Shadow Dorset Council
Executive Committee

Date:	Monday, 11 March 2019
Time:	4.00 pm
Venue:	Committee Rooms A&B, South Walks House, Dorchester, Dorset DT1 1EE

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

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Chief Executive (designate): Matt Prosser
South Walks House, Dorchester, Dorset DT1 1EE

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

Publication Date: Thursday, 28 February 2019

This agenda and reports are also available on the Council's [website].

Members of the public are welcome to attend this meeting with the exception of any items listed in the exempt part of this agenda.

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Recording, photographing and using social media at meetings

The council is committed to being open and transparent in the way it carries out its business whenever possible. Anyone can film, audio-record, take photographs, and use social media such as tweeting and blogging to report the meeting when it is open to the public, so long as they conform to the Council's protocol, a copy of which can be obtained from the Democratic Services Team.

A G E N D A

RECOMMENDATIONS

(Recommendations to the Shadow Executive Committee from shadow committees
and Dorset area councils.)

<u>MATTERS FOR DECISION</u>

(Referred to the Shadow Executive Committee by Dorset councils)

There are no matters to be considered at this meeting which require a
decision by the Shadow Executive Committee which have been referred by
any of the Dorset councils.

<u>MATTERS FOR CONSULTATION</u>

(Referred to the Shadow Executive Committee by Dorset councils)

To consider passing the following resolution:

To agree that in accordance with Section 100 A (4) of the Local Government
Act 1972 to exclude the public from the meeting in relation to the business
specified below it is likely that if members of the public were present, there
would be disclosure to them of exempt information as defined in Part 1 of
Schedule 12A to the public interest in disclosing the information to the public.

To consider an exempt report by the Lead Member for Adult Services.

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

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Shadow Dorset Council

Executive Committee

**Minutes of meeting held at South Walks House, Dorchester
on Monday 11 FEBRUARY 2019.**

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

Officers present (for all or part of the meeting): Keith Cheesman (LGR Programme Director), Jason Vaughan (Interim Section 151 Officer), Jonathan Mair (Corporate Director - Legal & Democratic Service Monitoring Officer, Designate), Sarah Parker (Executive Director of People - Children), John Sellgren (Executive Director, Place) and Lee Gallagher (Democratic Services Manager - Dorset County Council).

In accordance with the Overview and Scrutiny procedure Rules of the Shadow Dorset Council, the decisions set out in these minutes will come into force and may then be implemented on the expiry of five working days after the publication date.

19. **Apologies**

    Apologies for absence were received from Cllrs Pauline Batstone, Jeff Cant, Tony Ferrari and Simon Tong.

20. **Declaration of Interests**

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

21. **Minutes**

    The minutes of the previous meeting held on 14 January 2019 were confirmed and signed.

22. **Public Participation**

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

23. **Shadow Executive Forward Plan**

    The Committee received the latest draft Forward Plan, which included all decisions to be taken throughout the Shadow Dorset Council period until 1 April 2019. A new Forward Plan for Dorset Council would be reported to the next meeting of the Committee on 11 March 2019.

    Noted

24. **Programme Highlight Report**

    The Committee considered a report by the Programme Director which provided an overview of the Local Government Reorganisation Programme including workstream

activity, an update on the red risk related to the safe transfer of social care data and contingency arrangements, programme milestones, and the progress on the independent assessments which formed part of the Gateway review on overall operational readiness and on confidence from a customer perspective.

In relation to social care data migration, it was reported that although it was disappointing that the ICT arrangements would not be in place for 1 April 2019, the most important thing was keeping people safe and plans were in place to ensure that was the case.

A request was made for further information to explain the issues in relation to the pressures on the Dedicated School Grant, particularly in relation to special educational needs. It was confirmed that more information would be shared outside of the meeting and a budget briefing was also due to be held on 12 February 2019.

A further request for information was made about transitional structures and a possible in-depth review and validation of the structures. It was noted that more information would be shared outside of the meeting.

Acronyms were also highlighted throughout the report and the need for text to be written clearly in a public report.

In relation to elections, it was explained that different types of election, and scenarios were being monitored closely. The Chief Executive (designate) confirmed that resources would be put in place if required.

Noted

25. **Local Council Tax Support Scheme**

The Committee considered a report by the Lead Member for Finance on the Local Council Tax Support scheme for Dorset Council. The Shadow Overview and Scrutiny Committee consideration of the report was acknowledged, which recommended that Option B be adopted, with the amendment that the maximum support provided to those that are not protected be limited to 91.5%.

The recommendation of the Shadow Overview and Scrutiny Committee had been considered by the Budget Working Group who confirmed that the maximum support at 90% was appropriate. Cllr Colin Huckle proposed that the level should be 91.5% but the proposal was not seconded. However, it was confirmed that his would be reviewed again periodically.

On being put to the vote the recommendation detailed within the Lead Member's report was agreed.

Decision

That Shadow Executive recommend to the Shadow Authority that Option B (aligned scheme with a maximum support for those of working age (not protected) limited to 90%) be adopted as the Local Council Tax Support scheme for Dorset Council.

Reason for Decision

To help ensure that the Dorset Council Local Council Tax Support scheme treats claimants consistently, was clear to understand and was easy to administer.

26.   **2019/2020 Budget**

The Committee considered a report by the Lead Member for Finance on the proposals for the 2019/20 Revenue and Capital Budgets, Capital Strategy and Treasury Management Strategy. It was noted that a detailed budget briefing would be held on 12 February 2019 before consideration by the Council at its meeting on 20 February 2019.

Clarification was provided that the Public Health budget was a ring-fenced budget, which was not expressly shown within the Lead Members' report, and that the level of funding in comparison to the Bournemouth, Christchurch and Poole area was linked to population and levels of deprivation. It was also anticipated that the Joint Public Health Board would continue to serve the Pan-Dorset area after 1 April 2019.

Members recognised the significant value for money that Dorset County Council had delivered through Public Health funding since the transfer from the NHS in recent years.

A question was asked regarding the date and timescale for the commencement of a base budget review of Children's Services, to which the Interim Chief Financial Officer confirmed that the budget was due to be set on 20 February 2019 and that the review would start after this date. He also confirmed that it would take as long as needed to get it right as a priority area for the new Council.

Recommendations

That the Shadow Dorset Council be recommended to approve:

1. The 2019/20 Revenue budget as set out in Appendices 2 and 3 of the Lead Member for Finance's report;

2. The fees and charges for regulatory services in Appendix 4of the report;

3. That for fees and charges that usually increase by inflation they increase by 2.4% for 2019/20;

4. That £700,000 is set aside for the costs of the local elections from the council tax surplus and that the balance is added to general reserves;

5. The 2019/20 Capital Programme set out in Appendix 5 of the report;

6. The Band D council tax charge is £1,629.75 for 2019/20 and that the full resolution on council tax is set out in the budget report to the Shadow Council;

7. The 2019/20 Capital Strategy set out in Appendix 6 of the report;

8. The 2019/20 Treasury Management Strategy set out in Appendix 7 of the report;

9. That £13.5m of capital receipts be used to fund the LGR implementation costs in accordance with the governments flexible use of capital criteria; and,

10. That the minimum level of general reserves be set at £14.5m and the maximum set at £29m for 2019/20.

Decisions

1. That a Base Budget Review of Children's Services be undertaken with the new Executive Director People – Children.

2. That a Review of Capital is undertaken and reported to the September 2019 meeting of the Cabinet.

3. That a review of Reserves be undertaken and reported to the September 2019 meeting of the Cabinet.

Reason for Recommendations and Decisions

To enable the 2019/20 revenue and capital budgets to be set.

27.   **Local Government Pension Scheme (LGPS) Employer Discretions Policy Statement**

The Committee considered a report by the Lead Member for Finance regarding the pension discretions policy statement for Dorset Council from 1 April 2019, which covered a range of areas for existing scheme members and deferred beneficiaries which included flexible retirement, additional pension contribution arrangements and early access to deferred benefits.

Decision

That the implementation and publication of the pensions discretion policy statement for Dorset Council be approved.

Reason for Decision

To comply with the requirements under the LGPS regulations and to ensure that a consistent approach was taken in consideration of all cases.

28.   **Timeline and Resources for Producing the Dorset Council Local Plan**

The Committee considered a report by the Lead Member for Planning in relation to the production and adoption of a Local Plan, in accordance with the Consequential Order for Dorset Council.

The significance of accelerating the timetable to prepare a Local Plan by 2023 instead 2024, due to elections being held, was explained. The Council would need to prioritise the new Plan over those plans which were currently being reviewed, and there was an imperative to retain an appropriate level of professional Planning Policy Officers to facilitate the creation and development of the Plan. The importance of joint working with Bournemouth, Christchurch and Poole was also highlighted. It was noted that a report would be brought to the Cabinet of Dorset Council in due course with a detailed overview, assessment, gap analysis, staffing and costings to deliver the Plan for 2023.

Members supported the report and the approach, highlighting that the process would provide a guide for investment to enable the new Council to maintain control of its own destiny and have a sound Local Plan as early as possible. Although it was recognised that there was an inherent risk with not progressing with current plans which were under review, this was outweighed by the need to have a new Plan, and have an 'emerging' Plan in place. Support for ensuring appropriate staffing levels was also given.

Decisions

1. That Dorset Council progresses with a Dorset Council Local Plan in line with the high-level project plan set out at the end of the Lead members' report with the intention of adopting the Plan by April 2023.

2. That a member task and finish group be set up to oversee the work of the Dorset Council Local Plan, reporting to the Cabinet.

3. That all existing work carried out to date for current district local plan reviews be used where possible to shape the new Dorset Council Local Plan.

Reason for Decisions

To ensure that all the necessary work to produce the Dorset Council Local Plan was completed to enable adoption in Spring 2023.

29.   **Emergency Planning Work Package - Emergency Response Plan**

The Committee considered a report by the Lead Member for Emergency Planning and Regulatory Services on the requirement for Dorset Council to be able to fulfil its emergency planning duties as a Category One responder under the Civil Contingencies Act 2004 from 1 April 2019.

The draft Emergency Response Plan was commended by the Committee, and officers were thanked for their hard work. Recognition was also provided in relation to the significant role of emergency planning officers to keep services running in the face of substantial and challenging events.

Decision

That the draft Emergency Response Plan be approved.

Reason for Decision

To ensure the new council could respond to an emergency incident from 1 April 2019, to fulfil its obligations under the Civil Contingencies Act.

30.   **Call to Account - Transfer of Assets**

The Committee considered the minutes of the Shadow Overview and Scrutiny Committee meeting held on 3 January 2019 to consider a call to account regarding the Transfer of Assets from sovereign councils to town and parish councils during the shadow period until 1 April 2019.

Noted

31.   **School Admissions Arrangements 2020-2021**

The Committee considered a report by the Lead Member for Education and Skills on the consultation undertaken to determine the proposed admissions arrangements for Dorset Council.

Members welcomed the report and particular reference was made to the excellent arrangements in place for military families in relation to passport schemes to enable children to change schools quickly and easily. Clarification was also provided in relation to the application of the policy on placement of children outside of their year group.

Decision

That the Admissions Arrangements including the Co-Ordinated Scheme and the Admissions Arrangements for Community and Voluntary Controlled Schools in Dorset 2020-2021; Armed Forces Policy 2020-2021; Guidance on the Placement of a Pupil Outside His or Her Normal Age Group 2020-2021; 6th Form Admissions Policy 2020-2021; Nursery Admissions Policy 2020-2021; and Guidance on Consulting on Admissions Arrangements 2019 be approved.

Reasons for Decision

1. To determine admissions arrangements in accordance with statutory requirements including the Schools Admissions Code December 2014.

2. To ensure compliance with the latest legislation and subsequent regulation/statutory guidance.

32. **Former Weymouth & Portland Borough Council Offices, North Quay, Weymouth**

Decision

That the item be withdrawn from the agenda and be reconsidered at the Committee meeting on 11 March 2019.

33. **Urgent Items**

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

Duration of meeting: 4.00 - 5.05 pm

Chairman

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

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

(a) to result in the relevant local authority incurring expenditure which is, or the making of savings which are, significant having regard to the relevant local authority's budget for the service or function to which the decision relates (***Thresholds - Dorset County Council £500k and District and Borough Councils £100k***); or

(b) to be significant in terms of its effects on communities living or working in an area comprising two or more wards or electoral divisions in the area of the relevant local authority."

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

Private/Exempt Items for Decision
Each item in the plan above marked as 'private' will refer to one of the following paragraphs.

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

Subject / Decision	Decision Maker	Decision Due Date	Consultation	Background documents	Member / Officer Contact
Pan-Dorset Safeguarding Partnership Arrangement Key Decision - **Yes** Public Access - **Open** **Decision referred from Dorset County Council.**	Shadow Executive Committee	11 Mar 2019	<u>Consultees:</u> Shadow Dorset Overview and Scrutiny Committee <u>Means of Consultation:</u> Meeting on 4 February 2019.	None	Lead member - Councillor Steve Butler *Lead officer - Nick Jarman, Interim Director for Children's Services nick.w.jarman@dorsetcc.gov.uk*
Proposed Shaping Dorset Arrangements for the Police and Crime Panel from April 2019 Key Decision - **No** Public Access - **Open**	Shadow Executive Committee	11 Mar 2019	<u>Consultees:</u> <u>Means of Consultation:</u>	Report and Minutes of the Dorset Police and Crime Panel on 28 June 2018.	Lead member - Councillor Rebecca Knox *Lead officer - Mark Taylor, Group Manager - Governance and Assurance*
Joint Public Health Board - Task and Finish Group paper Key Decision - **No** Public Access - **Open**	Shadow Executive Committee	11 Mar 2019	<u>Consultees:</u> Members of the Joint Public Health Board <u>Means of Consultation:</u> Board meeting – 4 February 2019	Task and Finish Group paper	Lead member - Councillor Jill Haynes *Lead officer - Sam Crowe, Acting Director of Public Health s.crowe@dorsetcc.gov.uk*
Regulation of Investigatory Powers Act (RIPA) policy for Dorset Council Key Decision - **No** Public Access - **Open**	Shadow Executive Committee	11 Mar 2019	<u>Consultees:</u> Lead Member for Governance Legal and Democratic Workstream Board <u>Means of Consultation:</u> Meetings Correspondence	None	Lead member - Councillor Spencer Flower *Lead officer - Jonathan Mair, Corporate Director - Legal & Democratic Service Monitoring Officer, Designate j.e.mair@dorsetcc.gov.uk*

Former Council Offices, North Quay, Weymouth Key Decision - **Yes** Public Access - **Part exempt** **Consultation referred from Weymouth & Portland Borough Council**	Shadow Executive Committee Shadow Executive Committee	11 Mar 2019 11 Mar 2019	Consultees: Public consultation on the design and scheme content. Means of Consultation: Via Magna Homes	None	Lead member - Councillor Jeff Cant *Lead officer - David Brown dbrown@dorset.gov.uk* *John Sellgren, Executive Director, Place jsellgren@dorset.gov.uk*
Bridport Gateway Care Campus Development - Confirmation of appointment of preferred bidders Key Decision - **Yes** Public Access - **Fully exempt** **Consultation referred from Dorset County Council**	Shadow Executive Committee	11 Mar 2019	Consultees: Not applicable Means of Consultation: Not applicable	Recommendation to award Legal report on competitivedialogue process	Lead member - Councillor Jill Haynes *Lead officer - Helen Coombes, Interim Transformation Programme Lead*
Programme Highlight Report Key Decision - **No** Public Access - **Open**	Shadow Executive Committee	25 Mar 2019	Consultees: Members Services Means of Consultation: Task and Finish Groups Workshops Ongoing programme activity	None	Lead member - Leader of Shadow Dorset Council *Lead officer - Keith Cheesman, LGR Programme Director keith.cheesman@dorsetcc.gov.uk*
Forward Plan Key Decision - **No** Public Access - **Open**	Shadow Executive Committee	25 Mar 2019	Consultees: Shadow Executive Committee Dorset councils Programme Board Means of Consultation: Meetings	None	Lead member - Leader of Shadow Dorset Council *Lead officer - Lee Gallagher, Democratic Services Manager - Dorset County Council l.d.gallagher@dorsetcc.gov.uk*

Locality based fees and charges for Dorset Council (Regulatory Services) Key Decision - **No** Public Access - **Open**	Shadow Executive Committee	25 Mar 2019	Consultees: District and borough council representatives Means of Consultation: Meeting and email	Schedule of Fees and Charges	Lead member - Councillor Tony Ferrari *Lead officer - John Sellgren, Executive Director, Place jsellgren@dorset.gov.uk*
Governance regarding an over-arching Enforcement Policy Key Decision - **No** Public Access - **Open**	Shadow Executive Committee	25 Mar 2019	Consultees: Legal and Democratic Workstream Board Means of Consultation: Meeting	Existing specific enforcement policies	Lead member - Councillor Spencer Flower *Lead officer - David Fairbairn, Solicitor*

Dorset Council
Cabinet Forward Plan - May 2019

For the period 16 MAY 2019 to 30 JUNE 2020
(publication date – 17 APRIL 2019)

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

Definition of Key Decisions
Key decisions are defined in Dorset Council's Constitution as decisions of the Cabinet which are likely to -

(a) to result in the relevant local authority incurring expenditure which is, or the making of savings which are, significant having regard to the relevant local authority's budget for the service or function to which the decision relates (***Thresholds - £500k***); or

(b) to be significant in terms of its effects on communities living or working in an area comprising two or more wards or electoral divisions in the area of the relevant local authority."

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

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

Subject / Decision	Decision Maker	Decision Due Date	Consultation	Background documents	Member / Officer Contact
Appointments to Committees Key Decision - **Yes** Public Access - **Open**	Dorset Council	16 May 2019	Consultees: Means of Consultation:	None	Lead member - Councillor Spencer Flower *Lead officer - Jonathan Mair, Corporate Director - Legal & Democratic Service Monitoring Officer, Designate* *j.e.mair@dorsetcc.gov.uk*
Appointments to Outside Bodies Key Decision - **Yes** Public Access - **Open**	Dorset Council	16 May 2019	Consultees: Means of Consultation:	None	Lead member - Councillor Spencer Flower *Lead officer - Jonathan Mair, Corporate Director - Legal & Democratic Service Monitoring Officer, Designate* *j.e.mair@dorsetcc.gov.uk*
Forward Plan Key Decision - **No** Public Access - **Open**	Dorset Council Cabinet	5 Jun 2019	Consultees: Members Officers Means of Consultation: Meetings	None	Lead member - Leader of Shadow Dorset Council *Lead officer - Lee Gallagher, Democratic Services Manager - Dorset County Council* *l.d.gallagher@dorsetcc.gov.uk*

Subject / Decision	Decision Maker	Decision Due Date	Consultation	Background documents	Member / Officer Contact
Safeguarding Partnership Arrangements Key Decision - **Yes** Public Access - **Open**	Dorset Council Cabinet	5 Jun 2019	Consultees: Means of Consultation:	None	Lead member - Councillor Steve Butler *Lead officer - Sarah Parker, Executive Director of People - Children* sarah.parker@dorsetcouncil.gov.uk
Adoption of the Dorset and BCP Mineral Sites Plan Key Decision - **Yes** Public Access - **Open**	Dorset Council Cabinet	5 Jun 2019	Consultees: Means of Consultation:	Dorset and BCP Mineral Sites Plan	Lead member - Councillor David Walsh *Lead officer - John Sellgren, Executive Director, Place* jsellgren@dorset.gov.uk
Adoption of the Dorset and BCP Waste Plan Key Decision - **Yes** Public Access - **Open**	Dorset Council Cabinet	5 Jun 2019	Consultees: Means of Consultation:	Dorset and BCP Waste Plan	Lead member - Councillor David Walsh *Lead officer - John Sellgren, Executive Director, Place* jsellgren@dorset.gov.uk
Adult Social Care Charging and Financial Assessment, including Transport (provision and charging), Deferred Payments and Recovery of Debt Key Decision - **Yes** Public Access - **Open**	Dorset Council Cabinet	5 Jun 2019	Consultees: Means of Consultation:	None	Lead member - Councillor Jill Haynes *Lead officer - Mathew Kendall, Executive Director of People - Adults* mathew.kendall@dorsetcouncil.gov.uk

Subject / Decision	Decision Maker	Decision Due Date	Consultation	Background documents	Member / Officer Contact
Local Plan Review Key Decision - **Yes** Public Access - **Open**	Dorset Council Cabinet	26 Jun 2019	Consultees: Means of Consultation:	None	Lead member - Councillor David Walsh *Lead officer - John Sellgren, Executive Director, Place jsellgren@dorset.gov.uk*
Car Parking Charges and Tariffs Key Decision - **Yes** Public Access - **Open**	Dorset Council Cabinet	26 Jun 2019	Consultees: Parking Managers Budget Working Group (December 2018) Means of Consultation: Meeting	None	Lead member - Councillor Daryl Turner *Lead officer - John Sellgren, Executive Director, Place jsellgren@dorset.gov.uk*
Annual Governance Statement Key Decision - **Yes** Public Access - **Open**	Dorset Council Cabinet	26 Jun 2019	Consultees: Means of Consultation:	None	Lead member - Councillor Spencer Flower *Lead officer - Jonathan Mair, Corporate Director - Legal & Democratic Service Monitoring Officer, Designate j.e.mair@dorsetcc.gov.uk*
Making of Bere Regis Neighbourhood Plan Key Decision - **Yes** Public Access - **Open**	Dorset Council Cabinet	26 Jun 2019	Consultees: Means of Consultation:	None	Lead member - Councillor David Walsh *Lead officer - John Sellgren, Executive Director, Place jsellgren@dorset.gov.uk*

Subject / Decision	Decision Maker	Decision Due Date	Consultation	Background documents	Member / Officer Contact
Home to School Transport Policy Key Decision - **Yes** Public Access - **Open**	Dorset Council Cabinet	26 Jun 2019	Consultees: Means of Consultation:	None	Lead member - Councillor Andrew Parry *Lead officer - Sarah Parker, Executive Director of People - Children* sarah.parker@dorsetcouncil.gov.uk
Promoting Independence Business Case (options appraisal for aids, adaptation and assistive technology contracts) Key Decision - **Yes** Public Access - **Part exempt**	Dorset Council Cabinet	26 Jun 2019	Consultees: Means of Consultation:	None	Lead member - Councillor Brian Haynes *Lead officer - Mathew Kendall, Executive Director of People - Adults* mathew.kendall@dorsetcouncil.gov.uk
Wareham Neighbourhood Plan - Independent Examiners report and progress to Referendum Key Decision - **Yes** Public Access - **Open**	Dorset Council Cabinet	26 Jun 2019	Consultees: Means of Consultation:	None	Lead member - Councillor David Walsh *Lead officer - John Sellgren, Executive Director, Place* jsellgren@dorset.gov.uk
Corporate Plan Key Decision - **Yes** Public Access - **Open**	Dorset Council Cabinet	31 Jul 2019	Consultees: Means of Consultation:	None	Lead member - Councillor Rebecca Knox *Lead officer - Matt Prosser, Chief Executive Designate* matt.prosser@dorsetcouncil.gov.uk

Subject / Decision	Decision Maker	Decision Due Date	Consultation	Background documents	Member / Officer Contact
Budget - Statement of Accounts and Outturn 2018/19 Key Decision - **Yes** Public Access - **Open**	Dorset Council Cabinet	31 Jul 2019	<u>Consultees:</u> <u>Means of Consultation:</u>	None	Lead member - Councillor Tony Ferrari *Lead officer - Aidan Dunn, Executive Director - Corporate Development S151 Designate*
Budget/MTFP 2019/20 Key Decision - **Yes** Public Access - **Open**	Dorset Council Cabinet	31 Jul 2019	<u>Consultees:</u> <u>Means of Consultation:</u>	None	Lead member - Councillor Tony Ferrari *Lead officer - Aidan Dunn, Executive Director - Corporate Development S151 Designate*
Base Budget Review of Children's Services Key Decision - **Yes** Public Access - **Open**	Dorset Council Cabinet	31 Jul 2019	<u>Consultees:</u> <u>Means of Consultation:</u>	None	Lead member - Councillor Steve Butler, Councillor Tony Ferrari, Councillor Andrew Parry *Lead officer - Sarah Parker, Executive Director of People - Children sarah.parker@dorsetcouncil.gov.uk*
Schedule of Procurements for 2018/19 Key Decision - **Yes** Public Access - **Open**	Dorset Council Cabinet	31 Jul 2019	<u>Consultees:</u> <u>Means of Consultation:</u>	None	Lead member - Councillor Tony Ferrari *Lead officer - Aidan Dunn, Executive Director - Corporate Development S151 Designate*

Subject / Decision	Decision Maker	Decision Due Date	Consultation	Background documents	Member / Officer Contact
Internal Audit Annual Report (via Audit and Governance Committee) Key Decision - **Yes** Public Access - **Open**	Dorset Council Cabinet	31 Jul 2019	Consultees: Means of Consultation:	None	Lead member - Councillor Spencer Flower *Lead officer - Aidan Dunn, Executive Director - Corporate Development S151 Designate*
Internal Audit Plan (via Audit and Governance Committee) Key Decision - **Yes** Public Access - **Open**	Dorset Council Cabinet	31 Jul 2019	Consultees: Means of Consultation:	None	Lead member - Councillor Spencer Flower *Lead officer - Aidan Dunn, Executive Director - Corporate Development S151 Designate*
External Audit Report/Plan (via Audit and Governance Committee) Key Decision - **Yes** Public Access - **Open**	Dorset Council Cabinet	31 Jul 2019	Consultees: Means of Consultation:	None	Lead member - Councillor Spencer Flower *Lead officer - Aidan Dunn, Executive Director - Corporate Development S151 Designate*
S106 Charging for Educational Contributions Key Decision - **Yes** Public Access - **Open**	Dorset Council Cabinet	31 Jul 2019	Consultees: Means of Consultation:	None	Lead member - Councillor Andrew Parry *Lead officer - Sarah Parker, Executive Director of People - Children sarah.parker@dorsetcouncil.gov.uk*

Subject / Decision	Decision Maker	Decision Due Date	Consultation	Background documents	Member / Officer Contact
Dorset AONB Management Plan 2019-24 and the Cranborne Chase AONB Management Plan 2019-24 Key Decision - **Yes** Public Access - **Open**	Dorset Council Cabinet	4 Sep 2019	<u>Consultees:</u> Wide public consultation, targeted partner consultation, including council members and officers, relevant authorities and regulators. <u>Means of Consultation:</u> Pre-draft public meetings and targeted focus groups, post draft public consultations (9 weeks).	Dorset AONB Management Plan Cranborne Chase AONB Management Plan	Lead member - Councillor Daryl Turner *Lead officer - John Sellgren, Executive Director, Place jsellgren@dorset.gov.uk*
Treasury Management and Prudential Code (via Audit and Governance Committee) Key Decision - **Yes** Public Access - **Open**	Dorset Council Cabinet	4 Sep 2019	<u>Consultees:</u> <u>Means of Consultation:</u>	None	Lead member - Councillor Tony Ferrari *Lead officer - Aidan Dunn, Executive Director - Corporate Development S151 Designate*
Capital Programme (from Shadow Executive on 11 February 2019) Key Decision - **Yes** Public Access - **Open**	Dorset Council Cabinet	4 Sep 2019	<u>Consultees:</u> <u>Means of Consultation:</u>	None	Lead member - Councillor Tony Ferrari *Lead officer - Aidan Dunn, Executive Director - Corporate Development S151 Designate*
Review of Reserves (from Shadow Executive on 11 February 2019) Key Decision - **Yes** Public Access - **Open**	Dorset Council Cabinet	4 Sep 2019	<u>Consultees:</u> <u>Means of Consultation:</u>	None	Lead member - Councillor Tony Ferrari *Lead officer - Aidan Dunn, Executive Director - Corporate Development S151 Designate*

Subject / Decision	Decision Maker	Decision Due Date	Consultation	Background documents	Member / Officer Contact
Children's Safeguarding Annual Report Key Decision - **Yes** Public Access - **Open**	Dorset Council Cabinet	4 Sep 2019	Consultees: Means of Consultation:	None	Lead member - Councillor Steve Butler *Lead officer - Sarah Parker, Executive Director of People - Children* sarah.parker@dorsetcouncil.gov.uk
Adult Safeguarding Annual Report Key Decision - **Yes** Public Access - **Open**	Dorset Council Cabinet	4 Sep 2019	Consultees: Means of Consultation:	None	Lead member - Councillor Jill Haynes *Lead officer - Mathew Kendall, Executive Director of People - Adults* mathew.kendall@dorsetcouncil.gov.uk
Budget Update Key Decision - **Yes** Public Access - **Open**	Dorset Council Cabinet	2 Oct 2019	Consultees: Means of Consultation:	None	Lead member - Councillor Tony Ferrari *Lead officer - Aidan Dunn, Executive Director - Corporate Development S151 Designate*
Community Safety Plan and Reducing Reoffending Strategy (via People Scrutiny Committee) Key Decision - **Yes** Public Access - **Open**	Dorset Council Cabinet	2 Oct 2019	Consultees: Means of Consultation:	None	Lead member - Councillor Pauline Batstone *Lead officer - Mathew Kendall, Executive Director of People - Adults* mathew.kendall@dorsetcouncil.gov.uk

Subject / Decision	Decision Maker	Decision Due Date	Consultation	Background documents	Member / Officer Contact
Crime and Disorder Reduction Strategy (via People Scrutiny Committee) Key Decision - **Yes** Public Access - **Open**	Dorset Council Cabinet	2 Oct 2019	Consultees: Means of Consultation:	None	Lead member - Councillor Steve Butler *Lead officer - Mathew Kendall, Executive Director of People - Adults mathew.kendall@dorsetcouncil.gov.uk*
Making of Wareham Neighbourhood Plan Key Decision - **Yes** Public Access - **Open**	Dorset Council Cabinet	2 Oct 2019	Consultees: Means of Consultation:	None	Lead member - Councillor David Walsh *Lead officer - John Sellgren, Executive Director, Place jsellgren@dorset.gov.uk*
Youth Justice Plan (October - Council November) Key Decision - **Yes** Public Access - **Open**	Dorset Council Cabinet Dorset Council	2 Oct 2019 21 Nov 2019	Consultees: Means of Consultation:	None	Lead member - Councillor Steve Butler Councillor Jill Haynes *Lead officer - Sarah Parker, Executive Director of People - Children sarah.parker@dorsetcouncil.gov.uk* *Aidan Dunn, Executive Director - Corporate Development S151 Designate*

Subject / Decision	Decision Maker	Decision Due Date	Consultation	Background documents	Member / Officer Contact
Unreasonable Complaints Policy Key Decision - **No** Public Access - **Open**	Dorset Council Cabinet	2 Oct 2019	<u>Consultees:</u> <u>Means of Consultation:</u>	None	Lead member - Councillor Spencer Flower *Lead officer - Jonathan Mair, Corporate Director - Legal & Democratic Service Monitoring Officer, Designate* *j.e.mair@dorsetcc.gov.uk*
Sandbags Policy Key Decision - **No** Public Access - **Open**	Dorset Council Cabinet	2 Oct 2019	<u>Consultees:</u> <u>Means of Consultation:</u>	None	Lead member - Councillor Daryl Turner *Lead officer - John Sellgren, Executive Director, Place* *jsellgren@dorset.gov.uk*
Equalities Policy Key Decision - **No** Public Access - **Open**	Dorset Council Cabinet	2 Oct 2019	<u>Consultees:</u> <u>Means of Consultation:</u>	None	Lead member - Councillor Peter Wharf *Lead officer - Aidan Dunn, Executive Director - Corporate Development S151 Designate*
Adult Social Care - Direct Payments Key Decision - **Yes** Public Access - **Open**	Dorset Council Cabinet	2 Oct 2019	<u>Consultees:</u> <u>Means of Consultation:</u>	None	Lead member - Councillor Jill Haynes *Lead officer - Mathew Kendall, Executive Director of People - Adults* *mathew.kendall@dorsetcouncil.gov.uk*

Subject / Decision	Decision Maker	Decision Due Date	Consultation	Background documents	Member / Officer Contact
Calendar of Meetings Key Decision - **Yes** Public Access - **Open**	Dorset Council	17 Oct 2019	Consultees: Means of Consultation:		Lead member - Councillor Spencer Flower *Lead officer - Jonathan Mair, Corporate Director - Legal & Democratic Service Monitoring Officer, Designate* *j.e.mair@dorsetcc.gov.uk*
Budget (MTFP/Council tax/Capital Programme/Treasury Mgt Strategy) Key Decision - **Yes** Public Access - **Open**	Dorset Council Cabinet Dorset Council Cabinet Dorset Council	11 Dec 2019 22 Jan 2020 13 Feb 2020	Consultees: Means of Consultation:		Lead member - Councillor Tony Ferrari *Lead officer - Aidan Dunn, Executive Director - Corporate Development S151 Designate*
Dorset Joint Health and Wellbeing Strategy Key Decision - **Yes** Public Access - **Open**	Dorset Council Cabinet	11 Dec 2019	Consultees: Means of Consultation:	None	Lead member - Councillor Jill Haynes *Lead officer - Sam Crowe, Acting Director of Public Health* *s.crowe@dorsetcc.gov.uk*
Constitution Review Key Decision - **Yes** Public Access - **Open**	Dorset Council Cabinet Dorset Council	22 Jan 2020 13 Feb 2020	Consultees: Members Officers Service areas Means of Consultation: Meetings Consultation Correspondence	Dorset Council Constitution (approved in February 2019)	Lead member - Councillor Spencer Flower *Lead officer - Jonathan Mair, Corporate Director - Legal & Democratic Service Monitoring Officer, Designate* *j.e.mair@dorsetcc.gov.uk*

Subject / Decision	Decision Maker	Decision Due Date	Consultation	Background documents	Member / Officer Contact
School Admissions Policy Key Decision - **Yes** Public Access - **Open**	Dorset Council Cabinet	22 Jan 2020	Consultees: Means of Consultation:	None	Lead member - Councillor Andrew Parry *Lead officer - Councillor Emma Parker cllreparker@north-dorset.gov.uk*
Pay Policy Statement Key Decision - **Yes** Public Access - **Part exempt**	Dorset Council	13 Feb 2020	Consultees: Means of Consultation:	None	Lead member - Councillor Peter Wharf *Lead officer - Aidan Dunn, Executive Director - Corporate Development S151 Designate*
Housing Allocations Policy Key Decision - **Yes** Public Access - **Open**	Dorset Council Cabinet	1 Apr 2020	Consultees: Means of Consultation:	None	Lead member - Councillor Graham Carr-Jones *Lead officer - Mathew Kendall, Executive Director of People - Adults mathew.kendall@dorsetcouncil.gov.uk*
Area Neighbourhood Plan - Independent Examiners Report and progress to Referendum Key Decision - **Yes** Public Access - **Open**	Dorset Council Cabinet	Meeting Date	Consultees: Means of Consultation:	None	Lead member - Councillor David Walsh *Lead officer - John Sellgren, Executive Director, Place jsellgren@dorset.gov.uk*

Subject / Decision	Decision Maker	Decision Due Date	Consultation	Background documents	Member / Officer Contact
Making of Arne Neighbourhood Plan Key Decision - **Yes** Public Access - **Open**	Dorset Council Cabinet	Meeting Date	Consultees: Means of Consultation:	None	Lead member - Councillor David Walsh *Lead officer - John Sellgren, Executive Director, Place* *jsellgren@dorset.gov.uk*
Wool Neighbourhood Plan - Independent Examiner report and progress to Referendum Key Decision - **Yes** Public Access - **Open**	Dorset Council Cabinet	Meeting Date	Consultees: Means of Consultation:	None	Lead member - Councillor David Walsh *Lead officer - John Sellgren, Executive Director, Place* *jsellgren@dorset.gov.uk*
Making of Wool Neighbourhood Plan Key Decision - **Yes** Public Access - **Open**	Dorset Council Cabinet	Meeting Date	Consultees: Means of Consultation:	None	Lead member - Councillor David Walsh *Lead officer - John Sellgren, Executive Director, Place* *jsellgren@dorset.gov.uk*
Submit Gypsy and Traveller Site Allocations DPD to Secretary of State Key Decision - **Yes** Public Access - **Open**	Dorset Council Cabinet	Meeting Date	Consultees: Means of Consultation:	None	Lead member - Councillor David Walsh *Lead officer - John Sellgren, Executive Director, Place* *jsellgren@dorset.gov.uk*

Shadow Dorset Council

Date of Meeting	11 March 2019
Lead Member	Rebecca Knox, Leader, Shadow Dorset Council
Officer	Keith Cheesman, Programme Director
Subject of Report	**Programme Highlight Report**
Executive Summary	This report provides an update on progress since the last Shadow Executive Committee meeting on 11 February, including the summary findings of the Gateway 2 Review.
Impact Assessment:	Equalities Impact Assessment: None in relation to this report.
	Use of Evidence: This report has been written in consultation with Project Managers, Subject Matter Experts and other members of the Programme Team.
	Budget: The revised Programme budget was agreed at the 17 December 2018 Shadow Executive meeting.
	Risk Assessment: Having considered the risks associated with this decision using the LGR approved risk management methodology, the level of risk has been identified as Amber.
	Other Implications: None identified.

Recommendation	That the Shadow Executive notes the progress made since the last Shadow Executive Committee meeting.
Reason for Recommendation	No decisions are required at this time in connection with this report.
Appendices	1. Programme Highlight Report 2. SWAP audit report 3. Ameo summary report
Background Papers	Programme Highlight Report, 15 October 2018, appendix 3, SWAP Programme Governance Follow Up Report (1 October 2018)
Officer Contact	Name: Keith Cheesman Tel: 01305 221227 Email: Keith.Cheesman@dorsetcc.gov.uk

1.   Summary and Progress

1.1   The full highlight report is attached at Appendix 1. I am very grateful for the extraordinary effort of the core programme team and the many managers and officers with the support of members from across the sovereign councils to make sure that Dorset Council starts life on time and to our brief of safe and legal with no break in continuity of services. At the time of writing, overall status remains at amber.

