

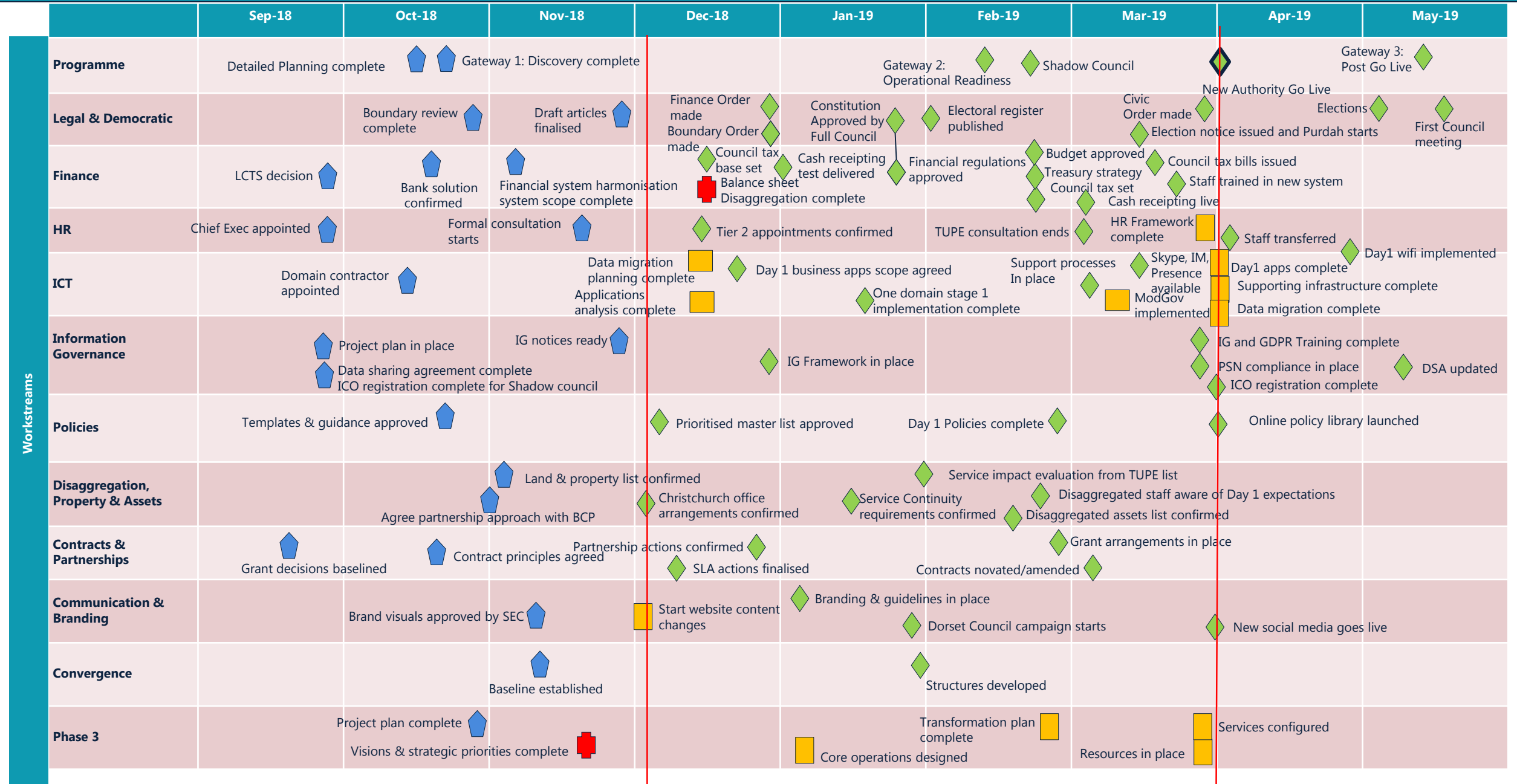
OVERALL PROGRAMME STATUS – DATE: 05 DECEMBER 2018

Overall status	◀A▶	Scope	◀G▶	Budget	◀A▶	Time	◀A▶	Resource	◀A▶	Stakeholder	◀A▶	Risk & Issue	◀A▶
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All service continuity implementation plans are now signed off; work on the dependencies is now being pushed forward. Detailed work on the plans for Phase 3 continues to meet the requirement for both convergence and transformation at pace. Baselining the data for convergence has taken longer than expected due to the data held for finance and HR not correlating. There is significant work ongoing to deliver a proposal for transitional structures in January. The draft constitution has been issued, the senior leadership recruitment is nearing completion. Data Disaggregation work is increasing in intensity to agree plans and approaches with the BCP Programme. The programme remains at Amber

