

Shadow Dorset Council Executive Committee

Date: Tuesday, 21 August 2018
Time: 2.30 pm
Venue: Committee Rooms A&B, South Walks House,
Dorchester, Dorset DT1 1EE

Membership:

R Knox (Chairman), G Suttle (Vice-Chair), A Alford, P Batstone, S Butler, J Cant, G Carr-Jones, T Ferrari, S Flower, M Hall, J Haynes, C Huckle, S Jespersen, A Parry, M Penfold, B Quinn, S Tong, D Turner, D Walsh and P Wharf

Interim Head of Paid Service: Matt Prosser
South Walks House, Dorchester, Dorset DT1 1EE

For more information about this agenda please telephone Democratic Services on or Lee Gallagher I.d.gallagher@dorsetcc.gov.uk - 01305 224191

Publication Date: Monday, 13 August 2018

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A G E N D A

Page No.

- 1 APOLOGIES**
To receive any apologies for absence.
- 2 DECLARATION OF INTEREST**
Councillors are required to comply with the requirements of the Localism Act 2011 regarding disclosable pecuniary interests.
- 3 MINUTES** 5 - 10
To confirm and sign the minutes of the previous meeting held on 20 July 2018.
- 4 PUBLIC PARTICIPATION**
To receive any public questions or statements on the business of the Shadow Executive Committee.
- 5 SHADOW EXECUTIVE COMMITTEE FORWARD PLAN** 11 - 18
To consider the Forward Plan of the Shadow Executive Committee.
- LOCAL GOVERNMENT REORGANISATION PROGRAMME**
- 6 PROGRAMME HIGHLIGHT REPORT - AUGUST 2018** 19 - 24
To consider a report by the Programme Director, and to receive any further updates from the Lead Members for their areas of responsibility.
- 7 FINANCIAL STRATEGY** 25 - 38
To consider a report by the Lead Member for Finance.
- 8 APPOINTMENT OF INTERNAL AUDITORS** 39 - 42
To consider a report by the Lead Member for Finance.
- 9 LOCAL GOVERNMENT BOUNDARY COMMISSION FOR ENGLAND - DORSET COUNCIL REVIEW** 43 - 60
To consider a report by the Lead Member for Governance.
- 10 IMPLEMENTATION PLAN FOR DORSET COUNCIL** 61 - 106
To consider a report by the Programme Director.

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|-----------|---|-----------|
| 11 | BUILDING A COUNCIL FOR THE 21ST CENTURY - DESIGN PRINCIPLES FOR THE NEW DORSET COUNCIL OPERATING MODEL | 107 - 112 |
| | To consider a report by the Interim Head of Paid Service. | |
| 12 | COMMUNICATIONS AND ENGAGEMENT PLAN TO SUPPORT PHASE 2 OF THE SHAPING DORSET COUNCIL PROGRAMME | 113 - 130 |
| | To consider a report by the Programme Director. | |
| 13 | SHAPING DORSET COUNCIL PROGRAMME - OPERATIONAL STRUCTURES FROM DAY 1 - TIER 2 | 131 - 156 |
| | To consider a report by the Interim Head of Paid Service. | |

MATTERS FOR DECISION

(Referred to the Shadow Executive Committee by Dorset councils)

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|-----------|---|-----------|
| 14 | SUB-NATIONAL TRANSPORT BODY FOR THE SOUTH WEST | 157 - 182 |
| | To consider a report by the Lead Member for Environment, Roads & Parks. | |

MATTERS FOR CONSULTATION

(Referred to the Shadow Executive Committee by Dorset councils)

- | | | |
|-----------|---|-----------|
| 15 | CREATION OF CAPITAL PROPERTY PURCHASE FUND | 183 - 188 |
| | To consider a report by the Leader of Purbeck District Council. | |
| 16 | TRANSFER OF TOILETS AND RESERVED CAR PARK AREA TO CORFE CASTLE PARISH COUNCIL | 189 - 194 |
| | To consider a report by the Leader of Purbeck District Council. | |
| 17 | DECISION MAKING ACTIVITY OF DORSET COUNCILS | |
| | For information only – the links below provide background information regarding the decision making activity of each of the Dorset area councils: | |

[Dorset County Council](#)

[East Dorset District Council](#)

[North Dorset District Council](#)

[Purbeck District Council](#)

[West Dorset District Council](#)

[Weymouth & Portland Borough Council](#)

- | | |
|-----------|---------------------|
| 18 | URGENT ITEMS |
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To consider any items of business which the Chair has had prior notification and considers to be urgent pursuant to section 100B (4) b) of the Local Government Act 1972. The reason for the urgency shall be specified in the minutes.

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Shadow Dorset Council

SHADOW EXECUTIVE COMMITTEE

**Minutes of meeting held at South Walks House, Dorchester on
Friday 20 July 2018**

Present: Cllrs R Knox (Chairman), G Suttle (Vice-Chair), A Alford, P Batstone, S Butler, J Cant, G Carr-Jones, T Ferrari, S Flower, M Hall, J Haynes, C Huckle, S Jespersen, A Parry, M Penfold, B Quinn, D Turner, D Walsh and P Wharf.

Officers present (for all or part of the meeting):

Matt Prosser (Interim Head of Paid Service), Keith Cheesman (LGR Programme Director), Jason Vaughan (Interim Section 151 Officer), Steve Mackenzie (Chief Executive - Purbeck District Council), Jonathan Mair (Interim Monitoring Officer) and Lee Gallagher (Democratic Services Manager)

12. APOLOGIES

Apologies for absence were received from Cllr Simon Tong, David McIntosh (Chief Executive – East Dorset District and Christchurch Borough Councils), and Debbie Ward (Chief Executive – Dorset County Council).

13. DECLARATIONS OF INTEREST

There were no declarations by members of disclosable pecuniary interests under the Shadow Dorset Council's Code of Conduct.

14. MINUTES

The minutes of the previous meeting held on 18 June 2018 were confirmed and signed.

15. PUBLIC PARTICIPATION

There were no public questions or statements received at the meeting in accordance with Standing Order 28.

16. SHADOW EXECUTIVE FORWARD PLAN

The Committee received the latest draft Forward Plan, which included all decisions to be taken throughout the Shadow Dorset Council period until 1 April 2019. The Plan would be further populated by decision items from each of the sovereign council in Dorset.

Noted

17. PROGRAMME HIGHLIGHT REPORT

The Committee received a detailed overview of the Local Government Reorganisation Programme by the Interim Head of Paid Service which included:

- Phase 1 of the programme to deliver the Shadow Dorset Council was largely complete except for final consequential orders, disaggregation delivery phase to undertake, and to appoint the Chief Executive.

- Phase 2 workstream activity continued with Legal and Democratic on track; Finance progressing well with the draft budget and work on convergence; Human Resources moving forward on payroll and on a pan-Dorset basis towards TUPE with good engagement with Trade Unions; Customer services had started with a workshop on 13 July 2018; ICT strategy and technical elements progressing well with domain agreed as dorsetcouncil.gov.uk and a single directory being compiled; Information Governance working on data compliance and systems access; Communications and branding resources increased, the SharePoint site and other communications channels were up and running, and a workshop on visual identity would be held soon.
- Phase 3 transformation preparations were underway with a session for members on design principles held to help draft an operating model for the Council.

The Committee discussed the highlight report and asked questions about capacity of officers to meet the challenges of the programme. It was clarified that efforts were in place to gain additional officer time from each of the Dorset councils, together with efforts to continue filling appointments within the programme team.

The Risk Register of the programme was debated in detail, and requests were made for the content to be updated including corporate risk register information from sovereign councils, and that key risks needed to take account of major issues such as TUPE, judicial reviews and budget. A request was made for regular workshops to review the risks facing the programme. It was confirmed that an informal session was planned soon and that the main areas of concern were captured in the workstreams, such as Judicial Reviews within the Legal and Democratic Workstream, or the risk register in a different form of words. A further suggestion was made that asked for risks to be identified as either 'legal for day one' or for 'programme delivery'. In relation to Information Governance, it was reported that approx. 20 risks and the associated work to mitigate them had been identified at a meeting on 16 July 2018 to be added to the risk register.

A further risk identified was that meetings were being cancelled. It was generally accepted that it was imperative that meetings continued in order to continue the pace of the programme.

The introduction of lead members was raised as an important factor in managing risks and being able to provide assurance to other members about workstream activity. Some lead members had already assumed roles, but it was clarified that the composite list and roles for lead members were being developed and would be confirmed shortly, with some workstreams having up to three lead members.

A further suggestion was made to refine the highlight report by introducing a performance direction of travel indicator to show how performance was changing over time, and for timescales which would add context the risks and mitigations associated with actions. It was explained that the highlight report and risk register would be available in real-time through the new SharePoint site, and other suggestions would be incorporated.

Decision

1. That the highlight report be noted.
2. That the highlight report and risk register be developed, as outline in the minute above.

18. **TOWN AND PARISH COUNCILS - PRINCIPLES FOR TRANSFER AND DISPOSAL OF ASSETS**

The Committee considered a report in relation to the principles for transfer of assets to Town and Parish Councils and other community groups to ensure consistency of approach. The General Manager - Public Health and Housing, Purbeck District Council, introduced the cross-authority report and summarised the need to provide principles and a framework for councils to use when considering the future transfer of assets, which had followed a period of interest by Town and Parish Councils to secure assets prior to the start of the new Dorset Council from 1 April 2019. It was also explained that the approach towards the formation of Weymouth Town Council and the impact on Portland Town Council would need to have different arrangements.

Clarifications were also provided that recommendation 1 in the General Manager's report referred to paragraph 3.4 of the report and not 3.2 as stated. An amendment to principle (ii) of paragraph 3.4 was also suggested by the General Manager as: *'Any resolution prior to 26 May 2018 by sovereign councils to dispose of an asset but not yet legally completed may continue unless it contradicts these principles.'*

At this point a question was asked at the meeting by Cllr Cheryl Reynolds, in relation to asset transfers by West Dorset District Council. The question and answer are attached to these minutes as an annexure.

Three areas of consideration were raised during the debate on the principles (paragraph 3.4) which related to:

(i) Transfer of Assets to Dorset Council Comments were received about reference to all assets being transferred to Dorset Council. In particular that the arrangements needed to establish Weymouth Town Council needed to be defined clearly, together with the impact upon Portland Town Council as a result of the new arrangements. As such Cllr Jeff Cant proposed that the principle be re-worded to read *'All assets required for the delivery of Council services and those capable of generating income are transferred to the new unitary Dorset Council, **but the unique circumstances of Weymouth Town Council and Portland Town Council will be considered separately.***'

The amendment was seconded by Cllr Daryl Turner. On being put to the vote the amendment was agreed unanimously.

(ii) Existing Programme for the Disposal of Assets Comments were received in relation to the suggested amendment summarised in the minute above. Concern was expressed by Cllr Antony Alford that the principle needed to be tightened to explicitly reflect the assets of Town and Parish Councils only, and he therefore proposed that the wording be amended to read *'Any resolution prior to 26 May 2018 by sovereign councils to dispose of an asset **to town and parish councils** but not yet legally completed may continue unless it contradicts these principles.'*

The amendment was discussed and points were raised that indicated that the wording should remain unchanged as the principle needed to be open enough for asset transfers to community groups. The wording suggested by the General Manager was therefore proposed by Cllr Jill Haynes and seconded by Cllr Sherry Jespersen. On being put to the vote the wording was agreed by majority. (Note: Cllr Anthony Alford indicated that he wished for his vote against the wording to be recorded.)

(ix) Assessment by the Section 151 Officer of Financial Impact of Assets An amendment was proposed by Cllr Jeff Cant to recognise the potential for a significant financial impact of a resource, to change the sentence to read '*Any asset transfer that could have a financial impact upon the new Dorset Council will be initially assessed by the Section 151 Officer and, if it has a significant financial impact, or **potential significant impact**, seek approval by the Shadow Executive*'. The amendment was seconded by Cllr Daryl Turner. On being put to the vote the amendment was agreed unanimously.

Other issues raised within the debate related to:

- Dorset County Council current position It was felt that more information was needed in relation the Service Level Agreements (SLAs) in place between the County Council and Town and Parish Councils. Assurance was provided that where SLAs were in place they would continue into the new Council after 1 April 2019 in the same way as formal contract arrangements, unless any changes were made in the meantime as part of the budget setting process.
- Budget Process A number of comments were made which related to the identification of future funding for Town and Parish Councils which would be key considerations for budget setting. Assets were part of the conversation, but reference was also made to the SLAs, discretionary grants, and income generating assets.
- Communications There was a clear need expressed for appropriate communications to be developed for Town and Parish Councils to provide reassurance about the future and to reflect on what they should expect where there may be some possible changes regarding transfer of assets, SLAs, budget setting process and discretionary grants.

Decision

1. That the current position for each of the Dorset councils be noted.
2. That the principles outlined in paragraph 3.4 for the General Managers' report, as amended in the minute above and attached for completeness as an annexure to these minutes, be agreed.

Reason for Decisions

The aim of the principles will ensure that decisions taken before 1 April 2019 do not adversely impact on the budget of the future Dorset Council.

19. **SERVICE DISAGGREGATION**

The Committee considered a report by the Programme Director on the conclusion of the disaggregation of services in Dorset County Council that related to provision in the Christchurch area, which will become the responsibility of the Bournemouth, Christchurch and Poole Council from 1 April 2019.

Cllr Cant, as the Lead Member, summarised the work of the Service Disaggregation Task and Finish Group and commended the work of officers to arrive at a fair and representative model. He also highlighted that a further report would be considered in due course on any outstanding asset and liability issues.

Decision

1. That the disaggregation as set out in the appendices to the Programme Director's report be approved.
2. That the next steps to be delivered by the Shaping Dorset Council programme be agreed.
3. That a further report on the disaggregation of assets and liabilities be submitted in due course.

Reason for Decisions

To allow implementation planning to progress on schedule and for the budget setting work to continue with this critical input.

20. **HOME TO SCHOOL TRANSPORT AND POST 16 TRANSPORT ASSISTANCE POLICY 2019-20**

This item was deferred from this agenda to the next meeting of the Shadow Executive Committee on 21 August 2018.

Noted

21. **DECISION MAKING ACTIVITY OF DORSET COUNCILS**

The Committee received notification of the decision making activity of Dorset councils. There were no matters raised in respect of decision making of Dorset Council.

Noted

22. **EXEMPT BUSINESS**

Decision

That in accordance with Section 100 A (4) of the Local Government Act 1972, it was agreed to exclude the public from the meeting in relation to the following business as it was likely that if members of the public were present, there would be disclosure to them of exempt information as defined in Part 1 of Schedule 12A to the Act and the public interest in withholding the information outweighed the public interest in disclosing the information to the public.

23. **COMMISSIONING OF LEARNING DISABILITY CARE AND SUPPORT**

The Committee considered an exempt report by the Cabinet Member for Health and Social Care – Dorset County Council on the creation of a framework of speciality providers of Learning Disability Services for 2019-2024. The framework would provide for an increasing level of complex needs using a whole-life approach to give greater choice and opportunity to develop services with customers. There would be financial savings and transparent service prices which would be regularly reviewed. Arrangements would also be aligned as much as possible with Bournemouth, Christchurch and Poole, but it was recognised that they had a different approach to that of the Dorset area. The Dorset County Council Cabinet approved the recommendations in the Cabinet Member's report on 18 July 2018, subject to the views of the Shadow Executive Committee.

The Committee discussed the future of learning disability care and support, which included:

- Despite changes being discussed to health and social care on a national basis, it was recognised that the framework was needed and would not be changed as a result of national funding changes.
- There was an aspiration to provide as much support as possible for people within Dorset, but there would be exceptions as the Council was not in a position to be able to deal with all specialist cases.
- The Council was working in partnership with the Clinical Commissioning Group regarding community based health care.
- The budget for the framework and the service requirements were analysed in detail, but an emphasis was put on the importance and duty to provide the services to those in need.
- Efficiencies within the framework year on year were summarised, which would include the cost of care packages, freedom for users by using personalised budgets, and the introduction of 'micro-providers' particularly in rural areas. Pilots were underway in North Dorset at the Somerset border where a similar system was already in place.
- The risk management associated with a 'micro-provider' model in rural areas.
- The importance of improving and promoting communications around removing the stigma associated with benefits, which would include helping people claim, and providing advice and guidance for self-funders.
- Performance management of the framework which would be monitored in detail by the Brokerage Team.

Decision

That the Cabinet Members' report be supported.

24. **URGENT ITEMS**

There were no items of urgent business pursuant to section 100B (4) b) of the Local Government Act 1972 considered at the meeting.

Duration of meeting: 10.00 am - 12.15 pm

Chairman

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Shadow Dorset Council Shadow Executive Committee - Forward Plan - September 2018

For the period 17 SEPTEMBER 2018 to 31 MARCH 2019

Explanatory Note:

This Forward Plan contains future items to be considered by the Shadow Executive Committee. It is published 28 days before the next meeting of the Committee. The plan includes items for the meeting including key decisions. Each item shows if it is 'open' to the public or to be considered in a private part of the meeting.

Definition of Key Decisions

Key decisions are defined in the Shadow Dorset Council's Constitution as decisions of the Shadow Executive Committee which are likely to -

- (a) to result in the relevant local authority incurring expenditure which is, or the making of savings which are, significant having regard to the relevant local authority's budget for the service or function to which the decision relates (**Thresholds - Dorset County Council £500k and District and Borough Councils £100k**); or
- (b) to be significant in terms of its effects on communities living or working in an area comprising two or more wards or electoral divisions in the area of the relevant local authority."

to determining the meaning of "*significant*" for these purposes the Shadow Council will have regard to any guidance issued by the Secretary of State in accordance with section 9Q of the Local Government Act 2000 Act. Officers will consult with lead members to determine significance and sensitivity.

Private/Exempt Items for Decision

Each item in the plan above marked as 'private' will refer to one of the following paragraphs.

1. Information relating to any individual.
2. Information which is likely to reveal the identity of an individual.
3. Information relating to the financial or business affairs of any particular person (including the authority holding that information).
4. Information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between the authority or a Minister of the Crown and employees of, or office holders under, the authority.
5. Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.
6. Information which reveals that the shadow council proposes:-
 - (a) to give under any enactment a notice under or by virtue of which requirements are imposed on a person; or
 - (b) to make an order or direction under any enactment.
7. Information relating to any action taken or to be taken in connection with the prevention, investigation or prosecution of crime.

Subject / Decision	Decision Maker	Decision Due Date	Consultation	Background documents	Member / Officer Contact
Programme Highlight Report Key Decision - No Public Access - Open	Shadow Executive Committee	17 Sep 2018	<u>Consultees:</u> Members Services <u>Means of Consultation:</u> Task and Finish Groups Workshops Ongoing programme activity	None	Lead member - Leader of Shadow Dorset Council <i>Lead officer - Keith Cheesman, LGR Programme Director keith.cheesman@dorsetcc.gov.uk</i>
Forward Plan/Work Programme Key Decision - No Public Access - Open	Shadow Executive Committee	17 Sep 2018	<u>Consultees:</u> Shadow Executive Committee Dorset councils Programme Board <u>Means of Consultation:</u> Meetings	None	Lead member - Leader of Shadow Dorset Council <i>Lead officer - Lee Gallagher, Democratic Services Manager l.d.gallagher@dorsetcc.gov.uk</i>
Consolidated Medium Term Financial Plan / Financial Update Key Decision - Yes Public Access - Open	Shadow Executive Committee	17 Sep 2018	<u>Consultees:</u> Meetings <u>Means of Consultation:</u> Dorset Finance Officers Group Budget Task and Finish Group	None	Lead member - Councillor Jeff Cant <i>Lead officer - Jason Vaughan, Interim Section 151 Officer</i>
Future Operation of Leisure Facilities in Dorset Key Decision - Yes Public Access - Open	Shadow Executive Committee	17 Sep 2018	<u>Consultees:</u> None <u>Means of Consultation:</u> None	None	Lead member - Leader of Shadow Dorset Council <i>Lead officer - Rebecca Kirk, General Manager, Public Health and Housing - Purbeck District Council</i>
West Dorset - service/asset transfers to local councils Key Decision - Yes Public Access - Open	Shadow Executive Committee	17 Sep 2018	<u>Consultees:</u> West Dorset Town and Parish Councils <u>Means of Consultation:</u> West Dorset Programme Board	West Dorset District Council Strategy Committee report - 12 September 2017 and 14	Lead member - Councillor Jeff Cant <i>Lead officer - Stephen Hill, Strategic Director, Dorset Councils Partnership</i>

			(meetings with West Dorset Mayors & Town Clerks and WDDC Officers) West Dorset Town and Parish Council survey West Dorset Town and Parish Councils Clerk and Chairman Devolution Meeting on 2 May 2018	December 2017 Draft report to WDDC Strategy Committee - 20 August 2018 West Dorset Programme Board minutes	<i>shill@dorset.gov.uk</i>
Dorset Waste Partnership arrangements Key Decision - Yes Public Access - Open	Shadow Executive Committee	17 Sep 2018	<u>Consultees:</u> <u>Means of Consultation:</u>	None	Lead member - Councillor Anthony Alford <i>Lead officer - Karyn Punchard, Director of the Dorset Waste Partnership k.punchard@dorsetcc.gov.uk</i>
Dorset Council Branding Key Decision - Yes Public Access - Open	Shadow Executive Committee	17 Sep 2018	<u>Consultees:</u> Wider Member Engagement Task and Finish Group <u>Means of Consultation:</u> Meetings	None	Lead member - Councillor Rebecca Knox, Councillor Gary Suttle <i>Lead officer - Keith Cheesman, LGR Programme Director keith.cheesman@dorsetcc.gov.uk</i>
Response to Technical Consultation on the 2019/20 Local Government Finance Settlement Key Decision - No Public Access - Open	Shadow Executive Committee	17 Sep 2018	<u>Consultees:</u> Budget Task and Finish Group <u>Means of Consultation:</u> Meetings	None	Lead member - Councillor Tony Ferrari <i>Lead officer - Jason Vaughan, Interim Section 151 Officer</i>
Local Council Tax Support Scheme Key Decision - Yes Public Access - Open	Shadow Executive Committee	17 Sep 2018	<u>Consultees:</u> Dorset Finance Officers LGR Programme Board <u>Means of Consultation:</u> Meetings	None	Lead member - Councillor Tony Ferrari <i>Lead officer - Jason Vaughan, Interim Section 151 Officer</i>

<p>Business Rates Pilots</p> <p>Key Decision - No Public Access - Open</p>	Shadow Executive Committee	17 Sep 2018	<p><u>Consultees:</u> Budget Task and Finish Group</p> <p><u>Means of Consultation:</u> Meetings</p>	None	<p>Lead member - Councillor Tony Ferrari</p> <p><i>Lead officer - Jason Vaughan, Interim Section 151 Officer</i></p>
<p>Revenues and Benefits Partnership Working</p> <p>Key Decision - Yes Public Access - Open</p>	Shadow Executive Committee	17 Sep 2018	<p><u>Consultees:</u> None</p> <p><u>Means of Consultation:</u> None</p>	None	<p>Lead member - Councillor Tony Ferrari</p> <p><i>Lead officer - Keith Cheesman, LGR Programme Director keith.cheesman@dorsetcc.gov.uk</i></p>
<p>Budget 2019/20 and Medium Term Financial Forecast - Update and Consultation</p> <p>Key Decision - Yes Public Access - Open</p>	Shadow Executive Committee	15 Oct 2018	<p><u>Consultees:</u> Budget Task and Finish Group</p> <p><u>Means of Consultation:</u> Meetings</p>	None	<p>Lead member - Councillor Tony Ferrari</p> <p><i>Lead officer - Jason Vaughan, Interim Section 151 Officer</i></p>
<p>Home to School Transport and Post 16 Transport Assistance policy 2019/20</p> <p>Key Decision - Yes Public Access - Open</p> <p>(Decision referred from Dorset County Council)</p>	Shadow Executive Committee	12 Nov 2018	<p><u>Consultees:</u> All Schools, neighbouring local authorities, all town and parish councils, all County Council members, parents and carers</p> <p><u>Means of Consultation:</u> Email to stakeholders; all district/town/parishes; members; all schools Information on County Council Admissions webpages</p>	Home to School Transport Assistance Eligibility Policy for Children and Young People Attending School 2019/20 Dorset Post 16 Transport Support Policy 2019/20	<p>Lead member - Councillor Daryl Turner</p> <p><i>Lead officer - Debbie Ward, Chief Executive - Dorset County Council d.ward@dorsetcc.gov.uk</i></p>
<p>Disaggregation Update</p> <p>Key Decision - No Public Access - Open</p>	Shadow Executive Committee	12 Nov 2018	<p><u>Consultees:</u> Budget Task and Finish Group</p> <p><u>Means of Consultation:</u> Meetings</p>	None	<p>Lead member - Councillor Tony Ferrari</p> <p><i>Lead officer - Jason Vaughan, Interim Section 151 Officer</i></p>

<p>Electoral Arrangements and Councillor Induction 2019</p> <p>Key Decision - Yes Public Access - Open</p>	<p>Shadow Executive Committee</p>	<p>12 Nov 2018</p>	<p><u>Consultees:</u> Dorset Electoral Administrators Group</p> <p><u>Means of Consultation:</u> Meetings</p>	<p>Election Project Plan</p>	<p>Lead member - Councillor Spencer Flower</p> <p><i>Lead officer - Jonathan Mair, Interim Monitoring Officer</i> <i>j.e.mair@dorsetcc.gov.uk</i></p>
<p>Policy Framework</p> <p>Key Decision - Yes Public Access - Open</p>	<p>Shadow Executive Committee</p> <p>Shadow Dorset Council</p>	<p>12 Nov 2018</p> <p>20 Feb 2019</p>	<p><u>Consultees:</u> Governance Task and Finish Group Dorset Monitoring Officers Group</p> <p><u>Means of Consultation:</u> Meetings</p>	<p>None</p>	<p>Lead member - Councillor Spencer Flower</p> <p><i>Lead officer - Matt Prosser, Interim Head of Paid Service</i> <i>mprosser@dorset.gov.uk</i></p>
<p>Making of Consequential Order relating to Civic Functions</p> <p>Key Decision - Yes Public Access - Open</p>	<p>Shadow Executive Committee</p>	<p>10 Dec 2018</p>	<p><u>Consultees:</u> Governance Task and Finish Group Monitoring Officers Group</p> <p><u>Means of Consultation:</u> Meetings</p>	<p>None</p>	<p>Lead member - Councillor Spencer Flower</p> <p><i>Lead officer - Jonathan Mair, Interim Monitoring Officer</i> <i>j.e.mair@dorsetcc.gov.uk</i></p>
<p>Budget 2019/20 and Medium Term Financial Forecast - Update</p> <p>Key Decision - No Public Access - Open</p>	<p>Shadow Executive Committee</p>	<p>7 Jan 2019</p>	<p><u>Consultees:</u> Budget Task and Finish Group</p> <p><u>Means of Consultation:</u> Meetings</p>	<p>None</p>	<p>Lead member - Councillor Tony Ferrari</p> <p><i>Lead officer - Jason Vaughan, Interim Section 151 Officer</i></p>
<p>Council Tax Discounts, Long Term Empty Charges</p> <p>Key Decision - Yes Public Access - Open</p>	<p>Shadow Executive Committee</p>	<p>7 Jan 2019</p>	<p><u>Consultees:</u> Budget Task and Finish Group</p> <p><u>Means of Consultation:</u> Meetings</p>	<p>None</p>	<p>Lead member - Councillor Tony Ferrari</p> <p><i>Lead officer - Jason Vaughan, Interim Section 151 Officer</i></p>

<p>Business Rates Relief</p> <p>Key Decision - Yes Public Access - Open</p>	<p>Shadow Executive Committee</p>	<p>7 Jan 2019</p>	<p><u>Consultees:</u> Budget Task and Finish Group</p> <p><u>Means of Consultation:</u> Meetings</p>	<p>None</p>	<p>Lead member - Councillor Tony Ferrari</p> <p><i>Lead officer - Jason Vaughan, Interim Section 151 Officer</i></p>
<p>Insurance Arrangements</p> <p>Key Decision - Yes Public Access - Open</p>	<p>Shadow Executive Committee</p>	<p>7 Jan 2019</p>	<p><u>Consultees:</u> Budget Task and Finish Group</p> <p><u>Means of Consultation:</u> Meetings</p>	<p>None</p>	<p>Lead member - Councillor Tony Ferrari</p> <p><i>Lead officer - Jason Vaughan, Interim Section 151 Officer</i></p>
<p>Constitution - Dorset Council</p> <p>Key Decision - Yes Public Access - Open</p>	<p>Shadow Executive Committee</p> <p>Shadow Dorset Council</p>	<p>14 Jan 2019</p> <p>20 Feb 2019</p>	<p><u>Consultees:</u> Governance Task and Finish Group Monitoring Officers Group</p> <p><u>Means of Consultation:</u> Meetings</p>	<p>None</p>	<p>Lead member - Councillor Spencer Flower</p> <p><i>Lead officer - Jonathan Mair, Interim Monitoring Officer j.e.mair@dorsetcc.gov.uk</i></p>
<p>Members Allowances Scheme 2019/2020</p> <p>Key Decision - Yes Public Access - Open</p>	<p>Shadow Executive Committee</p>	<p>14 Jan 2019</p>	<p><u>Consultees:</u> Independent Remuneration Panel Governance Task and Finish Group Monitoring Officers Group</p> <p><u>Means of Consultation:</u> Meetings</p>	<p>None</p>	<p>Lead member - Councillor Spencer Flower</p> <p><i>Lead officer - Jonathan Mair, Interim Monitoring Officer j.e.mair@dorsetcc.gov.uk</i></p>
<p>Transition Period Plan (operating arrangements and interim transition)</p> <p>Key Decision - Yes Public Access - Open</p>	<p>Shadow Executive Committee</p>	<p>14 Jan 2019</p>	<p><u>Consultees:</u> Governance Task and Finish Group</p> <p><u>Means of Consultation:</u> Meetings</p>	<p>None</p>	<p>Lead member - Leader of Shadow Dorset Council</p> <p><i>Lead officer - Keith Cheesman, LGR Programme Director keith.cheesman@dorsetcc.gov.uk</i></p>

<p>Legal and Democratic Operating Model</p> <p>Key Decision - Yes Public Access - Open</p>	<p>Shadow Executive Committee</p>	<p>14 Jan 2019</p>	<p><u>Consultees:</u> Governance Task and Finish Group Monitoring Officers Group</p> <p><u>Means of Consultation:</u> Meetings</p>	<p>None</p>	<p>Lead member - Councillor Spencer Flower</p> <p><i>Lead officer - Jonathan Mair, Interim Monitoring Officer</i> <i>j.e.mair@dorsetcc.gov.uk</i></p>
<p>Corporate Plan</p> <p>Key Decision - Yes Public Access - Open</p>	<p>Shadow Executive Committee</p> <p>Shadow Dorset Council</p>	<p>11 Feb 2019</p> <p>20 Feb 2019</p>	<p><u>Consultees:</u> None</p> <p><u>Means of Consultation:</u> None</p>	<p>None</p>	<p>Lead member - Leader of Shadow Dorset Council</p> <p><i>Lead officer - Matt Prosser, Interim Head of Paid Service</i> <i>mprosser@dorset.gov.uk</i></p>
<p>2019/2020 Budget</p> <p>Key Decision - Yes Public Access - Open</p>	<p>Shadow Executive Committee</p> <p>Shadow Dorset Council</p>	<p>11 Feb 2019</p> <p>20 Feb 2019</p>	<p><u>Consultees:</u> Public and Business Sector Councillors Budget Task and Finish Group Dorset Finance Officers Group</p> <p><u>Means of Consultation:</u> Meetings Public and Business Sector Consultation</p>	<p>None</p>	<p>Lead member - Councillor Tony Ferrari</p> <p><i>Lead officer - Jason Vaughan, Interim Section 151 Officer</i></p>
<p>Capital Strategy</p> <p>Key Decision - Yes Public Access - Open</p>	<p>Shadow Executive Committee</p>	<p>11 Feb 2019</p>	<p><u>Consultees:</u> Budget Task and Finish Group</p> <p><u>Means of Consultation:</u> Meetings</p>	<p>None</p>	<p>Lead member - Councillor Tony Ferrari</p> <p><i>Lead officer - Jason Vaughan, Interim Section 151 Officer</i></p>
<p>Treasury Management Strategy</p> <p>Key Decision - Yes Public Access - Open</p>	<p>Shadow Executive Committee</p>	<p>11 Feb 2019</p>	<p><u>Consultees:</u> Budget Task and Finish Group</p> <p><u>Means of Consultation:</u> Meetings</p>	<p>None</p>	<p>Lead member - Councillor Tony Ferrari</p> <p><i>Lead officer - Jason Vaughan, Interim Section 151 Officer</i></p>

<p>Local Council Tax Support Scheme</p> <p>Key Decision - Yes Public Access - Open</p>	<p>Shadow Executive Committee</p>	<p>11 Feb 2019</p>	<p><u>Consultees:</u> Budget Task and Finish Group</p> <p><u>Means of Consultation:</u> Meetings</p>	<p>None</p>	<p>Lead member - Councillor Tony Ferrari</p> <p><i>Lead officer - Jason Vaughan, Interim Section 151 Officer</i></p>
<p>Financial Regulations</p> <p>Key Decision - Yes Public Access - Open</p>	<p>Shadow Executive Committee</p>	<p>11 Feb 2019</p>	<p><u>Consultees:</u> Budget Task and Finish Group</p> <p><u>Means of Consultation:</u> Meetings</p>	<p>None</p>	<p>Lead member - Councillor Tony Ferrari</p> <p><i>Lead officer - Jason Vaughan, Interim Section 151 Officer</i></p>
<p>Weymouth Town Council</p> <p>Key Decision - Yes Public Access - Open</p>	<p>Shadow Executive Committee</p>	<p>11 Mar 2019</p>	<p><u>Consultees:</u> None</p> <p><u>Means of Consultation:</u> None</p>	<p>None</p>	<p>Lead member - Leader of Shadow Dorset Council</p> <p><i>Lead officer - Keith Cheesman, LGR Programme Director keith.cheesman@dorsetcc.gov.uk</i></p>

Shadow Dorset Council

Date of Meeting	21 August 2018
Subject of Report	Programme Highlight Report – August 2018
Executive Summary	This report provides a brief update on progress since the July meeting, sets out some changes to reporting format for future updates, including providing a current overview of the milestone plan.
Budget Implications	None.
Recommendation	That the Shadow Executive Committee: 1) Notes the progress made as described 2) Agree the reporting formats set out in section 4 for future reporting
Appendices	none
Report Originator	Name: Keith Cheesman, Programme Director Contact: 01305 221227

1 Introduction

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

2 Programme Progress Summary

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

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

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

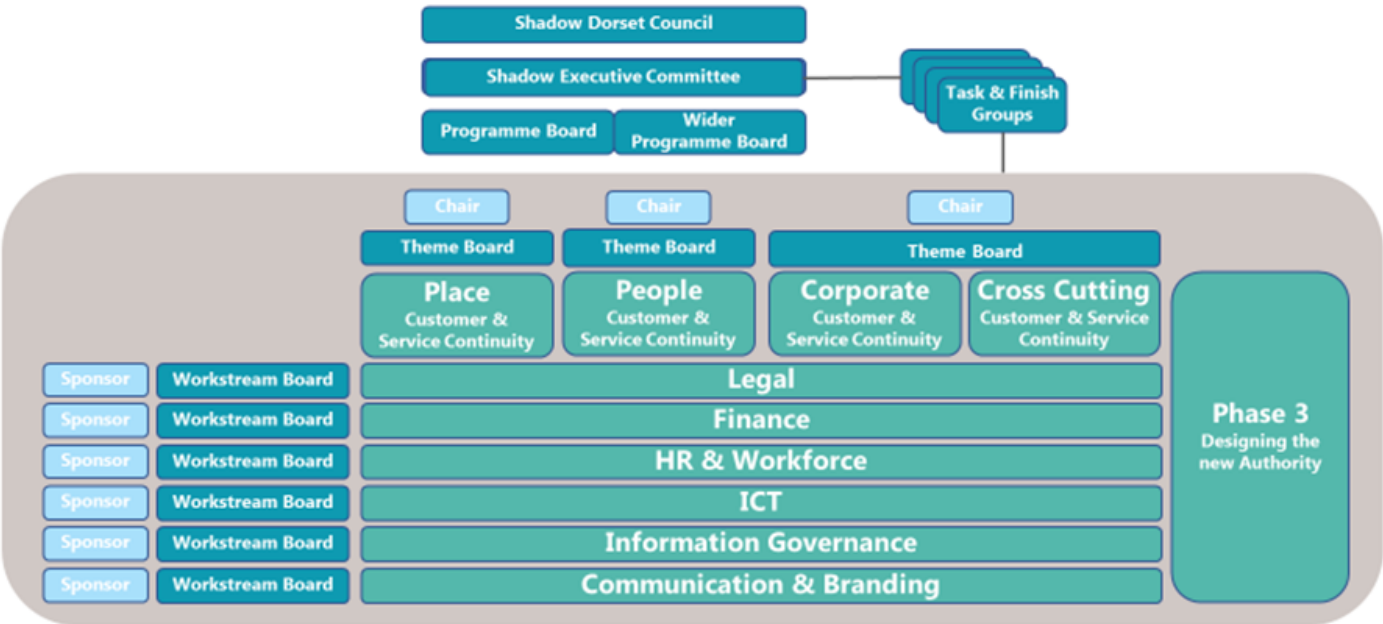
3 Programme Governance

The Programme Board now has two formats, each meeting in fortnightly cycles – one week with the chief executives, interim officers and programme director and in the alternate week as a Wider Programme Board which adds tier 2 officers from across the preceding councils. The wider board brings greater ownership of the programme to the senior management layer, ensuring greater visibility of the changes and progress, in readiness for the imminent transition to the new council. This will also provide insight and stability to the service operation and increase knowledge of the preceding councils' arrangements to a wider forum, which will reduce or minimise the risk of a break in service continuity.

