

# Shadow Dorset Council

**Committee:** Shadow Overview and Scrutiny Committee  
**Date:** Wednesday, 12 September 2018  
**Time:** 6.30 pm  
**Venue:** Committee Rooms A/B, South Walks House,  
South Walks Road, Dorchester, DT1 1EE

**Membership:**

T Jones (Chairman), C Brooks (Vice-Chair), S Bartlett, K Brookes, Ray Bryan, M Byatt, S Christopher, C Finch, S Gibson, B Goringe, N Lacey-Clarke, R Nowak, J Sewell, J Somper, J Tanner and M Wiggins

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**Interim Head of Paid Service for the Shadow Dorset Council: Matt Prosser**

**For more information about this agenda please telephone Democratic Services on 01305 252209 or email [lwatson@dorset.gov.uk](mailto:lwatson@dorset.gov.uk)**

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

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# AGENDA

Page No.

**8 PROGRAMME HIGHLIGHT REPORT**

3 - 16

To review the latest Programme Highlight Report to be considered by the Shadow Executive Committee. The Programme Director will be attending the meeting.

*The report will be published within the agenda for the Shadow Executive Committee for the meeting on 17 September 2018 and will be able to be viewed using the link below when the Shadow Executive Committee agenda has been published:*

<http://shadowcouncil.dorset.gov.uk/ieListDocuments.aspx?CId=136&MId=124&Ver=4>

# OVERALL PROGRAMME STATUS – 3 SEPTEMBER



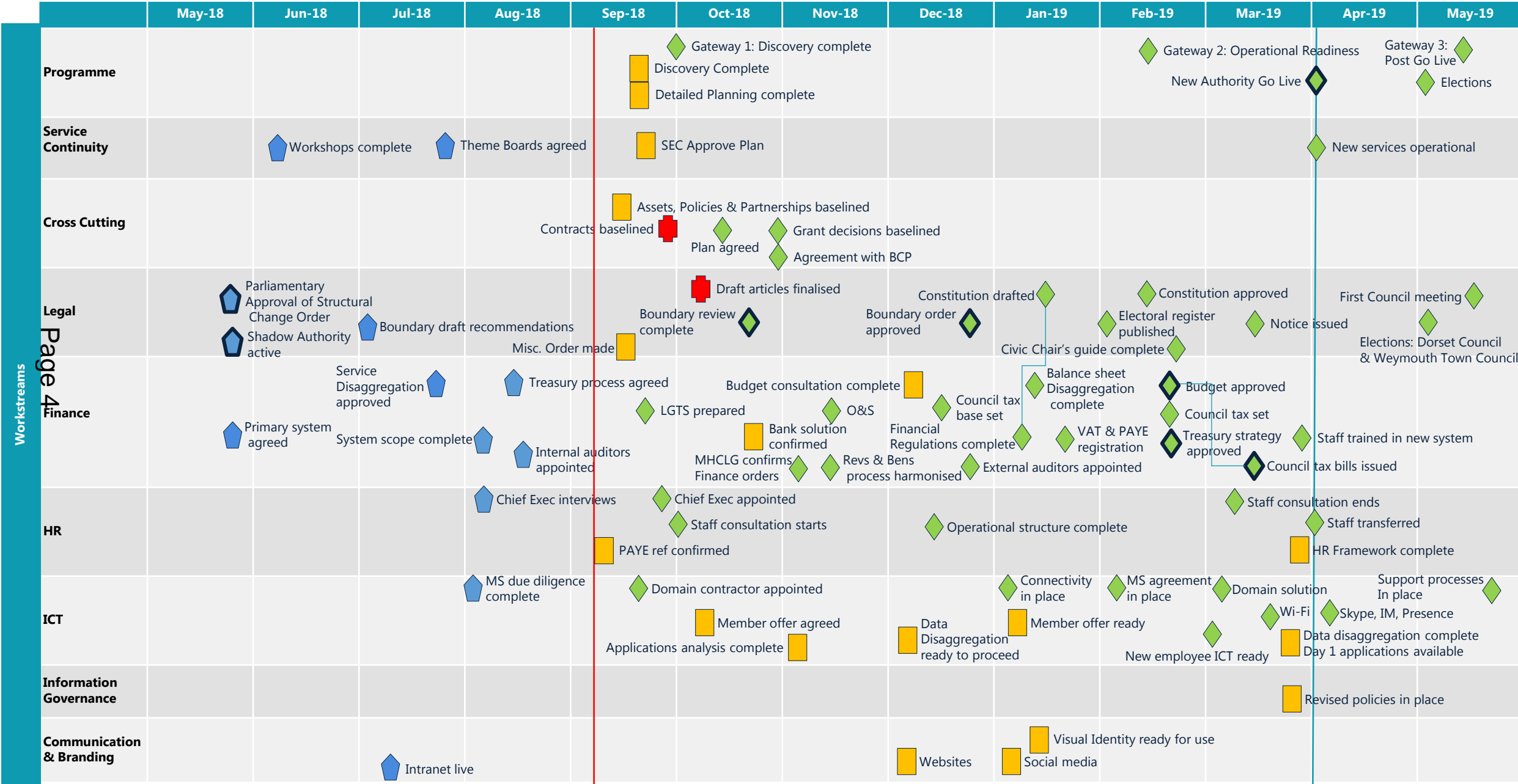
Overall the programme continues to develop clarity on the range of tasks and products that need to be in place. Governance is improving with wider involvement of senior management and division of plan leadership. Resource availability continues to be an issue in some areas, but there is good support 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. Detailed work on a convergence plan which picks up the transformation need will be required. 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.