1.2   Key achievements in the last period include:
- The agreement of the budget at Shadow Dorset Council on 20 February
- Agreement of an interim solution for Mosaic data disaggregation
- Business requirements have been mapped for the new intranet and construction has started
- Generic job descriptions have been drafted
- Work on the Dorset Council policy library has begun

1.3   The last report highlighted the challenges around the data disaggregation for Social Care case data and associated files. Significant progress has been made, with officers from both programme teams working closely to agree a number of interim solutions for the safe transfer of Adults and Children's social care data for Christchurch service users by 1st April 2019. The risk associated with the work has reduced from red to amber.

1.4   In this report, the only area of moderate concern is some outstanding work on agreeing some decision records about partnerships and contracts but this is in hand.

2.   Risks and Issues

2.1   The key programme risk is currently around the data disaggregation plan for social care data described above. The severity level however has been downgraded as a result of agreed ways forward to resolve the issues and migrate the data.

2.2   The programme issue surrounding the Dedicated Schools Grant (DSG) has been closed following a response from the Department for Education.

3.   Gateway 2 Review: January-February 2019

3.1   Members will be aware that Programme Board commissioned two independent assessments as part of a Gateway 2 review. The South West Audit Partnership (SWAP) was appointed to assess how well-placed the programme is in relation to overall operational readiness (following their previous review in September 2018). Ameo was engaged to undertake a delivery assurance review, to test and provide a level of confidence around "Day One" service preparations from a customer perspective.

3.2   While some of the initial findings from both SWAP and AMEO were positive, there was some discrepancy between the two reviews that needed further investigation. Work has now been undertaken to test and verify the results, and the reports are attached at Appendixes 2 and 3.

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OVERALL PROGRAMME STATUS – DATE: 27 FEBRUARY 2019

Overall status	A	Scope	G	Budget	A	Time	A	Resource	A/G	Stakeholder	A	Risk & Issue	A

Entering the final five weeks; intensity continues to be on ensuring safe and legal for day one; daily team review process still in place, milestone reporting in this report is now at a weekly level with more granularity. A major milestone for Dorset Council was met on 21/2 with the budget being set. Two further significant milestones have been reached with the Full Council approval of members allowances and the calendar of meetings for the first year of Dorset Council.

The Transitional Structures workstream is recovering ground on unanswered queries raised with new resources applied; the change of consultation approach will enable the Corporate Director layer to be resolved, increasing the stability of the organisation, earlier on.
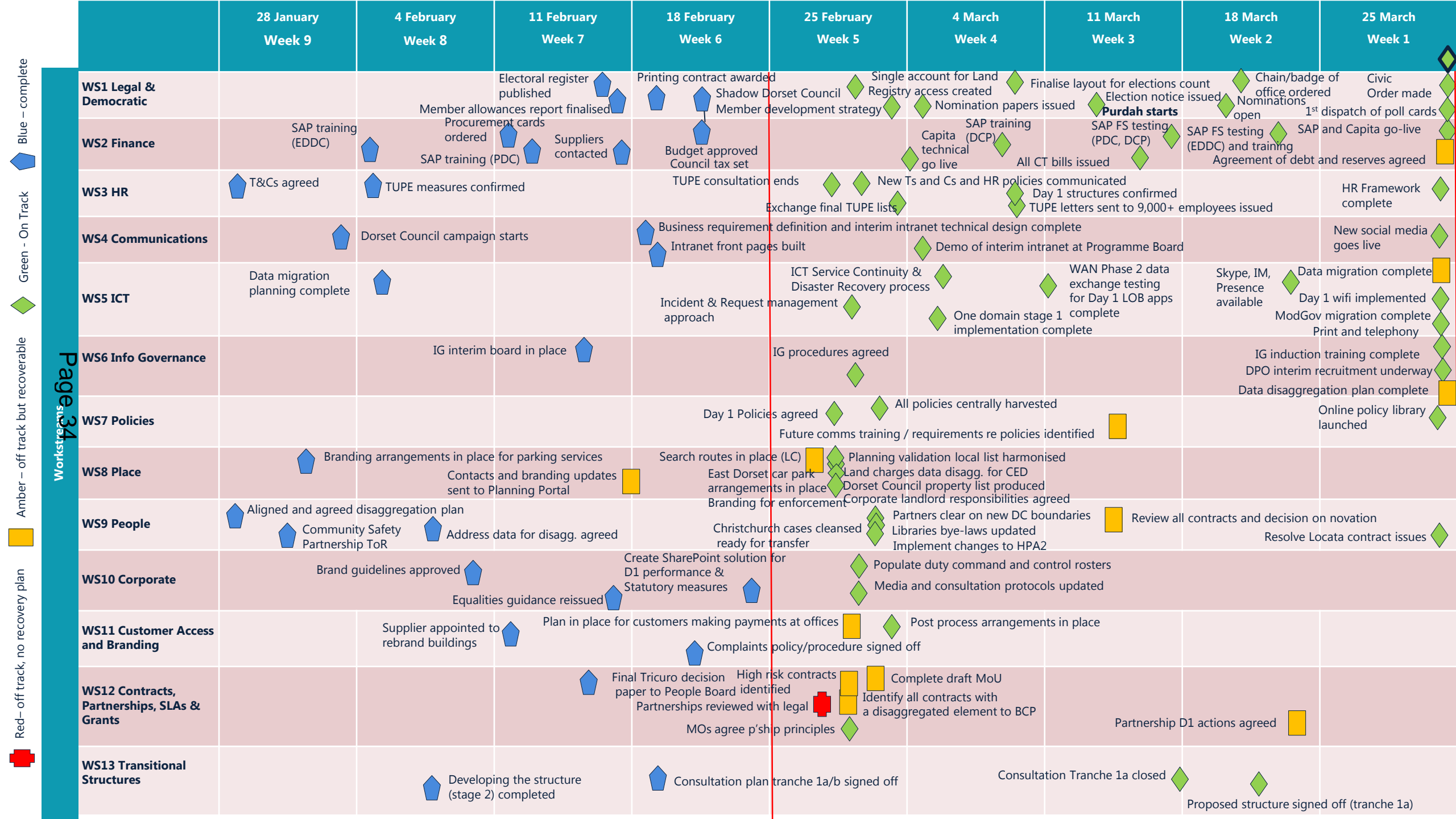Data migration work continues, with an agreement on the solution to mitigate the difficulties for day one now in place.
Partnership activity now focussed on agreeing partnership Decision Records with BCP, at time of writing there are a few still outstanding.

Programme status remains at Amber

Return to Green	⟷	Contracts and Partnerships resolving outstanding actions. Service Continuity implementations delivering against the plans.
Change Requests	⟹	No new change controls in progress.
Resources	⬆ A	Phase 2 resource requirements almost entirely met now
Plan	⟷	A mandate and plan is required to ensure the transitional phase is mapped and resourced, particularly in light of the need to review and refine Phase 3 plans - underway
Benefits	⟷	Part of the Gateway process being introduced is to enable the baselining and assessment of services, both external and internal, to understand any impacts of the transition and to be clear about the measures and metrics being applied to that assessment.

This week		Issue/Risk	Mitigation
Top Risk	5-3 15	Social Care IT system data disaggregation plan will not allow full data transfer for day one. A revised approach needs to be tested and agreed. If this plan is not in place and successful, DC and BCP will not be safe and legal on 1st April 2019 as BCP relevant social care teams will not have access to Christchurch Social Care data.	Interim & contingency solutions agreed, interim solution currently on track. Work continues on permanent solution to disaggregate all Christchurch social care data to BCP..

Workstreams

Legend:
- Blue – complete (pentagon)
- Green - On Track (diamond)
- Amber – off track but recoverable (yellow square)
- Red– off track, no recovery plan (red square)

Workstream	28 January Week 9	4 February Week 8	11 February Week 7	18 February Week 6	25 February Week 5	4 March Week 4	11 March Week 3	18 March Week 2	25 March Week 1
WS1 Legal & Democratic			Electoral register published; Member allowances report finalised	Printing contract awarded; Shadow Dorset Council; Member development strategy	Single account for Land Registry access created	Finalise layout for elections count; Nomination papers issued	Election notice issued; Purdah starts	Chain/badge of office ordered; Nominations open	Civic Order made; 1st dispatch of poll cards
WS2 Finance	SAP training (EDDC)	Procurement cards ordered; SAP training (PDC)	Suppliers contacted	Budget approved Council tax set	Capita technical go live	SAP training (DCP); All CT bills issued	SAP FS testing (PDC, DCP)	SAP FS testing (EDDC) and training	SAP and Capita go-live; Agreement of debt and reserves agreed
WS3 HR	T&Cs agreed	TUPE measures confirmed		TUPE consultation ends; Exchange final TUPE lists	New Ts and Cs and HR policies communicated	Day 1 structures confirmed; TUPE letters sent to 9,000+ employees issued			HR Framework complete
WS4 Communications		Dorset Council campaign starts		Business requirement definition and interim intranet technical design complete; Intranet front pages built	Demo of interim intranet at Programme Board				New social media goes live
WS5 ICT	Data migration planning complete			Incident & Request management approach	ICT Service Continuity & Disaster Recovery process	One domain stage 1 implementation complete	WAN Phase 2 data exchange testing for Day 1 LOB apps complete	Skype, IM, Presence available	Data migration complete; Day 1 wifi implemented; ModGov migration complete; Print and telephony
WS6 Info Governance		IG interim board in place			IG procedures agreed				IG induction training complete; DPO interim recruitment underway; Data disaggregation plan complete
WS7 Policies				Day 1 Policies agreed	All policies centrally harvested; Future comms training / requirements re policies identified				Online policy library launched
WS8 Place		Branding arrangements in place for parking services	Contacts and branding updates sent to Planning Portal	Search routes in place (LC); East Dorset car park arrangements in place; Branding for enforcement	Planning validation local list harmonised; Land charges data disagg. for CED; Dorset Council property list produced; Corporate landlord responsibilities agreed				
WS9 People	Aligned and agreed disaggregation plan; Community Safety Partnership ToR	Address data for disagg. agreed		Christchurch cases cleansed ready for transfer	Partners clear on new DC boundaries; Libraries bye-laws updated; Implement changes to HPA2		Review all contracts and decision on novation		Resolve Locata contract issues
WS10 Corporate	Brand guidelines approved	Equalities guidance reissued	Create SharePoint solution for D1 performance & Statutory measures		Populate duty command and control rosters; Media and consultation protocols updated				
WS11 Customer Access and Branding		Supplier appointed to rebrand buildings	Plan in place for customers making payments at offices; Complaints policy/procedure signed off	Post process arrangements in place					
WS12 Contracts, Partnerships, SLAs & Grants			Final Tricuro decision paper to People Board; Partnerships reviewed with legal	High risk contracts identified; MOs agree p'ship principles	Complete draft MoU; Identify all contracts with a disaggregated element to BCP			Partnership D1 actions agreed	
WS13 Transitional Structures		Developing the structure (stage 2) completed	Consultation plan tranche 1a/b signed off			Consultation Tranche 1a closed		Proposed structure signed off (tranche 1a)	

WS1: LEGAL AND DEMOCRATIC - STATUS UPDATE

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

Date: 27/02/2019

Workstream RAG   G   G

Overall Workstream Summary

Two significant milestones have been reached with the Full Council approval of members allowances and the calendar of meetings for the first year of Dorset Council. There are still ongoing discussions with the planners over the location of Area Planning Committees. The Elections plan has also taken a significant step forward with the appointment of Electoral Reform Society as the successful supplier for printing election material, which has allowed the level of risk to be ramped downwards..

Key Initiative Achievements (This Week)

- Approval of Members Allowances
- Approval of the calendar of meetings
- Appointment of Electoral Reform Services as supplier for election printing material
- Development of a strategy with the Monitoring Officers around partnerships and joint arrangements
- Dem Services managers drafting a communication to go to 190+ external bodies
- Contact with the College of Heralds on the process and timescale for transferring the Dorset arms – response from the College awaited.
- Quote obtained and accepted for modifications to the Chairman's Chain of Office
- Layout of council meetings finalised but there is still some unease over the limited public space and the relative easy access of members of the public to the floor of the council chamber.

Key Initiative Activities (Planned Next Week)

- Partnerships review with Monitoring Officers
- Follow up with College of Heralds
- Clarification of accounts for Land Registry and HM Court and Tribunal Service
- Revised date for meeting with Group Leaders on Member Development and Induction (postponed from 22nd February)

Next milestones

Milestone	RAG	Due Date	Target Date
Electoral register published	C	February 2019	February 2019
Members Allowances report finalised	C	February 2019	February 2019
Calendar of meetings approved	C	20 February 2019	
Members Allowances approved	C	20 February 2019	
Printing contract awarded	C	18 February 2019	
Member development strategy	G	27 February 2019	
Create single account for Land Registry access	G	27 February 2019	
Issue nomination papers	G	4 March 2019	
Finalise count layout	G	4 March 2019	

Top Risk

ID	Raised By	Date Raised	Risk Description	Impact Statement	I	P	RS	Mitigation Plan	Owner	Date Due
			A snap General Election or Referendum could divert resource from the Programme to resource this at short notice.	Political situation could change forcing a general election or a second referendum and this would require Elections teams to focus on this rather than planning for the May elections. This would be more critical if either of these were called in the new year.	2	4	8	21/02/19 While the political climate remains volatile, the likelihood of a snap election reduces as we draw closer to the 1st April and therefore we have reduced the risk level.		

Top Issue

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

WS2: FINANCE- STATUS UPDATE

Lead Member: Tony Ferrari
Workstream Sponsor: Jason Vaughan
Project Manager: Rosie Dilke; Jason Pengelly

Date: 27/02/2019

Workstream RAG   A   A

Overall Workstream Summary

The 2019/20 Budget for Dorset Council, Council tax, Local Council tax support scheme and Capital & Treasury strategies were all approved at the Shadow Dorset Council meeting held on 20th February 2019.

Key Initiative Achievements (Last fortnight)

All suppliers were sent an e-mail telling them about Dorset Council and who they should invoice from 1st April 2019. Letters will follow shortly to the much smaller number of suppliers not on e-mail.
The last of three all-Member seminars to explain the budget and answer questions was held in advance of the Shadow Dorset Council meeting.

Key Initiative Activities (Planned Next Fortnight)

The cash receipting system for Dorset Council – Capita - will complete testing and go-live for staff.
Actual go-live for Capita won't happen until the end of March.
Council tax bills will be sent to all residents of Dorset Council in batches – the process is due to start on 7th March and complete on 13th March 2019.
Business rates bills are due to be sent out after Council tax bills.
Training will complete on 5th March for all relevant staff on the e-requisition form used for the SAP system for ordering items and suppliers.
Testing of the general ledger interfaces to SAP from the district systems have already started and are due to complete on 22nd March.

Next milestones

Milestone	RAG	Due Date	Target Date
E-mail to all suppliers	C	15/02/19	15/02/19
Budget approved	C	20/02/19	20/02/19
Treasury Strategy & practices approved	C	20/02/19	20/02/19
Capita cash receipting – go-live for staff	G	04/03/19	04/03/19
Council tax bills all sent	G	13/3/19	13/3/19
SAP "feeder systems" testing complete	G	22/03/19	22/03/19
All finance staff trained in SAP system	G	31/03/19	31/03/19
Actual go-live for SAP system	G	31/3/19	31/3/19
Actual go-live for Capita system	G	31/3/19	31/3/19
Agreement of debt and reserve percentages between Dorset & BCP	A	March '19	March '19

Top Issue

ID	Raised By	Date Raised	ISSUE Description	Impact Statement	I	P	RS	Mitigation Plan	Owner	Date Due
106	Jason Vaughan	July 30th 2018	Dorset Council is unable to set a balanced budget for 2019/20	2019/20 budget approved				Budget proposals include provision of £4.8m of contingency and estimated general reserves of £25.5m. A base budget review of Children's Services is to be undertaken as a priority, but all areas will be subject to this once the new management structure is in place.	Jason Vaughan	Complete

WS3: HR WORKSTREAM - STATUS UPDATE

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

Date: 27/02/2019

Workstream RAG G | G →

Overall Workstream Summary

Recommendations communicated re structures for Day 1. HR Policies confirmed. HR Employee briefings being held.

Key Initiative Achievements (This Fortnight)

Recommendations made re appropriate line management structures for Day 1 for those where current reporting lines will cease (confirmation due w/c 4th Mar).
Final HR Policies confirmed by Programme Board
HR briefings for managers and employees being delivered 25, 26, 27 Feb+1 Mar

Key Initiative Activities (Planned Next Fortnight)

Final Transfer of Undertakings (Protection of Employment) regulations (TUPE) lists to exchange with BCP by 12pm 1st March
TUPE letters to be sent to 9000+ employees w/c 4th March
Existing casual and 'zero hours' employees contacted and invited to work for DC
Health & Safety Policies to be agreed with Trade Unions

Next milestones

Milestone	RAG	Due Date	Target Date
New Terms & Conditions and HR Policies communicated to all employees	G	22nd Feb	1st Mar
Exchange final TUPE lists with BCP	G	1st Mar	1st Mar
TUPE letters to 9000+ employees issued	G	8th Mar	8th Mar
Day 1 structures confirmed	G	8th Mar	8th Mar
TUPE consultation ends	G	28th Feb	28th Feb
HR Framework for new council	G	29th Mar	29th Mar

	ID	Raised By	Date Raised	Risk Description	Impact Statement	I	P	RS	Mitigation Plan	Owner	Date Due
Top Risk / **Top Issue**	11	HR Board	Jun '18	Some employees may choose to leave during period of major change causing further demand on remaining employees	Possible significant impact on service continuity.	3	4	12	Wellbeing and Resilience (People) Plan agreed by Programme Board Employee briefings in Oct/Nov '18. Further Managers' and Employee briefings Feb/Mar '19. Further Action: Ongoing Communications and Engagement with all employees (Newsletters, Intranet, etc). Employee survey issued Oct '18. Employee Forums established	Prog Board	Apr '19

WS4: COMMUNICATIONS - STATUS UPDATE

Lead Member: Cllr Graham Carr-Jones
Workstream Sponsor: Matt Prosser
Project Manager: John Alexander

Date: 27/02/2019

Workstream RAG G A

Overall Workstream Summary

Continued good progress with development of interim intranet: business requirements are now captured, the software is installed and build is underway. We are on track to demo the solution to Programme Board on 6 March. Managers' Forum on 15-02-19 was well received and formed the basis of wider staff communications about Transitional Structures.

Key Initiative Achievements (This Week)

- **Launching the New Council** – Customer awareness raising campaign continues until 15 March, including Social media campaign, ads on vehicles, radio campaign, member/ partner briefings etc. Following Shadow Council on 20-02, public information campaigns now underway re. budget, council tax, and local elections.
- **Intranet –** Business requirements capture process via theme boards/ workstreams complete. Site build underway.

Key Initiative Activities (Planned Next Week)

- **Internal Comms** – Sequence of key messages on staff/customer impacts finalised
- **Intranet –** Technical design complete, front pages built, and Business Requirements identified and frozen

Next milestones

Milestone	RAG	Due Date	Target Date
Dorset Council campaign launched	C	15 Jan	1 Feb
Business requirement definition and interim intranet technical design complete	C	31 Jan	19 Feb
Intranet front pages built	C	15 Feb	25 Feb
Demo of interim intranet at Programme Board	G	6 Mar	

Top Risk

ID	Raised By	Date Raised	Risk Description	Impact Statement	I	P	RS	Mitigation Plan	Owner	Date Due
283	JA	1	There is a risk that Intranet Content requirements will be incompletely/ inadequately provided in time for the interim intranet to fully meet business need	Staff unable to access all of the information they require via the intranet	2	2	4	Content requirements now identified and content being collected as a matter of urgency.	John Alexander	6/3/19

Top Issue

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

WS5: ICT WORKSTREAM - STATUS UPDATE

ICT Member Lead: Councillor Tong
Workstream Sponsor: Sue Joyce
Project Manager: Jon Ashworth

Date: 27/02/2019

Workstream RAG: A ↑

Overall Workstream Summary

The ICT workstream work packages are currently reporting as follows: Collaboration, Day 1 Applications, ICT Service Delivery and Infrastructure - Green, Data Disaggregation - Amber.
The ICT workstream continues to report as Amber as, although there is an agreed Social Care data disaggregation interim solution which is currently on track to deliver, it is acknowledged on both sides that we are working to tight timescales.

• Key Initiative Achievements (This Week)

- Sign off of testing for final plan to address Global Address List synchronisation
- Public Wi-Fi - a template for the new public wi-fi has been developed, awaiting agreement from Districts.
- M365 strategy update meeting (focus on core 365 settings & security)
- ICT asset Decision Request (DR) approved
- Mosaic Social Care DR signed off
- Priority review of applications to ensure day 1 critical applications are in hand

Key Initiative Activities (Planned Next Week)

- Day 1 Printing solution **-** further enhancement and testing of the Guest print solution
- Global Address lists synchronisation complete
- 14 Decision Requests progressing through governance to be complete by 21/02 Further 29 Decision Requests drafted and under review before moving through programme governance
- Moving to daily updates on DR and delivery progress in the Data Disaggregation update spreadsheet
- Confirming timeline for remaining Decision Requests through governance
- Complete DRs for CRM, commercial offerings, ICT service continuity & out of hours support

Next milestones

Milestone	RAG	Due Date
Data Migration Planning complete	C	6 Feb 19
One Domain Stage 1 implementation complete	G	5 Mar 19
Day 1 Print solution complete	G	1 Apr 19
Skype – IM & Presence complete	G	1 April 19
Incident & Request management approach	G	1 Mar 19
WAN Phase 2 data exchange testing for Day 1 LOB applications complete	G	11 Mar 19
All Day 1 apps live	G	1 Apr 19
Corporate & Public Wi-Fi solution implemented	G	1 Apr 19
Data Migration for Day 1 complete	A	1 Apr 19

Top Risk

ID	Raised By	Date Raised	Risk Description	Impact Statement	I	P	RS	Mitigation Plan	Owner	Date Due
259	Karen Perrett	2 Jan 19	BCP are working with their supplier to migrate Social Care data from DC to BCP. Their supplier is unable to deliver for 1st April 2019. Interim solution is now	DC and BCP will not be safe and legal on 1st April 2019 as BCP relevant employees will not have access to Christchurch Social Care data	5	3	15	Interim & contingency solutions agreed, interim solution currently on track. Work continues on permanent solution to disaggregate all Christchurch social care data to BCP.	Mark Smitton	28 Feb 19

WS6: INFORMATION GOVERNANCE - STATUS UPDATE

Lead Member: Cllr Simon Tong
Workstream Sponsor: Steve Mackenzie
Project Manager: Sue Howard

Date: 27/02/2019

Workstream RAG: G | A

Overall Workstream Summary

Focus has been on data disaggregation and the Information Security review and sign off of the proposed solution. Additionally good progress has been made in identifying those migrations which may require a Data Protection Impact Assessment. Those identified will be signed off by the Data Protection Officer by the end of the month

Key Initiative Achievements (This Week)

- New IG Board agreed and signed off
- IG online training portal reviewed for training members and employees
- Cyber security requirements being awaiting review
- Intranet requirements for WordPress IG compliance agreed.
- Review and sign off of applications requiring data disaggregation progressing well.
- Review of applications requiring Data Protection Impact Assessments finalised and due for sign off by end of month
- Historical data retention for Christchurch residents being discussed and options reviewed

Key Initiative Activities (Planned Next Week)

- Finalise training material for both members and employees
- Progress with data disaggregation review and sign off
- Complete data breach process ready for intranet
- Complete Individual Rights process ready for intranet
- Meet Officers to discuss the induction day for member training

Next milestones

Milestone	RAG	Due Date	Target Date
Data disaggregation plan agreed	A	31/12/2018	31/3/2019
IG induction training complete	G	31/3/2019	
Information Commissioners Office (ICO) registration for members	G	2/5/2019	
Procedures agreed	G	28/2/2019	
DPO interim recruitment underway	G	31/3/2019	
IG Interim Board in place	C	14/2/2019	
IG member training complete	G	15/5/2019	

Top Risk

ID	Raised By	Date Raised	Risk Description	Impact Statement	I	P	RS	Mitigation Plan	Owner	Date Due
92	IG Board	1/8/2018	Migrated data may be incorrect	Errors may occur with the data and in particularly the risk is greater around sensitive data which may result in erroneous decisions regarding children and vulnerable adults	5	3	15	Sign off required by all data owners to confirm the data is correct.	IG Board	TBC

WS7: POLICIES WORKSTREAM - STATUS UPDATE

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

Date: 27/02/2019

Workstream RAG: A → G

Overall Workstream Summary

Policies masterlist ready for Programme Board sign off on 27 Feb. Policy Library being created on ModGov. Current priority is for all the policies to be submitted to the Policy Workstream for upload, but this is happening very slowly – hence the Amber status. Reminders are being issued to Theme Boards and Workstreams.

Key Initiative Achievements (This Fortnight)

- Masterlist complete, for presentation to Programme Board.
- Policy library functionality scoped with the involvement of ModGov system administrators.

Key Initiative Activities (Planned Next Fortnight)

- Comms requirements for changed policies being identified.
- Theme Boards/ Workstreams being chased for copies of policies.
- Policy library being populated.
- Review/ harmonisation dates for policies being added to Dorset Council Cabinet Forward plan.

Next milestones

Milestone	RAG	Due Date	Target Date
Final policy master list/ online library proposal to Programme Board	G	27 Feb 2019	
All policies centrally harvested	A	28 Feb 2019	
Future comms/ training requirements re. policies identified	A	1 Mar 2019	15 Mar 2019
Online policy library launched	G	1 April 2019	

Top Risk

ID	Raised By	Date Raised	Risk Description	Impact Statement	I	P	RS	Mitigation Plan	Owner	Date Due
167	Project Manager	Oct '18	Failure to communicate policy changes to staff and members leads to reduced "legal literacy" at service delivery level and risks non-compliant operational practice	Significant potential impact on delivering legal services.	3	2	6	Appropriate and timely communication and training plans for staff and councillors to be coordinated by Policies Workstream.	John Alexander	Mar - Apr 2019, according to priority

Top Issue

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

WS8: CUSTOMER AND SERVICE CONTINUITY - PLACE THEME - STATUS UPDATE

Lead Member: Cllr Mary Penfold, Cllr David Walsh, Cllr Daryl Turner, Cllr Anthony Alford
Workstream Sponsor: John Sellgren and Bridget Downton
Project Manager: Emily Hallett

Date: 27/02/2019

Workstream RAG: G G ⟷

Overall Workstream Summary

A raft of data disaggregation decision records for place systems are going through the governance process and being reviewed by Place Board. The final policies list has been reviewed and agreed by Place Board. Cover sheets are now being drafted by service workstreams. Services have reviewed duplicate generic email addresses and naming conventions for these have been agreed with ICT workstream, these addresses are now being used to update systems and templates in readiness for day 1. Gateway audit report has been reviewed by Place Board chairs and service leads, Project Manager will now meet with all Place workstreams to review end to end processes for day 1 and ensure key handoffs to support services are mapped. The TUPE lists have been scrutinised by Place Board Chairs to identify day 1 line management issues, proposals have been drawn up and sent to HR and Heads of Paid Service (HOP) to consider.

Key Initiative Achievements (This Fortnight)

- Agreement from Informal Shadow Executive to continue with existing East Dorset Concessionary bus pass scheme and defer decision to review the scheme until after elections
- Decision record on resourcing of local plan work has been approved by Place and is going to shadow executive in February
- TUPE options submitted to HR and HoPs
- Data disaggregation decision records agreed by Place Board, these include Travel and Transport Trapeze system, Moors Valley Country Park systems and various Dorset Waste Partnership (DWP) systems
- Harmonisation of regulatory fees and charges approved by Place Board and included in Budget report
- Guidance received by Legal workstream regarding correspondence and registered address. Services can now update templates for areas that could result in legal proceedings e.g. Planning notices with the correct legal wording
- Privacy notice templates and guidance received by Information Governance to allow services to draft statements to go on the Dorset Council website
- Local scheme of delegation for Development Management and Planning services drafted
- Environmental permits, discharge consents, trade effluent arrangements, exception certificates and waste carriers license have all been received in readiness for day 1

Key Initiative Activities (Planned Next Fortnight)

- Continue to progress with car parking system including setting up two working groups from DCC and DCP to look at patrol routes and back-office protocols for day 1
- Options for dog control and out of hours service for regulatory services in the former East Dorset area to be reviewed by board
- Services are reviewing local schemes of delegation ahead of guidance and template being released by Legal and Democratic workstream
- Create communications plan for all Place services and review against other workstreams to ensure no overlap in audiences
- Corporate risk register and Brexit risk register to be reviewed by Place Board
- Place Board to agree approach for Partnerships with BCP impact

Next milestones

Milestone	RAG	Due Date	Target Date
Contacts and branding updates sent to Planning Portal	A	01/02/2019	11/02/2019
Harmonised non statutory activities Place fees	C	31/01/2019	
Agree harmonised Building Control and Planning notices and certificates	C	01/02/2019	
Planning validation local list harmonised	G	28/02/2019	
Land Charges data disaggregation for East Dorset and Christchurch	G	28/02/2019	
Branding arrangements in place for parking uniforms, PCNs, ticket rolls, machines and signs	C	31/01/2019	
Land Charges search routes in place	A	28/02/2019	
Responsibilities for grounds maintenance agreed with shadow Weymouth Town Council	C	31/01/2019	
Amalgamation of property records and production of list of Dorset Council property assets	G	28/02/2019	
Assets of community value register and guidance in place	C	28/02/2019	
East Dorset Car Park arrangements in place on day 1	G	28/02/2019	

	ID	Raised By	Date Raised	Risk Description	Impact Statement	I	P	RS	Mitigation Plan	Owner	Date Due
Top Risk	173	Bridget Downton/ Mike Harries	18/10/2018	Reduction is service levels due to outcome of TUPE and stranded costs	Outcome of TUPE and stranded costs from disaggregation results in insufficient capacity for Dorset Council to deliver some place services from day 1. This could lead to reduction is service levels until issues are resolved.	4	2	8	Place Chairs have completed line management arrangements for staff wwho will not have a manager on day 1. this has been shared with HR and HoPs to review	Place Board	
Top Issue	256	Bridget Downton	12/12/2018	Existing Council projects in relation to application changes (for example DCP's Development Management iDox project) have run late.	This has resulted in 'go live' for a new system coinciding with vesting day. This may impact on implementation activities and capacity of teams.	3	3	9		Place Board	

WS9: CUSTOMER AND SERVICE CONTINUITY - PEOPLE THEME - STATUS UPDATE

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

Date: 27/02/2019

Workstream RAG: A → A

Overall Workstream Summary

Focus continues to be on implementation plan actions, ensuring any items with an overdue date are mitigated or raised to the appropriate level based on impact of delay. Amber areas for milestone reporting assessed for impact to day 1 delivery, with no issues being identified.

Communication plans for each service area are being either created or reviewed to harmonise across the theme and the corporate external communication campaign.

Decision records for IT applications continue to progress through the people board. The Mosaic application for adults and children's services now has an agreed primary and contingency solution for the interim day 1 approach. Status remains amber linking to the IT workstream for delivery of mosaic, alongside overdue milestones as described below.

Housing face to face service delivery for day 1 from Allen view House in progress, with a paper due to 28th February people board for approval.

Key Initiative Achievements (This Week)

- Mosaic interim solution agreed at programme board
- Duplicate generic email addresses agreed for the people theme
- Communication plans being completed by workstream co-ordinators
- Policy cover sheets being completed by workstream co-ordinators
- Cabinet forward plan feedback into legal workstream
- Customer journey changes feeding into customer access workstream
- EQIA screening templates for case transfer protocols completed
- Data cleansing for disaggregation of data commenced

Key Initiative Activities (Planned Next Week)

- Policy cover sheets deadline
- Communication plan & customer journey impacts deadline
- Data cleansing continuation
- HPA2 and locata changes confirmed
- Training for system changes
- Archiving position to be confirmed
- Tell Us Once position to be confirmed
- Forward planning for final board meetings

Next milestones

Milestone	RAG	Due Date	Target Date
Aligned and agreed disaggregation plan across services, IT, HR, Finance for people theme disaggregation	C	10/12/2018	
Resolve Locata contract issues	G	29/03/2019	
CQC and key partners are clear about administrative boundary of new council	G	28/02/2019	
Christchurch cases to be cleansed	G	28/02/2019	
Review all contracts and decision on novation to be made	A	31/01/2019	14/03/2019
Implement changes to HPA2	G	28/02/2019	
Implement housing software configuration changes	G	28/02/2019	
Disaggregation of data for Active 4 Health & Activate	A	31/12/2018	01/03/2019
EDDC data available on Gladstone	A	31/01/2019	23/02/2019
Library Bye-Laws updated	A	31/01/2019	28/02/2019
Ensure that lines of responsibility for Premises Related Persons and Directorate Duty Holders are clear for new Council and continue	A	31/01/2019	TBC – Waiting for Place Co-Ordinator to confirm

Top Risk

ID	Raised By	Date Raised	Risk Description	Impact Statement	I	P	RS	Mitigation Plan	Owner	Date Due
264	Faye Brooks	03 Jan 19	**Links to IT workstream risk no: 259.** Without a data disaggregation plan for 1st April 2019, there is a risk to service delivery/ continuity for Christchurch cases due to lack of access to data.	Service continuity/ safe and legal delivery of social care for adults and children's may be impacted for day 1.	5	3	15	Working with ICT workstream to understand and agree options available, impact and risks for day 1 delivery	Helen Coombes/ Nick Jarman	31 Mar 19

WS10: CORPORATE SERVICES & STAFF – CORPORATE- STATUS UPDATE

Lead Member: Cllr Tony Ferrari, Cllr Spencer Flower, Cllr Peter Wharf
Workstream Sponsor: Jonathan Mair
Project Manager: Nina Coakley

Date: 27/02/2019

Workstream RAG: G A

Overall Workstream Summary

Activity has been focussed on enhancing the equalities monitoring within the programme team. A review of equality impact assessments has been undertaken and a screening tool will now be required to ensure assessments are being undertaken appropriately and in liaison with Equality Leads. Further activity is underway in the development of measures for the new Council to measure the impact of transition on customers. A plan is in place to identify the changes and a workshop planned to develop daily, weekly and monthly measures for the first 90 days of Dorset Council

Key Initiative Achievements (This Week)

Emergency Response plan approved by Shadow Executive Committee 11/02/19
-Programme Board approved revision to Command and Control Structure
-Consolidated Risk Register developed with input from Theme Board and Workstreams
-Implementation plan and scope for Communication Service Continuity workstream signed off
-Workshop for Performance Management day 1 measures and statutory reporting held on 5th February
-Customer and employee impact assessment developed for workstreams to add identified changes
-Brand guidelines have been approved
-Process for recruiting Local Authority Liaison Officer (LALO) for East Dorset agreed.
Equalities policy drafted and approved by Corporate Board

Key Initiative Activities (Planned Next Week)

- Commence LALO recruitment for East/Purbeck areas.
- Develop interim Gold/Silver rota and roll out training dates.
- Corporate risk management strategy to be developed
- Out of Hours provision to be circulated to People and Place Boards following sign-off
- Statutory Reporting list to be finalised and mechanism for collecting & analysing data from day 1 agreed.
- Customer and employee impact assessment completed
- Day 1 measures to be drafted
- Resolve communications design service resource and charging issue for day 1.

Next milestones

Milestone	RAG	Due Date	Target Date
Brand guidelines approved	C	07/02/19	07/02/19
Review and reissue equalities process guidance	C	15/02/19	15/02/19
Create SharePoint Solution for day 1 performance and statutory measures	C	22/02/19	22/02/19
Populate Duty Command and Control rosters – including existing Gold and Silver Officers	G	28/02/19	28/02/19
Media protocol, Consultation Protocol, Social Media Protocols all updated for Dorset Council	G	28/02/19	28/02/19

WS4: CUSTOMER AND SERVICE CONTINUITY – CUSTOMER - STATUS UPDATE

Lead Member: Cllr Graham Carr-Jones
Workstream Sponsor: Rebecca Kirk
Project Manager: Emma Wood

Date: 27/02/2019

Workstream RAG: G A

Work progressing well in all areas. Rebranding workstream now performing well and a plan has been finalised. All work on track for delivery by the end of March and therefore status has been moved back to Green

Key Initiative Achievements (This Week)

Automated Telephone Payment (Capita) scripts recorded
Customer Journey for cash/cheque agreed pending approval regarding internal post handling and cash in internal transit proposals. Finance Workstream meeting 11/02/19
Third Monthly sprint is underway for D4U and working towards a successful conclusion at the end of February
Working heavily on the Your Council functions and work on Council Tax and Business Rates to be safe and Legal for day 1.
Working with DCC ICT to collaborate on Achieve forms and LIM connector issues
Complaints Policy & Process signed off pending EqIA Screening
Post processes finalised ready for Corp Board sign off 20th Feb

Key Initiative Activities (Planned Next Week)

Email address for Dorset Council Customer Services finalised
Training documentation/online reference area for customer service staff day 1 drafted
Rebranding implementation plan nearing completion, some uniforms ordered and site visits for buildings completed

Next milestones

Milestone	RAG	Due Date	Target Date
Plan design and ensure safeguards are in place for management of customers presenting at new office (Financial transactions only – all others Face to Face aspects defined).	A	01/01/19	28/02/19
Appoint supplier for rebrand of buildings	C	12/02/19	
Obtain sign-off for post (internal / external) process arrangements from Corporate Board	G	20/2/19	01/03/19
Sign-off Complaints policy & procedure (complete pending EqIA Screening)	C	06/02/19	20/02/19

Top Risk

ID	Raised By	Date Raised	Risk Description	Impact Statement	I	P	RS	Mitigation Plan	Owner	Date Due
238 on corp reg	Simon Bailey	Sept 18	Customers have a poor and inconsistent experience when contacting Dorset Council from 1 April 2019 onwards	Reputation, financial and performance impacts likely.	3	4	12	• Customer handling principles (all channels) developed including mapping work • Training for frontline officers	RK	ongoing

Top Issue

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

WS12: CUSTOMER AND SERVICE CONTINUITY – CONTRACTS, PARTNERSHIPS, SLAS, GRANTS - STATUS UPDATE

Lead Member: Cllr Sherry Jespersen
Workstream Sponsor: Matt Piles
Project Manager: James Howie

Date: 27/02/2019

Workstream RAG A ⬅ A ➡

Overall Workstream Summary

Partnership activity now focussed on agreeing partnership decision records with a BCP element. Contract analysis is progressing, a number of complex/high risk disaggregated contracts have been identified jointly by DCC / BCP by 31st January, there is still a handful more to identify to be completed by BCP by 28th February . Communication plan, externally (suppliers) and internally, re invoicing DC has been finalised. A memorandum of understanding is being drafted by BCP to focus on the all disaggregated contracts.