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

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

The resultant structure is illustrated as follows:



4 Programme Reporting

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

4.1 Programme Overview Report

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

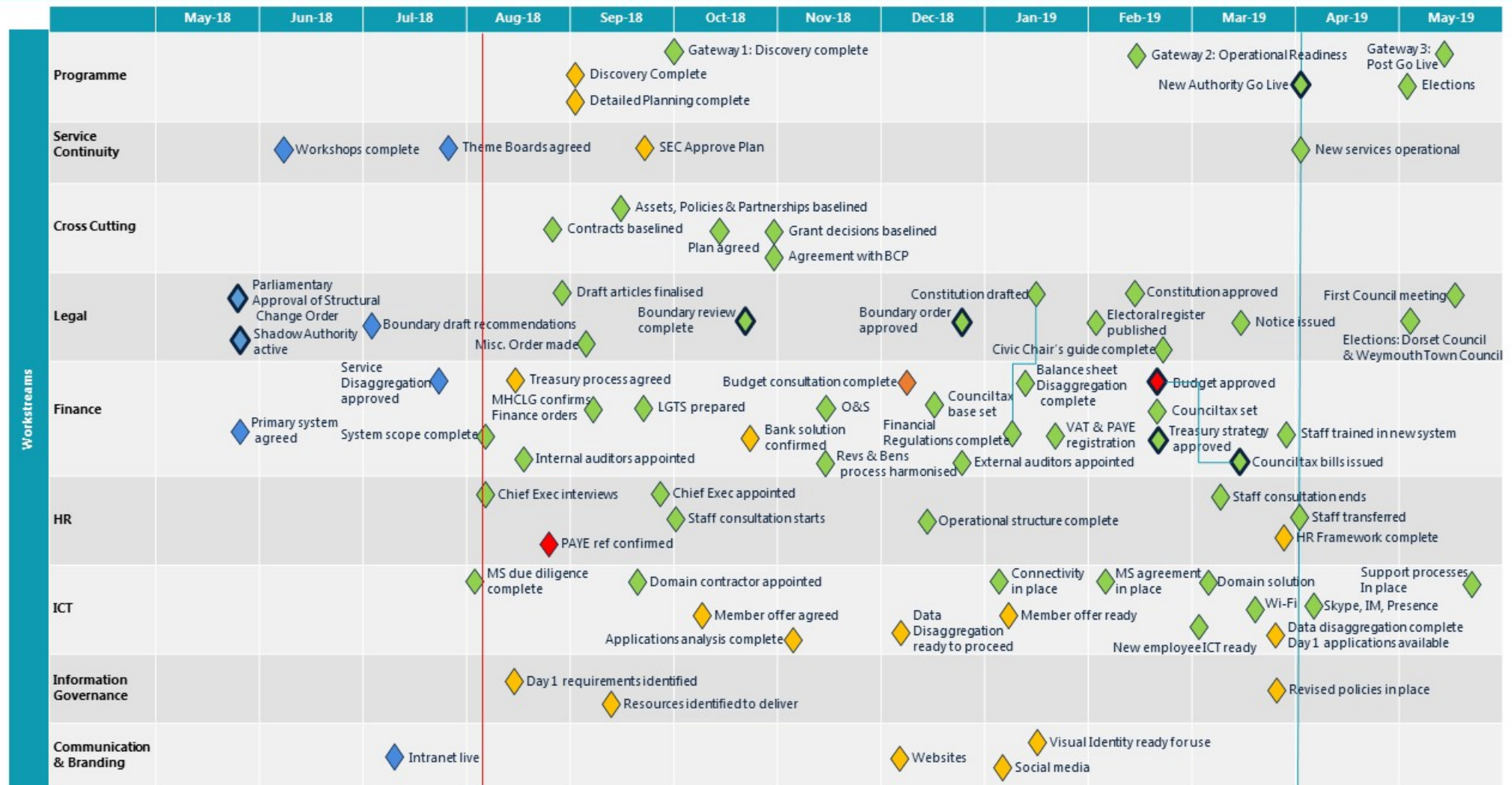
OVERALL PROGRAMME STATUS – 13 AUGUST

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

4.2 Key Programme Headline Milestones

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

Programme Milestone Plan



4.3 Phase 2 Workstreams Report Format

WORKSTREAM NAME - STATUS UPDATE

Workstream Sponsor:
Project Manager:

Date:

Workstream RAG



Overall Workstream Summary

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

Key Initiative Achievements (This Week)

Describe key achievements this week

Next milestones

Milestone	RAG	Due Date	Target Date
Milestone name			

Key Initiative Activities (Planned Next Week)

Describe key achievements for next week

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

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

Shadow Dorset Council

Date of Meeting	21 August 2018
Officer	Jason Vaughan, Interim Section 151 Officer
Subject of Report	Financial Strategy
Executive Summary	The report sets out the Financial Strategy that is being used to develop the 2019/20 budget proposals.
Impact Assessment:	Equalities Impact Assessment: None
	Use of Evidence: None
	Budget: None
	Risk Assessment: Having considered the risks associated with this decision using the LGR approved risk management methodology, the level of risk has been identified as: Current Risk: HIGH Residual Risk MEDIUM
	Other Implications: None
Recommendation	1. To approve the Financial Strategy as a basis of balancing the 2019/20 budget.

	<p>2 That the Shadow Executive supports the proposals in the Finance Settlement Technical consultation for removal of negative RSG for 2019/20 and tasks the interim Section 151 Officer with responding to the consultation.</p> <p>3. That the approach to Member engagement on the budget as set out in the report is approved.</p>
Reason for Recommendation	To enable the development of budget proposals that will balance the 2019/20 budget.
Appendices	Appendix A – Financial Strategy
Background Papers	Reports to the Budget Task & Finish Group
Officer Contact	<p>Name: Jason Vaughan Tel:01305 838233 Email: jvaughan@dorset.gov.uk</p>

1. Background

- 1.1 The new unitary Dorset Council comes into existence in April 2019, however, the budget will need to be set in February 2019. This requires the finances of 6 existing councils to be combined to give the overall position. However, the position is further complicated with the disaggregation of the County Council functions for Christchurch and the creation of a new town council in Weymouth.
- 1.2 The 6 sovereign councils are in very different financial positions in relation to budget gaps, reserves and future years' demands. There are 4 different finance systems, finance teams, budget setting processes and Section 151 Officers across the 6 councils. Therefore producing a single unified 2019/20 budget is going to be challenging.

2. Budget Task & Finish Group

- 2.1 At the meeting in March 2018, the Joint Committee received a high-level medium term financial forecast, based on the published plans of the County Council and the five district/borough councils. The Joint Committee indicated it wanted the work on the medium term financial plan for Dorset Council to be developed, as a lead-in to the main budget preparation work, which will take place during the summer of 2018. The Joint Committee formed a task and finish group of Councillors to assist with the development of the budget and to assist in identifying ways of closing the projected budget gap for the new Council. It is the responsibility of the Shadow Executive to recommend a budget to the Shadow Council.

3. Medium Term Financial Forecast

- 3.1 As part of the budget setting process for the current year, each council produced a forecast of the budget gap for 2019/20. These were based upon the individual councils continuing and are therefore the starting point for producing the Dorset Council forecast for 2019/20. Although the individual council forecasts were produced using slightly different assumptions, the Section 151 Officers have reviewed them and concluded that the differences are quite minor and not material. Therefore the starting point in producing a forecast for the new Dorset Council is to add the individual council forecasts together.

Medium Term Financial Forecast

	2019/20	2020/21	Total
Forecast	£000's	£000's	£000's
Dorset CC	16,500	7,600	24,100
East Dorset DC	527	466	993
North Dorset DC	648	315	963
Purbeck DC	360		360
West Dorset DC	188	198	386
Weymouth & Portland BC	890	411	1,301
Budget Gap	19,113	8,990	28,103

- 3.2 The individual council forecasts assume the maximum council tax increases allowed under the referendum principles and in line with government funding assumptions. The issue of council tax harmonisation for the new Dorset Council needs to be agreed at both

local and national level. The potential loss of council tax if the approach of maintaining the total amount of council tax collected from the individual councils is not adopted is estimated to be just over £6m to the on-going base budget. The situation is further complicated with the establishment of a Town Council for Weymouth which will have an impact upon council tax levels and yield for 2019/20.

- 3.3 The work on service disaggregation of the Dorset County Council budget has been completed and identified that £1.291m of net costs that would fall upon the new Dorset Council unitary. This is in line with the Local Partnership model.
- 3.4 Work is continuing on the disaggregation of the balance sheet and the development of a TUPE list. This has highlighted the issue of 'stranded' costs and initial work has identified that these could be in excess of £7m. Work is currently being undertaken on identify solutions in order reduce the financial impact upon the council.
- 3.5 The initial forecast assumes the full delivery of any savings programmes built into individual council's 2018/19 base budgets and that there are no overspends due to the existing base budget being inaccurate. The latest budget monitoring report (month 2) for Dorset County Council indicates a potential overspend of £3.7m for the current year which is largely linked to the non-delivery of items in the Forward Together Programme. This could have an adverse impact upon the forecast budget gap for 2019/20 if this is not addressed during the current year. Monitoring of all councils 2018/19 budgets will therefore be vital and tackling any underlying issues will be essential if further savings are to be avoided.
- 3.6 A key financial discipline for the new Council will be to plan its finances over the medium term rather than focusing on annual budgeting. It is recognised that there are significant practical difficulties in doing this for 2019/20 given our unique circumstances of bringing 6 organisations together in a short timeframe and the requirements to set a robust budget by February 2019. However, this should remain the ambition as it is an essential part of creating a financially sustainable organisation. Once the 2019/20 budget has been set and the new organisation created in April 2019 it will be essential to develop financial forecasts and plans for future years. In order to help assess the picture going forward a financial model is being developed with which will estimate and model resources to 2024/25. This timescale fits in with some of the financial modelling that the LGA is currently trialling.
- 3.7 Forecasting resources over the medium term will provide an outline of the resourcing envelope which then helps shape the pace and direction of the transformation plans. This will then ensure that the two are combined and dovetail in order to deliver the political vision developed for the new organisation.

4. Financial Strategy

- 4.1 The Financial Strategy needs to reflect both the political vision and organisation design principles. The Strategy should also link with and reflect the organisation transformation plan. Given these unique circumstances that we currently find ourselves in, the Financial Strategy is based upon delivering the following:
 - A balanced 2019/20 budget
 - Setting the financial foundations in order to build a successful and financially sustainable council

- Funding the costs of converging 6 councils into one new organisation and delivering the benefits set out in the savings from the 'convergence' phase identified in the business case provided by Local Partnerships
- Ensuring there is enough resource clearly identified to carry out future 'transformation' which will be required in order to deliver future years savings and increased income so that the budget is balanced to 2025.

4.2 The intent of the Financial Strategy is to set out the themes and categories that we will look to further develop as a means of delivering the budget and any underlying actions that need to be taken. The headings in the financial strategy are:

- Efficiency Savings – are made when you are able to provide the same level of service at a reduced cost by removing duplication, improved performance from contract spend etc. So a major feature of this for Dorset Council will be the delivery of the savings from converging 6 Councils into one which Local Partnerships estimated to be £13.6m over a period of time.
- Service Levels – is concerned with making strategic choices over what level of service is required. Some services that the Council provides are classed as being statutory i.e. the Council has a legal duty to provide them, whereas others are discretionary in that the Council actively chooses to provide them. With all services regardless of whether they are statutory or discretionary, there is usually a choice over the service standard that is to be provided. There is an issue of the sovereign Councils currently providing different levels of service which will need to be addressed.
- Alternative Service Delivery – is about focusing on a current service and reviewing if that service could be provided in a different way and produce savings as a result
- Asset Management – is concerned with how the Council manages its assets effectively and efficiently
- Financing of Activities – is concerned with looking at the options for the funding of activities such as reserves, revenue, capital, borrowing, forward funding etc.
- Income Generation - is concerned with income from all sources including fees & charges, investment income, business rates and council tax

4.3 The Financial Strategy is set out in Appendix A.

5. Member Engagement

5.1 The formal budget setting process will involve members on the Shadow Executive and the Shadow Scrutiny Committee considering the budget proposals prior to them being considered by the Shadow Council in February 2019. The approval of the budget in February is the subject of a recorded vote and it is therefore vital that there is a good level of member understanding and engagement.

5.2 It is therefore proposed that there is a series of 3 Budget Briefings which will be open to all members of the Shadow Council. These will be on 19 September, 12 December and 12 February with each briefing being repeated so that there is both a day time and evening event. If the Shadow Executive approves this approach then dates and arrangements will be set up and members notified shortly.

5.3 A consultation process for the 2019/20 budget is being developed to ensure appropriate public, business and stakeholder engagement.

6. Developing the 2019/20 Budget

6.1 Each council has its own budget setting process, supported by its own finance team using their own financial systems. The task facing Dorset Council is to join this up prior to the formation of the new organisation. This will be done by the formation of a 'virtual' budget group made up of staff from all of the Councils working together to ensure a consistent approach. The group has met and agreed upon the assumptions underpinning the detailed 2019/20 budget estimates.

6.2 Work is currently being progressed across all councils to update their financial estimates and develop an initial draft budget. This will be considered by the Budget Task & Finish Group during September and reported to this Committee in October.

6.3 On 24 July MHCLG published a technical consultation on the 2019/20 local government finance settlement with a deadline of 18 September 2018. For Dorset Council the proposal to remove negative Revenue Support Grant (RSG) would have a financial benefit of £11m. There is also a proposal to increase the 'deadweight' used in the calculation of New Homes Bonus funding but there are no details of final proposals. It is likely that this would have an adverse impact but until the national picture is assessed we do not know. A briefing on the consultation paper was provided at the Budget Task & Finish Group meeting on 1 August.

6.4 The clear focus of the 2019/20 budget will be to protect frontline services as far as possible by delivering the efficiency savings from being one council and increasing income.

7. Capital Budget

7.1 Work will shortly be undertaken to bring together existing programmes from each of the sovereign councils. Part of this process will be to identify future disposals and the level of capital receipts available. The options around flexible use of capital receipts to support transformation will be explored.

7.2 Work will also start on identifying any potential new schemes for Dorset Council. These will need to be prioritised and assessed against the level of funding available. It is important that during this period of substantial change schemes are assessed against the Committee priorities given the limited availability of funding.

8. Reserves

8.1 An initial estimate of the risk based assessment of the minimum level of general reserves has been undertaken and identified that the minimum level of reserves should be set at £20m for the new council. This estimate will be reviewed and refined as part of the

budget setting process and will need to reflect the risks within the final 2019/20 budget proposals.

- 8.2 As part of developing the budget proposals it would be prudent to allow for a contingency within the base revenue budget. This approach is designed to enable the risks associated with the uncertainty and process to be effectively managed.
- 8.3 The business case produced by Local Partnerships identified once-off costs associated with the convergence of the 6 Councils into one were in the region of £13.2m. This estimate will be reviewed in the light of the 2019/20 budget proposed. Some allowance for the convergence costs has been made within the sovereign council's plans and the current level of uncommitted reserves would mean that this could be fully funded.
- 8.4 In addition the PWC case for change identified that once-off costs of investing in transformation would be £18m to £27m. The initial analysis shows that there are not enough reserves to fully fund this. Consideration is therefore needed as to how the transformation programme could be funded.

9. **Financial Sustainability**

- 9.1 The National Audit Office recently produced a report on the financial sustainability of local authorities which set out how councils had responded to reductions in funding over the decade. The various reports into Northamptonshire County Council highlight some of the issues and challenges facing local authorities. There are concerns about a small number of councils' financial sustainability going forward. CIPFA are currently consulting upon a local authority financial resilience index which will assist in identifying authorities at 'risk'. It is important that Dorset Council deals with this issue and adopts approaches that should ensure its future financial sustainability.
- 9.2 For Dorset Council, the approach it adopts to balancing the 2019/20 budget, will set the foundations for its future financial sustainability. A key principle is that on-going expenditure should not be supported from once-off sources of funding. It should therefore adopt the approach of medium term financial planning rather than viewing the budget as an annual process. These basic financial disciplines are at the heart of creating a financially sustainable organisation.

Dorset Council

Appendix A

Financial Strategy

July 2018

Financial Strategy

Introduction

1. The Financial Strategy sets out how Dorset Council will plan its finances in order to meet its strategic priorities. The strategy sets out the actions that need to be undertaken in order to deliver a balanced budget for 2019/20.
2. This Medium Term Financial Strategy (MTFS) provides a framework for budget setting. It explains the financial context and the targets, as well as the financing mechanisms available to the Council. This strategy does not detail how individual savings will be made, nor how categories of additional income will be achieved. Nevertheless it describes the scope of the work required, and taking place, to balance the budget.
3. The overriding principle will be to deliver a balanced budget for 2019/20 and to set the solid foundations which will enable longer term financial sustainability. The Strategy recognises that 2019/20 will be an unusual year as it brings the 6 sovereign councils together in a short timeframe.
4. In developing a balanced budget it is important that once-off sources of funding are not used to fund on-going expenditure and this will create further pressure in the following year and will limit the Councils ability to fund its transformation programme.
5. The Strategy will help Dorset Council establish a culture of excellent financial management and a strategic approach to medium term financial planning rather than having a short term annual focus.
6. The £13.6m annual savings identified by Local Partnerships were based upon the efficiencies that could be achieved by convergence of the 5 district/borough councils and county council into one organisation. They do not include any transformation savings and the estimated implementation costs were £13.2m
7. The Case for Change report prepared by Price Waterhouse Coopers suggested the transformation of services could increase the savings from the reorganisation to £22m or even £33m per annum by the once-off investment of £18m or £27m respectively.
8. Whilst Members have indicated their desire for the transformation of services, the delay in the decision from the Secretary of State will affect the ability of the new Council to transform its services at the same time as the transition to the new Council. Therefore the strategy for 2019/20 is to focus upon convergence and the savings and opportunities that come from these. Future years will then build in the transformational savings as we develop the full plan and align this to the Medium Term Financial Forecast up until 2025.

Efficiency Savings

9. This part of the strategy focuses on savings made from the removal of duplication as a result of converging the 6 councils into 1 new organisation plus changes such as digital and improved contract management. These are new savings available from creating a single organisation and could not be achieved within the existing councils.

Staffing

10. The Business Case from Local Partnerships identified the biggest saving item of £10.1million on an on-going basis would be achieved by reducing the consolidated staffing basis of the councils forming the new Dorset Council. The saving is a combination of avoiding duplication in the cost of management and through economies of scale in service delivery. It was recognised in the business case that this would take 2 years to fully achieve.
11. The proposals in this section are being used for financial planning purposes only and should not be seen as prejudicing the independent consideration of the organisation structure and its associated harmonised pay and grading arrangements.
12. At this stage the complete salary information upon which to base the 2019/20 budget is being worked on and will be finalised at the end of August. This is due to the dependency upon the disaggregation process for the Christchurch area and Weymouth Town Council. Staff savings protocols will need to be confirmed once all of the relevant information is available and an assessment of how much can be built into the 2019/20 budget and future years will be required.
13. In order to facilitate the savings from this area a vacancy control process will be put in place. This will seek to ensure that the 12.5% natural reduction in posts that would otherwise be made redundant is achieved in line with the Local Partnerships business case. It will also seek to mitigate any short term service needs that need to be addressed.
14. The use of a voluntary/deferred redundancy process is an important management tool in achieving the savings targets. Any process does however, need to be used carefully and directed at appropriate areas in order to ensure value for money is achieved and that any approvals are in line with the policy once established.
15. The business case from Local Partnerships assumed that a new pay and grading structure would be cost neutral in the medium term. An assessment will need to be made to determine any impact upon the 2019/20 budget.

Democratic Representation

16. The reduction in the number of councillors following the election in May 2019 was estimated to achieve savings of £600,000 by Local Partnerships. This will need to be reviewed and updated in the light of the decisions of the remuneration panel.

Base Budget Review

17. Each of the sovereign councils has now closed down their 2017/18 accounts. Therefore the finance teams in each council are now able to review this detail, alongside previous years' data to identify any on-going savings or increased income that could be built into the 2019/20 budget. The process should help identify duplication within budgets such as external audit fees, subscriptions etc. which can be removed and taken as savings.

18. This process will also ensure that the base budget assumptions in each sovereign council are robust and that the 2019/20 budget is built upon solid foundations.

Common Financial Policies

19. This element will focus upon establishing the optimum financial policies for the new council within the requirements of the financial orders which is likely to be within 2 years. It covers such things as Local Council Tax Support Scheme, Business Rates Discounts and Reliefs, charges for empty properties and second homes.

Service Levels

20. This element of the Financial Strategy is concerned with making strategic choices over what level of service is required. Some services that the Council provides are classed as being statutory i.e. the Council has a legal duty to provide them, whereas others are discretionary in that the Council actively chooses to provide them. With all services regardless of whether they are statutory or discretionary, there is usually a choice over the service level that is to be provided and the manner in which it is delivered.
21. It is recognised that any changes to services need to be managed and carried out as part of a transformation programme. Local Partnerships identified through service benchmarking that £2.3m of savings could be achieved. The breakdown of the service convergence savings that they identified was:-

Savings from Services:-	
Planning	0.4
Cultural & Related Services	0.1
Environment & Regulatory Services	1.6
Waste	0.2

Alternative Service Delivery

22. This element of the Financial Strategy is about focusing on a current service and reviewing if that service could be provided in a different way and produce savings as a result. This work is clearly part of a transformation programme and therefore no specific savings targets have been set for 2019/20. This will be reviewed once the political Vision and new organisation has agreed its operating model. Once this has been developed savings for future years can be included within the Financial Strategy.

Asset Management

23. This element of the Financial Strategy is concerned with how the Council manages its assets effectively and efficiently.
24. The business case produced by Local Partnerships identified that annual savings of £200,000 from property could be achieved. It further identified that capital receipts across the 2 unitaries could be achieved from the rationalisation of accommodation. It would be reasonable to estimate that based upon 50% of this being for Dorset Council that capital receipts of between £8.5m to £12.5m could be achieved. The generation of capital receipts and commercial income returns are a key element for the funding of the future Transformation Programme.

Financing of Activities

25. This element is concerned with options for funding activities such as the use of reserves, revenue, capital, borrowing, forward funding etc.

26. The Local Partnerships business case identified convergence costs of £13.2m and the work by PWC identified transformation costs of a further £18m to £27m. By managing its finances on an 'holistic' basis the new Council will need to identify the most appropriate way of funding these items.

Income Generation

27. This covers the whole spectrum of income to the Council from all sources including government grant, fees & charges, investment income, business rates and council tax.

Negative Revenue Support Grant (RSG)

28. The Government has previously announced that it will be consulting on the issue of negative RSG. For 2019/20, this amounts to £11m of reductions in funding for Dorset Council. Therefore, this is a key area of the financial strategy where the approach should be to lobby and campaign to get this removed for 2019/20. Nationally this would benefit 158 local authorities and cost the government £153m. It is unlikely that this could be removed on a permanent basis given the on-going cost combined with the planned significant funding changes in 2020/21.

Council Tax

29. Council tax harmonisation in 2019/20 is worth £6m for the new Dorset Council. Discussions are on-going with MHCLG about maintaining the total amount collected by the individual sovereign councils for the benefit of Dorset Council.
30. Operational activities such as undertaking reviews of Single Person Discounts, direct debit campaigns and e-billing will continue.

Business Rates Retention

31. Moving from 6 councils into one enables and requires a review of provisions and budgets across the councils and provides some opportunities to build in further business rates income for 2019/20. LG Futures have been engaged to model the impact and review options.
32. There is also the potential to bid to the Government to be a business rates retention pilot authority for 2019/20. As part of their work LG Futures will also assess this option.

Fees & Charges

33. Fees and charges are either set nationally or determined locally by the individual sovereign council. Where they are set locally they need to be aligned where possible in order to ensure that there is the same charge for the same service e.g. building control, pre-planning advice and land charges. This does not mean that all parking charges will be aligned as there are already different charges depending on the location and there will need to be integration between on and off-street parking. This will be considered as part of the transformation phase.
34. All general fees and charges that are locally determined would be expected to be increased by the September CPI figure unless there is specific reason for not doing so.

Treasury Management

35. There is a significant variation in the investment income generated by the sovereign councils. Dorset Council will need to set out its risk appetite which will be used to align current practices and provide opportunities to increase income.

New Homes Bonus

36. The sovereign councils have adopted slightly different accounting approaches to how much of the funding from this that they incorporate within their budgets. A consistent approach will be adopted for Dorset Council. There is also the opportunity to improve future years funding by undertaking an exercise to reduce the number of empty properties recorded in each council at the end of October 2018.

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Shadow Dorset Council

Date of Meeting	21 August 2018
Officer	Jason Vaughan, Interim Section 151 Officer
Subject of Report	Appointment of Internal Auditors
Executive Summary	To appoint SWAP Ltd as the internal auditors for Dorset Council from April 2019 in order to ensure compliance with the legal requirements concerning internal audit. This will provide some service continuity as they are the current providers for Dorset CC, North Dorset DC, West Dorset DC and Weymouth & Portland BC. East Dorset DC and Purbeck DC currently have in-house provision for this service.
Impact Assessment:	<p>Equalities Impact Assessment:</p> <p>None</p>
	<p>Use of Evidence:</p> <p>None</p>
	<p>Budget:</p> <p>This is within the existing budgetary provision of the Dorset Councils and will deliver future savings</p>
	<p>Risk Assessment:</p> <p>Having considered the risks associated with this decision using the LGR approved risk management methodology, the level of risk has been identified as: Current Risk: LOW Residual Risk LOW</p>
	<p>Other Implications:</p> <p>There are potential TUPE implications for internal audit staff employed in Purbeck and East Dorset Councils.</p>
Recommendation	1. That SWAP Ltd be appointed as the internal auditors for Dorset Council from April 2019

	<p>2 That the Section 151 Officer appoints an appropriate representative to be on the SWAP Board of Directors.</p> <p>3 That the Councillor representative for SWAP be appointed following the May 2019 elections</p>
Reason for Recommendation	To ensure compliance with the legal requirement to have an internal audit service and to enable the development of an internal plan for 2019/20.
Appendices	None
Background Papers	None
Officer Contact	<p>Name: Jason Vaughan</p> <p>Tel: 01305 838233</p> <p>Email: jvaughan@dorset.gov.uk</p>

1. Background

- 1.1 There is a legal requirement for a council to have an internal audit service. SWAP provides an internal audit service for Dorset CC, North Dorset DC, West Dorset DC and Weymouth & Portland BC. Dorset CC has an audit plan of 1,067 days and DCP has an audit plan of 700 days. The councils have previously TUPE transferred staff into SWAP and do not employ any staff directly. SWAP started off as a teckel compliant partnership between councils and in 2013 became a limited company for governance reasons. SWAP is owned by its partner councils and each Council has a Director on the Board. There is also a Councillor Board that oversees the Budget, Business Plan and the admittance of new partners.
- 1.2 Purbeck DC have an in-house service employing 2 staff (1.21 fte) with 200 days coverage. East Dorset DC have a combined in-house service with Christchurch BC employing 3 staff with 442 days coverage. This service will be disaggregated between the two new unitary councils.
- 1.3 Having a combination of a service provided by SWAP whilst still directly employing some in-house staff is not feasible or practical and therefore a decision is required concerning the future service arrangements.

2. Consideration of Options

- 2.1 There are three options that were considered and a brief summary of each is set out below:-
- In-house Provision – this option would require Dorset CC, North Dorset DC, West Dorset DC and Weymouth & Portland BC to give notice to SWAP. The notice period is 12 months and therefore could not be achieved by 1 April 2019. As part of the legal agreement with SWAP each council is liable to pay any costs arising from SWAP having to restructure or make any staff redundant as a result of them leaving the company. There would be a TUPE transfer of staff to the council and any pensions liabilities would need to be settled.

- SWAP to be the provider – As they are a teckel compliant company there is no need to tender the service which means a single service could be achieved for April 2019. There would be a TUPE of up to 5 staff to SWAP and the current agreements with DCC, NDDC, WDDC & WPBC to be changed to one agreement with Dorset Council.
- Alternative external provider – would require the TUPE transfer of the staff employed by SWAP, as well as the exiting 5 current employees. A year's notice is required to terminate the agreement with SWAP and there is not enough time to give this notice. Not therefore an option.

2.2 The Dorset Finance Officers Group considered the options and recommended that SWAP be appointed as the provider of internal audit services. This was considered by the LGR Programme Board and they endorsed the decision.

3. Audit Service

3.1 Once appointed SWAP would start the work on developing the internal plan for the new council which would be brought to the Shadow Executive for approval. It is recognised that during the LGR period with significant changes taking place there is increased risk and a need for a robust internal audit service. SWAP are currently undertaking some work on the LGR programme in order to provide some assurance around the current arrangements. This will be the start of on-going work as the LGR programme intensifies.

3.2 The first year of the new Dorset Council will be turbulent as the 6 sovereign councils are brought together. It will be vital that there is an adequately resourced internal audit service during this period. However this is an area where efficiencies can be made and I would expect to achieve savings from a reduction in the number of days required for an internal audit service.

4. External Audit

4.1 All of the 6 councils signed up to the Public Sector Auditor Appointment (PSAA) process and as a result now all have Deloitte who have been appointed for 5 consecutive financial years commencing 1 April 2018. We are currently working with PSAA and MHCLG to ensure this arrangement continues for the new Dorset Council.

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Shadow Dorset Council

Date of Meeting	21 August 2018
Lead Member	Spencer Flower - Lead Member for Governance Chairman of the Boundary Review Task and Finish Group
Subject of Report	Local Government Boundary Commission for England – Dorset Council Review
Executive Summary	<p>As part of Local Government Reorganisation preparations and the work to establish a new council for the Dorset area the Ministry for Housing, Communities and Local Government (MHCLG) initially led a boundary review with the aim of achieving new electoral boundaries following an election on 2 May 2019. Electoral arrangements decide:</p> <ul style="list-style-type: none"> • How many councillors are needed. • How many wards there should be. • Where their boundaries are and what they should be called. • How many councillors should represent each ward. <p>MHCLG led the start of the review in anticipation of the agreement of the Structural Change Order (SCO) to create two new unitary councils for Bournemouth, Dorset and Poole. The Local Government Boundary Commission for England (LGBCE) took over the review when the SCO came into force on 26 May 2018.</p> <p>A Task and Finish Group was established by the Dorset Area Joint Committee on 15 November 2017 to oversee and co-ordinate the review. The membership of the Task and Finish Group was drawn from the existing Dorset area councils, and the review work was supported by district and county council officers.</p> <p>The first phase of the review considered the forecasting of the electorate across the Dorset area for the five years to 2023, that there should be 82 councillors, and a fall-back position if the review was unable to be completed in time for the establishment of the new council. The decision about council size enabled detailed work to be undertaken in the second stage of the review to divide the new council area into new wards. It also then takes account of the need both to ensure that:</p>

- Councillors represent equal numbers of electors (or within +/- 10% of the average electorate)
- That wards reflect a sense of community identity, and
- Provide for effective and convenient local government.

The [submission](#) was agreed by the Joint Committee at its meeting on 18 January 2018 and it was submitted to MHCLG on 31 January 2018.

The second phase of the review included thorough engagement with 92 of the 174 existing councillors to form the proposed wards of the new Dorset Council. The development of the proposed wards has followed clear criteria and listened to all local member comments in arriving at a final proposal. Views from members which were not incorporated into the final proposal, because they are not compliant with the guidance, were also made available as part of background information for the submission so that there was a full picture of the engagement. The Dorset Area Joint Committee considered the [second submission](#) on warding arrangements at its meeting on 15 May 2018, and it was submitted to MHCLG on 16 May 2018.

LGBCE started public consultation on its draft recommendations on 3 July 2018 for eight weeks until 27 August 2018. At the end of the consultation all responses and submissions will be analysed before final recommendations are formed and published on 23 October 2018.

It is important that all feedback, whether positive or negative, is received in order for LGBCE to determine the strength of views expressed. The summary consultation document is attached to this report as Appendix 1.

The report asks the Shadow Executive Committee to support the draft recommendations within the consultation, but would also ask the response to highlight in terms of access to convenient local government, the importance of consistent administrative and statistical boundaries. This review provides the opportunity for the wider statistical boundaries detailed at Appendix 3 to be applied, which align with current Clinical Commissioning Group and health boundaries and could therefore make it easier to work with health partners in the future with an area based focus.

The Boundary Review Task and Finish Group considered the consultation document at its final meeting on 23 July 2018 where the recommendations below were supported. The notes of the meeting are attached to this report as Appendix 4.

This review will require engagement with Town and Parish Councils who have been notified of the consultation as key stakeholders by the LGBCE directly. Through separate local engagement, members will get the opportunity to feed into the local council responses. In addition, individual representations to

	<p>the consultations can be made through the consultation portal at consultation.lgbce.org.uk, by emailing reviews@lgbce.org.uk or by writing to the commission.</p>
<p>Impact Assessment:</p>	<p><u>Equalities Impact Assessment:</u> No equalities impact assessment has been completed for this report as it does not contain a new strategy, policy or function.</p> <p>However, the outcome of the electoral review has the aim of ensuring electoral equality across electoral wards for the new Dorset Council. This equality, and its impact, is at the heart of the review of the Boundary Commission.</p> <p><u>Use of Evidence:</u> All evidence relied upon in this report is drawn from the work of the Governance Task and Finish Group, Dorset Area Joint Committee, and the Local Government Boundary Commission for England. The information is supported by a robust member-led approach.</p> <p><u>Budget:</u> There are no specific budget implications with this report.</p> <p><u>Risk Assessment:</u> Having considered the risks associated with this decision using the Shadow Council’s risk management methodology, the level of risk has been identified as: Current Risk: LOW Residual Risk LOW</p> <p><u>Other Implications:</u> Other issues to be aware of through the wider consideration of the review are that the outcome should positively impact on communities and the economy in Dorset to provide equality of opportunities and electoral representation.</p>
<p>Recommendation</p>	<p>That the Shadow Executive Committee, as recommended by the Boundary Review Task and Finish Group:</p> <ol style="list-style-type: none"> (1) Support the recommendations of the Local Government Boundary Commission for the electoral arrangements for Dorset Council from 2 May 2019, subject to the inclusion of Appendix 3 in the response. (2) Provide any feedback to be considered by as part of the review, specifically in relation to the impact on services and communities currently served by Dorset County Council. (3) Note that individual representations to the consultations can be made through the consultation portal at consultation.lgbce.org.uk, by emailing reviews@lgbce.org.uk or by writing to the commission.

Reason for Recommendation	To actively contribute to the Local Government Boundary Commission for England review of electoral arrangements for the new Dorset Council from 2 May 2019.
Appendices	<p>Appendix 1 – Summary Consultation Document from the Local Government Boundary Commission for England</p> <p>Appendix 2 – Summary of changes and comparison map</p> <p>Appendix 3 – Wider Statistical Boundary Map</p> <p>Appendix 4 – Minute of the Boundary Review Task and Finish Group Meeting held on 23 July 2018</p>
Background Papers	<p>Dorset Area Joint Committee – 18 January 2018: Dorset Area – Council Size Submission and subsequent Dorset Area Submission – Correction Sheet. (Submitted on 31 January 2018)</p> <p>Dorset Area Joint Committee – 15 May 2018: Dorset Area Ward Arrangements. (Submitted on 16 May 2018)</p>
Officer Contact	<p>Name: Lee Gallagher, Democratic Services Manager Tel: 01305 224191 Email: l.d.gallagher@dorsetcc.gov.uk</p>

Have your say:

We are now consulting local people on a new pattern of wards for Dorset Council. We have an open mind about our final recommendations, and we will consider every piece of evidence we receive from local groups and people, regardless of whom it is from or whether it relates to the whole council area or just a part of it.

If you agree with our recommendations, please let us know. If you don't think our recommendations are right for Dorset Council, we want to hear alternative proposals for a different pattern of wards.

Dorset Council

Draft recommendations on the new electoral arrangements

We aim to propose a pattern of wards for Dorset Council which delivers:

- **Electoral equality:** each councillor represents a similar number of voters.
- **Community identity:** reflects the identity and interests of local communities.
- **Effective and convenient local government:** helping your council discharge its responsibilities effectively.

Good pattern of wards should:

- Provide good electoral equality, with each councillor representing, as closely as possible, the same number of voters.
- Reflect community interests and identities and include evidence of community links.
- Be based on strong, easily identifiable boundaries.
- Help the council deliver effective and convenient local government.

Electoral equality:

- Does your proposal mean that councillors would represent roughly the same number of voters as elsewhere in the council area?

Community identity:

- **Transport links:** are there good links across your proposed ward? Is there any form of public transport?
- **Community groups:** is there a parish council, residents association or another group that represents the area?

Write to:
Review Officer (Dorset)
LGBCE
1st Floor, Windsor House
50 Victoria Street, London
SW1H 0TL

- **Facilities:** does your pattern of wards reflect where local people go for shops, medical services, leisure facilities etc?
- **Interests:** what issues bind the community together or separate it from other parts of your area?
- **Identifiable boundaries:** are there natural or constructed features which make strong boundaries for your proposals?

Effective local government:

- Are any of the proposed wards too large or small to be represented effectively?
- Are the proposed names of the wards appropriate?

Useful tips:

- Our website has a special consultation area where you can explore the maps and draw your own proposed boundaries. You can find it at consultation.lgbce.org.uk.
- We publish all submissions we receive on our website. Go to: www.lgbce.org.uk

Our consultation area:
consultation.lgbce.org.uk
Email:
reviews@lgbce.org.uk
Twitter:
@LGBCE



Why Dorset?

- In May 2018, Parliament approved the creation of a new local authority called Dorset Council.
- This council consists of the following former councils: East Dorset District Council, North Dorset District Council, Purbeck District Council, West Dorset District Council, and Weymouth & Portland Borough Council.
- The Commission agreed to carry out an electoral review to draw up new wards for the new council.

Electoral review:

- An electoral review examines and proposes new electoral arrangements for a local authority, including:
- The total number of councillors representing the council's voters ('council size').
 - The names, number and boundaries of wards or electoral divisions.
 - The number of councillors for each ward or division.

Who we are:

- The Local Government Boundary Commission for England is an independent body set up by Parliament.
- We are not part of government or any political party.
- We are accountable to Parliament through a committee of MPs chaired by the Speaker of the House of Commons.
- Our main role is to carry out electoral reviews of local authorities throughout England.

Our proposals:

- We propose that the council should have **82 councillors** in future, representing represent 30 single-councillor wards, 14 two-councillor wards and eight three-councillor wards across the council area.

You have until 27 August 2018 to have your say on the recommendations

Overview of draft recommendations for Dorset Council

Summary of our recommendations

Our draft recommendations propose that Dorset Council should have **82 councillors**.

Those councillors should represent 30 single-councillor wards, 14 two-councillor wards and eight three-councillor wards, across the council area.

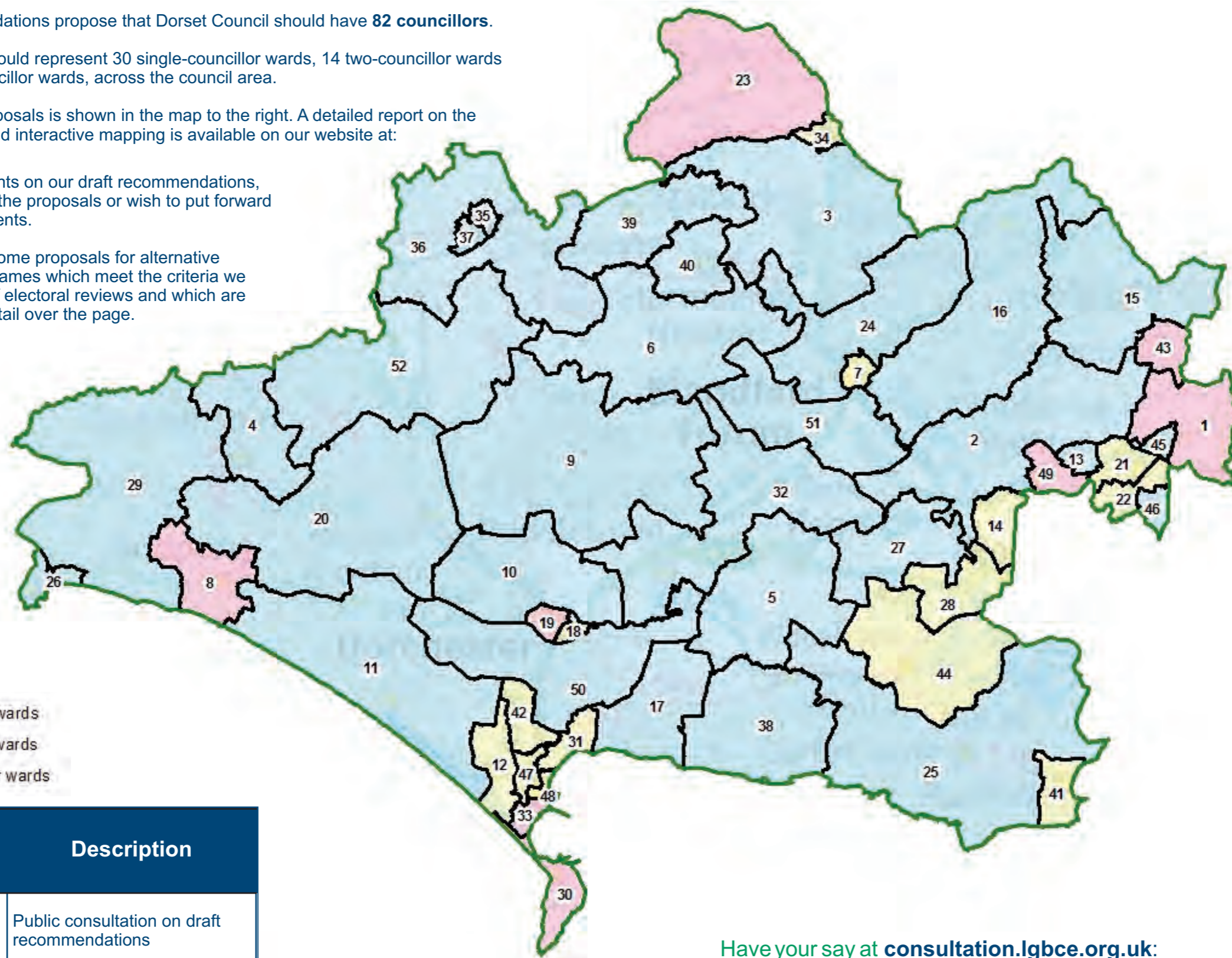
An outline of the proposals is shown in the map to the right. A detailed report on the recommendations and interactive mapping is available on our website at: www.lgbce.org.uk.

