Scrutiny and Policy Development Committee

Agenda

Tuesday, 7 July 2015, 6.30 pm

Council Chamber, Council Offices, Furzehill, Wimborne

Committee Membership:

Chairman:
Cllr Mrs J Dover

Cllr S Bartlett
Cllr Mrs S J Burns
Cllr A A J Clarke
Cllr S G Flower
Cllr P R Harrison
Cllr Mrs C Lugg
Cllr B E Mortimer
Cllr P G Oggelsby
Cllr J L Robinson

The business to be transacted is set out overleaf

DAVID MCINTOSH
CHIEF EXECUTIVE

29 June 2015

For further information please contact Nicky Hooley, Democratic Services or email democraticservices@christchurchandeastdorset.gov.uk

East Dorset District Council. Council Offices, Furzehill, Wimborne, Dorset BH21 4HN

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
Portfolio Holder: **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
Portfolio Holder: **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
Portfolio Holder: **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
Portfolio Holder: **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
Portfolio Holder: **Councillor Steve Butler**
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



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Agenda

1.	**Apologies for Absence** The Democratic Services Officer to report any apologies for absence.	
2.	**Declarations of Interest** Members are reminded that any disclosable pecuniary interests must be declared including any issues which may arise through pre-determination or bias. Pro forma for this purpose are available from the Members' Room.	
3.	**Minutes** To confirm the Minutes of the Scrutiny and Policy Development Committee held on 9 June 2015.	To Follow
4.	**Presentations by the Public** The Chairman to invite members of the public to ask questions, submit petitions or make deputations which are relevant to any area of the operation of the Council.	
5.	**Wimborne Accommodation Project update** To provide an update for the committee on project progress.	1 - 2
6.	**Partnership Development Strategy Update** To update members on progress in delivering the outcomes identified in the 2014-2018 Partnership Development Strategy	3 - 40
7.	**ICT update** To update Members on progress and performance in relation to the delivery of the ICT service, including the telephony system	41 - 46
8.	**Crime and Disorder Performance Report** To provide the Committee with an annual report on crime statistics, anti-social behaviour issues and supplementary information on the delivery of partnership initiatives.	47 - 52
9.	**Update on Dorset Waste Partnership Budget and Action Plan** To update the committee on the final outturn of the Dorset Waste Partnership's 2014/15 budget and on the progress that is being made on implementation of the DWP Action Plan	53 - 84
10.	**Request for a Joint Task and Finish Group** To seek approval for a Joint Task and Finish Group into the provision of an Out of Hours service dealing with illegal or unauthorised activities.	85 - 90

11.	**Work Programme and Schedule of Key Decision Items for Cabinet** To advise Members on the Work Programme and Schedule of Key Decision Items for the Scrutiny and Policy Development Committee.	91 - 102

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.

Scrutiny and Policy Development Committee **7 July 2015**

Wimborne Accommodation Project update

1. PURPOSE AND RECOMMENDATIONS

Purpose of Report:	To provide an update for the committee on project progress.
Recommendations:	**It is RECOMMENDED that:** **The committee note the report.**
Portfolio holders:	Cllr Steve Butler – Performance Cllr Mrs Barbara Manuel - Community
Wards:	All
Contact Officer:	Lynda Thomson – Organisational Development Manager

2. BACKGROUND

2.1. The Wimborne accommodation project is currently in feasibility phase. The project board has requested that a feasibility report be presented to the Cabinet in September 2015. Having originally explored a new building on the Allenview Road South car park, the preferred option at present is to extend the existing community centre. Whichever site is finally approved the new facility would provide community facilities together a more accessible location for the provision of public services as well as civic facilities.

3. Update on 22nd June 2015

3.1. The most recent activity on the project has been the development of Memorandums of Understanding (MOU) with each project partner; Dorset County Council, Dorset Police and the Wimborne and District Community Association.

3.2. In the last month the MOUs have been signed and returned by the three partners. These outline the requirements of each partner, which has allowed the architects to progress on the design work for the project. The architects have had meetings with Historic England and the Environment Agency to obtain their initial views on the proposals. The Wimborne and District Community Association have carried out some public consultation regarding their future plans. At the time of writing this report we do not have the feedback from that. On-going conversations with trustees give us confidence that the requirements included in their MOU are likely to reflect the views of the community.

4. Activity over the coming months

4.1. A pre-application meeting with the council's architects and planning officers will take place in late June, which may result in amendments being made to the building design. When this is complete the quantity surveyor will produce an estimated project cost plan, which will allow us to agree cost sharing principals

with DCC and Dorset Police. This will inform the financial aspects of the feasibility report.

4.2. Public engagement will take place to provide an opportunity for the community to comment on the proposals.

4.3. A feasibility report will be produced for submission to Cabinet and Full Council.

5. IMPLICATIONS

Corporate Plan & Council Objectives

5.1. The project will contribute towards the following Corporate Plan objectives:

C1 Provide communities with opportunities to take greater involvement in running public services

EC2 Encourage thriving and welcoming town centres and a strong rural community

PER1 Maximise partnership activity which maintains services and increases efficiency

Legal

5.2. Legal agreements are an aspect of the project. The partnership legal team are working on the project to ensure that legal risks are mitigated and managed.

Environmental

5.3. At this stage there are no environmental issues.

Financial and Risk

5.4. The financial implications for Christchurch and East Dorset councils are being evaluated as part of the feasibility study.

Equalities

5.5. There are no equality implications related to this project phase.

6. CONCLUSION

6.1. The project is on track to produce the feasibility report to Cabinet in September however the deadline is now a tight one.

Background Papers: None

Appendices: None

Scrutiny and Policy Development **7 July 2015**

Partnership Development Strategy Update

1. PURPOSE AND RECOMMENDATIONS

Purpose of Report:	To update members on progress in delivering the outcomes identified in the 2014-2018 Partnership Development Strategy
Recommendations:	**It is RECOMMENDED that members:** **1. Note the progress that is being made in delivering Partnership Development Strategy outcomes** **2. Provide input relating to the priorities for the future development of the partnership**
Portfolio holders	Steve Butler, Portfolio Holder for Performance
Wards:	n/a
Contact Officer:	Matti Raudsepp, Head of Organisational Development

2. BACKGROUND

2.1. The Partnership Development Strategy (PDS) was produced in 2014, building upon an earlier Partnership Plan that was put into place following the launch of the Christchurch and East Dorset partnership. The strategy is attached at Appendix 1 for information. The purpose of the document is to identify the organisational changes that need to take place in order for the partnership to be in the best possible position to deliver against its commitments in the future. Those commitments have been made more challenging as a result of the impacts of austerity, and it is therefore more important than ever to be clear about how the organisation must adapt and deliver differently.

2.2. The PDS creates an organisational vision, which is to be:

- A customer focused organisation
- Financially sustainable and secure
- Agile and resilient
- Delivering in partnership with public and 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

2.3. The delivery of our vision will be made possible by a wide range of activities and initiatives. Some have been identified already and progress is being made against them, and others will emerge as we go forward. We have created a

transformation programme around 4 themes which captures the main priorities for change. The themes are as follows:

- New ways of working
- Improving services and maximising efficiency
- Strengthening local democracy
- Developing partnerships

3. THE PROGRESS WE ARE MAKING

3.1. The table in Appendix 2 highlights the progress we are making in respect of delivering against PDS commitments.

3.2. Key highlights in respect of our progress on delivery of transformation programme outcomes are:

- Shared service programme completed 12 months ahead of original deadline
- Delivery plans in place for the introduction of new ways of working with staff working flexibly across the partnership area to meet service needs
- Secured in excess of £1million in government funding to support our transformation work
- Priorities for development of digital self service solutions identified
- Expansion of Stour Valley Partnership to include the Borough of Poole

3.3. In addition to the work that is taking place directly in support of the Transformation Programme, there has also been other notable progress that supports some of the wider Organisational Vision outcomes referred to in para 2.2 above:

- In excess of £2 million of annually recurring cashable savings arising from the partnership's shared working approach, which is underpinned by the organisational change that is taking place
- Increased resilience arising from sharing of skills and assets
- Council endorsement for our People Strategy, a strategic plan for ensuring we maintain the workforce we need for the future
- National recognition for the partnership, winning the 2015 iESE 'Working Together' gold award, and bronze award for 'Best Council'

3.4. Areas of challenge include driving progress when working collaboratively with other organisations. This can expose different approaches, priorities and timescales for delivering change and which can ultimately impact on our own organisation's timescales for delivery. Managing our change capacity such that we have sufficient staff resources available to manage the change process is also a challenge, which requires regular review of priorities in order to ensure our finite resources are focused on the most important change work at any particular time.

4. NEXT STEPS

4.1. A number of priorities exist for the coming 12 months. Most notable are the following:

- Delivery of the new ways of working project, incorporating the introduction of flexible working opportunities for the majority of staff (working from office, home, or partner organisation locations), underpinned by robust electronic document management, training and support
- Resolution for the way forward on the Wimborne accommodation project
- Begin the implementation of asset management plan priorities
- The delivery of a members technology solution, providing them with their own new ways of working opportunities
- Resolve the future for the Combined Authority initiative
- Implementation of People Strategy commitments

4.2. It is also our intention to review the Partnership Development Strategy over the next 12 months to ensure it remains relevant to the direction we are taking and is responsive to the external environment, not least the political priorities that emerge from the new government. This provides members with an opportunity to consider what the future direction and priorities for the partnership should be, at the same time as the next joint Corporate Plan (2016-2020) is due to be developed and introduced.

5. IMPLICATIONS

Corporate Plan & Council Objectives

5.1. The delivery of the 2014-2018 Partnership Development Strategy is essential in order for us to be in a position to successfully deliver the two council's corporate priorities, within the context of continued austerity and pressure for transformation in public service delivery.

Legal

5.2. There are no legal implications arising from this report.

Environmental

5.3. There are no environmental implications arising from this report.

Financial and Risk

5.4. The pressure for change is driven by austerity, government expectations and the need to establish delivery models that are financially efficient and more flexible than in the past. Risks exist relating to managing change amongst the workforce, and the reputational impact of changing the way services are provided to customers, but such risks are managed either within the various projects or at a strategic level, represented in the partnership's strategic risk register.

Equalities

5.5. Any equalities related issues are identified and managed within projects. There are liaison opportunities in place with the health and safety coordinator and union representatives in order to identify such matters.

6. CONCLUSION

6.1. Delivering public services within the context of austerity and pressures for transformation presents the partnership with challenges that are not simply limited to what we do. Rather, how we do things has become increasingly important and it is likely to be the case that the organisation will only meet its strategic commitments if it adapts to the new environment in which local government now exists, and this requires a range of organisational changes. Our approach is one that is considered necessary and prudent, and one that we believe we can deliver over the timescale of the PDS and which will ensure we are well placed to continue to deliver the organisation's corporate priorities in the future.

Appendices:
Appendix 1, 2014-2018 Partnership Development Strategy
Appendix 2, PDS progress summary

Background Papers:
None



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Christchurch Borough Council and East Dorset District Council

Partnership Development Strategy

2014 - 2018

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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.

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:



Integration Efficiency Transformation

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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.

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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.

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.

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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 customers' 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.

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

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 constituents' 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.

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.

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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	Improving Services & Maximising Efficiency	Strengthening Local Democracy	Developing Partnerships
Accommodation	Asset Management	Member Training & Development	Stour Valley & Poole Partnership
Workforce Deployment	Efficiency	Members' technology requirements	Growth Board
Information Management			
Customer Access			

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.

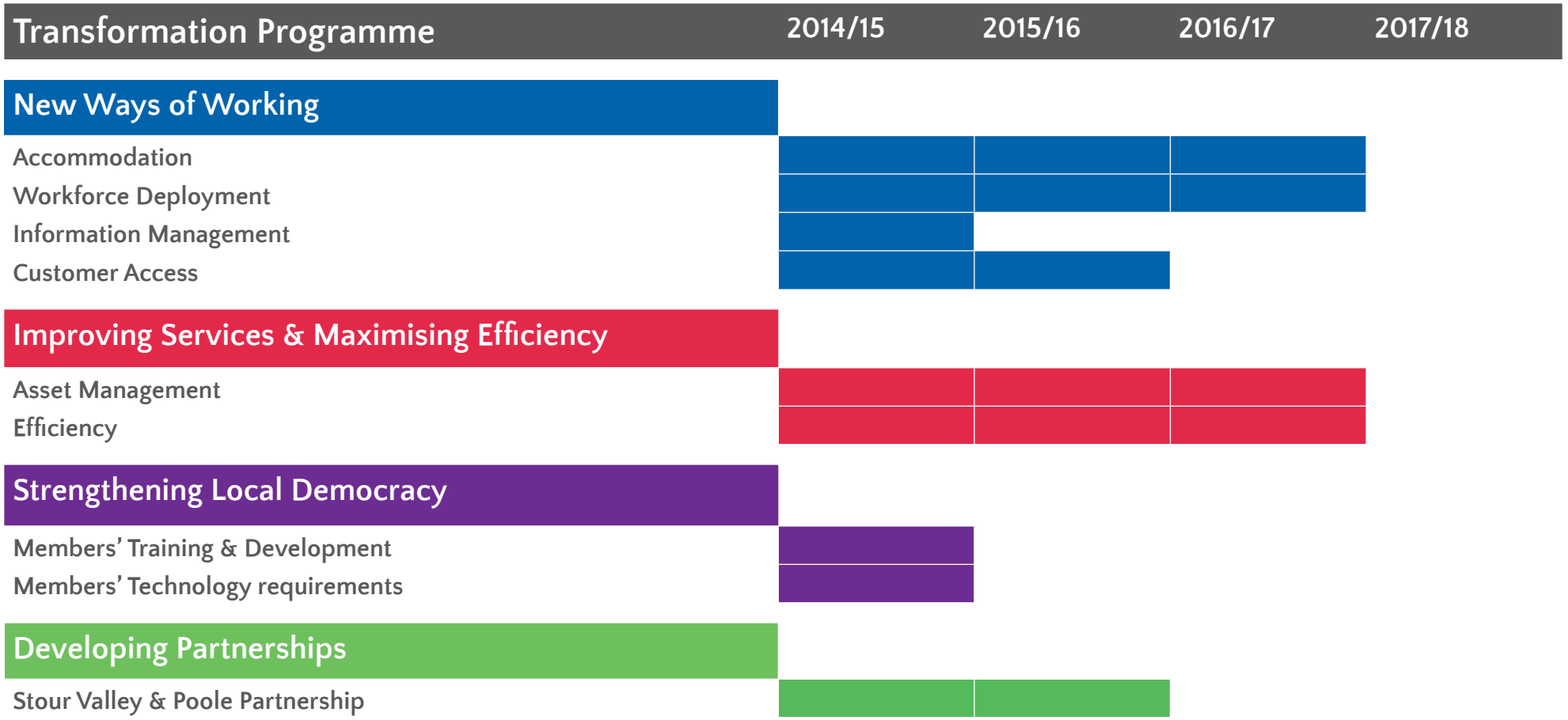
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Managing change is a resource hungry activity, and the capacity required to deliver the various projects and outcomes referred to in this plan is significant. Consequently, progress will be made in line with our implementation plan timescales, and 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.


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

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.

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.