Return to Green	↔	Agreement of the Programme funding request. Resolution of how a balanced Dorset Council budget will be set Agreement of the Transitional Structures in January.										
Change Requests	↔	No new change controls in progress.										
Resources	↔	Phase 2 resource requirements almost entirely met now, Phase 3 resources are described in the issue set out below.										
Plan	↔	Service Continuity plans signed off, Phase 3 and Convergence need refinement										
Benefits	↔	Part of the Gateway process being introduced is to enable the baselining and assessment of services, both external and internal, to understand any impacts of the transition and to be clear about the measures and metrics being applied to that assessment.										
This week			Issue/Risk					Mitigation				
Top Issue	5-4 20	Dedicated Schools Grant – If the Secretary of State does not approve the request to transfer funds between funding blocks, this will result in an increase in the budget deficit.					There is a possible way to help manage the DSG deficit in 2019-20 by shifting funds between the different blocks the funding is supplied in, but this has to be approved by the Schools Forum and the Secretary of State if over 0.5% of the Schools' Block. The Schools Forum have won't approve movement of moneys between the block, and the value of this is around £2m. This has now escalated to the Secretary of State.					
Top Risk	5-5 25	There is a risk that Dorset Council is unable to set a balanced budget for 2019/20					Stranded Costs: The 2019/20 budget setting process includes working with Directors across Dorset Council to reduce their costs through the development of a service convergence programme Disaggregation of Debt & Reserves: Dispute with BCP is ongoing Convergence: plans progressing in order to deliver the £13.7m savings identified by Local Partnerships Funding for implementation. No provision for revised Programme funding in sovereign council budgets					

Programme Milestone Plan – 05 December 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

WS1: LEGAL AND DEMOCRATIC - STATUS UPDATE

Lead Member: Cllr Spencer Flower
 Workstream Sponsor: Jonathan Mair
 Project Manager: Andy Norman

Date: 05/12/2018

Workstream RAG

G



Overall Workstream Summary

The workstream has made significant progress against plan with the issuing of the draft constitution to members and sharing key elements across all workstreams and themes. This marks the beginning of the period of consultation leading to the submission of the final draft to the full council on the 24th January. The elections planning project is progressing to plan with the amalgamation of the electoral management system.

Key Initiative Achievements (This Week)

- The draft constitution has been issued and reviewed initially by the Governance Working Group, marking the commencement of the consultative journey. Key elements such as the committee structure and the draft Scheme of Delegation have also been shared with the rest of the programme and their comments will be reviewed and taken on board where possible.
- The MOs are actively reviewing the draft Finance Regulations and Contract Procedural Rules issued by the S151s.
- Consultation is ongoing with the Ministry of Housing, Communities and Local Government on the draft consequential orders and their preparation for laying in Parliament is on plan.
- The workstream board are working with the ICT workstream in developing a policy for Members' ICT which will be covered in a paper to the Programme Board on the 19th December.
- The workstream are also finalising a paper for the Shadow Executive dealing with civic functions.
- The Independent Remuneration Panel have completed their series of interviews with members on proposed allowances.

Key Initiative Activities (Planned Next Week)

- The draft constitution will be reviewed by the Shadow Overview and Scrutiny Committee on the 3rd December
- Work will progress on preparing the material for the Members' Briefing and Workshop on the constitution scheduled for the 13th December
- Further amendments to the draft constitution arising from feedback from both members and officers

Next milestones

Milestone	RAG	Due Date	Target Date
Draft articles finalised	C	August 2018	23/11/18
Boundary Review complete	C	October 2018	27/10/18
Drafting of constitution completed	C	30 November 2018	23/11/18
Finance Order made	G	December 2018	
Boundary order made	G	December 2018	
Electoral register published	G	February 2019	
Constitution approved	G	24 January 2019	
Notice of election issued	G	15 March 2019	
Civic Order made	G	March 2019	
Elections	G	2 May 2019	
First Dorset Council meeting	G	May 2019	