We welcome comments on our draft recommendations, whether you support the proposals or wish to put forward alternative arrangements.

In particular, we welcome proposals for alternative boundaries or ward names which meet the criteria we must follow as part of electoral reviews and which are described in more detail over the page.

Key:

1. Avon Heath & Moors Valley
2. Badbury & Allen Vale
3. Beacon
4. Beaminster
5. Bere Regis & Bovington
6. Blackmore Vale
7. Blandford
8. Bridport
9. Chalk Valleys
10. Charminster St Mary's
11. Chesil Bank
12. Chickerell
13. Colehill East
14. Corfe Mullen
15. Cranborne & Alderholt
16. Cranborne Chase
17. Crossways
18. Dorchester East
19. Dorchester West
20. Eggardon
21. Ferndown North
22. Ferndown South
23. Gillingham
24. Hill Forts & Upper Tarrant
25. Isle of Purbeck
26. Lyme & Charmouth
27. Lytchett Matravers & Morden
28. Lytchett Minster & Upton
29. Marshwood Vale
30. Portland
31. Preston & Radipole
32. Puddletown & Lower Winterborne
33. Rodwell & Wyke
34. Shaftesbury Town
35. Sherborne East
36. Sherborne Rural
37. Sherborne West
38. South West Purbeck
39. Stalbridge
40. Sturminster Newton
41. Swanage
42. Upwey & Broadwey
43. Verwood
44. Wareham
45. West Moors South
46. West Parley
47. Westham
48. Weymouth Town
49. Wimborne Minster & Colehill West
50. Winterborne & Broadmayne
51. Winterborne North
52. Yetminster



Page 48

- One-member wards
- Two-member wards
- Three-member wards

Stage of review	Description
3 July - 27 August 2018	Public consultation on draft recommendations
23 October 2018	Publication of final recommendations
May 2019	Subject to parliamentary approval - implementation of new arrangements at local elections

View this map online and draw your own boundaries: consultation.lgbce.org.uk

Follow the review on Twitter: [@LGBCE](https://twitter.com/LGBCE)

If you are viewing this page online, click on the map to go straight to our interactive consultation area.

Have your say at consultation.lgbce.org.uk:

- view the map of our recommendations down to street level.
- draw your own boundaries online.
- zoom into the areas that interest you most.
- find more guidance on how to have your say.
- read the full report of our recommendations.
- send us your views directly.

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APPENDIX 2

A summary of the changes to the Joint Committee Dorset submission by the LGBCE.

A detailed description of the boundary commission's recommendations can be found in their full document.

LGBCE:

'Our draft recommendations are based on the Joint Committee's submission. However, in some places we considered that its proposals did not provide for the best balance between our statutory criteria and so we identified alternative boundaries.'

East Dorset

Avon Heath & Moors Valley, Verwood and West Moors South

- We have carefully considered all the comments and propose to **amend** the Joint Committee's scheme by including the Potterne area in Verwood ward. This affects only 13 electors so has almost no effect on electoral equality and, based on the evidence we have received, also better reflects the community identity of those electors.
- However, we would welcome additional evidence in relation to this area during the consultation on our draft recommendations.

Ferndown North, Ferndown South and West Parley

- We propose to adopt the proposed Ferndown North, Ferndown South and West Parley wards as part of our draft recommendations without amendment.

Colehill East and Wimborne Minster & Colehill West

- We are adopting the wards proposed by the Joint Committee in this area.

Corfe Mullen

- We propose to adopt it as part of our draft recommendations without amendment

North-east Dorset

Badbury & Allen Vale, Blandford, Cranborne & Alderholt and Cranborne Chase

- We are making one small **amendment** to the Joint Committee's proposal. This is to put all of Horton parish in Badbury & Allen Vale ward. The Joint Committee included the Wedge Hill area in its Cranborne & Alderholt ward and if we were to follow this proposal we would be required to create a parish ward which is projected to have only six electors in 2023. Subject to that change, we are adopting the Badbury & Allen Vale, Cranborne Chase and Cranborne & Alderholt wards as proposed by the Joint Committee.

Hill Forts & Upper Tarrants

- We propose to adopt the Hill Forts & Upper Tarrants ward as part of our draft recommendations without amendment.

North Dorset

Beacon, Gillingham and Stalbridge

- We are adopting the Joint Committee's proposed Beacon, Gillingham and Stalbridge wards as part of our draft recommendations without amendment.

Blackmore Vale

- We propose to adopt the Blackmore Vale ward as part of our draft recommendations without amendment

Shaftesbury Town

- We propose to adopt a two councillor Shaftesbury Town ward as part of our draft recommendations.

Sturminster Newton

- We propose to adopt it as part of our draft recommendations without amendment.

South East Dorset

Lytchett Matravers & Morden, Lytchett Minster & Upton and Wareham

- We are therefore adopting the Joint Committee's proposed Lytchett Minster & Upton ward without amendment.
- We consider that including Coldharbour in Lytchett Matravers & Morden ward will separate its residents from their natural community to the extent that we are prepared to accept a relatively high electoral variance in Lytchett Matravers & Morden ward. Therefore, **we are including the Coldharbour area in our Wareham ward as part of our draft recommendations.**
- We are adopting the Joint Committee's proposed Bere Regis & Bovington and Crossways wards as part of our draft recommendations without amendment. We would particularly welcome further community evidence relating to this area during the current consultation.

Isle of Purbeck, South West Purbeck and Swanage

- We are adopting the Isle of Purbeck, South West Purbeck and Swanage wards proposed by the Joint Committee as part of our draft recommendations without amendment.

Mid Dorset

Chalk Valleys, Charminster St Mary's and Eggardon

- We have considered the wards in this area and have decided to **amend the Joint Committee's proposal**. Putting Godmanstone in Chalk Valleys ward with the rest of Cerne Valley Parish Council and then putting the area of Frome Valley Parish Council (consisting of Cattistock, Frome St Quintin and Chilfrome parishes) in Eggardon ward will lead to good electoral equality in all the wards in this area. It will also ensure that no grouped parishes are split between wards in this area.

Dorchester East and Dorchester West

- We are adopting the Dorchester East and Dorchester West wards proposed by the Joint Committee as part of our draft recommendations. However, we would welcome further evidence during the consultation on our draft recommendations either in support of this proposal or for single-councillor wards in Dorchester.

Puddletown & Lower Winterborne and Winterborne North

- As none of the alternative proposals were explained in detail, we are unwilling to amend the Joint Committee's proposals at this stage and so are adopting them as part of our draft recommendations. However, we would welcome alternative warding patterns for this area during the current consultation that will provide for good electoral equality.

Winterborne & Broadmayne

- We propose to adopt it as part of our draft recommendations without amendment.

North West Dorset

Sherborne East and Sherborne West

- We propose to adopt both wards as part of our draft recommendations subject to a very small amendment that places all the Barton Farm development in Sherborne West ward.

Sherborne Rural

- We are adopting the Sherborne Rural ward proposed by the Joint Committee without amendment.

Yetminster

- We propose to adopt the Yetminster ward as now proposed as part of our draft recommendations without amendment.

West Dorset

Beaminster, Bridport, Chesil Bank and Marshwood Vale

- **All of Symondsburry parish to be placed in Bridport ward, all of Broadwindsor parish included in Marshwood Vale ward**, with Beaminster, Bridport and Marshwood Vale wards all having good electoral equality.

- We are not persuaded to make changes to the proposed Chesil Bank ward without more detailed evidence. We would welcome such evidence or any other comments on our wards for this area during the consultation on our draft recommendations.

Lyme & Charmouth

- We propose to adopt it as part of our draft recommendations without amendment.

Weymouth and environs

Chickerell, Preston & Radipole, Upwey & Broadwey, Westham and Weymouth Town

- In this area, the Joint Committee proposed four two-councillor wards. The councillors proposed four single-councillor wards for Broadwey, Melcombe Regis, Radipole and Radipole Lake. They also discussed potential single-councillor wards for Westham, Littlemoor and Preston but the descriptions were not sufficiently clear for us to draw boundaries for single-councillor wards in these areas. We have therefore assessed them as two-councillor Westham and Littlemoor & Preston wards.
- In relation to Westham - in the absence of a more detailed explanation of the councillors' proposals for Chickerell and Westham that would also ensure good electoral equality, we are adopting the Joint Committee's wards for this area.
- Creating these wards has a substantial knock-on effect on the rest of our proposals for Weymouth to the extent that we are also adopting the Joint Committee's proposed Preston & Radipole, Upwey & Broadwey and Weymouth Town wards subject to some small amendments.
- We intend to make **three small amendments** to the Joint Committee's proposals. Firstly, we have changed the boundary between the Upwey & Broadwey and Preston & Radipole wards so that the Destiny Fields development is entirely in Upwey & Broadwey ward. Secondly, the boundary between Upwey & Broadwey and Westham wards appears to run down a small residential street (Manor Road). We have moved the boundary south so that it follows the current Dorset County Council boundary between Broadwey and Westham divisions. This places all of Manor Road as well as Radipole Primary School in Upwey & Broadwey ward. Finally, we are including all the Curtis Fields development in Chickerell ward.

Rodwell & Wyke

- The Joint Committee proposed a three-councillor Rodwell & Wyke ward, whereas the councillors' proposal was for three single-councillor wards. Having assessed both proposals, the Chickerell Road area of the councillors' Old Weymouth ward appears to be cut off and separate from the rest of the ward.
- Given the lack of explanation for this proposal or evidence to support it, we consider that this may not reflect the community identity of electors in this area. Adding the Chickerell Road area to the councillors' Wyke East ward, which is how it is currently warded, leads to an electoral variance of 16%.
- Therefore, on balance, we prefer the three-councillor ward proposed by the Joint Committee and are adopting it as part of our draft recommendations.

Portland

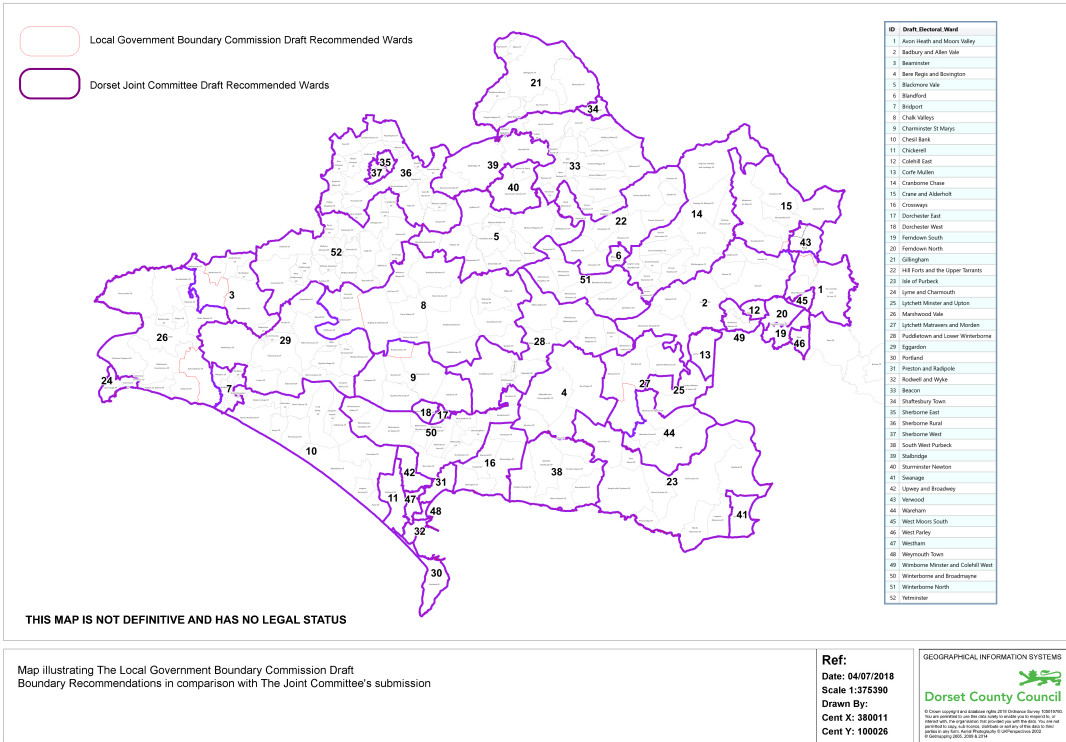
- The Joint Committee proposed one three-councillor ward for Portland, whereas the councillors' proposal was for three single-councillor wards. However, in the latter proposal, Underhill would

have an electoral variance of -12% and Tophill East ward would have a variance of -16%. We note that, due to the number of electors in Portland, it is difficult to create single-councillor wards with good electoral equality.

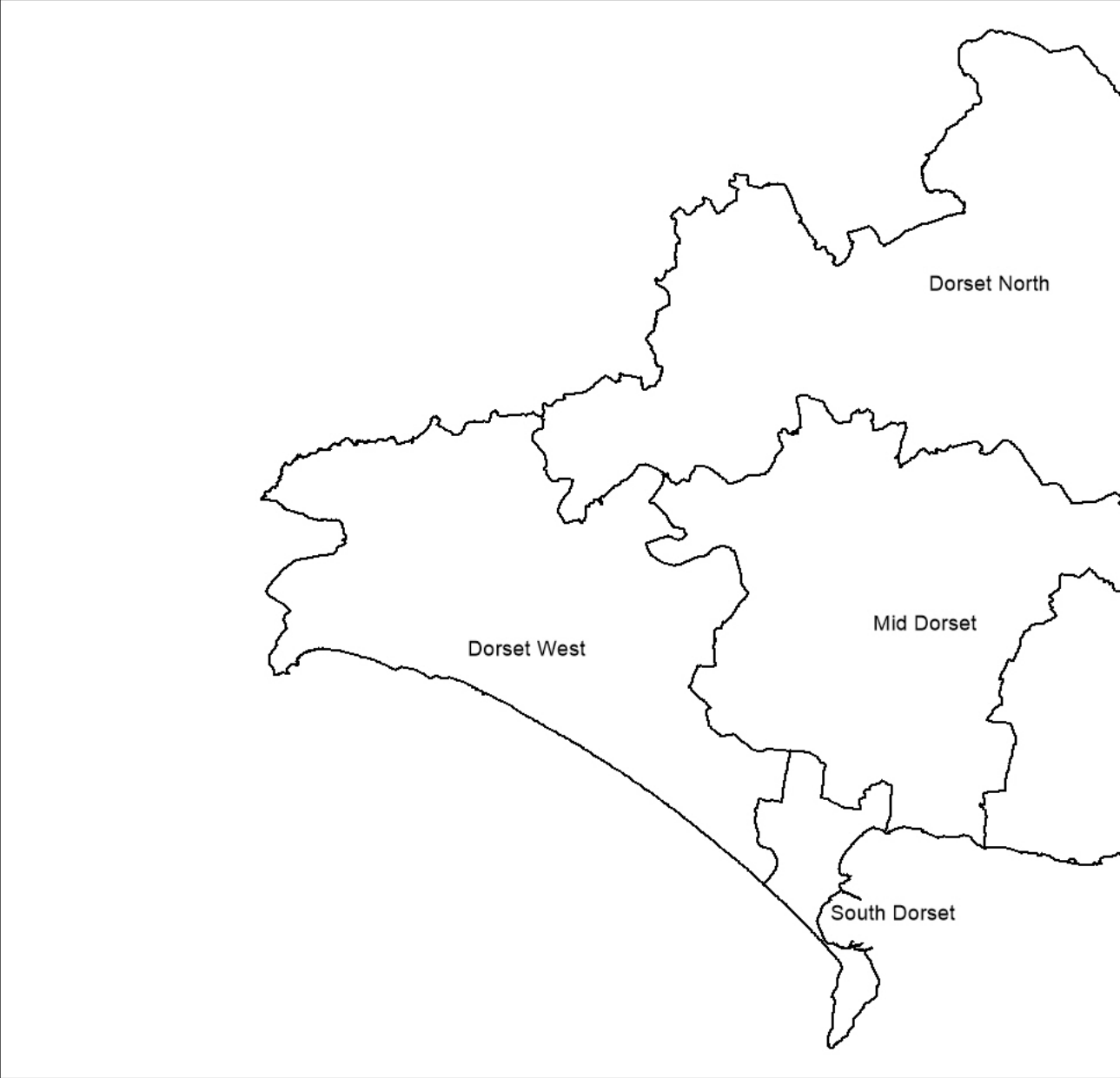
However, we do not consider that this justifies the high level of electoral inequality in the councillors' proposal.

- Therefore, we are adopting the three-councillor Portland ward which was proposed by the Joint Committee.

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Wider area geographies in which the electoral wards are nested for effective local governance

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Shadow Dorset Council

Task and Finish Group on Boundary Review

Minutes of the meeting held at South Walks House, Dorchester on Monday, 23 July 2018

Present:

Spencer Flower (Chairman)
Gerald Duke, Sherry Jespersen, Paul Kimber, Barry Quinn and Peter Wharf

Officers Attending: Lee Gallagher, Peter Jackson, Richard Jones and Kirsty Riglar.

Apologies for Absence

28 An apology for absence was received from Cllr Alison Reed (Weymouth and Portland Borough Council).

Minutes

29 The minutes of the previous meeting held on 3 May 2018 were confirmed.

LGBCE Consultation

30 The Group received an update report on the LGBCE consultation which had reflected over 95% of its content from the submission made in May 2017. It was recognised that LGBCE had kept their proposal in line with the criteria for reviews and had not reflected changes to the Weymouth and Portland area as summarised in the councillor roadshow responses. Members and officers were commended for their hard work throughout the review process which had been positively received by LGBCE, which was vindicated by the level of content in the proposals which mirrored the original submission.

It was reported that the County Council had debated the consultation and support had been agreed for the proposals, with an emphasis being made on the process being applied correctly. Alternative views in respect of Weymouth and Portland were discussed by the County Council and members were encouraged to make individual representations to the consultation.

Cllr Paul Kimber, as a local member for Portland, took the opportunity to raise the ongoing concerns of councillors in Weymouth and Portland in respect of the preference for single member wards. Members noted the concerns and confirmed that local representations should be made through the LGBCE portal.

Cllr Gerald Duke, as a local member for Dorchester, also highlighted that there were alternative views in respect of Dorchester but these would be raised as part of the consultation separately outside of the meeting.

A summary of the variations within the LGBCE proposals from the original submission were considered, as attached as an annexure to these minutes. The changes were accepted by the Group as satisfactory and it was confirmed that there was no reason to object to them.

It was noted that a report would be submitted to the Shadow Executive Committee on 21 August 2018 which would echo the Group's recommendation that the consultation should be supported. Cllr Kimber indicated at this point that he was not in favour of supporting the consultation due to his ongoing concern regarding Weymouth and Portland, but noted the opportunity to respond to the consultation as an individual.

Clarification was provided regarding the public status of the reports being considered at the meeting. It was confirmed that the agenda for the meeting was restricted due

to it not being a formal meeting of the Shadow Dorset Council, but that the consultation document itself was publicly available via the LGBCE website.

Resolved

That the Shadow Executive Committee be recommended to:

(1) Support the recommendations of the Local Government Boundary Commission for the electoral arrangements for Dorset Council from 2 May 2019, subject to the inclusion of Appendix 3 of the report in the response.

(2) Provide any feedback to be considered by as part of the review, specifically in relation to the impact on services and communities currently served by Dorset County Council.

(3) Note that individual representations to the consultations can be made through the consultation portal at consultation.lgbce.org.uk, by emailing reviews@lgbce.org.uk or by writing to the commission.

Work Programme

- 31 The Group discussed its work programme and felt that as the report to support the proposals would be sent to the Shadow Executive on 21 August 2018 there was no further business to be considered.

Resolved

That, as a result of completing its work programme, the Boundary Review Task and Finish Group be closed.

Meeting Duration: 5.30 pm - 5.55 pm

Shadow Dorset Council

Date of Meeting	21 August 2018
Subject of Report	Implementation Plan for Dorset Council
Executive Summary	<p>This report provides the Implementation Plan for Dorset Council and builds upon the High-Level Implementation Plan provided to Shadow Council and Shadow Executive in June 2018.</p> <p>This plan describes the scope, objectives, planning process, governance organisation and resources of the programme, its governance and leadership and also sets out the timeline, estimated budget, reporting process and risks identified. The plan includes provision for a series of Programme controls: a gateway process for key stages and a quality assurance schedule to ensure that final testing of requirements and deliveries is in place.</p> <p>Finally, this paper provides detail of the resources in place, a plan for the further resources required to the end of the programme and provides a series of short summary strategies that contextualise the approaches being taken for Workforce, ICT, Finance and Service Continuity.</p> <p>The nature of the size, complexity and pace of this programme means that the ‘Shaping Dorset Council Implementation Plan’ is a live document and will continue to be updated to reflect the data, information and issues that will be established and arise during the coming months.</p>
Budget Implications	None directly for the Shadow Council.
Recommendation	<p>The Shadow Executive Committee is asked to</p> <ol style="list-style-type: none"> 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 with updates to the November, January and March meetings. 2) Agree the scope statements contained within this document which clarify the current specifics of delivery for vesting day 3) Agree the reporting formats set out in section 15
Appendices	

Report Originator	Name: Keith Cheesman, Programme Director Contact: 01305 221227
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1 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, inasmuch 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 delivery profile of the savings will be adjusted, but there is no less ambition to achieve the fully expected savings set out in the original 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.

2 Programme Scope

Local Partnerships was commissioned to review the potential reconfiguration of Local Government in Dorset. This followed the agreement of the nine principal local authorities in Dorset that there was a need to explore the potential financial benefits that could come from creating Unitary Council(s).

The report was delivered in August 2016, published in December 2016 and the main saving opportunities from consolidation were from corporate senior management as well as middle management in predominantly administrative functions. The approach to front line service areas has been more limited and service specific with, for example, Public Health; Adult Social Care; Children’s Services; Education and Housing Services being excluded from consideration. Alongside staffing, consideration of the savings from property, ICT, democratic representation, services around Planning, Cultural and related services, Environmental and Regulatory Services, Highways and Transport Services, Waste and External Audit were considered.

It was projected that there was the potential to save annually circa £13.6 million in the Dorset Area by the creation of two unitary councils (£27.8m across the two areas). This would be achieved by avoiding duplication on the costs of management, accommodation, systems and governance. This figure was reduced by 35% to reflect the savings Councils to be achieved by 2019/20. The transitional costs were estimated at circa £13.2 million (£24.9m for both). The savings from the exercise will therefore pay back these costs in a short period, albeit that the costs would need to be financed ahead of savings accruing. The challenge now is that the savings delivery will be on a different trajectory, given the lengthy delays in getting the final decision of the Secretary of State, eventually received in February ‘18. The scope of the programme has by necessity been reduced to exclude delivery of savings in the current

In Scope for Delivery by 31/3	Not in scope:
<ul style="list-style-type: none"> • “Building Blocks” for the Design Principles, Vision and Operating Model will be in place • Transformation Plan agreed 	Delivery of transformational change
<ul style="list-style-type: none"> • Tier 1 – Chief Executive in post • Tier 2 Management in place / appointed 	Convergence of services or teams
<ul style="list-style-type: none"> • Quick win opportunities to work as virtual teams will be pursued • Single global address lists will be in place 	
<ul style="list-style-type: none"> • New email stem (@dorsetcouncil.gov.uk) will be in use • Single id / access badges will be in place where possible 	
Visual identity (logo) is in scope	New branding
A plan will be in place for property and asset use for 2019 and beyond	Property reduction / consolidation
A new pay and grading structure will be in place for new appointments	Staff terms and conditions harmonisation

financial year and will impact upon the delivery in 2019/20. That delay was exacerbated by the decision by DAJC in January to create a new council, as this added significantly to the work required to understand the contracts, policies and processes and also the preparation for the transfer of a significantly greater number of staff. The scope limits of the current programme are illustrated here.

3 Programme Approach

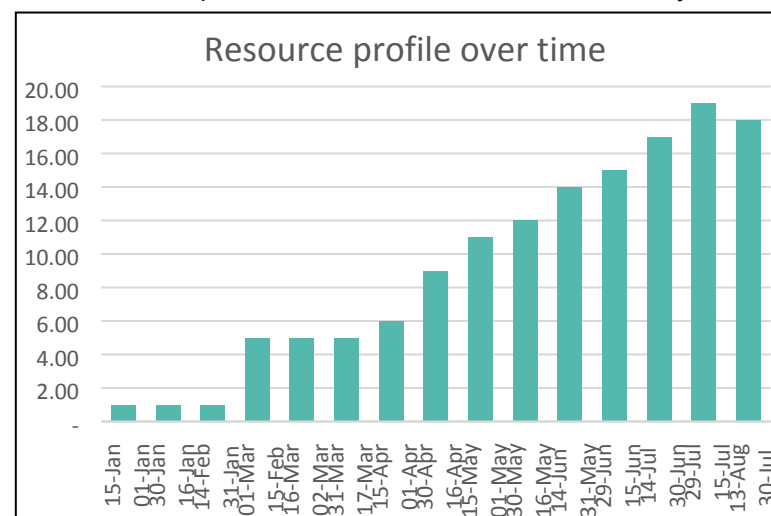
Planning has been organised around the three phases:

1. Legal creation of the new Council
2. Delivery of services on 01 April 2019
3. Designing & building the new Dorset Council

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.

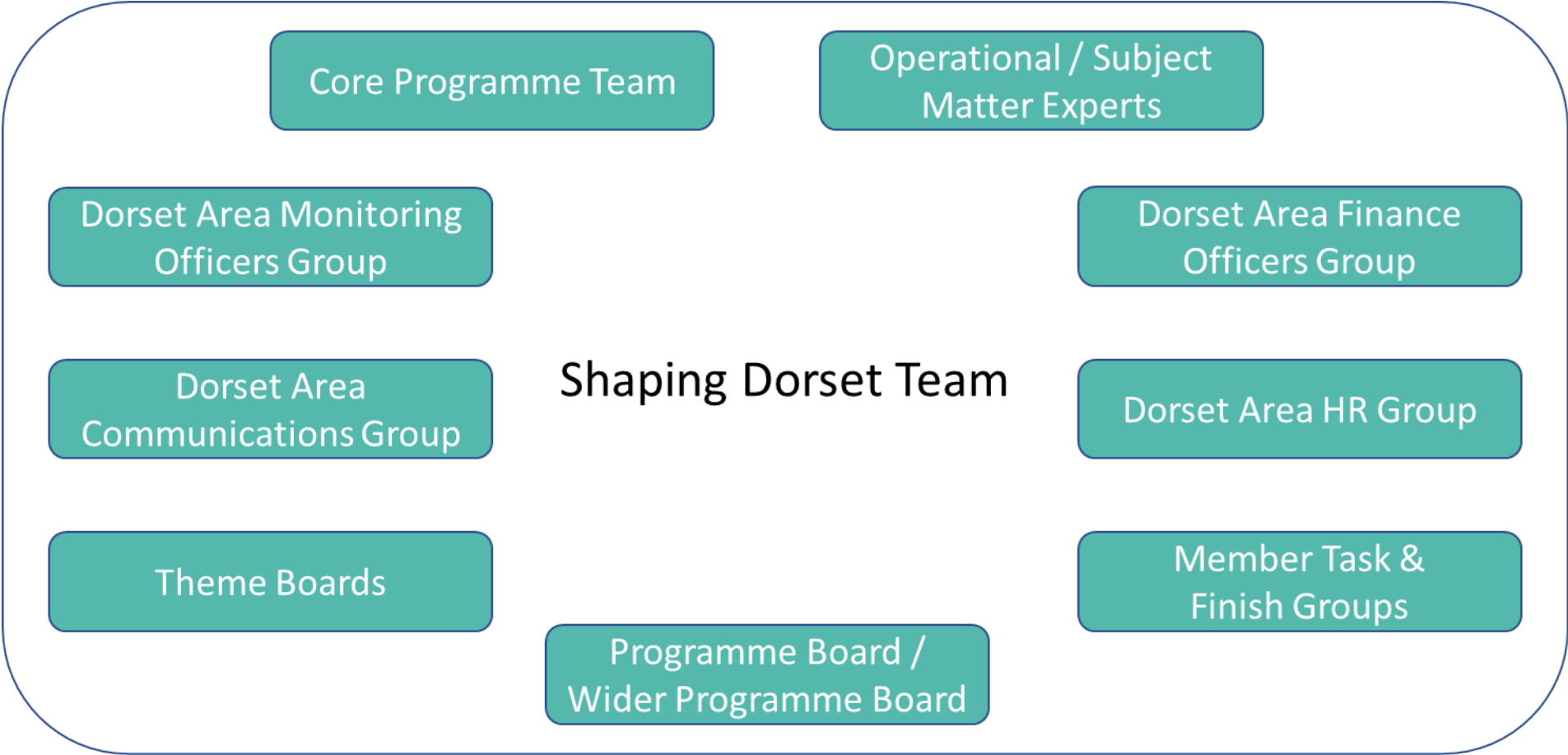
It was decided in 2017 that the programme would be managed as far as possible 'in-house' with specialist resources recruited externally where necessary. The team, drawn wherever possible from inside the preceding councils, has been built up since the current Programme Director started in late January. The recruitment process had started and applications already in for a small number of resources but even with some support to accelerate the release from substantive posts, the ramp-up at the start was slow and the resources insufficient to build the structures and programme products while also trying to work up the programme plan and start the Discovery phase. As demonstrated by the chart, half of the team has started with the programme since the 1st May.

The core team of some 18-20 will in no way be sufficient to deliver the amount of change required to ensure a safe and legal council on vesting day, nor would it be appropriate to expect a major change such as this to exclude the involvement



of the service and corporate support teams. Their involvement, hard work and enthusiasm needs to be harnessed and built in to the overall plan, and significant parts of the programme – most notably the service continuity work - are currently involving around 200 members of staff.

The team is represented as illustrated.



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.

3.1 Phase 1 dealt with the 'Creation of the new Council', largely delivered by the Central Programme team on behalf Initially of all Dorset councils to prepare the financial analysis, public consultation and the case for change, as well as the Future Dorset proposal, and more latterly 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.

This phase is now substantially complete; the bulk of continuing work has been drawn into the unitary programmes – particularly the implementation of the disaggregation principles and the finalisation of the finance elements of that work.

The remaining work towards the third set of orders – Finance and an Affirmative order covering Civic Functions and other miscellaneous items – is being continued to be managed by a member of the former Central Programme Team on behalf of both programmes.

Programme Board agreed the closure of the phase one on 18 July and other than the above-mentioned project manager there is no further Central Programme activity. The two unitary programmes continue to liaise on areas of common interest, especially on workforce, ICT, Disaggregation and the Orders.

3.2 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

- Contracts, Partnerships and Policies
- HR / Workforce / TUPE process (workforce in place with their contracts)
- Tier 1 and 2 appointments
- Service continuity on day 1
- Decommission the preceding councils.

The majority of resources and work effort is focussed on this area and the detail is described in sections 9 and 10.

3.3 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:

- Design Principles / Interim Vision
- Interim Target Operating Model
- Culture / Values / Organisational Design
- Transformation Plan development
- Development of a Corporate Plan.

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

The structure, content and management of the 2 concurrent running phases is dealt with in more detail below.

4 Programme Methodology

The programme is, due to the nature of the pace and complexity, being run in a relatively agile way; parallel work is happening against different timelines and most of the effort and work is focused on Phase 2. Design of the structures and formats are being done in parallel with getting on with the discovery work and this has inevitably led to some inconsistency and some changes along the way. More recently, the programme has been able to catch back up with putting some of those structures into place. The planning approach has been to work through a “Discovery” stage, specifically designed to draw out the detail to be fed into plans. The detailed plans are developed by a process of iteration and progressive build-up of detail from the experience found in the six contributing councils.

In order to ensure that the plans across the different disciplines are considered together and dependencies and potential conflicts are resolved, the programme will be subject to a ‘gateway’ process at three stages – Post Discovery, Operational Readiness and Post Go-live. Programme Board reviews progress against the plan on a weekly basis as well as considering the Risks & Issues.

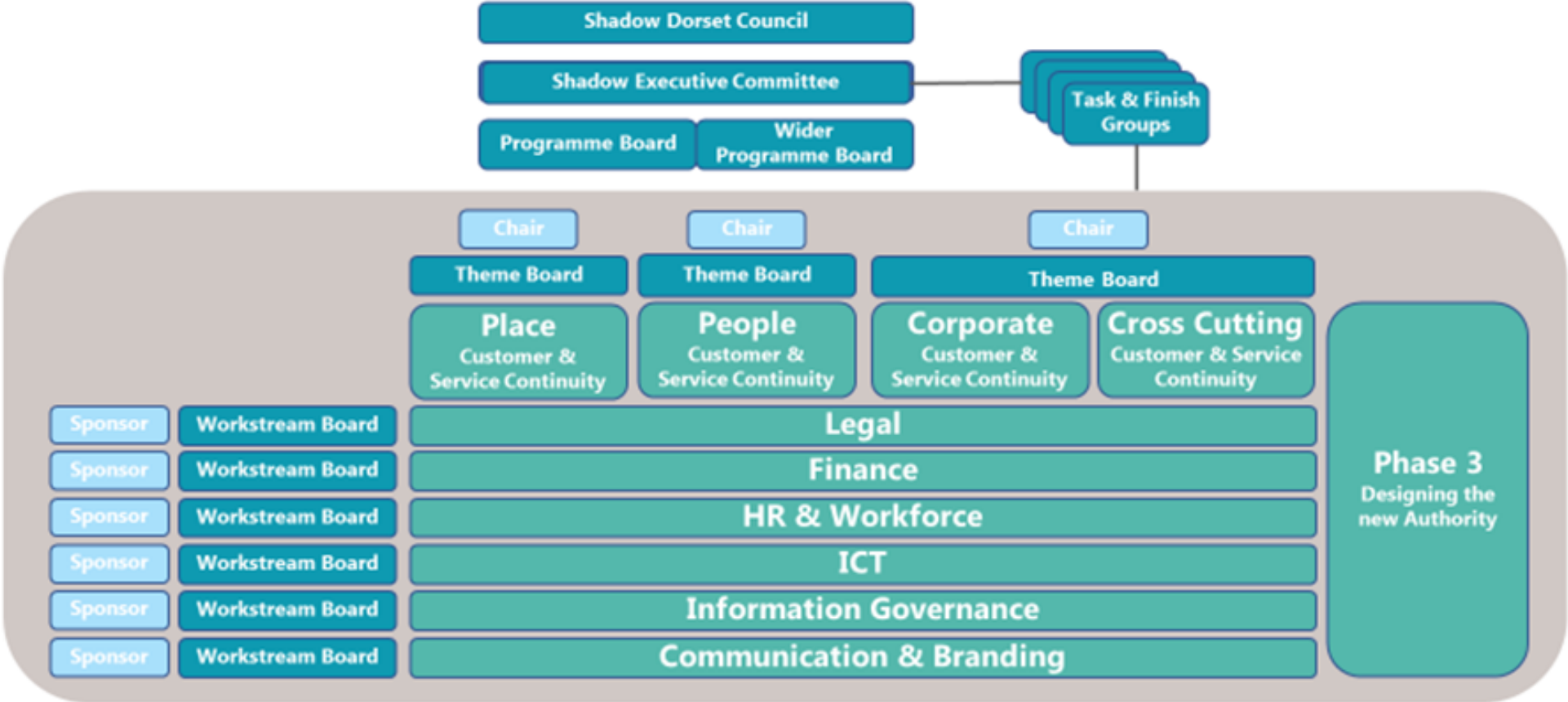
The programme is divided into phases; phases are divided into workstreams and these are then subdivided into projects. Each workstream has at least one project manager covering the projects within.

For the Service Continuity and Cross Cutting workstream, three ‘Theme Boards’ have been created, comprising the Tier 2 and 3 senior managers who run the services and who manage the 30-40 implementation teams that will largely be responsible for the delivery of the day-to-day operational changes necessary. These teams will, where appropriate be comprised of staff from across the 6 councils, reporting progress and issues to the Theme Board for resolution or escalation to Programme Board or beyond. This is illustrated in the governance section below.

5 Programme Governance

In keeping with the constitution and the requirements of the Structural Change Order, the Shadow Executive Committee has oversight and ownership of the Implementation Plan. Operational decisions are taken by Programme Board and recorded in the central decisions log. Theme Boards, set up to manage the operational implementation planning for service continuity will be making 'low-level' decisions on the practical issues and raising change requirements on the core workstreams as necessary.

Page 70



6 Programme Board Arrangements

The Board now has two formats, each meeting in fortnightly cycles – one week with the chief executives, interim officers and programme director and in the alternate week as a Wider Programme Board which adds tier 2 officers from across the preceding councils. The wider board brings greater ownership of the programme to the senior management layer, ensuring greater visibility of the changes and progress, in readiness for the imminent transition to the new council. This will also provide insight and stability to the service operation and increase knowledge of the preceding councils’ arrangements to a wider forum, which will reduce or minimise the risk of a break in service continuity.