Theme	Outcome	Progress
NEW WAYS OF WORKING	An adaptable, skilled and highly motivated workforce, working flexibly to meet the requirements of our customers and the needs of the business	• Shared service programme now complete, a year ahead of the original timescale • Plans and funding in place to deliver flexible working capability, beginning January 2016 • Secured in excess of £1m in government Transformation Challenge Funding • A range of actions completed over the last 12 months in respect of addressing staff satisfaction. • Next staff survey due in Autumn 2015 will partially test progress against this outcome • Council endorsement for the 2015-2018 People Strategy, highlighting the things that will be done to ensure the partnership maintains the workforce that it needs for the future.
	The accommodation requirements for partnership staff met from our Christchurch offices	• Plans and funding in place to deliver flexible working capability, beginning January 2016, based on staff working from office, home and partner organisation locations to meet service need
	A shared public services centre established in Wimborne, providing	• Feasibility survey results due for Cabinet consideration September

	partners with the opportunity to deliver joined up services for East Dorset residents	2015
	Effective and ongoing staff engagement on the activities necessary to deliver our organisational vision	• Chief Executive regular staff briefing sessions being maintained • Managers' Forum take place quarterly for partnership managers and corporate team • Change Agents established and meeting regularly to secure organisation wide input into change plans • Organisational Development team attendance at team meetings to manage expectations • Next survey due in Autumn 2015 will partially test progress against this outcome
	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	• The service has benefited from recent external review and internal audit processes. • Wireless capability in both EDDC and CBC offices is now in place, and able to support secure staff and public wireless access • Public Services Network (PSN) accreditation in place • Consistent approach to the deployment of new technology devices beginning at the end of the year will simplify the ICT estate and make technical support more

		straightforward. • Deployment of new devices for users represents an investment in the business and its staff, enabling them to work flexibly and efficiently across the partnership area.
	A commitment to 'digital by default' solutions for meeting an increasing number of our customers' requirements	• Ongoing development of the 'Dorset for You' website, focused around provision of digital solutions and the maintenance of a cross Dorset integrated web presence • Priorities have been identified for establishing new self-service web based opportunities for customers.
IMPROVING SERVICES & MAXIMISING EFFICIENCY	The delivery of a robust and commercially driven plan for the management of our assets	• Partnership assets have now been evaluated • A plan has been prepared identifying priorities for disposal.
	Clarity on the future anticipated delivery models for our services so that we can consider our investment/disinvestment decisions around them	• This work is currently being carried out on a service by service basis, although initial consideration was incorporated into the shared service programme work.
	Improved services based on enhancing our customers' experience, and the removal of waste and inefficiency	• A feature of our preparations for new ways of working is for each team to consider how its processes can be adapted to achieve efficiency and better meet customer need. This will take place in the 6 week run in to each team beginning their new ways of working. Identified improvements

		will either take place immediately, or if they are more significant in terms of the required time commitment, will be timetabled to follow up in 2016.
STRENGTHENING LOCAL DEMOCRACY	A comprehensive training and development programme for our elected members	• Initiated following the 2015 election • Further development planned
	The provision of appropriate technology and support to enable members to work effectively, flexibly and securely	• Being considered alongside the rollout of new end user devices for staff. • Anticipated that a solution will be available by November 2015 • Digital member champions identified, who will be involved in developing final plans
	An effective scrutiny function, clear about its role and contribution to the overall effectiveness of the partnership	• Scrutiny Officer post established in 2015 to provide key support to Scrutiny members and the scrutiny process
DEVELOPING PARTNERSHIPS	The convergence of policies and processes across public services, acting as a key enabler to increased partnership working	• ICT infrastructure continues to converge towards a common platform • The 'Combined Authority' work aims to bring together the key functions that underpin economic growth and prosperity • The Stour Valley and Poole Partnership (comprising Christchurch, East Dorset, North Dorset and Poole councils' revs and bens services) is now in place,

		with Poole being the host accommodation provider.
	The delivery of further service based and strategic partnerships and collaboration where justified by the application of robust business cases	• Opportunities are being considered on a case by case basis at the present time • Communication at CEX and other senior levels on options and appetite for further joint working is an ongoing feature of the business
	The delivery of partnership based services based around meeting the needs of customers, focusing on their experience rather than the organisation's convenience	• The introduction of a combined development management service from August 2015 underpinned by a single IT solution, delivering an efficient and responsive service to customers • Further work of this kind will emerge as part of the introduction of new ways of working, as understanding their customers' experience forms a key part of the preparations teams will go through.

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SCRUTINY AND POLICY DEVELOPMENT COMMITTEE **7 July 2015**

ICT update

1. PURPOSE AND RECOMMENDATIONS

Purpose of Report:	To update Members on progress and performance in relation to the delivery of the ICT service, including the telephony system
Recommendations:	**It is RECOMMENDED that:** **Members note the contents of this report**
Portfolio Holder:	Cllr Steve Butler - Performance
Wards:	N/A
Contact Officer:	Matti Raudsepp, Head of Organisational Development

2. BACKGROUND

2.1. This report follows a previous report received by this committee on 20 January 2015 which provided an update on issues that had affected the performance of the ICT service during the preceding 6 months. In particular, difficulties had been experienced following the introduction of Microsoft Lync telephony during the summer of 2014, which replaced the partnership's previous less sophisticated telephone system. Power fluctuations and outages were also experienced during the second half of 2014 which affected the partnership's primary data centre located in the Civic Offices in Christchurch, and these incidents created a knock on effect upon the availability of ICT, including essential applications that services rely upon. This had a consequent negative impact upon productivity and customer experience across both council areas, albeit of limited duration.

2.2. At the time of writing the last report for this committee the telephony issues had improved significantly as staff had become more familiar with the operation of the new system and technical teething problems had largely been resolved. Nevertheless performance statistics relating to call handling available to us at that time were not considered reliable enough or useful in addressing shortcomings and a better reporting solution was being sought.

2.3. Additionally, whilst it was recognised that the power outages and fluctuations experienced were beyond the control of the councils, it was decided that the introduction of a standby generator at the Christchurch Civic Offices would mitigate against any future power problems and that option was being investigated.

3. CURRENT POSITION

3.1. Telephony

3.2. The Lync telephony system has now been in operation for approximately 12 months. Staff are now more familiar with it and are required to ensure appropriate call forwarding arrangements are in place should they be busy or out of the office. Since our last report software designed to accurately capture call handing data has now been implemented which allows us to see how quickly calls are answered and how many calls are being abandoned, with more accuracy and confidence than in the past.

3.3. Abandoned call rates for May 2015 were as follows:

3.3.1. Switchboard (6692 calls made) – 4% abandoned

3.3.2. Response groups (6785 calls made) – 20% abandoned

3.4. It should be noted that abandoned call rates refer to calls abandoned after 20 seconds (6 rings), which is based on the prevailing view that calls abandoned within 6 rings should not be attributed as a failing on the service the council provides.

3.5. From the 1st May 2015 all calls received via the switchboard have been announced to the relevant team/officer rather than simply forwarded without introduction. The name of the caller and the nature of their call is provided before transfer. As a consequence, the customer does not have to repeat their query, teams/officers have the opportunity to advise the Customer Services Officer should the call not be for them and the CSO has full control of the caller to ensure their enquiry is handled as successfully as possible.

3.6. All calls to response groups are either picked up by voicemail (if available) or they will fall back to the customer services team. The CSO will then either 'warm' transfer back to the department or take a message for the customer to be called back. It is possible that this process, whilst essentially comprehensive, takes longer than some customers would wish for. It is nevertheless a risk associated with calls that need to move between staff when the first officer called is not available.

3.7. Where calls are abandoned this typically happens between 20 and 45 seconds. Those that abandon after this time are very few, and are investigated individually. It is likely in these circumstances that appropriate call forwarding settings are not in place, and this can be addressed.

3.8. It remains the case that calls to team response groups are not as reliably answered as calls to the switchboard and this understandably creates concerns. However, this is to some extent to be expected given that the switchboard is resourced to handle calls throughout the day whereas teams may not operate to the same levels of staffing. For example some direct team numbers are only handled by one or two officers, therefore the resilience available on those numbers is less than it might be on other numbers where more staff are involved, and certainly in respect of the switchboard.

3.9. As part of the introduction of new ways of working, which incorporates more flexible working arrangements for the majority of our staff, staff will go through a period of training. Part of this process will involve consideration of our customers' experience and in this respect the handling of customer contact,

including telephone calls, will be given further attention to ensure we can continue to improve how we respond to customer enquiries.

3.10. ICT service

3.11. It was reported previously that an external review was being commissioned in order to gain assurance of our current approach to ICT and to ensure that it is suitably resilient for our needs. That work took place in February 2015 and the outcome was helpful in gaining an impartial perspective on our infrastructure and our current ICT strategy. The key messages arising were that our infrastructure was largely how the consultants would expect it to be and that whilst there were a range of technical changes that could be considered the total effect of implementing those changes would be unlikely to make a noticeable impact on the majority of users.

3.12. The outcome of the external review tells us that our system is essentially technically fit for purpose, but the consultants did highlight the potential for improvement on problem and project management, and they noted that the disparity between their technical analysis and the perceptions of users was difficult to fully understand. In other words they did not think that the concerns of some users were necessarily reflected in what they saw when they conducted their technical review. This points to a need to focus on our customer service and communications, and on managing the expectations of the organisation which on occasions can be difficult to match with the finite resources available to us.

3.13. Additionally, the planned internal audit ICT Review also took place during the first part of the year and is being finalised at the time of writing this report. The review concluded that adequate assurance is in place for ICT. In a number of areas useful observations and recommendations were made on how the team can improve the resilience of the service and these will be taken on board. The review also recognised that certain decisions made outside of ICT control may have an impact on the overall quality and risks associated with the service and made recommendations in this respect.

3.14. The power fluctuations experienced in Christchurch during 2014 that affected the electricity supply to the Civic Offices have now stabilised. SSE finally acknowledged a problem on their power network and following works to underground cables on Bridge Street and to a transformer located near to the Civic Offices a clean supply to the offices was re-established. During the period of power instability a temporary mobile generator was brought in to ensure stable power to the data centre, and this arrangement worked satisfactorily in mitigating risk to the council's network. Nevertheless, in order to ensure confidence for the future and maintain service provision should problems occur in the future a permanent back up generator is being installed. This is expected to be installed during the next 3 months.

4. THE WAY FORWARD

4.1. Telephony

4.2. With improved reporting software now available to us attention can be applied to the specific response groups that may not currently be meeting expectations in relation to call answering timescales. It is also intended that the handling of customer contact will be followed up with teams as part of the training being

delivered as we introduce teams to flexible working arrangements. Whilst telephone contact represents only a part of our overall contact with our customers, and increasingly we expect customers to use electronic methods such as email or online, we remain committed to providing all customers with the best experience we can offer. Work over the next 12 months will continue with those teams that may not be meeting these expectations.

4.3. ICT service

4.4. The current Information Management and Technology Strategy is due for renewal in 2016. The document sets out how we expect our approach to ICT to develop over the strategy period. The current strategy has served the partnership well over the last 5 years as we have gradually rationalised and modernised our ICT estate, and planned for the more flexible working arrangements that are now being introduced. However, technology changes at a very fast pace so it is timely to begin planning for the future. The imminent arrival of a new partnership ICT and Information Manager also provides us with the opportunity to explore new perspectives and to consider some of the emerging approaches that are gaining ground across local government, including cloud technology.

4.5. Whilst initial investigations into cloud technology suggest that it would not be cost effective to move our infrastructure in that direction just yet, we fully expect that situation to change over the coming years and so further consideration of that trend will be incorporated into our new strategy.

4.6. The ICT service desk will shortly begin using a new piece of service management software that will enhance the processes around allocating and monitoring work amongst the team, as well as providing service users with greater self service and information updates. It is hoped that greater use of online service enquiries will produce greater efficiency in incident handling, and that the new system will be a step forward from the system that is currently in place and which is used only occasionally by staff.

5. IMPLICATIONS

Corporate Plan & Council Objectives

5.1. The delivery of high quality customer service is an implicit requirement for the effective delivery of our Corporate Plan, and the delivery of effective ICT services underpins this.

5.2. Furthermore, the 2014-2018 Partnership Development Strategy identifies the following outcome: ‘The delivery of 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’.

Legal

5.3. There are no legal implications arising from this report.

Environmental

5.4. There are no environmental implications arising from this report.

Financial and Risk

5.5. There are no financial implications arising from this report. There are however reputational and performance based risks associated with both the effective operation of our telephony service and our wider ICT service in general should we fail to deliver an acceptable level of service.

Equalities

5.6. There are no equalities implications arising from this report.

6. CONCLUSION

6.1. Progress has been made over the last 6 months in better understanding the challenges we face in respect of delivering effective telephony and ICT services on behalf of the partnership. With the aid of external and internal ICT reviews we can have confidence that we have the right technical foundations in place. The work we have done and are planning to do around flexible working demonstrates that we have the ambition and appetite to exploit technology for the benefit of our staff and customers, but there is more we can do. We need to ensure we deliver the best possible customer service within the resources we have available, as well as communication and project management arrangements which effectively support the changes we are making. These things are at the heart of our approach to continuous improvement and it is anticipated that they will deliver further progress over the next 12 months.

Background Papers:
2011-2016 Information Management and Technology Strategy

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Scrutiny and Policy Development **7 July 2015**

Crime and Disorder Performance Report

1. PURPOSE AND RECOMMENDATIONS

Purpose of Report:	To provide the Committee with an annual report on crime statistics, anti-social behaviour issues and supplementary information on the delivery of partnership initiatives.
Recommendations:	**It is RECOMMENDED that: the Committee notes the report as part of the Committee's crime and disorder function.**
Portfolio Holder:	Councillor B Manuel - Communities
Wards:	Council wide
Contact Officer:	Sean Whitney, Public Health and Protection Manager

2. BACKGROUND

2.1. Annual crime statistics for East Dorset are reported to the Scrutiny and Policy Development Committee for information. The statistics have been provided by Dorset Police and are attached as Appendix 1 to this report. A representative from Dorset Police will be attending the meeting to answer any questions that members may have regarding these statistics, or other relevant policing issues.

3. CRIME STATISTICS FOR EAST DORSET

3.1. Over the last year we have seen a decrease of 8.2% (206 fewer offences) in total crime; however, when broken down certain crime types have seen increases.

3.2. Monthly Partnership Coordinating Group (PCG) meetings continue to take place. These meetings assess a range of information relating to the level of risk, threat and harm in relation to crime/ASB, vulnerable victims and perpetrators, across the District.

3.3. PCGs are well established with a range of partners attending as necessary. A problem solving approach is taken with agencies being given actions, which are monitored and updates given against progress.

4. COMMUNITY SAFTEY

4.1. There have been a number of changes during 2014/15 to the Community Safety Team following restructure. The team now consists of a team leader, senior community safety officer and two community safety officers.

4.2. These changes reflect the introduction of the Anti-Social Behaviour Crime and Policing Act 2014; with the community safety officers now dealing with ASB and low level domestic nuisance. This has also built resilience within the team.

5. ANTI-SOCIAL BEHAVIOUR (ASB) IN EAST DORSET

5.1. Anti-social behaviour reduced in 2014/15 by 17.2% compared to 2012/13.

5.2. The Anti-Social Behaviour Crime and Policing Act was given Royal Assent in March 2014 and came into effect on 20 October 14. The new Tools and Powers include:

- Civil Injunctions
- Criminal Behaviour Orders
- Community Trigger
- Public Space Protection Orders
- Community Protection Notices
- Closure Orders.

5.3. To ensure there is consistency in the way the new tools and powers have been implemented across the whole of Dorset, a Pan Dorset working group have met regularly to establish joint procedures.

5.4. An example of this is the Pan-Dorset Community Trigger Procedure. Accompanying this: a leaflet, webpage, on-line reporting form and set of template documents were produced.

