






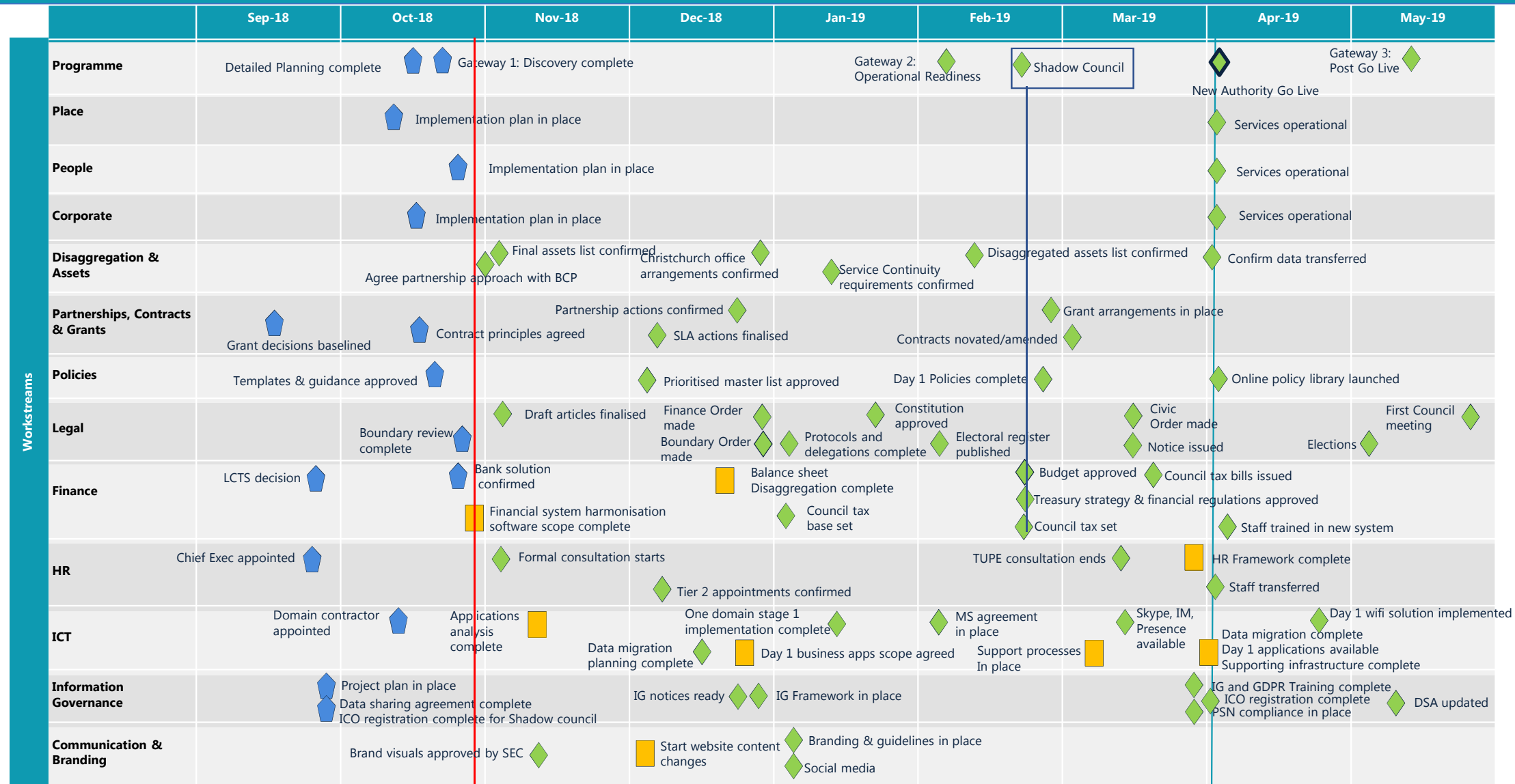
OVERALL PROGRAMME STATUS – DATE: 31 OCTOBER 2018

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

Work on the implementation plans is nearing completion, with Theme Boards making significant progress on developing the detailed service continuity plans. These plans, due to the volume and complexity are still running later than planned but are expected to be complete and signed off by 8 November. Gateway 1 has completed and reported to PB on 31/10. Detailed work on the plans for Phase 3 continues to meet the requirement for both convergence and transformation at pace. A detailed update to SEC on programme resources is expected for December 2018. The programme remains at Amber