7 Programme Controls

Decision making and recording	Decision making process defined. Decisions being recorded and shared. Historical decisions currently being captured
Risk & Issue management	Risks captured by workstreams and published on SharePoint. Risk review workshop planned to ensure completeness
Dependency management	Cross-workstream dependencies captured in central log and shared across workstreams
Progress review and reporting	Workstreams reports reviewed by Governance bodies. To be enhanced to be driven by milestones & risks post Discovery
Gateway reviews	Three formal Gateway reviews scheduled to take place linked to critical Programme milestones
Audits	SWAP engaged to provide programme Audit. Ameo engaged to review programme plans and governance
Programme Office review and control	Programme Office provide ongoing review and quality assurance throughout the programme

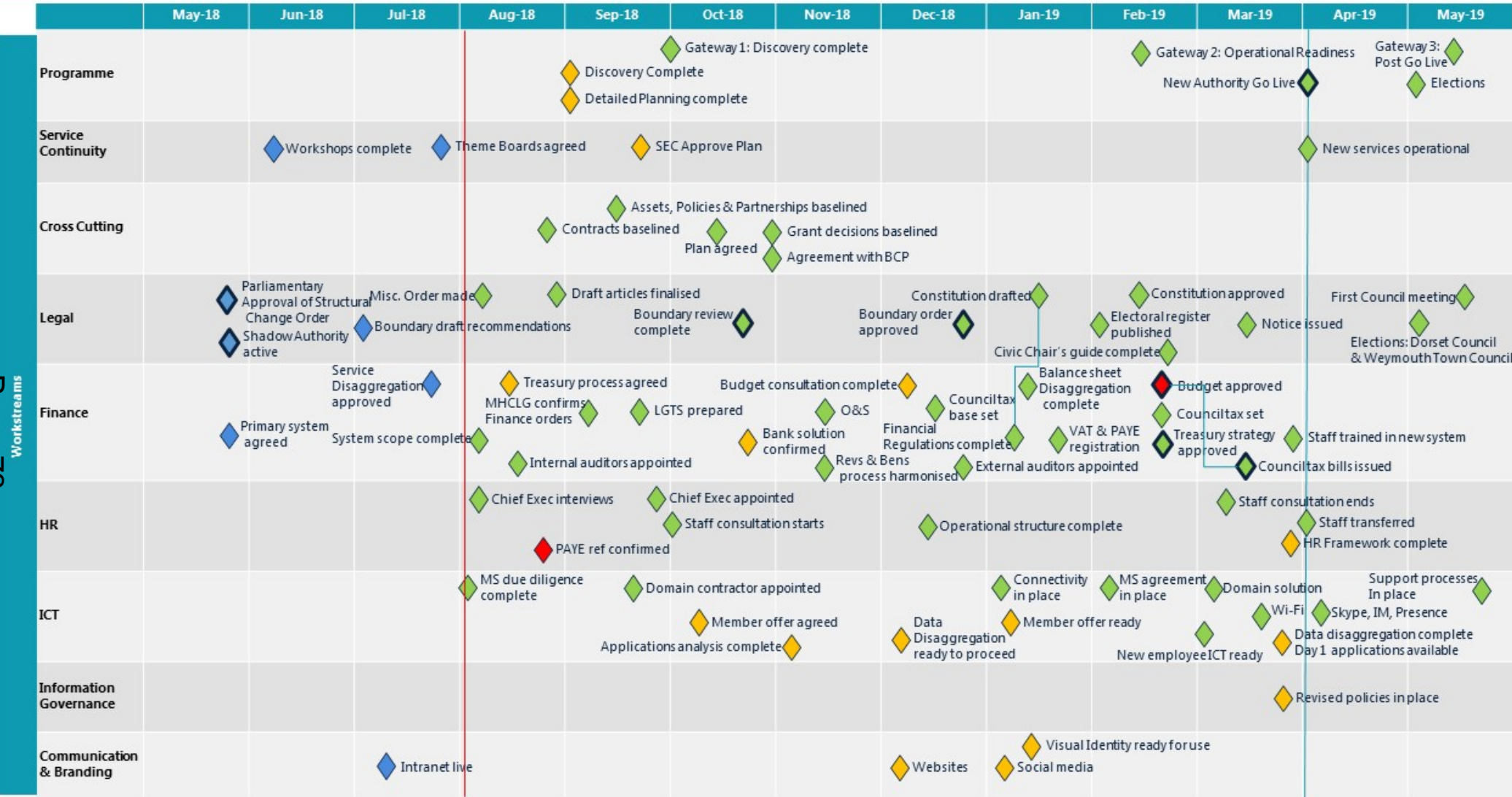
8 Key Programme Headline Milestones

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

Expected Secretary of State Decision	26 Feb '18	✓
Latest date for 'negative order' to cancel the Weymouth election	6 Mar '18	✓
Structural Change Order Laid before Parliament	29 Mar '18	✓
Parliamentary Approval of Structural Change Order	26 May	✓
Shadow Authority Active	1 - 8 Jun '18	✓
Mandatory appointment of an implementation team and an officer lead	7 Jun '18	✓
Boundary Commission engaged formally	14 Jun '18	✓
Parliamentary Approval of Miscellaneous Order	27 Jul '18	Expected 5 Sept
Draft Budget / Aggregation plan agreed	31 Aug '18	
Gateway 1 – Discovery phase close	Sept '18	
Boundary Review Complete	23 Oct '18	
Finance Order Laid in Parliament	Nov '18	
Boundary Order Approved	21 Dec '18	
New Council Budget finalised	Jan '19	
Affirmative Order Laid in Parliament	Jan '19	
Budget Approved by Shadow Authority	20 Feb '19	
Gateway 2 – Operational Readiness	Feb '19	
Council Tax bills issued	15 Mar '19	
Vesting Date	1 Apr '19	
Gateway 3 – Post Go-live review	May '19	

Programme Milestone Plan

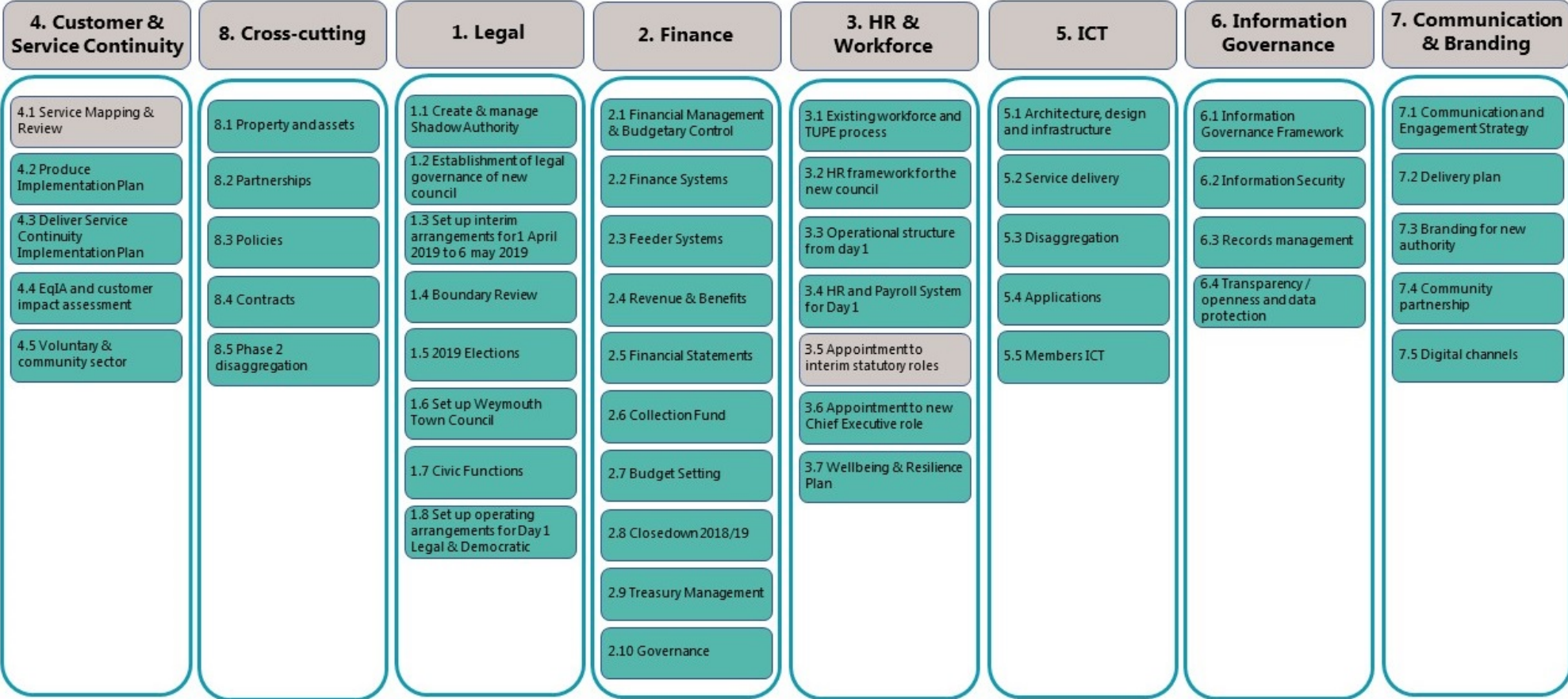
Page 73
Workstreams



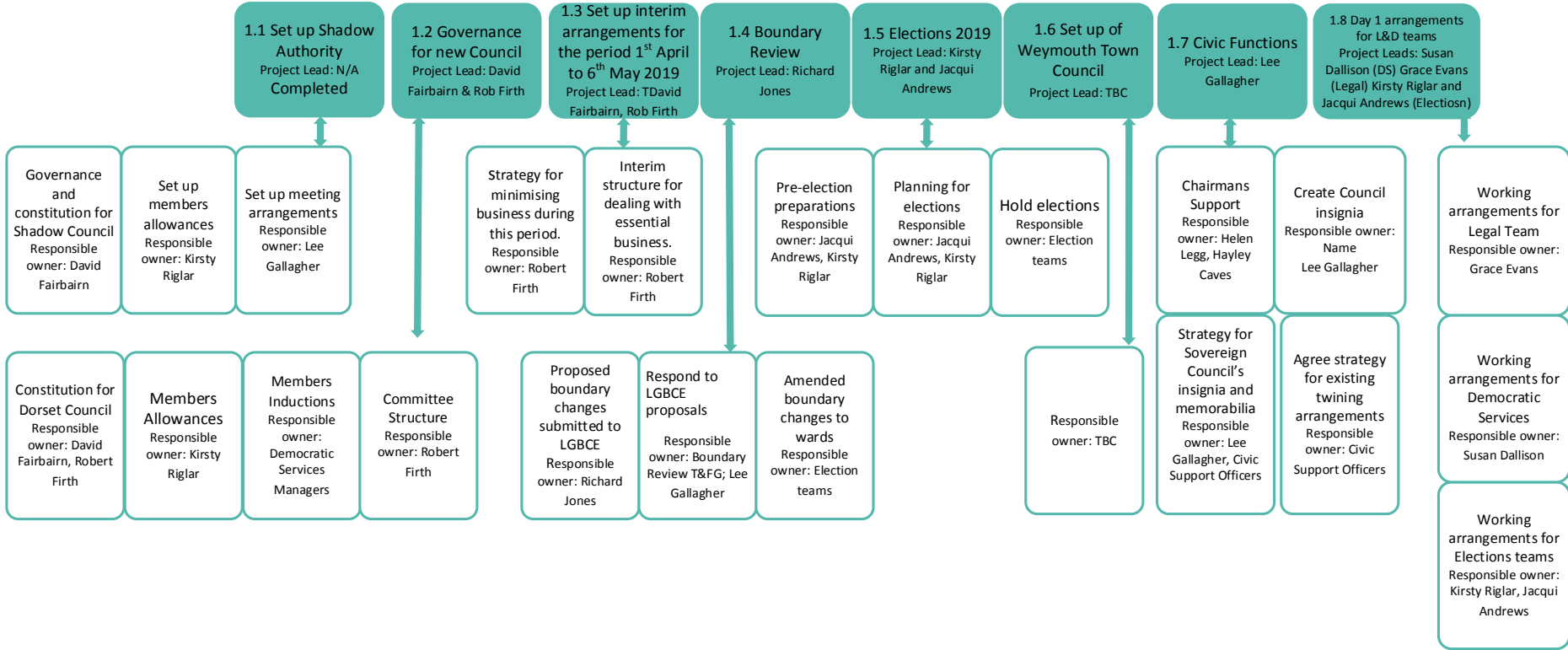
9 Phase 2 Workstreams and Projects

As described above, the Phase Two programme is divided into workstreams, each with projects. This diagram depicts the 8 workstreams and the 49 projects managed through the programme boards. More detailed breakdown of the work packets within the projects is provided in a following section for the core workstreams.

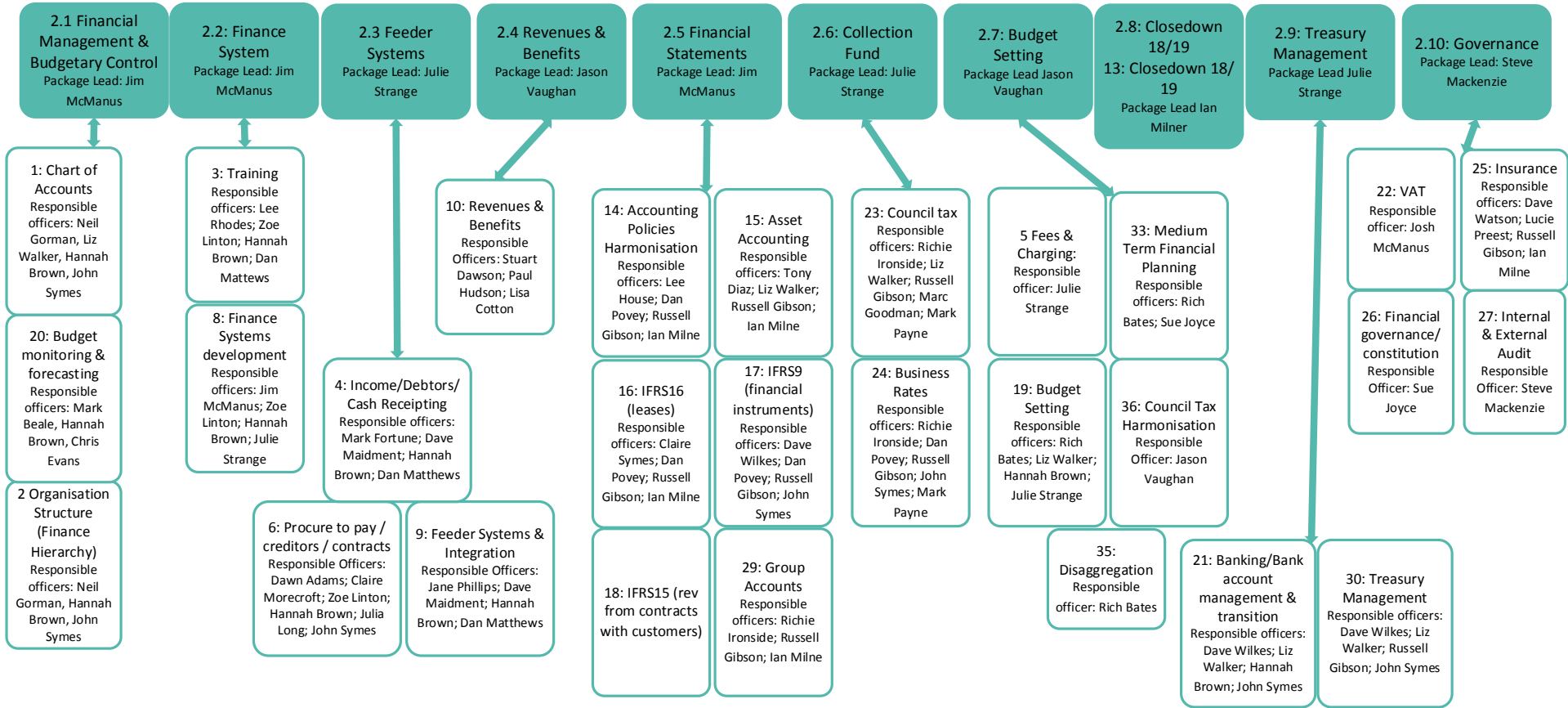
Page 74



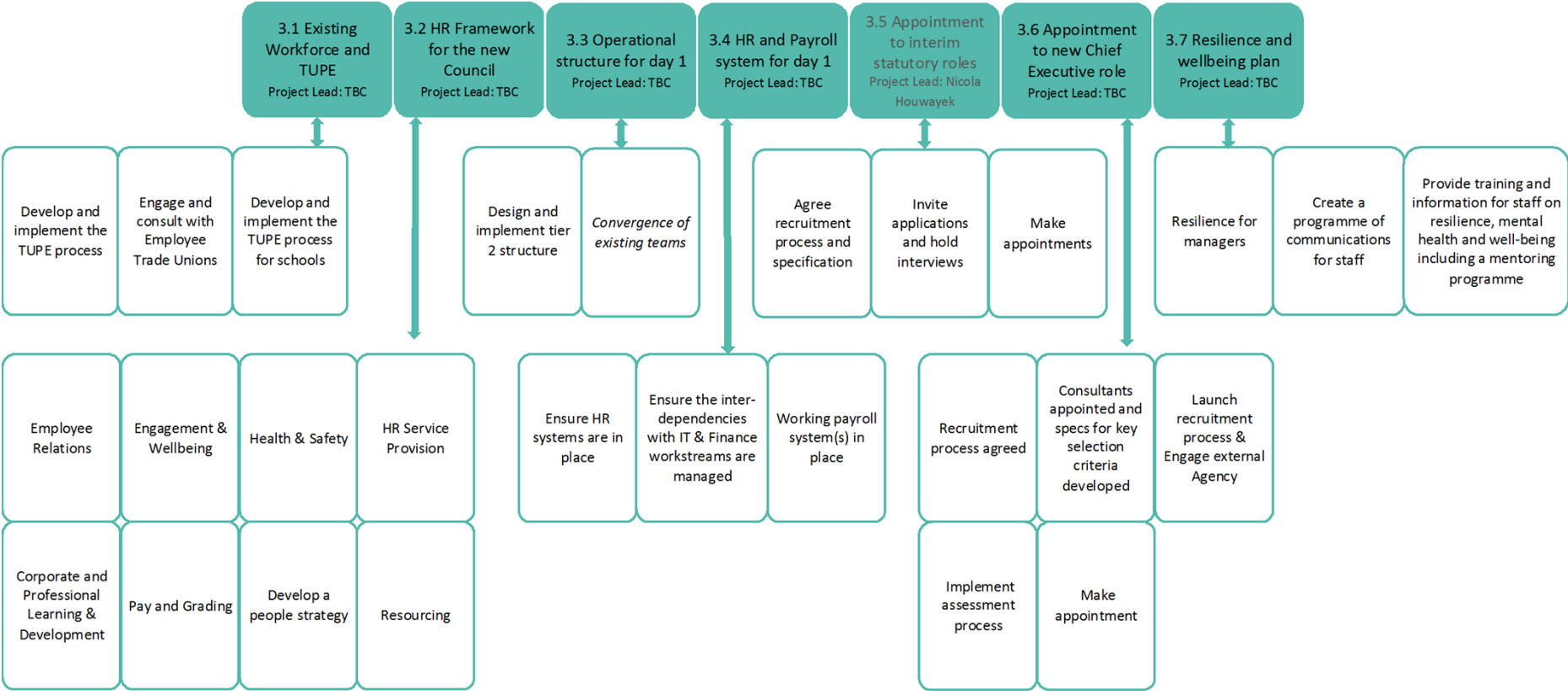
9.1 Legal & Democratic



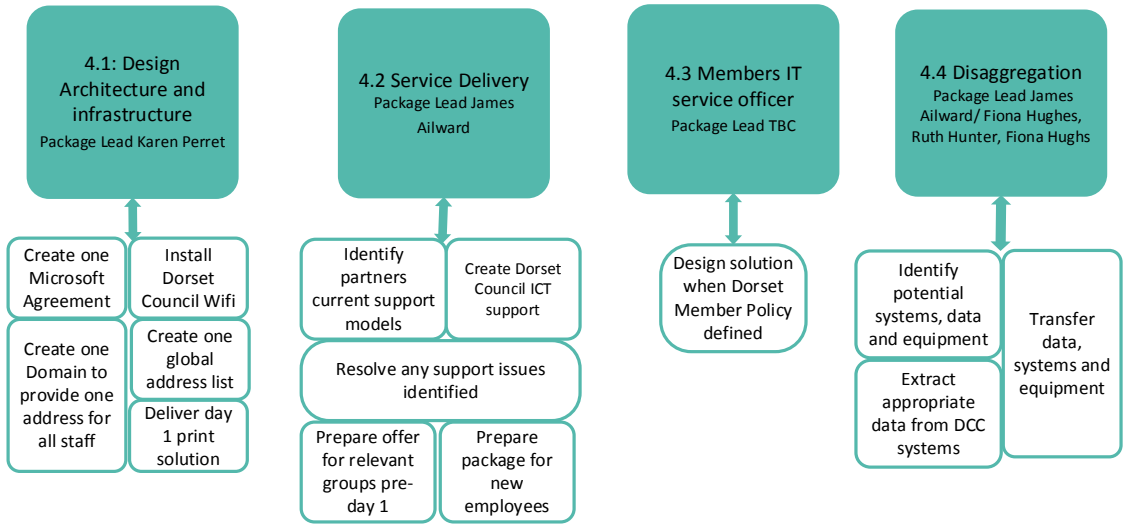
9.2 Finance



9.3 HR & Workforce

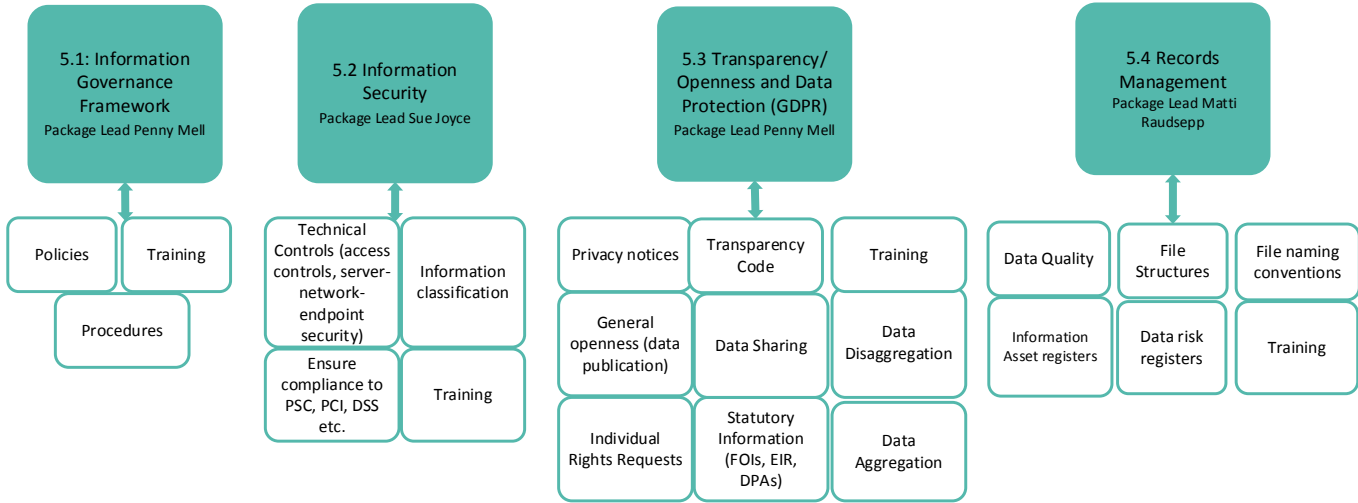


9.4 ICT



Page 78

9.5 Information Governance



9.6 Service Continuity

The service continuity workstream ran a series of workshops with more than 170 employee representatives from across the 6 councils during May and June to capture information about the changes required in each service area for those services to transition to the new Council without interruption. In addition, the Adult and Children's services in the County Council produced similar material from reviews with service managers.

In summary, the outputs from this were:

- More than 460 services were covered in the process and 35 implementation packs were submitted to the programme team setting out critical day 1 requirements and over 1200 questions to be answered through further work and by the programme team
- Significant numbers of the challenges and actions that were identified were confirmed to be covered in the scoped work and plans for the core workstreams, enabling the service based staff to concentrate on the specific changes required for their area.

In order to break down the breadth of further planning and implementation work to manageable and meaningful components, three 'Theme Boards' have been created in order:

- To be responsible for the implementation of activities within that theme
- To receive updates on progress, resolve issues, risks and dependencies from service implementation teams
- To delegate tasks within implementation plans to nominated officers
- To critically analyse, review and quality assure implementation activities
- To review any decision records escalated to that board and quality assure the scope of the decision request
- To be accountable to wider programme board on progress, risks, dependencies and issues

These cover "People", "Place" and "Corporate" themes and the service breakdown that these each cover is set out in the following table.

These groupings, while designed to be meaningful and to bring together the services in a logical grouping are not indicative of any future work around the corporate or operational structures.

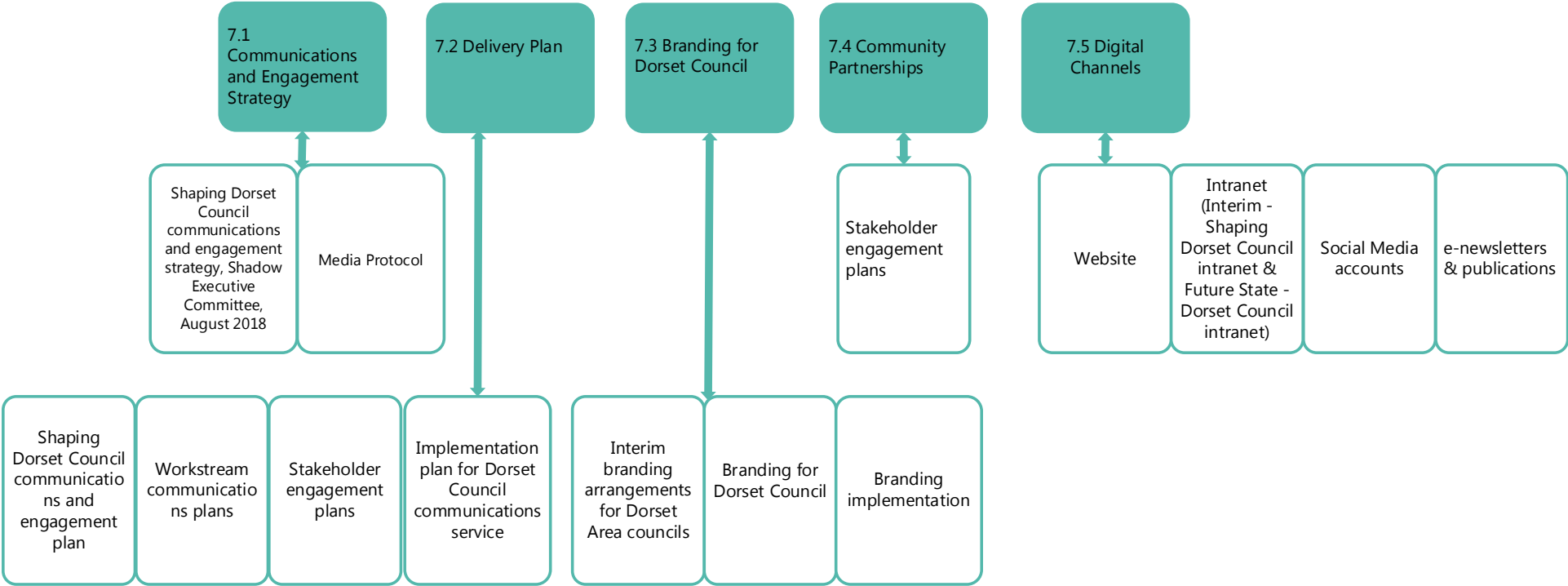
Theme Board 1: Place	Theme Board 2: People	Theme Board 3: Corporate
<ul style="list-style-type: none"> • Waste and cleansing • Fleet Management • Harbours, beach and seafront, engineering and coastal defences • Economic Development and regeneration • Tourism, heritage and culture including Countryside and rights of way • Planning, building control and land charges and searched Travel and Transport Parking Highways • Property and facilities management • Regulatory 	<ul style="list-style-type: none"> • Community • Housing • Adults and Community (DCC) • Children’s (DCC) • Leisure • Libraries • VCS 	<ul style="list-style-type: none"> • Emergency planning, • Customer Services • Policy and Research • Communications • Performance management • Cross cutting • Service Expert Group <p>Finance (including procurement), HR, Legal, Democratic services, Elections, ICT (including GIS) and Information Governance are being dealt with under core workstreams</p>

9.7 Communications

The role of the communications workstream is to deliver communications activity that meets the objectives in the Shaping Dorset Council programme, based on engagement with a wide range of stakeholders. This work is being progressed through the Communications and Engagement task and finish group and the Dorset Area communications group.

The workstream is set out as follows:

Page 81



Stakeholder Engagement

Work to identify, understand and segment stakeholders remains ongoing as the needs of stakeholders vary at particular times throughout the programme. The following mechanisms and channels are in use to ensure stakeholders can access latest news and information. This list which is not exhaustive, has been informed by the Communications and Engagement Task and Finish Group.

Stakeholder	Activity
Elected Members	<ul style="list-style-type: none"> - Briefings as determined by Leaders - Facilitated workshops - Task and finish groups - Member newsletters - ModGov extranet – library facility to hold briefings, newsletters & presentations. - Shaping Dorset Council Intranet where Members can access latest news and information. - Shaping Dorset Council programme drop in sessions
Employees	<ul style="list-style-type: none"> - Employee briefings - Facilitated workshops - Employee newsletters - Shaping Dorset Council Intranet where employees can access latest news and information - Shaping Dorset Council programme drop in sessions
Community Groups	<ul style="list-style-type: none"> - Direct correspondence - Partner e-newsletters - Partner channels - Shaping Dorset Council website

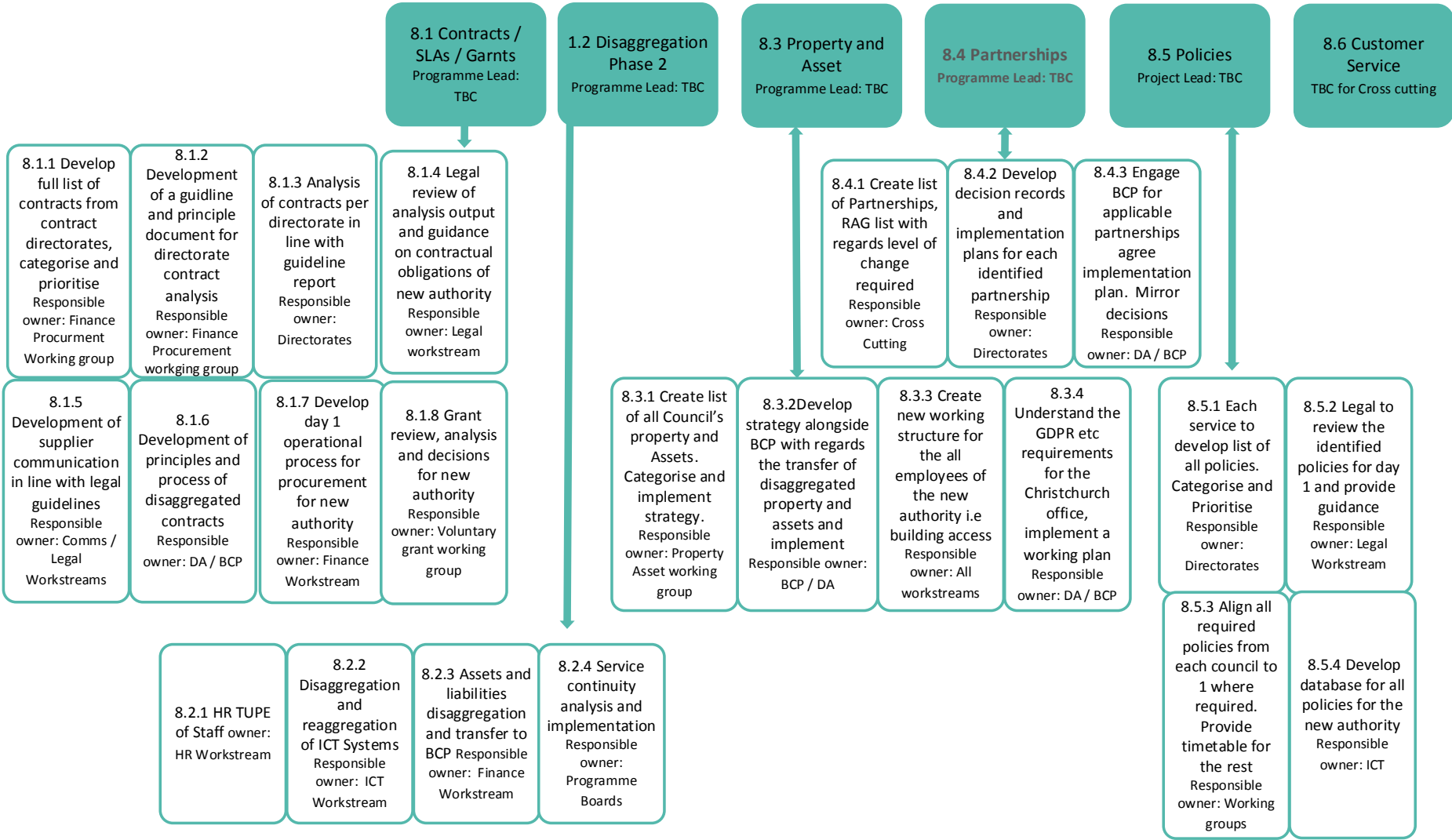
Wider public	<ul style="list-style-type: none">- Website- Social media accounts (Shaping Dorset Council, Dorset For You and Dorset Area council accounts)- Consultation events- E-newsletters- Partner channels- Shaping Dorset Council website
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Resources & Budget

The Shaping Dorset Council communications team consists of a Communications and Engagement Manager and two Communications Officers which are full time posts in the programme team. They work closely with the Communications and Engagement task and finish group and the Dorset Area communications group which is made up of communication leads from each Dorset Area council.

Campaign budgets and resources are 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.

9.8 Cross Cutting



10 Phase 2 Outcomes

The overall requirement of the programme is to deliver a safe and legal new unitary council, with no break in continuity in services, with the eligible workforce transferred to their new employer and with clear plans in place for the convergence of services where duplicated. 'Safe & legal' includes having a legal and balanced budget and with appropriate plans in place to deliver the convergence savings outlined in the Local Partnership Business Case from 2019 onwards. On a workstream basis, the deliverables scoped and being planned for are set out as follows:

10.1 Legal & Democratic

- Shadow Council and Shadow Executive Committee in place and legally constituted, Member's engagement plan in place, meetings schedule in place for all committees
- Dorset Council – legal governance in place: constitution, meetings schedule, website, committee structure, member induction
- Interim arrangements in place between vesting day and the elections in May '19
- Boundary Commission's Electoral Boundary Review supported
- 2019 elections prepared for
- Set-up of Weymouth Town Council is supported
- Civic functions and arrangements are in place
 - Lord Lieutenants
 - High Sheriff
 - Mayoral roles
- Legal & Democratic Services teams are in place for day 1

10.2 Finance

- Dorset Council has an agreed, achievable balanced budget for 19/20
 - Disaggregation costs are understood and agreed between BCP and Dorset Council.
 - Shadow Authority Members agree plans to achieve a balanced budget for 19/20
 - Plans to achieve a balanced budget for 19/20 have been fully consulted upon and recommendations incorporated
 - Plans to achieve a balanced budget for 19/20 have been drawn up, they show clear goals, and work has started on them.

- Financial Systems are clear, understood and available for all relevant Dorset Council officers and suppliers
 - All relevant staff across Dorset Council can and know how to order and pay for externally supplied goods and services
 - All relevant staff across Dorset Council can update and access budget management information for the organisation as a whole
 - Suppliers know how to invoice for their goods and services and are paid in accordance with clear, agreed policies
 - Dorset Council has an approved Treasury Strategy and an approved set of Financial Regulations
- Benefits claimants receive the right benefits at the right time.
- Council tax and Business rates payers receive the right bills with clear payment information at the right time.
- Fees and charges across Dorset Council are clear and customers know who and how to pay.

10.3 HR & Workforce

- All the existing workforce is transferred appropriately to their new employer
- HR services are in place for new and existing employees
 - Working policies
 - Trade Union agreements
 - Occupational Health and wellbeing support
 - Health & Safety and HR related policies
 - Learning and development
 - Pay and grading
 - Structures in place to recruit to new terms on day 1
 - Benefits, Terms & Conditions in place
 - NJC pay award in place
 - Recruitment processes
- People strategy in place
 - Values and behaviours
 - Performance management process
- Chief Executive and new Tier 2 in place, with operational structures clear for day 1
- HR and payroll system in place

10.4 ICT

- All staff have access to:
 - one email address @dorsetcouncil.gov.uk
 - one Global address list showing all Dorset Council employees
 - Skype IM facility as a minimum
 - access to all Dorset Council's employees' calendars
 - one door entry badge for main offices i.e. County Hall, Purbeck DC, South Walks House, as a minimum
 - access to corporate Wi-Fi across all Dorset Council buildings
 - print facilities across the main offices
 - Collaboration spaces including SharePoint, One Drive for Business and Teams
- One corporate intranet
- One corporate internet website
- One Microsoft agreement for Dorset Council
- IT equipment and service offering for new employees
- All staff will continue to use the same IT equipment on day 1
- Staff will not be relocated on day one and must have access to all their systems and data
- Day One IT Statutory requirements identified by service areas and ratified by the Dorset Area Programme Board
- Pre-day 1 service offering to Shadow Executive and other relevant groups
- Members service offering in place in anticipation of May 2019 Elections.

10.5 Information Governance

- IG Framework in place
 - Policies
 - Procedures
 - Training
- Information Security – technical controls in place
- Statutory requirements being fulfilled for transparency / openness guidelines / codes, including GDPR and Data Protection:

- Transparency code
 - FOIs, EIRs, DPAs processes in place
 - Privacy notices
 - Data Sharing
 - Individual Rights Requests
 - Data disaggregation
 - Data aggregation
 - Training
- Records Management – paper and electronic

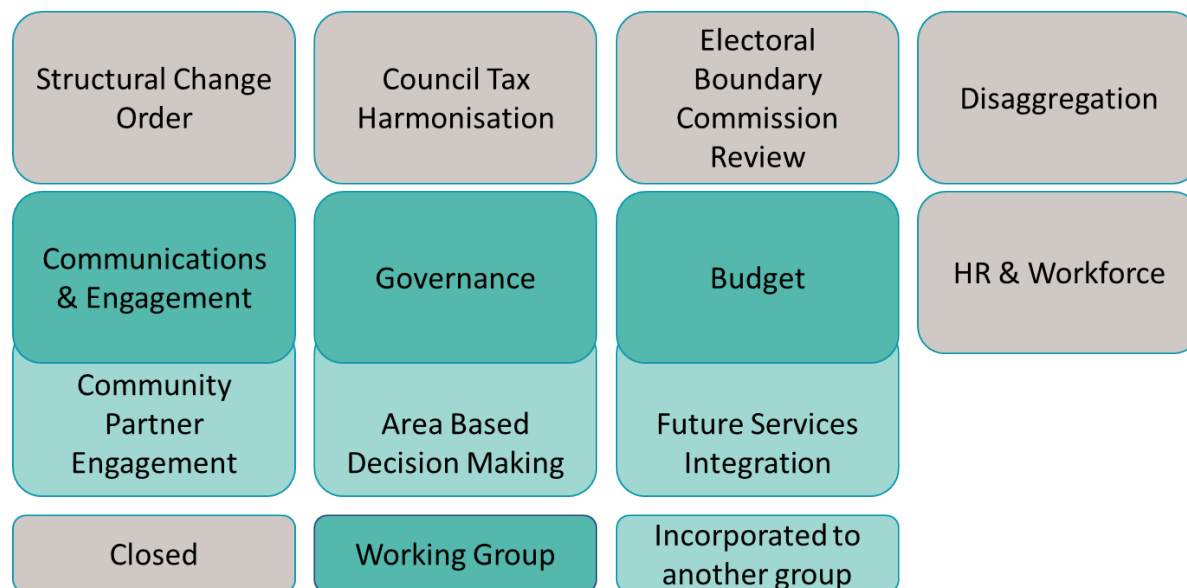
11 Task & Finish Groups

A number of Task and Finish Groups were put into place while the Programme Team was forming; their purpose was 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. A review of the work of these groups has been undertaken by the Head of Paid Service and the conclusions are that the three key groups, Finance/budget, Governance and Communications and Engagement should be retained as three working groups. These groups can then commission sub-groups or task and finish on a topic specific basis.

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 and have now closed following successful completion of their task. In addition, the HR & Workforce group met and agreed that there was no specific task needed to resolve but that the Lead Member for HR & Workforce should be engaged on a regular basis to guide and support the workstream.