5.5. The working group will continue to meet to share learning and good practice.

6. Engagement Activity

6.1. There have been a number of police led initiatives during the year to tackle rural crime: Horsewatch, Stop That Thief and Operation Midas. Operation Midas involved officers from Hampshire, Wiltshire and Dorset, who came together on the evening of Friday 13 February 2015 to provide an enhanced presence and utilise additional resources such as dog handlers and traffic officers.

6.2. Over 50 vehicles were stopped, leading to three arrests relating to drug and alcohol offences and weapons were seized. Potential criminal poaching offences were also prevented when some individuals were dispersed from the Dorset, Hampshire and Wiltshire border area using recently introduced legislation under the Anti-Social Behaviour Crime & Policing Act 2014.

6.3. Crime Prevention Panel and PACT meetings continue to take place and the community safety team attend where possible.

7. IMPLICATIONS

Corporate Plan & Council Objectives

7.1. The requirement on the Authority to seek to reduce crime is cross cutting and supports many of the Corporate Plan objectives but in particular:

C3 – Work with partners to ensure crime levels in 2016 do not exceed 2011 levels

C4 - Improve life chances for vulnerable people

Legal

7.2. The council has a statutory duty under Section 17 of the Crime & Disorder Act 1998, as amended by the Police and Justice Act 2006, requiring local authorities, police authorities and other agencies to consider crime and disorder reduction, including anti-social behaviour and the misuse of drugs, alcohol and other substances in the exercise of all of their duties, activities and decision-making. This means that in all policies, strategies and service delivery there is a need to consider the likely impact on crime and disorder.

Environmental

7.3. Evidence has established that people's perceptions of safety and security are influenced by the appearance of their physical environment and that an area that is 'run down' can attract further environmental crime. The high standards of street cleaning, grounds maintenance and response to graffiti cleaning in East Dorset has contributed to the high levels of satisfaction that exist.

Financial and Risk

7.4. There are no financial or risk implications related to this report.

Equalities

7.5. There are no equalities implications related to this report.

8. CONCLUSION

8.1. The comparison of East Dorset data for 2013/14 compared to 2014/15 shows a decrease in total crime of 8.2% (206 fewer recorded crimes). We continually remind the public that East Dorset is a safe place to live and that we have low levels of crime and anti-social behaviour, compared to other areas in the Country. However, this does not mean that the council or other partners can be complacent and we need to continue to promote crime prevention measures where ever possible.

Background Papers: Police Crime Data

Appendices: Appendix 1 - East Dorset Crime Statistics

East Dorset Crime Statistics

Appendix 1

Year to date comparison: 01/04/13 to 31/03/14 against 01/04/2014 to 31/03/2015				
	2013/ 2014	2014 / 2015		
	Crime	Crime	Change	% Change in Crime
Violence Against the Person	322	437	115	35.7%
Sexual Offences	34	53	19	55.9%
Robbery	8	3	-5	-62.5%
Burglary Dwelling	95	78	-17	-17.9%
Burglary Other	356	295	-61	-17.1%
Theft	755	536	-219	-29.0%
Theft from Vehicle	260	229	-31	-11.9%
Theft of Vehicle	45	39	-6	-13.3%
Criminal Damage	453	448	-5	-1.1%
Drug Offences	114	105	9	7.9%
Public Order	50	60	10	20.0%
Total Crime	2515	2309	-206	-8.2%

COMMENT

The above figures are based on the year-end figures 1st April 2014 - 31st March 2015.

As with all data, percentage increases or decreases should be viewed in context where the small numbers involved can present exceptionally low or high percentages.

VIOLENCE AGAINST THE PERSON

Violent crime has increased as the figures show however this is largely due to a change in how officers now record crime to ensure absolute compliance with the National Crime Recording Standard. This increase is largely in relation to common assaults and harassment offences. There are not any associated rises in night time economy public place violence.

SEXUAL OFFENCES

The increases seen are as a result of efforts to increase victims' awareness and confidence to report such offences. The media reporting of high profile cases also has an impact on reporting to the police and many of the reports relate to non-recent (historical) offences.

ROBBERY

This is the lowest in the last 4 years

DWELLING BURGLARY

Continues the downward trend and would have been lower were it not for a high number in April 2014 for which convictions were secured. Operation Divide has had a positive impact in reducing burglary and targeting known offenders.

BURGLARY OTHER

Similar scenario to dwelling burglary, Operation Divide has had a significant impact on offending. A large spike of shed burglaries in December 2014 being the only negative however the offenders were caught and subsequent offences reduced by two thirds as a result.

VEHICLE CRIME

Both theft of and theft from vehicle offences have consistently reduced over the last 4 years. The targeting of known offenders through Operation Divide and other proactive operations has been successful. Where there were slight increases last year this was linked to targeting of specific 4 x 4 vehicles and a court case is still ongoing in relation to this.

CRIMINAL DAMAGE

This has reduced overall although the reductions are smaller and the reported offences are consistent over the last 2 years. Two spikes in offences during August and October 2014 prevented larger reductions. Both of these were single incidents where offenders went on a spree of damaging vehicles and property overnight.

THEFT

Has reduced overall and of note is a 16% reduction for shoplifting, which is attributable to a focus on engaging with the top ten retailers who suffer from shoplifting within the section. This partnership approach has resulted in better security, working practices and reporting protocols. This in turn has improved prevention and assisted police with their investigations and outcomes.

ASB

All 3 areas of environmental, personal and nuisance, have seen reductions with a 17.2% reduction overall. There are robust procedures in place for responding to ASB

reports and the Safer Neighbourhood Teams follow up each report and work with partners as appropriate.

OVERALL CRIME

As has already been noted crime has reduced despite the enhanced reporting and recording by officers. A key performance measurement is positive outcomes and the section positive outcome rate for the last year rose by 1.5%.
This may not seem much but is should be reviewed within the context of far higher demand on the Police Service than ever before and a real time reduction in patrol officer numbers of just under a third.

SCRUTINY AND POLICY DEVELOPMENT COMMITTEE

7 July 2015

Update on Dorset Waste Partnership budget and Action Plan

1. PURPOSE AND RECOMMENDATIONS

Purpose of Report:	To update the committee on the final outturn of the Dorset Waste Partnership's 2014/15 budget and on the progress that is being made on implementation of the DWP Action Plan
Recommendations:	**It is RECOMMENDED that the committee:** **a) notes the Dorset Waste Partnership 2014/15 budget outturn;** **b) comments on the predicted 2015/16 budget variance;** **c) comments on the progress being made with the implementation of the DWP Action Plan.**
Portfolio Holders:	Councillor M Dyer - Environment Councillor S Butler - Performance
Wards:	All
Contact Officer:	Lindsay Cass, Head of Property and Engineering

2. BACKGROUND

2.1. At its meeting on 20 January 2015, the committee received a report on the anticipated overspend of the Dorset Waste Partnership's (DWP) 2014/15 budget. At that time, it was anticipated that the council's share of the overspend would be £141k. The committee requested that an update report on the DWP budget be prepared for the July meeting.

2.2. The DWP have now closed down the 2014/15 accounts and this has shown a revenue budget overspend of £2.715m against an approved budget of £29.719m. The council's share of this overspend amounts to £171.6k.

2.3. The financial report that was presented to the DWP Joint Committee on 15 June is attached as appendix 1, which details the breakdown of the 2014/15 revenue budget overspend and capital budget underspend.

3. DWP BUDGET FOR 2015/16 RISK OF VARIANCE

3.1. The report at appendix 1 also identifies a risk of overspending the 2015/16 revenue budget by £911k. The council's contribution to this overspend would be £54.1k based on the council's 5.94% share of the DWP revenue expenditure in 2015/16.

4. DWP ACTION PLAN

4.1. Members will be aware that three independent reviews of the DWP have been carried out: an internal audit led by the South West Audit Partnership; an efficiency review by Local Partnerships (co-owned by the Treasury and Local Government Association); and a strategic review by consultants WYG.

4.2. As a result of these reviews, an Action Plan was developed to improve the efficiency and effectiveness of the DWP by implementing the recommendations in the reports. The Action Plan was approved by the DWP Joint Committee on 11 March 2015 and a monitoring report that was considered by the DWP Joint Committee on 15 June is attached as appendix 2. The actions shaded in grey are now closed out and have become business as usual.

4.3. The plan includes actions, action owners and dates for implementation and will provide a way forward by making the necessary improvements while ensuring vital services continue to be delivered. The 37 actions set out in the plan include:

- Earlier warning to councils of financial risks that may result in overspends
- Monthly meetings of partners to review progress on the action plan
- Better monitoring and reporting of vehicle hire
- Clearer allocation of budget responsibility to key staff
- More training for budget holders to better manage and monitor budgets
- Increased HR support to reduce staff absence
- Improved risk management and business planning

4.4. The DWP Management Board now meets on a monthly basis, together with the chairman and vice-chairman of the DWP Joint Committee, to monitor and chase progress on each of the agreed actions. Reports from these monthly meetings are circulated to all DWP Joint Committee members.

4.5. The DWP Joint Committee has also approved the use of additional resource bought in from consultants WYG to support the current DWP Senior Management Team in the delivery of the Action Plan. The consultants will also lead a step change in strategic and operational financial management and improved commercial understanding.

4.6. In addition to the three independent reports, Dorset County Council in its capacity as the host authority to the DWP (for which DCC receives approximately £1m from the DWP for support services), has developed a Support Services Improvement Plan. This recognises the significant issues that need to be resolved in supporting the DWP.

4.7. An officer from the DWP Senior Management Team will attend the committee meeting to answer any detailed questions raised by members.

5. IMPLICATIONS

Corporate Plan & Council Objectives

5.1. The matters in this report impact upon the Corporate Plan in the following areas:

PER1: Maximise partnership activities which maintain services and increase efficiency

PER2: Ensure council resources are used efficiently and effectively

PER3: Promote a positive reputation with residents, customers and businesses

Legal

5.2. The DWP Inter Authority Agreement makes provision for the DWP Joint Committee to make decisions relating to the management of the DWP.

Environmental

5.3. There are no environmental implications arising directly from this report.

Financial and Risk

5.4. The DWP not achieving its financial objectives is included on the council's Strategic Risk Register with a current residual risk score of 16, which is above the risk tolerance line. The implementation of the actions described in this report will reduce the risks to the council.

5.5. The council's contribution to the DWP in 2015/16 will be 5.94% of the total DWP net expenditure.

Equalities

5.6. There are no equality implications arising directly from this report.

Background paper: None

Appendices:

Appendix 1: Financial report to the DWP JC on 15 June 2015

Appendix 2: Monitoring the Action Plan report to the DWP JC on 15 June 2015

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Agenda Item:

8

Dorset Waste Partnership
Councils working together

Dorset Waste Partnership Joint Committee

Date of Meeting	15 June 2015
Officer	Treasurer to the Dorset Waste Partnership
Subject of Report	**Financial Report June 2015**
Executive Summary	This report presents and discusses the following – The revenue budget outturn for the Dorset Waste Partnership in 2014/15 - which resulted in a final overspend of £2.715M against a current approved budget of £29.719M. This is a slight improvement from the previously reported prediction of a £2.948M overspend. The slight improvement is largely as the result of a reduction in actual costs from that previously predicted, arising from lower tonnages of waste arising in February and March 2015 and a reduction in capital financing costs, primarily associated with slippage on the Blandford waste management centre scheme. The most significant areas of overspend and under achievement of income, which have previously been highlighted to the Joint Committee, were (offset to a limited degree by underspends on other budgets) : Staffing Costs £724k Tonnages related Costs £429k Recyclate income £330k Hire Vehicle cost (net) £1,265k Vehicle parts £232k

	Final capital expenditure for 2014/15 - Expenditure of £6.010M was incurred during 2014/15 against an approved capital budget of £7.033M. The risks of variance in spend against the 2015/16 budget of £32.456M, agreed by the DWP Joint Committee in January 2015, which is currently assessed at a potential for overspend / under achievement of income of £911k. This is based on information that is now available since the budget was agreed, unless additional management action is taken. The most significant items being: Recyclate material, extra disposal costs per tonne : £390k Garden Waste income, short fall : £200k Under achievement of savings : £250k Progress on the Support Services Improvement Plan, where all significant financially related actions are on target to be achieved, as previously agreed, by the end of July 2015.
Impact Assessment:	Equalities Impact Assessment: This report contains no new proposals and has no equalities implications.
	Use of Evidence: The report is based on data from the County Council's financial system and the systems used by the DWP to monitor, for example, waste arising and income from recyclates. This is supplemented by information from service managers where necessary.
	Budget: • The final outturn for 2014/15 was £32.434M, which was £2.715M in excess of the current approved revenue budget, including transfer from reserves, of £29.719M. • Capital expenditure for 2014/15 was £6.010m against an approved budget of £7.033m. • A revenue budget of £32.456M was agreed by the DWP Joint Committee for 2015/16, and includes, after acknowledging very significant cost pressures and budget realignment issues, a requirement to achieve savings of £1.136M. Early budget monitoring for 2015/16 has shown that there is a risk of an overspend of £911k unless additional management action is taken.
	Risk Assessment: Having considered the risks associated with these decisions using the County Council's approved risk management methodology, the level of risk has been identified as: Current Risk: HIGH Residual Risk: HIGH This assessment relates to the potential volatility of the budget for 2015/16.

	Other Implications: No other implications have been identified.
Recommendation	The DWP Joint Committee is asked to: i) Consider the 2014/15 outturn against the partnership budget for 2014/15 and the shares of cost attributable to each partner. ii) Consider the risks of variance in spend in 2015/16, compared to the budget now agreed by the DWP Joint Committee. iii) Consider progress being made on the financially related items in the support services improvement plan.
Reason for Recommendation	The Management Board along with the Joint Committee monitors the Partnership's performance against budget and scrutinises actions taken to manage within budget on behalf of partner Councils.
Appendices	Appendices – 1a) and 1b) - Analysis of revenue budget vs. actual figures for 2014/15. 2. Actual cost shares by partner for 2014/15 3. Savings Plan 2015/16 – totaliser.
Background Papers	None
Report Originator and Contact	Name: Andy Smith, Treasurer to the Dorset Waste Partnership, Tel: 01305 224031 Email: a.g.smith@dorsetcc.gov.uk

1. Background

1.1 The Dorset Waste Partnership has now completed its fourth year. West Dorset District Council and Weymouth and Portland Borough Council became fully active partners on 1 April 2013. The second and third tranches of roll out of the Recycle for Dorset service took place during 2013/14 and the waste collection service was also brought back in-house in the Purbeck area. In autumn 2014 the fourth tranche of the Recycle for Dorset service was rolled out to a further 50,000 properties. All partner Councils now have the new service operating in at least part of their area. Coverage is now some 184,000 out of a total of about 200,000 properties. The final fifth tranche is expected to be rolled out in parts of western Dorset in October 2015.

1.2 The revenue budget for 2014/15 was set at £29.7M. It was first prepared in the early part of the autumn of 2013 for consideration and recommendation by the Joint

Committee meeting in October 2013. This was very early when compared to traditional local government budget setting, but was required to allow all seven partners to consider the forthcoming budget. The budget at that time took into account practical experience of operating the Recycle for Dorset service for nine months of tranche one and six of tranche two but could not take account of the later roll outs of tranches three and four and 2013/14 outturn information. Hindsight has now shown that there were shortcomings in the assumptions that were made in setting the budget for 2014/15, in particular the tonnages of waste arising, the quantity of hired vehicles required, recyclate income values, staffing levels and the cost of vehicle parts.

