



Council Agenda

Monday, 1 September 2014, 6.30 pm

You are summoned to attend a meeting of the **EAST DORSET DISTRICT COUNCIL** to be held in the Council Chamber, Council Offices, Furzehill, Wimborne on **Monday, 1 September 2014 at 6.30 pm.**

Membership:

Chairman:

Cllr R D Cook

Vice Chairman:

Cllr S M Lugg

Cllr M C Birr
Cllr P G Bennett
Cllr Mrs S J Burns
Cllr D B F Burt
Cllr S Butler
Cllr Mrs L J Clark
Cllr A A J Clarke
Cllr Mrs T B Coombs
Cllr Mrs J Dover
Cllr R C Dudman
Cllr M R Dyer
Cllr P J Edwards

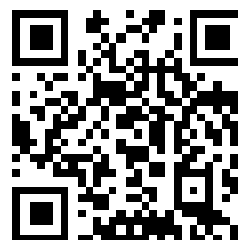
Cllr Mrs G S Elliot
Cllr S G Flower
Cllr S Gibson
Cllr Mrs J M Hazel
Cllr Mrs A Holland
Cllr J P Holland
Cllr Mrs P A Hymers
Cllr J E Little
Cllr Mrs B T Manuel
Cllr I J Monks
Cllr D Morgan
Cllr B E Mortimer

Cllr D G L Packer
Cllr Mrs P A Reynolds
Cllr P W Richardson
Cllr B Roberts
Cllr G W Russell
Cllr D W Shortell
Cllr A Skeats
Cllr S S Tong
Cllr Mrs A Warman
Cllr J L Wilson

The business to be transacted is set out overleaf

**DAVID MCINTOSH
CHIEF EXECUTIVE**

21 August 2014



For further information please contact Richard Jones 01202 495170 or email democraticservices@christchurchandeastdorset.gov.uk

Corporate Plan Key Themes – 2012 to 2016

Leader of the Council: Councillor Ian Monks

Deputy Leader of the Council: Councillor Simon Tong

Our priority areas...

COMMUNITY

Lead Member: **Councillor Barbara Manuel**

During the plan period we will:

- Provide communities with opportunities to take greater involvement in running public services
- Improve opportunities for young people to live healthy and successful lives
- Work with partners to ensure crime levels in 2016 do not exceed 2011 levels
- Improve life chances for vulnerable people
- Deliver improvements for health and wellbeing across Christchurch and East Dorset communities

ENVIRONMENT

Lead Member: **Councillor Mike Dyer**

During the plan period we will:

- Minimise waste to landfill and optimise recycling
- Manage the conflicts between developing the built environment and protecting the natural environment
- Ensure that the principles of sustainability are embedded in the conduct of the Council's business

ECONOMY

Lead Member: **Councillor Simon Tong**

During the plan period we will:

- Create conditions for existing and new businesses to thrive
- Encourage thriving and welcoming town centres and a strong rural economy

HOUSING

Lead Member: **Councillor Simon Gibson**

During the plan period we will:

- Enable provision of housing appropriate to meet all needs
- Promote sustainable housing development
- Facilitate innovative approaches to housing need

PERFORMANCE

Lead Member: **Councillor Paul Bennett**

During the plan period we will:

- Maximise Partnership activities which maintain services and increase efficiency
- Ensure Council resources are used efficiently and effectively
- Promote a positive reputation with residents, customers and businesses

To view the Corporate Plan in full please go to <http://www.dorsetforyou.com/362527>



Access to Information - This agenda together with the reports and details of how to make a public presentation is available on the council's corporate website at www.dorsetforyou.com/committees Members of the public are welcome to attend and observe committees. Admittance is strictly on a first-come basis.



Disabled access is available at this meeting venue. A hearing loop system is installed in the Council Chamber.



Emergency Procedure – Please ensure that you are familiar with the location of all emergency exits which are clearly marked. In the unlikely event of an emergency an alarm will sound. Please evacuate the building immediately. Do NOT re-enter the building until authorised to do so.

Agenda

1. Prayers

Prayers will be said by the Reverend Andrew Rowland of St Mary's Church West Moors.

2. Apologies for absence

To receive apologies for absence.

3. Minutes

To confirm as a correct the Minutes of the Meeting held on 7 July 2014.

1 - 8

4. Declarations of Interests by Members

To receive declarations of disclosable pecuniary interests from Members in respect of the following items.

5. Announcements

To receive any announcements from the Chairman, Council Leader or Chief Executive.

9 - 10

6. Questions by Members of the Public

To deal with questions to the Council Chairman, Council Leader, Committee Chairmen or Lead Members submitted in writing by members of the public under Council Procedure Rule 8(2).

7. Petitions by Members of the Public

To deal with petitions or similar communications submitted by Members of the public under Council Procedure Rule 8(3).

8. Deputations by Members of the Public

To deal with deputations from members of the public under Council Procedure Rule 8(4).

Note: Deputations by members of the public have to be received by 12 noon on the Friday prior to the meeting.

9. Questions by Members of the Council

To deal with questions to the Council Chairman, Council Leader, the Chairman of any committee or sub-committee or Lead Members submitted in writing by Members of the Council under Council Procedure Rule 9(2).

Note: Questions by Members of the Council have to be received by 12 noon one clear day before the date of the meeting (Thursday 28 August 2014).

10. District By-Election - Colehill East	
To advise Members that the Liberal Democrat candidate Councillor Barry Roberts was elected onto the Council at the Colehill East By-Election on 17 July 2014, and to formally welcome Councillor Roberts onto the Council.	
11. Committee Membership	11 - 12
Members are asked to note changes to Committee membership following the outcome of the recent by-election.	
12. Committee Minutes - 2014/15	
To receive the Committee Minutes for the last cycle of meetings and to consider any recommendations arising from those meetings as follows:-	
(a) Community Committee, 15 July 2014	13 - 20
To receive the Minutes of the meeting held on 15 July, 2014.	
(b) Planning Committee, 22 July 2014	21 - 30
To receive the Minutes of the meeting held on 22 July, 2014.	
(c) Scrutiny and Policy Development Committee, 29 July 2014	31 - 40
To receive the Minutes of the meeting held on 29 July, 2014.	
(d) Resources Committee, 30 July 2014	41 - 44
To receive the Minutes of the meeting held on 30 July, 2014.	
(e) Resources Committee (Special Meeting), 1 September 2014	To Follow
To receive the Minutes of the special meeting held on 1 September, 2014.	
*Members are asked to please bring their copies of the Special Resources Agenda to the Council Meeting	
13. Partnership Development Strategy	45 - 76
To secure endorsement for the 2014-2018 Partnership Development Strategy.	
14. Representations from Outside Bodies	
To receive reports from Members on those Outside Bodies which have met since the previous meeting.	

No other items of business can be considered unless the Chairman decides the matter is urgent for reasons that must be specified and recorded in the Minutes.

EAST DORSET DISTRICT COUNCIL

FULL COUNCIL

Minutes of the Meeting held on 07 July 2014 at 6.30 pm

Present:-

Cllr R D Cook – Chairman

Present: Cllr M C Birr, Cllr D B F Burt, Cllr S Butler, Cllr A A J Clarke, Cllr Mrs T B Coombs, Cllr Mrs J Dover, Cllr R C Dudman, Cllr Mrs G S Elliot, Cllr S G Flower, Cllr S Gibson, Cllr Mrs J M Hazel, Cllr Mrs A Holland, Cllr J P Holland, Cllr Mrs P A Hymers, Cllr J E Little, Cllr Mrs B T Manuel, Cllr I J Monks, Cllr D Morgan, Cllr B E Mortimer, Cllr D G L Packer, Cllr G W Russell, Cllr D W Shortell, Cllr A Skeats, Cllr S S Tong, Cllr Mrs A Warman and Cllr J L Wilson

Apologies: Cllr S M Lugg (Vice-Chairman), Cllr P G Bennett, Cllr Mrs S J Burns, Cllr Mrs L J Clark, Cllr M R Dyer, Cllr P J Edwards, Cllr Mrs P A Reynolds and Cllr P W Richardson

61. Prayers

Prayers were led by the Reverend Andrew Rowlands of St Mary's Church, West Moors.

62. Minutes

The Minutes of the Council meetings held on 28 April and 12 May 2014 were confirmed and signed as a correct record.

63. Declarations of Interests by Members

There were no declarations of interest made on this occasion.

64. Announcements

Chairman of the Council

The Chairman of Council referred to his list of engagements attended since his election as Chairman of the Council which was included within the agenda, a copy of which had been circulated to each Member and a copy of which appears as Appendix 'A' to these Minutes in the Minute Book.

The Chairman thanked Councillors Birr, Lugg and Mrs Clark for attending a number of events during this period.

In addition the Chairman made particular reference to a couple of events in June including the granting of the Freedom of the Town by Bridport to the Rifles, and the Bournemouth University Graduation held at the Bournemouth Pavilion.

Leader of the Council

Councillor I Monks deferred to the Lead Member for the Environment to make an announcement regarding the Dorset Local Enterprise Partnership.

Councillor S Tong announced that the Dorset Local Enterprise Partnership (LEP) had signed an agreement with the Government for £66.3million of investment in the county. The Dorset LEP Growth Deal included plans to improve access to Bournemouth Airport and Poole Port, and shall provide employment opportunities and other growth and economic benefits to the area.

Chief Executive

There were no announcements by the Chief Executive on this occasion.

65. Questions by Members of the Public

The Chairman reported that no questions had been submitted under Council Procedure Rule 8(2).

66. Petitions by Members of the Public

The Chairman reported that no petitions had been received under Council Procedure Rule 8(3).

67. Deputations by Members of the Public

The Chairman reported that no deputations had been received under Council Procedure Rule 8(4).

68. Questions by Members of the Council

The Chairman reported that three questions had been submitted under Council Procedure Rules 9(2).

Question by Councillor Mrs P A Hymers

Why is there no mention of the new office accommodation programme on this council agenda? With such an important issue seriously slipping from its original timing shouldn't members be kept more publicly informed?