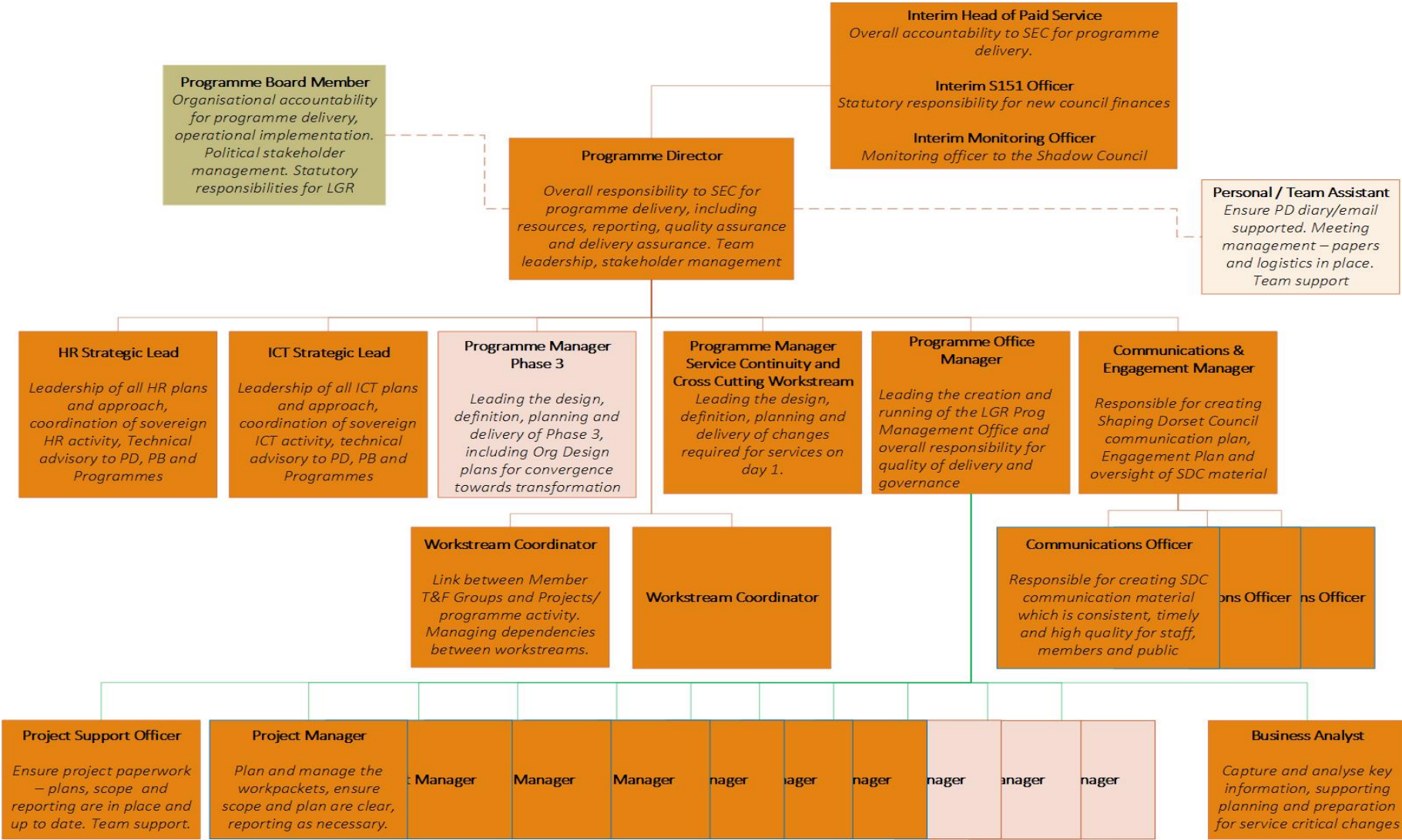
A further three groups – area based decision-making, community partner engagement, future service integration (shared services) were paused to consider their place while some of the phase 3 outputs have been brought into place and on reflection have been deemed to have overlapping remits with the ongoing groups.

They have been merged as illustrated to the three groups that are still running, with ongoing roles in the development of their specialist area – Governance, Budget and Communications & Engagement.



12 Resources and core structure

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



13 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. At the May meeting of the DA Joint Committee, it was agreed that a further £2.613m would be made available to the programme.

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, limited opportunity to draw resources from the preceding councils and the absolute necessity for continuity of service required, the resource cost required to deliver the programme 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:

	Estimate	Spent / Committed	Balance
Programme			
Staffing	1,959	1,659	300
Staffing - Backfill	110	110	-
Bought in Consultancy / Services	276	166	110
Technical Support	260	160	100
Set Up Costs	4	4	-
	<u>2,609</u>	<u>2,099</u>	<u>510</u>
Non Programme			
Provision for Operational Costs	400		400
Potential duplicate costs	92		92
Legal Support	50	50	-
	<u>542</u>	<u>50</u>	<u>492</u>
Contingency	225		225
Total	<u>3,376</u>	<u>2,149</u>	<u>1,227</u>

In the schedule above, costs or provision for costs are included that are not normally considered to be programme management costs and so these have been presented separately.

There is no provision in the programme budget for the convergence and transformation activity during 2019/20 and beyond. This includes the current team which is mostly retained until 31/5/2019. The current commitment level for the period 1/4/2019 – 31/5/2019 is circa £175,000. This will be provided for within the normal budget setting process for the new Dorset Council.

14 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:

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.



14.1 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.

14.2 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.

Page 94

IMPACT - THREATS							IMPACTS - OPPORTUNITIES		
Score	Financial	Legal / Compliance	Strategic	Safety, Wellbeing & Safeguarding	Reputation	Service Delivery	Score	Financial	Service Improvement
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)	5	Over £1 million	Significant opportunity
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)	4	£500k to £1 million	
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	3	£300k to £500k	Moderate opportunity
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	2	£100k to £300k	Minor opportunity
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	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				
		(1) Rare	(2) Unlikely	(3) Possible	(4) Likely	(5) Almost Certain
IMPACT	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

14.3 Risk Log

In keeping with the agreed methodology, the risks in the table below are those which are currently assessed as being of Impact 4 or 5, set out here with the mitigation and control-based score.

ID	Title	Accountable Risk Owner	Workstream	Gross Risk Score	Gross Risk Level	Current Controls	Current Impact (1-5)	Current Risk Score	Current Risk Rating	What Further Actions are Necessary?
13	Failure to integrate systems	Keith Cheesman	ICT	20	High	IT Disaggregation project	4	20	High	
101	Nothing in place for payments over the counter from 1st April 2019 in all offices.	Julie Strange	Finance	20	High	Work with Customer Services & IT to formulate an achievable plan of action	5	20	High	
106	Significant emerging risks around the financial impact of TUPE & disaggregation.	Jason Vaughan	Finance	20	High	There is currently no mitigation plan in place. These risks were identified during mid-July and further discussion is taking place on 31st July to better understand the situation.	5	15	High	
105	Cash receipting. Overlapping reference numbers mean we can't move to one system	Julie Strange	Finance	16	High	North & East	4	16	High	
7	Failure to understand full statutory responsibilities of merging authorities creates an exposure to legal challenge;	MOs	Legal	20	High	Programme contains legal and governance workstream tasked with examining Corporate legal requirements. Service continuity workshops planned to identify service specific legalities The question was raised as to how the legal teams should interface with the Service Continuity teams as there was a perceived lack of clarity as to what the teams were doing and whether or not anyone was checking that their output was legally compliant. The Legal teams have not seen the various implementation plans to confirm that the teams had considered all legal aspects and it was suggested that a mitigating action would be to have a legal officer embedded in these teams.	5	15	High	Service workshops will reduce risk exposure
40	Proposed payroll systems not agreed by HMRC	Keith Cheesman	HR & Workforce	20	High	Consultant engaged (PSTax) to represent both new councils in discussions with HMRC.	5	15	High	PSTax consultant suggesting a HMRC response by end July
3	Opportunity to streamline and modernise services to deliver a new Council vision for a new Authority;	New Chief Executive	Finance	20	High	Agreement to establish Phase 3 of the programme work.	4	12	Medium	Review PwC vision, further visioning sessions to be arranged to develop Corporate vision and priorities
16	Interdependencies with other government bodies causes delays (HMRC Paye Number etc);	Keith Cheesman	Finance	16	High	Appropriate advice agencies being sought	4	12	Medium	Decisions to be taken following receipt of advice
18	Poor budget forecasting and control	New Chief Executive	Finance	12	Medium	DFO's reviewing transition costs as set out in PWC business case and developing MTFP for Dorset Council. Budget Task and Finish group established. DFO's considering options to enable budget monitoring for Dorset Council	4	12	Medium	
34	Banks refuse to change the name on existing account numbers	Julie Strange	Finance	15	High	All orgs discussing with their banks. Lloyds is the only bank (for PDC) which can't change their name. Current mitigation is to open a new account in the name of Dorset Council. Timing to be confirmed	4	12	Medium	
37	Inability to establish most effective permanent management team;	Keith Cheesman	HR & Workforce	12	Medium	Recruitment process for Chief Exec agreed.	4	12	Medium	Recruitment of Chief Exec by end Sept. Decisions re timings for Tier 1 SLT

ID	Title	Accountable Risk Owner	Workstream	Gross Risk Score	Gross Risk Level	Current Controls	Current Impact (1-5)	Current Risk Score	Current Risk Rating	What Further Actions are Necessary?
39	Failure to develop clear policies for new employees from day 1	Keith Cheesman	HR & Workforce	12	Medium	Day 1 planning workshop (21st June)	4	12	Medium	Development of Implementation Plan
45	Failure to agree terms and conditions for the new council	Keith Cheesman	HR & Workforce	15	High	Included in Implementation Plan	4	12	Medium	
50	Different redundancy multipliers in existing councils	Nicola Houwayek	HR & Workforce	16	High	Included in Implementation Plan	4	12	Medium	
100	Unable to access information held by outgoing authorities (for statutory returns and evidence bases)	Board	Information Governance	16	High	Clear policy on retention/destruction; clear Information Asset Registers	4	12	Medium	
5	Insufficient capacity/resources to deliver the programme within timescales (project slippage)	Keith Cheesman	Programme Level	25	High	Programme team posts appointed into, include Programme Director. Project Management roles appointed. Support roles to be appointed to. Scoping workshops will identify further resource requirements. Programme Board monitor weekly.	5	10	Medium	Further project managers and additional HR roles to be appointed.
8	The Parliamentary approval process is further delayed, restricting the time to deliver the new Council;	CLG	Legal	5	Medium	Daily working with MHCLG, meetings with Senior Advisers and progressing the Judicial Review.	5	10	Medium	Central team progressing Consequential orders
10	Failure to ensure due diligence during restructuring / staff transfer process;	Keith Cheesman	HR & Workforce	15	High	HR workstream co-ordinating	5	10	Medium	Legal advice sought where appropriate
17	Insufficient transformation to achieve the financial benefits set out in the business case;	Programme Board	Finance	15	High	DFO's reviewing transition costs as set out in PWC business case and developing MTFP for Dorset Council. Budget Task and Finish group established	5	10	Medium	
22	Existing Councils have structural problems with their base budgets which are not addressed and then adversely impact upon the new authority - see Jason Vaughan 'protocol on spending & commitments' 3/5/18	SM and then Interim S151 Officer	Finance	15	High	S151 Officer in each council to produce a paper outlining where their individual authority is in relation to these items and to provide an affirmative statement on them. This will ensure that the interim S151 Officer has a clear understanding of the overall financial picture and associated risks. Key areas covered are purchase, disposal & transfer of assets, new large contracts, new capital schemes, use of reserves	5	10	Medium	Budget T&F have discussed this information which was given them on 20th July. They will interrogate Service Directors on their financial strategies at their next meeting on 1st August.
41	Payroll system not in place for EDDC on day 1 (contract expires 31 May 2019)	Keith Cheesman	HR & Workforce	20	High	Consultant engaged (PSTax) to represent both new councils in discussions with HMRC. ED staff would migrate to another sovereign council if existing payroll systems retained	5	10	Medium	PSTax consultant suggesting a HMRC response by end July
46	Failure to agree a scheme of delegation for the new council	Keith Cheesman	HR & Workforce	15	High	Included in Implementation Plan	5	10	Medium	
52	Competency based increments - deadline Jan 2019	Nicola Houwayek	HR & Workforce	15	High	Green book' ramifications included in Implementation Plan	5	10	Medium	
80	Snap General Election or Referendum	Elections teams	Legal	10	Medium		5	10	Medium	
89	Failure to achieve compliance with PSN Remedial Action Plan, NHS Data Compliance Protocol, and PCI)	Sue Joyce	Information Governance	15	High	This will be addressed in the Information Security work package	5	10	Medium	
91	Unable to migrate data i.e. stored in non-shared locations	ICT Workstream	Information Governance	15	High	This will be addressed in the Data Disaggregation work package in the ICT Workstream	5	10	Medium	

ID	Title	Accountable Risk Owner	Workstream	Gross Risk Score	Gross Risk Level	Current Controls	Current Impact (1-5)	Current Risk Score	Current Risk Rating	What Further Actions are Necessary?
92	Migrated data is incorrect (wrong; out-of-date etc)	ICT Workstream	Information Governance	15	High	This will be addressed in the Data Disaggregation work package in the ICT Workstream	5	10	Medium	
116	Email phishing	ICT Strategic Board	Programme Level	20	High	Staff awareness; access/privilege controls; email/DNS/web filtering to block suspicious emails or malicious sites; robust malware protection; adequate logging and alerting for IT systems; clear reporting methods for users if they think they have clicked something	5	10	Medium	Ensure current controls are in place
6	Failure to establish early decision-making processes for Dorset Council.	New Chief Executive	Legal	20	High	It was agreed that this applied to both the Shadow and Dorset Councils. That for the Shadow had been resolved by the adoption of the constitution. The consequences of not having a clear process would be that Dorset Council would be unable to operate. The title needed to refer to Dorset Council. Risk levels remained the same and current controls were agreed as L&D Steering Group, Governance Task and Finish Group, appointment of an accountable interim MO, and a programme plan being in place.	4	8	Medium	Future consideration for Change Authority Board
14	Delays in disaggregation work;	Debbie Ward	Finance	12	Medium	Disaggregation work underway and monitored	4	8	Medium	
15	Disaggregation of management / staffing / budget structures across Shared Service arrangements (East / Christchurch);	Debbie Ward	Finance	12	Medium	Disaggregation work underway and monitored	4	8	Medium	
20	Drop in services levels during transition	Programme Board	Customer & Service Continuity	16	High	Service Continuity Workshops held to map functions delivered by services. Answers sought to questions raised by service areas. Implementation planning has commenced. Resource will soon be available to support each board in managing and delivering service implementation plans.	4	8	Medium	
38	Failure to develop clear policies for existing employees from day 1	Keith Cheesman	HR & Workforce	12	Medium	T&Cs listed and analysed across all councils. Proposed TUPE 'measures' I/Dd.	4	8	Medium	Policies across all councils to be incorporated into T&Cs list end June
43	Legal advice required around the status of our existing Collective Agreements	Keith Cheesman	HR & Workforce	12	Medium	Included in Implementation Plan	4	8	Medium	
44	Legal advice around the process/mechanism for agreeing a new set of T&Cs for the new Council	Keith Cheesman	HR & Workforce	16	High	Included in Implementation Plan	4	8	Medium	
65	Inconsistency of process, licences and fees across outgoing authorities	Matt Prosser	Customer & Service Continuity	12	Medium	Project set up within Finance workstream for fees and charges in relation to budget. The legal workstream are identifying the requirements of harmonised fees and charges for day 1. Cross-cutting workstream is identifying the policy requirements in terms of leases and licensing for the new authority. The themed boards will be notified through the service experts on the progress of this to be fed into implementation planning.	4	8	Medium	
70	Dorset Council is constrained by decision making of legacy authorities		Legal	8	Medium	Thresholds set by 151s and Shadow Executive either being consulted upon or agreeing to schemes promulgated by sovereign councils.	4	8	Medium	Process being clarified by IMO which will be issued to sovereign councils.

ID	Title	Accountable Risk Owner	Workstream	Gross Risk Score	Gross Risk Level	Current Controls	Current Impact (1-5)	Current Risk Score	Current Risk Rating	What Further Actions are Necessary?
75	Failure to identify the impact of service change on our staff and communities	Matt Prosser	Customer & Service Continuity	8	Medium	Workpackage identified to support the requirements for impact assessments to be drawn up.	4	8	Medium	Further scoping of 4.4 workpackage required following first iteration of implementation plan to shadow exec.
95	Failure to ensure the correct skills and capacity for information governance within the new Dorset Council	Board	Information Governance	16	High	i) skills audit; ensure that resourcing needs assessment is undertaken ii) Commitment from Las to provide necessary support/input from professional officers	4	8	Medium	
9	Change of political will / loss of 'buy-in'	Programme Board	Programme Level	5	Medium	Joint Area Committee; cross-authority support, Task and Finish groups	5	5	Medium	
23	Existing Councils make decisions during this financial year which adversely affect the future budget for Dorset Council	Interim S151	Finance	15	High	Protocol agreed at 23/5/18. Budget setting process continues throughout the year.	5	5	Medium	
27	Unable to agree a single set of asset accounting policies, strategies, methods etc in time for the new council to implement a common approach across all assets.	Interim S151	Finance	5	Medium	All strategies, policies, approaches, methods should be well documented. Workstream leads will share and attempt to agree common principles for 1/4/19 implementation.	5	5	Medium	
28	Capacity of trainers to deliver SAP project manager training to PMs to enable capital budgets to be managed in SAP.	Jim McManus	Finance	8	Medium	Capital budget/project management training already in place but there may be capacity issues in the new council, depending on training demand.	5	5	Medium	
63	Unable to respond to a significant event (civil contingencies act responsibilities as a category 1 responder)	Matt Prosser	Customer & Service Continuity	15	High	Emergency Planning policy is required for the new authority from day 1. Service implementation team established and draft implementation plan scoped. Core workstream service experts will attend the place themed board to provide guidance and oversight to the development of a single emergency planning policy and response system.	5	5	Medium	
74	Elected members on statutory committees do not have appropriate skills/knowledge	Monitoring Officers and DSMs	Legal	10	Medium	As part of the Legal and Democratic Workstream develop an induction package for new members	5	5	Medium	

15 Reporting Pack

A revised highlight report pack will be brought into place from September to better reflect the nature of the programme and the component parts of it. With the greater level of detail now provided by this plan, it is now possible to track the upcoming milestones in greater detail and with greater visibility. Also, the workstreams are now scoped and can be tracked with greater understanding of the future milestones and progress and current challenges.

The pack divides into three components:

- 1) Programme Status Overview
- 2) Programme Milestones
- 3) Workstream / Theme status updates

Reporting will be completed weekly, with the reports being filed in the Shaping Dorset Programme intranet site for members and employees to be able to review in real time between monthly meetings.

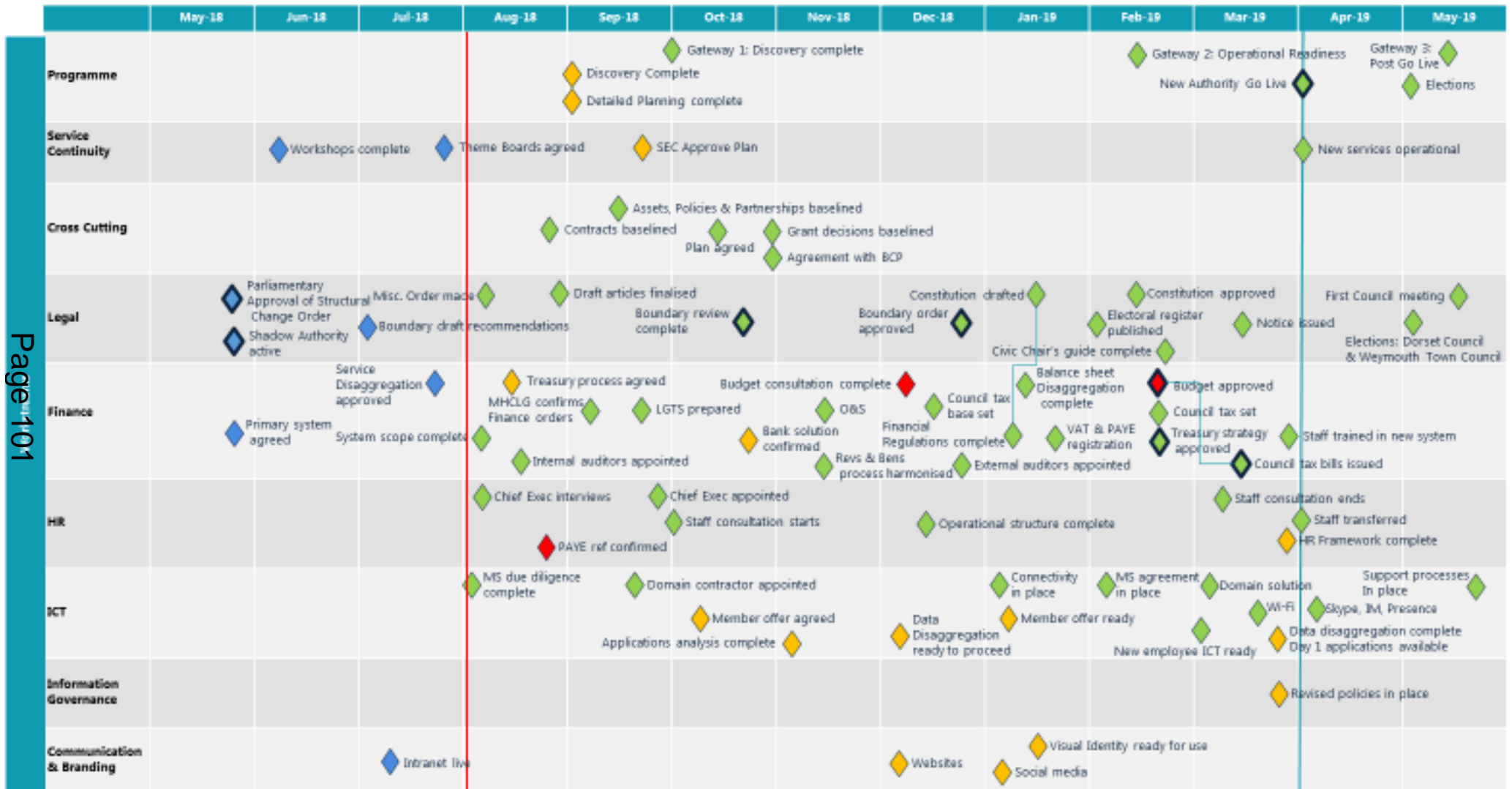
The following three tables set out the templates / formats to be used.

OVERALL PROGRAMME STATUS - DATE

Overall status	↔	Scope	↔	Budget	↓	Time	↑	Resource	↓	Stakeholder	↔	Risk & Issue	↔
<i>Brief description of overall programme status, significant achievements, major concerns or imminent major events</i>													
Return to Green	↔	<i>Describe key actions to return overall programme RAG status from Red or Amber to Green</i>											
Change Requests	↓	<i>Describe any significant, proposed or in progress change requests to the Programme Scope</i>											
Resources	↓	<i>Describe significant resource gaps, actions e.g. recruitment, and key events e.g. new or exiting team members</i>											
Plan	↑	<i>Describe readiness of plans and tracking against it, with description of any significant exceptions</i>											
Benefits	↔	<i>Describe whether programme is on track to deliver benefits and any significant exceptions or risks</i>											
This week		Issue/Risk						Mitigation					
Top Issue	↔	<i>Describe highest programme level risk</i>						<i>Describe mitigation plan to address</i>					
Top Risk	↓	<i>Describe highest programme level issue</i>						<i>Describe mitigation plan to address</i>					

Programme Milestone Plan

Page 101



WORKSTREAM NAME - STATUS UPDATE

Workstream Sponsor:
Project Manager:

Date:

Workstream RAG



Overall Workstream Summary

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

Key Initiative Achievements (This Week)	Next milestones			
Describe key achievements this week	Milestone	RAG	Due Date	Target Date
	Milestone name			

Key Initiative Activities (Planned Next Week)

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

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

16 Gateway Review Process

16.1 Introduction

To assure the Programme Board and Shadow Executive Committee that the Shaping Dorset Council programme is on course to deliver the new Authority on 1st April, it is proposed that we conduct a series of Gateway Reviews linked to critical Programme Milestones.

16.2 Rationale

The proposed Gateway reviews are a best practice approach as defined by MSP (Managing Successful Programmes) and Government standards. The three proposed Gateways are closely aligned to OGC 3 (Investment Decision), OGC 4 (Ready for Service) and OGC 5 (Operational Review & Benefits Realisation).

The reviews are designed to assure that:

- there is confidence that the programme can progress to the next stage of implementation
- the best available skills and experience are deployed on the programme
- all the stakeholders fully understand the programme status and the issues involved
- time and cost targets can be achieved

Gateway 1: Discovery Phase Close – September 2018

This review confirms that the Discovery phase has been satisfactorily completed and that the delivery plan is appropriate before going ahead with the main implementation phase. It assesses whether the defined outcomes are likely to be met; that the organisation can implement and manage the programme as intended; and that the necessary processes and resources are in place to achieve a successful outcome.

Gateway 2: Operational Readiness – February 2019

This review focuses on whether the plans and preparations are robust before implementation; how ready the organisation is to implement the business changes that occur before and after delivery; and whether there is a basis for evaluating ongoing performance.

Gateway 3: Post Implementation Review – May 2019

This review takes place after the programme has delivered its agreed outputs. It concentrates on the delivery of the planned outcomes and how well arrangements have been set up for ongoing service delivery. It will identify any outstanding issues as well as any lessons learnt which should be taken forward to next phase.

Methodology

The Gateway Review is a 'peer review', in which independent practitioners from outside the programme use their experience and expertise to examine the progress and likelihood of successful delivery. They will provide additional perspective on the issues facing the internal team, and an external challenge to the robustness of plans and processes.

The reviews will take the following approach:

1. Review of key programme documentation
2. Interviews with key stakeholders and programme team
3. Workshops where appropriate, for example a Post Implementation Review workshop
4. Report and presentation documenting key findings and recommendations

Detailed Gateway Review Scope

Gateway 1: Discovery Phase Close – September 2018

- Confirm that all activities in the Discovery phase are complete and that any outstanding tasks or issues are captured with appropriate actions documented to close them during the implementation phase
- Confirm that the implementation plans are sound and achievable with an appropriate level of resources allocated
- Confirm that the objectives and desired outcomes of the programme are likely to be realised through the implementation plan
- Ensure that management controls are in place to manage the programme through to completion
- Ensure there is continuing sponsorship and stakeholder support for the programme
- Check that the organisation has prepared for the implementation, transition and operation of new services, and that all relevant staff will be prepared ahead of go live

- Confirm that there are plans for risk management, issue management and change management
- Evaluate actions taken to implement recommendations made in any earlier audits and reports

Gateway 2: Operational Readiness – February 2019

- Confirm that all necessary testing and validation has been completed and that governance bodies are ready to approve implementation
- Check that there are feasible contingency arrangements in place
- Ensure that all ongoing risks and issues are being managed effectively and do not threaten implementation. Evaluate the risk of proceeding where there are any unresolved issues
- Check that the planned outcomes are likely to be achieved
- Ensure that there are processes and procedures in place to ensure ongoing management of the new organisation and services
- Confirm that the necessary resources are in place to implement the business change
- Confirm that the implementation plans are still achievable
- Confirm that there are management and organisational controls to manage the programme through implementation and operation
- Confirm arrangements for handover of the project from the SRO to the operational business owner
- Confirm that all parties have agreed plans for training, communication, cutover and support as required
- Confirm that all parties have agreed plans for managing risk
- Confirm that all issues and outstanding tasks are identified and recorded
- Evaluate actions taken to implement recommendations made in any earlier reviews and audits

Gateway 3: Post Implementation Review – May 2019

- Assess whether the planned outcomes expected at this stage are actually being delivered. Where changes have been agreed, check that they do not compromise the original strategy
- Confirm that the necessary structures and resources for ongoing delivery of services are in place
- Identify any outstanding issues and activities and make sure there are plans in place to ensure they are resolved in a timely manner

- Identify any lessons learnt for following phases of the programme and confirm actions are in place to implement any changes in approach
- Confirm plans, resources and governance are in place for the next phase of the programme
- Evaluate actions taken to implement recommendations made in any earlier reviews and audits

Shadow Dorset Council

Date of Meeting	21 August 2018
Officer	Nicola Houwayek
Subject of Report	Building a Council for the 21st Century - Design Principles for the New Dorset Council Operating Model
Executive Summary	<p>Design principles will provide the framework for designing a council for the 21st century. They will be used to guide, agree and implement what the role of the council will be, what services it will provide, how these will be delivered and what culture, structures, skills and ways of working will be required to realise the ambition they describe.</p> <p>The outline ambition for the new Dorset Council was included as part of the business case that was prepared for the bid for Unitary status, with support from Price Waterhouse Coopers. This ambition was refined further into high level design principles at two subsequent workshops. The first of these was held on 17 April with Leaders and Chief Executives of the sovereign councils and a second on 10 July with members of the Shadow Executive Committee.</p> <p>Members of the Shadow Council were sent these principles following an all member briefing held on 23 July, with a request for comments. None were received from the wider membership.</p> <p>This paper details the outputs from these workshops and changes requested to the draft principles. Further work will be done in Phase 3 of the Shaping Dorset Council Programme to develop specific transformation projects which will be guided by these principles.</p>
Impact Assessment:	<p>Equalities Impact Assessment:</p> <p>EQIAs will be developed as part of the detailed transformation work emerging from the design principles.</p>
	<p>Use of Evidence:</p>
	<p>Budget:</p> <p>Principles only and so no budget implications at this point</p>
	<p>Risk Assessment:</p>

	<p>Having considered the risks associated with this decision using the LGR approved risk management methodology, the level of risk has been identified as: Current Risk: HIGH Residual Risk HIGH</p> <p>This high rating reflects the fact that these principles provide the framework for all the transformational work for the new council and that the vision and new operating model to deliver these principles has not yet been designed and agreed.</p>
	<p>Other Implications:</p>
<p>Recommendation</p>	<p>That the Shadow Executive agrees the Design Principles as outlined.</p>
<p>Reason for Recommendation</p>	<p>These principles will support the next stages of designing the transformational work for the new council</p>
<p>Appendices</p>	<p>None</p>
<p>Background Papers</p>	<p>PWC report “Case for Change in Dorset” – December 2016</p>
<p>Officer Contact</p>	<p>Name: Matt Prosser, Interim Head of Paid Service Tel: 01305 252201 Email: MProsser@dorset.gov.uk</p>

Building a Council for the 21st Century: Principles for the operating model for the new Council

Introduction

This paper is part of a set of papers which will set out how elected members at this stage would like the new authority to operate. This paper describes the design principles that will guide decisions about the target operating model and the organizational design for the new Council. A further paper will set out the proposed vision for the new authority and the operating model.

In preparing the bid for Unitary status the bidding authorities had commissioned Price Waterhouse Coopers to assist in preparing their business case. As part of this work PwC had discussed what sort of key characteristics the new council should aim to demonstrate. Subsequently a workshop took place on 17th April 2018 with Leaders and Chief Executives of the combining authorities to start a discussion about the design principles that would be required to guide future decisions about the preferred operating model. A second workshop of members of the Shadow Executive Committee took place on 10th July and further refined these design principles. This paper puts forward these design principles for discussion and sign off by the Shadow Executive Committee.

The key organisational characteristics included:

- Support elected members to provide strategic leadership for Dorset as a whole.
- Work in partnership with others to deliver improved outcomes for Dorset.
- Where appropriate, integrate service provision with partner organisations.
- Empower council employees and foster a culture of innovation and creativity.
- Develop an agile and flexible workforce.
- Maximise the use of digital innovation in service redesign.
- Invest in data and analytics to predict and manage demand for services.
- Resolve as many requests for service as possible at the first point of contact.
- Develop opportunities to operate more commercially.
- Standardise, simplify and share back office services.

The Operating Model Principles

Commissioning Services: The decisions on which services we will provide directly and those that we commission from others will be made on an individual, business case basis – taking account of the approach that will give the best outcomes for the council and the residents we serve. Where we need to provide new services, we will seek the best options from a range of suppliers and, over time, will review the options for the most appropriate provision of all our services. Commissioned services will be centred around the customer and will support the empowerment, independence and ability for

people to help themselves. To support our move to commissioning services to meet specific outcomes, we will also adopt a budget setting process which aligns with the commissioning cycle so we can demonstrate how our resources are aligned to outcomes and this will assist us to be able to make joint decisions with partners.

Innovative Services: We will seek innovative and cost-effective ways to meet the needs of those we serve and those who work with us to provide these services. New approaches carry risks, so our operating model will need to facilitate risk management and mitigation. The organisational design will need to build capacity around data, intelligence and analytics, so that we can understand how demand for services is changing, improve our planning and develop innovative ways to manage demand more effectively.

We will seek to group services in ways that support multi-disciplinary working.

Flexible Service Delivery: The organisational design will facilitate the provision of services and how we communicate with our customers, to ensure they are provided in the best location and in the most appropriate way in order to meet needs. Our services will be rooted in a more detailed understanding of the needs and aspirations of the people we serve, designed from the customer's perspective, ensuring accessibility for all. We will seek flexible ways to differentiate and deliver more complex services, whilst seeking efficient ways to deliver universal and transactional services.

Shared Services: Our operating model will promote sharing services with other organisations across the public sector. We will look to standardise, simplify and share support services to maximise efficiencies where this brings benefits for local people.

Organisationally entrepreneurial: Our organisational design will support a more commercial approach. This will include collaborating with others, including the private sector, to generate income and where appropriate support the development of certain services using commercial enterprise models.

Optimise the use of innovative digital approaches to improve service delivery and reach out to the community – using existing and emerging technology to encourage residents to contact us on line, and to automate processes, improve transactions, empower service users & build collaborative relationships.

Partnership working: Our organisational structure will facilitate working in partnerships. Our emphasis will be on identifying the common outcomes to which we and our partners are working, whether in long or short-term relationships, looking to build on the distinctive contribution of all parties, and ensuring that our combined efforts bring about change. In working towards a common outcome there will be transparency and mutual accountability with partners, our customers and other stakeholders.

Enabled and agile workforce: Our organisational structure will facilitate the development of a flexible workforce, enabling staff to respond to periods of peak demand, reducing the cost of their fixed overheads and improving their productivity. Our structure, systems and skills will reinforce a person-centred (rather than service-centred) approach to management, monitoring and control. The organisational design will be more flexible and less hierarchical and will facilitate joint working thereby enabling resource to be moved to where it is needed.

Governance and Accountability: The new organisational structure must ensure that elected members can exercise Governance and accountability, but in a way that reduces unnecessary, burdensome processes, enabling speed and flexibility in decision making. The new structure should facilitate elected members to exercise **shared place leadership** through working with other organisations and agencies to deliver improved outcomes for local people. Accountability for performance in the delivery of services must be clear and transparent in the new operating model. Scrutiny and challenge will be applied against defined specifications and standards and in the context of the contribution to improved outcomes. The business of the Executive and the associated system of committees should be explicitly aligned to the Dorset Vision, priorities and commissioning outcomes. Elected members will need access to accurate, evidence based, timely data and intelligence in order to make sound decisions. Risk will need to be an integral, high profile and a recognised part of decision making processes to mitigate against a potential blame culture in an environment where innovation is encouraged.

Implications for the Council of the Future

In summary, there a large number of implications arising from these design principles:

- *Customer Service Design* - The future operating model will need to spell out what customer access arrangements are required. These should focus on early resolution and problem solving to help residents to become more self-sufficient and resilient. Services will be brought together (clustered) where helpful, with a move to online and digital service provision.
- *Organisational design* - the future model will need to be clear about whether commissioning and delivery roles should be separated. It will need to have an enhanced role for a customer lead empowered to take ownership of the customer platform and drive a consistent set of customer standards. It will have fewer management tiers.
- *Governance* - the future model will require an overall governance framework which supports the focus on outcomes rather than organising round particular services or professions. The governance model will need to have a stronger link between the overall Vision and Priorities, and commissioning outcomes. It will also need to support a light approach to decision making processes, which will involve elected members and officers in new ways of working, operating within a clearly defined behavioural framework.
- *Workforce* - the model will need to accommodate new skills and experience particularly in areas such as commercial behaviours, coaching for outcomes, data analytics and commissioning. We will also need to rethink our approach to less hierarchical career path development and reinforcing what we value through our recognition and reward strategies.
- *Processes* - the future model will need to support the consolidation of common processes and activities and help remove the service/departmental approaches. It will need to be reinforced by a structure that makes it easier to move staff with the skills required enabling them to work flexibly to meet demand, and technology that will support more processes being delivered on an automated basis, removing them from service department control altogether.
- *Technology* - the future model is highly dependent on improved technology and accessing skills and sufficient knowledgeable staff in these areas. If we struggle to attract and retain such staff we may need to seek other routes such as seeking a strategic partnership in this area to provide the capacity and capability needed.

- Partners & Alliances - the future model will require collaborative delivery with key stakeholders and support for a shared approach to leadership for the area.

Back ground Papers

PwC report 'Case for Change in Dorset' Dec 2016

Notes from member workshop 17th April 2018

Notes from informal shadow executive workshop 10th July 2018

Shadow Dorset Council

Date of Meeting	21 August 2018
Subject of Report	Communications and Engagement Plan to support phase 2 of the Shaping Dorset Council programme
Executive Summary	<p>This report details the Shaping Dorset Council communications plan for phase 2 (Delivery of services on 01 April 2019), which builds upon the Dorset Area Joint Committee (DAJC) Communications and Engagement Plan provided to Members in September 2017.</p> <p>This plan describes the communications approach, objectives and methods of engagement for phase two which is mainly focused on Members and employees due to the nature of this phase.</p> <p>A communications and engagement plan will be developed for Phase 3 (Designing & building the new Dorset Council) of the programme.</p>
Budget Implications	None directly for the Shadow Council.
Recommendation	The Shadow Executive Committee is asked to note this plan and note that further iterations will be overseen through the Shadow Executive Committee at intervals to be agreed.
Appendices	<p>A: Media Protocol</p> <p>B: Communications & Branding workstream scope</p> <p>C: Newsletter schedule</p>
Background papers	Communications & Engagement Strategy – DAJC September 2017
Report Originator	<p>Name: Fiona Napier, Communications & Engagement Manager</p> <p>Contact: T: 01305 224877 E: Fiona.Napier@dorsetcc.gov.uk</p>

Shaping Dorset Council

Communications and Engagement Plan
to support Phase 2 of the Shaping Dorset
Council programme

Version 1.0
Dated August 2018

Introduction

This communications and engagement plan outlines the approach to phase 2 communications in the Shaping Dorset Council programme. The plan has been informed by the Communications and Engagement Task and Finish group and the Dorset Area Communications Group.

Status of the Programme

The Shaping Dorset Council programme was established in Spring 2018, following the Secretary of State's decision to approve the creation of two new unitary authorities for Dorset which will replace the existing nine councils in April 2019. Planning has been organised around three phases:

1. Legal creation of the new Council
2. Delivery of services on 01 April 2019
3. Designing & building the new Dorset Council

The programme is currently focused on Phase two, which will deliver a new Dorset Council in time to deliver its services safely, legally and without a break in continuity from the 1st April 2019. A significant amount of discovery work has taken place across the Dorset Area councils in recent months, which will inform what needs to happen for services to continue operating seamlessly in the new authority.

National Context

A number of reorganisation proposals have been put forward by councils across the country. Some have been approved, such as Dorset, and others are waiting for their proposals to be considered.

There is a drive nationally to reorganise councils to improve performance, cost and efficiency. However, there is a need to counter the perception that a bigger council will have less community identity. A communications and engagement plan will be developed for phase 3 of the programme, which will have a strong focus on community engagement.

Local Context

There are two unitary programmes for Dorset: Dorset Council and Bournemouth, Christchurch and Poole Council. Each new council will serve around 400,000 residents, putting them within the twenty largest local authorities in the country.

A significant amount of other public sector transformation is taking place across Dorset. It is important to work collaboratively with partners, to minimise duplication and confusion for communities. Examples include:

- Clinical Commissioning Group – proposals to reorganise hospital services in Dorset
- Dorset Police have launched the Future Policing campaign to consult on proposals to merge with Devon and Cornwall Police. (They are currently in a strategic alliance with Devon and Cornwall Police)
- Dorset & Wiltshire Fire and Rescue Service – the two fire services merged in April 2016

Strategic Aim

The role of the communications team in the Shaping Dorset Council programme is to deliver communications activity that meets the objectives in the Shaping Dorset Council programme, based on engagement with a wide range of stakeholders. For phase two, this effort is mostly focused on Elected Members and employees. Significant external engagement will take place as part of phase 3 – the creation of the new council.