2. Revenue Budget Outturn for 2014/15

2.1 The outturn for 2014/15 resulted in an overspend of £2.715m against a budget of £29.719m, which is a slight improvement of £233k on the previously published prediction of an overspend of £2.948M. The slight improvement has occurred because February and March waste disposal costs were less than previously predicted and capital financing costs were lower than forecast, primarily because of slippage on the Blandford waste management centre scheme.

2.2 A summary of key variances is provided in the table below and a more detailed analysis of the outturn against the budget is attached at Appendix 1 (a) and (b).

[negative variance = overspend]	Final variance vs. budget (£)
Operational Staffing costs	-723,758
Tonnage - related costs of disposal	-429,011
Recyclate income	-329,962
Hired Vehicles (net)	-1,264,582
Vehicle parts	-231,861
Other variances	264,633
TOTAL	-£2,714,541

2.3 The major reasons for the overspend have been discussed in previous reports to the Joint Committee but are summarised in the paragraphs below.

2.4 Operational staffing costs were significantly above budget as assumptions on the levels of operational staff to deliver the Recycle for Dorset service, made at the time the budget was set, proved to be incorrect.

2.5 “Paid-for” tonnages of material disposed of were 2.1% higher (2,858 tonnes) than that estimated when the budget was set. There was also an adverse mix of materials, significant in that there are different disposal costs for different types of materials, with

the most expense material, residual waste, 6.58% (4,662 tonnes) over the allowance in the budget. However tonnages of materials did reduce slightly by 1,795 tonnes in February and March 2015 from that previously forecast. A large part of this (1,034 tonnes) related to garden waste.

2.6 Previously, recyclate materials provided the DWP with a significant source of income. During 2014/15 income / tonne changed to a £10 cost / tonne for a significant volume of materials due to market conditions, which reduced the overall income due to the DWP throughout the year.

2.7 The position in respect of hired vehicles has been the subject of a number of reports to the Joint Committee. The time needed in determining future vehicles requirements for the Recycle for Dorset service has led to a significant level of vehicle hire being incurred, well beyond the assumptions that were made when the 2014/15 budget was set in October 2013.

2.8 The vehicle parts overspend primarily relates to maintenance issues relating to older owned vehicles in a recent period of time when the DWP has changed to a new parts supplier (Fleet Factors, as part of the Dorset County Council wide contract to which DWP are a member).

2.9 Included in the other variances heading is a favourable variance, from that previously predicted, of £76.7k on capital charges to the revenue budget. This is primarily due to slippage within the capital programme, particularly in respect of the Blandford waste management centre scheme.

2.10 As in previous financial years, financial reporting has assumed that implementation funding remains ring fenced specifically for the implementation of Recycle for Dorset. At the end of 2014/15, £114,475 remains and will be drawn down in 2015/16 and used to cover the remaining period of implementation in respect of the Tranche 5 roll out in autumn 2015.

2.11 Actual cost shares for 2014/15 by partner are shown at Appendix 2 in accordance with the previously agreed cost share methodology and percentages attributable to each.

3. Capital Expenditure

3.1 The original capital programme, as approved by the County Council early in 2012 in line with the requirements of the Inter Authority Agreement, indicated a capital programme of £28.2m over the first *four* years. The updated programme considered by the Joint Committee in October 2014 indicated that the overall size of the capital programme was £30.9m over the first *five* years, but with a considerable change in the type of spend and spend profile. The forecast of capital spend for 2014/15 was £7.033m.

3.2 Actual capital expenditure for 2014/15 (excluding the capital related element of vehicle leases) is shown in the table below. The major item of slippage is the proposed Blandford waste management centre scheme.

	£ 2014/15 Budget	£ 2014/15 Actual
Infrastructure	1,437,478	370,996
Vehicles	3,929,000	3,837,613
Containers	1,667,002	1,801,382
TOTAL	**7,033,480**	**6,009,991**

3.3 Part of the expenditure on vehicles (£2.274m) is being funded from capital contributions from partner councils, in line with the Inter Authority Agreement. The remainder of the expenditure is being financed from the host authority's cash balances, at an interest rate set below what would be charged for borrowing from the Public Works Loans Board.

3.4 An updated capital programme will be brought to the Joint Committee for recommendation for approval by the County Council in October 2015.

4. Budget for 2015/16 – the Risk of Variance – current assessment

4.1 Given the difficulties experienced in 2014/15 there is a continuing need for an early assessment of the 2015/16 financial position, the budget having been set based on information and assumptions at December 2015. There is now further information available which needs to be brought to the attention of the Joint Committee and is discussed below.

4.2 Vehicle Hire - This budget was set at £252k for the year 2015/16, pending the purchasing and delivery of the remaining domestic fleet vehicles for tranche 4 and 5 and the street cleansing fleet. Until such a time as these requirements are finalised, it is felt that this budget line remains at risk, with the degree of risk estimated, following an analysis of April actual spend, at around an additional cost of £190k.

4.3 Garden Waste Income. The Garden Waste income targets were set with a long term aim of achieving 40,000 customers by 2018/19, and this was based on a very positive sign-up in the early stages of the scheme rollout. Sign-up for Tranches 4 and 5 has been low to date and a pessimistic view of the September 2015 sign-up period would still suggest that the Garden Waste service could incur an adverse variance of £200k in 2015/16. There is work in progress to further refine this figure, together with some potential mitigating actions which include chasing up customers who have not renewed to date and marketing the service strongly over the summer period to increase September 2015 sign-up.

4.4 Delay of Tranche 5 rollout. – as per the Joint Committee report of 11th March 2015, the rollout of Tranche 5 has been delayed to October 19th 2015, at a cost now estimated at approximately £37k for the 3 month delay. It includes the 'lost' benefit from an improved waste 'mix' and gate fee, and additional Bridport premises costs.

4.5 Senior Management Team costs were expected to reduce from 1st September 2015, but have taken place with immediate effect for 2015/16, with a beneficial financial

effect of around £51k. The working assumption is that this offset against the additional WYG costs being incurred.

4.6 Taking into account 4.5 above, it is assumed that the balance of WYG costs (up to £70k) are to be covered by the "1% reserve" of approximately £300k.

4.7 Bournemouth depot – there is a delay in moving from Christchurch depot facilities to the Southcote Road depot in Bournemouth. It is predicted that the move will not be completed until September 2015, incurring additional costs of about £16k.

4.8 The December 2014 RPI was lower than the 2015/16 budget assumption, which will bring favourable price variances against elements of the budget including management fees, haulage costs, landfill gate fees and composting gate fees. The benefit of this is estimated to be about £62k.

4.9 Recyclate material - increased costs – When the 2015/16 budget was set allowance was made to reflect that such material, which previously generated an income, was now costing (on average) £10 per tonne. Latest information confirms that this material is now costing £28 per tonne for disposal. Should this price continue for the rest of 2015/16 then there is a risk of an additional cost of £390k being incurred. However there are very recent indications that costs might now be starting to fall.

4.10 Highways litter picking contractors – There is an additional cost which will need to be incurred until DWP staff have been trained in the new traffic management standards that are now required. This cost may be able to be offset in part by the DWP training budget, but until investigations are concluded there remains a risk of a £30k additional cost.

4.11 Fuel costs – There is a reasonable expectation that the price of fuel per litre will be, on average, around 8p / litre cheaper than that assumed in the budget. Similar volumes of fuel to that assumed for budget setting purposes are still predicted. The favourable variance on price suggests an underspend of £140,000.

4.12 Part of the 2015/16 revenue budget was the need to achieve £1.136m of savings on a number of areas of operation. Shown at Appendix 3 is the current assessment of the achievability of this level of saving that have to be found to balance the 2015/16 budget.

4.13 Good early progress is being made to achieve this significant level of saving and current conclusions suggest that:

- £279k is already achieved, or is on target.
- £607k of savings are in progress, but require further work.
- £250k of 'savings to be identified' are not currently identified or planned, and are therefore at risk.

Another paper on today's agenda recommends charging for some items taken to Household Recycling Centres which will help towards the achievement of the savings to be identified. If the recommendations are approved this is expected to generate £60k of additional income in the last quarter of 2015/16 towards the unidentified savings target.

Further savings ideas that are currently being investigated by the DWP Senior Management Team include reorganisation of rounds in the tranche 1 area, a re-

examination of round configuration based at the Crookhill depot, and optimising bin stocks to reduce the overall volume of bins required to deliver the service.

4.14 The total of the items discussed above and underlined, gives a current, assessment that the DWP are at risk of an overspend of £911k.

4.15 The items are summarised in the table below, together with a probability rating of the event occurring –

Item	**Significance rating (scored relative to the size of the overall DWP budget)**	**Probability of occurrence**	**Current risk vs. 2015/16 budget £k**
Vehicle Hire	Amber	Highly likely	190
Garden Waste Income	Amber	Likely	200
Delay in tranche 5 roll out	Amber	Certain	37
Bournemouth depot delay	Amber	Certain	16
December RPI – favourable variances	Green	Certain	-62
Recyclate material costs	Red	Possible	390
Highways litter picking contractors	Amber	Certain	30
Fuel costs – favourable variance	Green	Likely	-140
Savings to be identified	Amber	Likely	250
Total			**911**

5. Support Services Improvement Plan Progress

5.1 As part of the planned improvements a Support Service Improvement Plan was complied, with all of the actions planned to be covered in the period up to July 2015.

5.2 Good progress is being made on the support items related to finance with no significant items off track with a summary of progress shown below:

5.4 2014/15 and 2015/16 budget risks are now better understood, but is a continuing process in the first quarter of 2015/16.

5.5 Revenue budget monitoring reports are now available, being derived from a single master spreadsheet. There is still work to do to finalise the required format of report(s) to Joint Committee members, but the recently agreed DWP Newsletter format has fulfilled part of this requirement.

5.6 High level budget monitoring is being made available in the first three months of 2015/16 and this report contains the current (end of April 2015 'Month 1') assessment, updated to the time of writing.

5.7 Base data improvements (e.g. hired vehicle information and tonnage data) are underway to help improve financial forecasts.

5.8 The savings totaliser for 2015/16 has been produced (and is included in this report) to bring a renewed focus, via discussion at the DWP senior management team, to the achievement of the required savings of £1.136M.

5.9 Budget holders, in their current roles, have been identified for the entire DWP budget. It is acknowledged that there will need to be some revisions, as some staff transfer to new roles from September 2015.

5.10 DWP managers are continuing to attend training sessions in financial management, and the use of DES (the DCC financial system), both run by the County Council's Accountancy team. There are also plans for a number of DWP managers to attend business case training courses. On-going support and monitoring arrangements are also in place.

5.11 The process to implement Service Level Agreements between the DWP and DCC for support services provided by the host authority has commenced as planned.

Andy Smith
Treasurer to the Dorset Waste Partnership
June 2015

Appendix 1a)

Overall DWP Budget by Division - 2014/15 Outturn and Variances

Whole DWP By Activity	Actual Spending £	Original Budget £	Virements £	Current Budget £	Variance for Year £
Waste Disposal management	3,688,072	3,774,200	-39,200	3,735,000	46,928
Disposal Activities	13,818,869	13,232,300	-130,384	13,101,916	-716,953
Operations	13,855,133	11,683,000	325,600	12,008,600	-1,846,533
Trade	-173,788	-715,400	393,500	-321,900	-148,112
Garden Waste	-130,652	-316,600	59,000	-257,600	-126,948
Capital Charges	1,004,123	1,777,400	-696,200	1,081,200	77,077
Implementation	371,948	197,500	174,448	371,948	-0
Total	32,433,705	29,632,400	86,764	29,719,164	-2,714,541

Whole DWP By Expenditure / Income Type	Actual Spending £	Original Budget £	Virements £	Current Budget £	Variance for Year £
Internal Charges (Expenditure)	1,799,329	1,384,600	208,200	1,592,800	-206,529
Pay Related Costs	9,388,813	10,142,200	73,239	10,215,439	826,626
Premises Related Costs	1,090,488	1,153,500	50,300	1,203,800	113,312
Transport Related Costs	4,906,196	2,910,300	671,000	3,581,300	-1,324,896
Supplies and Services	1,597,461	1,460,100	-76,000	1,384,100	-213,361
Transfer Payments	47,438	54,200	0	54,200	6,762
Third Party (Contracted Out) Payments	17,166,851	14,925,800	-77,475	14,848,325	-2,318,526
Cost Centre Balances	0	-111,200	111,200	0	0
Reimbursements and Contributions	-823,314	-724,000	0	-724,000	99,314
Fees and Charges	-3,695,929	-3,500,000	0	-3,500,000	195,929
Internal Charges (Income)	-30,137	0	0	0	30,137
Capital charges	986,508	1,936,900	-873,700	1,063,200	76,692
	32,433,705	29,632,400	86,764	29,719,164	-2,714,541

Overall DWP Budget by Division - 2014/15 Outturn and Variances

Overall DWP Budget by Division - 2014/15 Outturn and Variances (Continued)

Management & Administration	Actual Spending £	Original Budget £	Virements £	Current Budget £	Variance for Year £
Internal Charges (Expenditure)	1,225,645	1,245,200	-50,300	1,194,900	-30,745
Pay Related Costs	1,890,633	2,284,700	-150,400	2,134,300	243,667
Premises Related Costs	50,465	0	50,300	50,300	-165
Transport Related Costs	71,785	139,000	0	139,000	67,215
Supplies and Services	237,368	216,500	0	216,500	-20,868
Third Party (Contracted Out) Payments	224,515	0	0	0	-224,515
Cost Centre Balances	0	-111,200	111,200	0	0
Reimbursements and Contributions	-10,691	0	0	0	10,691
Fees and Charges	-1,649	0	0	0	1,649
	3,688,072	3,774,200	-39,200	3,735,000	46,928

Disposal Activities	Actual Spending £	Original Budget £	Virements £	Current Budget £	Variance for Year £
Internal Charges (Expenditure)	51,867	14,400	0	14,400	-37,467
Pay Related Costs	10,365	0	0	0	-10,365
Premises Related Costs	616,827	748,200	-42,700	705,500	88,673
Transport Related Costs	6,448	0	0	0	-6,448
Supplies and Services	97,158	47,000	0	47,000	-50,158
Transfer Payments	47,213	54,200	0	54,200	6,987
Third Party (Contracted Out) Payments	13,452,373	13,105,400	-87,684	13,017,716	-434,657
Fees and Charges	-463,383	-736,900	0	-736,900	-273,517
	13,818,869	13,232,300	-130,384	13,101,916	-716,953

Overall DWP Budget by Division - 2014/15 Outturn and Variances

Overall DWP Budget by Division - 2014/15 Outturn and Variances (Continued)

Operations	Actual Spending £	Original Budget £	Virements £	Current Budget £	Variance for Year £
Internal Charges (Expenditure)	73,217	1,000	14,000	15,000	-58,217
Pay Related Costs	6,532,626	7,477,900	-201,200	7,276,700	744,074
Premises Related Costs	412,296	405,300	42,700	448,000	35,704
Transport Related Costs	4,558,096	2,652,800	598,500	3,251,300	-1,306,796
Supplies and Services	1,109,108	993,900	-128,400	865,500	-243,608
Transfer Payments	225	0	0	0	-225
Third Party (Contracted Out) Payments	2,320,286	1,126,900	0	1,126,900	-1,193,386
Reimbursements and Contributions	-808,994	-724,000	0	-724,000	84,994
Fees and Charges	-341,728	-250,800	0	-250,800	90,928
	13,855,133	11,683,000	325,600	12,008,600	-1,846,533