Top Risk

ID	Raised By	Date Raised	Risk Description	Impact Statement	I	P	RS	Mitigation Plan	Owner	Date Due
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	3	12	With the current volatile political atmosphere, the Elections team have developed a draft Parliamentary election plan in the event that an election is called. The resource plan would need to be implemented, and augmented by additional resource to run two sets of elections.	Jonathan Mair (as Interim RO)	

Top Issue

ID	Raised By	Date Raised	Issue Description	Impact Statement	S	Resolution Plan	Owner	Due Date
			<i>There are no live issues at present</i>					

WS2: FINANCE- STATUS UPDATE

Lead Member: Cllr Tony Ferarri

Workstream Sponsor: Jason Vaughan

Project Manager: Rosie Dilke; Jason Pengelly

Date: 05/12/2018

Workstream RAG

A



Overall Workstream Summary

Implementation of the joined-up financial system has started in earnest, incorporating cash receipting, ordering, general ledger and asset accounting harmonisation. There is still lack of clarity on whether or not the Convergence will include stranded costs.

Key Initiative Achievements (Last three weeks)

- Financial systems harmonization detailed plans have been produced and are due to be signed off by Finance Officers Group 29/11/19. These deal with connecting the general ledgers and bank reconciliations together for the 6 organisations.
- Revs & Bens are working with Customer Services & DorsetForYou to ensure a seamless customer journey once bills are sent out in early March 2019.
- The content of the Finance Regulations, including Contract Procedural Rules, has been agreed by Finance Officers and the document sent to Monitoring Officers to incorporate into the draft Constitution.

Key Initiative Activities (Planned Next fortnight)

- Provisional finance settlement is 6 December.
- Council tax Base will be calculated in the beginning of December

Next milestones

Milestone	RAG	Due Date	Target Date
Financial System harmonisation – setting scope for software changes	C	Mid Oct '18	End Oct '18
Council tax base set	G	Dec '18	Dec '18
Agreement of debt and reserve percentages between Dorset & BCP	A	Dec '18	Dec '18
Capita cash receipting - Test system delivered	G	31/12/18	31/12/18
Financial Regulations approved	G	24/1/19	24/1/19
Budget approved	G	20/2/19	20/2/19
Treasury Strategy & practices approved	G	20/2/19	20/2/19
Capita cash receipting - LIVE	G	04/03/19	04/03/19

ID	Raised By	Date Raised	Risk Description	Impact Statement	I	P	RS	Mitigation Plan	Owner	Date Due
106	Jason Vaughan	July 30 2018	There is a risk that Dorset Council is unable to set a balanced budget for 2019/20	Estimate as at 9/9/18 that the net financial impact upon Dorset Council is a total of £5.4m.	5	5	25	Stranded Costs: The 2019/20 budget setting process includes working with Directors across Dorset Council to reduce their costs through the development of a service convergence programme Disaggregation of Debt & Reserves: Dispute with BCP is ongoing Convergence: plans progressing in order to deliver the £13.7m savings identified by Local Partnerships Funding for implementation. No provision for revised Programme funding in sovereign council budgets	Jason Vaughan	Dec '18
235	Rich Bates		ISSUE - Dedicated Schools Grant	this would result in an increase of £2m in the budget deficit	5	4	20	The Schools Forum does not approve the request to transfer funds between funding blocks. Application to go up to Secretary of State Friday 30 th November	Jason Vaughan	Dec '18

Top Risk

WS3: HR WORKSTREAM - STATUS UPDATE

Lead Member: Cllr Peter Wharf
 Workstream Sponsor: David McIntosh
 Project Manager: John Ferguson

Date: 05/12/2018

Workstream RAG

G



Overall Workstream Summary

Progressing with T&Cs work and working with TUs. Senior leadership process on track.