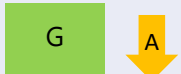

Return to Green		Resources and detailed plans from key service areas; Phase 3 Resources being agreed and in place; Agreement of the Convergence Plan.									
Change Requests		Convergence Change Control 2 approved; resources still required to be funded but are on-site.									
Resources		Phase 2 resource requirements almost entirely met now, Phase 3 resources is an issue set out below.									
Plan		SWAP reviews will continue; Gateway review has completed but implementation plans are not yet complete. Overall impact of delay is not sufficient to put the programme off track at this stage.									
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>Resources required to deliver the Phase 3 plan will greatly exceed those within the current programme; this requirement will need to be resourced</td> <td>Plan needs to be created and agreed with appropriate resourcing plan formed around the planned workload and timetable. Suitable experience and skills will be a major factor in determining whether these are internal or externally sourced</td> </tr> <tr> <td>Top Risk</td> <td>5-3 15 The programme may not be able to guarantee a safe and legal implementation of Dorset Council if a no deal Brexit causes significant uncertainty and confusion for provision of services at the point at which the new council goes live</td> <td>This is a national issue but has particular significance for Dorset Council because of the timing, coinciding with go-live. Mitigating actions should be developed in line with advice from the LGA. Programme Board agreed 27/9 that this is a corporate risk for the new council</td> </tr> </tbody> </table>		Issue/Risk	Mitigation	Top Issue	Resources required to deliver the Phase 3 plan will greatly exceed those within the current programme; this requirement will need to be resourced	Plan needs to be created and agreed with appropriate resourcing plan formed around the planned workload and timetable. Suitable experience and skills will be a major factor in determining whether these are internal or externally sourced	Top Risk	5-3 15 The programme may not be able to guarantee a safe and legal implementation of Dorset Council if a no deal Brexit causes significant uncertainty and confusion for provision of services at the point at which the new council goes live	This is a national issue but has particular significance for Dorset Council because of the timing, coinciding with go-live. Mitigating actions should be developed in line with advice from the LGA. Programme Board agreed 27/9 that this is a corporate risk for the new council
	Issue/Risk	Mitigation									
Top Issue	Resources required to deliver the Phase 3 plan will greatly exceed those within the current programme; this requirement will need to be resourced	Plan needs to be created and agreed with appropriate resourcing plan formed around the planned workload and timetable. Suitable experience and skills will be a major factor in determining whether these are internal or externally sourced									
Top Risk	5-3 15 The programme may not be able to guarantee a safe and legal implementation of Dorset Council if a no deal Brexit causes significant uncertainty and confusion for provision of services at the point at which the new council goes live	This is a national issue but has particular significance for Dorset Council because of the timing, coinciding with go-live. Mitigating actions should be developed in line with advice from the LGA. Programme Board agreed 27/9 that this is a corporate risk for the new council									

Programme Milestone Plan – 31st October 2018








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

Workstream status update

Workstream	RAG Status	Summary
Legal & Democratic		The workstream has made significant progress on the development of the constitution with draft Articles, transitional arrangements, councillors' code of conduct, and the Summary and Explanation section of the constitution issued to members for review prior to the meeting of the T&FG on the 31 st October. Members will also have the opportunity to provide feedback on a paper with recommendations for armorial bearings and chains of office. A major milestone has been achieved with the issuing of the final recommendations for boundary changes by the Local Government Boundary Commission for England., while the Ministry for Housing, Communities and Local Government have now issued the draft Finance Order to Monitoring Officers and 151s for comment back by 30 th October.
Finance		Work progressing according to plan. Some concerns on the financial systems harmonization, but progress being made with a decision this week at the programme board on cash receipting. Further clarification is expected next week when all the requirements are due for delivery.
HR		Main business this week focused on the start of the consultation process with Trade Unions, especially concerning Terms & Conditions and Policies work.
ICT		The project is still heavily focussed on data disaggregation. Alongside this, the Collaboration work package and Day One Applications work package continue to progress strongly. A new Business Analyst started on 30 th October who will focus on shaping the ICT Service Delivery work.
Information Governance		The implementation phase is underway with good progress being made in all work packages. Initial communication has been disseminated to enable all working groups to understand the content of the Data Sharing Agreement which will provide more clarity on this matter.