Trade	Actual Spending £	Original Budget £	Virements £	Current Budget £	Variance for Year £
Internal Charges (Expenditure)	2,894	0	0	0	-2,894
Pay Related Costs	436,978	0	292,600	292,600	-144,378
Transport Related Costs	99,532	0	72,500	72,500	-27,032
Supplies and Services	24,311	54,300	28,400	82,700	58,389
Third Party (Contracted Out) Payments	930,843	589,600	0	589,600	-341,243
Fees and Charges	-1,638,210	-1,359,300	0	-1,359,300	278,910
Internal Charges (Income)	-30,137	0	0	0	30,137
	-173,788	-715,400	393,500	-321,900	-148,112

Garden	Actual Spending £	Original Budget £	Virements £	Current Budget £	Variance for Year £
Internal Charges (Expenditure)	75,368	0	40,000	40,000	-35,368
Pay Related Costs	442,977	369,600	59,000	428,600	-14,377
Premises Related Costs	2,500	0	0	0	-2,500
Transport Related Costs	151,774	118,500	0	118,500	-33,274
Supplies and Services	63,436	148,400	-40,000	108,400	44,964
Third Party (Contracted Out) Payments	150,650	40,400	0	40,400	-110,250
Fees and Charges	-1,176,856	-1,153,000	0	-1,153,000	23,856
Capital charges	159,500	159,500	0	159,500	0
	-130,652	-316,600	59,000	-257,600	-126,948

Overall DWP Budget by Division - 2014/15 Outturn and Variances

Overall DWP Budget by Division - 2014/15 Outturn and Variances (Continued)

Capital Charges	Actual Spending £	Original Budget £	Virements £	Current Budget £	Variance for Year £
Internal Charges (Expenditure)	177,115	0	177,500	177,500	385
Capital charges	827,008	1,777,400	-873,700	903,700	76,692
	1,004,123	1,777,400	-696,200	1,081,200	77,077

Implementation	Actual Spending £	Original Budget £	Virements £	Current Budget £	Variance for Year £
Internal Charges (Expenditure)	193,223	124,000	27,000	151,000	-42,223
Pay Related Costs	75,234	10,000	73,239	83,239	8,005
Premises Related Costs	8,400	0	0	0	-8,400
Transport Related Costs	18,561	0	0	0	-18,561
Supplies and Services	66,080	0	64,000	64,000	-2,080
Third Party (Contracted Out) Payments	88,184	63,500	10,209	73,709	-14,475
Reimbursements and Contributions	-3,630	0	0	0	3,630
Fees and Charges	-74,104	0	0	0	74,104
	371,948	197,500	174,448	371,948	-0

DISPOSAL AND RELATED ACTIVITIES, INCLUDING HRCs - 2014 -15 Outturn and Variances **Appendix 1 b)**

	Actual Spending	Original Budget	Virements	Current Budget	Variance	Actual as %age of Current Budget
	£	£	£	£	£	£
Expenditure						
Recycling Initiatives (Core Budget)	61,015	148,700	-87,684	61,016	1	100.0%
Analysis of Waste	6,656	7,000	0	7,000	345	95.1%
Rents & Rates (& Cleaning Contracts)	550,958	553,000	0	553,000	2,042	99.6%
Utilities ,WM Licences	70,619	83,100	0	83,100	12,481	85.0%
(FWDA) Sites R&M including Equipment	128,448	171,200	-42,700	128,500	52	100.0%
Mgt Fees HRCs , TS, MRFs & FWDA Berties	2,803,626	2,794,900	0	2,794,900	-8,726	100.3%
Tonnage related - Gate Fees						
Gate Fees - Residual Waste (Landfill, Pretreatment, CRL Bulky Household Waste)	7,654,175	6,999,100	0	6,999,100	-655,075	109.4%
Gate Fees - Windrow Composting	796,974	803,700	0	803,700	6,726	99.2%
Gate Fees - In Vessel Composting (Food)	479,781	557,200	0	557,200	77,419	86.1%
Gate Fees - Co-mingled food & green	3,637	0	0	0	-3,637	No Budget
Gate Fees - Windrow Comp Volume Rebate (Not directly Tonnage related in Financial Yr)	-12,090	0	0	0	12,090	No Budget
Gate Fees - Wood Composting	314,735	274,000	0	274,000	-40,735	114.9%
Gate Fees - Composted Street Sweepings	165,904	230,900	0	230,900	64,996	71.9%
Gate Fees - Plasterboard	65,536	65,100	0	65,100	-436	100.7%
Gate Fees - Hard Platics	15,483	0	0	0	-15,483	No Budget
Gate Fees - Tyres	2,007	5,100	0	5,100	3,093	39.4%
	9,486,142	8,935,100	0	8,935,100	-551,042	106.2%
Tonnage related - Haulage costs (plus HRC Bonus)						
HRCs - Haulage of Residual Waste	335,384	307,500	0	307,500	-27,884	109.1%
HRCs - Haulage of Green Waste	216,176	223,200	0	223,200	7,024	96.9%
HRCs - Haulage of Wood	162,579	137,500	0	137,500	-25,079	118.2%
HRC - Haulage of Paper	17,730	29,500	0	29,500	11,770	60.1%
HRC - Haulage of Plasterboard	22,155	20,700	0	20,700	-1,455	107.0%
HRC Haulage of Glass & Plastics (minimal)	2,586	3,000	0	3,000	414	86.2%
HRC Bonus	71,649	133,300	0	133,300	61,651	53.8%
Other Haulage (Residual & Recyclate from WMCs, Poundbury, & Food from Canford)	229,012	324,600	0	324,600	95,588	70.6%
	1,057,269	1,179,300	0	1,179,300	122,031	89.7%
Sundry Haulage Costs	10,321	20,000	0	20,000	9,679	51.6%
FWDA Budget for fly-tipping collection	8,302	20,400	0	20,400	12,098	40.7%
Tonnage related - Recycling Credits & ADCs	45,723	44,800	0	44,800	-923	102.1%
Nappy Schemes	1,490	9,400	0	9,400	7,910	15.9%
Total Expenditure	14,230,569	13,966,900	-130,384	13,836,516.00	-394,053	102.8%
Income						
FWDA Recyclate Sales	-404,638	-734,600	0	-734,600	-329,962	55.1%
Sundry Income	-7,062	0	0	0	7,028	No Budget
Total Income	-411,700	-734,600	0	-734,600	-322,934	56.0%
Core Net Expenditure	13,818,869	13,232,300	-130,384	13,101,916	-716,953	105.5%

Dorset Waste Partnership - Joint Committee 15th June 2015

Appendix 2 - final cost shares 2014/15

1) Total cost share by partner:

	£	
Total actual spend 2014/15:	32,433,705	
Less		
Implementation spend funded from reserve	86,708	*funded seperately, not funded by cost share percentages*
Amount to be funded by partner cost share:	32,346,997	

Cost share 2014/15:

		£
Christchurch BC	3.93%	1,270,210
East Dorset DC	6.32%	2,042,645
North Dorset DC	5.19%	1,657,716
Purbeck DC	4.01%	1,296,271
West Dorset DC	8.69%	2,831,538
Weymouth & Portland BC	7.40%	2,411,585
Dorset County Council	64.46%	20,837,032
	100.00%	32,346,997

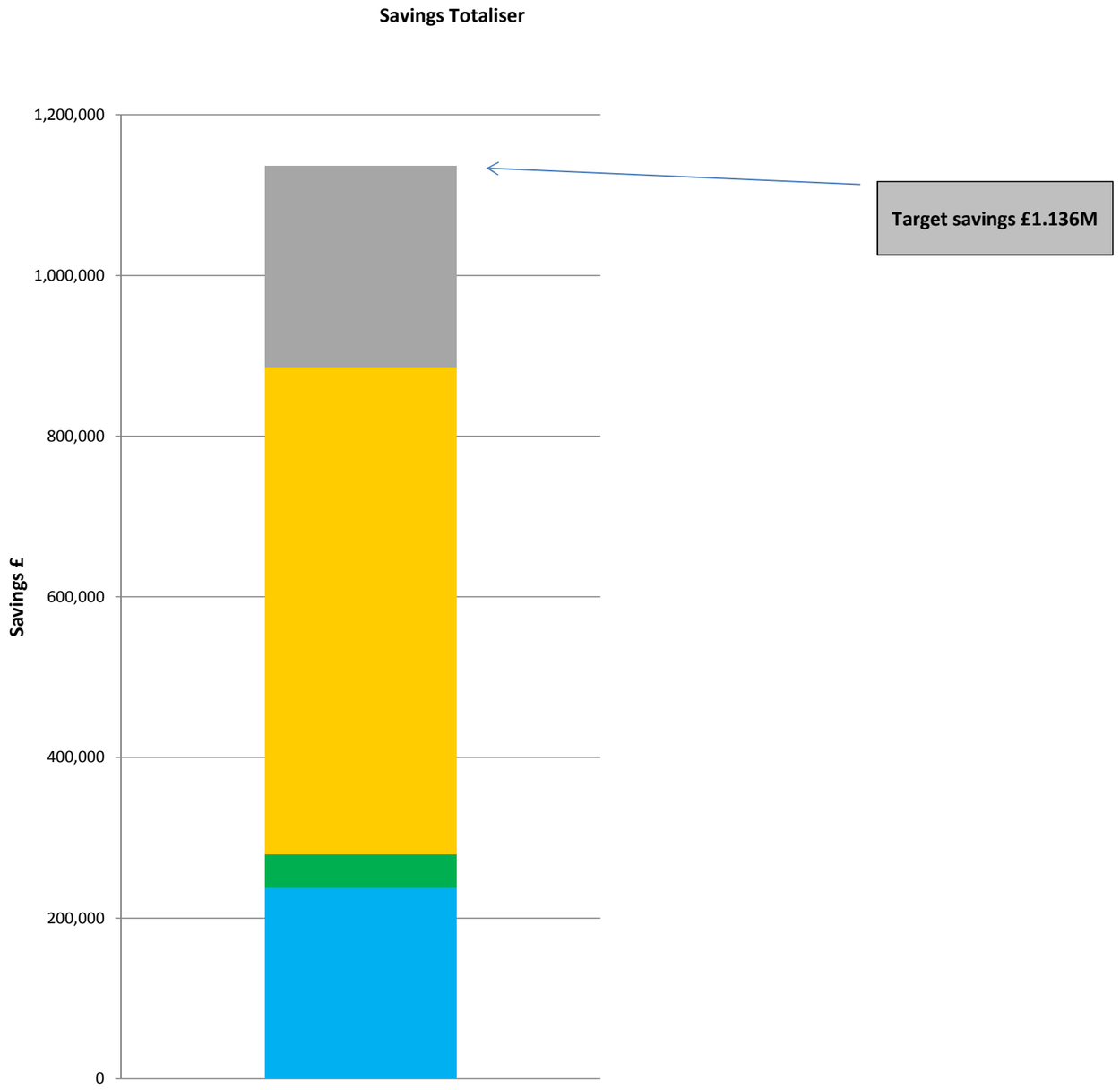
2) Share of 2014/15 overspend by partner:

Cost share of variance:

		£
Christchurch BC	3.93%	106,681
East Dorset DC	6.32%	171,559
North Dorset DC	5.19%	140,885
Purbeck DC	4.01%	108,853
West Dorset DC	8.69%	235,894
Weymouth & Portland BC	7.40%	200,876
Dorset County Council	64.46%	1,749,793
	100.00%	2,714,541

Dorset Waste Partnership - Savings Totaliser 2015/16

DWP JOINT COMMITTEE 15TH JUNE 2015 - APPENDIX 3



Finance colour key	
Colour	**Meaning**
blue	Achieved
green	Identified and on course
amber	Identified but further work required
purple	Identified but not yet budgeted for
red	Not achieved / will not be achieved
grey	Unidentified - no plan of action

DWP savings plan 2015/16

Savings identified as part of 2015/16 budget

		Status	£
ii)	Reduction in Management costs	Achieved	51,000
viii)	Guaranteed tonnage to New Earth Solutions from Nov 2014	Achieved	32,400
x)	Reduction in Hurn site management fees	Achieved	68,000
iii)	Savings on collection costs after roll out	Achieved	86,700
iii)	Savings on collection costs after roll out	Identifed but more detailed work required	109,700
iv)	Food waste vehicle removed in Purbeck	Identifed but more detailed work required	31,000
v)	Sickness reduction	Identifed but more detailed work required	100,000
vi)	Increase throughput of Crookhill transfer station	Identifed but more detailed work required	50,000
ix)	Increase in the commercial waste income target	Identifed but more detailed work required	76,000
xi)	Change of Accounting Policy for bins - asset life of 15 years	Identifed but more detailed work required	240,200
i)	Management and Admin review	Identified and on course	41,417
vii)	Further unallocated in-year savings	Not yet identified	250,000
			1,136,417

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Agenda Item:

9

Dorset Waste Partnership

Councils working together

Dorset Waste Partnership Joint Committee

Date of Meeting	15 June 2015
Officer	Nigel Mattravers, Interim Director DWP
Subject of Report	Monitoring the Implementation of the Action Plan
Executive Summary	The Action Plan was approved by the Joint Committee in March and since that time considerable progress has been made in completing and closing down the actions that had been agreed. 22 of the 37 items have now been closed out and have become business as usual. Monitoring arrangements are in place to ensure that the initial actions and changes are sustained alongside ongoing training and support.
Impact Assessment:	Equalities Impact Assessment: N/A
	Use of Evidence: The Action Plan updated as at 28 May 2015 attached as an Appendix
	Budget: Implementing and monitoring of the Action Plan is considered to be part of the budget management process.

	Risk Assessment: Having considered the risks associated with this decision using the County Council's approved risk management methodology, the level of risk has been identified as: Current Risk: MEDIUM Residual Risk LOW
	Other Implications: None
Recommendation	That the Joint Committee notes the progress made in the implementation of the Action Plan
Reason for Recommendation	As evidenced by the Action Plan attached
Appendices	Action Plan updated as at 28 May 2015
Background Papers	None
Report Originator and Contact	Name: Nigel Mattravers Tel: 01305 224691 Email: n.mattravers@dorsetcc.gov.uk

1. Background

1.1 The Action Plan for the Dorset Waste Partnership was approved by the Joint Committee at the March 2015 meeting. Of the 37 items listed 22 are considered to be complete; although many of these actions are on-going and have become business as usual. All other items are in progress and only two of these are not expected to be complete by the date for implementation originally identified. These two items are numbers 27 (vehicle information) and 33 (route optimisation) both of which have become projects in themselves.

1.2 Particular focus has been on all items relating to budget management. What has gone particularly well has been the integration of the financial and operations teams which has enabled the cost of activities to be identified and the budget implications understood. In addition many of the DWP staff have attended and are booked to attend training on financial management and business case development.

1.3 There has also been good interaction with the Dorset County Council HR and Procurement teams. This has enabled progress to be made on addressing the absenteeism rates and ensuring correct and cost effective procurement.

1.4 As part of the overall Action Plan a considerable amount of management time has gone into stabilizing the day-to-day business of the DWP. These have included restructuring the organisation; giving a lot more focus on the resolution of complaints; management of litter and the bringing into operation of new vehicles.

1.5 The Action Plan is monitored as part of weekly updates with the Chief Executive of Purbeck DC and the Director for Environment and Economy (DCC) as Chair of the DWP Management Board. The plan is formally reviewed by the Management Board and the Chair and Vice-Chair of the Joint Committee have participated in those reviews.