Key Initiative Achievements (This fortnight)

- Draft memorandum of understanding is being reviewed by BCP and SDC monitoring officers and will confirm that this can be shared with procurement and services
- BCP continuing work with regards reviewing all contracts with a disaggregated element.
- Draft principles around the continuity of identified partnerships and working arrangements drawn up for agreement with the Mos.
- Communication to suppliers commenced.

Key Initiative Activities (Planned Next fortnight)

- Monitoring officers to agree principles for the non disaggregated partnerships.
- Legal programme board to confirm actions on the ensuring that disaggregated partnerships are legal for day.
- Finalise contract list to indicate all complex and disaggregated contracts that would require the memorandum of understanding to be applied.
- Complete draft memorandum of understanding for agreement by programme boards.

Next milestones

Milestone	RAG	Due Date	Target Date
Identify all contracts with a disaggregated element to BCP	A	31/01/2019	28/02/2019
Monitoring officers to agree partnership principles	G	28/02/2019	
Complete draft memorandum of understanding	A	31/01/2019	28/02/2019
Final Tricuro decision paper to People board	C	27/02/2019	14/02/2019
Communication to suppliers commenced	C	18/02/2019	
High-Risk/Complex Contracts identified	A	14/12/2018	28/02/2019
Partnerships reviewed with Legal	R	31/01/2019	28/02/2019
Partnership day 1 actions completed	A	01/03/2019	23/03/2019

	ID	Raised By	Date Raised	Risk Description	Impact Statement	I	P	RS	Mitigation Plan	Owner	Date Due
Top Risk	228	CL	24/10/18	Contracts for service provision missed	High value/complex contracts should all be captured. However, there is risk that lower value contracts could be missed	3	1	3	Collation of all contracts into Accord Engagement with Senior Procurement officers Spend checking with SAP to identify any 'non-compliant' spend	JH	

	ID	Raised By	Date Raised	Issue Description	Impact Statement	S	Resolution Plan	Owner	Due Date
Top Issue	245	CL	23/11/18	Splitting or Transfer of DCC contracts with Christchurch element to BCP	Agreed advice from BCP & DC Legal expected w/e 01/02/2019	O	Confirm legal position regarding Consequential Orders and impact on contracts with a Christchurch element	CL	31/01/19

WS12: CUSTOMER AND SERVICE CONTINUITY – DISAGGREGATION - STATUS UPDATE

Lead Member: Cllr Jeff Cant
Workstream Sponsor: Sarah Parker
Project Manager: James Howie

Date: 27/02/2019

Workstream RAG   G   G

Overall Workstream Summary

Disaggregation is working through a wide range of elements to date. The main focus is ensuring that structured and unstructured data, all assets are transferred in a safe and legal way. The final list of assets transferring has been collated and in the process of going through the final confirmation process. An analysis of the TUPE list has taken place with regards the team structures for day 1 and how this will impact service continuity, including staff based in offices within CED and the mitigation of gaps within services is now being solutioned

Key Initiative Achievements (This Week)

- Identify the changes in service delivery for East Dorset.
- Communication to Civic Centre staff delivered around the outcome of the decision record for East Dorset staff.
- Working with BCP to confirm the process in which case data is to be transferred
- List of laptops and ICT confirmed to be transferred to BCP.
- Agreed that no mobile phones will be transferring to BCP

Key Initiative Activities (Planned Next Week)

- Final list of assets to be transferred to BCP to be agreed
- Review and implement actions to ensure the new service delivery for East Dorset is achieved.
- BCP to confirm their requirements for Christchurch local office's ICT structure for day 1.
- Confirm requirements and timeframes for social care case transfer.
- Confirm with BCP their project plan around information transfer to their TECH FORGE.
- Ensure that all services are aware of the process that is required for transferring unstructured data.

Next milestones

Milestone	RAG	Due Date	Target Date
Understand all unstructured data requirements from each service that requires disaggregation	C	31/01/2019	31/01/2019
Service impact evaluation complete from TUPE lists	C	31/01/2019	31/01/2019
Case Transfer Commences	C	31/01/2019	22/02/2019
Confirm final list of all assets to transfer	A	15/02/2019	15/03/2019
Assets & Case Transfer complete	A	29/03/2019	29/03/2019
Service provisions for East Dorset confirmed	G	15/03/2019	15/03/2019
Day 1 Applications in place	G	01/04/2019	01/04/2019

	ID	Raised By	Date Raised	Risk Description	Impact Statement	I	P	RS	Mitigation Plan	Owner	Date Due
Top Risk	259	Karen Perrett	2 Jan 19	BCP are working with Servelec to migrate Social Care data from DC to BCP. Servelec sent quote for work on 20th Dec 18 but did not include a delivery plan. .	DC and BCP will not be safe and legal on 1st April 2019 as BCP relevant employees will not have access to Christchurch Social Care data	5	3	15	Interim & contingency solutions agreed, interim solution currently on track. Work continues on permanent solution to disaggregate all Christchurch social care data to BCP. .	Mark Smitton	28 Feb 19

TRANSITIONAL STRUCTURES: STATUS UPDATE

Workstream Sponsor: Matt Prosser
Lead Member: Cllr Rebecca Knox
Project Manager: Leon Ainsworth

Date: 22/02/2019

Workstream RAG   A   G

Overview / Summary

Timeline for the split of Tranche 1 in 1a (Corporate Directors) and 1b (Heads of Service and Service Leads) approved by the workstream board and a plan to support the delivery is being built. Discussions with Trade Unions continue in terms of the Job Evaluation framework, Notice for Dismissal timeline and the Equalities Impact Assessment (EQIA). Resource concerns raised with the programme management to ensure capacity and availability of key resources in the upcoming weeks/ months to deliver the activities against the proposed timeline. The improved process and procedures for consultation feedback have produced the following statistics: Total number of queries 449, open queries 194, closed queries 255, responses sent in past fortnight 217. The Group feedback follow-up session with HR was cancelled due to half term and non-availability of attendees and has been re-scheduled for next week. Further documentation has been released to the Consultation SharePoint site to support feedback and understanding.

Activity

- Group feedback sessions continue (HR part II re-scheduled 27/02, Waste 05/03)
- Logging, tracking, assessing and responding to tranche 1 consultation queries continues
- Updating of Consultation documentation based on feedback continues
- Voluntary Redundancy queries being captured
- Walk-through and Budget Savings documents published to support proposed structure feedback
- Generic job descriptions drafts are complete these will enable Job Evaluations to take place.

Next milestones

Milestone	RAG	Due Date	Target Date
Consultation Timeline Tranche 1a/b Signed Off	C	19/02/19	19/02/19
Consultation Tranche 1a Closed	G	18/03/19	18/03/19
Proposed Structure Signed off (Tranche 1a)	G	22/03/19	22/03/19
Consultation Tranche 1b Closed	G	25/04/19	25/04/19
Interview Corporate Directors	G	26/04/19	26/04/19

Next Steps

- Set-up follow-on consultation feedback sessions as required (Ongoing)
- Support Consultation and respond to queries
- Begin set-up of Selection panel for Corporate Directors interviews (Will be determined through planning)
- Complete generic Job description framework (22/02/19)
- Define and agree resources for implementation of new structure.

	ID	Raised By	Date Raised	Risk Description	Impact Statement	I	P	RS	Mitigation Plan	Owner	Date Due
Top Risk	257	Leon Ainsworth	22/11/2018	Delays to consultation due to the speed of delivery and the level of engagement in the design stage	The timelines available to deliver the Transitional Structures workstream have not allowed for in-depth validation and engagement of conceptual structures. A deep dive of the business for any robust analysis has not taken place.	3	4	12	21/02: Group feedback sessions are proving to be very effective in assisting the at risk roles and management to understand the structural proposals and the financial envelope that these proposals are based on. The extension to the Tranche 1b timeline will assist in creating greater clarity.	Leon Ainsworth	01/03/19
Top Issue	277	Leon Ainsworth	31/01/2019	Consultation queries that have been sent into the SDC Consultation mailbox cannot be answered in timely manner.	Frustration and credibility concerns as individuals are unable to understand elements of the proposed structure. Leading to escalations within senior management.	3	2	6	21/02: The positive impact has continued this week with a further 117 queries being answered. A total of 255 queries closed with 194 still open. The team continues to make good progress	Leon Ainsworth	01/03/19

1. Introduction

The Shaping Dorset Council (SDC) programme continues to progress towards operational readiness. As per the planned timescales of the programme, an operational readiness gateway review was scheduled for completion in January/ February 2019. SWAP have been commissioned to undertake this gateway review, to provide assurance to the Chief Executive of the new Dorset Council, as well as other programme stakeholders, that the SDC programme is on track to deliver the new Dorset Council from the 1st April 2019.

Whilst clearly, the SDC programme is constrained within a set timescale, the overall objective of this gateway review has been to assess how well placed the programme is in relation to operational readiness, as well as highlighting any opportunities that we believe could be taken to enhance the programme and/ or increase the chances of programme success.

2. Agreed Scope of our Gateway Review

The scope of our work was agreed by the SDC Programme Board and Shadow Executive, and specifically looked to assess/ provide confirmation that:

- Governance bodies (Programme Board and Shadow Executive Committee) are ready to facilitate and approve implementation, and responsibilities within these governance bodies are clear
- There are management and organisational controls to manage the programme through implementation and operation, including reporting lines before and during transitional structures are implemented
- Ongoing risks and issues are being effectively managed and do not threaten implementation. Furthermore, to evaluate the risk of proceeding where there are any unresolved issues
- There is adequate contingency planning within the programme in relation to operational readiness
- There is a level of confidence within programme stakeholders that the planned outcomes are likely to be achieved
- There is on-going sponsorship and stakeholder support for the programme
- There is confidence that the necessary Programme resources are in place
- The scope for the Programme post April 1st adequately supports ongoing service continuity changes and transition activities
- Recommendations made in previous programme assurance reports and gateway reviews have been effectively addressed and implemented

Agreed Scope Exclusions
- Confirmation that implementation plans are still achievable; including training, communication, cutover and support as required (*this aspect of the Gateway will be undertaken by AMEO, in conjunction with the Programme Team*)
- Review of convergence and transformation activity planning will not form a part of the scope for this work
- Similarly, the likelihood of achievement of the overall financial savings set out in the Local Partnerships Business Case will not be assessed as part of this review.

It should be noted that our gateway review provides a snapshot view of progress, at a point in time and, therefore, should be seen as complementary to other internal programme oversight and scrutiny processes, and not a replacement for them.

3. Methodology

Our review consisted of interviews with programme stakeholders, as well as liaising with the SDC programme team for information and confirmations. In addition, a range of programme activity and documentation was reviewed.

We undertook an electronic survey of 191 officers from across the Dorset authorities involved with the SDC programme, where we asked a series of questions asking respondents their views on the programme. We also surveyed all Members of the Shadow Executive and the Shadow Overview & Scrutiny Committee (36 in total).

We received 92 completed staff surveys (a response rate of 48%), and 15 completed Member surveys (a response rate of 42%). Whilst clearly, results from both the staff and Member surveys cannot provide definitive evidence in relation to the extent of operational readiness, the reasonable response rate helps to form an overall picture of confidence from a representative sample of those most closely involved in the programme.

4. Delivery Confidence Assessment

The SDC Programme continues at pace in the lead up to 1st April and operational readiness. Clearly there remains a significant amount of work to complete to ensure a smooth transition into the new authority, however programme stakeholders are working hard to ensure the necessary tasks and coordination is completed to ensure a 'safe and legal' Dorset Council.

We have provided a Delivery Confidence Assessment for each area within the scope of this review (see Section 6). The full Delivery Confidence Assessment criteria has been set out in Appendix D, but from this gateway review, our assessments fell into one of the following two criteria:

Assessment		Criteria Description
		Successful delivery appears probable. However, constant attention will be needed to ensure risks do not materialise into major issues threatening delivery.
		Successful delivery appears feasible but important issues exist requiring management attention. These appear resolvable at this stage and, if addressed promptly, should not present overruns.

5. Headline Conclusions

The overall headline conclusions of our gateway review were as follows:
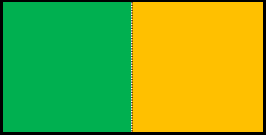
- Our work on this review has indicated that governance bodies (Programme Board and Shadow Executive Committee) are ready to approve implementation in the lead up to 1st April. In addition to this, there is a good level of confidence that the appropriate resources are in place to facilitate and approve implementation, with responsibilities clear. Risk and issue management has been developed, with confidence that programme risks are being appropriately managed.

- Management and organisational controls to manage the programme through implementation and operation have been developed and are largely operating effectively. As per our previous gateway report, we have identified several areas where reporting/ oversight could be improved to enhance assurance that implementation plans will deliver for Day 1. However, we appreciate that with the fast-paced nature of the SDC programme, the risk appetite in relation to certain aspects of control/ oversight is likely to be higher.

- The responses from our survey of officers involved in the SDC programme demonstrated a generally positive level of confidence that the programme will be able to deliver a safe and legal Council, that current plans would deliver a seamless service from 1st April, and that officers were confident in relation to their own respective responsibilities. Across all other officer responses, there was generally a positive level of confidence (*see Appendix B for full details*).

- Similarly, the responses from our survey of Members demonstrated broadly positive levels of confidence in relation to the SDC programme being able to deliver a safe and legal Council on the 1st April, along with the confidence that significant potential risks are being adequately managed. Across all other Member responses, there was generally a positive level of confidence (*see Appendix C for full details*).

- Work requirements for the period 1st April to 31st October 2019 which are emerging from the SDC programme have begun to be defined and agreed. This work will need to continue in order to confirm, scope and prioritise this work. This will likely need to include a range of non-critical Day 1 programme tasks where timescales may have slipped.

- Based on our assessment of the progress in implementing the recommendations of earlier programme assurance reports, there are a number of areas that we believe require further work/ enhancement (*see Appendix A for further details*).

- A key aspect of this gateway review (and operational readiness in general), will rest on whether implementation plans are still achievable. As highlighted in our scope exclusion section above, this aspect of the work is primarily being undertaken by AMEO in conjunction with the Programme Team, and therefore this report should be read in conjunction with the findings of that work.
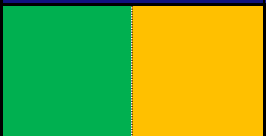
6. Delivery Confidence Assessments and Findings

Below are the key areas of our review, along with the individual assessments and respective key findings:

Assessment		Gateway Review Area
🟩	🟧	**Governance bodies (Programme Board and Shadow Executive Committee) are ready to facilitate and approve implementation, and responsibilities within these governance bodies are clear**

Our work on this review has indicated that governance bodies (Programme Board and Shadow Executive Committee) are ready to approve implementation in the lead up to 1st April.

In terms of Programme Board decisions required before the 1st April, whilst there is no formal mechanism to ensure that all decisions are flagged, a forward planner is maintained for the Programme Board which schedules decisions as required. However, our testing identified nine decisions recorded on the decisions log as requiring a decision prior to 1st April that were not included within the forward plan; for example, within the HR decision log - 'sign off of Dorset Council TUPE measures'. Whilst these decisions may have been added to the forward planner at a later stage, we have recommended a cross-comparison check to ensure that necessary decisions are planned in/ scheduled where possible.

Our survey of Members demonstrated a relatively strong level of confidence that key decisions required in run up to 1st April have been appropriately scheduled for resolution (*see Appendix C, Q.7*). Furthermore, our survey of officers indicated a strong level of agreement with regards to clarity in their role for operational readiness (*see Appendix B, Q.3*)

As covered in previous SWAP assurance reports, there is now more established and embedded programme governance arrangements, including clear sponsorship, responsibilities and reporting lines of the programme.

Assessment		Gateway Review Area
🟧		**There are management and organisational controls to manage the programme through implementation and operation, including reporting lines before and during transitional structures are implemented**

Programme governance arrangements have continued to become more established and embedded, helping to develop a framework of management and organisational controls to manage the programme through to implementation and operation. This includes regular programme highlight reports, risk & exception reports, and regular reporting to/oversight from Members

The introduction of 'Agile' daily stand-up meetings within the programme team has enhanced communication and cross-workstream awareness, as well as acting as a clear and effective visual of tasks completed, in progress, and still to do.

Monitoring of implementation plans and programme milestones is undertaken via the respective Theme Boards. Ongoing oversight of plans is undertaken by project managers and through the daily stand-up meetings. A more detailed 'deep dive' review has recently been undertaken by the Project Management Office (PMO) which has identified a range of gaps and tasks still to be completed in relation to the plans.

Our testing of Implementation Plans demonstrated that on the whole the tasks required for Day 1 are accurately reflected, but whilst some of the previously highlighted inconsistencies around priority levels/ target dates have been addressed, a significant number of inconsistencies still remain, most notably for those Implementation Plans within the People Theme. We have made a recommendation to strengthen the programme oversight controls in this area.

Similarly, our testing of the reporting/ oversight of programme milestones has identified that whilst a summary of the key theme milestones are included in the programme highlight reports, not all milestones are included; specifically we identified milestones that had missed their deadline, which were not included in highlight reports, as well as milestones that had missed their deadline but were coded as Amber (further work required) as opposed to Red (high concerns/ missed deadline). We have therefore made a number of recommendations to enhance the management controls in these areas.

In relation to reporting lines before and during transitional structures are implemented, new Dorset Council Senior Leadership Team directors will immediately join the programme board. As 1st April approaches the programme board is likely to merge into a Dorset Council corporate change/ programme board, however the exact arrangements have yet to be confirmed. Similarly, specific arrangements for reporting lines for the existing workforce post 1st April within the transitional structure will need to be clarified.

Assessment	Gateway Review Area
	Ongoing risks and issues are being effectively managed and do not threaten implementation. Furthermore, to evaluate the risk of proceeding where there are any unresolved issues

Risk management arrangements within the programme are developed and include regular risks and exception reports presented to the Programme Board. These include all high impact, and high overall risks. Risk and issue information is also contained within programme highlight reports. Risk management discussions at workstream boards also offer the chance to review specific risks and any mitigating action in more detail. As part of our review, one minor area for enhancement identified, would be to ensure that the risk overview summary contained within the SharePoint risk management page accurately reflects the breakdown and profile of risks.

Our survey of officers demonstrated a reasonable high level of confidence that all potential risks within services/ workstreams were being adequately managed at an appropriate level (*see Appendix B, Q.8*). Similarly, our survey of Members indicated a comparable level of confidence (*see Appendix C, Q.8*).

Work on dependencies has progressed since our Gateway 1 review, with dependencies re-categorised and plans updated. Plans are co-ordinated by one person in the programme team and a report on critical dependencies has been reviewed by the programme board. Dependencies are also discussed and clarified where necessary at the programme stand-up meetings. We have made a recommendation to re-visit critical dependencies in the lead up to 1st April to confirm those requiring action.

In relation to any unresolved programme issues, these would also be covered in the stand-up meetings, where a dedicated section of programme 'blockers' is captured. As part of our review, we were not made aware of any major, unresolved programme issues that would pose a risk to operational readiness. This was supported in our survey of officers and Members, where no concerns were raised in the open comments in relation to specific unresolved issues or programme blockers.

Assessment	Gateway Review Area
	There is adequate contingency planning within the programme in relation to operational readiness

Our survey of officers involved in the SDC programme demonstrated a reasonable high level of confidence that adequate contingency or back up arrangements were in place, in relation to services/workstreams in the case of unforeseen problems arising in the run up to 1st April (*see Appendix B, Q.7*).

With members of the new Senior Leadership Team starting/ due to start shortly, this will also provide some time for handover/ transfer of responsibilities, to assist with contingency.

Views from the open question in officer survey highlighted a degree of concern/ level of uncertainty that once the consultation for the transitional structure had begun, there was likely to have an impact on focus in relation to operational readiness. This will likely increase the risk with regards to contingency planning and supports the need for effective communications throughout this period.

Assessment	Gateway Review Area
	There is a level of confidence within programme stakeholders that the planned outcomes are likely to be achieved

Our survey of officers demonstrated that there was relatively strong agreement in the SDC Programme being able to deliver a safe and legal Council from 1st April (*see Appendix B, Q.1*).

This was further supported by officer survey responses, that indicated reasonable confidence that all potential risks within Service/ Workstream plans are being adequately managed (*see Appendix B, Q.8*), confidence that Service/ Workstreams had appropriately communicated all dependencies to the appropriate level (*see Appendix B, Q.9*), and clarity in relation to reciprocal reliance on other Services/ Workstreams for dependencies (*see Appendix B, Q.10*).

Our survey of Members also demonstrated relatively strong confidence in the SDC Programme delivering a safe and legal Council by the 1st April (*see Appendix C, Q.1*).

Assessment	Gateway Review Area
	There is on-going sponsorship and stakeholder support for the programme

Our survey demonstrated that in the majority of questions, there appears to be ongoing stakeholder support and reasonably good confidence in relation to the programme (*see Appendix B & C for a full list of questions and results of the survey*).

In particular, this was highlighted in staff reflecting reasonable confidence that they understood the current status of the SDC Programme and the issues involved, as well as reflecting strong agreement that they were clear about their own role in terms of operational readiness.

Our survey of Members also indicated relatively strong agreement in relation to feeling adequately informed about the programme, including any issues encountered, to enable contribution to the political decision-making process.

Assessment	Gateway Review Area
	There is confidence that the necessary Programme resources are in place

Our survey of officers demonstrated reasonable confidence that the necessary skills, experience and resources are being deployed on the programme to enable service delivery from the 1st April (*see Appendix B, Q.4*). Furthermore, there was reasonable officer confidence that adequate contingency or back up arrangements were in place in the case of unforeseen problems arising (*see Appendix B, Q.7*).

The survey results from Members demonstrated a similar level of confidence in relation to the necessary skills, experience and resources being deployed on the programme to enable service delivery from 1st April (*see Appendix C, Q.5*).

Clearly with the recent communications regarding transitional structures, there will be an increased risk of reduced engagement from key staff, as well as the possibility of staff leaving prior to 1st April. The risk of potentially reduced resources to call on from the respective authorities will need to be actively managed, and is likely to feature as an increasing programme risk in the lead up to 1st April.

Assessment	Gateway Review Area
	The scope for the Programme post 1st April adequately supports ongoing service continuity changes and transition activities

Work on clarifying the requirements for the period 1st April to 31st October, based on the issues which are emerging from the SDC programme has begun to be developed. This work will continue to be formalised to provide further clarity and structure.

Specific projects to be included within this phase of the programme will need to be confirmed, scoped and prioritised. This is likely to need to include a range of non-critical Day 1 programme tasks where timescales may have slipped or were not fully defined/ included in scope.

Assessment	Gateway Review Area
	Recommendations made in previous programme assurance reports and gateway reviews have been effectively addressed and implemented

As part of this review, we assessed whether actions had been taken to implement the recommendations from our Gateway 1 review (actions from any other assurance sources/ recommendations have not been assessed).

A summary of our follow up of previous recommendations has been included in **Appendix A** below. Whilst action has been taken against each of the areas, we feel like there is further work that could be completed to improve the governance and control over certain areas highlighted.

7. Recommendations

- Following the recent 'deep dive' into the implementation plans undertaken by the Project Management Office (PMO), there is a need to complete any gaps or inconsistencies identified as part of this work. As plans evolve and change prior to 1st April there is a need to ensure that this review work continues on an ongoing basis

- There is a need to develop a methodology for the PMO to maintain an effective oversight of all service/workstream implementation plans

- A sense check of milestones included in the Programme Board Highlight Report should be undertaken to ensure that all key milestones are included, with a focus on those milestones where the deadline has been missed

- A protocol should be adopted for coding of milestone progress to ensure consistency across all Themes, including the coding of milestones that have missed their deadline. In addition, there is a need to ensure that the overall RAG status of the Theme Board accurately reflects the overall position of the milestone planner

- A formal mechanism for ensuring that all appropriate decisions are included in the forward plan of the Programme Board should be established. In addition, a review of the decisions log should be undertaken to ensure that all Day 1 critical decisions are included in the forward plan prior to 1st April.

- A further review of the current status of the critical dependencies is required in order to confirm those still requiring actions and to ensure inclusion in service/workstream implementation plans and Programme Board forward plan where decisions are still required

- There is a need to review previous recommendations where audit testing has identified gaps in order to confirm the necessary action required for implementation

- Plans need to be further developed for the work required in the period 1st April to 31st October which are emerging from the SDC programme; including consideration of the non-critical Day 1 programme tasks that may have either slipped or were not fully defined/ included in scope

Previous Recommendations	SWAP Progress Assessment – January 2019
Check back over Priority levels/ target dates contained within implementation plans to ensure they accurately reflect the tasks required for day 1	Ongoing monitoring of plans is undertaken by project managers and through the daily stand-up meetings. A more detailed 'deep dive' review has recently been undertaken by the PMO which has identified a range of gaps and tasks still to be completed in relation to the plans. Our follow up testing of Implementation Plans demonstrated that on the whole they do reflect the tasks required for Day 1, but whilst some of the previously highlighted inconsistencies around priority levels/ target dates have been addressed, a significant number of inconsistencies still remain, most notably for those Implementation Plans within the People Theme.
Confirm the agreed milestones for operational readiness for each Theme/ Workstream, as well as ensuring/ checking that these accurately reflect a summary of the key tasks within each Theme/ Workstream	It was confirmed by the PMO that milestone charts were all submitted/ confirmed by the end of November 2018. Our testing of the current Milestone Plans confirmed that they accurately reflect the summary of key tasks for each of the Themes. However, the coding of items on the Corporate Milestone Plan is not consistent with the other Milestone Plans in terms of their status. Therefore it is difficult to determine whether those items that have passed their deadline are complete or not. It was also noted that a number of milestones for the People Theme had missed their deadline but were coded as Amber (further work required) as opposed to Red (high concerns/ missed deadline).
Finalise the work on dependencies, ensuring that all necessary dependencies are captured and agreed, as well as ensuring that these dependencies are clearly communicated/ accessible to programme stakeholders	Work on dependencies has progressed since our Gateway 1 review, with dependencies re-categorised and plans updated. Plans are co-ordinated by one person in the programme team and a report on critical dependencies has been reviewed by the programme board. The Dependencies Log demonstrates the data cleansing exercise that has been carried out to capture all dependencies and on the whole, these map across to the respective Implementation Plans. However, our testing identified some inconsistencies with regards to incorrect reference numbers being used. Although the officer responsible for the Dependencies Log liaises closely with the Project Managers, it is understood that not all dependencies have a corresponding entry in Implementation Plans due to the fluid nature of the Implementation Plans.
Capture all decisions needed, ensuring that these are programmed into the forward plan or a mechanism for ensuring that these will be picked up at the appropriate time	The Programme Board now maintains a forward plan which clearly shows key decisions that are required between now and go-live. To support this, there is programme resource dedicated to fortnightly review of the decisions register, checking workstream plans for the decisions forward plan and scheduling in to the appropriate Programme Board. However, our testing identified some anomalies with this process, for example, a number of key HR decisions such as TUPE measures, car loans to staff and staff car parking (which is showing as overdue on the Place Milestone Planner) were found not to be scheduled on the Programme Board forward plan.

Ensure service implementation plans are revisited where necessary to fully capture information required, such as relevant policies, or details of implementation costs	As above, a detailed 'deep dive' review of implementation plans has recently been undertaken by the PMO which has identified a range of gaps and tasks still to be completed. Audit attended two of the daily stand-up meetings and at both meetings, reference was made to the need to ensure that the implementation plans are reviewed and to develop a process that will allow the PMO enhanced oversight of all the implementation plans.
Re-visit/ re-confirm the previous programme assumptions to ensure that these remain relevant and stakeholders are still committed to delivering these within their service implementation plans	It was confirmed by the PMO, that assumptions would be validated via progress updates, as well as at the daily stand-up meetings. As the 1st April approaches, some of the key assumptions may need to be re-confirmed to provide assurance in relation to operational readiness.
Determine how milestones/ service implementation plans will be managed and monitored going forwards	Milestones/ service implementation plans are monitored through programme board highlight reports and review at programme board meetings. This is supplemented by the daily stand-up meetings that help to track progress. Our testing of the reporting/ oversight of milestone plans has identified that whilst a summary of the key theme milestones are included in the programme highlight reports, not all milestones are included; specifically we identified milestones that had missed their deadline, which were not included in highlight reports.

Q1. You are confident that the Shaping Dorset Council (SDC) programme will be able to deliver a safe and legal Council from 1st April
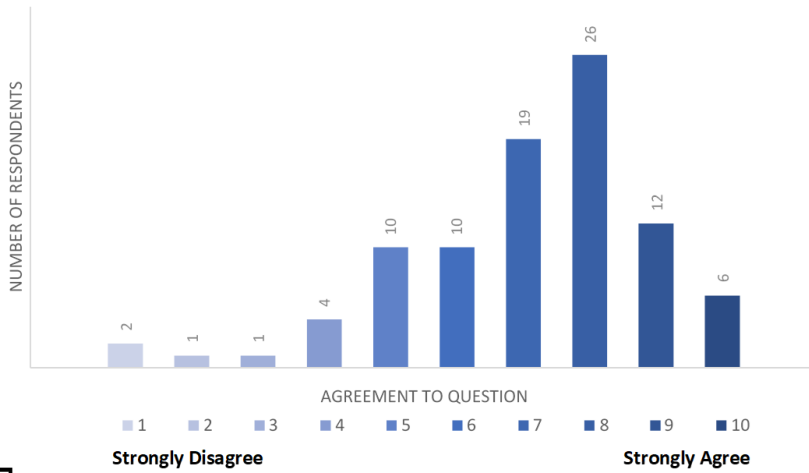
Q2. You feel like you understand the current status of the SDC Programme and the issues involved
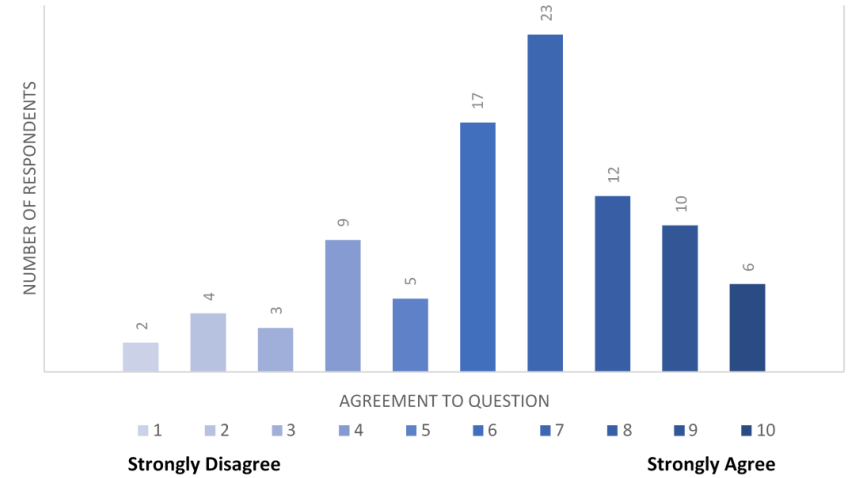
Q3. You are clear about your own role in terms of operational readiness
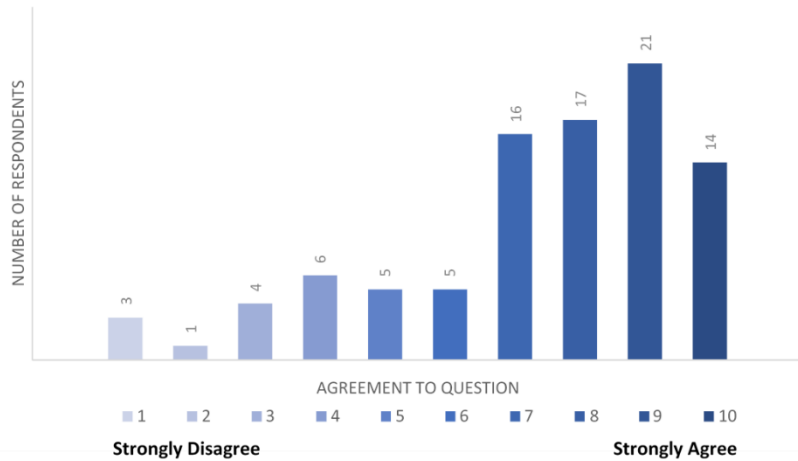
Q4. You feel like the necessary skills, experience and resources are being deployed on the programme to enable service delivery from the 1st April

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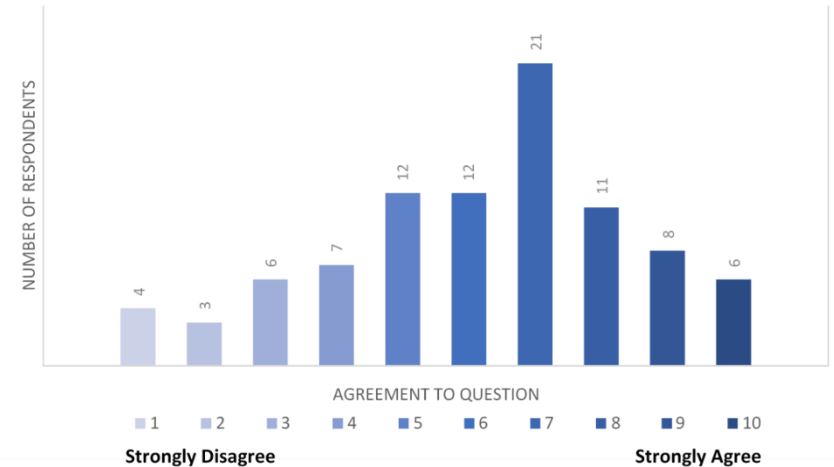
Q5. Your Service / Workstreams Implementation plan (or one you have been involved in) is able to deliver a seamless service to the public from the 1st April
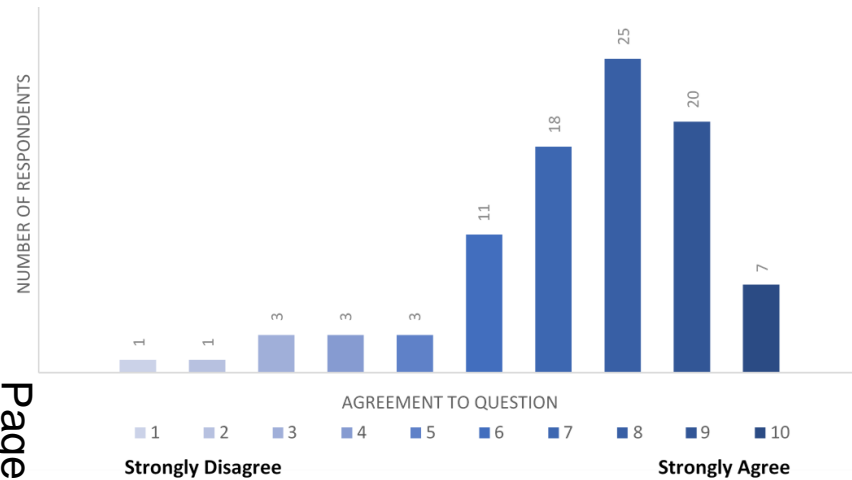
Q6. You feel like the reason for your Service/ Workstream being unable to deliver a seamless service on 1st April is because the Service/ Workstream Implementation Plan is not on track in terms of timescales?
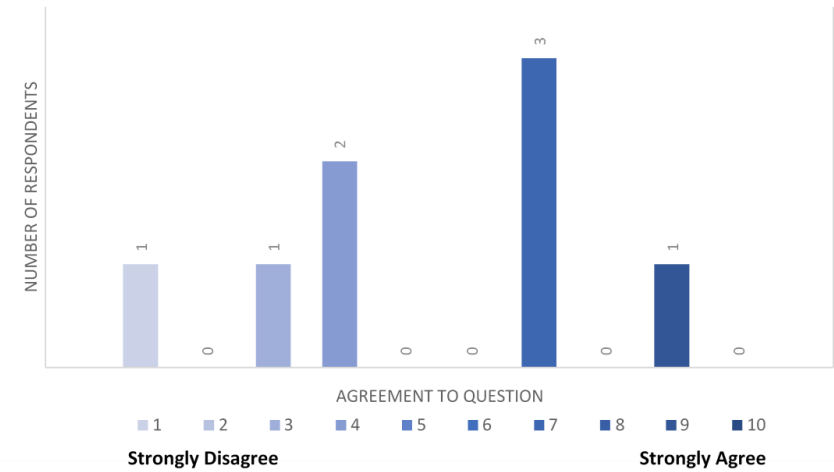
Q7. You are confident that you have adequate contingency or back up arrangements in place for your Service/Workstream area in case of unforeseen problems arising between now and 1 April
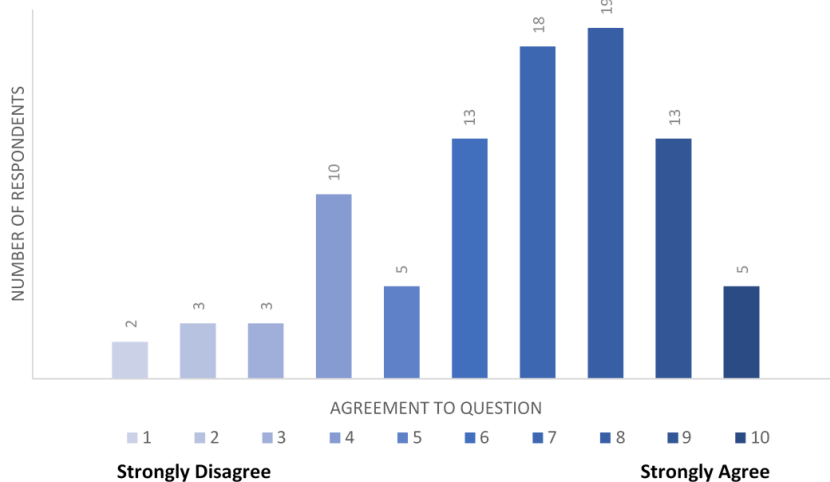
Q8. You are confident that all potential risks within your Service/ Workstream are being adequately managed at an appropriate level