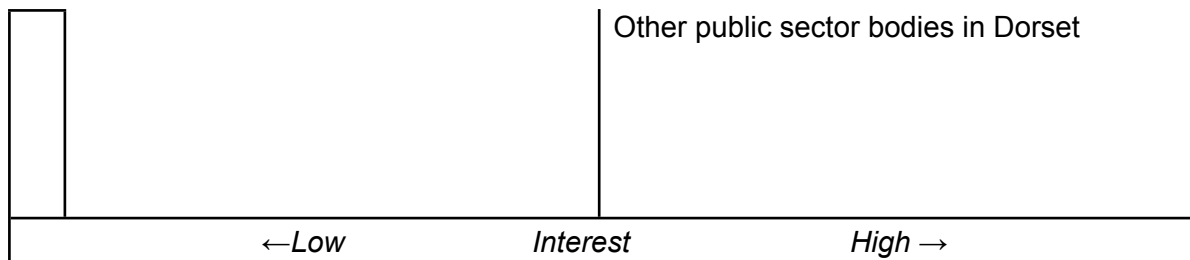
Communications Objectives

1. Establish methods for communications and engagement with stakeholders, taking into account their needs and influence, so that they have the opportunity to contribute to discussions about the new authority. This will build on existing good practice and draw on expertise from across the councils and partner organisations.
2. Help Elected Members and employees of the Dorset Area councils understand the phases of the programme and timeline of activities through strong internal communications.
3. Where there is a need to formally consult with stakeholders on making major changes to services, ensure that best practice is adhered to.
4. Build on existing best practice in how Dorset Council engages with stakeholders for the future.

Audiences

Key to this phase is to have a clear understanding of stakeholders and audiences. The key stakeholders for phase 2 are Elected Members and employees. A detailed piece of work is underway to identify stakeholders for phase 3. This work will remain live throughout the programme to ensure new or changing stakeholders are identified and that communications and engagement approaches meet the needs of the stakeholder requirements. The following engagement matrix is focused on Phase 2.

← High Influence Low →	<u>PLAN NOW, ENGAGE LATER</u> Business community Government Ministers National MPs	<u>ENGAGE NOW</u> Elected Members (Shadow Dorset Council) Our employees (employees, HR leads, union representatives) Dorset MPs Secretary of State for Housing, Communities & Local Government County, District, Town & Parish councils DAPTC Lobbyists & campaign groups Local Government Association
	<u>INFORM LATER</u> Neighbouring councils	<u>INFORM NOW</u> Residents (wider public, resident groups,) Community groups Media – local, regional and industry specific Voluntary and third sector Education – schools, colleges Partner communications teams Partner organisations



Supporting Our Elected Members

We aim to support Members in their role as community leaders as they have a key role to play in shaping the council. They are also pivotal in providing information about the programme to their local communities whilst collecting feedback from their wards which is used to shape decision making for the new council.

It is important that Members are fully engaged in the programme to create the new Dorset Council. We are also committed to ensuring that are able to access the latest news and information about the programme via their preferred channels.

A number of channels have been set up, as informed by the Communications and Engagement task and finish group which is made up of Members from the Dorset Area councils. This includes a ModGov extranet with a library facility to store briefings and presentations; a fortnightly Members brief on the Shaping Dorset Council programme; an intranet site focused on the programme and regular Member sessions. The full list of channels are listed below:

- Briefings as determined by Leaders
- Facilitated workshops
- Task and finish groups
- Member newsletters
- ModGov extranet – library facility to hold briefings, newsletters & presentations.
- Shaping Dorset Council Intranet where Members can access latest news and information.
- Shaping Dorset Council programme drop in sessions

Elected Members communications approach

- Communicate the latest news and information from the programme
- Promote ways in which Members can get involved and shape the new council
- communicate progress against the programme
- make sure that whenever possible, Members hear news about the programme first
- communications plans for high profile issues with clear key messages
- defining a proactive news agenda featuring stories about our work to deliver the new council, featuring stories from across the Dorset Area

Supporting our Employees

We are committed to ensuring our employees are fully engaged in the programme to create the new Dorset Council. This work is being developed and delivered by the HR workstream, working closely with the Dorset area communications group.

As part of phase 2, the following are being facilitated:

- Employee briefings
- Facilitated workshops (service continuity workshops under themes: Place, People & Corporate)
- Employee newsletters (fortnightly)
- Shaping Dorset Council Intranet where employees can access latest news and information
- Shaping Dorset Council programme drop in sessions
- 5 steps to wellbeing sessions

Employee communications approach

- Communicate the latest news and information from the programme
- Detail ways in which employees can get involved
- communicate progress against the programme (showcase outcomes and success)
- make sure that whenever possible, employees hear news about the programme first

Communications plan for Phase 3

A detailed communications and engagement plan will be developed for phase 3 – creation of the new Dorset Council. This plan will be developed as part of the Phase 3 programme which will have significant focus on community engagement. A ‘Shaping Dorset Council’ website is currently being created to explain the programme and also detail ways in which communities can get involved.

Narrative and Key Messages

Narrative

The ‘core narrative’ will be developed as part of the vision and values work as part of phase 3. We will create a new narrative which places a greater emphasis on creating a new authority which meets the changing needs of our residents. It will move away from the language of cuts and savings that has dominated the past few years and instead will focus on how we deliver more modern and efficient services to ‘everyone’ in the Dorset Council area.

Key Messages – Phase 2

- The Shaping Dorset Council programme is working with colleagues across the Dorset Area councils to deliver a new Dorset Council in time to deliver its services safely, legally and without a break in service continuity from the 1st April 2019.
- The work to create Dorset Council is being developed by Members of the Shadow Dorset Council.
- The new Dorset Council will be digitally capable, strategic and community focused. It will be better placed to work with town and parish councils, embracing proposals to set up a new town council for Weymouth.
- Benefits are expected to be realised throughout public services, with more coordination and collaborative working, strategically and operationally across health and care, infrastructure, housing and education sectors.

- The Shadow Dorset Council is working together to take decisions that improve the area, enhance residents' quality of life, and support sustainable public services for the future in Dorset.
- Reorganisation aims to help protect vital services to residents for the future.
- We need to think differently about how the new authority 'Dorset Council' delivers services to meet the changing needs of residents.
- By working together we can plan our services to deliver the maximum benefit for residents.

Communications Principles

We will:

1. follow a consistent approval and sign-off protocol for communications materials – as set out in the media protocol
2. adhere to Paragraph 4 of the Code of Recommended Practice on Local Authority Publicity 2011
3. Be open and transparent, sharing as much information as possible and making clear the reasons for decisions at every stage
4. Be accessible, communicating in Plain English to ensure the audience understands our key messages
5. Communicate in a timely way amongst partners and with all our audiences
6. Work in partnership as our starting position for our communications and engagement, ensuring consistent and timely activity across multiple channels whilst acknowledging there will be the need for targeted messaging during the process

Engagement and Consultation

The Shaping Dorset Council programme is committed to involving stakeholders in the creation of the new unitary authority. A number of channels have been established to update on latest news, information and ways to take part in the programme.

Informal engagement is a key part of our approach to communications to enhance trust and enable collaborative decision making. Social media, feedback from stakeholders provide intelligence as to how the programme is perceived and how we can improve.

Consultation activity will take place around key issues, which will be informed by the programme. It will be delivered by the consultation and partnership teams across the Dorset Area.

Influencing for Dorset

A core objective is to build the reputation of the programme to create the new Dorset Council, to ensure key priorities are communicated directly to Ministers, MPs and other influential audiences.

key achievements and initiatives will be communicated and Dorset Council will be positioned as a forward looking local authority, responding positively to current and future economic and social challenges that affect residents.

Advocates for the new council will be identified, who will support the programme and explain key issues to communities.

Evaluation

The focus will be on both quantitative and qualitative methods.

- Social media analytics
- Google Analytics of webpages and online news articles
- Percentage of emails opened / number of click throughs
- Number of sign-ups to e-newsletter
- Event evaluation, for example, feedback from Member / employee briefings
- Service data/information
- Numbers of surveys completed
- Numbers of surveys completed by people in hard-to-reach groups
- Numbers of people/groups engaged with face-to-face
- Numbers of businesses and partners engaged with

It will include:

- Evaluation report to Programme Board and Shadow Executive Committee
- Media coverage metrics
- Website and social media analytics

Budget and Resources

Resourcing

The Shaping Dorset Council communications team consists of a Communications and Engagement Manager and two Communications Officers which are full time posts in the programme team.

The Shaping Dorset Council communications team is structured in line with the Modern Communications Operating Model developed for professional communicators working in central and local government. The planning model OASIS (Objectives, Audience Insight, Strategy/Idea, Implementation and Scoring/Evaluation), is adopted to ensure communications are effective, efficient and evaluated. Communications support is prioritised around issues, risks and needs of the programme.

The Shaping Dorset Council team works closely with the Communications and Engagement task and finish group and the Dorset Area communications group which is made up of communication leads from each Dorset Area council. Communications expertise and resources are shared across the Dorset Area.

Budget

Campaign budgets and resources are 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.

Next Steps

Following feedback from the Shadow Executive Committee, this plan for Phase 2 will be shared with key stakeholders for further comment.

The communications and engagement plan for Phase 3 will be developed.

Appendix A

Shaping Dorset Council Media Protocol August 2018

The aim of the protocol is to provide agreed guidelines and process for managing communications with the media relating to queries directed to the Shaping Dorset Council programme. It also covers communications relating to the Shadow Dorset Council and Shadow Executive Committee.

All Leaders and Officers are required to follow the agreed process in relation to media releases and enquiries. This is primarily to co-ordinate the dissemination of information, present consistent messages, to avoid confusion and to ensure that we have the best opportunity to explain the work of the Shaping Dorset Council programme.

Proactive and planned PR

The Shaping Dorset Council communications team will be responsible for the coordination of messaging prepared on behalf of Leaders and Officers. The primary points of contact will be the Leader of the Shadow Dorset Council or Deputy Chair in their absence and Interim Head of Paid Service.

All proactive news releases should include a quote from the Leader of the Shadow Dorset Council. Releases will be circulated to the Interim Statutory Officers, Leaders and Chief Executives of the Dorset Area councils and Shaping Dorset Council Programme Director ahead of publication, for comment. Where the spokesperson doesn't come back within the specified timeframe it will count as a nil response and the other primary points of contact will be asked to sign off the message on their behalf.

Messages for stakeholders will be posted on appropriate channels. The primary repository for news will be the external Shaping Dorset Council website and the internal Shaping Dorset Council intranet. The Dorset Area Communications group will also use their communications channels to also distribute information.

Reactive PR

All press/media enquiries relating to the Shaping Dorset Council programme or Shadow Dorset Council should be directed by Dorset Area councils through to the Shaping Dorset Council communications team, who will coordinate a response if appropriate. This will be shared with other Leaders and Chief Executives of the Dorset Area councils for information, ahead of issue.

Given the need to meet tight media deadlines, a timeframe of one morning/afternoon is recommended for the Shaping Dorset Council communications team to prepare a response.

Negative Publicity

It is important that any potentially negative stories which may impact on the reputation of the Shaping Dorset Council programme and Shadow Dorset Council are flagged up at the earliest opportunity. Plans should be put in place to manage negative publicity.

Requests for media interviews

All requests for media interviews should be directed to the Shaping Dorset Council communications team, who will decide the most appropriate person to conduct the interview.

Shaping Dorset Council communications team

Fiona Napier, Communications and Engagement Manager

E: Fiona.Napier@dorsetcc.gov.uk T: 07786933744

Specialist Communications

Elected Members & employees

Paul Beecroft

E: p.beecroft@dorsetcc.gov.uk

Community

Lucy Mears

E: Lucy.Mears@dorsetcc.gov.uk

Appendix B

Scope Document – Communications Workstream

Roles and Responsibilities	
Workstream Sponsor	Interim Head of Paid Service, Matt Prosser
SDC Programme Communications Lead	Shaping Dorset Council Communications and Engagement Manager, Fiona Napier
Workstream Leads	SDC Communications Team – Fiona Napier, Sarah Johnstone, Paul Beecroft, Lucy Mears Dorset Area Communications Group - as above & Jen Lowis (DCC), Ceri Lewis (CED) & BCP Programme Communications lead, Will Bradbury (DCP)
Task & Finish group	Communications & Branding Task and Finish group. Cllr Graham Carr Jones (Chair)

Purpose of workstream:

The role of the Communications workstream is to deliver communication activity that meets the objectives in the Shaping Dorset Council programme, based on engagement with a wide range of stakeholders.

Key responsibilities of workstream lead officer group

Page 124

Title	Scope	Key Tasks	Products	Lead Officer/Single Point of Contact	Resource	Timescale
Communications & Engagement Strategic Planning	Strategic communications and engagement to meet the objectives in the Shaping Dorset Council programme	- SDC Communications and Engagement Strategy & delivery plan	- SDC Communications and Engagement Strategy & overarching plan - Workstream comms & engagement plans - Stakeholder engagement plans - Implementation Plan – Day 1 communications service	Fiona Napier Claire Lodge (implementation plan for day 1 communications service)	Communications teams plus senior leadership Project Management support LGA comms support	Revised strategy to be presented at August SEC

Day 1 Communications			-			
Branding	To develop the brand for Dorset Council	Interim Branding arrangements Dorset Council organisational branding <i>(including logo)</i> Branding implementation	<ul style="list-style-type: none"> - Graphic design - Guidelines & templates - Implementation roll out plan 	Jen Lewis	Branding Project Group – designers & communications officers from Dorset Area councils	October 2018
Digital Channels	Website	<ul style="list-style-type: none"> - Ensure ICT & Communications workstreams are linked and inclusive of Dorset For You. - Audit of subsites - Rebrand - Remove references to existing councils - Ensure contact email addresses are updated on all pages - Online newsroom & archive preceding council content 	<ul style="list-style-type: none"> - Refreshed website - Policies & guidelines - Online News room - Training 	Fiona Napier / Laura Hall	ICT, Dorset For You, Communications teams	TBC
	Intranet	<ul style="list-style-type: none"> - Ensure ICT and communications workstreams are linked and inclusive of Dorset For You. 	<ul style="list-style-type: none"> - Sharepoint site - Intranet - Intranet policies - Intranet guidelines - Training 	Sarah Johnstone	ICT, Dorset For You, Communications teams	TBC

		<ul style="list-style-type: none"> - Agree on design & format - Content Migration plan - All Member & employee contacts on intranet with photo - Link to preceding council intranets 				
	Social Media accounts	<ul style="list-style-type: none"> - Ensure ICT and communications workstreams are linked and inclusive of Dorset For You. - Review of social media channels - Agree on design & format 	<ul style="list-style-type: none"> - Refreshed/ New social media accounts including Facebook & Twitter 	Will Bradbury	ICT, Dorset For You, Communications teams	TBC
	E-Newsletters	<ul style="list-style-type: none"> - Audit existing e-newsletters - Prepare new templates - Prepare sign-up campaign for new e-newsletter - Roll out/ launch 	<ul style="list-style-type: none"> - Refreshed newsletter - Guidance - Campaign plan 	Colin Wood, Kate Shelley Isabella Gamble	ICT, Dorset For You, Communications teams	TBC
Content management	Press office & issues management	<ul style="list-style-type: none"> - Merge media lists across organisations 	<ul style="list-style-type: none"> - Media list - Media logging system solution 	Will Bradbury	ICT Communications teams	TBC

		<ul style="list-style-type: none"> - Agree a solution for a media logging system - Collate single filming database - Review of filming permits, policies & fees - Agree single press/ distribution list 	<ul style="list-style-type: none"> - Single filming database - Filming permits, policies & fees - Single press/ distribution list 			
	Publication production	<ul style="list-style-type: none"> - Audit and refresh of publications and contracts - Review protocols and decide any changes required 	<ul style="list-style-type: none"> - Refreshed publication & contracts list - Agreed protocols - Design specification for publications 	Melanie Baldwin	Communications team	TBC

Appendix C

Stakeholder newsletters schedule

Councillors (fortnightly)

Friday 17/08/18 31/08/18 14/09/18 28/09/18 12/10/18 26/10/18 09/11/18 23/11/18 07/12/18 21/12/18	Sent for comments to	Matt Prosser, Keith Cheesman, Graham Carr-Jones, Rebecca Knox, Gary Suttle, Peter Wharf.	Deadline for comments: 09:00 Monday
Monday 20/08/18 03/09/18 17/09/18 01/10/18 15/10/18 29/10/18 12/11/18 26/11/18 10/12/18 24/12/18	Changes made and newsletter issued	Posted onto SDC intranet. Emailed to all councillors.	

Employees (fortnightly)

Thursday 16/08/18 30/08/18 13/09/18 27/09/18 11/10/18 25/10/18 08/11/18 22/11/18 06/12/18	Sent for comments to	Comms colleagues: Will Bradbury (DCP), Claire Lodge (PDC), Ceri Lewis (CED).	Deadline for comments: 09:00 Friday
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20/12/18			
Friday 17/08/18 31/08/18 14/09/18 28/09/18 12/10/18 26/10/18 09/11/18 23/11/18 07/12/18 21/12/18	Sent for comments to	Matt Prosser, Keith Cheesman, Graham Carr-Jones, Rebecca Knox, Gary Suttle, Peter Wharf.	Deadline for comments: 09:00 Monday
Monday 20/08/18 03/09/18 17/09/18 01/10/18 15/10/18 29/10/18 12/11/18 26/11/18 10/12/18 24/12/18	Changes made and newsletter issued	Posted onto SDC intranet. Other council comms colleagues alerted, so they can promote. Encourage self-service on SDC intranet, where possible.	

Parish and town councils (monthly)

Friday 24/08/18 21/09/18 19/10/18 16/11/18 14/12/18	Sent for comments to	Matt Prosser, Keith Cheesman, Graham Carr-Jones, Rebecca Knox, Gary Suttle, Peter Wharf.	Deadline for comments: 09:00 Monday
Monday 28/08/18 24/09/18 22/10/18 19/11/18 17/12/18	Changes made and newsletter issued	Posted onto SDC intranet and SDC website. Emailed to all parish and town council clerks, plus DAPTC, and all councillors.	

Shadow Dorset Council

Date of Meeting	21 August 2018
Officer	Matt Prosser
Subject of Report	Shaping Dorset Council Programme – Operational Structures from Day 1 – Tier 2
Executive Summary	<p>At their June meeting, Shadow Council agreed the process for recruiting to the Chief Executive post for the new Dorset Council. The selection process for this post should be completed by the end of September. The start date for the new Chief Executive will then depend on the successful applicants notice period.</p> <p>To enable optimum success for service continuity and focussed design and implementation of Phase 3 of the Shaping Dorset Council Programme around transformation, it is important that we now start the selection process for the senior leadership team at Tier 2 (and to some posts at the next level down, Tier 3).</p> <p>Whilst the operational model for the new council has not yet been agreed, the design principles have been worked up by the Shadow Executive and the proposed structure outlined in this paper is designed in support of these principles and their further development, as well as to minimise risks to service continuity during a period of significant change.</p> <p>This paper outlines the proposed structure, the rationale supporting this structure, high level role profile descriptions, proposed salary ranges and the process to recruit to these posts.</p>
Impact Assessment:	Equalities Impact Assessment:
	<p>Use of Evidence:</p> <p>(Note: Evidence within the body text to support the recommendations and, where relevant, include a description of how the outcomes of public consultations have influenced the recommendations.)</p>
	<p>Budget:</p> <p>A budget of c£75,000 will be required to support the external recruitment process and support for people to go through the process.</p>

	<p>Current cost of Tier 2 posts across all councils is c£1.5m. Predicted cost of new Tier 2 structure is c£560,000 plus c£100,000 for the Monitoring Officer post.</p> <p>There will be a requirement to provide funding to support any voluntary redundancies and budget will be made available to support any one-off costs for potential voluntary redundancies, if agreed.</p> <p>Risk Assessment:</p> <p>Having considered the risks associated with this decision using the LGR approved risk management methodology, the level of risk has been identified as: Current Risk: HIGH Residual Risk Medium <i>(i.e. reflecting the recommendations in this report and mitigating actions proposed)</i> The risk rating relates to the consequences of leaving these posts vacant and not having the senior leadership team appointed by 1 April or before.</p> <p>Other Implications:</p>
<p>Recommendation</p>	<p>That the Shadow Executive agree:</p> <ul style="list-style-type: none"> • The proposed tier 2 structure • That delegated authority be given to the Interim Head of Paid Service, working in conjunction with the Leader of the Shadow Council and Shadow Executive Member Theme lead for HR and Workforce, to: <ul style="list-style-type: none"> ○ Finalising the job titles, role profiles and the allocation of service responsibilities ○ Arrange for the roles to be evaluated and final salary levels to be agreed ○ Agree the recruitment process and support to be made available to internal applicants • To start the recruitment process from September 2018
<p>Reason for Recommendation</p>	<p>Not filling these posts creates high risk for the new council to operate effectively</p>
<p>Appendices</p>	<p>Equalities Impact Assessment</p>
<p>Background Papers</p>	<p>None</p>
<p>Union Comments</p>	<p>The recognised trade unions were given the opportunity to comment on the proposals. The following response was received from Unison:</p> <p><i>“We welcome the opportunity to comment on reports before they are discussed by the Shadow Authority. Whilst we understand the need for</i></p>

	<p>this to go before the shadow authority committee to enable the process to be considered ahead of April 1 and for the savings to be achievable in the 2019/20 budget, there are too many unanswered questions to say we have been consulted fully. We need to agree the organisational change procedure that will apply to this re-structure, so that the future re-structures for staff in lower tiers are handled in the same way, and they too have opportunities for VR or early retirement that the management layers will have.”</p> <p>These points will be discussed further in our ongoing engagement with the trade unions.</p>
Officer Contact	Name: Matt Prosser Tel: Email: mprosser@dorset.gov.uk

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Tier 2 Structure Proposals

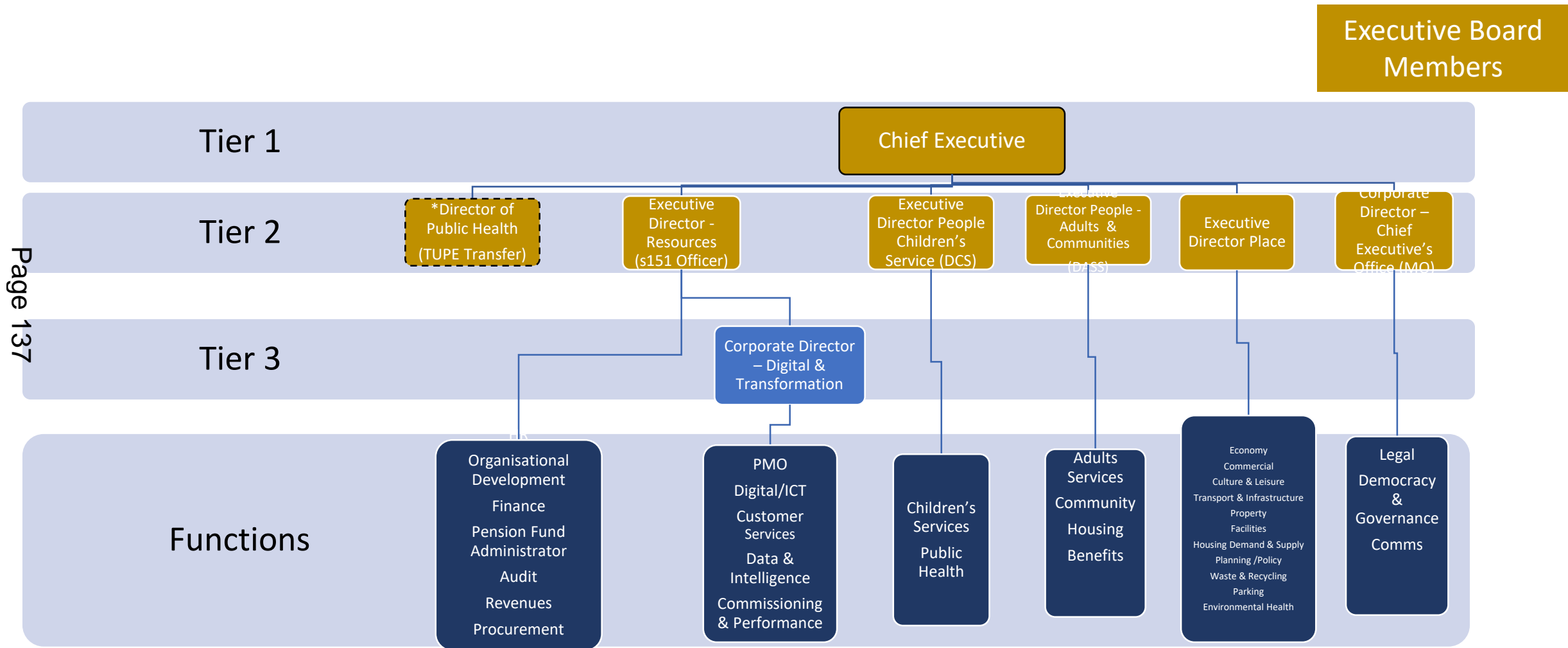
Organisational Design Principles (High Level)

The design principles for the new operating model for the council are outlined below (these are scheduled to go to the Shadow Council on 21 August for agreement). These principles will be used to shape the new operating model for the council, with structures and roles developed as part of this work:

- Page 136
- Commissioning (Outcome Led)
 - Innovative Services (Led by data, intelligence and analytics)
 - Flexible Service Delivery
 - Shared Services
 - Organisationally Entrepreneurial
 - Optimise the use of innovative digital approaches
 - Partnership Working
 - Enabled and Agile Workforce
 - Minimum level of governance

Proposed Structure Chart

Posts to be filled with immediate effect



Rationale & Comments for Proposed Approach

- Page 138
- Job titles are indicative at the moment
 - The size/grade of roles at Tier 2 may be at different levels and roles will be evaluated using the LGA Senior Officer Scheme before the roles are advertised
 - Single Director of People is a step too far at the moment – gives too much risk – hence the continuation of two separate roles (one for Childrens and one for Adults)
 - Budget challenge is high risk and so Section 151 officer needs to be part of the Executive team (proposed as the Resources Director)
 - It is proposed to fill one Tier 3 roles – the Corporate Director Digital & Transformation. This is required as a new post to start to develop and drive the transformation needed to deliver Phase 3 of the Shaping Dorset Council transformation
 - Other roles at Tier 3 will not change immediately but the functional areas, with the current teams, will align as indicated (some additional areas may need to be added as the detail is worked through)
 - The current Corporate Director of Public Health will TUPE (as a shared post with BCP), as will the Director of Dorset Waste Partnership (as a Tier 3 post in the new structure)

Generic Requirements/Capabilities for Executive Team

Page 139

- Key focus on shared corporate accountabilities which will include:
 - Enabling and leading delivery of the transformation of Dorset Council
 - Working with elected members to develop and deliver the strategic direction for the council
 - Delivering the council's budget
 - Driving the desired organisational culture and ways of working (within and through the external relationships of the council)
 - Demonstrating and leading an environment where employees are inspired and motivated to give their best.
- Key capabilities required:
 - Team player
 - Collaborator
 - Transformational leader
 - Strategic & critical thinker

Principles to be applied to filling roles

Principle	Rationale
<p>1. All jobs will be advertised externally, as well as internally</p>	<ul style="list-style-type: none"> • The DCS role for DCC is currently covered by an interim and the DASS by the Chief Executive for DCC • These are all new jobs , working for a new organisation – although the functions of these roles will be carried out by employees across the existing councils • This decision does not mean that future roles, as developed and appointed to, will all be advertised externally
<p>2. Existing Tier 2s who currently carry out like-type activities will be guaranteed a longlist interview (we will confirm and communicate to those who will be “ringfenced” in this way)</p>	<ul style="list-style-type: none"> • Although size of jobs varies in different councils, it is important that we engage with our existing workforce in the right way and are seen to be treating people fairly – this process will set the tone for future recruitment into the new organisation
<p>3. All ringfenced Tier 2 staff will be offered one-to-one interview preparation support. This same support will also be offered to other service directors who choose to apply</p>	<ul style="list-style-type: none"> • People will potentially be at risk following the transfer to the new organisation and it is important we enable people to be the best they can be
<p>4. All staff in ringfenced Tier 2 roles will still TUPE over to Dorset Council within their existing roles and with their existing terms and conditions</p>	<ul style="list-style-type: none"> • This approach follows requirements under the TUPE legislation. Any restructuring – either as part of convergence of teams or transformational redesign will happen after 1 April 2019
<p>5. The option of voluntary redundancy will be considered as an option for those in ringfenced posts</p>	<ul style="list-style-type: none"> • There will be a need for a reduction in senior management numbers moving forward and this options gives people some personal choice in deciding their future. Service continuity needs will need to be considered before a decision is finalised

Proposed Ringfence for Guaranteed Longlist Interview

Role	Current Council
Strategic Director	Christchurch & East Dorset
Strategic Director	Christchurch & East Dorset
Strategic Director	Christchurch & East Dorset
Strategic Director	DCP
Strategic Director	DCP
Strategic Director	DCP
Assistant Chief Executive	DCP
General Manager Resources	Purbeck
General Manager Planning & Community Services	Purbeck
General Manager	Purbeck
Service Director – Financial Services	DCC
Service Director – Organisational Development & MO	DCC
Corporate Director for Environment & the Economy	DCC

Salary Proposals

- Current salary levels for Tier 2 posts range between c£62,000 – c£128,000
- Propose spot point salaries for the first three years and then review the mechanism
- Further work to be done on benchmarking salaries and to evaluate roles but early work suggests the following salary levels will be required in order to attract and retain the right candidates:
 - Exec Directors - £120 - £140k
 - Corporate Directors - £90-£110k

Timeframe for filling roles

Key Milstones	When
Engagement with stakeholders to design new structure	By first week of August ✓
Papers issued for SEC	13 August ✓
Sign-off of structure, role profiles and salary ranges with Shadow Executive	21 August
Develop role profiles	By end August
Finalise recommendations for grading and salaries	By end August
Procurement process for recruitment partner	By end August
Internal communication of process	Before “go live” date
Go Live with recruitment process	September
Recruitment process closes	Mid-October
Selection process	Early/mid November
Appointments confirmed by Shadow Appointments Committee (will it need to go to Shadow Exec?)	End November
Successful appointees start (will depend whether internal or external)	December – March

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Shaping Dorset Council

Equality Impact Needs Assessment

1. Title of Policy/Service/Project	Dorset Shadow Council Tier Two Structure & Appointments Process
2. Lead Responsible Officer and Job Title	Matt Prosser, Interim Head of Paid Service & Nicola Houwayek, HR Lead, Shaping Dorset Programme
3. Members of the Assessment Team:	Bobbie Bragg, Dorset Councils Partnership Matti Raudsepp, Christchurch and East Dorset Councils Natalie Adam, Dorset County Council
4. Date assessment started:	8 August 2018
5. Date assessment completed:	2018

About the Policy/Service/Project:

6. What type of policy/service/project is this?

- New organisational structure and the appointments process. Specifically, this is for the creation of 6 new posts – 5 at Tier 2 and one at Tier 3 (please see attached structure chart). The posts will be advertised externally as well as internally and all existing Tier 2 staff in the 6 councils will be guaranteed a longlisting interview (please see attached list). Other managers will also be able to apply and all internal applicants will be offered support in the process to enable them to be the best they can be. This process will not delete any existing posts and these posts and their postholders will TUPE across into the new organisation on 1 April, unless voluntary redundancy is agreed for any of the 13 individuals currently at Tier 2 who request it.

7. What are the aims/objectives of the policy/service/project?

- To confirm the posts that will report into the Chief Executive of the new Dorset Council and to recruit to these posts before the new council starts to operate on 1 April 2019

8. Are there any associated services, policies or procedures? Yes

- Current councils recruitment guidance will be used to develop a fair and transparent process for the purposes of this particular recruitment exercise.

9. List the main people, or groups of people, that this policy/service/project is designed to benefit and any other stakeholders involved?

- Current Tier 2 staff across all councils and other senior managers who may wish to apply for opportunities

10. Will this policy/service/impact on any other organisation, statutory, voluntary or community and their clients/service users?

- Phase 2 of the LGR Programme is focused on ensuring that there will be seamless service delivery and confirming these appointments early will support delivery of this

Consultation, Monitoring and Research

Where there is still insufficient information to properly assess the policy, appropriate and proportionate measures will be needed to fill the data gaps. Examples include one-off studies or surveys, or holding informal consultation exercises to supplement the available statistical and qualitative data.

If there is insufficient time before the implementation of the policy to inform the EQIA, specific action points will be need to be clearly set out in the action plan. Steps must include monitoring arrangements which measure the actual impact and a date for a policy review.

Consultation:

11. What involvement/consultation has been done in relation to this (or a similar) policy/service/project and what are the results?

- Proposals shared with Chief Executives of all councils, the trade unions and to be agreed by the Shadow Council

12. If you have not carried out any consultation, or if you need to carry out further consultation, who will you be consulting with and by what methods?

- Full engagement with affected employees will be carried out informing them of the proposals and process and external support will be provided to enable those interested in applying for posts to be the best they can be.
- All staff and members will be made aware of the process

Monitoring and Research:

13. What data, research and other evidence or information is available which is relevant to this EQIA?

- Background: a full public consultation and opinions survey was carried out in December 2016. The proposal for the new Dorset Council is available at: <https://futuredorset.co.uk/the-proposal/>
- Current senior management structure charts (as attached summary of existing Tier 2 posts)
- Previous senior management recruitment processes, including the formation of DCP where three councils senior leadership teams were merged into one
- The knowledge, technical advice, expertise of the HR Leadership Group assisting in completing the EQIA

14. Is there any service user/employee monitoring data available and relevant to this policy/service/project? What does it show in relation to equality groups?

- Current senior management structure charts
- Equality Profiles – will highlight protected characteristics of current workforce (specific details have not been included in this report due to the small number of people impacted and the risk of identifying individual employees. This is also reflected in the section on impacting the assessment but proper consideration will be given on the specific information whilst undergoing this process.
- Equalities monitoring will also take place as part of the recruitment process

15. If there is a lack of information, what further information do you need to carry out the assessment and how are you going to gather this?

- Unclear

	Actual or potential positive benefit	Actual or potential negative outcome
16. Age	<ul style="list-style-type: none"> Potential for a workforce which represents the diversity of the community it serves 	<ul style="list-style-type: none"> Disproportionate diversity of the senior leadership team in regard to representation of the community it serves and its workforce, subject to the protected characteristic information applicants have disclosed
17. Disability	<ul style="list-style-type: none"> Potential for a workforce which represents the diversity of the community it serves Reasonable adjustments to support the recruitment process 	<ul style="list-style-type: none"> Disproportionate Diversity of the senior leadership team in regard to representation of the community it serves and its workforce, subject to the protected characteristic information employees have disclosed Communication information not being suitable or accessible, i.e. visually impaired Change processes can be emotionally challenging and this could trigger workplace stress particularly with a vulnerable worker with pre-existing mental health illness
18. Gender	<ul style="list-style-type: none"> Potential for a workforce which represents the diversity of the community it serves 	<ul style="list-style-type: none"> Disproportionate Diversity of the senior leadership team in regard to representation of the community it serves and its workforce, subject to the protected characteristic information employees have disclosed Workers who are out of the office on family-leave, through Maternity, Paternity, Adoption or Shared-Parental or Dependents Leave
19. Gender reassignment	<ul style="list-style-type: none"> Potential for a workforce which represents the diversity of the community it serves 	<ul style="list-style-type: none"> Disproportionate Diversity of the senior leadership team in regard to representation of the community it serves and its workforce, subject to the protected characteristic information employees have disclosed

	Actual or potential positive benefit	Actual or potential negative outcome
20. Pregnancy and Maternity		<ul style="list-style-type: none"> Workers who are out of the office on family-leave, through Maternity, Paternity, Adoption or Shared-Parental or Dependents Leave should be engaged with and have the same access to information available and to be part of the process as those not absence from the workplace
21. Marriage & Civil Partnership		
22. Race	<ul style="list-style-type: none"> Potential for a workforce which represents the diversity of the community it serves 	<ul style="list-style-type: none"> Disproportionate Diversity of the senior leadership team in regard to representation of the community it serves and its workforce, subject to the protected characteristic information employees have disclosed
23. Religion or Belief	<ul style="list-style-type: none"> Potential for a workforce which represents the diversity of the community it serves 	<ul style="list-style-type: none"> Disproportionate Diversity of the senior leadership team in regard to representation of the community it serves and its workforce, subject to the protected characteristic information employees have disclosed
24. Sexual Orientation	<ul style="list-style-type: none"> Potential for a workforce which represents the diversity of the community it serves 	<ul style="list-style-type: none"> Disproportionate Diversity of the senior leadership team in regard to representation of the community it serves and its workforce, subject to the protected characteristic information employees have disclosed
25. Any other factor e.g. socio-economic status/carers	<ul style="list-style-type: none"> Flexibility around ways of working for these roles to support those with caring responsibilities 	<ul style="list-style-type: none">
26. Human Rights	<ul style="list-style-type: none"> N/A 	<ul style="list-style-type: none"> N/A

Stop - Any policy which shows actual or potential unlawful discrimination must be stopped, removed or changed.

- 27.** If impacts have been identified include in the action plan what will be done to reduce these impacts, this could include a range of options from making adjustments to the policy to stopping and removing the policy altogether. If no change is to be made, explain your decision:
- Have not found anything that needs to be changed.