<b>Return to Green</b>		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. Programme delivery risks remain in delivery of a balanced budget	
<b>Change Requests</b>	↔	No new Change Requests; convergence being reviewed to include Transformation Plan	
<b>Resources</b>	↔	A number of roles are being recruited currently, including project managers and business analysts. Resources from preceding authorities and volunteers are being allocated against priority needs. Administrative support is still in short supply despite attempts to recruit.	
<b>Plan</b>	↔	Service Continuity and Cross Cutting Workstream remains the area of planning concern; detailed work is still underway and some resource gaps being filled now will help to bring this together	
<b>Benefits</b>	↔	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.	
<b>This week</b>		<b>Issue/Risk</b>	<b>Mitigation</b>
<b>Top Issue</b>	↑	PAYE code issue: revised feedback from HMRC is encouraging; the issue looks set to be resolved during September	Specialist consultants have been engaged to deal with HMRC. MHCLG have been asked to intervene/ support
<b>Top Risk</b>	↔	Financial impact of 'stranded' costs following TUPE - 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.	August 2018:HR Workstream is looking to mitigate this which would reduce this by £2.444m. Vacancy control process in place. HR mitigation process

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Agenda Item 8

# Programme Milestone Plan



KEY: Blue - Complete    Green - On Track    Amber – plan variation or off track but recoverable without impact to the overall programme    Red – Late or off track or no agreed plan, significant risk to the overall programme

Workstreams

Page 4

# WS1: LEGAL AND DEMOCRATIC - STATUS UPDATE

Workstream Sponsor: Jonathan Mair  
Project Manager: Andy Norman

Date: 05/09/18

Workstream RAG

G



## Overall Workstream Summary

Main focus remains upon the drafting of the constitution for discussion with the Governance Task and Finish Group, and the preparatory work around elections 2019. Overall the workstream programme remains on track.

## Key Initiative Achievements (This Week)

- Boundary review public consultation on proposed changes concluded on 27 August; the LGBCE have commenced their review of submissions from councils and public.
- Development of paper on charging parish and town councils for election costs

## Key Initiative Activities (Planned Next Week)

- Meeting with Ministry of Housing, Communities and Local Government to discuss progression of consequential orders
- Dorset Area Electoral Administrators Group meeting to progress election planning preparation
- DSMs meeting to review implementation plan and progress the draft policy for Members ICT
- Issue of agenda and reports for 10<sup>th</sup> September Governance Task and Finish Group