Key Initiative Achievements (This Fortnight)

HR recommendations on T&Cs for Day 1 shared with TUs. Consultation process continuing. Recommendations re Policies also shared.
 Dedicated professional temporarily appointed to develop EQIAs for HR T&Cs + Policies
 Panel assessments for Senior Leadership recruitment completed (Member interviews 3rd/4th Dec)
 Dedicated Comms process for HR established

Key Initiative Activities (Planned Next Fortnight)

Twice weekly Trade Union consultation workshops scheduled (to end Dec'18)
 Employee engagement workshop (10th Dec)

Next milestones

Milestone	RAG	Due Date	Target Date
Provisional TUPE lists completed	C	21st Sept	21st Sept
New Chief Exec appointed and confirmed	C	30th Sept	30th Sept
Formal TUPE consultation begins	C	19th Nov	19th Nov
Senior Leadership Appointments complete	G	10th Dec	10th Dec
TUPE consultation ends	G	18th Mar	18th Mar
HR Framework for new council	G	29th Mar	29th Mar

	ID	Raised By	Date Raised	Risk Description	Impact Statement	I	P	RS	Mitigation Plan	Owner	Date Due
Top Risk	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	4	3	12	External interim resources. Effective resource planning leading to alignment of int/ext resource as appropriate.	Nicola Houwayek	Apr '19
	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
Top Issue	ID	Raised By	Date Raised	Issue Description	Impact Statement	S	Resolution Plan			Owner	Due Date

WS4: CUSTOMER AND SERVICE CONTINUITY – CONTRACTS, PARTNERSHIPS, SLAS, GRANTS

Lead Member: Cllr Sherry Jesperson
 Workstream Sponsor: Sue Joyce
 Project Manager: Colin Lusted

Date: 05/12/2018

Workstream RAG A

Overall Workstream Summary

Partnership data now baselined, however, new partnerships may still emerge. Partnership activity now focussed on agreeing partnership DRs with BCP element. Contract classification has progressed well and data now being analysed for complex/high risk contracts. Decision from Adults/Children's in DCC & BCP required on how to treat contracts with Christchurch service. Issue raised within SDC & BCP programme. RAG remains amber.

Key Initiative Achievements (This Week) Next milestones

<ul style="list-style-type: none"> Confirm the approach to be taken for Partnership actions/approvals/decision records. Collate existing planned actions for partnerships (on-going task) SLA will be picked up through Contract & Partnership activity 	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 60%;">Milestone</th> <th style="width: 10%;">RAG</th> <th style="width: 15%;">Due Date</th> <th style="width: 15%;">Target Date</th> </tr> </thead> <tbody> <tr> <td>Partnership information baselined</td> <td style="background-color: #003366; color: white;">C</td> <td>30/10/2018</td> <td>30/11/2018</td> </tr> <tr> <td>Complete Grants handover to phase 3</td> <td style="background-color: #003366; color: white;">C</td> <td>Nov 2018</td> <td>Nov 2018</td> </tr> <tr> <td>Contract classified on Accord</td> <td style="background-color: #003366; color: white;">C</td> <td>16/11/2018</td> <td>30/11/2018</td> </tr> </tbody> </table>	Milestone	RAG	Due Date	Target Date	Partnership information baselined	C	30/10/2018	30/11/2018	Complete Grants handover to phase 3	C	Nov 2018	Nov 2018	Contract classified on Accord	C	16/11/2018	30/11/2018
Milestone	RAG	Due Date	Target Date														
Partnership information baselined	C	30/10/2018	30/11/2018														
Complete Grants handover to phase 3	C	Nov 2018	Nov 2018														
Contract classified on Accord	C	16/11/2018	30/11/2018														

Key Initiative Activities (Planned Next Week)