The Leader of the Council, Councillor I Monks responded:

Members have been informed, indeed two briefings have been held, one on 16 December last year and more recently on 11 June 2014. Councillor Mrs Hymers is correct that the current phase of the project is taking longer than originally envisaged. The project is more than just the sale of the current council offices and rebuilding another. If it were, then it is possible we could be further on than we are. This is about delivering services to our residents in collaboration with our partners. It has the potential to provide community facilities that meet modern needs. There has had to be a very detailed car parking study as we must avoid adverse impact on local

businesses. It has also incorporated the development of new ways of working. Let us also not forget that we are dealing with a substantial amount of public money and if it takes time to get it right, then so be it. As regards timescale, as Members were informed on 11 June, the proposed committee phase, a paper will go before Community Committee on 4 November, Resources Committee on 26 November and full Council on 15 December. A report will also be submitted to the Scrutiny and Policy Development Committee during this period.

As regards community facilities, I cannot guarantee that replacement facilities will be provided within two years. Let us not lose sight of the fact that the Wimborne and District Community Association continue to have the benefit of a lease over the Allendale Community Centre for another six years, with the Council contractually liable for the external repair of the building.

Question by Councillor Mrs P A Hymers

Why has nothing been done about my suggestion that this council looks at the possibility of bulk buying electricity?

The Leader of the Council, Councillor I Monks responded:

It is not currently a Council objective to promote a collective energy switching scheme and given the scale needed for such an arrangement is unlikely to be considered other than in partnership with other Councils. As Councillor Mrs Hymers is aware, there is a scheme operated and administered by Hampshire County Council in collaboration with two Unitary Authorities and the District Councils. Scale is an important factor. The Hampshire scheme provides a potential customer base for 760,000 households. Having contacted the Portfolio holder at Hampshire County Council, who advised that the switch Hampshire scheme has so far completed two tranches, the last list closing at around 3,000 households registering an interest. I understand a third tranche is planned. I am not aware of any other councils in Dorset considering such a scheme. It is my belief that to do this on our own, it would simply not be viable.

Question by Councillor J P Holland

I and no doubt other councillors have received numerous complaints about delays in the processing of planning applications. Indeed in almost thirty years as a parish councillor I cannot recollect having consecutive parish planning meetings cancelled due to the absence of any plans which I understand is due to applications being delayed both being registered and also being processed.

Please could you advise as of today, what is the backlog of applications waiting to be registered and what is the backlog of those waiting to be processed and when the backlogs will be cleared?

Mr James Hassett, Head of Growth and Economic responded:

We do have a delay in the Development Management Service. That delay is across the board in both Christchurch and East Dorset. As Councillor Holland points out this is to a large degree due to the end of the recession and with the Core Strategy emerging we have a large number of strategic

sites coming forward which have absorbed a large quantity of officer time. An improvement plan has been developed and additional resources have been allocated. We have 3 full-time equivalent posts within the East Dorset administration team. It is anticipated that the delays will continue for at least 3 months as applications are processed.

In response to the specific questions asks, there are 43 cases awaiting validation; and 82 cases not registered (for various reasons). It is anticipated that this backlog in administration will be dealt with in 3 weeks. It is acknowledged that this is not a great situation, but the service is working hard to resolve the issues.

69. Planning Committee, 29 April 2014

The minutes of the 29 April 2014 were submitted.

RESOLVED that the minutes as submitted be adopted.

Voting: Unanimous

70. Resources Committee (Special Meeting), 12 May 2014

The minutes of the 12 May 2014 were submitted.

RESOLVED that the minutes as submitted be adopted.

Voting: Unanimous

71. Community Committee (Special Meeting), 12 May 2014

The minutes of the 12 May 2014 were submitted.

RESOLVED that the minutes as submitted be adopted.

Voting: Unanimous

72. Planning Committee (Special Meeting), 12 May 2014

The minutes of the 12 May 2014 were submitted.

RESOLVED that the minutes as submitted be adopted.

Voting: Unanimous

73. Licensing Committee (Special Meeting), 12 May 2014

The minutes of the 12 May 2014 were submitted.

RESOLVED that the minutes as submitted be adopted.

Voting: Unanimous

74. Scrutiny and Policy Development Committee (Special Meeting)

The minutes of the 12 May 2014 were submitted.

RESOLVED that the minutes as submitted be adopted.

Voting: Unanimous

75. Community Committee, 20 May 2014

The minutes of the 20 May 2014 were submitted.

RESOLVED that the minutes as submitted be adopted.

Voting: 25:0 (1 abstention)

76. Planning Committee, 27 May 2014

The minutes of the 27 May 2014 were submitted.

RESOLVED that the minutes as submitted be adopted.

Voting: Unanimous

77. Scrutiny and Policy Development Committee, 3 June 2014

The minutes of the 3 June 2014 were submitted.

Council was advised that a training session had been scheduled for all members on 28 July 2014 on enhancing the scrutiny role.

RESOLVED that the minutes as submitted be adopted.

Voting: 25:0 (1 abstention)

78. Joint Audit Committee, 19 June 2014

The minutes of the 19 June 2014 were submitted. The Chairman advised that whilst the decisions were recorded correctly, the style and content of the minutes was to be amended. A revised version would be presented to the next meeting of the Joint Audit Committee for adoption.

RESOLVED that the minutes as submitted be adopted.

Voting: Unanimous

79. Planning Committee, 24 June 2014

The minutes of the 24 June 2014 were submitted.

RESOLVED that the minutes as submitted be adopted.

Voting: Unanimous

80. Resources Committee, 25 June 2014

The minutes and the recommendation of Minute No. 55 (Review of the Constitution) of the 25 June 2014 were submitted.

RESOLVED that the minutes and the recommendation as submitted be adopted.

Voting: 22:0 (3 abstentions)

81. Corporate Plan 2012-2016 Progress Report

The Head of Organisational Development submitted a report, a copy of which had been circulated to each Member and a copy of which appears as Appendix 'B' to these Minutes in the Minute Book.

The report informed Members about the Council's achievements against the 2012-2016 Corporate Plan.

RESOLVED that:-

- (a) **the progress made against the Christchurch and East Dorset Corporate Plan objectives, be noted;**
- (b) **the Corporate Team be requested to examine any areas of the Corporate Plan where there are concerns over the Council's ability to achieve any of its objectives and report their findings to the relevant committee.**

Voting: Unanimous

82. Appointment of Substitute Representatives on the Leaders' Growth Board

The Chief Executive reported that at the inaugural meeting of the Leaders' Growth Board it was agreed that each Council should appoint a substitute representative to attend meetings in the absence of the Leader.

RESEOLVED that Councillor Simon Tong, Lead Member for Economy, be appointed as the Council's substitute representative on the Leaders' Growth Board.

Voting: Unanimous

83. Representations from Outside Bodies

Councillor Mrs Elliot addressed Council in relation to the Dorset Health Scrutiny Committee which had received reports following the expression of concerns regarding the non-emergency patient transport services.

As a consequence of the concerns held by the Committee, the following resolutions were passed:

55.1 that in light of the significant concern expressed by members of the (Dorset Health Scrutiny) Committee about the conduct of the tendering procedure for the provision of non-emergency patient transport services

(NEPTS), the Dorset Clinical Commissioning Group (DCCG) be asked to provide a report for consideration at the next meeting which is to include comprehensive information upon which the DCCG placed reliance in drawing up the tender and about the contingency planning that was put in place as part of the process.

55.2 that in light of the detrimental outcome for Dorset patients and other health organisations in the area, as identified in the documents submitted to the meeting, the report should also include:-

- (i) the NEPTS improvement plan with targets and timescales for achieving those targets; and
- (ii) a commentary on lessons learned and how these would be applied by the DCCG in future tendering and contract arrangements.

The meeting ended at 7.55 pm

CHAIRMAN

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Agenda Item 5

Chairman/Vice-Chairman of Council's Engagements From 07 July 2014 to 01 September 2014

Chairman		
09 July	Church House, Wimborne	Preview of Art Exhibition by Allenbourn Middle School
12 July	Priest's House Museum	Official Launch of "Hidden Stories"
12 July	Walford Mill	Launch of "In Dead of Night" Exhibition
13 July	St Saviour's Church, Brockenhurst	New Forest DC Civic Service
14 July	QE School	Visual Arts Exhibition & Music Concert
23 July	M & Co Wimborne	Chairman's Charity Fashion Show
27 July	Sherborne Abbey	DCC's WW1 Commemoration Service for Dorset
30 July	Buddens Scout Centre, Wareham	Showcase of Dorset Scouting & AGM
01 August	The Purbeck School	Dorset Arts & Crafts Assoc. 100 th Exhibition
02 August	Priest's House Museum	Opening of PHM Fete
03 August	St James Church, Poole	Poole Civic Service & Parade to commemorate WW1 centenary
04 August	Ferrett Green, Verwood	Unveiling of a WW1 dedication plaque
08 August	Wareham	Wareham Civic Afternoon
16 August	Ancient Technology Centre, Cranborne	Launch of Sting in the Tale
18 August	Leigh Park	Leigh Park Artsweek
22 August	Pamphill Parish Hall	Twenty4Art Preview Evening of Annual Charity Art Exhibition
Vice-Chairman		
11 July	KGV Playing Fields, Ferndown	Ferndown Civic Service
Past Chairman		
11 July		"A Musical Journey" by Richard Ely Trust

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COMMITTEE MEMBERSHIP 2014/15

Resources Committee

12 Members
(C:10 – L:2)

Paul Bennett
Lucy Clark
Janet Dover
Mike Dyer
Sally Elliot
Spencer Flower
Barbara Manuel
Ian Monks
David Morgan
David Packer
George Russell
Simon Tong

Community Committee

12 Members
(C:10 – L:2)

Mike Dyer
Spencer Flower
Simon Gibson
Steve Lugg
Barbara Manuel
Ian Monks
David Morgan
Peter Richardson
Barry Roberts
David Shortell
Simon Tong
Ann Warman

Planning Committee

16 Members
(C:13 – L:3)

Derek Burt
Steve Butler
Robin Cook
Toni Coombs
Mike Dyer
Spencer Flower
Simon Gibson
Anne Holland
Pat Hymers
Barbara Manuel
David Morgan
Boyd Mortimer
Pauline Reynolds
David Shortell
Simon Tong
Ann Warman

Licensing Committee

12 Members
(C:10 – L:2)

Malcolm Birr
Steve Butler
Lucy Clark
Alex Clarke
Ray Dudman
Anne Holland
John Little
Steve Lugg
David Morgan
David Packer
Peter Richardson
Ann Warman

Scrutiny and Policy Development Committee

15 Members
(C:12 – L:3)

Malcolm Birr
Sarah Burns
Derek Burt
Steve Butler
Alex Clarke
Robin Cook
Ray Dudman
Patrick Edwards
Anne Holland
Paul Holland
Pat Hymers
John Little
Boyd Mortimer
Andy Skeats
John Wilson

Joint Audit Committee

3 Members
(C:2 L:1)

Paul Holland
Andy Skeats
John Wilson

Joint Ethical Governance Committee

5 Members
(C:4 – L:1)

Toni Coombs
Janet Dover
Sally Elliot
Simon Gibson
George Russell

****Changes made from the Annual Council meeting are marked in italics.***

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EAST DORSET DISTRICT COUNCIL

COMMUNITY COMMITTEE

Minutes of the Meeting held on 15 July 2014 at 6.30 pm

Present:-

Cllr Mrs B T Manuel – Vice-Chairman (In the Chair)

Present: Cllr Mrs B T Manuel, Cllr M R Dyer, Cllr S G Flower, Cllr S Gibson, Cllr Mrs P A Hymers, Cllr S M Lugg, Cllr I J Monks, Cllr D Morgan, Cllr P W Richardson and Cllr Mrs A Warman

Apologies: Cllr S S Tong and Cllr D W Shortell

84. Declarations of Interest

There were no declarations of interest submitted on this occasion.