Unrestricted
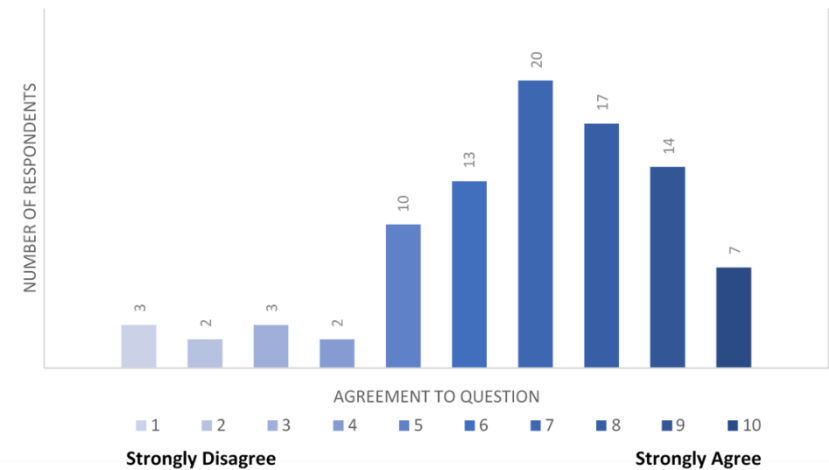
Q9. You are confident that your Service/ Workstream has communicated all dependencies to the appropriate level
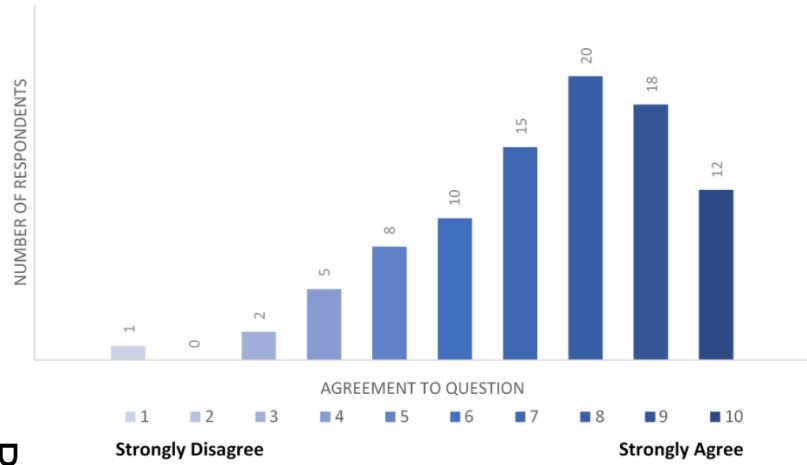
Q10. You are clear where other Services/ Workstreams are reliant on your Service/ Workstream for dependencies
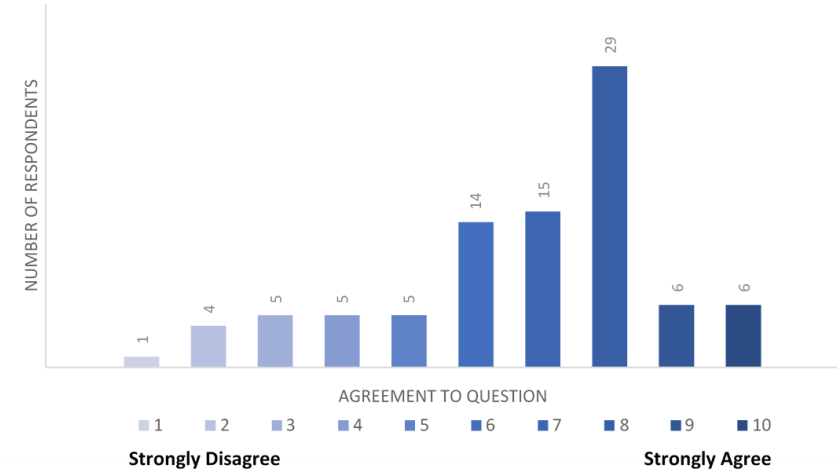
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Q1. You are confident that the Shaping Dorset Council (SDC) programme will be able to deliver a safe and legal Council on the 1st April

Q2. You feel like you are adequately informed about the programme, including any issues encountered, to enable you to contribute to the political decision-making process
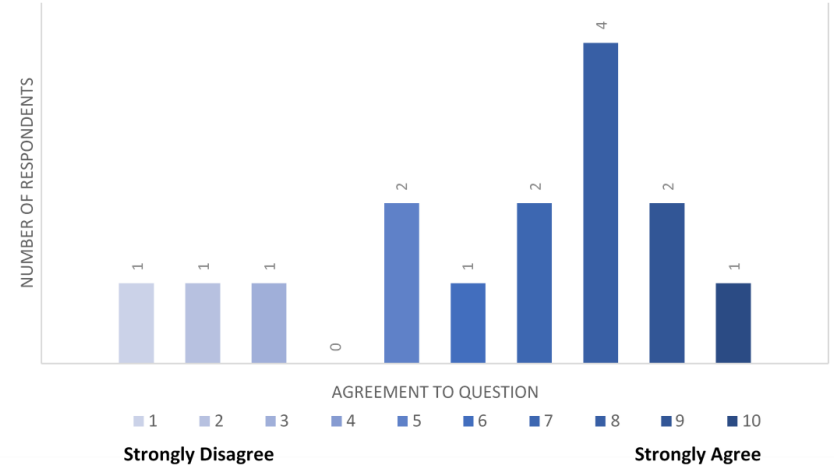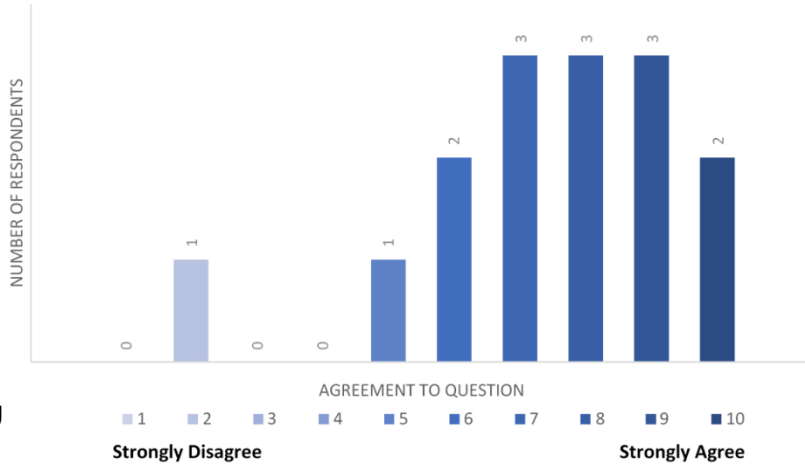
Q3. You feel knowledgeable and informed about your key Dorset Council service areas of responsibility

Q4. You have taken action to improve your knowledge in these areas
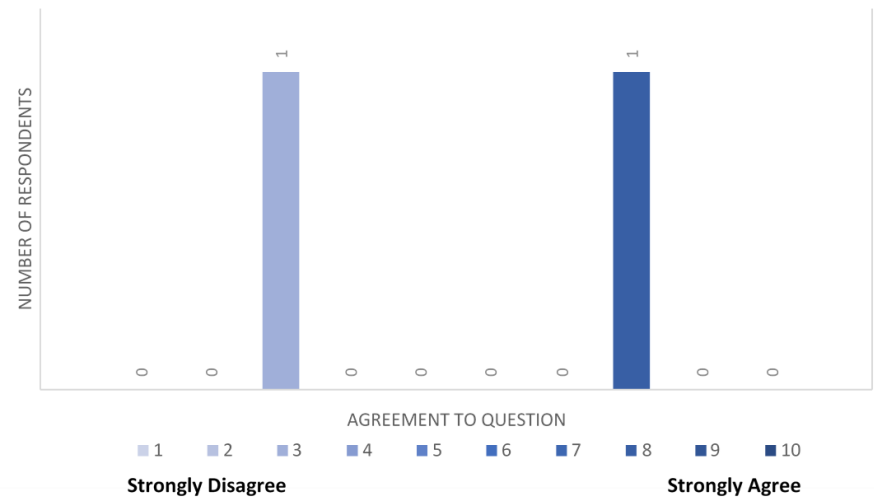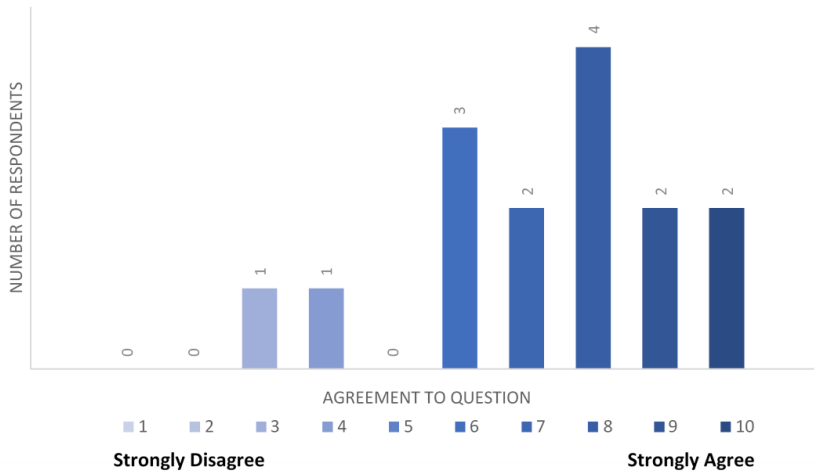
Q5. You feel like the necessary skills, experience and resources are being deployed on the programme to enable service delivery from 1st April
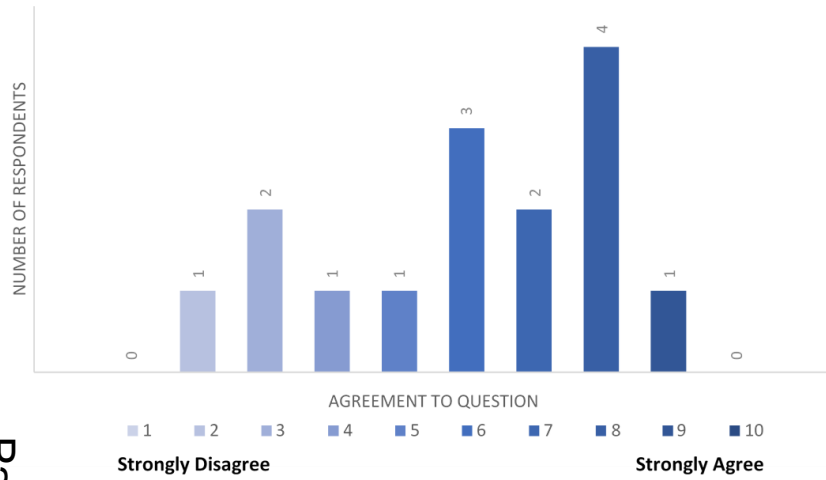
Q6. You are confident in the programme's ability to deliver a seamless service to the public from 1st April
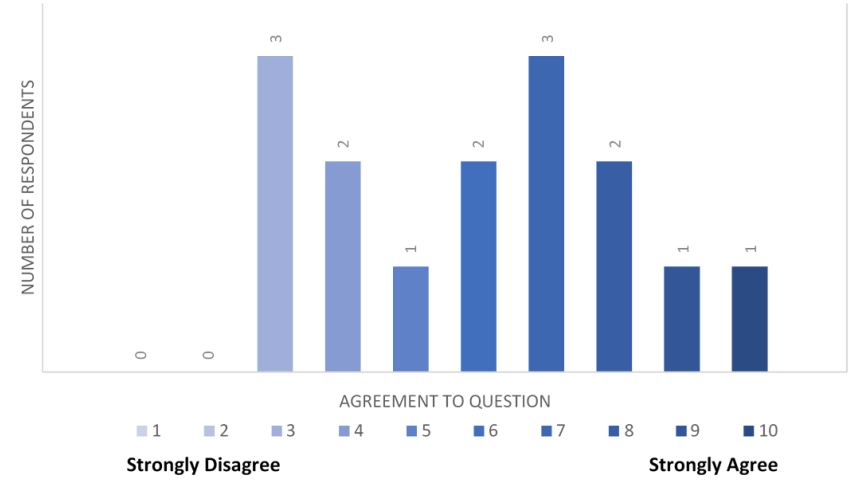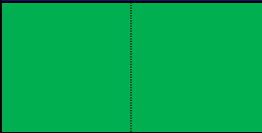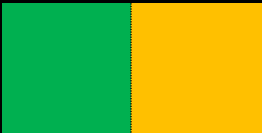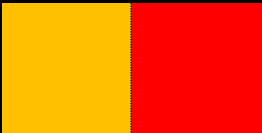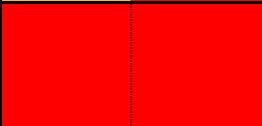
Q7. You are confident that key decisions required in run up to 1st April have been appropriately scheduled for resolution
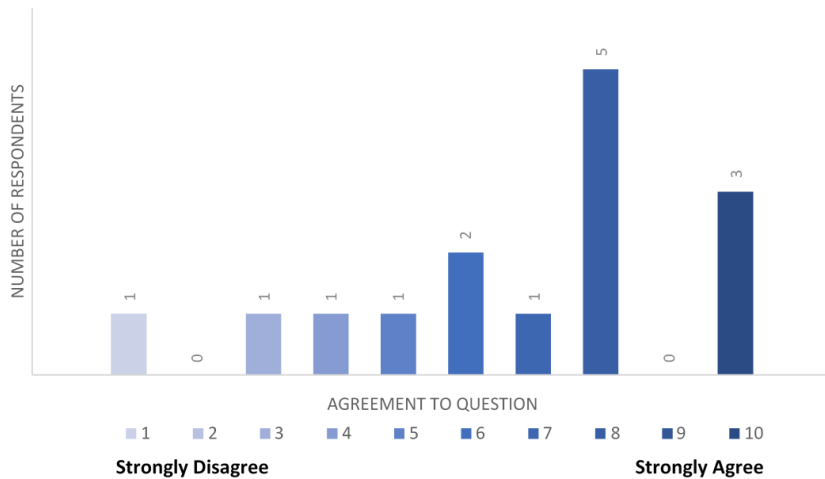
Q8. You feel like you are being adequately informed that all significant potential risks are being adequately managed

Assessment		Criteria Description
		Successful delivery of the programme to time, quality and cost appears highly likely and there are no notable outstanding issues at this stage that appear to threaten delivery.
		Successful delivery appears probable. However, constant attention will be needed to ensure risks do not materialise into major issues threatening delivery.
		Successful delivery appears feasible but important issues exist requiring management attention. These appear resolvable at this stage and, if addressed promptly, should not present overruns.
		Successful delivery of the programme is in doubt with major risks or issues apparent in a number of key areas. Urgent action is needed to ensure these are addressed, and establish whether resolution is feasible.
		Successful delivery of the programme appears to be unachievable. There are major issues which at this stage do not appear to be manageable or resolvable. The programme may need to be redefined and the impacts of non-delivery in certain areas assessed.

SWAP's Delivery Confidence Assessments in Sections 4. and 6. above reflect:

- Evidence of specific programme issues or risks that threaten delivery to time and/or quality, and jeopardise the delivery of successful outcomes

- Results from the programme survey coordinated (92 completed staff surveys returned out of a total of 191, representing a response rate of 48%, and 15 completed Member surveys returned out of a total of 36, representing a response rate of 42%.)

- SWAP's professional judgement of the likelihood of the programme succeeding if there is no definitively clear evidence either way

When providing our Delivery Confidence Assessments, SWAP has not considered every scenario that might affect the programme's progress and outcomes, but has looked to reasonably extrapolate from the programme's past progress, current status and documented plans as to whether a successful outcome will be achieved.

1. **Exec Summary**

Ameo has been engaged to undertake a delivery assurance review in order to test and provide a level of confidence around "Day One" service preparations within the Shaping Dorset Programme. The approach used by the team has been to test several front-line services using the customer journeys as a basis to assess any process change up to the point at which existing back end process start.

Four specific customer journeys have initially been reviewed through meetings with Service Leads and where necessary, supporting areas of the programme e.g. Customer Access, ICT, etc. have been explored to provide additional information and further context.

The findings for each process have been assessed against the 'Safe and Legal' requirement for "Day One" (1 April 2019) and the process has been given a confidence factor using the South West Audit Partnership's (SWAP) Delivery Confidence Assessment Rating to provide a complementary assessment against the Gateway reviews undertaken.

This review has highlighted that, although reasonable progress is being made by services to change their back-end processes, there remains some significant issues to resolve. These issues can be grouped into emerging themes arising with the front-end customer journeys.

As a result, a more detailed analysis was done with the service areas and the PMO. The follow up has resulted in a series of recommended actions and resolutions which are shown in Annex A.

Key themes have been used to categorise the findings to enable the Programme team to make decisions and implement any actions quickly. Our recommendations are that:

- Specific issues raised in the individual reports in Annex B and C are followed up as soon as possible by the relevant Service Lead. Resolution may already be planned or arranged, but checks need to be made to gain confidence that Safe and Legal can be achieved for Day 1.

- Common themes should be used by the Programme teams (particularly those in Annex B) to follow up with the appropriate workstreams, to ensure issues have been resolved. Some good work has already begun with this.

- The checklist should be used with service leads, to ensure they are checking that all issues have been raised and addressed.

In conclusion the overall Delivery Confidence assessment rating of the four processes is:

Assessment	Criteria Description
	Successful delivery appears feasible but important issues exist requiring management attention. These appear resolvable at this stage and, if addressed promptly, should not present overruns.

In addition to the findings arising from the four customer journeys, some over-arching areas of concern became clear. These are of high priority and will need urgent further investigation.

2. Introduction

The Shaping Dorset Council (SDC) programme continues to progress towards operational readiness. As such, a second gateway review (SWAP Gateway 2 review) has been commissioned by the SDC Programme Board to provide a level of assurance to the Chief Executive of the new Dorset Council and key programme stakeholders, that the SDC programme and associated services will be operationally ready on "Day One", 1st April 2019.

Ameo, acting as a critical friend, have designed this review to complement the Gateway 2 review. This is not an audit. Instead, using our existing knowledge of the authorities and the programme, we have worked with the programme team and service continuity workstream to develop a robust approach which specifically looks at the customer journey, and to test the level of assurance around it.

Each customer journey has been assessed as to whether it will be 'Safe and Legal' on "Day One" using the Council's own definition as follows:

"To deliver a safe and legal new unitary council, with no break in continuity in services, with the eligible workforce transferred to their new employer and with clear plans in place for the convergence of services where duplicated. 'Safe & legal' includes having a legal and balanced budget and with appropriate plans in place to deliver the convergence savings outlined from 2019 onwards".

3. Objective & Scope

3.1   Objective:

The objective of this review is to provide assurance for each of the processes reviewed and to provide a sense of confidence around the proposed service. Alongside this, we have highlighted any activities, along with any further opportunities and risks associated with the proposed process.

3.2   Scope:

We have selected and "tested" four key frontline service processes. This was a practical and challenging investigation of the proposed final-state process flow, its hand-offs and its system dependencies. The scope of our work covered the following customer journeys:

- A Children's Safeguarding Referral
- An Emergency Planning Scenario (Real time agency referral & advance warning weather referral).
- A Domestic Planning Application
- An On-road Penalty Charge Notice

Further complimentary discussions have also been held with supporting workstreams such as ICT, Finance and Customer Access. This has added additional detail and context to the understanding of each customer journey.

There may be other Service areas identified during our review that will benefit from further assessment. These will be highlighted to the Programme Director and agreed as required.

In identifying issues in this report, we expect this to be a flag to clarify the issue. In many cases it may be that there is a solution already in place, but that the reviewee was not aware of it. The only action therefore in these instances would be communication follow up.

3.3   Scope Exclusions:

Reviews have been limited to a single customer journey within each service and will not include wider aspects of the service deliverables in relation to "Day One" operations.

Whilst the reviews may identify and highlight programme issues outside of the customer journey, the review of the programme and its governance arrangements are excluded and we understand have been covered by the stage 2 gateway review undertaken by SWAP.

This review provides a view of progress, at a point in time, and should be viewed as complementary to other programme assurance and scrutiny processes, and not a replacement for them. This is not an audit but is a robustness test of how prepared the customer journeys are for the processes we reviewed.

4. Review Approach

Face to face meetings have taken place with service and/or project leads for each of the four customer journeys selected. The basis of each review was a step by step walk through the customer journey from the point of entry/

access to the council (email/web pages/phone/f2f) through to a point where any changes interfaces with existing back end processes and business as usual prior to "Day One".

We have used each of the four identified customer journeys to review specific progress within each service. This has also allowed us to make wider assumptions about the readiness of each service to deliver a 'safe and legal' service on "Day One".

Following our findings in the first four journeys, it was agreed we would follow up with two further journeys, and those were also reviewed. The purpose was to ensure that the main themes identified were confirmed in other subsequent journeys. The review confirmed the main themes.

5. <u>Delivery Confidence Assessment</u>

Our assessment of Delivery Confidence will be based on the following definitions. These have been replicated from SWAP who are performing the Gateway reviews. This is to provide a degree of familiarity and consistency to the programme. The criteria adopted by SWAP are largely derived from the Infrastructure and Projects Authority and Cabinet Office guidance:

Assessment		Criteria Description
		Successful delivery of the customer journey to time, quality and cost appears highly likely and there are no notable outstanding issues at this stage that appear to threaten delivery.
		Successful delivery appears probable. However, constant attention will be needed to ensure risks do not materialise into major issues threatening delivery.
		Successful delivery appears feasible but important issues exist requiring management attention. These appear resolvable at this stage and, if addressed promptly, should not present overruns.
		Successful delivery of the customer journey is in doubt with major risks or issues apparent in several key areas. Urgent action is needed to ensure these are addressed and establish whether resolution is feasible.
		Successful delivery of the customer journey appears to be unachievable. There are major issues which at this stage do not appear to be manageable or resolvable. The process may need to be redefined and the impacts of non-delivery in certain areas assessed.

Delivery Confidence Assessment will reflect:

- Evidence of specific process issues or risks that threaten delivery to time and/or quality, and jeopardise the delivery of successful outcomes
- Our professional judgement of the likelihood of the process working effectively if there is no definitively clear evidence either way
- The resilience of the programme to overcome identified shortcomings or threats

When setting out our Delivery Confidence Assessment, we have not considered every scenario that might affect the progress and outcomes of *all* processes. Instead we h a v e looked to extrapolate from the process reviewed, based on progress to date, current status and documented plans, as to whether a successful outcome will be achieved.

6. <u>Timescales and Resources</u>

The reviews were conducted over a period of seven working days during the period 10 January to 16 January using two experienced consultants from our Consultancy practice. The additional two reviews were carried out 12

February as agreed with the Programme Director.

7. Review and Findings

A summary of our key findings is outlined in 7.1 (Page 5), organised by the common themes which have emerged throughout the four reviews undertaken. The summary findings have allowed the Programme Team to quickly understand the common issues which have arisen and be used as a tool to direct wider conversations with other workstreams to quickly assess any further impact.

The PMO has responded to the findings, and we have then further responded. Where we are satisfied that no additional action is required, these items have been shaded and noted accordingly. Where issues remain, they are noted as such.

The detailed output and findings against each of the customer journeys reviewed have been included in Annex B.

Several additional findings have been identified throughout this exercise which are external to the customer journeys reviewed. For completeness, we have held some additional exploratory meetings with these areas to clarify issues. Detailed findings from those meetings are included within Annex C.

8. Conclusions

In relation to the customer journey reviewed, the findings conclude there was a good general understanding of the impact and requirements required for "Day One" (safe and legal) operation by each of the service areas. Individuals appear broadly prepared for the changes ahead. However, the use of the Customer Journey to push the boundaries of the end to end process identified areas which had been overlooked. Similarly, it also identified areas where assumptions were being made that the scope was the responsibility of others (which on investigation was not always the case). This leads to a degree of risk around the safe and legal delivery for "Day One".

Overall, the Delivery Confidence Assessment is therefore summarised as:

Assessment	Criteria Description
	Successful delivery appears feasible but important issues exist requiring management attention. These appear resolvable at this stage and, if addressed promptly, should not present overruns.

9. Recommendations

Recommendations from the findings are that:

- Proposed actions and mitigation are followed up and implemented urgently

- Specific issues raised in the individual reports in Annex B and C are followed up as soon as possible by the relevant Service Lead. Resolution may already be planned or arranged, but checks need to be made to gain confidence that Safe and Legal can be achieved for Day 1.

- Common themes should be used by the Programme teams (particularly those in Annex C) to follow up with the appropriate workstreams, to ensure issues have been resolved. Some good work has already begun with this.

- The checklist should be used with service leads, to ensure they are checking that all issues have been raised and addressed.

7.1

Theme	Description	Strategic Issue/Actions	Programme Board Response	Ameo Follow up Response	Closed down/Issue Remains
1) Customer Access	How customers are signposted to a relevant service and the gateways through which customers can contact the service.	*Using the customer journey as a basis for review has identified gaps in the understanding and ownership of the end to end customer journey/process.* Services need to consider how their customers are signposted to them e.g. D4U, Advertising, literature and referrals, etc. and identify how these need to change for Day One. Service leads need to own and incorporate these actions in their implementation plans, even when delivery is dependent on other supporting areas of the programme. The PMO need to review the potential additional workload on supporting workstreams and ensure there is sufficient capacity to deliver.	*Noted and a welcome pointer to additional assurance work to be conducted within the programme.* a) A review with the Customer Access workstream of end-to-end processes will assist with this. b) Some of the component parts of the customer signposting are slightly behind schedule and so as these come up to speed, many of these and similar concerns will be met. c) Through the Corporate theme board, the PMO have recently commenced activity to understand customer and staff impacts across the programme to feed into the customer workstream, this work was not complete at the time of the assurance work but will resolve the gap between the services and customer gateways. d) The implementation coordinators will be asked	a) *When will the review with the customer access workstream take place? What is the process and outcomes?* b) *What are the actions and timetable for this?* c) *As mentioned in a) above, sight of the process and outcomes is required to check approach and potential resolution* d) *Who will ask them and how will this be assured? How have line managers of service leads been involved to ensure end to end*	*ISSUE REMAINS Though work is planned in there is a lot still to cover. This therefore remains an issue until reassured that services are picking this up fully*

Theme	Description	Strategic Issue/Actions	Programme Board Response	Ameo Follow up Response	Closed down/Issue Remains
			to review their plans with customer access "as-is" and any required changes in mind so that we can ensure there are no gaps.	*walk through to check a robust approach?*	
2) Customer Support	How customers contact the Council to make an enquiry or complain about a service, and any FAQ's, action cards and scripts to support consistent communications.	*Reviews have identified gaps in the understanding and ownership of the end to end customer journey/process.* Services need to consider how customers who may contact the Council direct (to make an enquiry or complaint) will be directed to the correct person or team. E.g. District Council helpdesks may be required to direct an enquiry regarding a County Council service (or vice versa) by a person without knowledge of that service. Consideration must be given to the need for updated scripts or action cards to ensure consistent communication and efficient handling. Service leads need to own and incorporate these actions in their implementation plans, even when delivery is dependent on other supporting areas of the programme.	a) A review with the Customer Access workstream of end-to-end processes will assist with this. b) Customer access workstream has in scope ensuring there is a process in place for ensuring soft handover of calls. c)The customer impacts work will also assist with this issue. d)The PMO will carry out a cross-check of services to ensure this is completed where relevant and there is an action in relevant implementation plans	*a) When will the review take place? What is the process and outcomes?* *b) What is the process, who is involved, how are we ensuring that actions will be taken as appropriate eg updated scripts, clear communication?* *c) Please clarify how this will assist* *d) Who is doing the cross check and when will it be completed?*	*ISSUE REMAINS* Though work is planned there is a lot still to deliver. This therefore remains an issue until reassured that services are picking this up fully
3) Communications	How the communications team supports/ interfaces with a workstream.	*Reviews have highlighted a general issue around corporate and programme communication such as the dissemination of key*	*The information is available through the normal programme SharePoint and a weekly newsletter to teams*	*Response is noted and understood. More work is needed though regarding standard responses for use*	*ISSUE REMAINS* Though work is planned there is a lot still to cover.

Theme	Description	Strategic Issue/Actions	Programme Board Response	Ameo Follow up Response	Closed down/Issue Remains
		decisions impacting progress within workstreams, and wider corporate communications leading to anxiety for staff. Service leads need to review the communication and decision-making requirements within their workstreams. They need to own and incorporate these actions in their implementation plans, even when delivery is dependent on other supporting areas of the programme. The PMO need to ensure that decisions are captured and effectively communicated back to services to avoid unnecessary delay.	*sets out any significant changes.* Teams will be reminded of where the detail is and the PMO will ensure the right content feeds in the newsletter and SharePoint site. The programme decision log will continue to be the primary source of communications. Project managers and service leads have been reminded of the requirement to forward plan their communications.	*across all councils, particularly in relation to the new Unitary and the impact of that. Complaints will be one area this is needed. This may fall under another workstream so will validate first.*	*This therefore remains an issue until reassured that services are picking this up fully*
4) Programme Governance	How the LGR Programme supports/ interfaces with a workstream.	*Reviews have identified different interpretations of 'safe and legal' which is impacting clarity around what is required of services for "Day One".*	*The Programme Board is very clear on the Safe and Legal definition and reinforces this with the workstream boards they are responsible for* The programme team are challenging all work items that do not appear to be day 1 critical, the daily stand up meeting also checks this. The PMO is collating all post-day 1 activities for the next stage of the programme.	*This has reassured the board, but some service leads are still unclear. A clear message and definition needs to be passed to them with some practical examples.*	*CLOSED DOWN*
5) Branding	How the workstream is prepared to meet	*Reviews have highlighted that not all services have taken ownership of Branding within the scope of*	*Branding guidelines have been issued and confirmation of the scope of rebranding is*	*Who is doing the cross check and when will it be*	*ISSUE REMAINS*

Theme	Description	Strategic Issue/Actions	Programme Board Response	Ameo Follow up Response	Closed down/Issue Remains
	the new Council branding.	*the workstream under the assumption this is being picked up by others.* Services need to consider their branding requirements for Day One. Service leads need to own and incorporate these actions in their implementation plans, even when delivery is dependent on other supporting areas of the programme. The PMO need to understand where services have dependencies in relation to third parties /external agencies updating branding information and the lead times required to implement e.g. Planning Portal system has a two-month lead in for updating corporate logos, emails etc.	*due for decision 23/01/2019. A cross check of all implementation plans will be carried out for rebranding activities and current status.*	*complete? What will be the actions and outcomes?* *No robust plan exists so a new one is being set up – branding didn't have a dedicated lead until 2 weeks ago. Structure is being put around this now – 'cross check' referred to not done yet*	
6) Project Documentation	How the project documentation e.g. implementation plans, RAID logs, etc supports the workstream objectives.	*Reviews have highlighted differences in the quality, accuracy and timely completeness of programme documentation.* Service/Workstream leads should be updating programme documentation in line with Programme reporting cycles and PMO should be holding leads to account. Risk that detailed knowledge and understanding is inside the heads of key people.	*A review of all project plans has been carried out and all gaps highlighted. A summary is included in the Gateway 2 report.* All project managers are instructed to enforce the message to keep all plans fully up to date in the run up to go live	*What is happening with gaps highlighted, who is actioning these and following them up? The biggest issue here is the lack of risk identification by service leads/co-ordinators and that consequently not being escalated if/when needed. There is a need to walk through process risks and challenge processes to pull out all risks.*	*ISSUE REMAINS*

Theme	Description	Strategic Issue/Actions	Programme Board Response	Ameo Follow up Response	Closed down/Issue Remains
7) Decision Making	How corporate or programme decision making impacts the workstream.	*Reviews have highlighted a general issue around programme dissemination of key information/decisions impacting progress within workstreams.* The PMO need to ensure that decisions required are captured and effectively communicated back to services to avoid unnecessary delay.	*Weekly email to all co-ordinators includes all programme decisions. Fortnightly newsletter to all staff picks up key programme decision. Consideration required for the distribution list of the co-ordinator email to ensure all relevant officers are in receipt of the relevant emails.*	*If this process was already in place, what has caused this issue to occur? Or is this process new to take into account what is needed?* *Process has been tightened and appears to work once decisions are escalated and known. Getting decisions raised by services has been an issue.*	*CLOSED DOWN*
8) External Agencies	How external agencies/organisations e.g. Police, Health interface with the service.	*Using the customer journey as a basis for review has identified gaps in the understanding and ownership of the end to end customer journey/process.* Services need to consider how their processes interface with external agencies and identify how these need to change for Day One. Service leads need to own and incorporate these actions in their implementation plans and ensure external agencies understand and update their processes and procedures as a result of the change e.g. Weather warning and alerts are emailed to the Emergency Planning coordinators by the Met Office.	*Co-ordinators will be asked to ensure this is considered in implementation plans where relevant.*	*Whilst this is a helpful reminder, of itself it does not appear to be sufficient to support the service leads in their thinking on this. Coordinators need to walk through key processes with them to ensure they have covered every step, and to reassure themselves that checks are in place, and support is there.*	*ISSUE REMAINS*

Theme	Description	Strategic Issue/Actions	Programme Board Response	Ameo Follow up Response	Closed down/Issue Remains
9) Policies & Procedures	How the workstream impacts the Councils retained policies and procedures.	*Using the customer journey as a basis for review has identified gaps in the understanding and ownership of the end to end customer journey/process.* Services need to consider how their processes interface/link to other retained policies and procedures e.g. service business continuity plans and arrangements may become out of date due to changes. Service leads need to own and incorporate these actions in their implementation plans.	*PMO will ensure the workstream teams are aware of the new policy library and its contents, and that they cross check their procedures against it*	*Whilst this is a helpful reminder, of itself it does not appear to be sufficient to support the service leads in their thinking on this. Coordinators need to walk through key processes to ensure they have considered review of relevant policies, and to reassure themselves that checks are in place, and support is there.*	*ISSUE REMAINS Though work is planned in there is a lot still to cover. This therefore remains an issue until reassured that services are picking this up fully*
10) ICT Systems & Data	How the workstream impacts the Councils retained IT systems and data.	*Reviews have highlighted that not all services have taken ownership of systems within the scope of the workstream under the assumption this is being picked up in full by ICT or D4U.* Services need to consider their ICT requirements for Day One. Service leads need to own and incorporate these actions in their implementation plans, even when delivery is dependent on other supporting areas of the programme. The PMO need to understand where services have dependencies in relation to ICT e.g. some confusion exists with service leads, regarding who they should contact	*Project managers are now instructed to ensure implementation plans include hand offs and other links to back office processes and systems to ensure all changes join up*	*How has this instruction been provided (are project managers the service leads?) What support has been offered? Service Leads need to know specifically who to contact in IT if they want to review their end to end process.* *IT lead has commented that this is a timing issue as they are only just starting to look at configuration and it is all in hand. Keen to make sure that the service is seeing the end to end and*	*ISSUE REMAINS*

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Theme	Description	Strategic Issue/Actions	Programme Board Response	Ameo Follow up Response	Closed down/Issue Remains
		in relation to ICT and whether it is the web team or indeed themselves who are the owners of the issue.		*taking responsibility for IT queries and questions, rather than lead by IT. Looks like getting resolved but remains until then.*	
11) Contingency Planning	How adequately the workstream is prepared to respond to risks and issues.	*Reviews have highlighted a general issue around services assuming 'nothing is really changing' and therefore not always identifying risks and issues, impacting progress within workstreams.* Service leads need to determine all risks and issues, and own and incorporate these in their implementation plans, even when delivery is dependent on other supporting areas of the programme. The PMO need to ensure that risks and issues are captured and effectively communicated back to services to avoid unnecessary delay.	*Further reviews of the workstream risk registers are carried out and where relevant escalated to Programme Board*	*Who is carrying out this review – programme office or Service Leads? Conversations with Coordinators and Service Leads need to take place to include discussion regarding the biggest ongoing risks. These then need to be captured for the PMO to see and escalate as appropriate. Lack of process flow diagrams or end to end process guides is making identification of issues more difficult.*	*ISSUE REMAINS*
12) Finance	How the workstream impacts the Councils financial policies and procedures	*Using the customer journey as a basis for review has identified gaps in the understanding and ownership of the end to end customer journey/process.* Services need to consider their Finance related requirements for Day One. Service leads need to own and incorporate these actions into their implementation plans,	*Project managers are now instructed to ensure implementation plans include hand offs and other links to back office processes and systems to ensure all changes join up*	*How has this been done, what are the outcomes? Whilst this is a helpful reminder, of itself it does not appear to be sufficient to support the service leads in their thinking on this. Need to walk through key processes to ensure they*	*ISSUE REMAINS*