## Next milestones

Milestone	RAG	Due Date	Target Date
Miscellaneous and Staffing Order made		August 2018	
Draft articles finalised	R	August 2018	23 October 2018
Boundary Review complete	G	October 2018	
Drafting of constitution completed	G	January 2019	
Electoral register published	G	February 2019	
Constitution approved	G	February 2019	
Notice of election issued	G	March 2019	
Elections	G	2 May 2019	
First Dorset Council meeting	G	May 2019	
	G		

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	ID	Raised By	Date Raised	Risk Description	Impact Statement	I	P	RS	Mitigation Plan	Owner	Date Due
	Top Risk	79			Judicial Review Challenge by Christchurch Borough Council and Mr. Somerville-Ford to the process followed by the MHCLG	Potential delay to the programme or preventing it from continuing	5	3	15	Provide MHCLG with evidence of steps taken during Phase 1 of the programme. 24-08-2018 - despite the rejection by the High Court of the Christchurch JR the risk remains the same until that of Mr Somerville Ford has been concluded.	Jonathan Mair
Top Issue	ID	Raised By	Date Raised	Issue Description	Impact Statement	S	Resolution Plan			Owner	Due Date
				There are no issues at this time.							

# WS2: FINANCE- STATUS UPDATE

Workstream Sponsor: Jason Vaughan  
Project Manager: Rosie Dilke

Date: 05/09/18

Workstream RAG

A



## Overall Workstream Summary

There is significant work being undertaken to align financial systems and processes. A key area of focus at present is the work on developing the 2019/20 budget and Medium Term Financial Forecast.

## Key Initiative Achievements (This Week)

Work to clarify the Risks and Issues for the Workstream has reduced the risks to 5, including one High Level risk on Stranded Costs.  
The process to provide the right connections between District and County finance applications ready for vesting day are being clarified and clearly mapped out. A decision on the WAN provision made this week has improved confidence in this activity.

## Key Initiative Activities (Planned Next Week)

- First draft of the 2019/20 budget & Medium Term Financial Forecast
- Budget Task & Finish Group 3/9/18 to discuss Voluntary & Community Sector grants; Local Council Tax Support Scheme; Dorset Waste Partnership and Development of Budget items.
- Briefing for Finance Officers 5/9/18 to describe the programme and work to balance the 19/20 budget.

## Next milestones

Milestone	RAG	Due Date	Target Date
Decision made on primary financial system		End July '18	Done
Service disaggregation approved between BCP & Dorset Councils		Mid-July '18	Done
Agreement of debt and reserve percentages between Dorset & BCP	A	December '18	December '18
Work on stranded costs	R	October '18	October '18
Collection Fund: LCTS prepared ready for presentation to Shadow Exec	G	End Sept '18	End Sept '18
Financial System harmonisation – setting scope for software changes	G	Early Oct '18	Early Oct '18
Bank solution confirmed	G	End Oct '18	End Oct '18
Finance Consequential Order laid in Parliament	G	Nov '18	Nov '18

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ID	Raised By	Date Raised	Risk Description	Impact Statement	I	P	RS	Mitigation Plan	Owner	Date Due
106	Jason Vaughan	July '18	Financial impact of 'stranded' costs between BCP & Dorset Councils following TUPE	This is currently estimated (July2018) to be £7.380m for Dorset Council.	5	3	15	HR Workstream is looking to mitigate this which would reduce this by £2.444m. Vacancy control process in place. HR mitigation process	Jason Vaughan	Oct. '18
ID	Raised By	Date Raised	Issue Description	Impact Statement	S			Resolution Plan	Owner	Due Date
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.	Jason Vaughan	Nov. '18

Top Risk

Top Issue

# WS3: HR WORKSTREAM - STATUS UPDATE

Workstream Sponsor: **Matti Raudsepp**  
 Project Manager: **John Ferguson**

Date: 20180905

Workstream RAG

**G**



## Overall Workstream Summary

TUPE progressing on target. Each Work Package (WP) assigned to multi-council teams (predominantly HR professionals). Teams provided with templates to complete in order to achieve high level scoping of each WP.