85. Minutes

The Minutes of the meeting held on 20 May, 2014 were confirmed and signed as a correct record.

86. Presentations by the Public

There were no presentations by the public on this occasion.

87. Dorset Accessible Homes Service

The Head of Health and Housing submitted a report, a copy of which had been circulated to each Member and a copy of which appears as Appendix 'A' to these Minutes in the Minute Book.

Members were asked to approve that this Council joins the Dorset Accessible Homes Service.

RESOLVED that;

(a) This Council joins the Dorset Accessible Homes Service; and

(b) Authority be delegated to the Chairman and Vice-Chairman of the Committee to sign off the final collaboration agreement.

Voting: Unanimous

88. Public Consultation in Respect of Additional Sites as Part of the Preparation of the Dorset-Wide Gypsy, Traveller and Travelling Showpeople Joint Site Allocations Development Plan Document

The Principal Planning Officer submitted a report, a copy of which had been circulated to each Member and a copy of which appears as Appendix 'B' to these Minutes in the Minute Book.

The report sought Members authorisation to undertake a period of public consultation in respect of Additional Sites as part of the preparation of the Dorset-wide Gypsy, Traveller and Travelling Showpeople Joint Site Allocations Development Plan Document.

Members were reminded that the report was seeking to go out to public consultation and that at this stage Members were not being asked to comment on individual sites.

With the permission of Members, Councillor Russell addressed the Committee in respect of the site relating to Uddens and requested clarification with regards to the timescale for decisions.

RESOLVED that Members agree to a public consultation on additional sites in connection with the preparation of the Dorset-wide Gypsy, Traveller and Travelling Showpeople Joint Site Allocations Development Plan Document.

Voting: Unanimous

89. Exclusion of Press and Public

RESOLVED that in view of the nature of the business to be transacted it is likely that if members of the public were present during the following item there would be disclosure of 'exempt information' as described in the category indicated and they be therefore excluded from the meeting in accordance with Section 100A(4) of the Local Government Act 1972.

90. Grounds Maintenance

Exempt Information – Category 3 (Information relating to the financial or business affairs of any person (including the authority holding that information)).

The Community and Open Spaces Partnership Manager submitted a report, a copy of which had been circulated to each Member and a copy of which appears as Appendix 'C' to these Minutes in the Minute Book.

The Committee was asked to consider the options for Grounds Maintenance in East Dorset.

91. Update on the Allendale Centre, Wimborne

Exempt Information – Category 3 (Information relating to the financial or business affairs of any person (including the authority holding that information)).

The Head of Leisure and Open Spaces presented a verbal report to Members updating on the current arrangements with regards to the Allendale Community Centre.

92. Update on the Verwood Leisure Facilities

Exempt Information – Category 3 (Information relating to the financial or business affairs of any person (including the authority holding that information)).

The Head of Leisure and Open Spaces presented a verbal report to Members updating on the current situation with regards to the Verwood Leisure Facilities.

93. Forward Plan

The Senior Democratic Services Officer presented a report, a copy of which had been circulated to each Member and a copy of which appears as Appendix 'D' to these Minutes in the Minute Book.

The Committee were asked to note the Forward Plan for monitoring the work programme of the Community Committee.

RESOLVED that the report was noted.

Voting: Unanimous

The meeting ended at 7.40 pm

CHAIRMAN

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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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EAST DORSET DISTRICT COUNCIL

PLANNING COMMITTEE

Minutes of the Meeting held on 22 July 2014 at 9.30 am

Present:-

Cllr M R Dyer – Chairman

Cllr Mrs P A Reynolds – Vice-Chairman

Present: Cllr D B F Burt, Cllr S Butler, Cllr R D Cook, Cllr Mrs T B Coombs,
Cllr S G Flower, Cllr S Gibson, Cllr Mrs A Holland,
Cllr Mrs P A Hymers, Cllr B E Mortimer and Cllr Mrs A Warman

Apologies: Cllr Mrs B T Manuel and Cllr S S Tong

94. Declarations of Interest

There were no declarations of interest made on this occasion.

95. Background Papers

The Chairman informed the Committee that in addition to any specific background papers referred to, the relevant background papers for written reports and agenda items comprise of replies to consultations, objections and representations; relevant structure and Local Plans; and the file of the Council's related policies, copies of which had been available for inspection by Members prior to the meeting.

96. Minutes

The Minutes of the meeting held on 24 June 2014 were confirmed and signed as a correct record.

97. Presentations by the Public

Representations by the public to the Committee on individual planning applications are detailed in Minute 98 below. There were no questions, petitions or deputations received on other items on this occasion.

98. Schedule of Planning Applications

A report was submitted, a copy of which had been circulated to each Member and a copy of which appears as Appendix 'A' to these Minutes in the Minute Book.

Members considered the planning applications contained within the schedule.

RESOLVED that the applications contained in this schedule be determined or otherwise dealt with in accordance with the Development Management Manager's recommendation.

1. 3/12/0467/FUL

Conversion of the barn to two dwellings; reinstate building on south-west boundary; alterations to existing outbuildings, boundary wall and vehicular access; and relocate modern farm buildings to the rear of the barn as amended by plans received 27th February 2014. New Barn Farm, Knowlton, Wimborne.

Public Speaking

Mr S Briggs, the agent for the applicant, spoke in support of the application and stated that the new proposal had long-term viability, made a positive contribution to the setting, and was fully in line with the NPPF guidelines.

GRANTED AS PER OFFICER RECOMMENDATION

Voting: Unanimous

2. 3/12/0468/LBC

Conversion of the Barns to Two Dwellings; Reinstatement Building on South West Boundary; Alterations to Existing Outbuildings, Boundary Wall and Vehicular Access; and Relocate Modern Farm Buildings to the Rear of the Barn as amended by plans received 27th February 2014. New Barn Farm, Knowlton, Wimborne.

GRANTED AS PER OFFICER RECOMMENDATION

Voting: Unanimous

3. 3/13/0333/OUT

Erection of a detached dwelling on land at Plot 4, 5 Egmont Close additional info rec'd 21.8.13 and as amended by plans rec'd 27.1.14 and 18.2.14. Plot 4, Land At 5 Egmont Close, Avon Castle.

Public Speaking

Mr T Wood, neighbour to the proposed site, spoke in objection to the application and raised concerns with access, loss of amenity, the detrimental impact on the character of the area, and the loss of trees.

Mr T Dunkley, the agent for the applicant, spoke in support of the application and stated that the proposal was the same as what was approved six times since 1989. He felt the impact from the loss of three trees would be minimal as there were over 90 trees on the site and it would not affect the character of the area.

REFUSED AS PER OFFICER RECOMMENDATION

Voting: Nem Con (1 Abstention)

4. 3/14/0204/FUL

Sever land and erect 1 No 3 bed bungalow. 121 Woolsbridge Road, Ashley Heath, Ringwood.

REFUSED AS PER OFFICER RECOMMENDATION

Voting: Nem Con (1 Abstention)

5. 3/14/0248/HOU

Alterations and extension. 1 Ashley Drive North, Ashley Heath, Ringwood.

Public Speaking

Mr D Wilden, the agent for the applicant, spoke in support of the application and stated the original cottage would remain the dominant feature on the site. He felt the proposal was well designed, complemented the locality, and did not appear out of proportion to the size of the plot.

GRANTED AS PER OFFICER RECOMMENDATION

Voting: Nem Con (1 Abstention)

6. 3/14/0255/HOU

Proposed 1800 High Featheredge Board Fence Adjacent to Public Highway as amended by plans rec'd 17.6.14 to show set back of 1m. 101 Cutlers Place, Colehill, Wimborne

Public Speaking

Cllr S Davies spoke in objection to the application on behalf of Colehill Parish Council. She stated that the proposal would destroy the streetscene and was out of keeping with the open plan estate. She felt the 1 metre-wide strip did not mitigate the impact on the view of the high fence from the footpath.

GRANTED AS PER OFFICER RECOMMENDATION

Voting: 10:1 (1 Abstention)

7. 3/14/0370/HOU

Extend and Re-roof Existing Chalet Bungalow to create Five Bedroom Chalet Bungalow and erect new detached garage (as amended by plans received 06/06/14). 12 Ashley Drive South, Ashley Heath, Ringwood.

Public Speaking

Mr M Frost, neighbour on Langley Chase, spoke in objection to the application and stated that residents had been subject to unneighbourly behaviour. He felt the streetscenes in the plans were misleading, and the proposal did not conform with the Special Character Area in relation to the location of the garage, which was within 1 metre of the neighbouring property. He stated that any replanting on the site should be of a reasonably mature nature.

Ms M Moon, neighbour on Ashley Drive South, spoke in objection to the application and stated that the 30 foot high hedge between their properties was removed overnight, obliterating the character of the area and their property. She stated that the garage location was contrived and did not reflect the rhythm and spacing of the Special Character Area, and it should be moved to the left of the property. She felt that protection of the trees that were left was paramount.