Theme	Description	Strategic Issue/Actions	Programme Board Response	Ameo Follow up Response	Closed down/Issue Remains
		even when delivery is dependent on other supporting areas of the programme. The PMO need to understand where services have dependencies in relation to Finance e.g. there is a lack of clarity regarding the cash receipting process and the steps, and what is to change. There is also lack of clarity for some service leads who believe Finance are taking actions, when in fact they are not.		*have covered every financial issue, and to reassure themselves that these are being discussed with finance colleagues and resolved. Any escalation of issues arising should also be through the risk register by the coordinators.*	
13) Location	How the workstream is impacted by location/ building related issues	***Reviews have highlighted a general issue regarding team relocation, and the impact on progress within workstreams.*** The PMO need to understand where services have dependencies in relation to Location issues, and where these could be impacting on the ability of Service leads to deliver on time e.g. Parking are being asked to relocate in the same time frame as Day 1.	***This has been resolved and confirmed that no relocation activity will take place for go-live***	***Satisfactory response and closed down***	***CLOSED DOWN***

Annex A: Proposed Actions and Mitigation

No.	Theme/work area	Issue	Day 1 Safe and Legal Risk?	Risk Level and Type	Potential Solution
1	Customer Service and Access	It remains unclear how customers will find the right phone number for the service they need, via our web pages.	Day 1	High – Customer	Meetings have been planned with the relevant services. It is urgent that this is resolved, and outcomes communicated to all services.
2	Customer Services and Access	It remains unclear how customers who don't know their postcode will locate the right phone number for the service they need, via our web pages.	Day 1	High - Customer	Further meetings have been arranged for next week. It is urgent that this is resolved, and outcomes communicated to all services.
3	End to end process ownership by services	Evidence that some services are not owning the end to end process, and instead focussed on their own part of the service. As a result, ownership of dependencies and support functions is not always being taken.	Day 1	Medium - Process	A session at Managers Forum to walk through some example journeys. A Checklist (Appendix A) to be provided to help services think about areas to walk through. Longer term, service process maps are needed to ensure transformation does not have the same issues. A reminder of the roles of the co-ordinators and the PMO could assist further with this.
4	Identification and escalation of risks	Evidence that some services are aware of and identifying risks, but not documenting them through the project structure. As a result, these are not known by the PMO and not checked or escalated.	Day 1	Medium	To be included in the Service Manager checklist for services to challenge themselves to identify issues or questions
5	I.T. testing and support	There is no current intention to provide additional support for any queries on	Day 1	Medium – Support for Employees	Feedback to be requested from Services regarding any support they

No.	Theme/work area	Issue	Day 1 Safe and Legal Risk?	Risk Level and Type	Potential Solution
		Day 1. There is also no UAT planned for ICT changes other than on new systems.			require. Review of I.T. changes to be done and assess whether UAT should be done (in conjunction with services).
6	Finance	Evidence that some services are identifying finance elements to their processes and assuming finance are dealing with them, without following up to confirm.	Day 1	Medium - Payments	To be included in the Service Manager checklist for services to challenge themselves to identify issues or questions.
7	Finance parking payments	It remains unclear how Finance are resolving the allocation of parking payments to the correct individuals and budgets. Each finance lead thought the other was dealing with it.	Day 1	Medium - Payments	This has been identified to the Project Managers and being followed up urgently.
8	Response to emergency scenarios from Gold/Silver	Ongoing concern regarding the commitment of individuals to respond to incidents, as existing staff are rota'd for the first two months after Day1 (due to new post holders not being confirmed).	Day 1	Medium – Emergency Planning	Discussions with individuals concerned need to take place, regarding their commitment to respond appropriately. Reassurance to be provided back to Emergency Planning.
9	Branding	There has been a lack of a robust plan and a dedicated lead has only recently been set up. As a result, work has fallen behind schedule.	Day 1	Low - Consistency	Work needs to be caught up. In addition, a cross check of implementation plans needs to be carried out to ensure all branding issues have been picked up. To be included in the Service Manager checklist for services to challenge

No.	Theme/work area	Issue	Day 1 Safe and Legal Risk?	Risk Level and Type	Potential Solution
					themselves to identify issues or questions.
10	Third parties and external agencies	Evidence that some services are picking up issues in their processes which relate to third parties, late or not at all.	Day 1	Low - Process	To be included in the Service Manager checklist for services to challenge themselves to identify issues or questions.
11	Cash payments (branding)	It remains unclear how branding related to receipts for cash and card face to face payments will be done.	No	High – Consistency and Reputation	Finance PM has been asked to follow up with Customer Services to resolve this and confirm who is dealing with it.
12	Complaints	The process for complaints has only just started to be looked at.	No	Medium - Customer	D4U and customer services are meeting to progress this. Services need to be informed as soon as decisions have been made.
13	Finance budget training	This is planned but not communicated yet. It remains unclear whether the services needs have been fully considered, regarding the way budget information is being provided.	No	Medium – Support for employees	Representatives of services (who rely most heavily on budget information) to liaise with Finance to get the training and support at the right level.
14	Corporate standard templates and replies	Work is being done centrally but services are not aware. Some are consequently creating their own templates.	No	Low - Reputation	Services need to be informed that these templates are on their way. A generic approach to services finding these should be set up.
15	Disaggregation responsibility of Christchurch work	Evidence that some services are passing responsibility to BCP without having a clear view that their process works. There is a danger that we are giving away responsibility without reassuring	Not Day 1 for ourselves but still a reputational issue.	Low - Reputation	It is acknowledged that in principle BCP have responsibility for the ongoing processes once they take them over. However, care needs to be taken that in our hurry to do so, we are still assisting to

No.	Theme/work area	Issue	Day 1 Safe and Legal Risk?	Risk Level and Type	Potential Solution
		ourselves that those residents will be supported.			ensure it is a smooth handover. To be included in the Service Manager checklist for services to challenge themselves to identify issues or questions.

Annex B: Review Findings

Customer Journey 1 - Children's Safeguarding Referral

Title	Description
Review Date:	Thursday 10th January 2019, follow up 5 February 2019
Service area Reviewee/s:	Children's Social Care Stuart Riddle – Work package Lead
Implementation Plan:	V2.1 dated 13/11/2018
RAID Log:	Included in above implementation plan.
Assurance Level:	Successful delivery appears feasible but important issues exist requiring management attention. These appear resolvable at this stage and, if addressed promptly, should not present overruns.

Overview of the Service

The general impression (excluding the customer journey), is that there is a good handle of what is involved in the workstream. Stuart talked confidently about the activity being undertaken to migrate Christchurch and broadly mentioned the key activities involved i.e. HR (TUPE transfer of staff), buildings, assets etc. He also advised that there are good working relationships through business led stakeholder meetings with BCP and discussions with joint delivery partners i.e. MASH. An implementation plan was available and issued.

In terms of risks around safeguarding, the fact that the two [future] MASH groups will be co-located with Police and Healthcare in the same building means that if a Christchurch referral is made to the Dorset team, they can communicate with colleagues in the same building.

The main area of concern is where other areas of the business interface with the service itself, and how well joined up and understood that is. This is highlighted in the limited information provided about the customer journey and what processes require amendment as part of customer access.

Findings:
Those areas shaded grey have now been completed, or resolution clear and in train. Those areas unshaded remain as issues outstanding.

Theme/Area	Finding
Customer Access	The overarching perception is that as all ASIS social care provision is currently handled by DCC, all processes remain the same from Day One as there is no integration across the District Councils. However, the separation of Christchurch to Bournemouth & Poole changes the customer journeys for residents in that area.
Customer Access	No visible provision to review and test changes to communications collateral i.e. changes to signposting and gateway data.
Customer Support	No visible provision within the social care workstream to ensure that customer call centre procedures for referrals/complaints are updated to reflect Day One. Risk that helpdesk scripts are inaccurate, and referrals are delayed getting to the correct teams. There is an assumption that this is picked up elsewhere.
LGR Programme	Generally, it is unclear how workstreams and scope is organised. It appears that customer journeys have not been considered in this workstream and that there is an underlying assumption that communications and customer related activity is the responsibility of other workstreams.

Theme/Area	Finding
LGR Programme and Customer Access	There is an underlying assumption that internal and external communication related activity (information and signposting) is being picked up by other responsible workstreams and third-party organisations and is outside the scope of the social care workstream.
Branding	The implementation plan contains a branding log. Identified branding covers ID cards for staff and letterheads only. This suggests other areas requiring branding have not been identified.
Project documentation	Implementation Plan was last dated 13/11/18. There is no date in the risk log to identify when risks were last reviewed/updated. We would expect risks to be reviewed/updated at least weekly at this stage.
Project documentation	Deliverables & Outcomes has a column to record related workstreams. Some deliverables are shown as "Cross Cutting" which we assume to mean there is more than one workstream involved in supporting the deliverable. There is also no status column to identify the current status. The task lead column is also blank.
Project documentation	Implementation Plan is out of date. There are tasks flagged as out of date. PMO section has dependencies and actions assigned with no owner or date assigned. Confirmation has been received from the service lead that this is the most up to date version.
Programme Board response	There are no day one changes proposed as the number to the MASH (the place where referrals are made) is not changing. Regarding the comment made in the LGR programme and customer access it should be borne in mind that it is for the service making the change to notify customer services if they need to update scripts or procedures. Reminders will be made to all workstream leads that if they make changes to a process, they must notify the relevant customer services team.
Ameo Follow up Response	The service lead/coordinator had not seen the report. When items above were discussed, most remain outstanding although some progress is being made. Branding and some customer services areas picking up tasks for this service, but the service lead is unclear regarding progress. He hasn't seen this report or looked at issues and hasn't updated project documents although has been asked to. Remains unclear about end to end processes and is leaving to someone else – remains unclear how this will happen. Understand the priority from his point of view is current cases and that is the focus – however this review is the customer journey and specifically for the lead this is not really registering as an important issue.
Closed down or issues remain?	ISSUES REMAIN

Customer Journey 2 – Emergency Planning - Planned and live scenario process

Title	Description
Review Date:	Friday 11th January 2019, follow up 6 February 2019
Service Area Reviewee/s:	Emergency Planning Marc Eyre Nigel Osborne
Implementation Plan:	V3 dated 12/9/18
RAID Log:	N/A
Assurance Level:	Successful delivery appears feasible but important issues exist requiring management attention. These appear resolvable at this stage and, if addressed promptly, should not present overruns.

Overview of the Service Reviewed

Our impression is that there is a good overall understanding of the back-office processes and changes required, which appear to be planned.

The main findings are around the customer access and what changes will be needed, as well as identifying where updated information needs to be sent to ensure consistency of service for all parties.
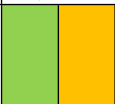
Findings

Theme/Area	Finding
Customer Support	Existing out of hours contact numbers for each Council are retained at Day 1. There is a need to ensure that action cards/call scripts are updated where relevant to ensure that event calls are directed to the right person/teams (particularly for DC's). Out of Hours has been agreed to remain as is for Day 1, resolved.
Customer Support	The policy to supply and distribute sandbags differs across Councils. Existing policies are to remain in place until a new community scheme can be introduced. Action cards for call centres need to be updated to reflect different policies.
Project Documentation	Cross over and continuity of IT systems, and asset transfer data, still needs to be worked through. Knowledge transfer instead. New people still need access, which has been arranged.
Project Documentation	Implementation plan version control shows the last change as 12/9/18. Implementation plan sheet only present, no reference to Phase 3/risks/policies/branding/decision required (this may have been uploaded to the PMO on Share-point). There is an apparent lack of consistency with the instructions shown, regarding how the project documentation should be completed. It was also noted that instructions on the implementation plan appear different to those seen in Children's Services.
Project Documentation	The implementation plan contains high level more strategic actions and minimal detail, suggesting that a large amount of the detail must be held within key individual's heads. Is being updated.
Decision Making	There was a high degree of confidence that the Service Lead has a solid and robust understanding of what needs to be implemented for this workstream on Day 1. This is helped by the fact that there are existing emergency planning arrangements within DCC and DCP already which is being used as the basis for Day 1.

Theme/Area	Finding
	Incidents usually come from other agencies rather than the public. Incident and response planning are already working well. Key issues are around the Command & Control structure which is based around Gold and Silver coordinators (selected from the senior leadership team and executive). The team are waiting to be advised on specific appointments, in order to progress with this. This has moved on, the structure has now been provided. Agreement to go down to Heads of Service was given at board. Emergency planning responsibilities have been written into JD's and there is a three-phase training programme in place following appointment. **Biggest issue for this service is that the Corporate Directors and Heads of Service will not be in place for Day 1. As a contingency, existing staff have been put on the rota for the first few months. There is a concern regarding commitment to respond from all individuals in this group.** Waiting feedback of names in roles when decided.
External agencies	The Civil Contingency Unit may be a route to initiating an event. They operate a system called Operation Link to auto-contact all parties. The service lead needs to ensure the contact details on this system are up to date.
External agencies	Events are usually triggered by a 3rd party agency. Police/Fire etc. can page the Emergency Planning Liaison Officer for live events, early warnings e.g. bad weather warnings come in via email from the Met Office. Work is needed to identify all 3rd party agencies and communicate changes to contact names, emails and phone numbers as necessary, to ensure alerts and communications links are not delayed or broken. Added to implementation plan.
External agencies Policies and Procedures Customer Access	Impacts from disaggregation of Christchurch are mainly understood, however there is a need to ensure that both in-house and 3rd party procedures reflect the change and direct Christchurch incidents to the new BCP Council. There is a need to ensure that any existing Business Continuity Plans and Emergency Procedures are migrated to BCP, as well as making historic data regarding Christchurch incidents, accessible. **New issue raised regarding old email addresses and how emails will get through to the new council. Unclear how this will be resolved yet.**
Policies and Procedures	No review has been undertaken on internal BCP plans to see how these might be impacted by changes for Day 1 (and beyond as a result of procedural harmonisation later in the programme). The new plan is done; most changes on existing plans are on track.
Contingency Planning	A combination of Brexit preparations and associated work pressures, alongside potential weather issues, are all potential impacts on delivery of Safe and Legal for Day 1.
ICT	The Share-point site and Resilience Direct (National Multi-Agency Database) are both used by the County Council to record incidents and decision making. There is a need to check if officers in DC's can access and update the system from Day 1.

Theme/Area	Finding
Location	A further issue has arisen regarding the need for any changed assets (mainly buildings) to be identified to the team so that plans can be updated.
Programme Board response	The sponsor has reviewed the customer journey for emergency planning and believe Ameo to have provided a fair analysis of progress and what remains to be done. Emergency planning is less likely than the other areas reviewed to involve direct contact with service user customers. Instead our contact is more likely to be with other professional agencies like the CCU who are likely to initiate a multi-agency response to which we are one responder. Whilst there is more work to be done around updating contacts there is not a customer journey of the sort experienced by a member of the public accessing a service personal to them. PMO will ensure these actions are built into the implementation plan.
Ameo Follow up Response	It is encouraging to see that all findings are being picked up and included in plans. The point regarding customer contact is understood but we must be clear about what the process is, if a customer was to report an incident, for Day 1. This is in addition to the more obvious resolution of a clear process for following up incidents once they are reported. For consideration for transformation, it is suggested that a similar Risk and Resilience Group is set up for the new organisation. This would include cross cutting themes and include service reps.
Close down or issues remain?	ISSUES REMAIN – though anticipate further analysis will provide confidence needed to close down.

Customer Journey 3 - Domestic Planning Application

Title	Description
Review Date:	Friday 11th January 2019 and 6 February 2019
Service Area Reviewee/s:	Planning Control Naomi Macklin – work package lead Alan Davies - Purbeck Mike Garrity - DCC Jean Marshall - DCP Linda King – CED
Implementation Plan:	V1.12 dated 19/12/18
RAID Log:	N/A
Assurance Level:	Successful delivery appears probable. However, constant attention will be needed to ensure risks do not materialise into major issues threatening delivery.

Overview of the Service

Our impression is that there is a good overall understanding of the back-office processes and changes required, which appear to be planned. Planning is a statutory process. Gateways to submit planning applications are by email, post, hand delivery and via the Planning Portal. Signposting to the planning process is via the D4U website and the Planning Portal (which holds forms for each Council). The 3rd party owner of the Planning Portal requires two months lead in to update branding and contact details. Some harmonisation has already taken place across DC's so that residents see consistency. Each DC has a unique planning reference number so there is no duplication across teams.

The main findings are branding issues to be followed up, and the need for FAQ or a consistent script for service teams and call handling teams.
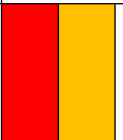
Findings

Theme/Area	Description
Customer Access	East Dorset planning team lose their current base of operations as the building goes to BCP as a result of the ED/Christchurch split. New contact details are required for ED residents for postal/walk in applications once this is resolved.
Customer Support	Need to ensure that call centres are provided with up to date details to handle planning queries/complaints. Consistency of approach is required when handling a complaint from residents. A Desk Aid (FAQ's / consistent comms script) will need to be written and provided to all planning teams.
Customer Support	The statement of community involvement identifies how planning applications and decisions are communicated to the public/applicants (or their agents). Different policies exist across each Council. FAQ will need to be drafted and included with the desk aid for officers, to ensure consistency of approach.
Project Documentation	The workstream has a plan in conjunction with D4U to update the main planning pages on the website. There is an activity to review the pages/information and to test the links prior to go-live. A degree of harmonisation has already taken place on the site to promote and direct users to the Planning Portal which is the preferred gateway for all applications. Branding just received so ok to send now.

Theme/Area	Description

Theme/Area	Description
Project Documentation	Review of the implementation plan and other documentation shows that overall the standard of documentation is much better than previous services reviewed. Each tab has been completed using the approach as per instructions in the main plan. Two issues are not as well covered in the documentation, which are the Branding tab only showing reference to ID cards, and the Implementation Plan having some missing information. These areas are mainly around action information and owners, mostly left blank.
Decision making	Planning [statutory] process relies on a scheme of delegation to identify officers who can approve planning decisions. The team will not know who the Authorising Officer is until appointments within the new Council are concluded. A potential workaround has been proposed and is being tested with Legal.
Contingency planning	**East Dorset have lost/are losing officer capacity for Day 1 due to staff leaving. There is a risk that applications cannot be dealt with and a backlog occurs. Planning backlogs are difficult to overcome due to the time required to recruit and train staff. Identified as a risk. Reputational issue for the new Council if applications are not turned around within the statutory period. A meeting has been arranged 8/2 with John Sellgren to see what can be done.**
Programme Board response	Generally agree with findings but unclear about the point about deficiencies in implementation plan in relation to branding as tab does include additional items e.g. in relation to planning portal.
Ameo Follow up Response	It is encouraging to see that all findings are being picked up and included in plans. With reference to deficiencies regarding branding, although the planning portal is referred to in comments, there is no detail regarding dates, implementation, owners or other information to determine whether it is on track, progressing or owned by anyone.
Close down or issues remain?	ISSUES REMAIN – though anticipate further analysis will provide confidence needed to close down.

Customer Journey 4 – Parking on street PCN

Title	Description
Review Date:	Monday 14th January 2019
Service area Reviewee/s:	Parking Enforcement Paul Hutton – work package lead Cassie – D4U
Implementation Plan:	V1.4 dated 3/11/18
RAID Log:	N/A
Assurance Level:	Successful delivery of the customer journey is in doubt with major risks or issues apparent in several key areas. Urgent action is needed to ensure these are addressed and establish whether resolution is feasible.

Overview of the Service Reviewed

Parking manage on-street and off-street parking enforcement as well as car parks and resident parking permits. Parking is governed by legislation which dictates the process for managing enforcement. The on-street team manages parking enforcement across the whole of the County whereas car parking is split. Parking enforcement occurs when a Parking Enforcement Officer witnesses a contravention of the legislation. There are strict rules applied in terms of timescales etc. as to when a PCN can be issued.

Our impression is that the tasks that need to be done are understood but not the size and complexity of them and the dependencies on other workstreams. There does not appear to be any end to end process flow diagram to reflect current as-is processes, resulting in some confusion over detailed steps of the process. There is a risk that many of the tasks will not be completed prior to Day 1. The additional pressure of relocation at the same time adds to the scale and complexity of Day 1 preparations.

Findings

Theme/Area	Description
Customer Access and Finance	D4U is the main gateway for customers to manage payments or to follow the appeals process. The site needs to change to reflect the changes in systems, the new PCN reference numbers, the disaggregation of Christchurch and legacy PCN's. There are some complex issues to resolve to ensure that the site directs customers to the correct pages. This work is on the plan but has not yet started. Meeting has now taken place with web editor, clear what web address needs to be used. Waiting for other elements to be resolved.
Customer support and Finance	The customer in receipt of a PCN has two choices a) Pay or b) appeal. Payment options are via an automated phone system; on-line payment accessed via D4U; a manned phone service or by post. The automated payment system will require updated scripts. It is unclear how the end to end process of the online payment system works (is it part of the Chipside/Imperial360 system or another provider?) The service leads comment was that 'it just happens'. Postal payments will be impacted by the office move which is not finalised. There is no clarity regarding what finance system will collect payments (SAP/Capita) and how cash receipting will be affected. IT is aware of issues, and have put in a fix so that both systems will be continuing to allow people to pay. A different phone number will be provided for new tickets to

Theme/Area	Description
	imperial. There will continue to be two budgets, and told by finance that the service will be able to allocate what needs to go where. Accountants will decide when sorted. Needs follow up to ensure that service leads get what they need to manage budgets effectively.
Customer Support	The on-street parking team uses auto-scripts (pre-written text) to cut and paste into customer communications. There is a requirement for a script to be generated and signed off by legal to countenance the argument that legacy Councils who issue PCN's no longer exist after the 1st April. There is a working group looking at this area and the harmonisation across the teams, but a lack of clarity regarding ownership.
Branding	Details of the contravention are recorded on a mobile hand- held device and the ticket is printed to a blue-tooth connected device. The ticket is branded and contains contact details which will require updating. The envelope which is affixed to the windscreen is also branded and will require updating. This activity is included on the implementation plan but not progressed. All ordered now.
Branding and External providers	The system follows the appeals process to either a Traffic Penalty Tribunal (TPT) or collection of penalties via the Warrant County Court or Bailiffs. Discussions are still ongoing with suppliers regarding this aspect of the process. There is a need to ensure that all contracts can be novated to the new Council and that updated branding/contact changes are picked up and issued as well as any payment collection changes (see finance comments above). Meetings are arranged with suppliers but have yet to take place. Advice from procurement is to leave contracts as is, and during the next twelve months they need to harmonize contracts, including considering new options for back office.
Branding	Car Parking signage is to be rebranded as it is a statutory requirement to display the car park owner. A plan is in hand to do this across car parks using stickers over old logos. It is not clear if this is a Day 1 requirement or is part of the two year transition period given by central government.
Branding and ICT	The parking app (Just Park) will need to be advised of any changes including payment information. The intention is to bring 6 car parks in Purbeck into the Just Park system. East Dorset also don't appear to be currently using the system. It is unclear what the plan for this is. Tomorrow, ed finished.
Policies and Procedures	There is a need to revisit the policy for Parking to ensure it is consistent and up to date. This will need to reflect the new Imperial system and process.
ICT	The appeals process is a statutory process which is driven by set events and timescales. These are built into the back- office systems (Chipside/Imperial). There are slight differences in process for on-street and off-street appeals. On-street will need to be built within Imperial as part of the change. Appeals can be submitted by letter (post) which is scanned and attached to the PCN record on the relevant system, via an e-form through the D4U site. Letters are auto-generated by the system, checked and issued as part of the appeals process. Rebranding of these are included in the plan. There is an additional 3rd party system (self-serve) inbuilt into the website (Barbour Logic) to manage FAQ's around on-street appeals enquiries. This will need to be

Theme/Area	Description
	reviewed to check if any branding/contact information requires updating. A decision has been made to extend this system to include off-street as part of harmonisation which adds to the workload. It is unclear whether this is expected for Day 1. A Project manager has been appointed for Imperial. They now know the requirements. Streets are starting to be put into the system, this is the biggest challenge. Template letters form part of the system, they will do branding. Barbour Logic meeting has taken place and agreed they will remain on chipside with no feed to imperial yet. They will look to move later.
ICT	Currently On-Street parking use a system called Chipside whereas Off-Street use Imperial. The decision has been made to harmonise the parking enforcement systems and use Imperial from Day 1. Discussions have commenced with the supplier but the scope and timescales are unclear. The contingency is to retain Chipside (up to 18months) to close down legacy PCN's issued to 31st March if Imperial will not be ready. It is not clear at this stage if blue-tooth printers and new hand-held devices used by on-street team are compatible with Imperial, or will have been tested end to end before Day 1.
Finance	From Day 1, Christchurch will be part of BCP and there is an agreement how legacy PCN's for both on-street and off-street will be managed. There is confusion around the process post Day 1 but we understand that legacy on-street PCN's will continue to be managed by the team and income received by the new Council. There is complexity around the off-street process. Legacy PCN's in East Dorset Car Parks will be managed by Christchurch and BCP will get the income. There is a need to ensure that this approach has been signed off by Finance as all income from East Dorset and Christchurch PCN's prior to Day 1 should belong to Dorset Council. The strategy needs to be clarified as there are no staff moving to BCP.
Finance	There is no apparent finance partner linked to this workstream which is primarily income generating. The service lead is not clear who to speak with. There are clear risks around not understanding how income will be collected and managed from Day 1. Finance arrangements are also not understood by D4U. There is an urgent requirement to understand the financial process associated with payment collection and processing at both County and District level for Day 1 and the implications on the web front end links to the back-office payment systems.
Location	The suggested relocation of parking teams to co-locate in a new building is also underway. The new location will impact PO addresses used for PCN communications. It is not clear this will happen in time for Day 1 which may require multiple changes of address/contact details with suppliers/systems.
Noted	Residents permits – there is a data migration project with ICT to migrate Christchurch data to BCP. There will be a rebranding exercise for retained areas.
Programme Board response	A solution has been agreed to enable payments of PCN's via a dedicated telephone number. The message has been signed off by the customer access project group and passed to the finance workstream. Once the scripts are finalised these will be passed onto the customer services team the implementation plan will be updated to ensure this happens.

Theme/Area	Description
	NB after PJ met with the Project Manager, further investigation was done by her with the service lead Paul. It transpires that he had provided a detailed response to this original report but it was not shared with Ameo. The details are below and where these have resolved issues now, they have been shaded and closed down accordingly.

'Since this meeting took place on 14th January there has been significant progress in all areas identified above.: Back Office System and ICT Implications * Full engagement with the back-office provider (Imperial) has commenced, a project manager appointed, and a high-level project plan put together. All indications from the provider is that the new database will be ready prior to the 1st April, with testing of the new hand-held devices and printers during March. * Because the Imperial system is already in use by the Dorset Councils Partnership continuity of service provision for Penalty Charge Notices could be maintained * Because the Imperial back-office system is already being used, the input from ICT is relatively minimal for this part of the project. * New hand-held equipment and printers which are compatible with the new system for the current DCC CEO's have already been ordered

Collection of PCN Revenue * All revenue from PCN's are processed through the Imperial Database. * Meeting has since taken place with the Web-portal manager * Collection issues via Capita and into SAP were discussed and resolved during the meeting on 25 January (see next paragraph) * Meeting with Barbour Logic is taking place on 27 January.

Customer Access, Support and Finance * Key personal from IT at DCC and DCC, and the Finance Teams met on Friday 25 January 2019. The participants reached a clear agreement and understanding of the process flow for how Penalty Charge Notice

Theme/Area Description payments will be collected via Capita, and then re-assigned into SAP whilst separate Parking Budgets still exist. Reassurance was provided and work is linked with the creation of the Imperial back-office data-base. * This group included finance partners from both existing organisations (DCC and DCP) * Customer access is currently being worked on but could not progress before relevant web-site links were agreed, and corporate email contact addresses identified. These links and email addresses have now been agreed.

Branding, ICT and External Providers * Branding for uniforms, Penalty Charge Notices and Car Park Tickets has been approved and orders have been placed with existing suppliers. * Branding as part of the new back-office database has been discussed and is included as part of the high-level implementation plan with Imperial * Car Park audit has taken place and there is a local plan in place for relevant signage to be updated with the new council name and logo. * Branding within the Just Park cashless app will be ready for 1 April. Ongoing discussions with Just Park regarding this.

Policies and Procedures * The current on and off street parking policies are fit for purpose and since they cover different aspects of parking legislation will remain in place. The project plan has recorded that a review to assimilating the two polices will take place within 6 – 9 months of convergence.

Location * Discussions are taking place with the respective ICT providers. Although a date has not been formalised to move both back-office parking teams |

Theme/Area	Description
	into a single building, this is not critical or dependent on the abilities of both teams to trade safely and legally on day one.'
Ameo Follow up response	It is encouraging to hear that a payment resolution has been arrived at, for residents to phone in. However, there are other issues raised for which we can see no initial response from the service. These issues therefore remain a concern. Following further meetings, it became clear that further updates had been provided (not seen by Ameo). In light of the progress now being made, there is more confidence that this can be delivered, and the issues resolved have been closed down.
Close down or issues remain?	ISSUES REMAIN – though progress has been significant since issues were identified. View is that this remains a service to support through the changes as a lot still to do.

Customer Journey 5 – Housing Register Application
Follow up Review

The following two processes were identified for review, following initial findings of the first four journeys.

Title	Description
Review Date:	Tuesday 12 February 2019
Service area and Reviewee/s:	Housing Clive Milone, Sarah How, Shelley Hayes, Kathy Spawton
Assurance Level:	Successful delivery appears feasible but important issues exist requiring management attention. These appear resolvable at this stage and, if addressed promptly, should not present overruns.

Overview of the service reviewed

Our impression is that there is a good overall understanding of the back-office processes and changes required, which appear to be planned.

The main risk is the systems updates on Locatar. The other main findings are around the customer access and what changes will be needed, as well as identifying where updated information needs to be sent to ensure consistency of service for all parties.

Findings

Theme/Area	Description
Customer access	Within the new web pages there is an assumption by the service that residents will be able to do a postcode search to find out which area to click on, if they aren't sure what area their address fall within. Needs clarification and details of the customer journey.
Policies and Procedures	Existing Councils have different complaints systems – some are 2 stage and some 3 stage. Unclear whether there is going to be a standard way for new complaints to be dealt with as currently have DCP standard templates. Unclear how or if this is being done by a corporate complaints team.
Resource	Knowledge gaps exist within ED staff, as a result of the Christchurch split and staff with knowledge moving across to BCP. Concerned that there will not be enough knowledge left in those staying which will put pressure on other staff and potentially impact SLAs. Unclear what support is being provided to resolve this issue or to recruit.
Customer support	There is a current requirement for residents to provide documents and evidence before they can be banded. Documents are emailed or physically handed in and scanned and put on the system against their application. East Dorset have just had this member of staff leave (the only person who does that role) Unclear whether there will be support to fill this role or assistance provided. Customer experience likely to be affected if no action is taken.
IT	Ongoing generic emails – corporate guidance has been received but causes further issues for the service. They have made suggestions to amend the email addresses but were told they didn't meet corporate guidance. The service are waiting for the PMO and IT to discuss and resolve this issue. Unclear how or when this will be resolved, as service urgently needs the email details to advise all contacts and customers and update web pages.
Policies and Procedures	From 1/4 it is unclear how FOIs will be responded to, in particular with requests regarding data in say in the last 3 years - does that mean they need to provide information for all councils merging as part of Dorset, or just DCC? Further clarity and corporate guidance is needed from the FOI team regarding how to respond from Day 1.

Theme/Area	Description
IT/3rd parties	Locatar is the system used by the service. Discussions have been taking place for some time but work has been delayed. Locatar originally asked for a 12 week run in to make changes but they have only being sent to them 13/2/19 (giving a 6 week run in). Locatar wouldn't start on the work until all changes were received. Unclear whether Locatar will meet the Day 1 deadline for changes, nor whether sufficient time for testing will be provided.

Customer Journey 6 – Register Births Deaths and Marriages

Title	Description
Review Date:	Tuesday 12 February 2019
Service area and Reviewee/s:	Registrars Service Vivien Robson
Assurance Level:	Successful delivery appears feasible but important issues exist requiring management attention. These appear resolvable at this stage and, if addressed promptly, should not present overruns.

Overview of the service reviewed

The service is very aware and organised regarding the activities required. However due to having to deal with consultation issues as well as LGR, some issues are still being worked on. DWP and GRO issues remain high on the list to be resolved urgently.

Findings

Theme/Area	Description
3rd Parties	BCP working relationship is very good – have been meeting for 8 months and working well. Unclear whether there is a full understanding of the implications of taking over the work. Appears to be a lack of structure to deal with smooth handover of the Christchurch area.
Customer access	On line booking for Christchurch will be removed a week before Day 1 – these customers will need to ring, and then Dorset will put them through to BCP. Suggest they add a note to the web page that Christchurch residents need to ring BCP to avoid this happening. Follow up is required with D4U to investigate this.
IT	When the resident meets the registrar F2F, they input data to RON system which the General Register Office owns. GRO are updating the RON with information on Day 1 so the office has decided to close whilst it is done. Unclear how much assurance has been provided that there is no risk to the service beyond this day. The service will use manual options if the system is not accessible. In addition, GRO need to do a cleanse of the data before it updates on Day 1. This will involve them sending the cleanse outcomes to the service and them amending data, before they can go live. No information provided yet from GRO regarding the potential volume of cleansing required so unclear of the task required and time to complete it. Risk to be flagged and escalated.
IT	Printers will need to still be linked up after the cleanse has taken place – check with IT that printers will remain functioning.
IT	The service has its own dedicated call centre and phone calls are all currently through skype. It is unclear to the service how or if any changes need to be made to this. Urgent follow up is required with IT to check this.
IT	The service is still waiting to hear regarding what generic email addresses they will be using. Follow up with IT is urgently needed. The service is also keen to sort out inconsistencies which currently exist in emails, as part of this. These include the use of 'registry office/registrars office/registrars' all separately being used rather than one common term.
IT	The service wants to change its name (to 'Dorsetregistrarsandceremonies@dorset council'), but is unclear who is making the decision. Urgent follow up is needed with IT whether this is being dealt with for Day 1.
Customer access	The service are monitoring the on line bookings diary for any Christchurch resident who pay prior to Day 1 but have an appointment after Day 1. The service will then be refunding the money back to the customer. It is unclear

Theme/Area	Description
	how rest of process is being resolved. Unclear whether an alternative option has been considered to update web pages with advice about the service change rather than taking residents payments and then refunding.
Branding and Finance	Receipts are provided via printing from the system, the service can change the branding easily so will do it themselves. However it is unclear whether card payment system receipts will be updated and if so how that will be done.
Branding	Signage for all offices (9) needs to change but this is not considered a priority for Day 1. Confirmation required that this approach has been taken by other publicly accessible locations.
Branding	There are 'folders' which customers are given with other services information in, when births or deaths are registered. Further work is needed to check with other services whether their leaflets are still able to be used as is.
IT/3rd parties	The service provides a free 'tell us once' service via DWP. This is offered to the customer and details are put on to the system. DWP then arrange for all government and council related departments to be contacted to advise of the death. This includes passport office, DVLA, council tax etc. Until last week DWP said this was a small change to their system. However they have started to realise it is much more than they first thought, specifically regarding the disaggregation. This risk needs to be noted and escalated, that the 'tell us once' service may not be available Day 1. Whilst this is not a safe and legal issue, it is a considerable reputational issue as all customer feedback refers to how helpful and important this service has been to them.
Customer access and Branding	Registering a marriage can't be done or paid for on line – the only method is to ring or email. Face-book pages also refer to the service, so the service will need to ensure that pages are updated. This also applies corporately and confirmation is needed from the Branding workstream that all council face-book pages are being updated.
Customer access	A resident can book a marriage if they live anywhere, but the location of the venue dictates which council to contact – e.g. if you get married in Dorset, Dorset Council is the contact. There are 9 venues which will be moving to BCP. Many of these are promoted on other company web sites and the service say they can do nothing about that. Recommend that some contact is made with these companies to request they update the contact details to improve service to the residents.
Finance	Fees reconciliation needs to be done for Christchurch residents payments. This has been raised with finance and they have advised the service to complete a decision record. Scenarios are: - Booked and not paid – Dorset Council to take an admin fee - Booked and ceremony appointment made and paid in full – Dorset Council to take an admin fee and the remainder to go to BCP - Paid in full and no appointment made– Dorset Council to take an admin fee and the remainder to go to BCP The service have determined that this is not an urgent Day 1 issue as they will simply keep a tally of the amounts due and agree the method to pay across to BCP. Clarity is required from Finance regarding how this process will work.
IT	Both BCP and Dorset use the same software system and a data extract is being taken for Christchurch cases and moved across to BCP. They are however on two different versions of the system. Confirmation is needed that there are no potential issues with this.