1.6 SWAP will, as part of their current audit work, provide independent assurance that the evidence is in place to support the statements on the Action Plan and the closure of actions.

Nigel Mattravers
Interim Director, Dorset Waste Partnership
June 2015

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Dorset Waste Partnership Action Plan

28-May-15

Item	Report	Number	Area for Improvement / Key control	Findings	Recommendation	Management Action	Action Owner	Date for implementation	Status	Narrative
Governance										
1	LP	8	Role of Joint Committee and Management Board	Stakeholders had a lack of understanding of their various roles on both the Management Board and the Joint Committee, as defined in the Inter Authority Agreement.	To review the Governance structure and the terms of reference of the Joint Committee and the Management Board.	Dorset Chief Executive's Group has considered the need for changes to the governance model and greater clarity of roles and responsibilities. This most appropriate way to take this forward will be discussed at the next meeting of the Management Board. One option is to consider a task and finish group involving Members and the Management Board.	DWP Management Board and Joint Committee	30th June 2015		A facilitated workshop will be run to review the IAA. The workshop will include JC members and others.
2	SWAP	1	Approval of service delivery changes	No formal recommendation was sought nor approval given for the change to hired vehicles, however, the temporary change to hiring was reported to Members.	Changes to service delivery should be clearly spelt out (with financial implications) and approval formally obtained prior to implementation.	Financial support and visibility is now in place and this will happen as a matter of course through the Management Board and the Joint Committee, as appropriate.	Director of DWP	Immediate	Completed	DWP SMT have ensured that Management Board and Joint Committee are fully aware of service delivery decisions and any financial implications arising. Business cases are now being developed for all significant decisions and staff are being trained on business case development.
3	SWAP	3	Delegated authority and responsibilities	No formal recommendation was sought nor approval given for the change to hired vehicles, however, the temporary change to hiring was reported to Members.	The Dorset Waste Partnership's Senior Management Team, Management Board and Joint Committee should ensure they are familiar with and comply with their respective powers and responsibilities under the Partnership Agreement, and (for officers) the Dorset County Council scheme of delegation and Financial Regulations	Agreed. Full training to be provided to SMT with a briefing to Management Board and Joint Committee.	Solicitor to DCC, DWP Treasurer	30th June 2015	Part Completed	Some initial training undertaken with SMT by the Treasurer. DES training undertaken in April 2015 with further courses to follow. DCC senior procurement staff have briefed the SMT on procedures. Senior staff are attending CIPFA courses for better business. Legal elements are being picked up by improved procurement. Review mechanisms will be established to ensure systems remain in place.
4	SWAP	5	Challenge from Board and Committee	In November 2013 Management Board requested assurance from the service that the 2014/15 hire budget was adequate and were given an assurance by the service that assumptions had been built into the budget.	Board and Committee Members should provide sufficient scrutiny and challenge to senior officers in order to ensure the robustness of financial and management information on which service decisions are made.	All Joint Committee reports with financial implications to be considered by the Management Board. Papers for the Management Board will be circulated with five working days notice to enable sufficient scrutiny and challenge. Joint Committee reports to have financial implications clearly stated. Chair of the Joint Committee to always be briefed on any major financial expenditure or issues emerging at the earliest opportunity.	DWP Management Board and Joint Committee	Immediate	Completed	The policy of issuing papers in advance and briefing the Chair of the JC is established.
5	SWAP	6	Risk of overspend with a tight budget	Partner authorities have required that the Dorset Waste Partnership set a realistic budget which delivered savings based on service efficiencies.	All partner councils should recognise that the risk of overspend increases as the capacity in a budget is reduced.	The Joint Committee will be invited to consider the following resolution. For each future budget or estimates or medium term financial forecast each line item shall be given a RAG risk rating. A red rating shall be given for any line item that has the potential to generate an adverse variance in excess of 1% of the total budget (net of income). Where the potential to generate an adverse variance is less than 0.01% of the total budget (net of income) a green rating for the line item shall be awarded. Line items not awarded a green or red rating shall be awarded an amber rating. Where green ratings are given, no further information needs to be provided. Where a red rating is given the following additional information shall be provided: -The nature of the underlying factor that can give rise to an adverse variance. -Whether the underlying factor is internal or external to DWP. -The monetary value associated with marginal changes in the underlying factor. -The probability (expressed as a %) of occurrence of a range of levels of change in the underlying factor. -The nature of mitigating actions in force to minimise the occurrence or impact of the underlying factor. -The amount by which the potential for an adverse variance has been reduced by these mitigating actions. In the case of amber rated line items the following additional information will be required: -The nature of the underlying factor that can give rise to an adverse variance. -The monetary value associated with marginal changes in the underlying factor. -The probability (expressed as a %) of occurrence of a range of changes in the underlying factor.	Joint Committee, DWP Treasurer	Immediate	Part Completed	Will be done for 2015/16 financial reporting. Potential budget pressures are being identified and the DWP Treasurer advised. Reports will be presented to MB and JC. Presentation of budget monitoring to reflect resolution. Will be completed following sign-off at Joint Committtee 15 June 2015.
Leadership and management										
6	LP	4	Delegation of staff management functions	A common theme noted by the review team is the quality of the resource provided for HR services. The host provides these services and some elements are considered good quality whilst other aspects are insufficiently flexible for working with the staff structure of DWP.	To introduce appropriate staff management delegations to DWP	The amount of support from the HR department of the Host Authority is being increased to help to address absence management. The delegations to staff requires an amendment to the County Council's scheme of delegation affecting all services, not solely the DWP. This is being actively considered.	Assistant Chief Executive of Host Authority	30th Sept 2015	Part Completed	1) HR service transitions leading to a temporary shortfall of resource. SLA is being developed and needs analysis is being undertaken. 2) Formal delegation process to be taken to staff committee at earliest opportunity (27 July 2015)
7	LP	9	Lack of warning of the overspend has led to a 'loss of trust' in the SMT	The lack of warning of the overspend has led to a 'loss of trust' in the SMT. The lack of response to their requests for information on the reasons for the overspend in 2014/15 budget and how they are being resolved has only added to	To foster a more collaborative culture in the way DWP works with the Joint Committee and the Management Board.	The DWP senior management team has started to address this by attending briefings prior to meetings of the Joint Committee. This will be supplemented by attending Council meetings of all of the partners. In addition, a proactive approach to Management Board and Member involvement prior to reports being prepared on key decisions will be adopted.	DWP Management Board and SMT	30th June2015	Underway	MB will lead on this. An induction for members will be arranged post election; an induction pack is being prepared. DWP officers will look to 'hot-desk' in Partner offices to improve communication.

Item	Report	Number	Area for Improvement / Key control	Findings	Recommendation	Management Action	Action Owner	Date for implementation	Status	Narrative
8	LP	10	Key Performance Indicators	DWP benchmark recycling performance and public satisfaction rates and cost per head. It would be an important development if Members could also gauge performance against costs per household and the progress of waste	To take KPIs including information on waste arisings and cost per household to the Management Board and the Joint Committee for consideration on a quarterly basis	Performance management data within the DWP is considered to be robust. Further performance management profiles and trends will be reported to the management Board and the Joint Committee on the results of 2014/15 and regularly thereafter.	DWP Management Board and SMT	30th June 2015	Underway	KPIs have been developed and will be presented to JC on 15 June.
9	LP	11	Areas for savings	The scope of the DWP savings plan is largely logical and was based on a comprehensive exercise involving staff and refined after consultation with Members. It may be possible to hold back some staff from the Tranche 5 roll out in order to bring forward some of the savings opportunities.	To consider whether any of the existing saving opportunities could be brought forward through streamlining Tranche 5 delivery or by deploying temporary and/or seconded staff	The savings plan will be reviewed to ascertain what can be brought forward.	SMT and Finance and Commercial Manager with the Management Board	30th June 2015	Underway	1) SMT review of savings plan and progress against 'church tower' took place 29/04/2015. * Savings achieved and on course £280k * Savings in progress £606k * Savings to be identified £250k Total £1.136m 2)Tranche 5 has been delayed until October - associated costs have been identified.
10	SWAP	8	Escalation of known control weaknesses	Ineffective escalation of known issues has led to significant control failings	Identified control weaknesses should be resolved as soon as possible, or escalated to a level where they can be resolved	Agreed. Further focused audit activity by SWAP will assess the range of potential control risks to support the DWP Director in establishing / testing the controls in place.	DWP Director and Assistant Chief Executive of Host Authority	Immediate	Completed	SWAP are engaged and future audit activity is being agreed in the normal way. 1) Control risks identified and agreed with SWAP. 2) Action points identified and agreed with SWAP.
11	SWAP	11	Timeliness of information from the service to finance	The service was not providing information on actual and expected hiring expenditure to finance to enable a comparison to budget to be produced.	The service needs to work with finance to ensure it provides information needed to produce good quality budget monitoring reports. The service and its finance support need to work more closely together to ensure good financial control	Finance team now embedded with service at Grove House. The issue should not arise in future	SMT and Finance and Commercial Manager	Immediate	Ongoing as business as usual	Finance team and SMT now working closer together, via Finance and Commercial Manager as common link, and aided by working at Grove House. Financial reporting is in place. Regular meetings are being held to discuss major budget issues between finance and ops/delivery teams.
12	wyg	3	Depot based monitoring information	Depot managers are not asked to submit any weekly reports on the level and use of resources they have, such as the number and types of hired vehicles; the number and type of agency staff used; the amount of overtime worked and the reasons for agency staff and overtime.	Weekly returns showing information on the resources available and their deployment and cost should be introduced and monitored by senior management.	Some vehicle monitoring information is available. Monitoring of all resources at the depots will be significantly improved.	Director of DWP/SMT	1st April 2015	Established/Co	Regular information now being made available . We need to move from 'what it is' to 'what it should be'. The next steps are to improve forecasting, target June 2015
13	wyg	5	Management of absence	In any operational service such as waste collection, the management of absence is a key process in controlling expenditure. There are good processes in place for monitoring and reporting this but the triggers for management action mean that staff can have 4 periods of absence and 15 days absence without any action being taken.	The targets, trigger points and processes for effective management of absence should be tightened up.	Attendance management processes are in place but performance varies across the partnership. The aim of management is to reduce absence and tighten the targets for sickness, as progress is made. Specialist HR support is available from the Host Authority.	Director of DWP/SMT, supported by HR Department of the Host Authority	1st April 2015	In-progress	New absence procedure has been trialled at Poundbury during April 2015 with successful results. Scheme has now been rolled out fully across all areas.
14	wyg	6	Management of absence	Each absence is followed by a return to work interview. This is good practice but care is need to ensure that this management tool is used effectively.	Staff conducting return to work interviews should be trained to ensure they can fulfill this role effectively.	Training of staff is already taking place and will be extended as part of the implementation of the new structure.	SMT and HR Department of the Host Authority	30th April 2015	In-progress	New absence procedure has been trialled at Poundbury during April 2015 with successful results. Scheme has now been rolled out fully across all areas.
15	wyg	7	Staff management	The Scheme of Delegation for the management of staff does not fit with the needs of an organisation where a more robust approach to people management is essential. The Scheme means that serious disciplinary action can only be authorised by the Director.	The Joint Committee and the Host Authority should revisit the requirement that only the Director can authorise serious disciplinary action.	The delegations to staff require an amendment to the County Council's scheme of delegation, not solely DWP. This is being actively considered.	Assistant Chief Executive of the Host Authority	30th Sept 2015	Part Completed	Refer to item 6
16	wyg	8	Performance information	There are excellent processes for measuring waste arisings and the data is excellent but the KPIs concentrate on the residual waste per household going to landfill and the overall recycling and composting rate.	KPIs should also include food waste dry recycling and total waste per household and the data should be interfaced with financial information.	Further performance information will be provided to the Joint Committee and the Management Board.	DWP Management Board and SMT	30th June 2015	In progress	Waste disposal graphs & tables were presented to Management Board May 2015. Subject to MB comments, intention is to provide regular updates to Joint Committee as part of the KPI report.

Item	Report	Number	Area for Improvement / Key control	Findings	Recommendation	Management Action	Action Owner	Date for implementation	Status	Narrative
	Financial management									
17	LP	2	Financial management	Financial management has been very poor and requires urgent attention. It was not resourced to an appropriate level and it has only recently begun to be addressed. There is limited evidence of cost sensitivities being used and there are shortcomings in basic financial processes.	To introduce wholesale financial management and budgetary control arrangements into all parts of DWP including appropriate training and ongoing support to cost centre managers.	Work is well underway to achieve this. The DWP budget is being rebuilt by the Finance and Commercial Manager and the Treasurer with input from the SMT. The finance team at the Host Authority have an improvement plan to ensure effective financial management is cascaded throughout the organisation. Training is being provided to all key staff and ongoing support and guidance will be provided by the finance team.	Director of DWP/SMT, Finance and Commercial Manager and Assistant Chief Executive of the Host Authority	30th April 2015	Complete and has become business as usual	Response to this action consists of a number of items that are touched upon elsewhere on this document. 1) Risk and sensitivity analysis for the 2015/16 budget. 2)Improved and regular budget monitoring. 3) Financial and procurement training for DWP managers and officers etc. Preliminary approach presented at the April MB with the final approach presented at the May MB. This is now being brought in as business as usual.
18	LP	5	Trading Accounts	The charging regime for garden waste has been set without all costs being fully understood or allowed for. Trading accounts have not been put in place for those service areas where income can be generated, such as	To progress the introduction of trading account principles where appropriate	Trading accounts for trade and garden waste were already being pursued. This work will be completed by the summer of 2015.	Director of DWP, SMT, Finance & Commercial Manager and Treasurer	1st June 2015	Underway	Analysis of the Garden Waste trading account has taken place in recent weeks, led by Len Attrill. The outcomes of that work will be included in a report to Joint Committee in June 2015, with information on resourcing, rounds, and pricing. A similar process is in hand for the Commercial Waste trading account, with the intention to take a report to September 2015 Joint Committee.
19	SWAP	2	Budget delegation	No budget delegation was operating within the service.	Budgets should be formally delegated to budget holders who are responsible for controlling those lines of income and expenditure, for monitoring performance against budget and for taking corrective action	Work has already commenced and this remains a key priority of SMT and Finance and Commercial Manager and will be completed once the budgets for 2015/16 are finalised in line with the Host Authority's scheme of financial management.	Director of DWP, SMT, Finance & Commercial Manager and Treasurer	1st June 2015	Completed	The 2015/16 budget is being allocated to DWP budget holders at a line by line level, and corresponding support and training being offered by Finance. Initial allocation confirmed (17 April) but final allocation will follow re-structure.
20	SWAP	4	Financial Assumptions	Reliance on the assumption that the cost of hiring is the same as the cost of buying led to a failure to put the decision to hire instead of buy before Members and a failure to identify the financial implications.	Where a service makes assumptions about the net impact of changes (eg buying to hiring) these assumptions must be tested and agreed by the finance and the service before they are relied upon to set a budget or seek approval for a service change	Agreed. Any subsequent business cases will set full costs and assumptions	Management Board, Director and SMT of DWP	Immediate	Complete and has become business as usual.	Initial action complete. Key DWP staff are being trained in the DCC official methodology for business cases, which is based on the CIPFA five cases model. Business cases are to be developed in conjunction with the Finance and Commercial Manager. The reorganisation is helping in this regard.
21	SWAP	7	Budget monitoring	Detailed budget monitoring was not in place for Phase 1 and was reported to the service for the disposal authority element of spend. There was no budget monitoring information in months 1 to 3 (during accounts closedown) and delayed reporting during budget setting.	Detailed, timely and accurate budget monitoring reports for the entirety of the service should be provided monthly to budget holders	Agreed, to be progressed as part of new budget controls	SMT, Treasurer and Finance & Commercial Manager	30-Apr-15	On-going but largely complete	Full budget monitoring exercises for the entirety of the service have been developed and undertaken in the final quarter of 2014/15. This exercise will be performed monthly in 2015/16 for the DWP budget holders and SMT. The process now needs to be delegated from the F&CM to the Finance team. This is now part of business as usual.
22	SWAP	9	Financial Training for budget holders	No budget delegation was operating within the service.	Budget holders should ensure that they receive the appropriate training and support to be able to manage their budgets effectively	Agreed. Training will be provided too all budget holders, together with ongoing support and guidance.	Treasurer and Finance and Commercial Manager and SMT	30-Jun-15	Complete and	The 2015/16 budget is being allocated to DWP budget holders at a line by line level, and corresponding support and training being offered by Finance. 12 senior managers have already booked or attended budget holder training, with further training to come. This is now business as usual.
23	SWAP	14	Sensitivity Analysis	There has been limited sensitivity analysis over key/volatile budget lines which leaves the partnership less prepared for any changes to costs which are less controllable.	Sensitivity analysis should be used during budget setting to identify the impact of changes to key lines of budget income and expenditure, and to allow partners to consider how they would respond in advance of any changes.	Agreed. Details of the volumes and activities driving the service will be included in budget reports, including sensitivity of key elements in projections.	Treasurer and Finance & Commercial Manager	Immediate	Completed	The DWP Treasurer papers already include a section on relative risks and sensitivity for the 2015/16 budget. This will continue to be refined as the year progresses. More volatile areas are being discussed.
24	SWAP	15	Assurance over outturn	The lack of controls around vehicle hiring indicates inherent control weaknesses over the cost of temporary resources. There may be a similar lack of controls over the hiring of agency staff	The service, working with finance, need to undertake an urgent review to ensure all potential adverse variances are identified and forecast to the year end, in order to provide partners with a measure of certainty about the outturn position	Processes are in place to fully evaluate the costs and this will be reported back to the Management Board and Waste Joint Committee in March	Treasurer and Finance & Commercial Manager	31-Mar-15	Completed	See response to item 21
25	wyg	1	Financial management	There have been no regular monthly meetings at a senior management level to review budgets, expenditure and variances and identify measures that need to be taken to deliver expenditure within budget.	Regular monthly meetings of the Senior Management Team and Finance staff should take place.	Budget monitoring meetings have been taking place in respect of phase 2 budgets. These will be extended to all budgets.	Director of DWP/SMT, Treasurer and Finance & Commercial Manager	Immediate	On-going but largely complete	See response to item 21
26	wyg	2	Budget monitoring	Under the current financial systems monthly figures are not produced for the first three, or sometimes four, months of the financial year	Budget monitoring should be produced throughout the financial year.	This is being addressed as part of the work to improve budget monitoring	Treasurer and Finance & Commercial Manager	30-Apr-15	On-going but largely complete	See response to Item 21