Mr R Henderson, the agent for the applicant, spoke in support of the application and stated that the proposal was a better arrangement than what was already approved on the site and would solve all the issues around the site making it more acceptable to neighbours. He stated that the height of the property would not increase and the addition of dormers was building on from what had always been there.

Cllr R Bryan spoke in objection to the application on behalf of St Leonards and St Ives Parish Council. He stated that a number of local residents were against the proposal and it did not fit in with the Special Character Area as the plot should only accommodate one property. He raised concerns with the lack of parking space, drainage issues, and the flat roof of the garage and extension being out of keeping.

GRANTED

1. The development hereby permitted shall be begun before the expiration of three years from the date of this permission.
2. The development hereby permitted shall be carried out in accordance with the following approved plans:
8250/700 rev A Site plan, 8250/701 Elevation and floor plans
3. Details and samples of all external facing and roofing materials shall be submitted to and approved in writing by the Local Planning Authority before any on-site work commences. All works shall be undertaken strictly in accordance with the details as approved.
4. No development shall take place until full details of the hard and soft landscaping works have been submitted to and approved in writing by the local planning authority. These details shall include hard surfacing materials, means of enclosure, planting plans, schedules of plants noting species, plant sizes and proposed numbers and an implementation programme. All hard and soft landscape works shall be carried out in accordance with the approved details. Any plants that are removed, die or become, in the opinion of the Local Planning Authority seriously damaged or defective within five years of planting shall be replaced with specimens of similar size and species as originally planted.
5. All tree protective fencing installed as of 07.07.2014 shall be retained and maintained for the duration of the build. The fencing shall not be removed until consent has been gained in writing from the Local Planning Authority Tree Officer.
6. Notwithstanding the provisions of the Town and Country Planning (General Permitted Development) Order 1995 (or any order revoking and re-enacting that Order with or without modification), no additional windows shall be installed at first floor level.
7. Before any other operations are commenced the visibility splay areas as shown on Drawing Number 8250/700A shall be cleared

to a level not exceeding 0.6 metres above the relative level of the adjacent carriageway. The splay areas shall thereafter shall be maintained and kept free from all obstructions.

8. With the exception of the hedging to be removed to create the visibility splays shown on 8250/700 rev A the existing conifer hedge on the front boundary of the property shall be retained. The hedge shall be retained for five years during which time any part of the hedge which is damaged, dead or dying shall be replaced and hence the whole scheme shall thereafter be retained.

Notes

1. In reaching this decision the Local Planning Authority has had regard to the provisions of the National Planning Policy Framework.
2. In accordance with paragraphs 186 and 187 of the NPPF the council, as Local Planning Authority, takes a positive and proactive approach to development proposals focused on solutions. The Council works with applicants/agents in a positive and proactive manner by;
 - o offering a pre-application advice service, and
 - o as appropriate updating applications/agents of any issues that may arise in the processing of their application and where possible suggesting solutions. In arriving at a decision to APPROVE the application the applicant was provided with the opportunity to address issues identified by the case officer and permission was granted.
3. The applicants are advised that neighbours have reported that the southern extent of the plot acts as a drainage ditch. Landowners are responsible for overland flows which should not be obstructed so any ditch between the proposed garage and boundary fence should be maintained and managed to avoid flooding.
4. The applicant is advised that notwithstanding this consent, Section 184 of the Highways Act 1980 requires the proper construction of vehicle crossings over kerbed footways, verges or other highway land. Before commencement of any works on the public highway, Dorset County Council's Dorset Highways should be consulted to agree on the detailed specification. Contact can be made by telephone to Dorset Direct (01305 221000), by email at dorsetdirect@dorsetcc.gov.uk, or in writing at Dorset Highways, Dorset County Council, County Hall, Dorchester, DT1 1XJ.

Voting: Nem Con (1 Abstention)

8. 3/14/0457/FUL

Installation of ground mounted photovoltaic solar arrays to provide 20.4MW generating capacity together with power inverter systems; transformer stations; internal access track; landscaping; security fencing; access gate; CCTV and ancillary infrastructure. Manor Farm, St Michaels Road, Verwood.

Public Speaking

Mr G Maruca, the applicant, spoke in support of the application and stated that there was a lot of support for the proposal and no objection from statutory consultees. He felt that the site was the most suitable for this type of development as it was well hidden within the local landscape.

Mr D Dalton, the landowner, spoke in support of the application and stated that solar development was appropriate for the site as the land was very flat and would be well screened. He stated that the proposal provided ecological improvements and positive impacts on the heathland as well as clean energy for future biodiversity in the area.

Cllr J Laker spoke in support of the application on behalf of Knowlton Parish Council. He stated that the proposal provided a 25 year period of protection to the Greenbelt without any permanent exclusion, and any adverse affects were mitigated. He felt it was a general enhancement to the environment on and around the site.

GRANTED

1. The development hereby permitted shall be begun before the expiration of three years from the date of this permission.
2. The development hereby permitted shall be carried out in accordance with the following approved plans:
Site Layout and Planting Proposals drawing ref: BRS.4770_14-E
Tree Protection Plan drawing ref: BRS.4770_18-B
Tree Retention/ Loss Plan drawing ref: BRS.4770_17B
Static IR Cameras Equipment Mounting Rev # 06-02-2014
Plan No: 1.0 - Site Layout Plan
Plan No: 2.0 - Application Site
Plan No: 3.0 - Fencing Concrete Shoes
Plan No: 4.0 - Array Concrete Shoes
Plan No: 5.0 - Table Elevations
Plan No: 6.0 - Deer Fence Elevations
Plan No: 7.0 - Construction Access Road Cross Section
Plan No: 8.0 - Pre Cast Switch Substation
Plan No: 9.0 - DNO Substation
Plan No. 9a - DNO Substation Elevations
Inverter Station Elevations drawing ref: CASF440AA_02
3. The temporary access crossing over the highway verge and including the dropped kerbs shall be laid out and constructed, and later removed and reinstated as verge and full face kerb, all to a specification and timescale submitted to and approved in

writing by the Local Planning Authority before the development is commenced.

4. The permission shall expire no later than 25 years from the date when electricity is first exported from any part of the array to the electricity grid network ('First Export Date'). written confirmation of the First Export Date shall be provided to the Local Planning Authority no later than 1 calendar month after the event.
5. All solar panels, their supports, the inverters, the substation with compound, deer proof fencing, IR cameras, on ground and underground services, and any concrete or other hardstanding associated with the development must be removed from the site within 12 months of the solar farm ceasing to be operational in accordance with the submitted Decommissioning Statement dated June 2014.
6. No development shall commence, other than the laying out of the haul road, until a schedule of materials for the inverters, transformers, substation, details of the precise colours of the solar panels, their supports and deer proofing mesh have first been submitted to and agreed in writing by the Local Planning Authority. Development shall thereafter be carried out in accordance with the approved details and all must be so maintained for the lifetime of the development.
7. Unless otherwise agreed in writing by the Local Planning Authority, all new cabling between the solar PV arrays, the inverters and substation shall be laid underground except where otherwise provided on ground to avoid disturbance to archaeology.
8. Unless otherwise agreed in writing by the Local Planning Authority no external lighting or CCTV equipment, other than that granted by this permission, shall be installed on any part of the site or on any building or structure.
9. Within 4 months of the First Export Date or such other period of time as first agreed in writing with the Local Planning Authority the haul road and associated contractors compound shall be wholly removed from the site and the land restored to full agricultural use.
10. Unless otherwise agreed in writing by the Local Planning Authority the development operations and subsequent decommissioning works shall be carried out in strict accordance with the provisions of the submitted Construction Traffic Management Plan dated March 2014.
11. The development hereby approved shall not be first brought into use without complying with the provisions of the submitted Ecological Survey dated March 2014 and Landscape and Ecological Management Plan dated July 2014, as certified approved by Dorset County Council's Natural Environment Team on 7 July 2014, unless any modifications to the agreed mitigation

as a result of the requirements of a European Protection Species Licence have first been agreed in writing with the Local Planning Authority. Thereafter, the approved mitigation measures shall be permanently maintained and retained in accordance with these approved details, unless otherwise first agreed in writing by the Local Planning Authority.

12. No trees, shrubs or hedges within the site which are shown as being retained on the approved plans shall be felled, uprooted, wilfully damaged or destroyed, cut back in any way or removed without the prior approval in writing of the Local Planning Authority. Any trees, shrubs or hedges which die or are removed, or become seriously damaged or diseased within 5 years of being planted, shall be replaced with trees, shrubs or hedge plants in the next planting season with others of similar size and species unless otherwise agreed in writing by the Local Planning Authority.
13. Prior to commencement of development and subsequent decommissioning of same a phased scheme for the provision of tree protection fencing in accordance with the approved tree protection plan shall be submitted to and approved in writing by the Local Planning Authority. Thereafter the approved scheme shall be carried in accordance with that phasing scheme.
14. Unless otherwise agreed in writing by the Local Planning Authority the development shall be carried out strictly in accordance with the submitted Archaeological Mitigation Design and Construction Method Statement dated 4 June 2014.
15. No equipment, materials or machinery should be stored or disposed of within the SSSI's during or after construction.
16. No equipment, materials or machinery should be stored within the buffer areas identified in the submitted Ecological Report dated March 2014.
17. All contractors working on site should be provided with a map that clearly shows the boundaries of the SSSI's in relation to the development site.
18. Unless otherwise agreed in writing, development shall not commence to construct the solar farm unless and until a scheme for the marshalling of construction traffic using Footpath No.22 has been submitted to and agreed in writing by the Local Planning Authority. Furthermore, the solar farm shall not be commenced until a condition survey for the re-instatement of the footpath has been submitted to, agreed in writing by the Local Planning Authority and undertaken to their satisfaction.

Notes

1. The applicant is advised that notwithstanding this consent, Section 184 of the Highways Act 1980 requires the proper construction of vehicle crossings over kerbed footways, verges or other highway land. Before commencement of any works on the

public highway, Dorset County Council's Dorset Highways should be consulted to agree on the detailed specification. Contact can be made by telephone to Dorset Direct (01305 221000), by e mail at dorsetdirect@dorsetcc.gov.uk, or in writing at Dorset Highways Dorset County Council, County Hall, Dorchester, DT1 1XJ.