### Key Initiative Achievements (This Week)

- Decisions discussed and agreed re appropriate process route (eg whether Workstream / Programme / Shadow Exec) following newly agreed Decisions Process
- Risks further reviewed and updated
- Shortlisting completed for C/X candidates

### Next milestones

Milestone	RAG	Due Date	Target Date
All HR Work Packages to be initially scoped (high-level) by:	<b>G</b>	4 <sup>th</sup> Sept	10 <sup>th</sup> Sept
Provisional TUPE lists agreed by	<b>G</b>	21 <sup>st</sup> Sept	21 <sup>st</sup> Sept
All HR Work Packages to be fully scoped by:	<b>G</b>	End Sept	End Sept
New Chief Exec appointed and confirmed by:	<b>G</b>	End Sept	End Sept

### Key Initiative Activities (Planned Next Week)

- 'Extra' Workstream Board arranged (6<sup>th</sup> Sept) to review progress of initial scoping of each HR Work Package (due date 4<sup>th</sup> Sept)
- Paper for Shadow Exec on Tier 2 structure and recruitment approach to be finalised by 7<sup>th</sup> September
- Details finalised on TUPE 50:50 and disaggregation

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ID	Raised By	Date Raised	Risk Description	Impact Statement	I	P	RS	Mitigation Plan	Owner	Date Due
40	HR Board	May '18	Systems and processes not in place and operational in time to pay people on time and accurately in April 2019	Major impact on delivering services. Significant regulatory impact	4	3	12	Work underway to determine a pragmatic implementation approach with HMRC - external support being provided through PS Tax. Options analysis being completed pending HMRC response	Chris Matthews	Sep '18
ID	Raised By	Date Raised	Issue Description	Impact Statement	S			Resolution Plan	Owner	Due Date
	Prog Board	July '18	Approach and timing of team convergence to be agreed	Supporting achievement of the 2019/20 budget whilst maintaining service continuity				Options to be reviewed and way forward agreed at Programme Board on 5 <sup>th</sup> September	Nicola Houwayek	Sep '18

Top Risk

Top Issue



# WS4: CUSTOMER AND SERVICE CONTINUITY - CORPORATE THEME BOARD- STATUS UPDATE

Workstream Sponsor: Jason Vaughan / Jonathon Mair  
 Project Manager: Emma Wood

Date: 05/09/18

Workstream RAG

**A**



## Overall Workstream Summary

*This workstream has only just been set up and has met twice. The focus has been on ensuring the scope is clear and correct so that the appropriate implementation plans can be refined and developed. Draft plans are currently under review, for finalisation at the end of September.*

## Key Initiative Achievements (This Week) | Next milestones

Key Initiative Achievements (This Week)	Next milestones			
	Milestone	RAG	Due Date	Target Date
<i>Work to clarify the scope and governance with proposals for a revised structure and scope being created which will be agreed with the Chairs before going to Programme Board. PM met with the Policy, Research and Performance Management working groups and defined next steps and how to proceed .</i>	Chairs and board membership confirmed		01/09/2018	
	Project resource in place		30/09/2018	
	Project co-ordinators identified	<b>A</b>	31/08/2018	
	Plans refined	<b>G</b>	30/09/2018	
	Day one deliverables and scope confirmed	<b>A</b>	30/09/2018	
	Workstream milestones, dependencies, risks & issues mapped	<b>A</b>	30/09/2018	

## Key Initiative Activities (Planned Next Week)

- Confirm and communicate governance and scope of Corporate Workstream
- Meet with remaining working groups within the workstream to ensure plans are defined
- Detail deliverables, milestones, dependencies, risks & Issues

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

			<i>Risks to be confirmed by theme board</i>							
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ID	Raised By	Date Raised	Issue Description	Impact Statement	S	Resolution Plan	Owner	Due Date
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Top Issue

			<i>There are no issues at this time</i>					
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# WS4: CUSTOMER AND SERVICE CONTINUITY - PEOPLE THEME - STATUS UPDATE

Workstream Sponsor: Helen Coombes and Nick Jarman  
 Project Manager: TBA

Date: 05/09/18

Workstream RAG

A



## Overall Workstream Summary

Despite the lack of PM progress is being made on plans in children's and adults .Co-ordinators have been identified will receive direction from the board on plan development. Plans are being transferred to a standard template and DCC PMO have been refining their plans., confirming a heavy dependency on the enabling workstreams and disaggregation plans.