<ul style="list-style-type: none"> Confirm the approach to Adults and Children's contracts with Christchurch element (carried over from last report) Identify high risk/complex contracts requiring Legal review Continue analysis of Partnerships, with the focus on Partnerships with service delivery and BCP elements 	<table border="1" style="width: 100%; border-collapse: collapse;"> <tbody> <tr> <td>Partnerships actions agreed with BCP</td> <td style="background-color: #90EE90;">G</td> <td>14/01/2019</td> <td></td> </tr> <tr> <td>Agree contract approach to Adult's & Children's contracts with BCP</td> <td style="background-color: #FFD700;">A</td> <td>23/11/2018</td> <td>07/12/2018</td> </tr> <tr> <td>Decision Record for PB on A & C contracts</td> <td style="background-color: #FFD700;">A</td> <td>28/11/2018</td> <td>14/12/2018</td> </tr> <tr> <td>High-Risk/Complex Contracts identified</td> <td style="background-color: #90EE90;">G</td> <td>14/12/2018</td> <td></td> </tr> </tbody> </table>	Partnerships actions agreed with BCP	G	14/01/2019		Agree contract approach to Adult's & Children's contracts with BCP	A	23/11/2018	07/12/2018	Decision Record for PB on A & C contracts	A	28/11/2018	14/12/2018	High-Risk/Complex Contracts identified	G	14/12/2018	
Partnerships actions agreed with BCP	G	14/01/2019															
Agree contract approach to Adult's & Children's contracts with BCP	A	23/11/2018	07/12/2018														
Decision Record for PB on A & C contracts	A	28/11/2018	14/12/2018														
High-Risk/Complex Contracts identified	G	14/12/2018															

ID	Raised By	Date Raised	Risk Description	Impact Statement	I	P	RS	Mitigation Plan	Owner	Date Due
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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 contracts could be missed	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	
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ID	Raised By	Date Raised	Issue Description	Impact Statement	S	Resolution Plan	Owner	Due Date
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245	CL	23/11/18	Splitting or Transfer of DCC contracts with Christchurch element to BCP	Possible conflicting legal advice on the effect of the Consequential Orders on the 'splitting'/Transfer of DCC contract with a Christchurch element to BCP. This mainly impacts Adults & Children's services, but could have a wider impact.	O	Confirm legal position regarding Consequential Orders and impact on contracts with a Christchurch element	CL	14/12/18
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Top Risk
Top Issue

WS4: CUSTOMER AND SERVICE CONTINUITY - PEOPLE THEME - STATUS UPDATE

Lead Member: Cllr Jill Haynes, Cllr Steve Butler, Cllr
Graham Carr-Jones, Cllr Andrew Kerby
Workstream Sponsor: Helen Coombes and Nick Jarman
Project Manager: Fave Brooks

Date: 05/12/2018

Workstream RAG

R



Overall Workstream Summary

All implementation plans are approved by the people theme board and focus for co-ordinators remains on delivery of these. Concerns raised regarding state of disaggregation for adults and children's services, therefore status has been amended to reflect this until there is a full understanding of disaggregation activity across all workstreams where it will impact services relating to 'People'.

Key Initiative Achievements (This Week)

- Weekly meetings created to align disaggregation activity across service, HR, Finance and IT
- Adults Business Rules protocol meeting to finalise draft ready for approval at the next people board
- Children's SEND protocol document ready for approval at the next people board
- DHR Agreement ready for approval through governance process

Key Initiative Activities (Planned Next Week)

- Agreement of people theme disaggregation plan across workstreams
- Contract meeting to discuss approach for disaggregation of contracts relating to adults; children's to follow
- Approval of SEND case transfer protocol

Next milestones

Milestone	RAG	Due Date	Target Date
Risks and issues reviewed and mapped	A	30/09/2018	06/12/2018
Public Access computers service (libraries)	A	30/10/2018	TBC
Business rules for Adult services agreed	A	30/11/2018	13/12/2018
SEND & CSC case transfer protocol agreed	A	08/11/2018	06/12/2018
Clarify OFSTED registration arrangements	A	30/11/2018	TBC
Clarify Professional Registration requirements	A	30/11/2018	TBC
Aligned and agreed disaggregation plan across services, IT, HR, Finance for people theme disaggregation	G	10/12/2018	
Address data for disaggregation agreed (GIS)	R	30/11/2018	07/12/2018

ID	Raised By	Date Raised	Risk Description	Impact Statement	I	P	RS	Mitigation Plan	Owner	Date Due
234	Sam Poole	24/10/18	<i>Plans may not currently align regarding data and service disaggregation across the workstreams and the People Theme for Adults & Children Services</i>	Service continuity/ safe and legal delivery of social care for adults and children's may be impacted for day 1.	4	3	12	Weekly meeting set up which includes representation from adults & children's services, finance, HR and IT. People Theme project manager creating a milestone plan to include core workstream activity relating to the people theme so there is a holistic view of on-going activity and milestones required to safely deliver for day 1, including mapping of dependencies. Progress of milestone plan to be tracked through the people theme board meetings. Escalation of key IT/ data issues raised with BCP programme director and programme team with key dates for delivery reinforced.	Sam Poole	Dec 19