Workstream	RAG Status	Summary
Customer and Service Continuity – Place Theme	A	19 of the 21 implementation plans are complete and signed off by Place Board. All risks have been identified for place, the PMO are reviewing to ensure risks relate to programme delivery and not business as usual. Milestones for implementation team reporting have been signed off by Place Board. The workstream scope including the scope of all implementation service groups has been signed off by Place Board. Lead officers have been assigned from Place Board to report on service workstream progress bi-weekly. Dependencies are currently being validated with core workstreams.
Customer and Service Continuity – People Theme	R	Plans continue to be refined for completion at the next People Board meeting. Overall good progress is being made to bring the theme back into the correct timescales with the programme. Milestones and status remains red due to them being overdue.
Customer and Service Continuity – Corporate Theme	A	Risk definition worked on ready for review at the next corporate board. Further work and clarity on implementation plans were not yet signed off.
Customer and Service Continuity – Customer Access	G	Risks defined and signed off by Sponsor and Corporate Board. Delivery actively and planning of required workshops started. Complaints / Customer Feedback working group has been created.
Customer and Service Continuity – Disaggregation	A	Disaggregation is working through a wide range of elements to date. The main focus is ensuring that structured and unstructured data, all assets are transferred in a safe and legal way. The majority of areas have been identified and processes are now being developed to ensure transfer is completed within timeframes required. An analysis of the TUPE list is also taking place with regards the team structures for day 1 and how this will impact service continuity.
Customer and Service Continuity – Property and Assets	G	The working group is in the process of developing a list of all properties that will be used to drive conversations for when the task and finish group for property and assets. There is also a review of all protocols for asset disposal and acquisition.

Workstream	RAG Status	Summary
Customer and Service Continuity – Contracts, Partnerships, SLA's & Grants		<p>Engagement with Lead Officers for critical service or complex Partnerships in progress, but new partnership arrangements are still being discovered so progress is slower than expected. Milestone adjusted. Contract classification activity underway and progressing. Milestone for completion should be met. Grants work substantially complete. Closure report to be completed.</p>
Customer and Service Continuity – Communications & Branding		<p>Main work focus on preparing and delivering Employee Briefings. Six overall Comms project areas now being realised, with agreement to submit new Council logo to Shadow Executive and kick- off meeting for Dorset Council Communication Service – Day 1 Comms.</p>
Policies		<p>Formal agreement by Shaping Dorset Council Programme Board of implementation plan, policy templates and guidance notes awaited.</p>
Phase 3 Transformation		<p>Change to scope of the programme to include convergence to be agreed at SEC 15 Oct. Phase 3 deliverables for Detailed Design Principles and Vision are subject to ongoing work with Members. Resourcing to accommodate these changes is being sought and funding needs to be identified.</p>
Convergence		<p>The reduction of costs forms part of the budget planning process for 2019/20 and will result in creation of transitional structures prior to transformational redesign. Workstream scope, timeline and draft plan are in place. The workstream sponsor has been confirmed. Additional resource is onboard and work is gathering pace.</p>