## Key Initiative Achievements (This Week)

- Alignment of adults and children's plans to standard template progressing
- Scope of board confirmed

## Key Initiative Activities (Planned Next Week)

- Project manager joining 6/09/18
- Continue development of plans and identification of key deliverables and milestones
- Co-ordinators identified and communicated with

## Next milestones

Milestone	RAG	Due Date	Target Date
Chairs and board membership confirmed		01/09/2018	
Project resource in place		30/09/2018	
Project co-ordinators identified		31/08/2018	
Plans refined	A	30/09/2018	
Day one deliverables and scope confirmed	A	30/09/2018	
Workstream milestones, dependencies, risks & issues mapped	A	30/09/2018	

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	ID	Raised By	Date Raised	Risk Description	Impact Statement	I	P	RS	Mitigation Plan	Owner	Date Due
	Top Risk	45	Cross Cutting	22/08/18	There is no agreed plan in place to disaggregate Social Services data	Failure to deliver a high profile, high risk and statutory service if not resolved	4	4	16	Cross services discussions need to take place to form the mitigation to this issue and plan implementation	People theme board
	ID	Raised By	Date Raised	Issue Description	Impact Statement	S	Resolution Plan			Owner	Due Date
Top Issue	TBC			There are no issues at this time							



# WS4: CUSTOMER AND SERVICE CONTINUITY – CROSS CUTTING - STATUS UPDATE

Workstream Sponsor: Jason Vaughan and Jonathan Mair  
 Project Manager: James Howie

Date: 05/09/18

Workstream RAG **A** 

## Overall Workstream Summary

*This workstream has only just been set up and has met twice. The focus has been ensuring the scope is clear so that the appropriate implementation plans can be developed*

## Key Initiative Achievements (This Week)

- DCC Contracts List shared with BCP
- Advice given to theme boards re contracts
- Process for joint phase 2 disaggregation plan development agreed with BCP
- New Dorset Council Grant fund working group meeting held

## Next milestones

Milestone	RAG	Due Date	Target Date
Contracts baselined	R	31/08/2019	
Assets, Policies and Partnerships baselined	A	30/09/2018	
Plan for policies agreed	A	31/10/2018	
Grant decision baselined	G	31/10/2018	

## Key Initiative Activities (Planned Next Week)

- Contract principles to be agreed by Monitoring Officers
- Collation of policy requirements as they come up through the theme boards and implementation plans

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	ID	Raised By	Date Raised	Risk Description	Impact Statement	I	P	RS	Mitigation Plan	Owner	Date Due
	Top Risk	45	Cross cutting	22/08/18	There is no agreed plan in place to disaggregate Social Services data	Failure to deliver a high profile, high risk and statutory service if not resolved	4	4	16	Cross services discussions need to take place to form the mitigation to this issue and plan implementation	People theme board
	ID	Raised By	Date Raised	Issue Description	Impact Statement	S	Resolution Plan		Owner	Due Date	
Top Issue											

# WS5: ICT WORKSTREAM - STATUS UPDATE

Workstream Sponsor: Mike Harries

Project Manager: Chris Harrington

Date: 28 August 2018

Workstream RAG

A



## Overall Workstream Summary

The ICT workstream is delivering two main aspects; 1. The core ICT requirements (network, infrastructure and collaboration), and 2. Ensuring the critical prioritised applications are properly usable and accessible. The ICT workstream is also preparing for post day one by ensuring plans and technology implemented will not require significant re-work.

## Key Initiative Achievements (This Week)

The project team continue to work on finalising technical designs for all of the identified solutions in preparation for delivery.  
We have had initial discussions for the Service Delivery work focussing on Member ICT provision and scope of the Operations  
We have had an initial scoping meeting with the preferred One Domain supplier.