Annex C: Additional Findings

1. ICT

Title	Description
Review Date:	Thursday 10 January 2019
Over-arching work area	ICT
Reviewee/s:	Karen Perrett – ICT Strategic Lead

Findings

Theme/Area	Description
Decision Making	Decision making – There is potential to make simple decisions more complex than they need to be e.g. the new DC email address required for each planning team. The proposal is to give each planning department a team email i.e. Team 1,2 etc. This decision apparently requires a written proposal to agree how team names will be allocated and then discussed and approved before implementation. This appears to be an over-complicated approval process for a low impact decision.
Contingency Planning	There is an issue with Christchurch social care records digital migration to BCP. The initial plan submitted by BCP Mosaic consultants cannot meet the Day 1 deadline (currently end April). There are several alternative options available if it cannot be delivered, however there is no apparent agreement on which Plan B option will be implemented.
Contingency Planning	Cash receipting is flagged as a high priority workstream within the ICT programme as it involves changes to point of sale infrastructure and changes to back end finance processes. It is noted that there is no separate finance specific workstream from an ICT perspective. It is assumed that the new authority will need a new accounting structure from Day 1.
Contingency Planning	There is no specific Day 1 support plan to provide post Day 1 support. No anticipated issues are foreseen by the Strategic Lead in relation to ICT support call volumes on Day 1. No provision is therefore being made to put in additional resources for post Day 1 support i.e. centralised or common communications or resources for coordination of cross team/cross system issues.
Programme	It is unclear what provision/strategy has been put in place for robust systems and user acceptance testing of any process and system infrastructure changes.
Programme Board response	The decision for generic email addresses was not a decision to be made in isolation by ICT – the paper was written recommending a naming convention and signed off at an SDC Weekly Implementation meeting. The issue regarding Mosaic has now been resolved with an agreed interim solution, a contingency and a fall-back plan.
	There is an SDC Finance ICT PM in place who is co-ordinating the Finance day 1 requirements and has confirmed all services have been engaged with where this an impact. The ICT Service Delivery work package is looking at how ICT support will be provided from Day 1. There will be no change in the way users currently contact their ICT helpdesks, however shadowing is currently taking place across the sovereign councils where additional resource has been

	identified as needed for day 1. The Dorset Council ICT Support desk software has been agreed, subject to Governance ratification, this software will be rolled out from February onwards and will provide a centralised view of ICT issues. There are a number of LOB applications that will be converged on Day 1, robust system and user testing is included in the individual implementation plans. The main day 1 infrastructure change is being implemented and project managed by a Microsoft Gold Partner, this project will include user acceptance testing.
Ameo Follow up Response	The full response is very helpful. Those areas fully addressed have been shaded and closed down accordingly. Issues which remain are: - Finance have been referred to as already engaged with services where they are impacted. However, some of the services spoken to remain unclear about specific ownership of actions within the end to end process. More needs to be done by Finance and Service Leads to discuss the end to end process and agree who is resolving which part of the process. - User acceptance testing. This is planned but only for areas changing systems. Where changes to existing systems are taking place UAT is not planned. Confirmation will be sought from services whether this provides sufficient reassurance
Close down or issues remain?	ISSUES REMAIN

2. Customer Services/Support – Call Centre

Title	Description
Review Date:	Wednesday 16 January 2019
Over-arching work area Reviewee/s	Customer Services – Telephony/call centre Emma Parry DCP Debbie Cliff CED Gemma Haydock DCC Sharon Attwater Purbeck DC

Findings

Theme/Area	Issue Raised
Customer Access	Clarity is required around how the web site uses postcodes to find the right phone number.
Communications	There is a lack of understanding from Service Leads of how call handling is changing, and a belief in some areas that teams are joining up.
Communications and Programme	There is a risk in assuming services have no changes impacting CS, as is the current assumption (unless the Service Lead has advised)
Communications	Consistency of diversion messages as part of the customer greeting, is needed across all councils.
Communications	One standard response is needed regarding the approach to the new Unitary Authorities.
Programme and Communication	There is a risk of Service Leads and their teams not being supportive with difficult front- end queries. There is a concern that services will regard the CS delivery as 'not good enough' as there will be no converging of teams. Programme support has been provided very late. There is a need for a clear message to staff regarding culture and behaviours expected, to support CS in promoting the new Council. Standard proactive messages and reactive responses need preparation to be consistent across all CS teams.
Programme	Customer Services are often left with issues which don't appear to fit anywhere else, e.g. resolution of the out of hours issue. They are currently impacted by other Service Leads needing help with their own plan, diverting them away from their own.
Finance	Customer requirements are being considered late. It is unclear how cash payments will be taken and processed. Resolution is needed.
Finance	The team is working together with finance on cash receipting now but there is a lack of clarity over how it will work in practice and who has responsibility for different tasks in the process.
Programme Board response	Effective communications including the suggested standard messages are part of the implementation plan and work will commence in early February engaging with communications colleagues to ensure appropriate messages are issued. Communications are part of the customer access workstream to ensure

	messages will be delivered to the wider workforce where required. Corporate board has recently been restructured and additional resource allocated to support a number of the issues identified in this review.
Ameo Follow up Response	The full response is very helpful. Those areas fully addressed have been shaded and closed down accordingly. More also needs to be done to communicate with services regarding what is being done centrally to help them, to prevent them 'doing their own thing'.
Close down or issues remain?	ISSUES REMAIN

3. Customer Access - Web

Title	Description
Review Date:	Wednesday 16 January 2019
Over-arching work area	Customer Access
Reviewee/s:	Laura Hall D4U

Findings

Theme/Area	Description
Customer Access	Some services have still not completed the web survey so D4U are unaware of what work needs doing.
Customer Access	Small to medium services have had to tell D4U what web changes they want – there is a risk that some services may not have done so, or not accurately identified the areas for change.
Customer Support	There is a lack of clarity over how residents find the right phone number – would they have to put their postcode in? D4U doesn't understand the plan from customer services regarding this.
Communications	There is a concern that a lack of understanding of digital functions and processes could cause wrong decisions and lack of questioning. Communications need to be improved so that everyone understands terms used, and decisions required.
Communications and Programme	There is confusion amongst some staff regarding what functions are IT/web/communications and are therefore not contacting the appropriate colleagues.
Programme	Some services do not have web pages - these should be noted for Transformation.
Programme	Work is split into Dec/Jan/Feb/Mar and allocated according to which service asks first. There is a risk that services who are struggling or unsure about web changes will delay work required and have resource implications for the D4U team, putting further pressure on nearer Day 1.
Programme	There is concern regarding some contractors not agreeing to update branding until their contract renewal date.
Programme	There is a lack of clarity over future decision making from Day 1 as currently there is a D4U board that is expected to be removed.
Decision Making	There is expectation that Service Leads will talk to third party providers regarding web links and liaise with ICT themselves – confirmation is needed for all Service Leads that they should be doing this.
Decision Making	A decision is still to be made regarding the lead in time for the old web address – a year is preferred by D4U but it is unclear when this decision will be made, and it has dependencies and high impact to other workstreams.

Theme/Area	Description
Decision Making	The domain name protocol has still not been determined or communicated. Further consideration is needed that if the proposal is to include numbers, e.g. Planning Team 1, how clear this is when verbally providing the details (1 or one).
IT and Customer Access	There is a lack of clarity regarding the process of look up if the customer doesn't know their postcode.
Programme Board response	Some work has taken place to transfer content and resolve some of the issues raised. The project manager is meeting with work stream leads to bring forward decision records to the Corporate Board regarding some of the issues identified. The process for the website is that business services are the owners of their service pages and are the allocated web editors in each business area they are responsible for updating their contact and/or informing the D4U team of any changes required. This remains the same process for the Shaping Dorset Council programme. All co-ordinators and web editors have been advised of this process. Web pages have been reviewed by the D4U team and the web editors (and any other required business decision makers) through the process of "Discovery sessions" focused around the customer journey through the website. Based on information identified through these, or if the service areas were not yet ready to confirm their requirements, they were prioritised into 3 tranches for development. The Project team are currently mid-way through the second tranche as well as confirming the requirements with services for the final tranche and are on track for completion. In relation to the third-party applications and any updates required, these are the responsibility of the services which has been communicated during the discovery sessions. The PM will initiate an assurance piece of work with the other programme areas to ensure this has been picked up as part of the service plans where required. Information updates on the processes within the website and updates on progress are being planned by the team which will hopefully resolve some of the lack of understanding reported. Decisions that are due are also currently being drafted and will be fed to the relevant governance points.
Ameo Follow up Response	It is encouraging that significant further work is being planned to resolve the findings. On the face of it these actions appear to work towards resolution of some of the issues. However there remains reassurance needed from actions taken, that appropriate work is done.
Close down or findings remain?	ISSUES REMAIN

4. Finance – Payment Processing

Title	Description
Review Date:	Wednesday 16 January 2019
Over-arching work area Reviewee/s:	Finance Project Managers Jason Pengelly/Rosie Dilke

Findings

Theme/Area	Description
Customer Support and Finance	If a location does not currently take cash from customers and there is no finance officer based there, the Customer Service (CS) Lead needs to decide if they will take cash or not if asked. Whilst Finance are clear that this is a decision for the CS Lead, there is a lack of clarity from both areas regarding ownership of the end to end customer journey/process.
Customer Support	When the customer asks to pay by card face to face– if the office already provide that, it remains the same. If not, they will be unable to do so from Day 1. Whilst Finance are clear that rebranding will be needed by the CS lead, there is a lack of clarity from both areas regarding ownership of the end to end customer journey/process.
Communications	Capita are the cash receipting delivery company. Feeds from the systems are not daily, some are weekly and monthly so payments will not appear until later in April. Finance have a list of those who need to know about the changes. It is unclear where this list has originated and will need validation to ensure all relevant Service Leads are contacted.
Programme	With reference to payments on line, Finance are liaising with D4U to show a seamless process. This interfaces with the cash receipting process. There is a risk that the end to end processes have not been checked to ensure they deliver the required outcomes. Processes such as PCN payments and planning applications would be appropriate examples to check. It is unclear whether any testing has been planned.
Policies and Processes	With reference to cash payments, if customers can currently go to a location and pay cash, then they can continue to do so in the same way. The officer logging the payment will still see the same process. Service Leads will though need to re brand receipts if they give them, and any other related items (e.g. chip and pin machines, receipts). Whilst Finance are clear that rebranding will be needed by the CS lead, there is a lack of clarity from both areas regarding ownership of the end to end customer journey/process.
Policies and Processes and Finance	If a customer takes cash to the 'wrong' building due to teams relocating, the front facing member of staff can still take the cash (rather than send the customer somewhere else) The process required is that they pass it to the finance officer in the back office. The CS Lead will need to prepare templates to record all customer details, reference numbers etc and pass this to the finance person. Whilst Finance are clear the CS lead is responsible for this, there is a lack of clarity from both areas regarding ownership of the end to end customer journey/process. The Finance Officers group has sponsors and it is their responsibility to tell each of their finance teams of this new role. It is unclear

Theme/Area	Description
	whether this has been done. There is a risk that this has not been done, due to the lack of end to end process discussions.
Policies and Processes	Service Leads have often referred to Finance related issues all being dealt with by Finance, and as a result have not taken responsibility. Finance confirm they have confirmed this to Service Leads. There is a risk that Service Leads therefore don't think they need to take action on any finance related processes. Issues regarding branding and checking functionality of end to end payment processes may not therefore have been followed up.
Finance	Implementing a cash receipting system in 3-4 months is a concern due to the short timescale involved. A test system is being used by Capita and they have full confidence in delivery – it is unclear how this has been evidenced.
Programme Board response	Finance workstream are confident in the plan and the ability to test and deliver within the timescales set out. Meetings with key stakeholders have taken place since the assurance work and they now have clarity. Generic comms to cover the end to end processing piece and what will change from day 1 are due out w/c 28/01/19 covering accounts payable, cash receipting, and accounting. There will also be further detailed cash receipting comms which will be going out w/c 28/01/19. The issue regarding cash payments at front of house has also been resolved since the report was produced.
Ameo Follow up Response	It is encouraging that finance workstreams are confident in planning and delivery. However most of the issues raised are around the confidence of the service leads and clarity for them regarding how processes work in practice. Follow up will be needed with Services to confirm this. General view is that more has been picked up, training is starting. Focus though is far more on internal working and less on customer services – leaving them more responsibility to pick up their own issues.
Close down or issues remain?	ISSUES REMAIN

Shadow Dorset Council

Date of Meeting	11 March 2019
Lead Member	Cllr Spencer Flower – Chairman, Governance Working Group
Officer	David Fairbairn – Solicitor to the Council, Purbeck District Council
Subject of Report	**Adoption of RIPA Policy**
Executive Summary	Under the Regulation of Investigatory Powers Act 2000 ("RIPA") Dorset Council must have in place processes for authorising, recording and reviewing any covert surveillance that it carries out that it is regulated by the Act. The processes must comply with the Act, Regulations and any statutory codes of practice; the latter being admissible as evidence in court and may be taken into account by the Investigatory Powers Commissioner when carrying out an inspection.

In accordance with the statutory code of practice a local authority must have a policy covering its use of covert surveillance approved by elected members. This report seeks approval of an overarching policy for how Dorset Council will exercise its RIPA powers. |
| Impact Assessment: | Equalities Impact Assessment:

Yes. There are no equalities implications arising from this report. |
| | Use of Evidence:

This report has been written in consultation with other legal officers and the relevant project manager. |
| | Budget:

There are no budget implications |
| | Risk Assessment:

Having considered the risks associated with this decision using the LGR approved risk management methodology, the level of risk has been identified as:
Current Risk:
Residual Risk LOW |

	Other Implications: Failure to observe the RIPA could potentially constitute a breach of data protection and human rights legislation and could therefore result in significant reputational and/or financial damage to the Council. The adoption and compliance with the draft policy will reduce the risk of legal challenges that evidence gathered as part of an investigation was not acquired lawfully or in accordance with the correct procedures.
Recommendation	That the Shadow Executive Committee: 1. Adopts the draft RIPA policy attached as Appendix 1; 2. Agrees that the Chief Executive is designated as the Council's Senior Responsible Officer in respect of the exercise of the Council's RIPA powers; and 3. Agrees that the Executive Directors are given delegated authority to authorise officers within their service areas to exercise the Council's RIPA powers.
Reason for Recommendation	Compliance with the Revised Code of Practice on Covert Surveillance and Property Interference (August 2018)
Appendices	Appendix 1 – Draft overarching RIPA policy
Background Papers	None
Officer Contact	Name: David Fairbairn, Solicitor to the Council, Purbeck District Council Tel: 01929 557223 Email: davidfairbairn@purbeck-dc.gov.uk
Date agreed by Lead Member	
Date agreed by statutory officers	Matt Prosser, Chief Executive Designate – 26 February 2019 Jonathan Mair, Corporate Director, Legal & Democratic– 26 February 2019

1. **Introduction**

   1.1 RIPA regulates the use of covert surveillance by public authorities. The essence of which is that before any covert surveillance or the use of any covert human intelligence source is undertaken it must be authorised by a senior officer and in the case of local authorities wanting to use covert surveillance, approved by a Magistrate.

   1.2 RIPA requires the Council to have in place procedures to ensure that when required, surveillance is seen as necessary, proportionate and is properly authorised. RIPA is underpinned by a number of statutory codes of practice. These codes of practice

admissible as evidence in court and may be taken into account by the Investigatory Powers Commissioner when carrying out an inspection.

1.3 The Revised Code of Practice on Covert Surveillance and Property Interference (August 2018) provides a local authority must have a policy covering its use of covert surveillance. Elected members, although not involved in the decisions to grant authorisations, are required to approve the policy annually.

2. The draft policy

2.1 The draft policy (Appendix 1) sets out the broad principles that the Council will apply in exercising its RIPA powers and identifies the officers who will have primary responsibility for ensuring that those powers are properly authorised.

2.2 It is essentially an overarching policy which does not set out the procedures to be followed or provide guidance on granting authorisations. These will be set out in a separate manual once the officer structure has been determined. For the purposes of Day 1, it is proposed that service areas will use their current procedures and manuals where these are consistent with the draft policy. In due course the aim will be for the Council to have harmonised procedures and guidance.

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Draft - Regulation of Investigatory Powers Act 2000 (RIPA) Policy

1.0 Extent

1.1 This policy explains how Dorset Council will comply with RIPA when authorising directed surveillance under Section 28(1) of RIPA, covert human intelligence sources under Section 29(1) of RIPA and obtaining communications data under Section 22(3) and 22(4) of RIPA.

1.2 This Policy is supplementary to the relevant provisions of any code of practice issued under RIPA (see https://www.gov.uk/government/collections/ripa-codes).

2.0 Safeguards

2.1 The Council will apply a presumption in favour of overt investigation methods. So, the Council will always look to investigate matters using a variety of overt investigatory tools, before considering whether the use of these powers is required. Directed surveillance, using covert human intelligence sources or obtaining communications data (collectively described in this policy as "covert surveillance") will be used only when other reasonable options have been considered, and ruled out.

2.2 The Council will use covert surveillance proportionately. So, the Council will not use covert surveillance to address minor matters, but instead will focus on those issues which are of greatest concern to the community, so, the Council will:

(a) balance the size and scope of the proposed activity against the gravity and extent of the perceived crime or offence, or disorder;

(b) explain how and why the methods to be adopted will cause the least possible intrusion on the target and others; and

(c) evidence, as far as reasonably practicable, what other methods had been considered and why they were not implemented.

2.3 Without prejudice to paragraph 2.2 no authorisation for the carrying out of directed surveillance will be granted unless the authorisation is "necessary" for the purposes of preventing or detecting crime and in the case of directed surveillance a crime punishable by a maximum term of at least 6 months imprisonment or for the purpose of preventing or detecting certain other specified offences.

2.4 The Council will only use covert surveillance either to obtain evidence that can be presented at court, or where another positive outcome relating to the prevention or detection of crime has been identified, for example through the positive identification of perpetrators.

2.5   In addition, the interception of Council telecommunications will only be carried out in accordance with the Telecommunications (Lawful Business Practice) (Interception of Communications) Regulations 2000 and following procedures agreed by the Corporate Director – Legal and Democratic Services in the following circumstances:

- to establish the existence of facts or to ascertain compliance with regulatory or self-regulatory practices (e.g. to keep records of communications where the specific facts are important);

- to check the standards are being achieved or ought to be achieved;

- to prevent or detect crime (e.g. to check that employees or others are not involved in defrauding the Council);

- to investigate or detect unauthorised use of the telecommunications system; or

- to ensure the security of the system and its effective operation.

2.6   The use of internet and social networking sites may be covert surveillance if used to gather evidence or monitoring an individual's status by viewing more than once and will only be carried out once a RIPA authorisation is in place.

3.0   **Responsibilities**

3.1   **The Chief Executive** is the senior responsible officer, who is responsible for:

- Maintaining the integrity of RIPA processes within the Council;

- ensuring compliance with the relevant provisions of RIPA and the codes of practice; and

- engaging with the Investigatory Powers Commissioner's Office and overseeing the implementation of post-inspection action plans.

3.2   The Council will ensure that authorising officers are at Service Manager level as a minimum except where there is the likelihood of confidential information being obtained, when authorising officers will be at Corporate Director level as a minimum. This will avoid any perception that authorising officers are directly involved with the investigations they authorise. Authorising officers will therefore be able to apply more independently reasoned judgment of the issues. No authorisations will be carried out until an order has been made by a Magistrates Court approving that authorisation.

3.3   The **Executive Directors** are responsible for:

- ensuring all applicants for authorisations and authorising officers within their service areas are aware of and trained in RIPA;

- ensuring authorising officers within their service areas meet the standards required by the Investigatory Powers Commissioner's Office.

3.4 The **Corporate Director – Legal and Democratic Services** will be the RIPA co-ordinating officer and is responsible for:

- maintaining a central record of authorisations and collate the original applications/authorisations, reviews, renewals and cancellations; and

- monitoring the quality of notices and authorisations.

3.5 **All officers engaged in covert surveillance** will:

- be familiar with RIPA, the relevant codes of practice and the Investigatory Powers Commissioner's Office procedures and guidance;

- provide the authorising officer with all the information necessary for an informed decision to be made as to whether an authorisation should be granted or cancelled;

- advise the authorising officer as soon as practicable when an operation unexpectedly interferes with the privacy of an individual who is not the subject of the surveillance; and

- cease the use of covert surveillance when it no longer meets the authorization criteria.

3.6 The Council's procedures will be set out in a manual available to applicants for authorisations, authorising officers, and the senior responsible officer.

4.0 **Review**

4.1 The Audit and Governance Committee will review this policy and consider a report on the Council's use of RIPA powers <u>annually</u>.

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Shadow Dorset Council

Date of meeting	11 March 2019
Officer(s)	Lead members: Daryl Turner – Lead member for Natural & Built Environment Andrew Parry – Lead member for Economy, Education & Skills
Subject of report	**Additional Highways Maintenance Funding - Corporate and Department for Transport (DfT)**
Executive summary	Dorset County Council agreed to increase investment in the maintenance of its highway network by an additional £1.4m in 2018/19. The DfT has also boosted maintenance funding to Dorset by a further £6.165m this year. This additional funding is welcomed to help reduce the highway maintenance back-log faced in Dorset. This report sets out proposals for spending the £1.4m corporate funding on essential maintenance activities linked to drainage (including the £200,000 revenue element and £100,000 of capital) and the currently programmed patching and resurfacing work to be funded by the £1.1m capital funding. The report also sets out proposals to credit, in part, the structural maintenance budget with the £6.165m additional DfT funding, whilst also funding programmes of additional resurfacing and essential patching repairs on the lower-class network. The approach will ensure that we can use this funding in the most effective and efficient way possible for the remainder of the 2018/19 programme and going forward into the 2019/20 capital maintenance programme. It is also proposed that 5.6% of the additional funds (agreed through the LGR disaggregation) are to be allocated to BCP for the Christchurch area. This will be reduced by the value of additional works already committed in this area and be transferred to BCP in the new financial year.
Impact Assessment	Budget: This proposal will mean there will be a capital underspend on the structural maintenance budget in 2018/19 which will be rolled over into 2019/20. 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: Residual Risk:

Appendices	Appendix 1 - List of schemes being delivered between 1 January – 31 March 2019.
Background Papers	None.
Report Originator and Contact	Name: Matthew Piles Tel: 01305 221336 Email: m.d.piles@dorsetcc.gov.uk

1.   Background

1.1   Our Asset Management Strategy is needs based and the sites selected are those sites most in need of repair and not necessarily based on ward or district. The aim is to achieve a financial strategy to maintain the highway asset in a condition that provides optimum serviceability for minimum investment. All investment in maintenance will be prioritised to where there is greatest need, based upon up-to-date and accurate asset inventories and information, including level of usage, condition and safety. The footway and cycle network are included in this prioritisation.

1.2   Better value for money in highway maintenance is continually sought through examining the scope for greater efficiencies. The value of assets is to be optimised over their whole life, using life cycle planning. Wherever possible, opportunities to carry out preventative treatments will be implemented to prevent road condition deteriorating, whilst also addressing end of life roads where high level reactive maintenance is required. Schemes support outcomes linked to asset condition, network resilience and safety and will include other maintenance issues. Regular inspections of bridges and other highways structures will be undertaken to identify maintenance needs.

1.3   We receive £12.462m for maintenance from Government annually, as well as other grant funding, though some of these additional grants are unconfirmed at this time. However as documented to the Policy Development Panel, these funds are not enough to cover all of Dorset's maintenance needs across the whole highway network.

2.   Additional Corporate Funding

2.1   In 2018 a Policy Development Panel (PDP) was convened as a result of members' concerns about the increasing back-log of maintenance issues on the Dorset Highways network. A number of recommendations resulted from this panel's work, including Cabinet approval in September 2018 to approve £1.4m of corporate funds to help reduce the maintenance backlog.

2.2   This report sets out proposals to make the best use of this £1.4m to fund essential maintenance activities linked to highway drainage as well as addressing road conditions/potholes in the county. It is agreed that these funds will be spent by 31 March 2019.

The funding has been divided into four packages to ensure the maintenance priorities of the PDP were met, outlined in the table below:

Maintenance Activity	Value	Notes
Drainage – Gully emptying and jetting	£200,000 revenue	Essential work as identified by the Policy Development Panel to remove water from the highway, promoting highway safety, and to prevent deterioration of the roads.
Drainage – Digging new ditches	£100,000 Capital	Essential work identified by the Policy Development Panel to remove water from the highway, promoting highway safety, and to prevent deterioration of the roads.
Resurfacing of priority sections of road e.g. structural maintenance	£600,000 capital	Based on sites identified in the report approved by Cabinet linked to winter damage and in some cases links to local businesses.
Patching of priority potholes	£500,000 capital	Based on sites identified in the report approved by Cabinet linked to winter damage and in some cases links to local businesses.

2.3   £200,000 of the £1.4m is revenue funding, to ensure essential drainage activities linked to known flooding hotspots are tackled. This information comes from our annual gully cleansing programme including outstanding works already in the system but not funded. These revenue funds are also paying for a third gully emptying machine, and additional jetting works.

2.4   £100,000 of capital funding is being used to implement a programme of ditch digging to reduce localised flooding.

2.5   Work on these drainage sites has already started and is based on a backlog of work already identified by Community Highway Officers through programmed inspections and public enquiries.

2.6   £1.2m is capital funding and the majority of this will be used to resurface or patch some of the poorest quality roads and fix some of the most severe potholes across Dorset. A programme of carriageway repairs has been designed from sites identified by Community Highways Officers following the damaging effects of last winter. This is combined with other known problem sites predominantly on the lower-class network where they provide links to local businesses, thereby supporting our local economy. Details of the individual schemes being constructed are documented in Appendix 1.

2.7   Some of the patching works are already complete or are programmed between January to March 2019. The resurfacing sites have also been programmed between January and March 2019. These are also documented in Appendix 1.

3.   **Additional Department for Transport Funding**

3.1   An additional £450m was announced for highways maintenance in the Government's October budget. Dorset's share of these funds is £6.165m which provides a welcome boost to the county's maintenance pot, however this came with the caveat that these funds must be spent by 31 March 2019.

3.2   There are significant design and operational difficulties in mobilising resources at such short notice at this time of year. Cold and wet weather conditions are not conducive to certain surfacing and repair treatments. It will not be physically possible to resource these works through our existing strategic partners or secure the required road materials to achieve this

deadline. There are also concerns with delivering such a large programme in such a short time safely, efficiently and with as little disruption as possible to the travelling public.

3.3   We are proposing that the £6.165m be added to the structural maintenance budget for 2018/19. This means a capital underspend will be rolled forward into 2019/20 and will be used to accelerate Dorset's capital maintenance programme which will close the gap in funding required to hold and protect the existing network condition. The DfT has recognised the delivery challenge that this additional funding gives local highway authorities and have informally approved our approach.

3.4   Importantly, this approach gives us time to target the spend in line with our Asset Management Strategy, to ensure that funding is spent on the most appropriate repair and is spent efficiently. Time also needs to be taken to ensure designs are complete, adequate consultation takes place, that road closures are planned and that we can engage with the supply chain.

3.5   The rolled over funds will contribute to an increased programme of preventative treatments such as surface dressing and micro asphalt, whilst also targeting maintenance to improve highway safety. This will contribute to managing carriageway condition across the whole network, preventing the formation of potholes, and managing skid resistance.

3.6   The £6.165m will fund the following schemes/programmes of schemes in 2018/19:

Maintenance Activity	Value	Notes
Resurfacing	£1,994,000	Completed resurfacing schemes in the structural maintenance programme. Resurfacing life expired roads in support of strategies linked to safe roads and managing road condition.
Patching (over and above the £2.2m funded by the DfT Pothole Action Fund)	£1,000,000	Targeting failing roads, primarily C and D roads, using innovative high definition camera surveys to identify defects for repair. This will fund approximately 26,315m2 of patching, including patching which is programmed predominantly between Jan-Mar 19. This helps manage road condition and the number of unpredictable, expensive reactive repairs.
Resurfacing (over and above the £2.2m funded by the DfT Pothole Action Fund)	£1,121,000	Resurfacing of roads at the end of their life, targeting primarily C and D roads. These funds will enhance investment into the lower hierarchy network.
Reactive Road Defect Repairs	£1,800,000	Approximately 18,000 pothole repairs
Wool Bridge Repairs	£250,000	Essential repairs to a collapsed bridge resulting from storm damage last winter

	£6,165,000	

3.7   Details of individual schemes being delivered between January – March 2019 funded by these additional funds are documented in Appendix 1.

3.8   Discussions are ongoing regarding the 5.6% agreed through the disaggregation of the Christchurch network, which would represent the Christchurch share of the additional £6.165m, less the value of additional schemes being delivered before the end of March.

4.0   Weymouth Scheme Proposals

4.1   Approximately £1m of the capital funds rolled forward into 2019/20 have been earmarked for investment in schemes supporting the Coastal Community Fund (CCF), Weymouth Gateway bid, which includes a £70k contribution from Weymouth and Portland Borough Council. The bid centres around improving the visitor experience to Weymouth whether arriving by train or vehicle and how they access the town centre.

4.2   The bid incorporates the resurfacing of roads linking to, and within, Weymouth town centre. This includes the resurfacing of Westham Road, St Thomas Street, the southern end of St Mary Street, Bond Street and Maiden Street.

4.3   There are also proposals to remove the redundant railway lines in Commercial Road and Custom House Quay and reinstate the carriageway, to improve highway safety. This is subject to further consultation and also liaison with Network Rail to whom the lines pose an ongoing liability. We are therefore seeking a contribution from Network Rail to the cost of these works.

4.4   The CCF bid also includes proposals to widen the footway in Park Street improving the 'flow' and movement of pedestrians from the train station into the town centre.

5.0   Further Details

5.1   Full details of all works will be published on the DorsetForYou website in due course, which is a requirement of the DfT grants for both the Pothole Action Fund and the additional funding. This will include some examples of pre and post repair photographs.

5.2   The web page will also document all drainage sites attended by the gully emptying and jetting crews, as well as locations where ditches have been dug.

Appendix 1

The following schemes are being delivered between 1 January – 31 March 2019

i)   Additional £1.1m corporate funded patching schemes

Poundbury Road-Dorchester
The Avenue-Sherborne
Albert Road-Corfe Mullen
New Road-Bryanston
Miller Close-Dorchester
High Gate Lane-Crossways
Duck Street-Symonsbury
Coburg Road Dorchester
B3159 Dorchester Road Broadway
Belfield Park Ave, Weymouth
Chelmsford Street, Weymouth
Knightsdale Road, Weymouth
Culliford Way, Littlemoor
Canberra Road Littlemoor Weymouth
Blandford Road Corfe Mullen
Redwood Road Upton
Bere Regis - Gallows Hill
Elder Road Bere Regis
Hanham Road, Corfe Mullen

ii)   Additional Corporate funded resurfacing schemes

Pineapple Lane, Salway Ash
Copse Hill, Sturminster Newton
Bleke Street, Shaftsbury
Blandford Heights Industrial estate
Victoria Road, Ferndown
Tin Pot Lane, Blandford – deferred pending outcome of development issue

iii)   Additional DfT funded patching sites

The provisional list of patching sites has been identified using innovative high definition camera survey technology. The programme commenced in the west of the county and these sites will be completed by the end of January. We are currently assessing proposed sites in Weymouth which will commence in February, to be followed by other proposed sites in the remainder of the county, as documented below.

West patching sites:

Butts Lane - Entrance to Butts Farm to Brighthay Lane
Junction C129 (at Lower Holditch) to Dorset County Boundary
Junction C129 to End of Road
Junction Champernhayes Lane to Junction unclassified Road
Spring Close - Cul-de-Sac off Trinity Way
Junction of Will Lane to Junction B3162
End of Road to Junction Higher Eype Road
New Inn Street - Junction C96 to End of Road
Norway Lane - Junction B3162 to Junction C77
Pipplepen Lane - JunctionA356 to Dorset County Boundary
Venn Lane - Junction C77 to End of Road
Commonwater Lane - Junction B3164 to End of Road
County Boundary to Junction C101
Axnoller Lane - JunctionC102 to End of Road
Picket Lane - Junction A356 to Chedington Lane
Fleet Street - Junction C102 to Junction Shortmoor Lane
East Street - Junction Whitcombe Rd to End of Road
Woodswater Lane - Langdon Lane to North Street
Junction B3163 to JunctionA3066
Flaxfield Road - Cul-de-Sac off Gerrards Green
Junction B3163 to Junction A3066
Manor Drive - Junction unclassified Road to Junction unclassified Road
Stoney Head - Junction A35(Trunk Road)) to Junction New Road
Whiteway Cross - Jct A35(Trunk Road) to Junction unclassified Road
Clay Lane - High Street to Junction B3157
Mill Street - Junction B3157 to Church Street
Quarry Lane - Junction C92 to End of Road
Bonscombe Lane - Shipton Lane to End of Road
Chilcombe Lane - Junction C9 Crossroads to Junction A35 (Trunk Road)
Looke Lane - Junction Hoopers Lane to Junction C121
Summer Lane - Holway Lane to Junction C29
Shipton Lane - Uploders Farm to Barr Lane
Barton Hill - Junction A37 to Junction Holt Lane
Junction C37 to Junction C38

Weymouth Proposed Patching Sites (subject to assessment):

Chiswell - Brandy Row to Victoria Square roundabout
Church Street, from B3159, Upwey, Weymouth
Victoria Avenue, Weymouth
Ringstead Crescent, Weymouth
Sycamore Road, Weymouth
Carisbrooke, Weymouth
The Rise, Weymouth
Chafeys Avenue, Weymouth

Bradford Road - Tennyson Road to Baycliff Road
Roundhayes Close, Weymouth
Baycliffe Road, Weymouth
Dumbarton Road, Weymouth
Brandy Row - Chiswell to end Portland
Esplanade - from High Street, Fortuneswell, Portland
Glacis - new ground / Verne Hill Road to end
Furlands, Portland
Milton Close, Weymouth

Purbeck Proposed Patching Sites (subject to assessment):

School Lane - Footpath to Junction B3070
Junction A351 (near Corfe Castle) to Junction unclassified road
High Street (Swanage) - Junction C148 to Junction A351
Target Road - Junction A351 to Arne Road
Old Kiln Road - Barndale Drive to Arne Road
Junction C27 to Junction C114
Junction A351 roundabout to Parish Boundary
Thrashers Lane - Junction B3351 to End of Road
Meadus Lane - Bushey Lane to End of Road
Chaple Lane to End of Road
Rollington Farm Lane - Junction B3351 to End
The Square - Junction A351 to West Street
West Street - The Square to End of Road
End of Road to Junction B3069
Smedmore Hill to Junction Unclassified Road
Mount Pleasant - End of Road to Junction C48
Link Road - Junction B3070 to Army Bypass
Rushton Farm Lane - Junction A352 to Rushton Lane
Manor Farm Road - End of Road to East Stoke Road
Wilkswood Farm Road - End of Road to Junction A351
St Georges Close - Cul-de-Sac off B3069
Middle Road - Junction C63 to Junction Unclassified Road
Huntick Estate - Junctions.105 & 150 to end
Fosters Spring - Landers Reach to end
East Morden Drive - Junction C63 to Cockett Hill
Lower Street - Higher Street to Junction B3075
Junction B3075 to Junction C60
Burnhams Lane (Langton boundary), to Herston Yards
Herston Yards, Swanage
Bon Accord Road, Swanage
Cranborne Road, Swanage
Gilbert Road, Swanage
High Street Service Road, Swanage
Hillsea Road, Swanage

Kings Road West, Swanage
Park Road, Swanage
Princess Road, Swanage
Queens Road, Swanage
Salisbury Road, Swanage
Steer Road, Swanage
Wills Road, Swanage
Cow Lane, Swanage
East Walls, Wareham
Moretons Lane - C146 to Folly Lane, Wareham
Belhuish Farm Road, West Lulworth
Coalhill Drove Estate, Winfrith Newburgh
East Burton Farm side road
Cologne Road, Bovington

North Proposed Patching Sites (subject to assessment):

Southern Town Boundary Signs to Junction B3075
Junction C71 (at Kings Stag) to Junction B3146
Junction High Street to Junction A357 (near Marsh Bridge)
Field Lane - Junction B3081 to Junction C142
Locks Lane - Cul-de-Sac off B3146
School Lane - Cul-de-Sac off B3095
Kendall Lane - Junction C142 to Junction B3092
Coronation Road - Wavering Lane to Hyde Road
Deweys Way - 'T' Section at End of Cul-de-Sac
Tomlins Lane - Coronation Road to End of Road
Junction B3092 to Junction C108
Hyde Road - Coronation Road to End
Cannings Court Lane - Junction B3143 to End
Bullocks Lane - Junction C34 to Junction C139
Mappowder Lane - Junction C34 to Junction C97
Place Lane - Mappowder Lane to End
Junction C107 to County Boundary
Junction Filley Brook to Junction C107
Lower & Higher Nyland - Junction A30 to End of Road
Musbury Lane - Junction C15 to Junction Blackthorn Lane
Love Lane - Junction C15 to Junction Nash Lane
Sodom Lane - Junction C15 to Junction B3092
Tanzey Lane - Junction B3092 to Sodom Lane
Two Junctions - Junction B3092 to Pound Tree
Witch Lane - Junction Sandpits Lane to Junction B3092
Cherryfields (part), Gillingham
Pye Lane - Junction A350 to Junction Pitts Lane
Belmont Close - Cul-de-Sac off St Rumbolds Road
Breach Lane - The Knapp to Breach Common Lane
The Butts - Breach Lane to Church Hill

East Proposed Patching Sites (subject to assessment):

Lions Lane - St Leonards Way to Woolsbridge Road
St Ives Park - Loop at End of Cul-de-Sac
Sandy Lane - Woolsbridge Road to Woolsbridge Road
Struan Gardens - Struan Close to Ashley Park
Azalea Close - Cul-de-Sac off Compton Beeches
Ashley Drive - Ashley Dr South to Ashley Dr South
Moorlands Road - Cul-de-Sac off Edmonsham Rd
Juniper Close - Cul-de-Sac off Joys Road
1st Link Road - Junction B3081 to The Chase
The Chase - 2nd Cul-de-Sac off The Chase
Holly Grove - Cul-de-Sac off Haywards Crescent
Birch Avenue - Cul-de-Sac off Oakland Walk
Oakland Walk - Cul-de-Sac off A347
Church Lane - Junction B3073 to End of Road
Jct C2 (in Three Legged Cross) to Station Road roundabout
Junction unclassified Road (Higher Row) to C50 Crossroads, Colehill
Swan Street - Junction The Square to Junction Unclassified Road
Glissons - Cul-de-Sac off B3073
Forest View Road - Award Road to End of Cul-de-Sac
Kingsway - Ameysford Road to Leeson Drive
Leeson Drive – First Spur off Leeson Drive
Bunting Road - Leeson Drive to Hilltop Road
Sherwood Avenue - Spur off Sherwood Avenue
Telford Road - Cul-de-Sac off Cobham Road
Old Farm Lane - End of Road to Junction B3073
Bradbourne Avenue - Mountbatten Avenue to End
Pilford Lane - Pilford Lane to Junction C50
Sandy Close - Cul-de-Sac off Sandy Lane
Swallow Way - Cul-de-Sac off Heron Drive
Hayes Lane - Junction C50 to Junction B3073
Fridays Hern - Pennys Mead to End Cranborne
Lonnen Road Colehill to Junction C154 Wimborne
Junction B3078 to End of Road
Brook Road - Sewage Works Turning Circle
Lambsgreen Lane - Junction C5 to Junction C609
The Vineries - Leigh Lane to Leigh Lane
Beaucroft Crescent - Loop off Beaucroft Lane
Beaucroft Road - Junction C50 to Beaucroft Lane
Cranfield Ave - Oakdene Close to Pine Trees Close
Junction C4 to Junction Zannies Lane
Junction C85 to Abbots Street
Park Lane - New Road to Junction C23
Picadilly - New Road to Junction C84

Church Road - Junction C85 to End of Road
Brog Street - Junction B3074 to Candy's Lane
Newtow Chapel Lane - Junction B3074 to End
Sleight Lane - Junction B3074 to Junction C116
Coventry Close - Cul-de-Sac off Waterloo Rd
Junction unclassified Road to Junction A31(Trunk Road)

iv)   Additional DfT funded resurfacing sites January – March 2019

Sidmouth Road - from Devon county boundary to junction C168 Cobb Road, Lyme Regis
B3157 Coast Road - Swyre to egg cup tea rooms + Othona
A357 Army Bridge Near Lydlinch
C21 (Giant steps road) From the A30 Sherborne Road Junction to 137.7 marker/crossroads of Copse House & Frith Farm Cottages
A30 Sherborne Causeway Shaftesbury
Bell Street Shaftesbury
Lanehouse Rocks Road - Junction Nutgrove Avenue to Wyke Road at junction Portland Road, Weymouth
Junction C26 to Junction C5 (at Beacon Hill), Lytchett Matravers
Mudeford Lane from Sandown to Mudeford
Bournemouth Road - from Badger roundabout, Blandford to parish boundary south of garage, Littleton
Bournemouth Road - from parish boundary south of garage, Littleton to junction C78, Charlton Marshall
Arne Road - Arne to junction A351 Norden
New Road Woodlands both sections 105 & 110 + Hillside Road

v)   Further sites being constructed between January – March 2019

Victoria Grove to Pymore Bridport
Fulbrooks Lane Bridport
Denhay Lane Broadoak
Road from Kingston Russell to Roman Road
Hereford Road Westham Estate
Culliford Way Littlemoor (between Canberra Road and mini roundabout)
East Weare Road Portland
Verne Common Road, Portland
Dorchester Road Weymouth Morrisons r/a to Weymouth Bay Avenue
River Crescent & Mill Street, Dorchester
Icen Way Dorchester
Frome Terrace Dorchester
Friary Hill, Dorchester and Frome Terrace
Piddle Lane Cerne Abbas
Hilling Lane to Wheelrights junction
C20, Duntish to Hazelbury Bryan

Back Lane Chetnole
New Road, Sherborne (Gas House Hill to A352 Junction)
Hawkcombe Lane from C138 to A359 Compton Abbas
Lower Lane Frm Junction Sandypit Lane to Chapel Hill Compton Abbas
Lower Lane From A350 to Junction Sandpitt Lane Compton Abbas
From Chapel Hill to Lower Lane House Compton Abbas
Main Road to Gourds Farm East Compton
Penn Hill Bedchester to West Farm
Lowbrook Farm Lane - from Main Rd Belchalwell to farm
Portfield Road, Christchurch
Okeford Fitzpaine to Belchall Road - jct C32, Nr Okeford Fitzpaine, to jct Belchalwell Street, Belchalwell. The cross c99
Chewton Common Road, Christchurch
Darknoll Lane - from C99 Lower Street to south of Etheridge Farm, Okeford Fitzpaine

Shadow Dorset Council

Date of Meeting	14 January 2018
Lead Member	Jill Haynes – Lead Member for Adult Services
Subject of Report	**Tricuro: Shareholder Viability Assessment Report**
Recommendation	At its meeting on 20 December, the Tricuro Executive Shareholder Group considered the Tricuro Shareholder Viability Assessment report. As a result of the discussion the Group recommended that the two future shareholders confirm their commitment to the provision of quality care for the residents of Dorset and commit to supporting the Commissioners to develop their strategic vision with Tricuro. The Shadow Executive Committee is therefore invited to consider the recommendation.
Appendices / Background Papers	See attached minute for details.