2. No development shall take place within 8 metres of the top of bank of any river or ditch.
3. There shall be no interruption to the local drainage network.
4. Safeguards should be implemented during the construction phase to minimise the risks of pollution from the development. Such safeguards should cover:
 - the use of plant and machinery
 - oils/chemicals and materials
 - the use and routing of heavy plant and vehicles
 - the location and form of work and storage areas and compounds
 - the control and removal of spoil and wastesAll works must be undertaken in accordance with the Environment Agency's Pollution Prevention Guidelines which can be viewed at the following link:
<https://www.gov.uk/government/collections/pollution-prevention-guidance-ppg>
In the event of a pollution incident, the site operator must contact the Environment Agency immediately by calling 0800 80 70 60.
5. Use of road planings (tarmac scalpings) for track construction requires a Use of Waste in Construction exemption (U1) under the Environmental Permitting (England and Wales) Regulations 2010. It allows the use of suitable wastes for small scale construction but does not allow treatment of wastes to be carried out unless covered by a different exemption. For more guidance including permitted types of waste and tonnage please visit:
<https://www.gov.uk/waste-exemptions-using-waste>
6. The applicant is advised that bats are protected in the UK by Schedule 5 of the Wildlife and Countryside Act 1981 and part 3 of the Conservation of Natural Habitats and Species Regulations 2010 and they are also protected by European and international Law. Work should proceed with caution and if any bats are found, all work should cease, the area in which the bats have been found be made secure and advice sought from Natural England (tel: 0300 060 2514).
7. In reaching this decision the Council has had regard to the National Planning Policy Framework and Policies KS1, KS3, ME1, ME5, PC4, HE2, HE3 and saved Policies WENV4 and DES11 of the Christchurch and East Dorset Core Strategy adopted 28 April 2014.
8. No development shall take place within 8 metres of the top of the bank of any river or ditch.
9. There shall be no interruption to the local drainage network.

10. The free passage of the public on all rights of way must not be obstructed at any time. If the public are unlikely to be able to exercise their public rights on the affected footpath then a Temporary Path Closure Order must be obtained. This can be applied for through the Countryside Access Office at Dorset County Council.

Voting: Unanimous

9. 3/14/0512/FUL

New pedestrian link bridge (variation of previous planning approval ref: 3/13/0046/FUL) as amended by plans rec'd 17.6.14. Riverside Park, Adj. To Waitrose Limited, Rowlands Hill.

GRANTED AS PER OFFICER RECOMMENDATION

Voting: Unanimous

99. Delegated Decisions

A report was submitted, for information, a copy of which had been circulated to each Member and a copy of which appears as Appendix 'B' to these Minutes in the Minute Book.

Members noted the delegated decisions listed.

100. St Leonards Hospital Development Brief

A report was submitted, a copy of which had been circulated to each Member and a copy of which appears as Appendix 'C' to these Minutes in the Minute Book.

The Development Control Team Leader presented the report to Members, which sought approval for a Development Brief to guide the redevelopment of St Leonards Hospital, St Leonards.

Members raised concern with exit onto Boundary Lane as there was nothing on the brief that addressed the amount of traffic that would be accessing the site. It was stated that the Highways Agency were happy with the Boundary Lane access as it reduced any potential conflict from additional traffic on the A31 junction.

RESOLVED that the Development Brief for the St Leonards Hospital site, which will guide the future submission of a planning application for the residential redevelopment of the site, be approved subject to any forthcoming applications containing more detailed designs of the junction with Boundary Lane, together with any appropriate impact assessment.

Voting: Unanimous

The meeting ended at 1.15 pm

CHAIRMAN

EAST DORSET DISTRICT COUNCIL

SCRUTINY AND POLICY DEVELOPMENT COMMITTEE

Minutes of the Meeting held on 29 July 2014 at 6.30 pm

Present:-

Cllr A Skeats – Chairman

Cllr S Butler – Vice-Chairman

Present: Cllr M C Birr, Cllr D B F Burt, Cllr A A J Clarke, Cllr R D Cook,
Cllr P J Edwards, Cllr Mrs A Holland, Cllr J P Holland, Cllr J E Little
and Cllr B E Mortimer

Apologies: Cllr Mrs S J Burns, Cllr R C Dudman and Cllr J L Wilson

101. Declarations of Interest

Councillor Cook declared a non-pecuniary interest in the proceedings due to his spouse being an employee of the Stour Valley and Poole Partnership.

102. Minutes

The Minutes of the meetings held on 19 March and 3 June 2014 were confirmed and signed as a correct record.

103. Presentations by the Public

There were no questions, petitions or deputations received on this occasion.

104. Crime and Disorder Partnership Performance Report

The Public Health and Protection Manager submitted a report, a copy of which had been circulated to each Member and a copy of which appears as Appendix 'A' to these Minutes.

An overview was provided by the Public Health and Protection Manager on the annual report on crime statistics, anti-social behaviour issues and supplementary information on the delivery of partnership initiatives.

Members felt that the overall picture was good. However, several questions were raised and the Public Health and Protection Manager agreed to email the responses to the Committee Members:-

- The table contained at Appendix '1' – Theft from Vehicles, stated that the change was minus 64. However, the calculation shown was incorrect and should say minus 36. This would subsequently impact on the overall reported increase. Could it be clarified what the correct figure was?
- Did the Council receive the figures directly from Dorset Police or did the Council collate them themselves. Did the Council receive just one set of

figures for the whole of the East Dorset area or were they broken down into smaller areas, eg Verwood, Wimborne, Ferndown, etc?

- Why weren't figures for organised crime in rural areas included? Could it be reflected in the figures in future?
- Were there any increases in crime due to an offender asking for other matters to be taken into account?
- Would it be possible to have the detection rates included?

The Chairman requested that for the next presentation of the Crime and Disorder Partnership Performance Report that a representative from Dorset Police also be present.

RESOLVED that the report was noted.

Voting: Unanimous

105. Update on Land Charges

The Head of Growth and Economy submitted a report, a copy of which had been circulated to each Member and a copy of which appears as Appendix 'B' to these Minutes.

Members were provided with an overview by the Strategic Director regarding the current situation in Land Charges and the improvements that had been made to the service.

It was confirmed that the situation in Land Charges had improved and one of the reasons for this was the implementation of the Swift ICT system. The turnaround time for requests was now down to three working days and resources had been sustained within the Land Charges Team to maintain the current service standards.

In addition, Members were informed that a central government consultation would be undertaken regarding the development of a centralised, national agency. Further details were not yet known. The proposal could have financial implications for the Council and further information should be available in the Autumn. It was requested that this be added to the Work Plan and that the future report also contain information on the numbers of enquiries processed over the years.

Concern was raised by Members that they weren't aware of an issue until it had been escalated. In response, the Chairman reminded the Committee that scrutiny had identified the Local Land Charges issue and had worked with the Officers to resolve it.

Members also raised concerns regarding the processing times of planning applications. The Strategic Director confirmed that the time taken to commence processing of planning applications was now back to three

days. It was confirmed that some resources had been moved from planning policy to development control and this had improved performance.

In addition, Members raised concern regarding the new telephony system. In response, the Strategic Director confirmed that there were two reasons for the difficulties recently experienced. Firstly, staff were getting used to the new telephone system and it would take a while to settle down. Secondly, there had been issues with BT, the service provider. As a result, the BT Account Manager would be meeting with the Strategic Director to rectify the problems with their response time.

RESOLVED that the report was noted.

Voting: Nem. Con.

106. Staff Survey Action Plan Update - Q1

The Organisational Development Manager submitted a report, a copy of which was circulated to each Member and a copy of which appears as Appendix 'C' to these Minutes in the Minute Book.

An update was provided by the Organisational Development Manager and the Strategic Director on the progress of the Staff Survey Action Plan.

It was confirmed that the report would be presented to the Scrutiny and Policy Development Committee on a quarterly basis. An overview was provided on the work of the Change Agents, communications and appraisals.

Members raised the following:-

Communication

- Communication was still an issue.
- Telephone lists were not up to date and still contained the names of those who no longer worked for the Partnership.
- The Members Newsletter didn't contain much news, just information. There should be a focus on meetings and what was going on in them, not just a list of dates, which were a duplication as they were contained within the Members diaries anyway.
- Members hadn't been informed of those leaving e.g. Head of Finance. This should be included in the Newsletter.
- The links in the Newsletter didn't add much value.
- There should be more scrutiny news in the Newsletter.

- Would also be nice to know what other Members were up to, for example as representatives on Outside Bodies, Partnerships, etc
- Needed a staffing structure with photographs and contact details of Managers, so Members knew who the first point of contact should be.
- Communication was a complex issue but there was still too much reliance on the use of electronic communications. People liked personal interaction, which was especially important between middle managers and employees.
- A future topic for the Work Plan should include the use of communication at the Council, to support the role of the Ward Member.
- During the staff induction employees should be reminded that if something was happening in a Member's Ward, they needed to make sure that the Member was aware of it.

The Strategic Director confirmed that they were happy to take on board the comments made and that the organisation was experiencing a vast period of change, which was challenging for everyone. It was suggested that an item on personal interaction be included at a future meeting of the Managers Forum. It was also agreed that the item be included on a future meeting of the Change Agents.

Appraisals

- Why was it that employees weren't being appraised?
- Appraisals needed to be monitored in some way, as they were related to training needs and a consistent standard was needed.
- HR should keep a copy of an employee's appraisal.
- What percentage of people weren't having appraisals and why wasn't the data contained within the report?
- Members needed data on appraisals as it was an important aspect and needed to know the percentage that had gone through reviews.
- For the November meeting of the Scrutiny and Policy Development Committee, Members would like an analysis of data for appraisals. If the information was not forthcoming, then the Committee would insist on a new staff survey being undertaken, immediately.

In response, the Strategic Director confirmed that there was an appraisal template which everyone was expected to use. The previous approach to appraisals hadn't been consistent and this was the first time that it had been discovered that a number of staff hadn't received an appraisal. Appraisals should be mandatory not optional. However, there was concern regarding making the process too bureaucratic or complicated.

The Organisational Development Manager confirmed that the appraisal data had not been included in the report, as it wasn't yet available. HR hadn't previously collected appraisal data. However, this year they were making a concerted effort to. HR would disagree that they should collect information on who had had appraisals, as they felt it was the Managers responsibility to keep a copy of the appraisal. HR would only record that an appraisal had happened.