Top Risk

WS4: CUSTOMER AND SERVICE CONTINUITY - PLACE THEME - STATUS UPDATE

Lead Member: Cllr Mary Penfold, Cllr David Walsh, Cllr Daryl Turner, Cllr Anthony Alford

Workstream Sponsor: Mike Harries and Bridget Downton

Project Manager: Emily Hallett

Date: 05/12/2018

Workstream RAG

G



Overall Workstream Summary

Place workstreams are currently reviewing the constitution drafted by Legal. The workstream has made good progress in ratifying risks, issues, key dependencies and has a clear forward plan of decisions. Programme communications have included key messages in relation to dependencies with core workstreams which has helped Place workstreams progress tasks. Fees and charges are being reviewed with a view to take a decision record to Place Board on 12th December. Policies are currently being reviewed by service workstreams to identify those that require member sign off. The Parking Lead Officer is currently awaiting feedback from suppliers, legal and IT regarding a solution for a safe and legal approach to parking enforcement on day 1 relating to unique identifiers on penalty charge notices.

Key Initiative Achievements (This Fortnight)

- All known costs for Place service continuity have been fed into the Finance workstream budget planning
- Legal advice from MHCLG regarding five year land supply has been shared with Planning Policy coordinator
- Decision taken on land charges data disaggregation
- Decision taken on disaggregation of the East and Christchurch building control and planning system
- Urban Heath Partnership agreement has been drafted by Poole Borough Council Head of Planning
- Application for Dorset Councils Operating License has been submitted to the Traffic Commissioners Office
- Confirmation received from legal that vehicle ownership documentation only requires a request for change of name with DVLA
- Heads of Terms for Streetlighting SLA with BCP now being reviewed by Legal
- Shadow Executive informally discussed preparation of the new local plan for Dorset Council, Planning Policy managers are reviewing resourcing requirements
- HR have agreed to send TUPE lists to Place Board to review and discuss day 1 arrangements with service workstreams

Next milestones

Milestone	RAG	Due Date	Target Date
Establish beach safety requirements for Dorset Council	A	20/12/2018	
Agree harmonised notices and certificates – Building Control	A	02/01/2019	
Agreed harmonised Development Management notices	G	31/12/2018	
Development Management Minerals and Waste arrangements in place	G	02/01/2019	
Corporate Landlord Responsibilities agreed	G	31/12/2018	
Process agreed for issuing new O licenses	C	01/12/2018	
Agree or confirm Prefixes for Penalty Charge Notices	A	30/11/2018	02/01/2019

Key Initiative Activities (Planned Next Fortnight)

- Fees and charges to be reviewed by Place Board
- Place Board to sign off identified policies
- Decision on harmonised local list for Development Management Service
- Decision on disaggregation and system for highways data
- Decision required on whether events will be honoured by Dorset Council where the DCP events team have agreed to these for the financial year 2019'20.
- Begin to clarify out of hours arrangements within services
- Gather risks post day 1 for Place based services into centralised programme log

Top Risks

ID	Raised By	Date Raised	Risk Description	Impact Statement	I	P	RS	Mitigation Plan	Owner	Date Due
173	Bridget Downton/ Mike Harries	18/10/2018	Reduction in service levels due to outcome of TUPE and stranded costs	Outcome of TUPE and stranded costs from disaggregation 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 to be shared with Place Board to review. Service workstreams will be involved if effected Disaggregation requirements included within implementation plan Disaggregation workstream 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	

WS7: POLICIES WORKSTREAM - STATUS UPDATE

Lead Member: Cllr Spencer Flower
 Workstream Sponsor: Jonathan Mair
 Project Manager: John Alexander

Date: 05/12/2018

Workstream RAG



Overall Workstream Summary

Draft prioritised master list of policies nearing completion. However, there remains some outstanding work to do, and the draft list of policies will now be submitted to Programme Board for consideration at the 12 December meeting.