## Next milestones

Milestone	RAG	Due Date	Target Date
Day one wifi solution implemented	G		February 19
Day one print solution implemented	G		February 19
Day one door entry solution implemented	G		February 19
One domain solution implemented	A		December 18
Skype IM and Presence available	G		January 19
Day One telephony solution complete	G		February 19
ICT Day One Support processes and systems in place	A		March 19
DC MS agreement in place	A		May 19
Day one applications available	G		April 19
LLPG Migration Complete	G		February 19

## Key Initiative Activities (Planned Next Week)

- Contract Award for One Domain
- Contract award for WAN
- Awaiting agreement from Social Services on their data disaggregation processes
- Workshop for Service Delivery
- Initial scoping discussions for LLPG
- First meeting of work package leads to focus on planning and management of the work

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

115	Infrastructure Lead – Vince Elliott	July 18	The Sovereign Council domain names will be switched off on 1st October 2019	all users and relevant data will need to be migrated sooner than anticipated.	3	3	9	The One Domain contract includes a plan to address this	Karen Perrett	29/8/18
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Top Issue

ID	Raised By	Date Raised	Issue Description	Impact Statement	S	Resolution Plan	Owner	Due Date
			No Issues					

# WS6: INFORMATION GOVERNANCE - STATUS UPDATE

Workstream Sponsor: Steve Mackenzie  
 Project Manager: Karen Perrett

Date: 5/09/2018

Workstream RAG

**A**



## Overall Workstream Summary

Subject matter experts from across the partnerships have been identified for each of the 4 work packages. The work package leads will meet with their nominated teams during August and September to validate the identified day 1 requirements and start to build implementation plans. An I.G. Project Manager is due to start on 4<sup>th</sup> September 2018.

## Key Initiative Achievements (This Week) | Next milestones

Key Initiative Achievements (This Week)	Milestone	RAG	Due Date	Target Date
	There are no updates for this week	Detailed work package plans in place	<b>G</b>	30/09/2018

## Key Initiative Activities (Planned Next Week)

- Information Governance Project Manager starts on 4<sup>th</sup> September.

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

86	Board	17/08/18	Potential exposure to enforcement action/challenge	Short-term fixes identified are not resolved quickly, leading to inconsistent application of policy/procedure & exposure to enforcement action/challenge	4	3	<b>12</b>	Ensure plans in place for interim and permanent solutions; determine those policies/procedures that need to be harmonised for Day 1 on a risk assessed basis	IG Board	30/09/18
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ID	Raised By	Date Raised	Issue Description	Impact Statement	S	Resolution Plan	Owner	Due Date
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Top Issue

			No current issues					
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# PHASE 3 TRANSFORMATION - UPDATE

Workstream Sponsor: TBC (Keith Cheesman)

Project Manager: TBC (Keith Cheesman)

Date: 05/9/18

Workstream RAG

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## Overview / Summary

In light of changes in requirement for transformation and convergence plans, the scope and plan for phase 3 is being re-worked. The scope of the programme has been changed to include provision of a plan for these two activities and a draft of these will be available to the October SEC.

## Activity

- Convergence has been agreed as a change control to the programme scope. This was to deliver Tier 3 and 4 structures, de-duplication of management posts
- Work underway to develop the original plan into a transformation led plan to deliver the financial savings required, through development of an organisational design based on the vision for the new Council and Operating Model

## Next Steps

- Draft high level timeline, scope and resource plan for discussion

## Next milestones

Milestone	RAG	Due Date	Target Date
Transformation & convergence plan draft	R		15/10/18
Transformation & convergence plan in place	R	29/3/19	tbd
Corporate Plan draft	R	tbd	tbd

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ID	Raised By	Date Raised	Risk Description	Impact Statement	I	P	RS	Mitigation Plan	Owner	Date Due
18	Interim S151 - Jason Vaughan		<i>Financial Sustainability of Dorset Council</i>	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	15/10/18

Top Risk

ID	Raised By	Date Raised	Issue Description	Impact Statement	S	Resolution Plan	Owner	Due Date
n/a								

Top Issue



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