The Strategic Director stated that the staff survey was usually undertaken every two years. A follow up survey hadn't yet been undertaken, as a full 12 months hadn't elapsed. A decision would need to be taken as to whether the staff survey should be undertaken every year, in future.

RESOLVED that the report was noted.

Voting: Unanimous

107. Member Training - Scrutiny and Policy Development Committee

Following the recent Member training on Scrutiny and Policy Development the following points were raised and discussed:-

- Scrutiny could make a difference, provided it was involved at an early stage of the process. This would have a greater impact than after the event.
- The role of the Shadow Lead Member should be promoted at an early stage and needed to be a two-way relationship between the Lead and Shadow Lead Member. Some Members felt that the word 'Shadow' wasn't appropriate and should be changed. The Shadow Lead Member role should also be included in the constitution.
- There needed to be constant, two way communication between the Lead and Shadow Lead Members.
- Changes in the Council's Governance were being considered as a way of speeding up the decision making process. This would be complemented with effective scrutiny. A report would be presented to the Scrutiny and Policy Development Committee in September 2014, followed by a report to Council on the 27 October 2014, for debate. If the item was approved, consultation with chief stakeholders would be undertaken and the results would be presented to a future meeting of Council.
- A Member felt that Scrutiny should look at the Scheme of Delegation, as Councillors weren't in control.
- Members should have access to all the forward plans of Committees, Joint Boards, etc

- The Committee hadn't experienced Call-In yet and it was confirmed that the Chairman and Vice-Chairman would act as gatekeepers in those matters.
- There needed to be a change to the notification of the decisions from Resources and Community Committees, as part of the Call-In process. It was agreed that Committee Members would only receive updates on decisions where the recommendation had changed from the originally proposed one. If there were no changes at a meeting, Members would be informed that there were no changes to report.
- Needed to remind all Members that Scrutiny was a critical friend not a truncheon.
- Scrutiny was a Committee in its own right and needed to challenge, alongside being effective and strong.
- The Chairman stated:-
 - that they would like to hold one of the future Committee meetings away from the Council Offices at Furzehill.
 - needed to look into whether the Scrutiny and Policy Development cycle needed to be amended eg 6 week cycle, meetings rescheduled to before Policy Committee meetings, possible need for reserve meeting dates, etc. A report on the frequency of meetings was requested for the next meeting of the Committee.
 - a Scrutiny Officer needed to be in place, as Members needed to be supported in the scrutiny and policy development process. A report on the arrangements for a Scrutiny Officer was requested for the next meeting of the Committee.

Following the discussion, the Committee were reminded that a Member Briefing would be held on 3 September 2014, facilitated by Councillor T. Jackson (Leader of East Hertfordshire District Council), on alternative governance arrangements.

RESOLVED that a report be submitted to the next meeting of the Scrutiny and Policy Development Committee on the Arrangements for a Scrutiny Officer and the Frequency of Future Meetings.

Voting: Nem. Con.

108. Shadow Lead Members

A verbal update was provided by the Shadow Lead Members on work that they had undertaken, since the previous meeting of the Scrutiny and Policy Development Committee:-

- Councillor Birr (Housing) stated that despite repeated attempts he had not been able to contact the relevant Lead Member.
- Councillor Butler (Environment) confirmed that he had contacted the relevant Lead Member and had discussed the challenges currently faced by planning. It was confirmed that the Lead Member had also invited the Shadow Lead Member to attend as many meetings as they wished.
- Councillor Clarke (Performance) had recently had an exploratory meeting with the relevant Lead Member to discuss how the shadowing arrangements may work. However, there was currently no framework and as a result had arranged to meet regularly. Meetings attended so far included the Corporate Services Property Group and the Stour Valley and Poole Partnership Joint Committee, as a substitute Member. In addition, Councillor Clarke had raised a question on the element of risk regarding the implementation of recommendations from the review of Parish and Town Councils, where approval of the Boundary Commission may be required as a consequence recommendations.
- Councillor Mortimer (Community) stated that they had also experienced problems with contacting the relevant Lead Member. Councillor Mortimer confirmed that he had attended the recent meeting of the Community Committee.
- Councillor Wilson (Economy) confirmed that there had been a discussion with the relevant Lead Member and that they would be attending the next meeting of the Growth Board, to be held on 12 August 2014. At the meeting it was hoped to hear evidence that the Council was focussing on achieving corporate objectives EC1 and EC2 in the Corporate Plan.

In response, the Leader of Council suggested that some Lead Members had recently been on leave and this could explain the issues in them responding to communications. It was agreed that an open forum be arranged between the Chairman, Vice-Chairman, Lead Members and Shadow Lead Members to discuss the role of scrutiny and policy development, along with the development of the relationship between Lead and Shadow Lead Members. It was confirmed that the open forum would need to be led by scrutiny.

In addition, the Leader of Council confirmed that at the last meeting of Lead Members that they had been informed that Shadow Lead Members would be in contact with them and that Lead Members had been supportive of the Shadow Lead Member role.

RESOLVED that the update from Shadow Lead Members was noted.

Voting: Nem. Con.

109. Minutes of Scrutiny Panels and Joint Committees

The Minutes of the Stour Valley and Poole Partnership Joint Scrutiny Panel and the Stour Valley and Poole Partnership Joint Committee were submitted, copies of which had been previously circulated to each Member and copies of which appear as Appendix 'D' to these Minutes.

Members raised concern that the Minutes of the Stour Valley and Poole Partnership Joint Scrutiny Panel – Council Tax Services, had stated that previous recommendations from Internal Audit had reappeared. A Member confirmed that they had raised the same concern at the recent meeting of the Stour Valley and Poole Partnership Joint Committee and had been informed that this was due to previous disruptions and that this would not be repeated. The Chairman confirmed that the reason the recommendations had been repeated was as a result of the Stour Valley and Poole Partnership Joint Scrutiny Panel asking for them as a result of previous issues.

RESOLVED that the Minutes were noted.

Voting: Nem. Con.

110. Forward Plan

The Solicitor to the Council submitted a report, a copy of which was circulated to each Member and a copy of which appears as Appendix 'E' to these Minutes in the Minute Book.

Following discussion Members agreed that the following items should be moved to the November 2014 meeting:-

- Organisational Development – progress on workforce Development Project
- Update and overview on Customer Services, as part of Organisational Development
- Overview of the Partnership Plan

In addition, the Chairman requested that a report also be submitted on the Arrangements for a Scrutiny Officer and the Frequency of Future Meetings to the September 2014 meeting of the Scrutiny and Policy Development Committee.

It was confirmed by the Democratic Services Officer that a report on the Medium Term Financial Strategy and Budget Principles would also be presented to the Committee in September 2014 and that a report on the Review of Members Allowances would be added to the Forward Plan for January 2015.

RESOLVED that Members noted the Forward Plan.

Voting: Nem. Con.

The meeting ended at 9.15 pm

CHAIRMAN

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EAST DORSET DISTRICT COUNCIL

RESOURCES COMMITTEE

Minutes of the Meeting held on 30 July 2014 at 9.30 am

Present:-

Cllr I J Monks – Chairman

Cllr P G Bennett – Vice-Chairman

Present: Cllr Mrs L J Clark, Cllr M R Dyer, Cllr S G Flower, Cllr D G L Packer and Cllr G W Russell

Apologies: Cllr Mrs J Dover, Cllr Mrs G S Elliot, Cllr Mrs P A Hymers, Cllr Mrs B T Manuel and Cllr S S Tong

111. Declarations of Interest

There were no declarations of interest made on this occasion.

112. Minutes of Previous Meeting

The Minutes of the meeting held on 25 June 2014 were confirmed and signed as a correct record.

113. Presentations by the Public

There were no questions, petitions or deputations received on this occasion.

114. Superfast Broadband Phase 2

The Strategic Director submitted a report, a copy of which had been circulated to each Member and a copy of which appears as Appendix 'A' to these Minutes in the Minute Book.

The report asked Members to make a further capital contribution towards the continued roll out of superfast broadband services across Dorset.

RESOLVED that:

- (a) Members support this Council's involvement in the BDUK phase 2 Dorset Project;**
- (b) a contribution from unallocated reserves of £53,922 be approved; and;**
- (c) a final decision on this Council's support and funding for this project be considered once the formal tendering process has been completed.**

Voting: Unanimous

115. Capital and Revenue Budget Monitoring Quarter One 2014/15 and Medium Term Financial Strategy Update

The Head of Finance submitted a report, a copy of which had been

circulated to each Member and a copy of which appears as Appendix 'A' to these Minutes in the Minute Book.

The report updated Members regarding the 2014/2015 budget position and the Medium Term Financial Strategy.

RESOLVED that the content of the report be received and noted.

Voting: Unanimous

116. Committee Forward Plan

The Senior Democratic Services Officer submitted a report, a copy of which had been circulated to each Member and a copy of which appears as Appendix 'B' to these Minutes in the Minute Book.

The report advised Members of the work programme for the Resources Committee for 2014/2015.

Members were asked to note that a Special Resources Meeting had been scheduled for 5pm on Monday 1st September prior to Council in order to consider the Community Governance Review initial submissions.

RESOLVED that the Forward Plan be received and noted.

Voting: Nem. Con.

117. Exclusion of Press and Public

RESOLVED that in view of the nature of the business to be transacted it is likely that if members of the public were present during the following item there would be disclosure of 'exempt information' as described in the category indicated and they be therefore excluded from the meeting in accordance with Section 100A(4) of the Local Government Act 1972.

118. Management of Moors Valley Golf Course Update

Exempt Information – Category 3 (Information relating to the financial or business affairs of any person (including the authority holding that information)).

The Strategic Director submitted a report, a copy of which had been circulated to each Member and a copy of which appears as Appendix 'D' to these Minutes in the Minute Book.

Members were advised of the current position relating to the renegotiation of the contract to manage the Moors Valley Golf Course.