Key Initiative Achievements (This Fortnight) | Next milestones

- Initial policy capture spreadsheet completed by Workstreams/ Services.
- Challenge/ clarification process underway to ensure master list is based on agreed policy definitions, and to obtain key contextual information to inform prioritisation process.

Milestone	RAG	Due Date	Target Date
Templates and guidance approved	G	17 October	31 October
Prioritised master list approved	A	5 December	12 December
Day 1 policies complete	G	28 Feb 2019	
Online policy library launched	G	1 April 2019	

Key Initiative Activities (Planned Next Fortnight)

- Analysis of policy submissions, trouble shooting, and discussions/ clarification with Workstream/ Services.
- Completion of draft master list for submission to Programme Board.
- Clarification of EQIA requirements for policies prior to Day 1.

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

CONVERGENCE: STATUS UPDATE

Lead Member: Cllr Tony Ferrari

Workstream Sponsor: Jason Vaughan

Project Manager: Leon Ainsworth

Date: 05/12/2018

Workstream RAG

A



Overview / Summary

Draft Outline Business Case covering conceptual structures for contribution levels 3,4 and 5 (where linked to 3&4) has been shared with members as part of the Convergence task and finish group (CTFG). A decision has been made by the CTFG to delay the business case decision to the Shadow Exec on the 14/01/19. The outcome of the decision is that Stage 3 consultation will begin from the 15/01/19. A further decision was made to undertake a wave approach (2 waves) for convergence in order to mitigate risk of a "big bang" approach, thereby ensuring adequate resourcing to take place and reduce impact to service continuity.

Activity	Next milestones			
<ul style="list-style-type: none"> Draft outline business case produced for CTFG Conceptual Design structures have all had their initial validation with key stakeholders, further validation will take place through consultation Design Principles have been signed off by Matt Prosser Convergence Workstream Board has been set-up, the board will allow Convergence to highlight key blockers for resolution and ensure stakeholders are kept informed Convergence Comms strategy requirements captured by Comms team and plan underway 	Milestone	RAG	Due Date	Target Date
	Establishing the baseline (Stage 1) Completed	C	09/11/18	09/11/18
	Scope defined and Signed-Off	R	12/10/18	05/12/18
	Design Principles Signed-Off	C	14/11/18	14/11/18
	Approach Signed-Off	C	14/11/18	14/11/18
	HL Structures and Timings Signed-Off	G	14/01/19	14/01/19
	Developing the Structure (Stage 2) Completed	G	31/01/19	31/01/19

Next Steps

- Complete job descriptions for contribution levels 3,4 and linked 5 (21/12)
- Agree / mobilise team for Wave 2 conceptual designs and job description creation (07/12)
- Update Business Case with Wave 1 refinements and Wave 2 details (20/12)
- Draft Consultation plan created (18/12)

Top Risk

ID	Raised By	Date Raised	Risk Description	Impact Statement	I	P	RS	Mitigation Plan	Owner	Date Due
251	Leon Ainsworth	29/11/18	Financial benefits not realised for 2019/20	Until the Management of Change Policy is approved there may be an extended timeline to understanding when the benefits of the convergence of posts are realised	5	3	15	29/11 - Workshop with the HR team is taking place on the 30/11 to agree internally the Management of Change policy that will be used for consultation. This will still require sign-off.	Leon Ainsworth	07/12/18
ID	Raised By	Date Raised	Issue Description	Impact Statement	S	Resolution Plan		Owner	Due Date	
253	Leon Ainsworth	20/11/18	Convergence scope is not signed-off and is subject to significant change	The Convergence workstream scope is not agreed and the workstream is working at risk. The scope is subject to change as the new conceptual structures will not deliver the savings to meet the financial benefits required.		Convergence workstream board have provided steer on the scope and the scope document will be updated for submission to programme board on the 05/12.		Leon Ainsworth	05/12/18	

PHASE 3 TRANSFORMATION - UPDATE

Lead Member: Cllr Rebecca Knox
 Workstream Sponsor: Matt Prosser
 Project Manager: Mandy Bradley

Date: 05/12/2018

Workstream RAG:



Overview / Summary

Change to scope of the programme to include convergence 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. This will be included within the paper to SEC in December.