Action Plan

Include:

- What has/will be done to reduce the negative impacts on groups as identified above.
- Detail of positive impacts and outcomes
- The arrangements for monitoring the actual impact of the policy/service/project

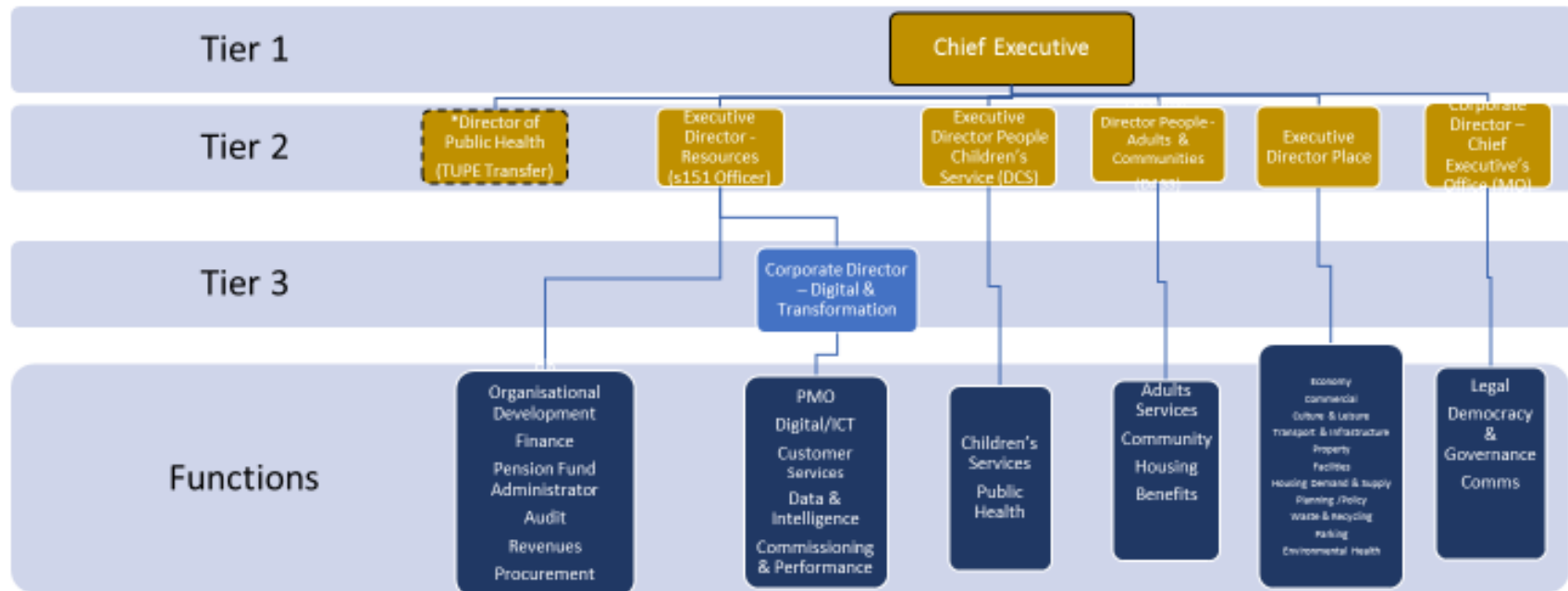
Issue identified	Action required to reduce impact	Timescale	Responsible officer	Which Business Plan does this action link to? e.g. Service Equality Action Plan/Team Plan
<ul style="list-style-type: none"> • Ensuring diversity is represented in the new senior team. 	<p>As this is a small team, it is unlikely that the new senior leadership team will be fully representative of all diversity strands but the opportunities will be open to all existing staff and externally. The recruitment process will be designed to ensure it is not discriminatory in any way and will allow for reasonable adjustments if required</p>	<p>Present to December 2018</p>	<p>HR Lead – Shaping Dorset Programme</p>	<p>N/A</p>
<ul style="list-style-type: none"> • Employees who are out of the office e.g. family-leave, through Maternity, Paternity, Adoption or Shared-Parental or Dependents Leave or any other reason will be engaged 	<ul style="list-style-type: none"> • Ensure proper consideration of employees who are absent from the workplace when any communication about the process is sent out 	<p>Present – December 2018</p>	<p>HR Lead & Comms Team – Shaping Dorset Programme</p>	<p>Shaping Dorset Programme – workstream project plans</p>

<p>with and have the same access to information and to be part of the selection process as provided to those not absent from the workplace</p>	<ul style="list-style-type: none">• Get feedback from employees on whether the communication method was sufficient for them and any future preferences to be factored in.			
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Proposed Structure Chart

Posts to be filled with immediate effect

Executive Board Members



Shaping Dorset Council

Principles to be applied to filling roles

Principle	Rationale
1. All jobs will be advertised externally, as well as internally	<ul style="list-style-type: none"> The DCS role for DCC is currently covered by an interim and the DASS by the Chief Executive for DCC These are all new jobs , working for a new organisation – although the functions of these roles will be carried out by employees across the existing councils This decision does not mean that future roles, as developed and appointed to, will all be advertised externally
2. Existing Tier 2s who currently carry out like-type activities will be guaranteed a longlist interview (we will confirm and communicate to those who will be “ringfenced” in this way)	<ul style="list-style-type: none"> Although size of jobs varies in different councils, it is important that we engage with our existing workforce in the right way and are seen to be treating people fairly – this process will set the tone for future recruitment into the new organisation
3. All ringfenced Tier 2 staff will be offered one-to-one interview preparation support. This same support will also be offered to other service directors who choose to apply	<ul style="list-style-type: none"> People will potentially be at risk following the transfer to the new organisation and it is important we enable people to be the best they can be
4. All staff in ringfenced Tier 2 roles will still TUPE over to Dorset Council within their existing roles and with their existing terms and conditions	<ul style="list-style-type: none"> This approach follows requirements under the TUPE legislation. Any restructuring – either as part of convergence of teams or transformational redesign will happen after 1 April 2019
5. The option of voluntary redundancy will be considered as an option for those in ringfenced posts	<ul style="list-style-type: none"> There will be a need for a reduction in senior management numbers moving forward and this options gives people some personal choice in deciding their future. Service continuity needs will need to be considered before a decision is finalised

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Strategic Director	Christchurch & East Dorset
Strategic Director	Christchurch & East Dorset
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Strategic Director	DCP
Strategic Director	DCP
Assistant Chief Executive	DCP
General Manager Resources	Purbeck
General Manager Planning & Community Services	Purbeck
General Manager	Purbeck
Service Director – Financial Services	DCC
Service Director – Organisational Development & MO	DCC
Corporate Director for Environment & the Economy	DCC

Shaping Dorset Council

Timeframe for filling roles

Key Milstones	When
Engagement with stakeholders to design new structure	By first week of August ✓
Papers issued for SEC	13 August ✓
Sign-off of structure, role profiles and salary ranges with Shadow Executive	21 August
Develop role profiles	By end August
Finalise recommendations for grading and salaries	By end August
Procurement process for recruitment partner	By end August
Internal communication of process	Before "go live" date
Go Live with recruitment process	September
Recruitment process closes	Mid-October
Selection process	Early/mid November
Appointments confirmed by Shadow Appointments Committee (will it need to go to Shadow Exec?)	End November
Successful appointees start (will depend whether internal or external)	December – March

Shaping Dorset Council

Shadow Dorset Council

Date of Meeting	21 August 2018
Officer(s)	Lead members: Daryl Turner - Lead member for Natural & Built Environment Andrew Parry – Lead member for Economy, Education & Skills
Subject of Report	Sub-national Transport Body for the South West
Executive Summary	<p>The Shadow Executive Committee is asked to agree to the formation of a Sub-national Transport Body (STB) by entering an informal partnership with other authorities in the South West and key agencies responsible for infrastructure investment.</p> <p>STBs will be the principal mechanism for dialogue with Government regarding strategic transport investment in the area covered by the Body.</p> <p>For the South West two Sub-national Transport Bodies are proposed. Both will have the same broad remit and focus on strategic connectivity and city growth. The proposed Western Gateway STB has a more urban focus on city access and mass transit solutions, while the South West Peninsula STB has a focus on rurality, sparsity and connectivity.</p> <p>The County Council prior to the creation of the Shadow Council submitted a joint response with SW Peninsula Councils to the Government’s Major Road Network (MRN) consultation following a four months period for analysis and comment in March 2018 and signed a non-binding letter of intent with SW Peninsula councils as part of developing the STB proposition.</p> <p>With the creation of the Shadow Council and Executive arrangements, the Interim Monitoring Officer has advised that the STB decision is now a matter for the Shadow Executive Committee and hence this report. As two STBs are proposed for the South-West, Dorset Council has a choice to make as to which it is most appropriate to join. Both STBs currently envisage having full member councils and associate member councils, particularly those on the boundaries, recognising that transport & travel are about economic corridors and these are not neatly aligned with local authority boundaries.</p> <p>The options for members of the Shadow Executive are therefore whether Dorset Council should join:</p>

	<ul style="list-style-type: none"> • the Western Gateway STB as a full member, with associate membership of the South West Peninsula STB, or • the South West Peninsula STB as a full member and seek associate membership of the Western Gateway STB <p>In both cases Dorset Council would continue the partnership work already started with local authorities and LEPs to the north in respect of the important North-South routes and especially the strategic need for an additional UK route in between the M5 and the A34, from the South Coast up to the M4 as part of the Road Investment Strategy (RIS2) proposal.</p> <p>Bournemouth, Christchurch and Poole Council are intending to join the Western Gateway STB, with potentially associate membership of the South West Peninsula STB. It is expected that both STB's will work together on issues of common interest or that impact the South West region, as a whole.</p> <p>It would be beneficial for the wider Dorset to have a presence in both STBs. This could be achieved through both new Unitary Councils being in one STB and associates of the other or as initially proposed if Dorset Council were full members of the SW Peninsula STB and associate members of the Western Gateway STB, mirroring Bournemouth, Christchurch and Poole Council.</p> <p>The Dorset Growth Board, comprising all Local Authority Leaders and the Dorset LEP, considered the initial proposals and expressed a strong preference to join the Western Gateway STB. This view was also supported in an informal discussion with Shadow Executive members.</p> <p>Based, in part, on the transport analysis work in support of the MRN submission the letter of intent included at Appendix 2, placed Dorset Council within the SW Peninsula STB. However, no decision has been made and both options set out above remain open to members of the Shadow Executive Committee to decide.</p>
<p>Impact Assessment:</p>	<p>Equalities Impact Assessment: All schemes are designed to accommodate all users.</p> <hr/> <p>Use of Evidence: Local Plan consultation, consultation with local authority partners. Response to DfT Major Road Network Consultation.</p> <hr/> <p>Budget: Additional financial resources will be required to set up and administer the new body. Technical work is also likely to be commissioned to develop the required evidence base and transport strategy setting out the strategic transport investment needs of the area. Government's intention is for the required evidence base to be proportionate and it is anticipated that much of the required information can be brought together from existing studies and expertise already within the partner authorities.</p>

	<p>Costs for the STB will initially be shared between the local authorities forming the partnership split proportionately by population. The intention is to submit a business case to Government for additional funding to enable the STB to become a sustainable entity.</p> <p>An initial funding contribution of (approx.) £40-60k is likely to be required from Dorset Council to fund the initial activity of the STB and to lever-in Government financial support. It is anticipated that there will be a contribution required as an associate member of the other STB, but at a reduced level. This estimate is based work to date with the SW Peninsula STB on a total partnership budget of £250k to £400k, with work currently underway to establish a more accurate estimate of likely cost. By way of a comparison, Transport for the South East has an initial partnership budget of £500k.</p> <p>Risk Assessment: Having considered the risks associated with this decision using the County Council's approved risk management methodology, the level of risk has been identified as: Current Risk: MEDIUM Residual Risk: MEDIUM The key risk is a loss of potential strategic infrastructure investment should the Council choose not to enter into a partnership to form a sub-national transport body. (The risk is considered to be MEDIUM for either STB).</p> <p>Other Implications: Funding availability will impact on delivery of infrastructure to support housing and jobs.</p>
<p>Recommendation</p>	<p>That the Shadow Executive for Dorset Council agrees to:</p> <ol style="list-style-type: none"> 1. Either, join an informal partnership forming the shadow sub-national transport body for the South West Peninsula, OR Join an informal partnership forming the shadow sub-national transport body for the Western Gateway, subject to Government agreeing with that proposal, and subject to formal agreement of a final terms of reference in due course and cost of membership. 2. Dependent upon the decision at recommendation 1, become an associate member of the other shadow sub-national transport body, which will also operate initially as an informal partnership, subject to agreeing appropriate terms of reference in due course and cost of membership. 3. The draft terms of reference attached as Appendix 3 or 4 (respective of the decision at recommendation 1) as an appropriate basis upon which to create the partnership

	<p>4. Appoint the Lead Members for Economic Growth, Education & Skills and for Natural & Built Environment to represent the Council on the sub-national transport bodies.</p> <p>5. Delegate authority to the County Council's Corporate Director, Environment & Economy following consultation with the Lead Members for Natural & Built Environment and for Economic Growth, Education & Skills to agree the final terms of reference, a constitution, an inter-authority operational agreement and the prospectus for communication purposes for the STB.</p> <p>6. Approve an initial partnership funding contribution of up to £60,000 to facilitate the development and operation of the partnership, and lever in match-funding from the Government; with the actual value of the contribution to be agreed between the parties following further development of technical workstreams.</p>
<p>Reasons for Recommendation</p>	<p>The creation of a Sub-national Transport Body will give local authorities the direct influence over decisions that are currently within the control of Government and its agencies. Individual authorities will formally join a partnership with other authorities to formulate, and potentially deliver, a transport and investment strategy for the wider area.</p> <p>The South West remains the only part of England not covered by a STB, and Government has highlighted that it expects such a body to be put in place to enable discussion and agreement on strategic transport infrastructure investment priorities.</p> <p>The South West Region risks losing out on essential infrastructure investment without such a body in place.</p> <p>There is a consensus amongst South West authorities that forming two bodies, initially as informal partnerships; would be the most effective way to swiftly put in place a clear mechanism for Government to engage formally with us on strategic transport investment matters, including use of a new roads fund to improve the major road network.</p>
<p>Appendices</p>	<p>1 - Dorset's proposed Major Road Network 2 - Letter of Intent from South West Local Authorities to the DfT 3 - Draft Terms of Reference – South West Peninsular STB 4 - Draft Terms of Reference – Western Gateway STB</p>
<p>Background Papers</p>	<p>None</p>
<p>Officer Contact</p>	<p>Name: Matthew piles Tel: 01305 221 336 Email: m.d.piles@dorsetcc.gov.uk</p>

1. Background

- 1.1 There is no statutory requirement for a sub-national transport body but Government has made it clear that its strong preference is for strategic transport infrastructure priorities to be established through such a body rather than dealing with individual local authorities.
- 1.2 The terms of reference for either STB propose that a shadow body is created as an informal partnership whilst a more detailed business case for a statutory body with new powers is considered.
- 1.3 A statutory body would be constituted under the Cities and Local Government Devolution Act 2016 which enables the Secretary of State to establish such a body. The body would then be required amongst other things to publish a transport strategy for the area which the Secretary of State must have regard to in setting and implementing national transport policy as it relates to the STB area.
- 1.4 Members of the STB Board will retain their existing accountabilities and responsibilities for transport. During the Board's shadow operating phase they will also be responsible for ensuring that necessary approvals for STB Board decisions are obtained within their organisation.
- 1.5 It is not proposed to establish standalone scrutiny arrangements for the STB during the shadow phase of operation but as formal proposal for a statutory body is developed for submission to Government, consideration shall be given in consultation with the DfT, as to what formal scrutiny requirements will be required once the STB is fully operational. During the shadow phase it will be for each of the Constituent Authorities to scrutinise the activities of the Board through their own scrutiny arrangements.
- 1.6 During the shadow phase the STB has no statutory standing, cannot enter contracts and cannot employ staff. Therefore, for the shadow phase of operation, the STB will need to appoint a Lead Authority responsible for coordinating and administering the project including matters such as managing any available budget, keeping appropriate accounting and operational records and overseeing the preparation of the proposal to the Secretary of State to transition to a statutory Body. The full detail of the Lead Authority role will be set out in an Inter-Authority Agreement to be agreed by all Constituent Organisations.
- 1.7 Local Authorities across England are responding to Government's request for more strategic thinking about transport investment with the aim of improving regional productivity and sustainable economic growth by joining up to become Sub-national Transport Bodies (STB) using legislation, within the Cities and Local Government Devolution Act 2016.
- 1.8 Nationally three STBs have been formed and are working towards becoming statutory authorities. They include: Transport for the North, Midlands Connect and England's Economic Heartland. In addition, a shadow STB has been created for South East England and work has begun on creating a STB for East Anglia. The South West remains the only part of England not covered.

2. Progress so far in the South West

- 2.1 A recent consultation document on defining a new tier in the major road network for England (MRN), has highlighted Government's intention to work with STBs to agree investment priorities. Authorities in the South West have identified that a failure to form a STB would present a considerable risk in missing investment opportunities, and that

such bodies will provide a unique opportunity for unprecedented access to Government and a key role in advising on use of the new national roads fund and other infrastructure investment processes. Appendix 1 contains Dorset's proposed major road network.

- 2.2 The Authorities are now well progressed in setting up two STBs, Western Gateway and South West Peninsula, to cover the South West Region and are on track to establish shadow bodies as informal partnerships by September 2018 whilst longer-term discussions about statutory body status take place. The SW authorities wrote to the DfT in July 2018 setting out the intention to set up two bodies and explaining the benefits and opportunities that this would create (see Appendix 2). Draft terms of reference for the shadow South West Peninsula STB is attached as Appendix 3 and for the shadow Western Gateway STB as Appendix 4. (The appendices comprise 17 pages).
- 2.3 Work is now underway to establish the detailed resourcing requirements and activity required to develop the evidence base and transport strategy which will be the key initial output from the Body to inform imminent discussions with Government about strategic transport investment needs. Corridor alliances such as those formed around the A303 corridor and the North-South M4-to-South Coast corridors are a strong feature of joint working in the area and will remain a key mechanism for joint working between the sub-national bodies.
- 2.4 The draft terms of reference for both bodies refer to the opportunity for local authorities to become 'associate members' of bodies where they are not part of the core STB area but have important strategic connectivity issues and investment needs related to a neighbouring STB.
- 2.5 The model to create sub-national transport bodies for the South West is similar to the recently established 'Transport for the South East' which has an informal partnership in place utilising a £0.5m budget formed of contributions from its constituent authorities. The budget has been used to set up governance arrangements, a programme management office and technical workstreams which include preparing an initial evidence base and 'connectivity review' which has now been published. The body has recently been awarded £1m by the DfT to develop its transport strategy and activity needed to become a statutory body by 2020.

3. Options considered and reasons for rejecting them

- 3.1 Several detailed options for setting up sub-national transport bodies have been discussed with the South West local transport authorities, and the proposal for the two bodies has emerged as the consensus view.
- 3.2 The alternative options considered and rejected are as follows:
 - Seek to establish a statutory body from the outset. This is not recommended due to the need to swiftly put in place a body for Government to deal with; statutory body status will take several years to progress.
 - Seek to establish one body for the whole South West Region. This is not recommended as the pace of progress is likely to slow significantly to form the necessary governance arrangements and there is a lack of natural consensus on priorities and sequencing of investment.

- Not to form a partnership with other authorities and seek to negotiate future strategic transport investment with Government as an individual authority. This is not recommended as Government has expressed a strong preference for such bodies. An authority seeking an individual relationship with DfT on these matters would be unlikely to attract any significant new investment.

4. Choice of Sub-National Transport Body

4.1 Dorset Council needs to confirm which of the two South West STBs it wishes to join. There are potentially pros and cons in respect of joining either Body and these are summarised in the attachment to the letter in Appendix 2.

4.2 The distinct economic challenges within the sub-national areas can be broadly described as follows:

- Western Gateway is on the axis of a number of routes into the Bristol city region area and the Bournemouth/Poole city region area. Investment needs are more likely to focus more on metropolitan transit solutions and strengthening core routes to manage growth of the two city-regions. The key themes included in the draft terms of reference, constitution and prospectus are:
 - Metro connectivity
 - Resilience (network)
 - Access to ports and airports
 - Strategic connectivity
- The SW Peninsula challenge is to enable more peripheral areas to become more productive and reduce journey times on key strategic routes connecting with other economic hubs. There are also a more dispersed set of place-based growth challenges including town and city growth, rural communities, and maximising the economic potential of the Region's natural assets. The priorities included in the draft prospectus are:
 - Strategic connectivity
 - Unlocking large scale housing and economic growth
 - Smart rural mobility
 - Access to skills, education and employment

4.3 The options for members of the Shadow Executive are therefore whether Dorset Council should join:

- the Western Gateway STB as a full member, with associate membership of the South West Peninsula STB, or
- the South West Peninsula STB as a full member and seek associate membership of the Western Gateway STB

4.4 Having assessed the priorities, themes, transport and economic aspects for each proposed STB, it is a fine balance as to which STB would be the most beneficial for Dorset Council, its residents and business. On one side of the scales the interests of Dorset Council seem to be more closely aligned with those outlined for the more rural focussed SW Peninsula STB. On the other the Future Dorset aspirations, including for improved connectivity to national infrastructure to ease access to/from Dorset may be better achieved within the more urban focussed Western Gateway STB.

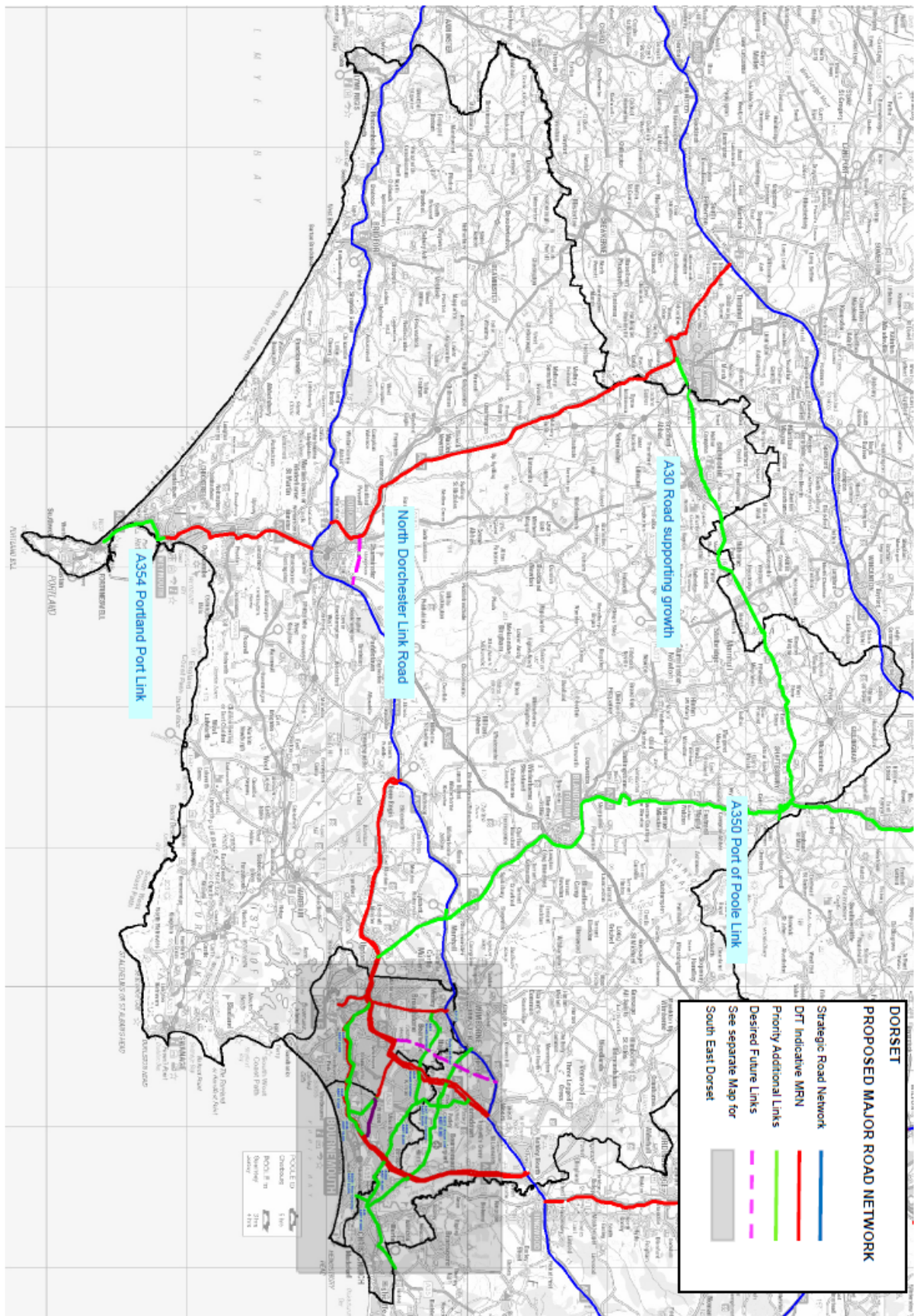
- 4.5 Pan-Dorset interests could be represented in both STB, by virtue of each new unitary council for Dorset joining one STB and being an 'associate' member of the other STB, giving Dorset a voice and influence in both STBs.

5. Conclusion

- 5.1 The balance between the benefits of joining each of the two alternative STBs is fairly evenly balanced. As such, although more work to date has been done with partners in the SW Peninsula STB, there is no officer recommendation, it is a choice which members of the Shadow Executive Committee need to make for Dorset Council, as summarised in the options under recommendation 1.

Mike Harries
Corporate Director, Environment & Economy
August 2018

Appendix 1 Dorset's proposed Major Road Network (MRN)



Appendix 2 Letter of Intent from South West Local Authorities to the DfT

Mr Ben Smith
Director - Regions, Cities and
Devolution Directorate
2/19, Great Minster House
33 Horseferry Road
London
W1P 4DR

Paula Hewitt: Director Somerset County Council

Nigel Riglar: Director Gloucestershire County Council

** July 2018

Dear Ben

Sub-National Transport Bodies for the South West

Local Authorities across the South West Region are reviewing the need to put in place sub-national transport bodies (STBs) to provide the ability to speak consistently about the challenges and investment needs of our area. We believe such bodies could provide an opportunity for access to Government and a key role in advising on use of the new national roads fund and other infrastructure investment processes.

The Authorities are now working to set up two shadow STBs, Western Gateway and South West Peninsula, to cover the South West Region. Work is on-track to establish informal shadow bodies in the autumn. Once the informal arrangements are in place it will allow all the relevant bodies to make an objective assessment whether to pursue the option of statutory STB's.

We believe this will swiftly put in place a clear mechanism for Government to engage formally with us on strategic transport investment matters.

Our rationale for following this approach, including our broad assessment of the benefits and opportunities that two shadow sub-national bodies will offer is attached to this letter.

Individual letters will be coming to you shortly from each of the two shadow bodies, setting out the growth challenges and the governance being put in place to enable sub-national transport working arrangements.

We look forward to discussing these matters with you in more detail in due course.

Yours Sincerely

Paula Hewitt: Lead Director Economic and Community Infrastructure, Somerset County Council

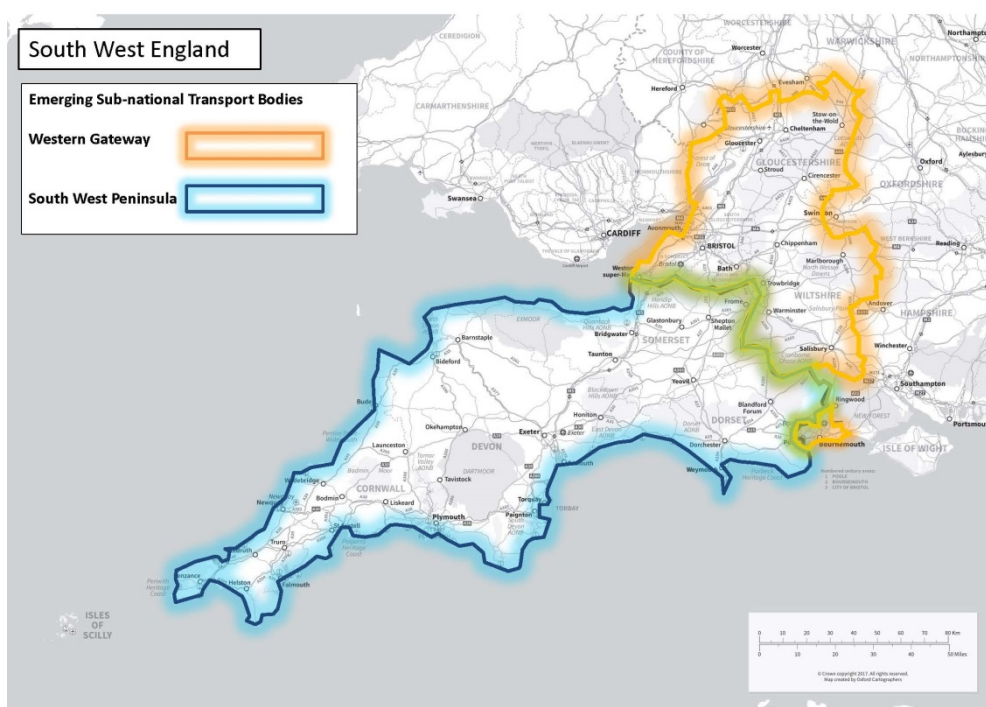
On behalf of: **SW Peninsula STB:** Somerset County Council, Cornwall Council, Plymouth City Council, Torbay Council, Devon County Council and Dorset County Council.

Nigel Riglar: Commissioning Director Communities and Infrastructure, Gloucestershire County Council

On behalf of: **Western Gateway STB:** Gloucestershire County Council, Bath & North East Somerset Council, Borough of Poole Council, Bournemouth Borough Council, Bristol City Council, North Somerset Council, South Gloucestershire Council, Wiltshire Council and West of England Combined Authority

Rationale for South West Sub National Transport Bodies

Government is clear that future strategic transport investment priorities will be established in discussion with sub-national transport bodies; groupings of local authorities and relevant partners covering a broad geography who will be able to speak with one voice about the challenges and strategic investment needs of their area. The English Regions are the highest tier of sub-national division in England, but Government is open to sub-national transport bodies forming across more functional economic geographies rather than being constrained by historic administrative boundaries.



There is firm consensus from most local authorities across the South West Region that given the huge geographic scope and diversity of the Region the formulation of two sub-national bodies is the most effective way of delivering infrastructure at a pace that meets expectations for improved productivity, housing and economic growth across the Region.

In recent years two distinct sub-national groupings have formed naturally around particular economic challenges and functional geographies, and those groupings already have a clear understanding of the strategic investment needs in their area:

- The Western Gateway has the well established West of England (WOE) city region at its core which is already jointly planned on a statutory basis.
- Shadow Authorities for Bournemouth, Christchurch and Poole and Dorset have recently been established with the exciting prospect of new and strategic authorities being formed from April 2019. Both STBs shall benefit from this further devolution being in a stronger position to

deliver North-South strategic links within and between STB areas and southwards into Europe via Bournemouth Airport and the Port of Poole.

- The South West Peninsula has well-established joint planning arrangements for strategic rail investment in the form of the peninsula rail task force.
- Corridor alliances such as those formed around the A303 corridor and the Bristol South West Economic Link are a strong feature of joint working in the area and will remain a key mechanism for joint working between the sub-national bodies.
- The whole Region meets at senior officer level through the South West Board of ADEPT to ensure the collaborative development and management of STBs continues.

We believe that the benefits of developing two sub-national bodies are broadly as follows:

- Well-established governance arrangements which are already being built-on for this purpose.
- Existing collaborative working which has already enabled effective dialogue with Government on important strategic transport investment matters in the two areas.
- Groupings of authorities who already work efficiently and effectively together and who can make swift and timely recommendations on investment priorities.
- Existing corridor alliances which deal with strategic connectivity between the two areas.
- Groupings of authorities who understand the distinct economic challenges in their area and who can clearly set out priority investment needs and the nature & sequencing of investment needed to overcome those challenges.
- Focused and effective dialogue with Government.

The distinct economic challenges within the sub-national areas can be broadly described as follows:

- Western Gateway is on the axis of a number of routes into the Bristol city region area and the Bournemouth/Poole city region area. Investment needs are more likely to focus more on metropolitan transit solutions and strengthening core routes to manage growth of the two city-regions.
- The Peninsula challenge is to enable more peripheral areas to become more productive and reduce journey times on key strategic routes connecting with other economic hubs. There are also a more dispersed set of place based growth challenges including city growth, rural communities, and maximising the economic potential of the Region's natural assets.

Risks of seeking to form one body:

- Pace of progress likely to slow significantly to form the necessary governance arrangements.
- Lack of natural consensus on priorities and sequencing of investment.
- Risk of extended dialogue seeking to prioritise between investment needs which are not inter-related and cannot be logically sequenced (i.e. seeking to prioritise a rapid transit route into a city region against a major road improvement in rural Cornwall).
- A greater sense of 'competing for investment' within a larger pool of authorities with greatly different priorities rather than jointly working on a long-term programme.
- Risk of spreading the available investment too thinly to gain agreement to a programme and a risk of debating more localised priorities rather than the core strategic investment needs.

Appendix 3 Draft terms of reference

South West Peninsula Emerging Sub-National Transport Body Terms of Reference [DRAFT]

1. Sub-National Transport Bodies for the South West Region

- 1.1 Government is clear that future strategic transport investment priorities will be established in discussion with sub-national transport bodies. The English Regions are the highest tier of sub-national division in England, but Government is open to sub-national transport bodies forming across more functional economic geographies rather than being constrained by historic administrative boundaries.
- 1.2 There is firm consensus across the South West Region that given its huge geographic scope and diversity the formulation of two sub-national bodies is the most effective way of delivering infrastructure at a pace that meets expectations for improved productivity, housing and economic growth. In recent years, two distinct subnational groupings have emerged in relation to particular economic challenges and functional geographies, and already have a clear understanding of the strategic investment needs in their area:
 - The **Western Gateway** has the well-established West of England (WOE) city region at its core and is already jointly planned on a statutory basis. It is on the axis of a number of routes into the Bristol city region area and the Bournemouth/Poole city region area. Investment needs are expected to focus on metropolitan transit solutions and strengthening core routes to manage growth of the two city-regions.
 - The **South West Peninsula** has well-established joint planning arrangements for strategic rail investment in the form of the Peninsula Rail Task Force. The Peninsula challenge is to exploit opportunities to enable peripheral areas to become more productive and reduce journey times on key strategic routes connecting with other economic hubs. There is a dispersed set of place-based growth challenges, including city growth, rural communities, extensive coastline and the regions natural assets.
- 1.3 Corridor alliances such as those formed around the A303 corridor and the Bristol South West Economic Link are a strong feature of joint working and will remain a key mechanism for joint working between the sub-national bodies.
- 1.4 The collaborative development and management of the STBs will continue to be monitored and managed by Senior Officers attending the South West ADEPT Board.

2. The South West Peninsula

- 2.1 The South West Peninsula is an important economy with a population of around 2.5m, contributing over £51bn of GVA to the national economy. The peninsula has significant opportunities for sustained growth, with some of the country's most successful businesses, leading universities, the biggest naval base in Western Europe, the UK's largest infrastructure project at Hinkley Point C, world leading science research and innovation and a host of cutting edge companies.

- 2.2 Despite the enormous potential in its businesses, its people and its places, the South West faces a wider challenge of proximity and poor connectivity with the rest of the country. The economy is not as strong as it could be, with GVA per head in the South West Peninsula of £19,117 compared to £26,621 nationally. This falls to as low as £13,386 in some areas of this geography. Two of the South West Peninsula LEP areas are ranked in the bottom four for lowest labour productivity in 2016, although there is wide variation across the area with cities like Exeter and Plymouth demonstrating stronger rates of productivity growth after the recession and comparable levels to the UK average.
- 2.3 Investment in the South West is therefore vital to address the national rebalancing issue and ensuring the region can continue to keep pace with the rest of the UK. The South West Peninsula authorities will prioritise future strategic, transformational and large-scale transport investment in the South West so that it can fulfil its economic and housing growth potential. The grouping reflects the close, historic ties, and a commitment to work collectively to address the wider challenges of proximity and connectivity with the rest of the country.
- 2.4 The South West Peninsula authorities are committed to working together to prioritise future investment and benefit the economic performance of the South West Peninsula region with the key aims of:
- Driving economic growth by delivering a substantial place-based programme
 - Addressing the productivity gap in the South West Peninsula
 - Reducing the rural peripherality of the region
- 2.5 The South West Peninsula is the partner authorities' response to the need for a Sub-National Transport Body in order to ensure one collective voice represents the strategic transport issues in the region.
- 2.6 As such, the South West Peninsula STB provides a single point of contact for Government, its agencies, infrastructure and service providers on strategic transport issues.
- 2.7 The proposed area allows for genuine strategic consideration and planning of transport infrastructure, with those included in the STB boundary demonstrating a willingness to be involved. The South West Peninsula authorities will retain a co-operative narrative focussing on shared strategic travel corridors.
- 2.8 Several of the local authorities have previous experience working together to present a united voice on strategic transport matters, with the Peninsula Rail Task Force having produced a 20-year plan in 2016 aimed at making the case for a sequenced programme of investment towards improving rail resilience, connectivity and comfort for rail services to and from the region.
- 2.9 Whilst currently there are six Peninsula Local Highway Authorities forming the proposed STB grouping, it remains open to other authorities joining should there be benefits in doing so.

3. Statement of Purpose

- 3.1 The South West Peninsula STB will:

- Provide the opportunity to share technical expertise and resources across the partners to assist with the development, assessment and implementation of proposals
- Enable a more effective and meaningful engagement with the Department for Transport, infrastructure agencies (such as Highways England and Network Rail), service providers (such as bus and train operating companies) and Homes England
- Provide the focus for a single conversation on strategic transport and infrastructure related activities
- Agree objectives for the region for Network Rail and Highways England to ensure that their priorities clearly reflect the needs of the South West Peninsula
- Agree the needs of the South West in future specifications for Cross Country and Great Western rail franchises
- Develop an evidence base for the South West Peninsula SRN and MRN to review the extent of networks and identify and prioritise schemes for consideration by the Department for Transport

3.2 In this way the partners will be able to:

- Identify and maintain a single overview of strategic transport priorities in liaison with stakeholders as appropriate
- Manage the resources available to establish project teams as a means of providing the leadership required to develop strategic proposals, including engagement with business and the wider community
- Establish joint teams to undertake and commission work (including the development of business cases) to secure investment funding to enable the delivery of strategic proposals
- Work with Government and its agencies to co-design nationally delivered transport investment programmes
- Utilise the joint view of investment priorities for the South West Peninsula to influence funding processes including Network Rail's Control Periods; Highways England's Road Investment Strategy and in respect of the Major Road Network, the Department for Transport's National Roads Fund
- Explore the rationalisation of existing groups associated with transport investment prioritisation across the geographic area

3.3 The South West Peninsula STB will enable the partners to realise:

- Greater added value through the sharing of knowledge, skills and resources
- More efficient operation of the strategic and major road networks
- Improved resilience and reliability of the transport system, particularly during periods of disruption (both planned and unplanned)

- More efficient and effective delivery of infrastructure, with schemes delivered faster and at less cost
- More effective engagement with, and influence over, decision making at the national level
- Enhanced job opportunities and housing delivery, better access to education, improved local public services and better supported tourism and recreation through an improved transport system
- Improved national and international connection in to, out of and across the region, supporting commerce
- Improved links across the South West Peninsula, including to our ports and airports to enable freight and goods to move more efficiently

3.4 In addition and whilst in shadow form a key task of the STB Board will be to prepare a submission to Government in relation to the creation of a statutory STB for the South West Peninsula.

4. Membership of the STB Board

4.1 The STB board brings together representatives of Local Transport Authorities and Local Enterprise Partnerships with representatives from Government, infrastructure agencies and transport service providers in a collaborative partnership that enables a single co-ordinated conversation.

4.2 The members of the STB board are set out below:

Local Transport Authorities	Cornwall Council
	Devon County Council
	Dorset County Council
	Plymouth City Council
	Somerset County Council
	Torbay Council
Local Enterprise Partnerships	Cornwall and the Isles of Scilly
	Heart of the South West
	Dorset
Government and Agencies	Department for Transport
	Highways England
	Network Rail
	Homes England
Other Organisations	Stakeholder Group Chair

4.3 It is for each Partner to nominate their representative on the STB board. The expectation is that Local Transport Authorities will be represented by the relevant portfolio holder and Local Enterprise Partnerships by a member of their governing Board.

- 4.4 A stakeholder group will be formed, including public transport operators that provide services within the STB geography and representatives of local community groups. A chair of this group will represent their views at STB board meetings.
- 4.5 Substitutes may attend meetings of the STB board if the nominated representative is unable to attend. They should have an equivalent level of authority to the nominated member.
- 4.6 Individual members of the STB board will be responsible for ensuring their organisation is kept briefed on the work of the STB.
- 4.7 The Chair of the STB board will be a representative from a Local Transport Authority, who will serve in the role for one year. A Vice-Chair will also be appointed from the STB board Local Transport Authority members.
- 4.8 The Chair and Vice-Chair will rotate annually amongst its elected membership. The rotation will be defined alphabetically by Local Authority with no single organisation holding the chair for successive years.
- 4.9 In the absence of the Chair, the Vice-Chair will Chair the meeting.
- 4.10 Additional organisations may be invited to join at any time where their membership and participation is seen as adding value to the STB board.
- 4.11 Membership of the STB board will be reviewed on a regular basis.
- 4.12 Members of the STB board retain their existing accountabilities and responsibilities for transport. During the Board's shadow operating phase they will also be responsible for ensuring that necessary approvals for STB Board decisions are obtained within their organisation.
- 4.13 Membership of the STB board:
 - Does not oblige partners to be involved in all activities, projects or proposals
 - Does not preclude any member from working cross-boundary with other Local Transport Authorities or strategic transport organisations

5. Ways of Working

- 5.1 Meetings of the STB board will be held quarterly. The date and time of the meetings will be fixed by the secretariat in consultation with constituent organisations. All papers and meetings will be in public, with all interested parties able to attend meetings.
- 5.2 Written notice of meetings, along with the agenda and associated papers will be sent to members at least five working days in advance of any meeting. Late items will be distributed or tabled only in exceptional circumstances with the agreement of the Chair.
- 5.3 Where required, extraordinary meetings can be held with the agreement of the Chair.
- 5.4 The quorum for the meetings will be at least three members. A minimum of two elected members should be present.
- 5.5 In principle, decisions and recommendations will be reached by consensus. Where decisions cannot be reached by a consensus, voting will take place and decisions will be agreed by a simple majority of all members (councillors and co-opted members) present.