The meeting ended at 10.20 am

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

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COUNCIL

1 September 2014

Partnership Development Strategy

1. PURPOSE AND RECOMMENDATIONS

Purpose of Report:	To secure endorsement for the 2014-2018 Partnership Development Strategy
Recommendations:	It is RECOMMENDED that: the 2014-2018 Partnership Development Strategy, be approved
Lead Member:	Councillor P Bennett – Lead Member for Performance
Wards:	None
Contact Officer:	Matti Raudsepp – Head of Organisational Development

2. BACKGROUND

- 2.1. In 2012 the Partnership produced its Partnership Plan and Operating Model. The document was designed to describe the direction the organisation needed to take in order to meet its corporate objectives in the context of the significant challenges facing local government at that time. The presumption was that doing things the way we had always done them was not going to be enough, and that the partnership offered the two councils the opportunity to think differently about how they organise their resources and how they can work more efficiently in the future.
- 2.2. Both Christchurch and East Dorset councils noted the plan, and it has been the basis of our work around change since 2012. Nevertheless two years on it is considered that we should review the document and revisit our assumptions to ensure the things we are doing are still as relevant as they were when the plan was produced.

3. PARTNERSHIP DEVELOPMENT STRATEGY

- 3.1. In revising the Partnership Plan, initial consideration was given to its purpose and it was decided that rather than providing the detail that one might expect from a plan, the document is designed to be a more visionary and strategic piece of work. In many cases the outcomes it describes are about providing direction, around which work will be developed and formal approvals sought. In this sense it was decided that the revised document should be called the Partnership Development Strategy as that better describes its real role and purpose.
- 3.2. The Strategy (see Appendix 1) is an evolution of the earlier document and therefore does not propose moving us too far from our original path. However it creates a clearer vision for how the organisation will work in the future, and this is as follows:
 - Customer focused
 - Financially sustainable and secure

- Agile and resilient
- Delivering services in partnership
- Innovative and commercially minded
- Modern and flexible in our working practices
- Recognised for our ambition and achievement

3.3. The organisational vision allows our staff and stakeholders to better understand the direction we are taking and to understand what it will be like when we get there. That is not say we haven't already made progress in a number of areas, we have certainly created a more secure financial position for the two councils in the last few years by doing the things we have done, and we are committed to working in partnership where it makes sense to do so. There is however more to do and we must maintain the momentum we have generated. Our vision is designed to provide the clarity the organisation needs to continue the journey we are on.

4. THE TRANSFORMATION PROGRAMME

4.1. With clarity over how the organisation will operate in the future it is necessary to design and manage our programmes of change around delivering our vision. To achieve this we have identified four change themes.

- New Ways of Working
- Improving Services and Maximising Efficiency
- Strengthening Local Democracy
- Developing Partnerships

4.2. The following graphic shows how these themes are underpinned by a range of project activity.



4.3. The projects referred to above are expected to contribute to the delivery of a range of outcomes identified in the Strategy, and which will in turn ensure we deliver against our vision.

5. CONSULTATION

- 5.1. The draft 2014-2018 Partnership Development Strategy has been discussed with lead members at the Partnership Board and the Partnership Development Forum. Input from those discussions has helped shape the final draft document. Furthermore, member briefings were held on 13 & 14 August 2014 to engage members across both councils.

6. MONITORING

- 6.1. The monitoring of project and programme performance will take place through Corporate Team, acting as the programme board. Additional reporting on progress against identified outcomes referred to in the strategy will take place through the lead members for Performance, and as required through the Scrutiny process.

7. IMPLICATIONS

Corporate Plan & Council Objectives

- 7.1. The Partnership Development Strategy aims to deliver the capacity necessary to fulfil the objectives in the Partnership's joint Corporate Plan.

Legal

- 7.2. There are no legal implications arising from this report.

Environmental

- 7.3. There are no environmental implications arising from this report.

Financial and Risk

- 7.4. Financial implications arising from outcomes and projects referred to in this report will be subject to the necessary reporting and budgetary decision making processes that exist.

Equalities

- 7.5. Projects and other change initiatives are subject to the normal requirements to consider their impact on protected characteristics and equalities legislation more generally. There are no equalities implications that arise directly from this report.

8. CONCLUSION

- 8.1. The partnership has made significant progress in its development over recent years and the earlier Partnership Plan and Operating Model provided essential direction in terms of how the organisations needed to change. The 2014-2018 Partnership Development Strategy builds on that progress and the momentum it generated, and ensures we remain focused on what we need to achieve and when.
- 8.2. The partnership can gain confidence from the progress it has made over its first 3 years, and it is certainly in a stronger position as a result. The challenges remain however, and it is vital that we continue to evolve in order to maintain public services and meet the needs of those who rely upon our services and the leadership that the partnership can provide. The Partnership

Development Strategy ensures that we have the direction and clarity we need to fulfil those expectations.

Background Papers:

Partnership Plan and Operating Model 2012

Appendices:

Appendix 1, 2014-2018 Partnership Development Strategy



Christchurch and East Dorset Councils
delivering services together

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**Christchurch Borough Council
and East Dorset District Council**
Partnership Development Strategy
2014 - 2018

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Contents

51

Introduction.....	3	Developing Partnerships.....	15
The Progress We Have Made	4	Our Transformation Programme.....	17
The Challenges We Face	6	Our Transformation Themes	18
Our Organisational Vision	7	Project Descriptions	20
Our Operating Model	8	Managing the Process.....	22
New Ways of Working	9	of Transformation	
Improving Services	11	Timeline for Delivery.....	23
& Maximising Efficiency		Monitoring Performance	25
Strengthening Local Democracy.....	13		

Introduction

The purpose of the Partnership Development Strategy is to describe how the Christchurch and East Dorset Partnership will change in order to meet the challenges it faces. The strategy identifies our future operating model, and what we must do to deliver that future capability. The strategy creates clarity for our staff, elected members and stakeholders on how we expect the partnership to develop in the coming years.

52

The strategy concerns itself with the partnership's resources, and how best to deploy those resources to ensure a positive and sustainable future for both councils, and the communities they serve.

The strategy focuses on change, and principally the change that is necessary to take the partnership from its current position, to where it needs to be in the future. Change can present opportunities to deliver improvements to services, but it can also be difficult for an organisation to remain effective during extended periods of change. Consequently, it is vital that such change is planned for and delivered in such a way that everyone can understand why it is happening and how it might affect them, irrespective of whether they are a customer, a member of staff, elected member or any other individual or organisation with a stake in the work of Christchurch and East Dorset councils.

The Progress We Have Made

The Partnership established its first partnership plan in 2012, and that plan identified the challenges facing the councils, and the direction that the organisation should take in order to continue to serve its communities effectively. Work has progressed steadily since then, most notably with the development of the Shared Service Programme. That programme has established joint services, led by partnership managers, responsible for teams of staff working in the interests of both councils.

During this period the partnership has:

- Saved over £2 million from joint working
- Maintained the two councils' independence and ability to make their own decisions
- Agreed a joint Corporate Plan
- Agreed a joint Core Strategy
- Maintained service levels and resident satisfaction (Residents Survey 2013)

The Shared Service Programme has achieved a great deal, but as its initial focus of bringing services together draws to a close, our attention must move to ensuring services are operating as efficiently and effectively as possible.

The evolution of the Partnership is expected to involve three phases:



54

Our work to date has principally taken place within the first phase, concentrating on establishing joint services. Whilst a significant step in itself, it is recognised that opportunities to increase efficiency still exist, and it is the next stages of our programme that will deliver real and lasting transformation of the organisation, and the way it meets its customers' needs. In this sense transformation is interpreted as creating a fundamentally different model of operating than that which existed beforehand. This may relate to the extent to which we provide services, the model by which services are delivered or the organisational structures and partnerships that are responsible for their delivery.

The Challenges We Face

Local government is enduring a prolonged period of austerity, characterised by reduced government funding, increasing customer expectations and changes in policy at a national level. Councils are adapting to a future where cost cutting alone will not be enough. They will need to show greater commercial enterprise and innovation in order to sustain the delivery of services or to invest in their priorities in the future, and the council of the future will be one that is very different from the council of today. Greater self-sufficiency will be a feature of local government looking forward, and it is within this context that this plan has been prepared.

The partnership recognised at an early stage that the squeeze on public sector funding is here to stay, and has planned accordingly. The initial phase of its transformation programme has generated over £2 million of savings from joint working, and this has been crucial in putting the partnership in a good financial position, relative to others. It is nevertheless the case that financial volatility will remain and it is only by planning for the longer term that we will manage its impact in coming years. Our strategy has proven to be successful so far, but it is vital that we continue to make the right decisions now, as they will determine the nature and scale of the challenges we face in the future.

Our Organisational Vision

The transformation of the Partnership is designed to ensure we are able to cope with the challenges we face, and take advantage of the opportunities that present themselves in the future. To create a sense of common purpose for our staff and stakeholders we must identify our organisational vision, and identify the steps necessary to fulfil it over the coming years.

56

Our organisational vision is to be:

- A customer focused organisation
- Financially sustainable and secure
- Agile and resilient
- Delivering in partnership with public or private sector partners
- Innovative and commercially minded in the pursuit of our goals
- Modern and flexible in our working culture and practices
- Recognised for our ambition and our achievements

Our Operating Model

We have made progress on our initial Partnership Plan objectives but there is more to do. Our operating model in the future will be based on more flexible ways of working incorporating technical innovation and a willingness to work in partnership with both public and private sector partners. This will require a cultural shift across the organisation, as well as new skills and training for our staff.

57

It is acknowledged that these will be significant steps for our staff, our elected members and in some cases our customers. It is therefore vital that we describe what the organisation will look like and how it will work when we have reached our goal.

New Ways of Working

Our workforce will need to be adaptable to the changing circumstances we face. This might involve acquiring new skills and behaviours, in order to work successfully within a more flexible and modern working environment. In the future our focus will be on the outcomes we produce, not the places we work from.

58

Staff will work flexibly, whether that is from the office, from home or any other location that allows them to maximise their productivity and contribute to the wider aims of the partnership. In some cases staff will be mobile, fulfilling their functions whilst onsite, using the technology necessary to ensure they can operate efficiently and effectively and in the interests of their customers.

New skills will be required to take advantage of the opportunities that present themselves in the future, and there will be greater focus on commercial skills that help us unlock opportunities and add value. ICT skills will also need to improve to reflect our increasing reliance on technology as a key enabler for future working.