Activity

- Members are being supported to develop an organisational design based on the vision for the new Council and Operating Model.
- Updates to Design Principles and first reading of the Vision, Outcomes and Strategic Priorities been undertaken with Members
- Service based review

Next milestones

Milestone	RAG	Due Date	Target Date
Transformation plan draft	C	31/10/18	
Transformation resources in place	A	29/3/19	
Vision and Strategic Priorities	A	31/10/18	31/12/18
Core Operations Design	A	30/11/18	31/12/18
Service Configuration	A	30/03/19	

Next Steps

- Agree Resources to support Transformation
- Continue with the Transformation Plan preparation
- Second reading of Vision, Outcomes and Strategic Priorities

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

Top Risk

Shaping Dorset Council

Shadow Executive Committee (SEC) – Lead Member Roles

Collectively the Shadow Executive Committee (SEC) exercise shared responsibility on behalf of the Shadow Council for:

- preparing for the assumption by Dorset Council of local government functions and full local authority powers on 1 April 2019;
- preparing the budgets and plans required to be put in place on 1 April 2019; and
- liaising with other local authorities in the area to ensure continuity of public service delivery on or after 1 April 2019.

Individually each member of the SEC will exercise leadership in relation to a theme area and in doing so will be asked to input/comment on reports that cover their lead area prior to despatch to SEC and will present reports at SEC. Where there are multiple lead members contributing all comments will be included and members will agree who will lead the presentation at SEC Clusters.

The table shows the officer leads – in some instances there is a clear lead so one officer (e.g. Nick Jarman – Children’s Services) in other areas we have included the theme board chairs (we have co-chairs for each of the three themes of People, Place and Corporate – including Cross-Cutting). Where services are delivered by both County and District Councils there are a minimum of two lead officers. These are the first point of contact for lead members and they may decide that other officers should lead on a piece of work depending on the nature of the issues raised. Some of these roles may need to flex, recognising the pace of the programme, if so we will update all SEC members appropriately.

Theme	Lead	Officer/s
1. Health & Wellbeing	Cllr Rebecca Knox	Helen Coombes/Rebecca Kirk/Graham Duggan
2. Harbours, Beaches & Coastal Defences	Cllr Colin Huckle	Martin Hamilton
3. Finance	Cllr Tony Ferrari	Jason Vaughan/Jim McManus/Ian Milner
4. Economic Development (Tourism, LEP link and Skills)	Cllr Gary Suttle (LEP) Cllr Andrew Parry (Skills)	Martin Hamilton
5. Environment & Parks Roads & Transport	Cllr Daryl Turner	Matthew Piles
6. Property & Assets	Cllr Jeff Cant	Rich Bates/Ashley Harman/Martin Hamilton/Rebecca Kirk
7. Heritage, Museums, Culture/Arts, Family History Centre	Cllr Matthew Hall	Helen Coombes/Nick Jarman/Martin Hamilton
8. Digital, ICT and Information Governance	Cllr Simon Tong	Mike Harries
9. Customer Access & Engagement	Cllr Graham Carr-Jones	Rebecca Kirk
10. HR & Workforce	Cllr Peter Wharf	Matti Raudsepp/Nicola Houwayek
11. Governance	Cllr Spencer Flower	Jonathan Mair/Ian Milner/Stuart Caundle
12. Communications	Cllr Graham Carr-Jones	Matt Prosser
13. Safeguarding (Community Safety)	Cllr Pauline Batstone	Helen Coombes/Nick Jarman/Graham Duggan
14. Adult Services	Cllr Jill Haynes	Helen Coombes
15. Planning (DM & Planning Policy),	Cllr David Walsh	Stephen Hill
16. Emergency Planning and Regulatory Services	Cllr Barry Quinn	Stephen Hill
17. Housing – Enabling/Provision	Cllr Graham Carr-Jones	Clive Milone/Rebecca Kirk/Helen Coombes
18. Communities	Cllr Sherry Jespersen	Helen Coombes/Nick Jarman/Stephen Hill
19. Leisure Services	Cllr Mary Penfold	Paul Rutter
20. Waste (Collection, Disposal, recycling centres)	Cllr Tony Alford	Karyn Punchard
21. Children’s Services	Cllr Steve Butler	Nick Jarman
22. Education & Skills	Cllr Andrew Parry	Nick Jarman