Top Risks

W/S	ID	Raised By	Date Raised	Risk Description	Impact Statement	I	P	RS	Mitigation Plan	Owner	Date Due
Legal & Democratic	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	2	8	The Elections team have developed a resource plan for the Elections in May 2019. This plan would need to be adopted for an early election if one was called.	Jonathan Mair (as Interim MO)	
Finance	235	Richard Bates	October '18	Dedicated Schools Grant (DSG) - Failure that the Schools Forum/Secretary of State does not approve the request to transfer funds between funding blocks which will be necessary as a result of increasing costs.	There is a risk that the Board won't approve movement of moneys between the blocs, and the value of this is greater than £1M.	5	3	15	Recharges from the DSG to DCC of about £1M have already been included in the 19/20 budget calculations and contribute towards the overall estimated £15.5M budget gap.	Richard Bates	Dec '18
HR	139	HR Board	Aug '18	Insufficient capacity/resources to deliver the HR Workstream within timescales (project slippage)	Major impact on delivering services. Significant regulatory impact	3	4	12	External interim resources. Effective resource planning leading to alignment of int/ext resource as appropriate.	Nicola Houwayek	Apr '19
HR	140	HR Board	Aug '18	Impact on HR Teams' ability to deliver Business As Usual	Major impact on delivering services. Significant regulatory impact	3	4	12	Resource Planning. Some backfill. Significant sharing of HR Workstream workload across sovereign council HR teams	Nicola Houwayek	Apr '19
ICT	118	Karen Perrett		Data Disaggregation - Three bits of work may not be achieved on time: 1. Work Package Planning, 2. Application Prioritisation and 3. Joint Programme Decision Making	Without a coordinated approach to decision making, plans will likely be at counter point to one another and will not provide assurance to colleagues and customers of the continuity of service	4	3	12	A Business Analyst has started within the SDC Programme, they will work with both DC and BCP to arrange joint meetings between the relevant business and ICT leads for each of the service areas where data disaggregation will need to take place. This work will deliver focussed decision requests and a clear plan.	James McMahan	13/12/18

W/S	ID	Raised By	Date Raised	Risk Description	Impact Statement	I	P	RS	Mitigation Plan	Owner	Date Due
Information Governance	87	IG Board	1/8/2018	Lack of Ownership & Accountability	There must be clarity around key roles for Data Protection for Day 1 to comply with Caldicott Principles	4	4	16	Ensure that statutory roles are allocated (SIRO; Data Protection Officer; Caldicott Guardians). HR to provide timescales. 25/10/2018 Discussions held with HR and the Monitoring Officer role will incorporate the job description for the Senior Information Risk Officer	IG Board	TBC
Customer & Service Continuity – Place Theme	173	Bridget Downton/ Mike Harries	18/10/2018	Outcome of TUPE results from Christchurch and East Dorset	Results in insufficient capacity for Dorset Council to deliver some place services from day 1. This could lead to reduction in service levels until issues are resolved.	4	2	8	TUPE lists have been shared with EDDC managers Implementation teams involve managers from EDDC to ensure activities are added to implementation plans	Place Board	TBC
Customer & Service Continuity – Place Theme	174	Bridget Downton/ Mike Harries	18/10/2018	Dealing with DCC stranded costs from disaggregation	Results in reduced staff leading to 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	Disaggregation requirements included within implementation plan Disaggregation work stream governed by the corporate board are reviewing all requirements to ensure they can be delivered without impact on staff workload on day 1.	Place Board	TBC
Customer & Service Continuity – People Theme	234	Sam Poole	24/10/2018	There is a risk that disaggregation plans across workstreams and the people theme for Adults & Children's currently do not align	Service continuity/ safe and legal delivery of social care for adults and children's may be impacted for day 1.	4	3	12	An initial plan has been drafted that incorporates the draft case transfer protocols that have been set out within the service. ICT have drafted milestones for data transfer and these need to be reviewed against the service protocols.	Sam Poole	Mid-Nov
Customer & Service Continuity – Customer Access	238	Simon Bailey	22/10/2018	Customers are unclear who to contact following the creation of Dorset council and Weymouth Town Council, and the disaggregation of Christchurch	Without clear guidance and training to staff, and fully updated customer access points & communication points; could result in confusion to customers.	4	3	12	Various actions and monitoring throughout the implementation plan including extensive testing phase	Richard Pascoe / Penny Mell	31/03/19
Customer & Service Continuity – Disaggregation	118	ICT		Data disaggregation is of critical importance and decisions appear to be progressed separately in both SDC and BCP Programmes.	Without a coordinated approach to decision making, plans will likely be at counter point to one another and will not provide assurance to colleagues and customers of the continuity of service	4	3	12	A Business Analyst has started within the SDC Programme, they will work with both DC and BCP to arrange joint meetings between the relevant business and ICT leads for each of the service areas where data disaggregation will need to take place. This work will deliver focussed decision request.	James McMahon	

