2	3	4	5