- 5.6 Where there are equal votes, the Chair of the meeting will have the casting vote.
- 5.7 Third parties may be invited to participate in meetings of the STB board and invited to be members of project teams established by the STB.
- 5.8 Third parties may request to address the STB board on a specific issue or proposal. The Chairman of the STB board will determine whether to grant the request.
- 5.9 The STB board may decide to establish sub-groups where this is appropriate in order to address specific issues: sub-groups may be either time-limited in their duration or standing sub-groups where the issue is on-going.
- 5.10 The secretariat for meetings of the STB board will be provided by the Local Transport Authority that provides the Chairman of the STB board, supported by the programme team.
- 5.11 The work of the STB board will be supported by an Officers Group. This Group will provide technical and professional advice drawn from the Local Transport Authorities and Local Enterprise Partnerships. The officer support group will be required to attend meetings of the PRTF as necessary.
- 5.12 The Officers Group will maintain an overview of the activities taken forward as part of the STB and ensure that the work programme adopted by the STB is delivered.
- 5.13 It is not proposed to establish stand alone scrutiny arrangements for the STB during the shadow phase of operation but as formal proposal for a statutory body is developed for submission to Government, consideration shall be given in consultation with the DfT, as to what formal scrutiny requirements will be required once the STB is fully operational. During the shadow phase it will be for each of the Constituent Authorities to scrutinise the activities of the Board through their own scrutiny arrangements.

6. Finance

- 6.1 The Local Transport Authorities of the STB must make a contribution in respect of any reasonably incurred costs of the South West Peninsula if they all agree on the need for a contribution and the amount required.
- 6.2 The amount of any contribution is to be apportioned between the constituent authorities in proportion to the total resident population of the area of each authority at the relevant date as estimated by the Statistics Board.
- 6.3 Each constituent authority may contribute to the costs of the South West Peninsula individually if it chooses to do so.
- 6.4 The STB will seek funding from the Department for Transport to accelerate the development and delivery of its transportation plans.
- 6.5 The STB budget will be held and administered by the lead authority - see 6 below.

7. Lead Authority

- 7.1 During the shadow phase the STB has no statutory standing, cannot enter contracts and cannot employ staff. Therefore, for the shadow phase of operation, the STB will need to appoint a Lead Authority to:
 - co-ordinate and administer the project and meetings of the Board

- manage the budget for, and the sound financial management of, the Project. The budget will be allocated in accordance with the decisions of the Board as authorised by the Constituent Authorities
- claim, draw down and account for all funds due from the Constituent Authorities and any other body
- provides procurement services to all contracts let on behalf of the STB
- keep appropriate accounting and operational records; and
- procure on behalf of the Constituent Authorities such external support, advice or consultancy services that are considered necessary by the Shadow Partnership Board or the Senior Officer Group
- oversee the preparation of the proposal to the Secretary of State to transition to a statutory Sub-National Transport Board
- prepare a communications and marketing strategy for the project for the approval of the Board and then to implement the strategy.

7.2 The full detail of the Lead Authority role will be set out in an Inter-Authority Agreement to be agreed by all Constituent Organisations.

Notes – also need to include provisions in respect of dispute resolution and withdrawal/termination arrangements.

Appendix 4 Draft Terms of Reference

WESTERN GATEWAY SHADOW SUB-NATIONAL TRANSPORT BODY (SSTB)

Terms of Reference [DRAFT]

1. Context

- 1.1 The Western Gateway Shadow Sub-National Transport Body (SSTB) is formed by an alliance of local authorities that have made a commitment to work together to drive innovation, maximise economic growth and improve industrial productivity by strengthening travel connections to local, national and international markets.
- 1.2 The SSTB is not about taking decisions and responsibilities away from local communities. It is about strengthening delivery by demonstrating strategic leadership and working collaboratively for material advantage for the Western Gateway area.
- 1.3 The Western Gateway enables big picture visioning to be expressed in a way that collectively benefits the area through the development of shared priorities. It enables our collected resources and expertise to be shared. This will benefit the area by having a larger more influential lobbying base. It makes working with Department for Transport, Highways England and Network Rail easier by having fewer, but more coordinated conversations and removing the risk of competing local priorities and enhancing the areas ability to attract national investment. By working together to address our transport challenges this will strengthen local and strategic connectivity and improve the desirability of the Western Gateway area as a destination to live, work and invest in.
- 1.4 A Western Gateway Transport Strategy will be required to identify sub-national transport priorities and enable the delivery of sustainable economic growth. Developing a long-term strategic transport plan and delivery programme across a wider area brings greater certainty for investors from both, the public, as well as the private sector. The Transport Strategy will emphasise the importance of minimising adverse impacts of development to ensure an efficient, safe and resilient transport network. It will recognise the role of 'place' and the need to remove strategic traffic from local networks creating high quality, vibrant and successful communities.
- 1.5 The Gateway area is home to over 2.6 million people and is set for a step change in prosperity and productivity through an ambitious growth agenda over the next 20 years delivering 260,000 new homes and over 150,000 new jobs. It is both a highly desirable destination as well as a facilitator of movement through nationally significant travel corridors. The Gateway area links England's South Coast to the Midlands; London and the South East to South Wales and the South West Peninsula to the rest of the UK.
- 1.6 Together with the South West Peninsula (Somerset, Devon, Dorset and Cornwall), the Western Gateway forms part of South West England. The relationship with the South West Peninsula is very important and there are a number of shared priorities between the two areas including the M5, A303 & A350 and the Peninsula rail improvements. But, there are clear distinctions between the two areas in terms of transport need reflecting the different economies and markets they serve.
- 1.7 The Western Gateway alliance is predominantly focused on maximising capacity and resilience of the strategic travel corridors within its geography. Prioritising transport investment within the Gateway area will not only benefit local connectivity, but improve connectivity to and for an area much wider than the immediate Western Gateway boundaries. This will open new and improved existing pathways to local, national and international markets resulting in economic success and prosperity for all.
- 1.8 The strength of the Western Gateway area will be its ability to speak with one voice to Government on strategic transport priorities. This will be achieved through increased collaborative working between research institutions, the Local

Enterprise Partnerships and local government which will ensure that transport is not a barrier but an accelerator of growth.

2. Statement of Purpose

1.9 The Western Gateway SSTB will:

- Provide the opportunity to share technical expertise and resources across the partners to assist with the development, assessment and implementation of proposals
- Enable a more effective and meaningful engagement with the Department for Transport, infrastructure agencies (such as Highways England and Network Rail), service providers (such as bus and train operating companies) and Homes England
- Provide the focus for a single conversation on strategic transport and infrastructure related activities
- Agree objectives for the region for Network Rail and Highways England to ensure that their priorities clearly reflect the needs of the Western Gateway area
- Agree the needs of the South West in future specifications for Cross Country, Great Western Railway and South Western Railway rail franchises
- Develop an evidence base for the Western Gateway SRN and MRN to identify and prioritise schemes for consideration by the Department for Transport

1.10 In this way the partners will be able to:

- Identify and maintain a single overview of strategic transport priorities in liaison with stakeholders as appropriate
- Manage the resources available to establish project teams as a means of providing the leadership required to develop strategic proposals, including engagement with business and the wider community
- Establish joint teams to undertake and commission work (including the development of business cases) to secure investment funding to enable the delivery of strategic proposals
- Work with Government and its agencies to co-design nationally delivered transport investment programmes
- Utilise the joint view of investment priorities for the Western Gateway SSTB to influence funding processes including Network Rail's Control Periods; Highways England's Road Investment Strategy and in respect of the Major Road Network, the Department for Transport's National Roads Fund
- Explore the rationalisation of existing groups associated with transport investment prioritisation across the geographic area

1.11 The Western Gateway SSTB will enable the partners to realise:

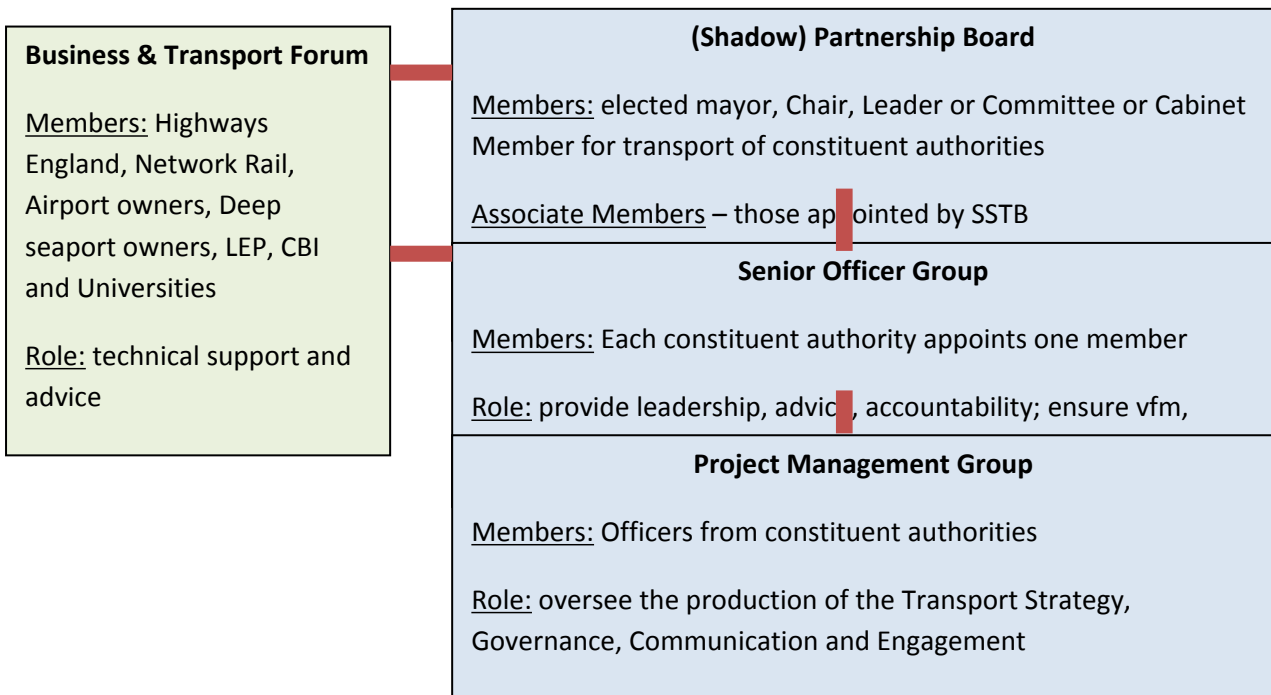
- Greater added value through the sharing of knowledge, skills and resources
- More efficient operation of the strategic and major road networks
- Improved resilience and reliability of the transport system, particularly during periods of disruption (both planned and unplanned)
- More efficient and effective delivery of infrastructure, with schemes delivered faster and at less cost
- More effective engagement with, and influence over, decision making at the national level
- Enhanced job opportunities and housing delivery, better access to education, improved local public services and better supported tourism and recreation through an improved transport system
- Improved national and international connection in to, out of and across the region, supporting commerce

- Improved links across the Western Gateway area, including to our ports and airports to enable freight and goods to move more efficiently
- In addition and whilst in shadow form a key task of the SSTB Board will be to prepare a submission to Government in relation to the creation of a statutory STB for the Western Gateway area.

3. Governance Structure of the Western Gateway SSTB

1.12 The structure of the Shadow SNTB and the expected member and role is outlined below:

Proposed Western Gateway Sub-National Transport Body Structure:



1.13 The Shadow Partnership Board is the decision making body for the Western Gateway SSTB. Each Constituent Authority will appoint one person as a member of the Shadow Partnership Board (elected mayor, Chair, Leader or Committee or Cabinet Member for transport of constituent authorities). Substitutes may attend meetings of the SSTB board if the nominated representative is unable to attend. They should have an equivalent level of authority to the nominated member.

1.14 The Senior Officer Group will provide expertise and recommendations to the Board and will oversee delivery of the Western Gateway SSTB programme. Each Constituent Authority will also appoint one person as member of the Senior Officer Group.

1.15 The Business and Transport Forum will be an advisory body to the Senior Officer Group and Shadow Partnership Board, comprising a wider group of representatives from: the CBI, LEPs, Universities, public transport operators, port authorities, as well as Government and National Agency representatives. It will be chaired by an independent representative, who will be an Associate member to the Shadow Partnership Board. The Transport Forum will provide technical expertise, intelligence and information to Senior Officer Group and the Shadow Partnership Board.

1.16 The Project Management Group will comprise officers from the Constituent Authorities.

1.17 The SSTB board brings together representatives of Local Transport Authorities with representatives from Government, infrastructure agencies and transport service providers in a collaborative partnership that enables a single co-ordinated conversation.

1.18 The members of the SSTB board are set out below:

Constituent Members: -	Associate Members:
<ul style="list-style-type: none"> • Bath and North East Somerset Council • Bristol City Council • Borough of Poole • Bournemouth Borough Council • Gloucestershire County Council • North Somerset Council • South Gloucestershire Council • West of England Combined Authority (WECA) • Wiltshire Council 	<ul style="list-style-type: none"> • Chair Business & Transport Forum • Highways England • Network Rail • Department for Transport • Homes England • Local Highway Authorities / other Sub-National Transport Bodies

1.19 It is for each Partner to nominate their representative on the SSTB board.

1.20 A Business and Transport Forum will be established. The chair of this group will represent their views at SSTB board meetings.

1.21 The Western Gateway SSTB can appoint persons who are not elected members of the constituent authorities to be associate members of the Western Gateway SSTB. Alternatively, representatives of other organisations with an interest in Western Gateway SSTB matters can apply to become associate members of the SSTB and the Shadow Partnership Board will consider their applications on an individual basis.

1.22 Associate members may include:

- the person appointed by the Western Gateway SSTB as Chair of the Business and Transport Forum, Highways England, Network Rail and other appropriate Government agencies.
- Other Highway Authorities or other Sub National Transport Bodies.

1.23 Individual members of the SSTB board will be responsible for ensuring their organisation is kept briefed on the work of the SSTB.

1.24 The Chair of the STB board will be a representative from a Local Transport Authority, who will serve in the role for one year. A Vice-Chair will also be appointed from the SSTB board Local Transport Authority members.

1.25 The Chair and Vice-Chair will rotate annually amongst its elected membership. The rotation will be defined alphabetically by Local Authority with no single organisation holding the chair for successive years.

1.26 In the absence of the Chair, the Vice-Chair will Chair the meeting.

1.27 Additional organisations may be invited to join at any time where their membership and participation is seen as adding value to the SSTB board.

1.28 Membership of the STB board will be reviewed on a regular basis.

1.29 Members of the SSTB board retain their existing accountabilities and responsibilities for transport. During the Board's shadow operating phase they will also be responsible for ensuring that necessary approvals for SSTB Board decisions are obtained within their organisation.

1.30 Membership of the SSTB board:

- Does not oblige partners to be involved in all activities, projects or proposals
 - Does not preclude any member from working cross-boundary with other Local Transport Authorities or strategic transport organisations
- 1.31 Meetings of the SSTB board will be held quarterly. The date and time of the meetings will be fixed by the secretariat in consultation with constituent organisations. All papers and meetings will be in public, with all interested parties able to attend meetings.
- 1.32 Written notice of meetings, along with the agenda and associated papers will be sent to members at least five working days in advance of any meeting. Late items will be distributed or tabled only in exceptional circumstances with the agreement of the Chair.
- 1.33 Where required, extraordinary meetings can be held with the agreement of the Chair.
- 1.34 The quorum for the meetings will be at least five members.
- 1.35 Decisions and recommendations will be reached by consensus.
- 1.36 Third parties may be invited to participate in meetings of the SSTB Partnership board and invited to be members of project teams established by the SSTB.
- 1.37 Third parties may request to address the SSTB board on a specific issue or proposal. The Chair of the SSTB board will determine whether to grant the request.
- 1.38 The SSTB Partnership board may decide to establish sub-groups where this is appropriate in order to address specific issues: sub-groups may be either time-limited in their duration or standing sub-groups where the issue is on-going.
- 1.39 The secretariat for meetings of the SSTB Partnership board will be provided by the Local Transport Authority that provides the Chair of the SSTB board, supported by the programme team.
- 1.40 The work of the STB board will be supported by a Senior Officers Group. The Senior Officer Group will be represented at meetings of the SSTB Partnership board as necessary.
- 1.41 The Senior Officers Group will maintain an overview of the activities taken forward as part of the SSTB and ensure that the work programme adopted by the STB is delivered.
- 1.42 It is not proposed to establish stand alone scrutiny arrangements for the SSTB during the shadow phase of operation but as formal proposal for a statutory body is developed for submission to Government, consideration shall be given in consultation with the DfT, as to what formal scrutiny requirements will be required once the STB is fully operational. During the shadow phase it will be for each of the Constituent Authorities to scrutinise the activities of the Board through their own scrutiny arrangements.
- 1.43 The Constituent members must make a contribution in respect of any reasonably incurred costs of the Western Gateway SSTB if they all agree on the need for a contribution and the amount required. The amount of any contribution must also be agreed.
- 1.44 The SSTB will seek funding from the Department for Transport to accelerate the development and delivery of its transportation plans.
- 1.45 The SSTB budget will be held and administered by the lead authority.

2. Lead Authority

- 2.1 During the shadow phase, the STB has no statutory standing, cannot enter contracts and cannot employ staff. Therefore, for the shadow phase of operation, the STB will need to appoint a Lead Authority to:

- co-ordinate and administer the project and meetings of the Board
- manage the budget for, and the sound financial management of, the Project. The budget will be allocated in accordance with the decisions of the Board as authorised by the Constituent Authorities
- claim, draw down and account for all funds due from the Constituent Authorities and any other body
- provides procurement services to all contracts let on behalf of the SSTB
- keep appropriate accounting and operational records; and
- procure on behalf of the Constituent Authorities such external support, advice or consultancy services that are considered necessary by the Shadow Partnership Board or the Senior Officer Group
- oversee the preparation of the proposal to the Secretary of State to transition to a statutory Sub-National Transport Board
- prepare a communications and marketing strategy for the project for the approval of the Board and then to implement the strategy.

2.2 The full detail of the Lead Authority role will be set out in an Inter-Authority Agreement to be agreed by all Constituent Organisations.

3. Information Governance

- 3.1 Each Party shall in connection with the performance of its obligations under this Partnering Agreement comply with their duties and responsibilities under all applicable data protection legislation in the performance of this Partnering Agreement and shall not unlawfully process or disclose information subject to such legislation and clauses 8.2 and 8.3 below.
- 3.2 The Parties shall co-operate with, and supply to, each other all information properly required in connection with any request received by a Party under the Freedom of Information Act 2000 or the Environmental Information Regulations 2004.
- 3.3 Each Party acknowledges that in responding to requests received under the Freedom of Information Act 2000 or the Environmental Information Regulations 2004, the Parties will be entitled to provide information relating to this Partnering Agreement.

4. General

- 4.1 The Parties shall each act in the utmost good faith towards each other in relation to this Heads of Terms document.
- 4.2 All Parties shall keep confidential, both during and after termination of this Heads of Terms document, all information received from the other relating to this document, unless that information was already lawfully known to that party independently, the information came into the public domain other than due to wrongful use or disclosure by that party, or disclosure is required by law or in the context of legal or appeal proceedings or as evidence in any compulsory purchase procedure or public inquiry or examination in connection with the Sub Regional Area.
- 4.3 Any consent required or otherwise sought pursuant to this Heads of Terms document on behalf of a Party to this document shall only be valid if it is in writing and signed by the relevant Party's authorised representative.

Notes – also need to include provisions in respect of dispute resolution and withdrawal/termination arrangements.

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Purbeck District Council Meeting – 11 September 2018

Creation of capital property purchase fund

1. Purpose of report

To consider setting up a capital property purchase fund for the purchase of houses to help meet the housing needs of the community.

2. Key issues

- 2.1 The number of households the Council is placing into temporary accommodation including bed and breakfast (B&B) is increasing. Most households the Council accepts as homeless require general needs accommodation. In the last financial year just 46 general needs properties were advertised for rent on Dorset Homechoice. As a result, time spent in temporary accommodation is increasing while people wait for a suitable property to become available.
- 2.2 As of May 2018, the Council currently has 46 households in temporary accommodation; of which 12 are in B&B. While the use of B&B is a last resort, a lack of general needs housing becoming available and longer stays in temporary accommodation have resulted in an increased use of B&B accommodation over the past few months. It is therefore a priority to secure additional temporary accommodation.
- 2.3 The Council has undertaken a number of initiatives to work with the private rented sector to increase the amount of general needs and temporary accommodation available, but with a competitive private rented sector most landlords are not interested in offering their property to the Council.
- 2.4 Following a successful bid to the Local Government Association, the Council secured a grant to work with a housing advisor to identify ways to increase the amount of temporary accommodation. One of the recommendations made by the advisor was to increase the amount of accommodation owned by the Council. This has already begun with the recent approval to purchase a property in Upton. However, approval for funding the purchase was required before an offer could be made and the sale agreed.
- 2.5 The housing market in Purbeck is buoyant and properties that come up for sale which would be deemed suitable for use as temporary accommodation sell quickly. To enable the Council to secure suitable properties it needs to act quickly and be able to make offers, without the delay that would be incurred in seeking individual approvals for the funding. It is therefore proposed that to enable the Council to respond swiftly to suitable opportunities a capital housing purchase fund be set up, with delegated authority to spend the fund being given to the General Manager Public Health and Housing in consultation with the Section 151 Officer and the Housing Portfolio Holder.
- 2.6 The financing for the fund can come from monies held in respect of Section 106 agreements and the uncommitted preserved Right to Buy receipts received in respect of 2017/18. Using these funding sources will not impact on the Council's Capital Programme, or its affordability.
- 2.7 The matter was considered by Policy Group at their 18th July meeting who supported the recommendations but did so knowing the matter had to be considered by the Dorset Council Shadow Executive at their meeting on the 21 August 2018.

3. **Recommendation**

3.1 Council agree that:

- 1) A capital property purchase fund be created of £620,000 to enable the Council to purchase property for use as temporary accommodation to be funded from Section 106 agreements and uncommitted right to buy receipts received in 2017/18;
- 2) authority be given to the General Manager Public Health and Housing, in consultation with the Section 151 Officer, and the Housing Portfolio Holder, to purchase suitable property for temporary accommodation;
- 3) details of any properties purchased will be reported to the next Audit and Governance Committee; and
- 4) a supplementary estimate is approved of £5,000 for 2018/19 for revenue costs associated with bringing the initial properties to a letting standard and to meet initial routine landlord health and safety responsibilities.

4. **Policy issues**

4.1 **How will this affect the environment, social issues and the local economy?**

Providing an alternative to bed and breakfast accommodation for vulnerable households threatened with homelessness will help them feel supported, safe and able to live more independently while they are helped into long term accommodation. This will help to build strong, inclusive and sustainable communities.

4.2 **Implications**

4.2.1 **Resources**

Capital

It is proposed to create a fund of £620,000. This figure would enable the purchase of two family properties in Purbeck.

The Council has already earmarked capital receipts for housing purposes but the money in this fund has recently been committed for other housing projects, hence the need to create a new capital purchase property fund for housing purchases.

The capital property purchase fund would be made up from Section 106 money and Right to Buy sales receipts. The Council has recently received £699,171 Right to Buy receipts from Aster Homes for properties that have been bought under the Right to Buy scheme during 2017/18. From this sum £75,000 has been earmarked to fund the Council's capital programme but the majority of the remaining balance of £620,000 is uncommitted and could be used for the property purchase fund. The Council also holds £135,625 from Section 106 agreements. There are some restrictions regarding the area that some of this money can be spent, however, if a property was found in one of the areas specified in the Section 106 agreement, in the first instance this would be used to contribute towards the purchase, as these funds also have time limits attached to them and if not spent have to be returned to the developer, with the balance coming from the Right to Buy receipts received in respect of 2017/18.

There will be legal costs associated with the purchase of any property including stamp duty levy and the need to get a valuation prior to purchase. Capital financing rules allow these costs to be charged to capital and would be charged to the capital property purchase fund.

Once a property sale is complete it would be reported to Audit and Governance Committee.

Revenue

While every effort will be made to secure properties that require minimal works to meet the lettable standards it is inevitable that some essential repairs will be required. In addition, electrical and gas safety checks and certification will be required. All of these items represent revenue expenditure for which there is currently no budget. Consequently, a supplementary estimate of £5,000 will be required in the current year.

Once the purchase of a property is complete it is proposed that the management will be undertaken by Homes4let who charge a management fee of 8% of the gross rental income. It would be proposed to base the rental value on the local housing allowance which varies depending on the area. However assuming a weekly rental of £153 the annual management fee would be around £636. After allowing for two void periods each year of two weeks each, the annual rental income is estimated to be £7,344. There would also be some additional routine maintenance costs estimated at £3,000 pa that need to be covered as well as building insurance which on average is £100 per year. The estimated net income associated with a two bed property is £3,608, as shown below:

Estimated rental income	£7,344
Less:	
Management fees	£636
Maintenance	£3,000
Buildings insurance	£100
Net Income	£3,608

As a responsible landlord there will, at some point, be the need to undertake refurbishment works such as replacement bathrooms, kitchens, doors and windows, boilers etc. that would not be covered by routine maintenance. These items will be included in a long term programme of Council property maintenance and a report requesting additional funding for any such works would be made to the Council.

Potential Savings

Households placed into non-self-contained accommodation (B&B) are entitled to full housing benefit for the rental element of the cost. The average B&B rent for a couple with 1 child is about £500 per week. The maximum amount of housing benefit that can be claimed back by the Council from the government for households placed in B&B accommodation is capped at £126.92 per week. The Council has to fund the gap of £373.08 per week, which totalled £16,277 for 2017/2018. For this period there were 28 claimants averaging about £600 per household. This is a real cost to the Council which cannot be passed on to the benefit claimants.

The lack of temporary accommodation and general needs housing is leading to longer stays in B&B accommodation. It is therefore expected the amount of housing benefit subsidised by the Council will be significantly higher for 2018/19.

There are additional costs incurred by a household during their stay at a B&B such as breakfast, heating and lighting. These costs can be recovered and households are invoiced by the Council. However, the financial circumstances of many homeless people means the reality is very few can afford to pay back the difference and ultimately the Council bears the cost of the debt. Approximately 50% of this type of housing debts remain unpaid after a year.

The addition of 2 properties for temporary accommodation will result in a saving to the Council of £38,800 per annum ($£373.08 \times 52 = £19,400 \times 2$)

The annual revenue financial benefit to the Council of acquiring one property is therefore the net rental of £3,608 plus the benefit subsidy saving of £19,400. Assuming 2 properties are purchased this would total £46,016. Off-set against this is the lost investment income (assuming the fund is fully spent) from the £620,000. Assuming a return of 0.8%, this would be £5,580 per annum, giving a net revenue financial benefit of £40,436 per annum.

4.2.2 Equalities

None directly from this report.

4.2.3 Shaping Dorset Council

At the meeting of the Shadow Executive Committee on 18 June 2018 a recommendation from the Interim Section 151 Officer regarding the Protocol on Spending and Commitments was agreed. The report noted that "At present the existing councils are free to continue to run their affairs and make financial decisions without taking into account the impact upon the new unitary. The protocol requires any items that could have a financial impact upon the new unitary to be initially assessed by the interim Section 151 Officer and, if it has a significant financial impact, seek approval by the Shadow Executive. De minimis levels of £100,000 for each District and Borough and £500,000 for Dorset County Council are proposed in order to avoid the process becoming unmanageable." This report was considered by the Dorset Council Shadow Executive at their 21 August 2018 meeting.

Although it is planned to purchase the properties before 31 March 2019, the creation of a new capital fund would reduce the reserves available to the new Dorset Council. On the other hand Dorset Council will also benefit from the social and economic benefits of avoiding the expensive use of temporary accommodation and its detrimental impact on local families and in particular children.

If approved Officers will endeavour to complete the property purchases before 31 March 2019. Any property purchased before that date will be registered to Purbeck District Council and ownership will transfer to Dorset Council on 1 April 2019. Any property purchase not completed by this date will be completed by Dorset Council.

5. Further information

- 5.1 Local authorities are empowered to build or acquire homes under section 9 of the Housing Act 1985.
- 5.2 Research on rightmove.co.uk reveals that 2 bedroom properties vary in price across Purbeck but average around £270,000. A fund of up to £620,000 would enable the purchase of up to 2 houses on the open market to meet local housing need and undertake necessary works to bring the property up to lettable standard. It is expected that these properties would enable up to 2 adults and 2 children to be housed in each property instead of being placed in B&B accommodation. This would allow significant year-on-year savings to accrue for the Council on homelessness costs, as outlined in section 4 above.
- 5.3 It is intended to purchase freehold properties rather than leasehold so there would be no ground rent or additional management costs. Once the purchase is complete it is proposed to use Homes4let, a social letting agent, to manage the property on the Council's behalf.
- 5.4 In accordance with the Homelessness Code of Guidance for local authorities 2018, living in B&B accommodation can be particularly detrimental to the health and development of children. The Homeless (Suitability of Accommodation) (England) Order 2003, SI no 3326 prohibits local authorities from using B&B accommodation for any period (or periods) exceeding 6 weeks for households with children or households containing a pregnant woman. For 2017/18 the Council failed to achieve this target with 7 households spending longer than 6 weeks in B&B accommodation due to the lack of suitable temporary accommodation.
- 5.5 As of May 2018 there were 12 households in B&B compared to 4 households in June 2017. The development at Policeman's Lane in Upton provided much needed general needs accommodation with people moving from temporary accommodation to a permanent home. There are no similar larger developments coming forward for the foreseeable future which has led to households spending an increased amount of time in B&B or temporary accommodation.
- 5.5 All households moving into temporary accommodation are made aware in writing that the move is not permanent. Refusing to move when other accommodation becomes available places the household at risk of the Council discharging its duty and the household being evicted.

Background papers:
There are none.

For further information contact:-
Rebecca Kirk – General Manager, Public Health and Housing

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Purbeck District Council – 11 September 2018

Transfer of toilets and reserved car park area to Corfe Castle Parish Council

1. Purpose of report

To consider the transfer of the toilets at West Street, Corfe Castle along with 22 car parking spaces in the reserved parking area at West Street to Corfe Castle Parish Council.

2. Key issues

- 2.1 At the Council meeting on 8 April 2018 it was agreed that all assets required for the delivery of statutory services and those capable of generating income would be transferred to the new unitary Dorset Council. However, property held as public open space, free car parks and the public toilets at Corfe Castle and Studland would be offered to the appropriate town and parish councils.
- 2.2 Following the meeting Officers contacted the appropriate Councils detailing the assets available and asking them to express an interest in taking them on. At their 11 June 2018 meeting Corfe Castle Parish Council resolved that, in principle, they would be interested in adopting the West Street toilets on the condition that the residents' reserved spaces car park would also be transferred to the Parish Council to assist with the financial commitment of running the toilets. The map in **Appendix 1** outlines the area under consideration marked with a red line.
- 2.3 As the car park will generate income to the new Dorset Council this was not one of the assets approved for transfer to town or parish councils or offered. However the income generated by the 22 reserved parking spaces would contribute to the current cost of running the toilets but would not generate a surplus.
- 2.4 Some high level principles regarding the transfer of assets to town and parish councils were agreed by the Shadow Executive Committee at their 20 July 2018 meeting. One of the agreed principles was that any transfer of an asset to a town or parish council is cost neutral. While the transfer will result in the loss of an asset from the balance sheet the proposal to transfer both assets would result in a small financial revenue saving to the new Council.
- 2.5 The matter was considered by Policy Group at their 18th July meeting who supported the recommendation but did so knowing the matter had to be considered by the Dorset Council Shadow Executive at their meeting on the 21 August 2018.

3. Recommendation

Council approve the transfer of West Street toilets and the reserved car parking area to Corfe Castle Parish Council at no cost, the legal transfer incorporating a covenant stating that full public toilet facilities are to be maintained at site along with reserved permit parking spaces.

4. Policy issues

4.1 How will this affect the environment, social issues and the local economy?

It is not a statutory requirement for councils to provide public toilets however it is common for them to provide toilet facilities to enhance and complement the other facilities of an area. Purbeck District Council's policy on toilets provides a framework where it can facilitate a range of options which includes working with other public bodies to provide toilets to the benefit of the area.

4.2 Implications

4.2.1 Resources

The allocated costs in the 2018/19 budget to run the toilets and reserved car parking spaces at West Street Corfe Castle is broken down as follows;

<u>Costs</u>	Total
NNDR (toilets and 22 car parking spaces)	£5,715
Maintenance	£2,180
Water	£1,150
Electricity	£400
Cleaning contract	£7,560
Insurance	£230
Stationery for permits	£500
Total costs	£17,735
<u>Income</u>	
Permit income	£10,390
Net cost	£7,345

The NNDR costs cover both toilets and the reserved area car park. These costs will change as the car parking element has been calculated on a pro-rata share and it will be necessary to apply for a revaluation once the land is separated and transferred.

Response maintenance costs are currently low as the toilets were refurbished in 2017 but there is still the occasional leaking pipe or blown light bulb that needs to be dealt with. There are some grounds maintenance costs associated with the area such as grass and hedge cutting around the toilet block.

The reserved car parking area comprises of 22 reserved parking spaces (12 let to residents and 10 let to Holiday/Second home owners), with people on a waiting list. The cost of a reserved space varies depending on the usage; the resident rate is £358.33 (ex VAT) and spaces for holiday/second home owners is £537.50 (ex VAT).

The income figure above also includes some administration fees to process a refund, or provide a duplicate or replacement permit.

The area was recently resurfaced and pot holes filled in so there are no impending large maintenance costs but it is something that will need consideration in the future.

Even with the transfer of the car parking spaces that generate an income there will still be a shortfall to the Parish Council which it will need to address.

The valuation that the Council holds on the balance sheet for the toilets and reserved car parking spaces is;

Public Conveniences - £109,850

Car Park spaces (22) - £55,656

Total = £165,506

Therefore, it should be noted that while the transfer will generate a small revenue saving for the new Dorset Council there will be a loss of an asset from the balance sheet.

4.2.2 Equalities

There are no equality implications arising from this report.

4.2.3 Shaping Dorset Council

As the value of the asset proposed for transfer to the Parish Council exceeds £100,000 the matter will be considered at the Shadow Executive Committee at their 21st August 2018 meeting.

5. Further information

- 5.1 Council approval was given in November 2016 for £38,000 to be allocated from capital resources to fully refurbish the toilets at West Street Corfe Castle. This project was completed in early 2017.
- 5.2 West Street Car Park has two disabled parking spaces, 101 general pay and display spaces and 22 reserved spaces. The reserved spaces are in a separate parking area. This is outlined in the map found in Appendix 1.
- 5.3 Enforcement at the car park is currently undertaken by Dorset County Council parking services. Although most people observe the reserved spaces there has on occasion been the need to issue parking tickets to those cars parked illegally in reserved spaces. Corfe Castle Parish Council will need to enter into its own arrangement with the new Dorset Council if it requires enforcement to be undertaken by them. The Parish Council will also need to make its own bylaw to enforce parking regulations as well as undertake the administration for the issue of permits.

Appendices:

1 - Map of areas under consideration for transfer

Background papers:

- Report to Dorset Council Shadow Executive Committee 20 July 2018 - Transfer of assets to Town and Parish Councils – current position and proposed principles

For further information contact:-

Rebecca Kirk – General Manager, Public Health and Housing

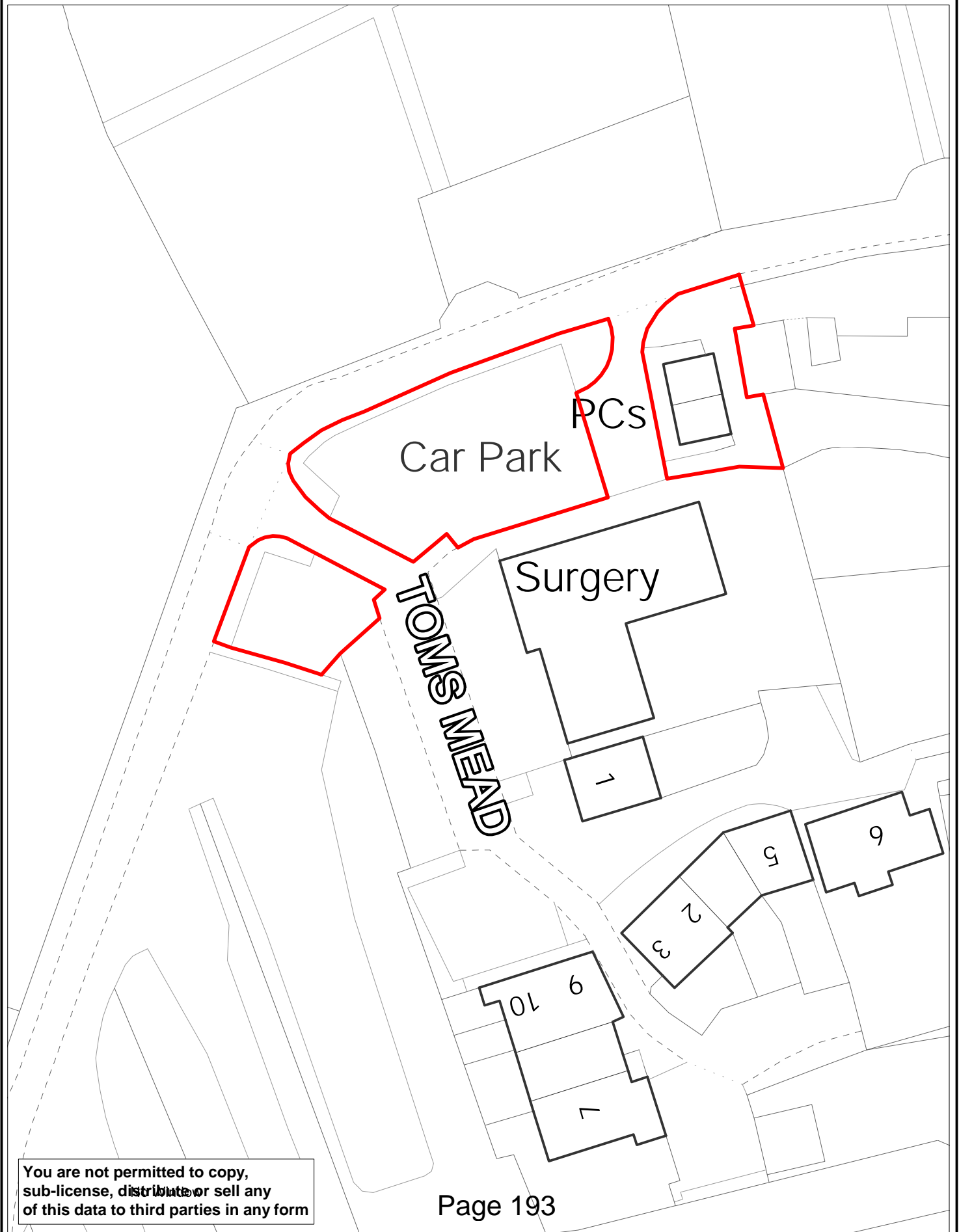


Toilets and car parking at West Street Car Park, Corfe Castle

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Ordnance Survey LA100022058



Scale 1:500
Ref:



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