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Tricuro Executive Shareholder Group

Extract from the minutes of the meeting held on 20 December 2018

Tricuro: Shareholder Viability Assessment Report

6   The Group considered the Tricuro Shareholder Viability Assessment report commissioned by Dorset County Council and undertaken by Ernst and Young.

Mr Richards, Assistant Director, explained that the assessment had been requested by the County Council and was carried out in Summer 2018 in collaboration with Tricuro staff. The report highlighted future financial pressures, means by which unit costs and demand could be managed, challenges to revenue growth and identified opportunities to improve the strategic partnership with the County Council. The challenges experienced by Tricuro were not unique and the assessment provided suggestions to improve Tricuro's sustainability and resilience.

The Managing Director explained that Tricuro's Board had responded to the assessment and highlighted that opportunities for growth were very different now compared to the time of the assessment. She reminded members that Tricuro had delivered significant savings and efficiencies which provided a platform for strategic growth and development. A strategic vision for the future was needed and there needed to be some consideration of the future impact of local authority commissioning on Tricuro.

Members recognised that the current situation was far removed from that when Tricuro was established. They found the report to be useful in identifying future challenges for Tricuro and discussed their possible implications for both the company and the local authorities. It was also recognised that opportunities under the tekal structure had not been fully explored as yet. All members confirmed their wish that the two new Councils continued to work with Tricuro to support the delivery of quality care for the residents of Dorset.

The Transformation Programme Lead for the Adult and Community Forward Together Programme, Dorset County Council, explained that the assessment had provided an independent view of the opportunities and challenges facing Tricuro given the amount of change since its establishment. She also drew attention to the changes that would arise from the introduction of the Integrated Care System. Following the assessment, the County Council would be considering different options to meet residents' needs within the available budget.

Resolved
1.   That the Group noted that DCC have confirmed that the financial position for 2019/20 will be completed by December 31st in line with the two-year commissioning intentions set out in 2017/18.
2.   That the Group approve the Tricuro Board and DCC to progress the exploration of options for their future to achieve sustainable care within the available resources including impact assessments on all shareholders and the company with progress to be reported to an ESG in February 2019.

Recommended
That the two future shareholders confirm their commitment to the provision of quality care for the residents of Dorset and commit to supporting the Commissioners to develop their strategic vision with Tricuro.

The care company wholly owned by Bournemouth, Poole and Dorset

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Shadow Dorset Council

Date of Meeting	11th March 2019
Lead Member	Mike Short MBE Chairman - Dorset Police and Crime Panel
Officer	Corporate Director of Legal & Democratic Services and Clerk to the Police and Crime Panel
Subject of Report	**Dorset Police and Crime Panel – Post April 2019 Arrangements**
Executive Summary	The Police and Social Responsibility Act 2011 (the Act) places a statutory duty on Local Authorities to establish a Police and Crime Panel and to maintain it in accordance with these regulations. In the case of Dorset, the Act requires that the Panel must consist of at least 10 local authority appointed councillors, which should achieve the appropriate pollical balance and must also include 2 Independent members. The Dorset Police and Crime Panel have previously considered the necessary changes to meet the post LGR requirements of the Act. Following the May 2019 elections, the PCP have given its support for a Panel with equal representation of 5 councillors appointed by each of the 2 new unitary councils, to join the 2 existing co-opted independent panel members to provide for continuity. This meets and important guiding principle and concept of Local Government Reorganisation – being lean, but effective. The Police and Crime Panel is currently hosted by Dorset County Council. In accordance with the partnerships sharing approach agreed between the two new unitary councils, it is proposed that Dorset Council will act as host authority and provide the necessary advice and support. These proposals have been endorsed by the Home Office and are subsequently being presented to the respective council Executive Committees so that they can be formally adopted into the Constitutions.
Impact Assessment:	Equalities Impact Assessment: There are not considered to be any specific issues associated with this report.
	Use of Evidence: The recommendations contained in this report are to meet the requirements of the Police and Social Responsibility Act 2011.
	Budget: There are not considered to be any significant funding issues associated with this proposal. The Home Office provides a grant funding allocation to the host council to ensure the Police and Crime Panel has its

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	necessary advice and support; all costs in support of the Dorset Police and Crime Panel will therefore fall to and be paid via Dorset Council.
	Risk Assessment: Having considered the risks associated with this decision using the LGR approved risk management methodology, the level of risk has been identified as: Current Risk: LOW Residual Risk: LOW
	Other Implications: None
Recommendation	The Executive are recommended to: 1. Endorse the arrangements for the Dorset Police and Crime Panel to ensure compliance with the Police and Social Responsibility Act 2011 post April 2019. 2. Formally adopt these arrangements into the Constitution of the respective council.
Reason for Recommendation	To ensure safe and legal arrangements are in place for the Dorset Police and Crime Panel following Local Government Reorganisation.
Appendices	Appendix 1 – Panels current Terms of Reference Appendix 2 – Panels Statement of Purpose
Background Papers	Dorset Police and Crime Panel – LGR Implications and considerations for the Panel. https://dorset.moderngov.co.uk/documents/s13672/LGR%20Report.pdf Dorset Police and Crime Panel minutes - 26 June 2018 https://dorset.moderngov.co.uk/documents/g1289/Public%20minutes%2026th-Jun2018%2010.00%20Dorset%20Police%20and%20Crime%20Panel.pdf?T=11
Officer Contact	Name: Mark Taylor (Lead Officer Dorset Police and Crime Panel) Tel: 01305 224982 Email: m.taylor@dorsetcc.gov.uk
Date agreed by Lead Member	(Approved by Chairman of the Police and Crime Panel – 5th February 2019)
Date agreed by Statutory Officers	Matt Prosser, Chief Executive Designate – approved 25.2.19 Jonathan Mair, Corporate Director, legal and Democratic Services – 25.2.19

1. Introduction

1.1 The Police and Social Responsibility Act 2011 (the Act) places a statutory duty on Local Authorities to establish a Police and Crime Panel and to maintain it in accordance with these regulations.

1.2 The Terms of Reference of the Panel and its Statement of Purpose are included as appendices to this report to provide background and context.

1.3 The reduction from 9 councils down to 2 in Dorset, as a direct result of Local Government Reorganisation, necessitates some changes to meet the requirements of the Act from April 2019.

2. Dorset Police and Crime Panel - Post LGR Arrangements

2.1 The revised local authority structure in Dorset requires that the Panel must consist of at least 10 local authority appointed councillors to meet the requirements of the Act.

2.2 Nominations made to the Panel from each of the respective councils must also meet the appropriate political balance.

2.3 The membership of the Panel must also include at least 2 Independent members.

2.4 At its meeting on 26 June 2018 the Dorset Police and Crime Panel considered the necessary changes in order to ensure it could meet the post LGR requirements of the Act (*link to background report provided to provide further detail*).

2.5 They decided to support arrangements that, following the May 2019 elections, would provide each of the new unitary councils with equal representation of 5 councillors each. They also agreed that these councillors would join the 2 existing independent panel members to ensure a degree of continuity.

2.6 In accordance with the partnerships sharing approach which has been agreed between the two new unitary councils, Dorset Council will act as host authority and provide the necessary advice, support and costs.

2.7 A Home Office grant is available for the host authority to recognise the cost of the Panel and to ensure it is provided with its necessary support requirements.

3. Conclusion / Recommendation(s)

3.1 These proposals have been endorsed by the Home Office and are therefore subsequently being presented to the respective council Executive Committees so that they can be formally adopted into the Constitutions.

The Shadow Executive Committees are therefore recommended to:

i)   Endorse the arrangements for the Dorset Police and Crime Panel to ensure compliance with the Police and Social Responsibility Act 2011.

ii)   Formally adopt these arrangements into the Constitution of the respective council.

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Terms of Reference of the Police and Crime Panel

1. To review and make a report or recommendation on the draft Police and Crime plan or draft variation, given to the Panel by the Police and Crime Commissioner.

2. To review the performance of the Police and Crime Commissioner against objectives in the Police and Crime Plan, put questions to the Commissioner at a public meeting, and make a report or recommendation (as necessary) on the annual report.

3. To hold a confirmation hearing and review, make a report, and recommendation (as necessary) in respect of proposed senior appointments made by the Police and Crime Commissioner.

4. To review and make a report to the Commissioner on the proposed appointment of the Chief Constable.

5. To review and make a report and recommendation (as necessary) to the Commissioner on the proposed precept.

6. To review or scrutinise decisions made, or other actions taken, by the Police and Crime Commissioner in connection with the discharge of the Commissioner's functions.

7. To fulfil functions in relation to complaints about conduct matters in accordance with the responsibilities placed on the Panel by the Police Reform and Social Responsibility Act 2011.

8. To appoint an Acting Police and Crime Commissioner if necessary.

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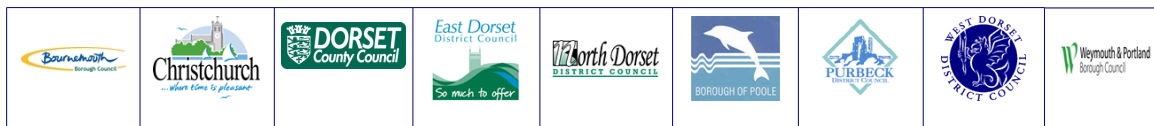
Dorset Police and Crime Panel

Statement of Purpose

✓ The Police and Crime Panel (PCP) is an independent statutory body, which operates to represent the population of Dorset.

✓ We exist to hold the Police and Crime Commissioner (PCC) to account through our scrutiny role. As such, the Commissioner has no direct control over the work of the Panel.

✓ We seek to ensure that the PCC is supported by the PCP in order to ensure that our county is safe for all.

✓ Where possible (and appropriate to do so) we also actively seek to support the PCC in the achievement of positive results for the good and benefit of the residents of Dorset.

✓ It is important to recognise that the Panel does not exist to scrutinise operational Police matters. Instead our clear statutory purpose and constant focus must remain on the PCC's role, output and effect.

✓ We will continually look to support the PCC in their task of bringing down crime, recognising that nationally the figures are not reducing in some areas.

✓ In exercising our scrutiny responsibilities we must understand and appreciate the pressures that the PCC may have to operate within (e.g. whether through lack of personnel, or funding etc.)

✓ We recognise the value that the public places on transparency in decision-making. We will therefore actively seek to ensure that decisions made by the PCC are supported by sound reasoning and evidence.

✓ Through our routine scrutiny of the PCC we will continually look for assurance that the outcomes the public are expecting are understood and action is being taken to deliver these.

✓ We will look for evidence that the PCC is listening to resident's problems and seek assurance that appropriate action is being taken to improve outcomes.

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Shadow Dorset Council

Date of Meeting	11 March 2019
Lead Member	Cllr Steve Butler - Lead Member for Children's Services
Report originator	Cllr David Harris - Chairman of the Overview and Scrutiny Management Board
Subject of Report	**Outcome from Children's Services Review**
Recommendation	The Shadow Executive Committee is invited to consider the review of Children's Services which has been undertaken by the Dorset County Council Overview and Scrutiny Management Board. The scoping report, summary of an inquiry day, outcome report and minute of the Management Board held on 29 January 2019 are attached. The Committee is asked to consider the recommendations of the Board.
Reason for Recommendation	To report the outcome of the Overview and Scrutiny management Board consideration of the review of Children's Services.
Appendices / Background Papers	See attached report for details of appendices and/or background information
Contact	Name: David Harris, County Councillor for Westham Email: david.harris@dorsetcc.gov.uk

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Dorset County Council Cabinet – 6 March 2019
Shadow Executive Committee – 11 March 2019

Recommendation from the meeting of Dorset County Council's Overview and Scrutiny Management Board held on 29 January 2019.

4   Outcome from Children's Services Review
The Board considered a report prepared by the Chairman following the Children's Services Inquiry Day held on 15 January 2019. The findings were to be shared with the Cabinet, the Shadow Executive and the new Executive Director of Children's Services.

The Chairman explained that the findings included recommendations to Government as well seeking more resources to support Children's Services. The Inquiry Day had highlighted:-

•   That the role of health services in education health care plans needed to be better managed. (This would be raised at the Dorset Health Scrutiny Committee.)

•   The cost of out of county children with special needs. This money could be better used to improve local facilities and save in the longer term. The Leader explained that part of the asset review work being undertaken was looking at how these children could be looked after locally.

•   That although £1m had been provided to increase the work force to catch up on educational health care plans, the plans would need to be monitored and reviewed. It was recommended that the cost (£500K) should be consolidated into the budget. The Leader advised that the use of the £1m was to be reviewed for its effectiveness.

•   That social work teams and family partnership zones needed to work more closely together on prevention.

•   That communication had been recognised by Children's Services as an issue and steps were being taken to address this. Board members were to see the information to be sent to parents about the outcomes from the Inquiry Day prior to it being issued.

•   That the Council should better communicate roles within the system, including that of parents.

•   That all IT systems were not compatible currently and did not allow for the sharing of information. This should be prioritised, and it was suggested that a capital investment might lead to a longer term saving.

•   That steps should be taken to address some of the transport issues raised for children with Special Educational Needs and Disability (SEND). The Leader explained that a report on integrated transport was due and would address some of these issues.

•   Issues raised by parents, including that it could take 12 months to obtain a medical diagnosis for an educational health care plan.

The day before the inquiry day, members had visited local schools. The review illustrated the value of members having local knowledge and a good understanding of how the Council worked. This needed to be included in the induction for members of the new Dorset Council.

The Board then considered individual recommendations and the following points were made:

• The possibility of the new Council identifying lead members to oversee performance in key areas to provide assurance.

• The need for parents to be involved and have a better understanding of how the system worked.

• The need to learn from best practice elsewhere in the Country.

• That parents involved in the Inquiry Day should receive an update as to its outcomes and an explanation of where these would be considered.

• That consideration should be given as to how parents without internet access could be informed of the outcomes of the review.

• That the Dorset Health Scrutiny Committee might write to the Dorset Clinical Commissioning Group with regard to health concerns raised.

• Any action plans arising from the review should include timelines.

The Chairman would send members a copy of the agreed recommendations by email following the meeting. These would be considered by the Cabinet on 6 March and the Shadow Executive on 11 March 2019. They would also be available for the forthcoming Ofsted inspection.

Resolved

1. That the Cabinet and Shadow Executive receive the report at their next meetings.

2. That the Chairman should meet with the new Director for Children's Services and share the details behind this report.

Recommended

1. That the Overview and Scrutiny Management Board, whilst recognising the pressures on the Dorset Council budget recommends that the base line for the Children's Services budget should be raised to better meet the needs of the SEND students and families.

2. That the new Dorset Council should provide and induction programme for its councillors that should encourage visits to local schools and a greater understanding of the workings and financing of the SEND team and schools. It should also consider a new way of working for councillors that encourages them to be more actively engaged with the users and providers of a service over a reasonable length of time. (A "standing" policy and development group).

3. That the new council, working in partnership with Health, should consider whether capital investment could lead to considerable revenue savings in the medium term by providing more suitable learning and living accommodation locally.

4. That the IT department should have, as a priority, an investigation into how data bases held on SEND students can better communicate with each other – schools, transport, FPZ, SEND team, NHS, Social services.

5. That an in-depth review of SEN transport is undertaken as a priority, taking notice of issues listed in this report and including how identification is made of families for whom personalised budgets are feasible, and whether they save money.

6. That the department is asked to set up timelines for the implementation of the recommendations identified in the Communications section of this report.

7. That the new council should review the progress made to improve communications with families and how the Education Health Care Plan (EHCP) process is working after 6 months.

Appendix 3

Scrutiny Review - Planning & Scoping Document

What is the Purpose of the Review? • *Specify exactly which Outcome(s) the review is examining?* • *Also being clear what the review is <u>not</u> looking at* • *What is the Scrutiny Review seeking to achieve?* • *Where possible refer to VFM issues of service cost, service performance and/or customer satisfaction.*	To explore activities mainly delivering two aspects of the corporate plan; namely **Safe** and **Independent**. 1. To enquire of stakeholders how the changes in delivery and funding of SEND is impacting on quality, performance and the security of the budget 2. To identify evidence of progress in delivering the SEND strategy action plan 3. To investigate what progress has been made in other budget delivery changes and identify any issues the cabinet might wish to consider in recommendations to the shadow executive before the shadow council confirms its budget, with a particular reference to SEND and Children Looked After (CLA).
What are the Criteria for Selection? • *Why has this particular topic been considered to be a priority issue for scrutiny?* • *Which of the principle criteria promoted by the Centre for Public Scrutiny does it satisfy?*	The principles for this scrutiny are to 1. Provide a constructive 'critical friend' challenge 2. Amplify the voices and thoughts of the public 3. Look at aspects of the service from the view point of all DCC committees 4. Ensure budget sustainability The enquiry day has been planned by the Overview and Scrutiny Management Board (OSMB) to avoid duplication and is being led by the Audit and Governance chair. Various changes have occurred in the Children's Services budget leading to a range of change of practice. This scrutiny is to follow up these changes and provide up-to-date information before LGR comes into effect in April 2019.
What are the Indicators of Success? • *What factors / outcomes will demonstrate that this Scrutiny Review has been a success?*	• Stakeholders involved in the enquiry day will have provided feedback saying that they felt their views had been heard and understood • Officers will feel that they have a better understanding on how various changes they are implementing are impacting on; their client's wellbeing, the quality of the service and the budget targets. • Members will have a greater understanding of this vital part of our services and have produced a report for consideration by the cabinet and the shadow council
What Methodology / Approach is to be followed? • *What types of enquiry will be used to gather evidence.*	The enquiry day will be split into 5 sections: 1. Focus on students/carers/parents/voluntary helpers/transport providers 2. Focus on schools

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Following a structured and proportionate review process, which is likely to involve the active consideration of evidence, direct representation(s), a review of financial, performance and risk data to arrive at an objective opinion against some Key Lines of Enquiry;	3. Focus on support staff 4. Panel discussion focussing on outcomes from the morning session, particularly on any issues to be considered reflecting on the budget 5. A more in depth study, with officers, of the present state of the budget and the implications for the LGR budget setting process
What specific resources & budget requirements are there? *What support is required for the review exercise?* • *specialist staff* • *any external support* • *site visits* • *consultation* • *research*	- Hiring a room outside of the council to relax participants - Refreshments - Invitations to guests - Relevant officers - Note takers
Are any Corporate Risks associated with this Review? *Identify any weaknesses and barriers to success*	Current Corporate Risks: High Risks: 1. Failure to stabilise the budeyt for the High Needs Block (HNB) 2. Failure to keep school finances in balance Medium Risk: 3. Failure to deliver Education health & Care Plans (EHCP's) within statutory timescales
Who will receive the review conclusions and any resultant recommendations?	• Director of Childrens' Services • Cabinet members Steve Butler and Andrew Parry • Full cabinet • Audit and Governance and Safeguarding committees • Dorset Shadow Executive Committee
What is the Review Timescale? • *Identify key meeting dates and any deadlines for reports or decisions.*	The Enquiry day is set for Tuesday January 15th. Reports will be written as quickly as possible after this date and taken to cabinet and the OSMB at the end of the month in order that they can be seen before a budget is finalised by the Shadow Council in February. Prior to that date a draft structure for the day will be formulated by the chairman and officers from Children's services. Two meetings are planned for the panel before Christmas to finalise the invitations and the questions we want answered.

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Who will lead the Review Exercise? • *Identify a nominated:* *- Elected Member* *- Lead Officer*	The panel will be the chairs of the four main committees, with other members of the committees invited to participate if they wish. The chair of A&G will lead. The lead officers are Andrew Reid and Gerri Kemp
Media Interest / Publicity • *Communications Plan* • *Do we need to publicise the review to encourage community involvement?* • *What sort of media coverage do we want? (e.g. Fliers, leaflets, radio broadcast, press release, etc.)*	Not really applicable
Completed by: Date:	Cllr David Harris Chairman of the OSMB / Audit and Governance Committee
Approved by Scrutiny Committee Date:	This process was approved by the OSMB in July

Dorset County Council

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Summary of the SEND Enquiry Day held on 15 January

On 15 January 2019, four councillors who chair Dorset County Council's scrutiny committees held an enquiry day to specifically look at services for children with special educational needs and disabilities (SEND).

Scrutiny committees look at issues affecting local people and can make recommendations to the council based on its findings. The purpose of the day was to speak with small groups of school staff, parents/carers and professionals working with children and families to look at:

- the impact of changes to funding and the way SEND services are delivered
- if the council has made progress with its improvement plan following its last inspection in 2017
- if there are any issues the council's Cabinet might wish to raise with the Shadow Executive of the new Dorset Council

The parent group included parents whose children have an Education and Health Care Plan (EHCP). They represented the complete age range (0-25) and had experience of different provision, including:

- special school
- mainstream education
- home education
- out-of-county provision

Here's a summary of the key points raised and proposed actions that councillors would like to be considered.

Getting the right support

- Parents felt that there aren't clear sources of support and guidance to help them understand the EHCP process and how they can get the right support for their child.
- All agencies need to be aware of their role in drawing up a plan, and parents need to have a clear understanding of what they can expect from each agency.
- Members of the group felt that diagnoses, particularly those requiring an input from health, often take too long to get started or completed. This needs exploring with the Clinical Commissioning Group and questions were raised around whether parents can receive any support while waiting for a final diagnosis.
- Parents asked that staff (both from the council and in health services) should use the same guidance notes and that everyone's role in the process – both professionals and parents – should be clearly outlined.
- Dorset County Council needs to build trust with parents who have felt let down by the system

Managing the EHCP process

- Parents said they want to be more involved as the EHCP is being put together so they fully understand what's happening and can make points earlier (rather than at an appeal)
- The language of the EHCP should be simpler and clearly state expectations both for and of the parents

- More needs to be done to help parents understand the banding system – including how it's paid for and what it delivers
- How the outcomes in the EHCP are identified and progress measured should be clearer to parents and students. If there are changes to be made, these should be shared immediately with parents and students
- The review process could be improved by involving parents and other agencies more

Travel arrangements

- Communications between all parties involved with travel arrangements needs to improve – especially how changes and absences are dealt with.
- Parents asked if there's any help that can be provided for children to enable them to participate in everyday after school activities?
- Some parents wondered if that, if their children share transport, could there be an opportunity to meet with the parents of the other children if they would like to?
- The length of journeys for vulnerable children should be limited wherever possible

Financial concerns

All groups had concerns about the total funding available to deliver SEND services, particularly in the High Needs Block, and the staffing needed to manage the growth of EHCPs effectively.

Work in progress

Officers from SEND, IT services and the communications team are working together with the local parent carer forum (known as Dorset Parent Carer Council) to improve the way families receive information and engage with the service. Here's some of the work that's already underway:

- The SEND team have been pulling together an email contact list for parents to allow the council to communicate quickly and more frequently with parents
- A new e-newsletter for families who have children with special educational needs and disabilities has been introduced. The first edition went out on 4 Feb. Parents can sign-up here.
- Young people have been involved in a range of developments - including a SEND young people's forum.
- Access to the Local Offer is now on a new platform, rebranded with the help of parents and young people. This will continue to be improved using feedback from parents - here's where parents can give feedback.
- The SEND team are reviewing their paperwork to ensure it is in plain English and that forms are easier to complete, asking only for relevant information.
- Officers are working with various groups of parents and young people to inform a re-design of the EHCP
- EHCP review processes are being tackled jointly

Next steps

The councillors who led the enquiry day are committed to taking this forward. They've shared their findings with Sarah Parker, Executive Director of People - Children, for the new Dorset Council, as well as officers in both the SEND teams and Dorset Healthcare.

They have also shared their findings with councillors who sit on the Overview and Scrutiny Management Board. The group has pulled together a list of recommendations that they feel should be considered by members of Dorset County Council's Cabinet and the Shadow Executive of the new Dorset Council.

They are recommending that:

- the baseline children's services budget should be raised to meet the needs of the SEND students and families.

- the new Dorset Council includes an induction programme for councillors around SEND to make sure new councillors have a greater understanding of the issues faced by parents, schools and the services involved. It could also consider setting up a councillor-led group that regularly monitors SEND services, including meeting regularly with users of the service.

- the new council, working in partnership with the NHS, should consider what capital investment could lead to considerable savings by providing more suitable learning and living accommodation locally.

- IT services should look at how databases held on SEND students across agencies – including the council's SEND team, social care, school transport and NHS, can work better with each other.

- An in-depth review of SEND transport is carried out - including how families are identified as being eligible for personalised travel budgets

- The SEND team works with the communication team to produce a plan to help deal with issues raised at the inquiry day and that progress against that plan is reviewed by the new council after six months

Dorset County Council's Cabinet and the Shadow Executive will receive the findings from the enquiry day and the recommendations at their meetings in March. They will be asked to discuss these.

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Report of the Children's Services SEND enquiry day

Background

The enquiry day was held at the Dorset History Centre on Tuesday 15th January and the attendees, who included school leaders, parents and support staff, are attached as **Appendix 1.**

The purpose of the day was

1. To enquire of stakeholders how the changes in delivery and funding of SEND is impacting on quality, performance and the security of the budget
2. To identify evidence of progress in delivering the SEND strategy action plan
3. To investigate what progress has been made in other budget delivery changes and identify any issues the cabinet might wish to consider in recommendations to the shadow executive before the shadow council confirms its budget, with a particular reference to SEND and Children Looked

The enquiry day focused on the first purpose allowing the department to use the results to help them in identifying evidence in delivering their action plan. We had three sessions in the morning with school leaders, parents and support staff, all of which provided valuable inputs which have been used to support this main report. Summaries of these sessions are attached as separate appendices. A short discussion on the latest financial position was held with the CS finance officers and some aspects of expenditure was also discussed at the Audit and Governance Committee on Monday 21st January. There are some financial recommendations in this report.

Main Findings

Financial

Clearly there was some disquiet about the total funding available to deliver this service, particularly in the High Needs Budget and the staffing needed to manage the growth of EHCPs effectively. We would make the following proposals:

1. DCC should write a strong letter to the Dorset MPs to seek their support for a much fairer distribution of funds to the DSG for Dorset schools
2. DCC should join with all LAs to press the Government for additional funds for the HN budget and provide suitable evidence of the growth in numbers and high level costs for EHCPs
3. Ray Bryan will raise the lack of involvement of the NHS in delivering and paying for the "H" aspect of the plans. Should school nurses be re-introduced?
4. As a matter of urgency capital expenditure should be sought to expand the local provision for the most severe needs. The development of Bovington and the local centres will be a positive contribution but we should seriously explore providing accommodation units for those very high cost students who presently are supported by the private sector outside the county. This will be a long term saving.
5. A temporary £1m contribution was made to the budget covering the last two years and leading into next year. We recommend the Unitary Council to consolidate this into the base line budget and would suggest that it should equate to £500k annually. Its main purpose was to enlarge the team creating and reviewing EHCPs and each member of this team has 200 EHCPs to manage and the needs of parents and students and other services to be included in the process suggest that this figure is far too high. Even if the number of EHCPs levels off,

which is not yet likely, the extra funding is necessary to make the service more effective for its stakeholders.

6. Although there is not a figure attached to this next item we recommend that a contingency amount should be allocated to a restructuring of social work in the department with more staff needed to help with preventative work. In the longer term this might actually reduce the number of children in care, and hence lead to savings.

Communications

This area caused the most concern, especially for the parents, although there was an internal issue as well. Some of the issues raised are already in the pipeline, some need more research with parents and some need allocation of resources internally. The following actions are proposed:

1. Mel Craven should meet with the Parent/Carers group led by Elaine Okopski and establish what changes they want to happen for them. Some of these include : less use of technical language; easy access to help; the establishment of a newsletter meeting parental needs; better support for completing forms and more involvement in drawing up the plans at an earlier part of the process; more help in understanding the process as a whole and what the funding levels mean attached to the bands.
2. The SEND team should review how it manages phone communications with parents
3. Once the feedback comes with more details from Mel Craven, officers should talk through with Cabinet colleagues and members of this panel to review how suggestions can be implemented.
4. Internal IT systems need a complete review so that communications between SEND team, Transport, FPZ, Social Services, Health Services and Schools are managed more effectively. The other benefit of this is that it enables virtual groups to meet more easily where more than one agency is working with a child.
5. Clearer rules on how and who PAs and drivers should communicate with should be identified and shared with parents and schools.
6. The Unitary council should see itself as a coordinator for all the services that should be involved in the well-being of SEND students.
7. By encouraging more parental inclusion in the whole EHCP process we can help manage expectations and also potentially limit the number of costly tribunals.
8. Parental roles (including support) agreed & written into EHCP's

Issues raised by parents

A list of **all** the points raised by parents in response to the questions asked is included in **Appendix 2. A separate report is being produced for parents which will include more details.** These are summarised into the 3 sections below and actions to alleviate the concerns of parents are, in some cases, already being tackled by the department but any gaps will be established by some of the steps listed above.

Understanding the process

1. There is a need for clear sources of help and guidance for parents to help them understand the process of drawing up an EHCP with links to other information sources about a particular diagnosis. A link to this should be given to parents when they first seek a diagnosis.

2. It needs to be recognised that parents of SEND children are going to need more support and reassurance than parents of other children
3. All agencies need to be aware of their role in drawing up a plan and parents need to have a clear understanding of what they should expect from each agency
4. Diagnoses, particularly those requiring a Health input often take too long to get started/completed. This needs exploring with the CCG.
5. Staff drawing up plans should have the same guidance notes and understand their role in the process and the expectations of the parents
6. A key element in the guidelines will be time scales and an understanding of the communication lines.
7. Can a training programme be devised for new parents who want to play their role in supporting the EHCP as effectively as possible?
8. Strong trust between the LA and parents needs to be re-established

Managing the EHCP process

1. Parents do not only want to be involved once a year and want to be more involved as the plan is being put together so that they fully understand what is happening and can make points earlier rather than at appeal
2. We need to change the culture so that parents do not feel they are in a battle
3. The language of the plan should be simpler and clearly state expectations for and of the parents
4. A better understanding of banding, how it is paid for and what it delivers would be helpful
5. How the outcomes are identified and progress towards them measured should be clearer to parents and students, and if there are changes to be made due to lack of progress, great progress or changes in need identified, these should be shared immediately with parents
6. Parental expectations within the resources available need to be managed effectively
7. The review process could be improved, including parental involvement, other agency involvement, time scales, judgements on outcomes....

Travel arrangements

1. Communications between the Transport Team, the SEND travel team, parents, Travel providers, drivers , PAs, schools and students should be explored, including the roles and expectations of each part of the process, especially how changes/absences are dealt with
2. Is there any help that can be provided for children to enable them to participate in everyday after school activities?
3. Can parents, whose children share transport, be supported in communicating with other parents if desired?
4. Can the length of journeys of vulnerable children be limited wherever possible?

Other issues

There needs to be a greater Local Authority role in challenging the allocation of pupils across schools & academies to seek a 'fairer distribution' – We mustn't provide reasons for schools not to be inclusive.

Councillors should review their induction programme and way of working, ensuring there is a group continuing the approach taken by this review team,

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Shadow Dorset Council

Date of Meeting	11 March 2019
Lead Member	Jill Haynes – Lead Member for Adult Services
Officer	Sam Crowe – Acting Director of Public Health
Subject of Report	**Task and Finish Group on the Future of Public Health Dorset: Future role and remit of the Joint Public Health Board**
Recommendation	The Joint Public Health Board considered a report on the future of Public Health Dorset at its meeting held on 4 February 2019 on proposals for how the Board should be rationalised to better support the creation of two new unitary Councils from April 2019. The minute of the item and background report are attached for reference. The Shadow Executive is asked to consider the recommendations below: 1) That the proposed role and remit of the Joint Public Health Board to provide oversight and assurance on public health services delivered via the Public Health Grant be supported; and, 2) That the updated Terms of Reference for the Joint Public Health Board, in particular the revised membership of the Board, be agreed.
Reason for Recommendation	To ensure that the work of the Joint Public Health Board was more clearly focused on the monitoring and assurance of the ring-fenced Public Health Grant, and delivery of public health services. This would provide assurance that the Councils were meeting their statutory duty to improve health and wellbeing, and reduce inequalities in health.
Appendices / Background Papers	See attached report for details of appendices and/or background information
Officer Contact	Name: Sam Crowe Tel: 01305 225884 Email: s.crowe@dorsetcc.gov.uk

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Recommendation from Joint Public Health Board – 4 February 2019

Task and Finish Group on the Future of Public Health Dorset : Future role and remit of the Joint Public Health Board

66. Having considered the future of Public Health Dorset at their meeting in November 2018, the Board considered a report by the Acting Director of Public Health on proposals for how the Board should be rationalised to better support the creation of two new unitary Councils from April 2019. This was so that the Board had a clearer focus on oversight, assurance and monitoring of the public health services delivered via the ring-fenced Public Health Grant. This would include the mandated public health programmes and any service commissioned or directly provided through the shared service using the grant. This would ensure a clearer distinction from the wider health and wellbeing policy and strategy work undertaken by the two sovereign Councils and their respective Health and Wellbeing Boards.

The Board agreed that the Joint Public Health Board should focus more on governance and accountability for the delivery of public health services, and the use of the Grant, which would make the Health and Wellbeing Board's strategic role in improving health and wellbeing clearer.