The performance of our staff is vital in delivering our priorities, and we will continually need to be more effective in measuring and monitoring performance. This will also allow us to more successfully develop those individuals with the potential to progress in the organisation, ensuring we retain the skills we need for the future. We will need to sustain effective engagement with our workforce to involve them, and capture their ideas and input into what is happening in the organisation.

Outcomes:

- An adaptable, skilled and highly motivated workforce, working flexibly to meet the requirements of our customers and the needs of the business
- The accommodation requirements for Partnership staff met from our Christchurch offices
- A shared public services centre established in Wimborne, providing partners with the opportunity to deliver joined up services for East Dorset residents
- Effective and ongoing staff engagement on the activities necessary to deliver our organisational vision
- A streamlined, efficient and secure ICT platform that supports the needs of the business and our wider partnership working activity, relying on a small number of technology solutions and effective high quality support
- A commitment to 'digital by default' solutions for meeting an increasing number of our customer's requirements

Improving Services & Maximising Efficiency

As we continue to make progress on maintaining financial stability for the future, we must think about how we might fund our future aspirations. This will involve considering the services that we wish to invest in, those which we are prepared to disinvest in, or alternatively those which may be better delivered by a third party provider.

- 9 Both councils possess a diverse range of assets, some of which may help generate new or improved levels of income, and used innovatively others may provide us with the opportunity to support the partnership's wider strategic objectives. We have not fully evaluated our assets across both councils, or exploited the opportunities they might present us with, and this is a priority.

Although the partnership now benefits from a wide range of joint services, it is clear that opportunities to improve our efficiency further still exist. Detailed analysis is being progressed, and this work is vital if we are to have confidence that our joint services are organised and delivered in the interests of our customers, and around their experience.

Outcomes:

- The delivery of a robust and commercially driven plan for the future management of our assets
- Clarity on the future anticipated delivery models for our services so that we can consider our investment/disinvestment decisions around them
- Improved services based on enhancing our customers' experience, and the removal of waste and inefficiency

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Strengthening Local Democracy

As the staff of the Partnership adapt to new ways of working, and the flexibility this demands, it is appropriate to consider how these new arrangements may affect the work of our elected members. The role of members continues to evolve, but at its heart remains the goal of being a successful and effective representative and advocate for constituent's issues and concerns, as well as being able to see the bigger picture and the needs of the wider community. Members join the councils at different times bringing with them different skills and experiences, and it is important that they are provided with the tools and training to adapt and to perform their roles effectively, and this is currently considered an area that requires development.

In a changing technological world the member role is increasingly being influenced by new media and the demands of instant contact, and the expectation of instant response. It is therefore vital that the role of members can keep pace with these changes, and that inevitably requires new skills and approaches.

One of the characteristics of an effective council is a vibrant democratic process, with clarity over responsibility and decision making. This is strengthened further by a challenging Scrutiny function, where decision makers can be held to account. It is considered that further work is required in this regard for both councils, so that the role of scrutiny is strong within the overall context of the council's governance arrangements.

Outcomes:

- A comprehensive training and development programme for our elected Members
- The provision of appropriate technology and support to enable Members to work effectively, flexibly and securely
- An effective Scrutiny function, clear about its role and contribution to the overall effectiveness of the partnership

Developing Partnerships

The commitment of both councils to partnership working is evident, but that commitment is not limited to the strategic partnership between the two councils. The service based partnerships that have developed e.g. Dorset Waste Partnership and Stour Valley Partnership demonstrate the appetite for an operating model that comprises various approaches to the future delivery of services.

64

It is anticipated that the future will be characterised by further partnership development and collaborative working, where robust business cases exist to support them, and that they may emerge with council, or other public or private sector partners. The key consideration will be to identify the best potential model for achieving the partnership's corporate aims and objectives, and the delivery of cost effective services. The Partnership will remain receptive to such opportunities as they emerge.

To develop future partnership opportunities it is recognised that such arrangements come into place most effectively when potential partners have aligned processes and policies in place. Where this is achieved prior to partnership, the process of establishing a partnership body is made much easier

and costs can be managed more effectively. An example of this is ICT, where adopting a common approach ensures a smoother transition to new partnership arrangements, and allows for the full benefits of joint working to be achieved far sooner than might otherwise be the case.

It is recognised that partnership opportunities cannot always be planned for, as very often they will emerge as a result of new service responsibilities, financial necessity or other circumstances that might uniquely come together at a particular time. It is consequently acknowledged that where partnership opportunities are pursued, that work may affect other aspects of our strategy, including the delivery of other outcomes. In order to remain receptive to such opportunities we must accept this risk and undertake to manage the implications should they arise.

65

Outcomes:

- The convergence of policies and processes across public services, acting as a key enabler to increased partnership working
- The delivery of further service based and strategic partnerships and collaboration where justified by the application of robust business cases
- The delivery of partnership based services based around meeting the needs of our customers, focusing on their experience rather than the organisation's convenience

Our Transformation Programme

Our programme of change will support our Organisational Vision and the delivery of the Partnership Development Strategy and its agreed outcomes. It will be organised around four key themes.



Our Transformation Themes

New Ways of Working

Activities that support the transformation of our working arrangements to establish a modern and efficient business, flexible to the needs of our customers and our staff.

Improving Services & Maximising Efficiency

Activities that ensure we make best use of our assets and resources, and which ensure we are an efficient, innovative and high quality provider of services to our customers.

Strengthening Local Democracy

Activities that improve our support to elected members, and which allow members to work efficiently and effectively in the best interests of their communities.

Developing Partnerships

Activities that support our ambitions for working effectively in partnership with other organisations, to realise sustainable cost savings and high quality joined up services.



Transformation Programme Moving The Partnership Forward

New Ways of Working

Accommodation
Workforce Deployment
Information Management
Customer Access

Improving Services & Maximising Efficiency

Asset Management
Efficiency

Strengthening Local Democracy

Member Training & Development
Members' technology requirements

Developing Partnerships

Stour Valley & Poole Partnership
Growth Board

Supporting Activities

People Strategy
Corporate Change Management Policy
Communications Plan
ICT Strategy
Performance Management Framework

Project Descriptions

Transformation Projects

Outcomes

New Ways of Working

Accommodation

The delivery of the partnership's accommodation requirements, based around flexible working, enabled by appropriate technology

Workforce Deployment

The introduction of working practices and technology to support flexible working styles

Information management

The delivery of digital solutions to the partnership's future management of data and information, such that it supports flexible working and meets agreed security standards

Customer Access

The development of our customer service offering, such that it meets customer need and our commitment to providing and moving customer contact to digital solutions where possible

Improving Services & Maximising Efficiency

Asset Management

The development of innovative and commercial ways of managing and exploiting our assets to create increased income opportunities

Efficiency

The streamlining of processes involved in managing services, such that the customer experience is improved and financial savings can be realised

Performance Management Framework

The mechanism by which the organisation plans things that it needs to do, and monitors performance, individually and collectively, against its commitments.

Transformation Projects

Outcomes

Strengthening Local Democracy

Member Training and Development

The delivery of training and development requirements for Members, that underpin the partnership's commitment to effective political leadership

Members' technology requirements

The delivery of technology solutions that meet the needs of members in the context of our commitment to new ways of working

Developing Partnerships

Stour Valley & Poole Partnership

The development of the existing Stour Valley Partnership to include the Borough of Poole

Growth Board

A Member led steering group overseeing the development and delivery of the Partnership's work to deliver improved economic growth and prosperity

Supporting Activities

People Strategy

The delivery of the policies, procedures and behaviours that underpin our commitment to the value of our workforce, including approaches that will establish the partnership as an employer of choice and capable of attracting and retaining high quality talent.

Corporate Change Management

The processes and methodology that underpins the way the partnership manages change and delivers projects and programmes successfully

Communications Plan

The delivery of planned communications that support the effective delivery of the transformation programme

ICT Strategy

The delivery of flexible, reliable, secure and value for money ICT solutions based around the requirements of the business

Performance Management Framework

The mechanism by which the organisation plans things that it needs to do, and monitors performance, individually and collectively, against its commitments.

Managing the Process of Transformation

Each project will be developed and managed in accordance with the partnership's agreed Programme and Project methodology. This will ensure consistency of approach and encourage a wider understanding across the organisation of what the programme is designed to do, and why. This will also ensure staff, elected members and other stakeholders can easily follow our journey and see where we are at any particular moment.

71

Managing change is a resource hungry activity, and the capacity required to deliver the various projects and outcomes referred to in this plan is significant. Consequently, progress will be made in line with our implementation plan timescales, and project work will be primarily led by the partnership's Organisational Development team, working closely with staff from across the partnership as required. We are committed to transferring and developing skills as part of this process, and so it is anticipated that our overall change management skill base will increase as we progress.

Effective communications will underpin the delivery of the programme, ensuring that all stakeholders can follow its progress. Branding as shown in this plan will be used to support the circulation of updates and key messages around the programme and its constituent projects and programmes.

Timeline for Delivery

The delivery timescales for projects and programmes can only be identified once they have been fully scoped and their outputs agreed. It is nevertheless possible to provide an indicative timeline for the work involved in the Transformation Programme, which shows the periods over the coming years in which we anticipate project and programme activity to take place. This provides a clearer picture of how long we expect our overall process of transformation to take place, subject to there being no further changes in the strategic context in which we are working, eg, government policy, legislative change etc..

72

Transformation Programme

2014/15

2015/16

2016/17

2017/18

New Ways of Working

Accommodation

Workforce Deployment

Information management

Customer Access

Improving Services & Maximising Efficiency

Asset Management

Efficiency

Strengthening Local Democracy

Members' Training & Development

Members' Technology requirements

Developing Partnerships

Stour Valley & Poole Partnership

73

Monitoring Performance

Progress on the projects contributing to the delivery of the Transformation Programme will be reported quarterly to the Corporate Team, and subsequently to the Partnership Board. This will capture progress against agreed timeframes and milestones. The ultimate success of the programme will be determined by whether we have achieved the agreed outcomes contained in this strategy, and this will be measured by a combination of direct and proxy performance measures, as appropriate.

74

Progress on individual projects and programmes will be scrutinised from time to time by the partnership's scrutiny process, which may result in recommendations to council committees.

Individual projects and programmes will be led by a Corporate Team sponsor and depending upon their size may have a nominated Member on their project board.

Further information on the partnership's approach to project and programme management is available by contacting the Organisational Development team.

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