Item	Report	Number	Area for Improvement / Key control	Findings	Recommendation	Management Action	Action Owner	Date for implementation	Status	Narrative
27	wyg	4	Vehicle information	There is little detailed information on fuel consumption.	Fuel consumption should be monitored in detail so that adjustments to increase efficiency can be identified and made.	Vehicle cost information will be improved as part of the overhaul of financial and management information. A full fleet management approach is proposed as part of the restructuring of the DWP.	Director of DWP/SMT, Treasurer and Finance & Commercial Manager	Now 30th September, was 30th April 2015	Underway	Financial data in respect of the transport budget major elements (fuel consumption, maintenance arrangements, parts) is very limited under the current processes. Early work led by WYG suggests a major overhaul of vehicle data and links to financial reporting. The plan is to move to the Fleetwave management system already used by DCC, and the Triscan fuel management system also used by DCC. The issue is more complex than the question suggests and an action plan is being developed as a separate project to be completed in September 2015

Item	Report	Number	Area for Improvement / Key control	Findings	Recommendation	Management Action	Action Owner	Date for implementation	Status	Narrative
28	wyg	9	Budget delegation	There is no clear allocation of budgetary responsibilities nor an alignment between authority and responsibility. Local managers have authority to commit to significant sums of expenditure but they have no budgetary responsibility and are not given statements of expenditure or comparisons to budgets. Senior management appear to believe that budget management is the role of finance staff.	Each budget should have a clear budget holder. The authority to commit expenditure and the responsibility of budget holders should be aligned.	Agreed. This is being developed by the Finance and Commercial Manager, in conjunction with the senior management team. Budget holder responsibilities will be established through job descriptions and will be an integral part of the appraisal process. Budget delegation arrangements will be in accordance with the Host Authority's Scheme of Financial Management.	Director of DWP/SMT and Finance and Commercial Manager	1st April 2015	Completed	Refer to response to item 19. Completed 17 April
	Project and risk management									
29	LP	1	Roll out of recycle for Dorset collection services	The size, scope and timescale of the roll-out has placed and continues to place major stress on the organisation. The roll-out appears to have been implemented with insufficient staff resource to implement the programme and to meet the objectives of the DWP.	To recognise that the resource implications of a major change programme such as a roll-out must now be reflected in the organisation's resourcing levels.	This will be factored into any future DWP projects. The resource requirements for all projects within the Business Plan and the Savings Plan will be assessed as part of the business case assessment. A review of the resource requirements to deliver the tranche 5 roll out, alongside other projects, the service restructuring and the improvement plan will be undertaken.	Management Board, Director of DWP/SMT and Finance and Commercial Manager	30th April 2015	Completed and ongoing	In respect of Tranche 5, a Readiness to Process review has taken place, delays with the construction of the Broomhill facility mean that the go-live date has been deferred until October 2015. With regard to any future projects, the DWP SMT will ensure that resource requirements are addressed at the business case stage. MB will allocate resources when the business case is identified.
30	LP	3	Readiness to proceed with projects	To move forward confidently with Tranche 5 and the new MRF, there should be a review of the costs, timing, lines of accountability, other risks and contingency levels required to ensure that further overspends are avoided.	To undertake a 'readiness to proceed' review before proceeding with the roll out of the programme.	A readiness to proceed review has been completed for tranche 5 and will be reported to the Joint Committee in March, in the DWP progress report. A readiness to proceed review will be undertaken as part of the business case to be presented when the results of the tender exercise are reported to the Joint Committee.	Management Board, Director of DWP/SMT	Completed for tranche 5 and May 2015 for the MRF	Completed and superceded	In respect of Tranche 5, a Readiness to Process review has taken place, with the outcome that the go-live date has been deferred until October 2015. With regard to the MRF, the action has been superceded since the tender results were received and assessed as unaffordable, but pending discussions with the tenderers regarding potential changes to the requirements and therefore changes to price.
31	LP	7	Risk management and business planning	The development of the budget and business plan have been characterised by a degree of optimism in that the inherent risks of the DWP's activities have not been built into the values such that there appears to be limited contingency in the plans.	To improve the risk management arrangements across DWP and its governance tiers at both high level and in project management, ensuring business decisions are underpinned by rigorous risk assessed business cases	The DWP senior management team will refocus all risk registers, supported by the Host Authority's Corporate Risk Manager. A full suite will be provided to the Management Board and the Joint Committee on a regular basis. Any significant changes to the registers will be reported to the Management Board and the Joint Committee promptly.	Management Board, Director of DWP, SMT, Finance & Commercial Manager and Treasurer	1st April 2015	Completed and Ongoing	This has been reviewed by SWAP/WYG and reissued. 2) SMT have reviewed the risk register with the corporate risk manager. 3) Revised risk register reviewed by MB in April.
32	wyg	10	Risk management	The risks borne by each of the partners changed when the partnership was formed but there are inadequate processes in place to measure the risks and report to the Management Board.	The risk management process should be improved so that performance can be effectively measured and reported.	Some key risks are monitored. This will be extended to all risks.	Management Board, Director of DWP/SMT and Finance and Commercial Manager	1st April 2015	Completed and Ongoing	See response to item 31
33	wyg	11	Route optimisation	Once the decision was made to collect waste using the Recycle for Dorset template, the DWP did not undertake a mapping exercise of routes throughout the Partnership area, identifying the number and type of vehicles that would be necessary ultimately.	The route optimisation software should be used to optimise routes across the Partnership area.	Route optimisation software was purchased in 2011 and has been used to establish rounds ahead of each roll out. A county wide optimisation process will be undertaken when the final roll out has been completed.	Operations Managers	31st August 2015 (was July 2015)	In-progress	Requires a separate project. Process to start May 2015. Target completion date August 2015
	Support service and host authority									
34	LP	6	Service level agreements for support services	The introduction of business disciplines needs to include not only DWP but also those support and other services which are supplied by others, notably the support services supplied by DWP's host authority DCC. Properly costed SLAs should be introduced as soon as possible with defined services, costs and performance measures	To introduce support services SLAs	The need for service level agreements was recognised from a previous audit on support services. It is a key task for the Finance and Commercial Manager, with support from the senior management team once the priority budget work is complete.	Assistant Chief Executive of the Host and Director of DWP	31st July2015	Underway	The F&CM and host authority are currently progressing this work. Service descriptions and performance standards to be finalised with DWP and support services at meeting 08/05/2015. Possible workshop to be scheduled. Customer relationship management arrangements to be agreed - DCC support services to DWP

Item	Report	Number	Area for Improvement / Key control	Findings	Recommendation	Management Action	Action Owner	Date for implementation	Status	Narrative
35	SWAP	10	Information needed at the start of partnerships	A lack of budget information from partners resulted in increased time spent trying to build the base budget and less time to report on it.	Where DCC is acting as host authority for future partnerships, it needs to ensure that it receives all management and financial information necessary to set robust budgets and carry out effective budget monitoring prior to the start of the partnership. Partnership members need to ensure that they provide the information in a timely way	A Task and Finish Group has been set up to produce a checklist for DCC when considering acting as host authority/accountable body. This will include information requirements at the commencement of the partnership	Assistant Chief Executive of DCC	31-Mar-15	On-going	DCC leading a lessons learned review, this will be shared with Partners when completed. A checklist has been produced for DCC to use in future hosting / accountable body decisions. To make the checklist proportionate but effective, it consists of a high level Yes / No question for 10 subject areas. There are then a series of additional considerations for each subject area which only need to be answered if the high level question is answered in the affirmative.
36	SWAP	12	Sufficient resources to provide timely support	There was insufficient finance resource made available at the start of the partnership.	The level of finance support provided to this and future partnerships should be considered to ensure that appropriate support is provided to enable the achievement of service objectives.	For any new partnerships, a detailed assessment will be made of the level of finance support required both in terms of number of staff and seniority/experience. This may also need to be varied at start-up and during any major changes within the partnership	Head of Financial Services of DCC and DFOG	31/03/2015	On-going	A service specification is being developed which covers the range of services required by a partnership / body. This includes clarity on whether these services are being provided within the partnership / body or by the support service. Support service roles can then be defined in terms of number of staff and seniority/experience. Regular review of the service provided will allow the service offering to be flexed during any major changes.
37	SWAP	13	Sufficient resources during change programme	Although it is reasonable to expect that a partnership would deliver economies of scale and would require fewer support staff, it appears as though too much resource was taken out at a time when the budget setting and monitoring processes were still being established.	Where DCC is acting as host authority for future partnerships, it needs to assess, with partners, the sufficiency of any temporary enabling of resource put in place in order to help establish the partnership and deliver any associated change programmes	Business case and implementation plans will specifically identify transitional resources against plan.	Assistant Chief Executive of DCC	31/03/2015	On-going	A series of training has been delivered by CIPFA for support service and directorate staff involved in the development of business cases. One of the considerations (part of the Management Case) in producing the businesses case deals with the resources required to ensure the successful delivey of the project / programme which includes staffing requirements.

SCRUTINY AND POLICY DEVELOPMENT COMMITTEE **7 July 2015**

Request for a Joint Task and Finish Group

1. PURPOSE AND RECOMMENDATIONS

Purpose of Report:	To seek approval for a Joint Task and Finish Group into the provision of an out of hours service dealing with illegal or unauthorised activities.
Recommendations:	**It is RECOMMENDED that:** **a) Members decide whether they wished to undertake a Joint Out Of Hours Service Task and Finish Group with Christchurch Borough Council;** **b) If Christchurch Borough Council Scrutiny and Policy Review Committee decided not to go ahead with the request, that the Scrutiny and Policy Development Committee would still wish to undertake an Out of Hours Task and Finish Group; and** **c) To agree the representatives from the Scrutiny and Policy Development Committee on the Task and Finish Group.**
Portfolio holders:	Councillor Steve Butler – Performance Councillor Mike Dyer – Environment Councillor Barbara Manuel – Communities
Wards:	Council-wide
Contact:	Councillor Mike Dyer (Portfolio Holder for Environment) Lee Ellis - Scrutiny Officer

2. BACKGROUND

2.1. Councillor Mike Dyer (Portfolio Holder for Environment) has requested that a Joint Task and Finish Group be established to consider introducing an out of hours service to cover incidents, within the District and Borough, that were illegal or unauthorised and were the responsibility of the Council.

2.2. Following initial discussion, Christchurch Borough Council has also indicated that they would also wish to undertake the review.

2.3. If Members agreed to undertaking a Joint Task and Finish Group, a similar report would be presented to the Christchurch Scrutiny and Policy Review Committee at its meeting to be held on 21 July 2015. This would request approval to proceed with the Joint Task and Finish Group.

2.4. Attached at Appendix 1 is an overview of the request from Councillor Mike Dyer, Portfolio Holder for Environment.

2.5. If Members agreed to holding a Joint Task and Finish Group, a comprehensive scoping process would be undertaken at the beginning of the review.

2.6. Four Members would be required for the Joint Task and Finish Group, two representatives from each Council.

2.7. The review would commence in September 2015 and it was envisaged that it would last around three months. The timing and number of meetings would be decided by the Joint Task and Finish Group. Meetings would be held at both sites and may be held both in the daytime or evening. Members would need to consider their availability for the review before indicating whether they wished to represent East Dorset on the Joint Task and Finish Group.

3. IMPLICATIONS

Corporate Plan & Council Objectives

3.1. Provide Communities with opportunities to take greater involvement in running public services

3.2. Work with partners to ensure crime levels in 2016 do not exceed 2011 levels

3.3. Deliver improvements for health and wellbeing across Christchurch and East Dorset communities

3.4. Minimise waste to landfill and optimise recycling

3.5. Manage the conflicts between developing the built environment and protecting the natural environment

3.6. Ensure that the principles of sustainability are embedded in the conduct of the Council's business

3.7. Maximise Partnership activities which maintain services and increase efficiency

3.8. Ensure council resources are used efficiently and effectively

3.9. Promote a positive reputation with residents, customers and businesses

Legal

3.10. A potential reduction in illegal or unauthorised activities.

Environmental

3.11. A potential reduction in illegal or unauthorised activities.

Financial and Risk

3.12. Depending on the recommendations of the Task and Finish Group there may be a financial implication due to additional costs such as staffing.