W/S	ID	Raised By	Date Raised	Risk Description	Impact Statement	I	P	RS	Mitigation Plan	Owner	Date Due
Customer & Service Continuity – Partnerships, Contracts, SLAs & Grants	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	3	1	3	Collation of all contracts into Accord Engagement with Senior Procurement officers Spend checking with SAP to identify any 'non-compliant' spend	TBA	
Policies	167	Project Manager	May '18	Failure to communicate policy changes to staff and members leads to reduced "legal literacy" at service delivery level and risks non-compliant operational practice	Significant potential impact on delivering legal services.	4	3	12	Appropriate and timely communication and training plans for staff and councillors to be coordinated by Policies Workstream.	John Alexander	Jan – Mar 2019, according to priority
Phase 3 Transformation	18	Interim S151 - Jason Vaughan		Financial Sustainability of Dorset Council	Preparation of draft 19/20 DC budget has identified a requirement for earlier and faster move towards convergence and transformation savings in order to achieve a balanced budget	4	3	12	Convergence plan is part of the Shaping Dorset Council Programme scope. Transformation Plan for Phase 3 to be developed and in place for the new council to implement.	Keith Cheesman	12/11/18
Convergence	155	Identified within Change Control Report	4/10/18	Employees are not appointed as there is no pay and grading structure agreed for Dorset Council	The final design and appointments to new posts are dependent on the new pay and structure being agreed. Risk that this won't be completed in time. Requirements from scheme of delegation and requirements for statutory posts will need to be linked to this.	4	3	12	Logged as an HR workstream dependency with work package 3.2.6 pay and grading 3.2.6. Work package developing new pay and grading framework.	Nicola Houwayek	12/11/18

Top Issues

W/S	ID	Raised By	Date Raised	Issue Description	Impact Statement	S	Mitigation Plan	Owner	Date Due
Finance	16	Jason Vaughan	June '18	Interdependencies with other government bodies causes delays.	The Finance Consequential Order is due to be laid in Parliament in November. If this is delayed the Finance Workstream will not be able to achieve a safe and legal position for 1/4/19.	M	Discussions are ongoing with MHCLG. Meeting set for 18 th October in London	Jason Vaughan	Nov. '18
Customer & Service Continuity – Corporate Theme	149	Emma Wood	27/09/18	<i>Implementation plans, although completed in draft form, will not be finalised and signed off by COP of 28/09/18</i>	Although plans have not been signed off, work on delivery within the workstreams has started so overall delivery milestones wont be affected. Gateway review maybe impacted .		Sign-off date for plans has been moved to 10th Oct. Will aim to sign-off as soon as possible though to reducer any impact on Gateway review UPDATE: Remaining plans will be signed off and completed by the 9 TH Nov	JV/ JM	25/10/18
Phase 3 Transformation	n/a	Keith Cheesman	17/9/18	Resources for the Phase 3 plan not in place	Resources required to deliver the Phase 3 plan will greatly exceed those within the current programme; this requirement will need to be resourced	M	Plan needs to be created and agreed with appropriate resourcing plan formed around the planned workload and timetable. Suitable experience and skills will be a major factor in determining whether these are internal or externally sourced	Keith Cheesman	12/12/18

Programme Budget – Spend / Commitments

Total Programme Budget

Tranche 1	£	1,213
Tranche 2 Agreed June 2018	£	2,163
	£	3,376

Spend / Commitments

	Estimate	Spent / Committed	Balance
Programme	£'000	£'000	£'000
Staffing	2,081	2,075	7
Staffing - Backfill	110	110	-
Convergence	222	222	
Bought in Consultancy / Services	315	175	140
Technical Support	300	300	-
Set Up Costs	14	4	10
	<u>3,043</u>	<u>2,886</u>	<u>157</u>
Non Programme			
Provision for Operational Costs	400	-	400
Potential duplicate costs	92	-	92
Legal Support	8	34 -	26
	<u>500</u>	<u>34</u>	<u>466</u>
Contingency	- 166	-	166
Total	<u>3,376</u>	<u>2,920</u>	<u>456</u>