Equalities

3.13. There are no equalities implications associated with this report.

4. CONCLUSION

4.1. Members are requested to decide whether to undertake a Joint Out of Hours Service Task and Finish Group.

Background Papers: None
Appendices: Appendix 1 - Request from Cllr M Dyer
Appendix 2 – Current Out of Hours Provision

Appendix 1

Potential Topic for Scrutiny –Task and Finish Group

Provide A Brief Description of the Proposed Task and Finish Group	To consider introducing an out-of-hours service to cover incidents, within the District/Borough, that were illegal or unauthorised and were the responsibility of the Council. This was due to incidences of illegal or unauthorised incidents being carried out between Friday teatime and Sunday evenings, when at present there was no one from the Council who could deal with notifications from the public of those activities. The requested service would cover from the close of the Council Offices on a Friday evening, until the opening of the Council Offices on the following Monday morning (or if a bank holiday the following day). The intention of the review would be to determine whether an out of hours service could be provided or not. If it was established that an out of hours service could be provided, it would determine the level of service to be provided and its additional costs. An out of hours service should be shared by Planning, Public Health and any other relevant department. Although the proposed out of hours service would only be covered by one Officer, not an Officer from each department.
What Would Be The Tangible Outcomes that Residents Would See Or Benefit From	Single point of contact for residents for such incidents Reduction in number of incidents Increase in public confidence in the ability of the Council to tackle such issues
How Long Would The Task and Finish Group Need (1 month, 3 months, 6 months, 12 months, etc)	Around 3 months
Would Any Additional Resources Be Required to Undertake The Task and Finish Group	There would be no additional resources required to undertake a Task and Finish Group. However, there may be additional financial implications as a result of recommendations from the Task and Finish Group.
When Should The Item Be Scheduled In The Work Programme	September 2015
Would The Item Be East Dorset only or a Joint Item With Christchurch	Joint Between Christchurch and East Dorset Councils
Relevant Corporate Priority Area • **Community** • **Economy** • **Environment**	Community – Cllr B Davis/Cllr Mrs B Manuel Environment – Cllr Mrs M Phipps/Cllr M Dyer Performance – Cllr A Barfield/Cllr S Butler

• **Housing** • **Performance**	

Appendix 2

Current Out of Hours Provision for Public Health and Development Management

Public Heath	The reactive out of hours service covers environmental health and public health emergencies such as • serious statutory noise incidents, • industrial smoke and dust statutory nuisances, significant health and safety incidents/ accidents, • major infectious disease/food poisoning outbreaks. Also operate a proactive service for major events such as the Rugby 7's and the Folk Festival. Dog Wardens operate a limited out of hour's service, which was limited to the times of opening of the kennels that were used to house stray dogs. Building Control responded to calls (primarily from the Emergency Services) in relation to dangerous structures.
Development Management	No out of hours service provided

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SCRUTINY AND POLICY DEVELOPMENT COMMITTEE

7 July 2015

Work Programme and Schedule of Key Decision Items for Cabinet

1. PURPOSE AND RECOMMENDATIONS

Purpose of Report:	To advise Members on the Work Programme and Schedule of Key Decision Items for the Scrutiny and Policy Development Committee.
Recommendations:	**It is RECOMMENDED that:** **Members note the Scrutiny and Policy Development Work Programme and Key Decision Items for Cabinet.**
Portfolio Holder:	Councillor Steve Butler – Performance
Wards:	Council-wide
Contact Officer:	Lee Ellis – Scrutiny Officer

2. BACKGROUND

2.1. In order to forecast and monitor the work of the Committee in a structured way, a work programme has been created and will appear at each meeting of the Scrutiny and Policy Development Committee. To also assist the Committee in informing them if there were additional items they may wish to scrutinise attached is the schedule of key decision items for Cabinet.

3. IMPLICATIONS

Corporate Plan & Council Objectives

3.1. Matters for decision or consideration contained within the work programme will link to the Council's objectives, as set out in the Corporate Plan.

Legal

3.2. There are no legal implications associated with this report.

Environmental

3.3. There are no environmental implications associates with this report.

Financial and Risk

3.4. There are no financial or risk implications associated with this report.

Equalities

3.5. There are no equalities implications associated with this report.

4. CONCLUSION

4.1. Members are requested to note the work programme and schedule of key decision items for Cabinet. Following discussion the Scrutiny work programme may be amended and updated by the Scrutiny Officer, accordingly.

Background Papers: None

Appendices: Appendix 1 – Scrutiny and Policy Development Committee Work Programme

Appendix 2 – Leader's Forward Plan

Scrutiny and Policy Development Committee Work Programme

Appendix 1

Date Of Meeting	Matter For Decision/Consideration	Consultees & Means of Consultation	Documents Relied Upon In Making The Decision	Report Presenter	Lead Officer
7 July 2015	Partnership Development Strategy Update			Cllr Steve Butler (Performance)	Matti Raudsepp (Head of Organisational Development)
	ICT Update			Cllr Steve Butler (Performance)	Matti Raudsepp (Head of Organisational Development)
	Update on the Telephony System and Planning for the Future			Cllr Steve Butler (Performance)	Matti Raudsepp (Head of Organisational Development)
	Crime and Disorder Performance Report			Cllr Barbara Manuel (Communities)	Sean Whitney (Public Health and Protection Manager)
	Update on the Dorset Waste Partnership Budget and Action Plan			Cllr Mike Dyer (Environment)	Lindsay Cass (Head of Property and Engineering)
	Accommodation Project Update			Cllr Barbara Manuel (Communities)/ Cllr Steve Butler (Performance)	Lynda Thomson (Organisational Development Officer)
	Request to undertake a Task and Finish Group into Out of Hours Cover for Incidents of Illegal Activity and Unauthorised Activities			Cllr Mike Dyer (Environment)	Lee Ellis (Scrutiny Officer)
	Work Programme and Schedule of Key Decision Items for Cabinet			Lee Ellis (Scrutiny Officer)	Lee Ellis (Scrutiny Officer)

1 Sept 2015	Update on the Verwood Arts and Leisure Amenities Combined Authorities Wimborne Accommodation Project Update Scrutiny and Policy Development Annual Report 2014/15 Work Programme and Schedule of Key Decision Items for Cabinet			Cllr Barbara Manuel (Communities) Cllr Simon Tong (Economy) Cllr Barbara Manuel (Communities)/ Cllr Steve Butler (Performance) Lee Ellis (Scrutiny Officer)	Judith Plumley (Head of Community and Leisure) David McIntosh (Chief Executive) Lynda Thomson (Organisational Development Manager) Lee Ellis (Scrutiny Officer) Lee Ellis (Scrutiny Officer)
29 Sept 2015	Medium Term Financial Strategy Wimborne Accommodation Project Feasibility Report Work Programme and Schedule of Key Decision Items for Cabinet			Cllr Steve Butler (Performance) Cllr Barbara Manuel (Communities)/ Cllr Steve Butler (Performance) Lee Ellis (Scrutiny Officer)	Debbie Wiltshire (Partnership Financial Services Manager) Lynda Thomson (Organisational Development Manager) Lee Ellis (Scrutiny Officer)

27 Oct 2015	Grounds Maintenance – Reviewing Operating Standards and Efficiencies Wimborne Accommodation Project Update Work Programme and Schedule of Key Decision Items for Cabinet			Cllr Mike Dyer (Environment) Cllr Barbara Manuel (Communities)/ Cllr Steve Butler (Performance) Lee Ellis (Scrutiny Officer)	Judith Plumley (Head of Community and Leisure) Lynda Thomson (Organisational Development Manager) Lee Ellis (Scrutiny Officer)
24 Nov 2015 95	Annual Report on Regulation of Investigatory Powers Act Wimborne Accommodation Project Update Work Programme and Schedule of Key Decision Items for Cabinet			Cllr Steve Butler (Performance) Cllr Barbara Manuel (Communities)/ Cllr Steve Butler (Performance) Lee Ellis (Scrutiny Officer)	Sophia Nartey (Legal Services Partnership Manager) Lynda Thomson (Organisational Development Manager) Lee Ellis (Scrutiny Officer)
22 Dec 2015	Progress on Recommendations from the Fly Tipping Task and Finish Group. Wimborne Accommodation Project Update Results of the 2015 Staff Survey			Cllr Mike Dyer (Environment) Cllr Barbara Manuel (Communities)/ Cllr Steve Butler (Performance) Cllr Steve Butler (Performance)	Lee Ellis (Scrutiny Officer) Lynda Thomson (Organisational Development Manager) Matti Raudsepp (Head of Organisational Development)

	Work Programme and Schedule of Key Decision Items for Cabinet			Lee Ellis (Scrutiny Officer)	Lee Ellis (Scrutiny Officer)
26 January 2016	Wimborne Accommodation Project Update Work Programme and Schedule of Key Decision Items for Cabinet			Cllr Barbara Manuel (Communities)/ Cllr Steve Butler (Performance) Lee Ellis (Scrutiny Officer)	Lynda Thomson (Organisational Development Manager) Lee Ellis (Scrutiny Officer)
23 February 2016 96	New Corporate Plan Wimborne Accommodation Project Update Work Programme and Schedule of Key Decision Items for Cabinet			Cllr Steve Butler (Performance) Cllr Barbara Manuel (Communities)/ Cllr Steve Butler (Performance) Lee Ellis (Scrutiny Officer)	Matti Raudsepp (Head of Organisational Development) Lynda Thomson (Organisational Development Manager) Lee Ellis (Scrutiny Officer)
29 March 2016	Update following Review of Street Cleaning Services Update on the Dorset Homelessness Strategy Residents Survey			Cllr Mike Dyer (Environment) Cllr Simon Gibson (Housing) Cllr Barbara Manuel (Communities)/ Cllr Steve Butler (Performance)	Lindsay Cass (Head of Property and Engineering) Steve Duckett (Head of Health and Housing) Matti Raudsepp (Head of Health and Housing)

	Wimborne Accommodation Project Update Work Programme and Schedule of Key Decision Items for Cabinet			Cllr Barbara Manuel (Communities)/ Cllr Steve Butler (Performance) Lee Ellis (Scrutiny Officer)	Lynda Thomson (Organisational Development Manager) Lee Ellis (Scrutiny Officer)
May/June 2016 97	Review of the People Strategy Review of the Development Management Charter Review of the Ward Budgets Scheme Wimborne Accommodation Project Update Work Programme and Schedule of Key Decision Items for Cabinet			Cllr Steve Butler (Performance) Cllr Mike Dyer (Environment) Cllr Barbara Manuel (Communities) Cllr Barbara Manuel (Communities)/ Cllr Steve Butler (Performance) Lee Ellis (Scrutiny Officer)	Matti Raudsepp (Head of Organisational Development) Giles Moir (Development Management Manager) Judith Plumley (Head of Community and Leisure) Lee Ellis (Scrutiny Officer) Lee Ellis (Scrutiny Officer)
April 2016	Scrutiny Member Workshop – Work Programme				Lee Ellis (Scrutiny Officer)

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EAST DORSET DISTRICT COUNCIL

LEADER'S FORWARD PLAN

FOR THE PERIOD 1 JUNE 2015 TO 30 NOVEMBER 2015

This Forward Plan sets out the details of the key and non-key decisions which the Executive Cabinet, individual Executive Members or Officers expect to take during the period of this plan. It provides an indicative date for matters to be considered by the Cabinet. Where possible, the Cabinet will keep to the dates shown in the plan. However, it may be necessary for some items to be rescheduled and other items added. The Plan is rolled forward every month and is published in hard copy and on the Council's web site.

A key decision is an Executive decision which is either -

(a) likely to result in the Council incurring expenditure which is, or the making of savings which are, significant having regard to the local authority's budget for the service or function to which the decision relates.

For this purpose "significant expenditure or savings" shall mean:

Revenue – Any contract or proposal with an annual payment of more than £50,000; and

Capital – Any project with a value in excess of £100,000); or

(b) to be significant in terms of its effects on communities living or working in an area comprising two or more wards in the area of the local authority, in the opinion of the Monitoring Officer (or the Deputy Monitoring Officer in his/her absence), in consultation with the respective local Ward Member(s)).

The current members of the Executive Cabinet are:

Councillor Ian Monks	Leader of the Council
Councillor Simon Tong	Deputy Leader of the Council and Portfolio Holder for Economy
Councillor Barbara Manuel	Portfolio Holder for Community
Councillor Mike Dyer	Portfolio Holder for Environment
Councillor Simon Gibson	Portfolio Holder for Housing
Councillor Steve Butler	Portfolio Holder for Performance

Anyone wishing to make representations about any of the matters listed below may do so by contacting the relevant portfolio holder or officer listed against each key decision.

Members of the public are welcome to attend meetings of the Cabinet which are held at the Council Offices, Furzehill, Wimborne, Dorset BH21 4HN. The dates and times of the meetings are published on www.dorsetforyou.com or you may contact the Democratic Services Section on telephone number 01202 795170 for further details.

Councillor Ian Monks
Leader of the Council
Publication Date: 15 June 2015

Details of the Decision to be taken	Decision to be taken by	Relevant Portfolio Holder	Expected Date of Decision	Proposed Consultees	Method(s) of Consultation	Documents to be considered by Decision taker	Representations may be made to the following officer by the date stated
Partnership Economic Growth Strategy and Local Delivery Plan	Cabinet KEY	Portfolio Holder for Economy (Councillor Simon Tong)	24 Jun 2015				Dave Barnes, Strategic Director
Development Management Charter	Cabinet	Portfolio Holder for Environment (Councillor Mike Dyer)	24 Jun 2015				Giles Moir, Development Management Manager
Capital and Revenue Outturn 2014/15	Cabinet KEY	Portfolio Holder for Performance (Councillor Steve Butler)	24 Jun 2015				Debbie Wiltshire, Partnership Financial Services Manager
Members' Ward Budgets	Cabinet KEY	Portfolio Holder for Communities (Councillor Mrs Barbara Manuel)	24 Jun 2015				Gary Foyle, Community and Recreation Team Leader
Superfast Broadband Contract 2	Cabinet	Portfolio Holder for Economy (Councillor Simon Tong)	24 Jun 2015				Neil Farmer, Strategic Director

Details of the Decision to be taken	Decision to be taken by	Relevant Portfolio Holder	Expected Date of Decision	Proposed Consultees	Method(s) of Consultation	Documents to be considered by Decision taker	Representations may be made to the following officer by the date stated
Heathland Supplementary Planning Document	Cabinet KEY	Portfolio Holder for Environment (Councillor Mike Dyer)	29 Jul 2015				Simon Trueick, Partnership Planning Policy Manager
Office Accommodation Project	Cabinet KEY	Portfolio Holder for Performance (Councillor Steve Butler)	16 Sep 2015				Lindsay Cass, Head of Environmental Services
Revenue Budget Monitoring Quarter 1 2015/16	Cabinet	Portfolio Holder for Performance (Councillor Steve Butler)	16 Sep 2015				Debbie Wiltshire, Partnership Financial Services Manager
Corporate Plan Progress Report - Half Year	Cabinet	Portfolio Holder for Performance (Councillor Steve Butler)	14 Oct 2015				Barbara Boot, Organisational Development Advisor
Medium Term Financial Strategy (MTFS) Update	Cabinet KEY	Portfolio Holder for Performance (Councillor Steve Butler)	11 Nov 2015				Debbie Wiltshire, Partnership Financial Services Manager

Details of the Decision to be taken	Decision to be taken by	Relevant Portfolio Holder	Expected Date of Decision	Proposed Consultees	Method(s) of Consultation	Documents to be considered by Decision taker	Representations may be made to the following officer by the date stated
Revenue Budget Monitoring Quarter 2 2015/16	Cabinet	Portfolio Holder for Performance (Councillor Steve Butler)	11 Nov 2015				Debbie Wiltshire, Partnership Financial Services Manager