The Board also agreed revised Terms of Reference which set out what its membership, role, responsibilities and remit would be, how these would be governed and what its core purpose and focus was. The Board considered that it would be an advantage for there to be representation on the Board from by a General Practice/Practitioner, in a non-voting capacity. Clarification was provided that substantive members would be drawn from the respective authority's Executive.

The Board accepted and endorsed the proposals for how the Board should operate, in being able to effectively and efficiently deliver continued success in meeting those needs and outcomes identified.

<u>Recommended</u>
1. That the proposed role and remit of the Joint Public Health Board to provide oversight and assurance on public health services delivered via the Public Health Grant be supported;
2. That the updated Terms of Reference for the Joint Public Health Board, in particular the revised membership of the Board, be agreed.
3 That endorsement of the above proposals be sought via both Unitary Shadow Executive Committees, during March 2019.

<u>Reason for Recommendation</u>
To ensure that the work of the Joint Public Health Board was more clearly focused on the monitoring and assurance of the ring-fenced Public Health Grant, and delivery of public health services. This would provide assurance that the Councils were meeting their statutory duty to improve health and wellbeing, and reduce inequalities in health.

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Public Health Dorset

Joint Public Health Board

Bournemouth, Poole and Dorset councils working together to improve and protect health

Date of Meeting	4 February 2019
Officer	Acting Director of Public Health
Subject of Report	**Task and finish group on future of Public Health Dorset: future role and remit of the Joint Public Health Board**
Executive Summary	Members of the Joint Public Health Board have undertaken work to review the shared service (Public Health Dorset) over the past nine months, in preparation for Local Government Re-organisation. This paper sets out proposals for how the Joint Public Health Board should change, to better support the creation of two new unitary Councils from April 2019. Consultation with board Members, senior officers and legal and democratic services has indicated support for the Board membership changing to two Elected Members per Council (including the portfolio holder for public health), a CCG Director plus the Director of Public Health. The intention is for the Board to have a clearer focus on oversight and monitoring of the public health services delivered via spend under the Ring-fenced Public Health Grant. This would ensure a clearer separation from the wider health and wellbeing policy and strategy work undertaken by the two sovereign Councils, and their respective Health and Wellbeing Boards.
Impact Assessment: *Please refer to the protocol for writing reports.*	Equalities Impact Assessment: Not required, as no significant change is proposed to policy or services.
	Use of Evidence: Proposals have been developed in consultation with Joint Public Health Board Members, executive directors and legal and democratic services.
	Budget: The Public Health Grant for 2019/20 within the partnership

	agreement is £27.7m.
	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: LOW Residual Risk: LOW
	Other Implications: None.
Recommendation	Members of the Joint Public Health Board are asked to support the following recommendations: 1) Support the proposed role and remit of the Joint Public Health Board to provide oversight and assurance on public health services delivered via the Public Health Grant; 2) Consider and agree the updated Terms of Reference for the Joint Public Health Board, in particular the revised membership of the Board. 3) Seek endorsement of these proposals via both Shadow Executive Committees during March 2019.
Reason for Recommendation	Ensure that the work of the Joint Public Health Board is more clearly focused on the monitoring and assurance of the ring-fenced Public Health Grant, and delivery of public health services. This provides assurance that the Councils are meeting their statutory duty to improve health and wellbeing, and reduce inequalities in health.
Appendices	a) Updated Terms of Reference for the Joint Public Health Board (post Local Government Reorganisation).
Background Papers	None.
Report Originator and Contact	Name: Sam Crowe Tel: 01305-225884 Email: s.crowe@dorsetcc.gov.uk

1. Background

1.1. The Joint Public Health Board agreed in 2018 to convene a task and finish group to look at the reviewing the public health partnership (Public Health Dorset) and identify areas for development in order to best support the new Unitary Councils.

1.2. One of the actions that was agreed in the plan from the task and finish group work was to develop a set of clear proposals for how the Board will operate post-local Government Re-organisation (LGR). The Joint Public Health Board on November 19th Board agreed for the Director of Public Health to develop proposals for how the Board might operate in future with Members, and to bring these as recommendations to the next Board meeting (4th February 2019).

1.3. This paper sets out the proposals for how the board could operate, proposes revised membership to reflect the two Unitary Councils and Dorset Integrated Care System, and updates the Terms of Reference accordingly.

2. Future role and remit of the Board

2.1. The Joint Public Health Board works as a joint executive body responsible for the public health functions of an executive nature for the three Upper Tier Councils. The current terms of reference (TORs) state that it will continue to function in this way 'for as long as the Councils are working in partnership'. As both Shadow Executive Committees have supported the continuation of the Board for a minimum of 12 months post-LGR, it is proposed that the Board continues to function as a joint executive body.

2.2. To focus the work of the Joint Public Health board more clearly, it is proposed that the Terms of Reference are amended so that the board's role is to provide oversight and assurance on performance, delivery and spend of that element of the ring-fenced Public Health Grant in Local Authorities that is passed on to the shared service. This will include the mandated public health programmes, and any service commissioned or directly provided through the shared service using the Grant. See Appendix A for updated Terms of Reference.

2.3. The wider remit of Councils in fulfilling their legal duty to improve health and wellbeing, under the 2012 Health and Social Care Act, should in future be the sovereign responsibility of each unitary Council, and covered by the scheme of delegation for the Director of Public Health. This removes the need for the Joint Public Health Board to be involved with developing public health policy, as stated currently in the TORs. This frees the individual unitary Councils to develop suitable policies on housing, licensing and other issues that can have an impact on health and wellbeing in a way that is right for their respective corporate plan priorities, and residents.

2.4. For commissioning and procurement decisions, advice from legal and democratic services is that this would need to be agreed by the voting members of the Board only (i.e. the four Elected Members). Lower value commissioning and procurement decisions could be delegated to the Director of Public Health to agree in consultation with portfolio holders.

3. Membership

3.1. Future Membership of the Board was discussed at the November 2018 meeting, with two options discussed:

- Portfolio holder plus one further Elected Member from each of the two Unitary Councils (4 Members) plus CCG Director and Director of Public Health;
- Four Members per Unitary Council, CCG Director, Director of Public Health plus a range of other Executive Directors including the Place Director.

3.2. Following consultation with Members in advance of this Board, a majority view supported the first option of Portfolio holder plus one further Elected Member from each of the two Unitary Councils, plus CCG Director and Director of Public Health. It would be useful to also agree whether reserve Members could be nominated for each Council.

3.3. Other officers (e.g. executive directors) could be invited to attend the board for items of interest, but will not be Board Members with voting rights.

4. Recommendations

4.1. Members of the Joint Public Health Board are asked to support the following recommendations:

i) Support the proposed role and remit of the Joint Public Health Board to provide oversight and assurance on public health services delivered via the Public Health Grant;

ii) Consider and agree the update Terms of Reference for the Joint Public Health Board, in particular the revised membership of the Board (2 x Elected Members per Council, plus CCG Director and Director of Public Health)

iii) Seek endorsement of these proposals via both Shadow Executive Committees during March 2019.

Sam Crowe
Acting Director of Public Health
February 2019

Appendix A

Proposed terms of reference for Joint Public Health Board (from April 2019)

1. Role

The Joint Public Health Board (the Board) is a joint executive body for the delivery of the public health functions carried out by the shared public health service (known as Public Health Dorset) on behalf of Dorset Council and Bournemouth, Christchurch and Poole Council. The Board will continue to be the joint executive for so long as the two councils are working in partnership.

2. Membership

The Board will consist of two voting members drawn from the executives of each of the two partner councils (a total of four members), plus a nominated Director from Dorset Clinical Commissioning Group. Each council may at any time appoint replacement members to serve on the Board provided that any such member must be a member of that authority's executive. Notice of any change should be provided to the Democratic Services Manager of Dorset Council as the host authority for the shared service. Each authority may also nominate one non-executive member to attend the Board as a non-voting member.

3. Chairmanship

The Chairman shall rotate each meeting and it will be usually an executive from the Council hosting that particular meeting.

4. Quorum

The quorum for meetings of the Board shall be one voting member from each of the two councils.

5. Frequency of meetings

The Board shall meet as a minimum four times a year, usually in July, November, February and May and subject to room availability the venue for meetings will rotate meeting by meeting around the offices of the two partners.
Additional meetings of the Board shall take place as determined by the Board in order to fulfil its work programme.
Further meetings shall be convened if requested by any two members of the Board.

6. Officers

The lead officer for the Board shall be the Director of Public Health. As host authority Dorset Council will convene meetings of the Board and will provide administrative, financial and legal advice.

7. Standing Orders
The business of the Board shall be regulated by the standing orders and procedure rules of Dorset Council as the host authority except to the

extent that they are superseded by the Shared Service Agreement between the two partner councils.

8. Terms of Reference

I. Discharge of the public health functions of the two councils under the Health and Social Care Act 2012 through the shared service.

II. Approve, monitor and provide assurance on the delivery of the functions referred to in I. (above) via an annual Public Health Business Plan.

III. Receive and respond to reports from any subgroups of the Board.

IV. Monitor progress and performance in the delivery of mandated public health programmes across and within the two local authorities. In doing so, draw on local and national indicators and outcome measures.

VI. Acting within the requirements of the Code of Practice in Local Government Publicity, seek to influence and advise, local and central government and other agencies on public health issues.

VII. Ensure that the shared service (Public Health Dorset) provides effective and timely public health advice to the NHS and local Councils.

VIII. Support the host authority and the Director of Public Health in the performance of their functions.

IX. Receive and approve the annual budget; monitor budget spend in accordance with the Ring-fenced Grant conditions as set out by Public Health England.

**Extract of minutes of Shadow Overview and Scrutiny Committee
on 4 February 2019**

New Safeguarding Children Partnership Arrangements

The committee considered a report with regard to new Safeguarding Children Partnership Arrangements. The report noted that significant changes had been made to multi-agency working as part of the Children and Social Work Act 2017. The Act abolished Local Safeguarding Children Boards and created new duties and a system of collective accountability for Clinical Commissioning Groups, local authorities and police to make arrangements locally to safeguard and promote the welfare of children in their area. Senior Leaders from the relevant authorities had overseen and engaged in an option appraisal to consider potential models and the outcome of this was that a Pan Dorset Safeguarding Children Partnership would provide the most effective mechanism for addressing current and emerging safeguarding children challenges.

A report was to be considered by the Shadow Executive Committee on 11 March 2019 to formally approve the proposal and the Shadow Overview and Scrutiny Committee was invited to consider the proposals and support the recommendations to be presented to the Shadow Executive Committee.

Members considered the issues arising from the report and during discussion the following points were raised:

- Members noted the list of relevant agencies identified within the document and a question raised as to whether this should include people who had gone through the care system? It was noted that engagement with service users was in the plan, however this point would be reported back to senior leaders
- It was noted that children were sometimes looked after in police custody when there was no other safe place for them to be placed. A point was noted that responsibilities in this area needed to be reviewed. In response to these points, members noted that work had been completed and a protocol was in place
- In respect of child death reviews, new legislation and guidance had increased the number of deaths that each panel had to review in a year. Discussions were currently being held with Somerset to establish cross border working opportunities
- A discussion was held in respect of the training function in this area and it was noted that it wasn't anticipated that extra funding would be required for this
- Reference was made to funding from Dorset Police for the partnership and it was noted that the police had been part of the discussion that had agreed the arrangements. A request was made for this point to be taken back to senior leaders as there may be a risk to funding moving forward
- Lead members would be involved in the safeguarding partnership arrangements. Scrutiny of the arrangements would be undertaken through each bodies' scrutiny arrangements. Scrutiny arrangements for the Dorset Council had been considered by the Governance Working Group. One of the scrutiny committees in the Dorset Council would provide focus in this area in addition to focus through the lead member

- Ensuring and increasing the involvement and input of children and families was currently being looked at and arrangements in other areas who were early adopters of the new arrangements, were being reviewed
- A point was raised with regard to the promotion of mental health, early identification and intervention to address mental illness in children and young people. Although this was recognised as an important issue, it was outside of the scope of the report being considered
- A request was made for kinship carers to be included in engagement as well as foster carers
- Issues around dispute resolution had been considered during the consultation period but had not been included within the document. This issue would be reviewed as the partnership was formed and started to work together and a policy formed as to how disputes were resolved
- The safeguarding plan sought to establish an effective working relationship between the agencies. The responsibilities of the different agencies under relevant Acts were unchanged by the production of the plan
- A point was raised with regard to liaison with agencies in other areas of the country where this was required and again it was noted that the day to day workings in this area remained unchanged. The document set out how the agencies would work together
- The partnership arrangement set out the responsibilities of agencies and provided a facility for the agencies to look together at particular areas and see where lessons could be learnt. There may be a role for the Dorset Council People Overview and Scrutiny Committee to undertake a review once the new arrangements had been in place for a period of time
- A recent review had shown that further work was required in particular areas such as county lines and child exploitation and a joint agency action plan had been put together to address these issues
- Reference was made to the developing vision and priorities set out in the plan. The aim of the partnership was to provide an overview of what each agency was doing in order to meet need and where there was a need to collaborate in order to make improvements.

It was proposed by N Lacey-Clarke seconded by J Sewell

Recommendation to the Shadow Executive Committee

1. The Shadow Executive Committee is requested to approve the Pan Dorset Safeguarding Children Partnership Plan

2. The Shadow Executive Committee is requested to provide delegated authority to the Executive Director – People (Children) for the plan to receive independent scrutiny ahead of submission to the Secretary of State for Education by 29 June 2019.

Shadow Dorset Council

Date of Meeting	Shadow Overview and Scrutiny Committee – 4 February 2019
Lead Member	Councillor Steve Butler
Officer	Nick Jarman – Director for Children's Services
Subject of Report	**New Safeguarding Children Partnership Arrangements**
Executive Summary	Significant changes have recently been made to multi-agency working as part of the Children and Social Work Act 2017. The Act abolishes Local Safeguarding Children Boards (LSCBs) and creates new duties and a system of collective accountability for Clinical Commissioning Groups (CCGs), local authorities and police to make arrangements locally to safeguard and promote the welfare of children in their area.
	Senior leaders from Dorset Clinical Commissioning Group (CCG), the 3 current Local Authorities and Dorset Police have overseen and engaged in an option appraisal to consider potential models for future safeguarding children partnership arrangements to meet the new requirements of *Working Together 2018*.
	The outcome of the option appraisal was that a Pan Dorset Safeguarding Children Partnership would provide the most effective mechanism for addressing current and emerging safeguarding children challenges.
	The proposal is for a new Safeguarding Children Partnership Arrangement which complies with the new legislation and guidance and improves the impact and effectiveness of multi-agency safeguarding of children in Dorset.
Impact Assessment:	Equalities Impact Assessment: Completed and attached
	Use of Evidence: The proposed changes in Safeguarding Partnership Arrangements are a legal requirement under the Children and Social Work Act 2017 and the Working Together to Safeguard Children Guidance 2018.

	Budget: The funding level for the current LSCB arrangements will be continued at the same level into 2019/20, this means that there will be no change in funding for the coming year.
	Risk Assessment: Having considered the risks associated with this decision using the LGR approved risk management methodology, the level of risk has been identified as: Current Risk: LOW Residual Risk LOW
	Other Implications: There is a clear timetable for the proposed new arrangements to be published and submitted to the Secretary of State for Education (29.06.19) Implementation must take place within 3 months of publication and by 29th September at the latest.
Recommendation	1. The Shadow Executive is requested to approve the pan Dorset safeguarding children partnership plan. 2. The Shadow Executive is requested to provide delegated authority to the Executive Director – People (Children) for the plan to receive independent scrutiny ahead of submission to the Secretary of State for Education by 29th June 2019.
Reason for Recommendation	To ensure that the Local Authority and their key partner agencies are compliant with the Children and Social Work Act 2017 and the associated guidance.
Appendices	1. Pan-Dorset Safeguarding Children Partnership plan 2. EqIA
Background Papers	None
Officer Contact	Name: Mary Taylor Tel:01305228384 Email: Mary.Taylor@dorsetcc.gov.uk
Date agreed by Lead Member	January 2019
Date agreed by Statutory Officers	Matt Prosser, Chief Executive Designate – 25 February 2019 Jonathan Mair, Corporate Director Legal and Democratic - 25 February 2019

Nick Jarman
Joint Director for Children, Adults & Communities

New Safeguarding Children Partnership Arrangements

1.   Introduction.

1.1   Following Lord Laming's inquiry into the death of Victoria Climbie, the Children Act 2004 required all Local Authorities in England and Wales to set up a Local Safeguarding Children Board (LSCB) whose function would be to safeguard and promote the welfare of children and young people in their area, through collective accountability across agencies and organisations.

1.2   The role of the LSCB has been to coordinate work by individual agencies and ensure that each organisation acts effectively when they are doing this. The LSCB publishes multi-agency policies and procedures for child protection in their area, which should be responsive to local and national concerns and provide assurance that multi-agency working is effective.

1.3   Statutory guidance was provided setting out how Local Safeguarding Children Boards should work in accordance with the Children Act 1989 and the Children Act 2004. This guidance, called "Working Together to safeguard children" has been regularly updated in line with changes in legislation and new thinking around child protection.

1.4   The most recent revision of the guidance was published in July 2018 following the passage of the Children and Social Work Act 2017 and taking account of the Wood report into the effectiveness of LSCBs. The Wood report concludes in summary that LSCBs were not effective. The Act creates new duties and a system of collective accountability for Police, health and Local Authorities (the "key safeguarding partners") to make arrangements locally to promote and safeguard the welfare of children in their area.

2   Timetable for change.

2.1   It is important that plans are in place within the timescales for the new framework as it is   the government's intention that Local Safeguarding Children's Boards will end in 2019 to be replaced by Safeguarding Partnership Arrangements.

2.2   Safeguarding partners must publish their arrangements and submit them to the Secretary of State for Education by 29 June 2019. Prior to submission, the arrangements must have been subject to independent scrutiny.

2.3   Following publication of their arrangements, safeguarding partners have up to three months from the date of publication to implement the arrangements. The implementation date must be made clear in the published arrangements. All new local arrangements must have been implemented by 29 September 2019.

3   Finance.

3.1   In line with Working Together to Safeguard Children 2018, the safeguarding partners have reviewed the financial contributions from each partner to ensure that there is sufficient budget to cover all elements of the service. This analysis found that 98.3% of the funding has come from Local Authorities, the Police and the CCG, with a total contribution from these agencies of £270106.

3.2   It has been agreed that this sum and the current contributions will be maintained in 2019/20 to enable a smooth transition from the former LSCBs and enable an appropriate infrastructure is established for the new arrangements.

New Safeguarding Children Partnership Arrangements

4   **Purpose of this report.**

4.1   Following the publication of Working Together 2018, senior leaders across the current 3 Local Authorities, Police and Clinical Commissioning Group (CCG) have been considering future partnership arrangements in line with the new requirements.

4.2   The attached report is the culmination of the work of the senior leadership group and engagement with other relevant partners. It sets out the proposal for a future Pan Dorset Safeguarding Children Partnership, which provides a larger population of children and will enable a single, more joined up approach to safeguarding vulnerable children.

4.3   The plan needs now to be approved through the governance arrangements of the partner agencies (3 Local Authorities, CCG and Police). This will be followed by the engagement of an independent scrutineer who will provide a critical analysis of the plan prior to it being submitted to the Secretary of State by the end of June 2019.

5.   **Recommendation**

5.1   The Shadow Overview and Scrutiny Committee is asked to consider and support the following recommendations which will be made to the Shadow Executive Committee on 11 March 2019:

5.2   The Shadow Executive is requested to approve the pan Dorset safeguarding children partnership plan.

5.3.   The Shadow Executive is requested to provide delegated authority to the Executive Director – People (Children) for the plan to receive independent scrutiny ahead of submission to the Secretary of State for Education by 29th June 2019.

PAN DORSET SAFEGUARDING CHILDREN PARTNERSHIP PLAN

Changes to safeguarding children partnership arrangements in line with Working Together to Safeguard Children 2018

Contents

Introduction

Over the past few months, senior leaders from Dorset CCG, the 3 current local authorities and Dorset Police have overseen and engaged on an option appraisal to consider potential models for future safeguarding children partnership arrangements to meet the new requirements of *Working Together to Safeguard Children 2018*.

The outcome of the option appraisal was that a pan Dorset safeguarding children partnership would provide the most effective mechanism for addressing current and emerging safeguarding risks and vulnerabilities of children.

This paper sets out a summary of the option appraisal process along with the key elements required to establish the new arrangements and seeks organisational approval from the statutory partners of the CCG, local authorities and police. This will need to be followed by independent scrutiny of the plan prior to submission to the Secretary of State for Education (see timeline at App 1).

Background

Significant changes have recently been made to multi agency working as part of the Children and Social Work Act 2017. The Act abolishes local safeguarding children boards and creates new duties and a system of collective accountability for CCGs, local authorities and police to make arrangements locally to safeguard and promote the welfare of children in their area. Safeguarding children partners must have published their new arrangements before **29th June 2019** and have **up to three months** from the date of publication to implement the arrangements.

The development of a new safeguarding children partnership comes at a time of significant change locally for the key agencies of CCGs, local authorities and police.

In May 2018, parliament authorised the creation of a new unitary council for Bournemouth, Christchurch and Poole along with a separate unitary council for Dorset. Recruitment to new senior leadership roles for the new councils is nearing completion. Dorset CCG is one of eight first wave integrated care systems with strategic programmes for prevention at scale, integrated community services and a single acute network. Dorset Police has a collaborative partnership with Devon and Cornwall Police and had volunteered for merger although this is not now going ahead.

Developing vision and priorities

The current vision and priorities for children and young people across Bournemouth, Poole and Dorset is expressed within the strategic plans of the existing children's trusts, the integrated care system local transformation plan and the police and crime plan. These plans include common themes of:

- Children feeling cared for, safe and secure
- Enabling children and young people to fulfil their full potential

- Children feeling prepared for adulthood
- Promotion of mental health, early identification and intervention to address mental illness in children and young people
- Protecting children and young people from risks such as exploitation
- Addressing the needs of children in care and care leavers

Once established, the new safeguarding children partnership will develop its vision and priorities for safeguarding children on a pan Dorset basis. This will enable new leaders to the local system and current partners to develop a shared ambition for improving impact and outcomes for safeguarding children and young people.

Process for developing the pan Dorset safeguarding children partnership

Over the summer of 2018, senior leaders from across the CCG, 3 local authorities and the police oversaw an option appraisal process for the development of future safeguarding children partnership arrangements.

The process followed National Audit Office endorsed guidelines and included the development of an initial long list then a detailed assessment of a short list of potential models against the following criteria:

1. Ensures excellent practice is the norm
2. Ensures learning is promoted and embedded
3. Enables the public to feel confident that children are protected from harm
4. Enables partner agencies to hold one another to account effectively
5. Enables new safeguarding issues to be identified
6. Enables information to be shared effectively
7. Opportunity to reduce business support costs
8. Maximises leadership and staff capacity

Learning and experience from "early adopter" sites elsewhere in the country provided valuable ideas and insight to provide the most effective arrangements.

Following assessment of the options against the appraisal criteria, a pan Dorset safeguarding children partnership was identified as the preferred model to enable a single, more joined up approach in addressing vulnerability and risk for children and young people across Bournemouth, Christchurch, Dorset and Poole.

The following diagram summarises the key elements of the proposed structure for the new safeguarding children partnership and is described in further detail within this paper.

There has been wide scale engagement on the proposal for a pan Dorset safeguarding children partnership including discussion with LSCB/DSCB board members, other strategic partnership groups and via networks including early years and education providers.

This had provided endorsement for the proposal with helpful suggestions on how the new safeguarding children partnership should continue to engage with the wider safeguarding network. Comments received during the engagement period along with responses to these are detailed at App 2.

Safeguarding children partners

The pan Dorset safeguarding children partnership will be led by the 4 statutory partners of Bournemouth, Christchurch and Poole Council, Dorset Council, Dorset CCG and Dorset Police. The partnership arrangements will cover 2 local authority areas.

Working Together to Safeguard Children 2018 names the lead representatives from each of the safeguarding partners "the local authority chief executive, the accountable officer of a clinical commissioning group, and a chief officer of police".

For the pan Dorset safeguarding children partnership, the lead representatives are:

Graham Farrant	Chief Executive	Bournemouth, Christchurch and Poole Council
Matt Prosser	Chief Executive	Dorset Council
Tim Goodson	Chief Officer	Dorset CCG
James Vaughan	Chief Constable	Dorset Police

As set out in *Working Together to Safeguard Children 2018*, the lead representatives are able to delegate their functions although they retain accountability for any actions or decisions taken on behalf of their agency. The lead representatives have identified the

following senior officers in their respective agencies who have responsibility and authority for ensuring full participation with these arrangements:

TBC	Director of Children Services	Bournemouth, Christchurch and Poole Council
Sarah Parker	Executive Director – People (Children)	Dorset Council
Vanessa Read	Director of Nursing and Quality	Dorset CCG
Paul Kessell	Head of Crime and Criminal Justice	Dorset Police

These named senior officers have delegated authority to speak on behalf of the safeguarding partner they represent, make decisions on behalf of their organisation or agency, commit them on policy, resourcing and practice matters, and hold their own organisation or agency to account on how effectively they participate in and implement the local arrangements. The accountability arrangement will include responsibility for the named senior officers and the lead representatives to develop relevant scrutiny arrangements for safeguarding within their own individual agencies.

It is recognized that the Children Acts of 1989 and 2004 which underpins *Working Together to Safeguard Children 2018*, set out specific duties including a duty on the local authority to provide services to children in need in their area, regardless of where they are found and requires local authorities to undertake enquiries if they believe a child has suffered or is likely to suffer significant harm. The Director of Children's Services and Lead Member for Children's Services in local authorities are the key points of professional and political accountability, with responsibility for the effective delivery of these functions.

As the portfolios for Directors of Children's Services and relevant elected and lead members of the new councils are developed, further consideration will be given to how they will discharge the accountability detailed above within the context of the new pan Dorset safeguarding children partnership arrangements.

In order to bring transparency for children, families and all practitioners about the activity undertaken, the safeguarding partners will publish a report in line with *Working Together to Safeguard Children 2018* requirements at least once in every 12-month period which will set out what they have done as a result of the arrangements, including child safeguarding practice reviews, and how effective these arrangements have been in practice.

Geographical boundaries

The pan Dorset safeguarding children partnership will cover the geographical boundaries of the 2 new unitary authorities with a combined children and young people population of 142800. This includes children in the pan Dorset safeguarding children partnership area who have gone missing and who have been found in another area.

The area includes the relatively densely populated conurbation of Bournemouth and Poole, whilst Dorset county is more sparsely populated with inhabitants living in a number of seaside/market towns including Dorchester and Christchurch along with more isolated rural villages.

Relevant agencies

Senior leaders for the proposed pan Dorset safeguarding children partnership have identified the following organisations as "relevant agencies" whose involvement the safeguarding partners consider is required to safeguard and promote the welfare of local children.

However, in line with statutory guidance, safeguarding partners note the option to request representatives from other agencies/organisations as the partnership develops or the need arises from particular areas of partnership work.

NHS organisations and independent healthcare providers	Youth Offending Service	Probation	Adult services
Primary Care	Schools, Colleges and other Education providers	Early Years and Childcare providers	Public Health
Local Council services inc Licencing and Tourism	British Transport Police	Community Rehabilitation Company	Children and Family Court Advisory and Support Services
Sports Organisations/Groups /Associations	Relevant housing providers	Voluntary, Charity, Faith based organisations and hard to reach community groups	UK Visa, Immigration Enforcement and Border Force
Children's Homes, Independent Fostering Agencies and Supported Housing for Young People	Prisons	Coroner	Secure Training Centres and Secure Estate
Armed forces			

The safeguarding children partnership will engage with "relevant partners" on a regular basis to identify emerging safeguarding priorities and review impact of safeguarding arrangements including information sharing. A range of approaches will be used to maintain engagement including links via existing networks such as the Designated Safeguarding Leads network in education, planning events and webinars.

The safeguarding children partnership will promote via its website information on how to escalate concerns, how any disputes will be resolved along with details of the independent scrutiny and whistleblowing procedures.

Holding agencies to account for co operating and integrating their services to safeguard and promote the welfare of children is an important element of the new arrangements and will be formalised through an accountability framework to evidence that relevant agencies have appropriate, robust safeguarding policies and procedures in place and how information will be shared amongst all relevant agencies and the safeguarding partners.

Those agencies not under a statutory duty, should nevertheless cooperate and collaborate with the safeguarding partners and this will be assessed through periodic audits including section 11 audit and participation in local case reviews.

The Chairs of the sub groups including the local practice review group will account directly to the safeguarding children partnership.

Role of early years' settings, schools and other educational establishments

Ensuring support is in place to enable early years, schools and other education institutions to continue to fulfil their safeguarding children responsibilities will remain a key priority for the pan Dorset safeguarding children partnership.

Strong links will be maintained through the Education Safeguarding Advisors/their equivalent to Designated Safeguarding Leads within child minding, pre-school/nursey provision, children centres, out of school provision, schools, colleges and other education institutions.

Working through these networks will provide a rich source of intelligence about emerging safeguarding needs and risks so that training, policies/procedures can meet the needs of this diverse group of front line staff.

The pan Dorset safeguarding children partnership will seek assurance on schools safeguarding practice through feedback on *Keeping Children Safe in Education* audits/findings from OFSTED inspections and effective engagement in relevant local practice reviews.

Voice of children, young people and families

Capturing the voice of children, young people and their families will enable the pan Dorset safeguarding children partnership to hear about the experience and impact of multi-agency support, improve understanding about the safeguarding context in the local area and shape priorities to help keep children and young people safe.

The pan Dorset safeguarding children partnership will seek assurance on how individual agencies regularly seek and act upon feedback from children and young people including feedback through corporate parenting panels and youth parliament participants. Where possible, the partnership will involve families in local learning reviews and strengthen links with local voluntary and community groups working with children and young people.

Resource has built in to the proposed infrastructure to develop engagement and participation activities to explore new ideas for directly and indirectly involving children and young people in the work of the partnership.

Learning hub incorporating quality assurance mechanism

Learning and improvement is fundamental to effective safeguarding arrangements and a pan Dorset safeguarding children partnership should lead to a larger pool of knowledge, benchmarking to drive improvement and enable commissioning of high quality evidence based learning.

This will be represented in a "learning hub" that brings together learning from a variety of sources including audit, outcomes based performance data, feedback from children/young people and their families, feedback from staff and peer review.

The learning hub will be one of the key ways in which the partnership engages directly with staff so that the partnership has line of sight to front line multi agency practice and can hear first hand of emerging concerns and opportunities to build excellent practice.

It will provide the quality assurance function of the pan Dorset safeguarding children partnership, ensuring consistently high quality safeguarding practice is the norm across all agencies and co-ordinate statutory audits such as Section 11 and Section 175 audits.

The learning hub will be based on the well regarded model at Bexley Safeguarding Children Partnership and operate on a 4 monthly cycle. This will include:

- Month 1 initial problem identification/scoping
- Month 2 multi agency audit
- Month 3 collating feedback from children, young people, families and staff
- Month 4 analysis, recommendations for improving practice/service improvement

Re audit to enable analysis of impact will be built into the cycle.

There will be a close link to the work of the local practice review group reflecting learning and improvement as the central tenet of the partnership.

Local practice review

The pan Dorset safeguarding children partnership will identify and oversee the review of serious child safeguarding incidents. This includes undertaking initial "rapid review" and liaison with the national Child Safeguarding Practice Review Panel to agree the most appropriate level and form of investigation.

This should ensure robust, proportionate investigation of cases when things go wrong and ensure the timely sharing of learning at a local and national level. There is a particular opportunity to align the learning from safeguarding adult reviews, domestic homicide reviews, mental health homicide reviews and other relevant statutory investigations.

Child death review partners

The responsibility for ensuring child death reviews are carried out is held by "child death review partners" who are defined as the local authority for the area and any clinical commissioning group operating in the local authority area.

Child death review partners for 2 or more local authorities may combine and agree their area may be treated as a single area for the purpose of undertaking child death reviews.

Working Together to Safeguard Children 2018 requires child death review partners to cover a geography that could expect at least 60 child deaths per annum. The present pan Dorset child death review panel reviews circa 40 deaths per year. As such, discussions have taken place with Somerset for a proposed partnership covering Bournemouth, Christchurch, Dorset, Poole and Somerset.

Themed task and finish groups - working with the wider safeguarding partnership

The pan Dorset safeguarding children partnership will use a problem solving approach to address safeguarding children priorities and improve outcomes on the safety and welfare of children and young people. This will be progressed through a small number of task and finish groups and where possible co ordinated with the work of other relevant pan Dorset strategic partnerships which have a role in safeguarding such as:

- Safeguarding Adults Boards
- Community Safety Partnerships
- Pan Dorset Community Safety and Criminal Justice board
- Pan Dorset Domestic Abuse Strategic Group
- Multi-agency public protection arrangements (MAPPA)
- Health and Wellbeing Boards

Through a shared sense of responsibility, joint and aligned priorities partners should be able to achieve greater impact in addressing vulnerabilities and risks to children and young people in areas such as sexual abuse, sexual violence, exploitation and domestic abuse. The model should also enable efficiencies in use of resource and specialist skills such as data analysis.

Learning, training and development

The safeguarding children partnership will maintain the current training unit hosted by Dorset Council which operates as a self-funding training function and offers a comprehensive programme of face to face multi agency and on line training for statutory, voluntary and independent workers.

This includes the following:

- Two-day Safeguarding Children course and one day follow up,
- Serious Case Review Workshops,
- Child Sexual Exploitation
- Courses on neglect, emotional abuse and sexually harmful behaviour.
- Safer Recruitment
- Managing Allegations
- Supervising to Safeguard and Working with Resistant Families.

All training programmes are commissioned and delivered within a quality assurance framework to ensure high standards of learning which are evaluated immediately on completion of the course, at 8 weeks and 6 months.

The new learning hub will ensure future training is skills based and commissioned based on learning needs from the 4 monthly learning and improvement cycle along with learning from local practice reviews, national reviews and evidence informed practice published through the improvement bodies such as the What Works Centres, National Institute for Health and Care Excellence (NICE) and the College of Policing.

Funding

In line with *Working Together to Safeguard Children 2018*, safeguarding partners have reviewed the financial contribution from each partner to ensure this is sufficient to cover all elements of the arrangements, including the cost of local child safeguarding practice reviews.

Analysis of historic contributions has highlighted that 98.3% of financial contribution has come from local authorities, the CCG and police with a pan Dorset baseline contribution from these agencies of £270106.

It has been agreed that this sum and the current agency split of contributions will be maintained in 2019/20 to enable a smooth transition of responsibilities from the former LSCBs and ensure an appropriate infrastructure can be established for the new safeguarding children partnership.

It is recognised that the level of funding secured from each partner should be equitable and proportionate which will require some adjustment between agency contributions going forward. To enable appropriate budget planning and business case development it has been agreed that when a new budget is set for 2020/21 onwards, the 2 local authorities, CCG and police will each contribute 25% of this funding.

Dispute resolution

The pan Dorset safeguarding children partnership and its relevant agencies must act in accordance with the arrangements for their area, and will be expected to work together to resolve any disputes locally. These arrangements will be formalised in a dispute resolution

policy including appropriate escalation from senior officers to lead representatives of the partnership. Public bodies that fail to comply with their obligations under law are held to account through a variety of regulatory and inspection activity. In extremis, any non-compliance will be referred to the Secretary of State.

Independent Scrutiny

The role of independent scrutiny is to provide assurance in judging the effectiveness of multi-agency arrangements to safeguard and promote the welfare of all children in a local area. This is undertaken through objective scrutiny, acting as a constructive critical friend, promoting reflection to drive improvement and considering how well the safeguarding partners are providing strong leadership to fulfil their safeguarding children role.

As detailed on page 6, named senior officers and the lead representatives will ensure relevant scrutiny arrangements for safeguarding within their own individual agencies.

Further consideration will also be given to how relevant elected and lead members of the new councils will discharge their accountability within the context of the new pan Dorset safeguarding children partnership arrangements.

The independent scrutiny will form part of a wider system which includes the independent inspectorates' single assessment of the individual safeguarding partners and the Joint Targeted Area Inspections (JTAIs).

Local senior leaders have agreed that in the first instance they will establish an independent chair role which in due course may change to other means of accessing independent scrutiny.

Infrastructure

The new pan Dorset safeguarding children partnership plans to facilitate and drive action beyond usual agency constraints and boundaries to improve safeguarding outcomes for children and young people. To do this, the partnership needs a dynamic and flexible infrastructure which engages with children, young people, families, practitioners and managers to put learning and improvement at the centre of its work and plans to do this through the development of a learning hub.

This will be coupled with a multi agency problem solving approach, linking with other strategic partnership groups to pre empt and address the greatest challenges and needs.

At the same time, there is still a need to hold agencies to account for their safeguarding work and build public confidence in local safeguarding arrangements so the safeguarding children partnership will need robust systems to manage its business including preparation of annual reports for independent scrutiny.

As such, the proposed infrastructure places particular emphasis on the following skills – some of which will be reflected in dedicated roles whilst others such as data analysis, engagement and communication will be brought in under a service level agreement.

- practice review and learning
- project management
- data analysis, audit and operational research
- business support including budget management
- engagement and communication
- relationship management

Transitional arrangements

Business continuity

Bournemouth and Poole Local Safeguarding Children Board(LSCB) and Dorset Safeguarding Children Board (DSCB) will formally handover any outstanding actions or ongoing priorities from their business plans for 2019/20.This process has already begun and was discussed at a planning event held in December 2018 when it was agreed that the following Dorset priorities could now become business as usual:

- Reducing the number of children experiencing significant harm
- Reducing the number of children and young people who come into care

At present, it is anticipated that actions for the following priorities will be ongoing at the time of handover:

- Child exploitation including actions from the JTAI that took place in Dorset in May 2018.
- Child sexual abuse
- Neglect

In addition, there is ongoing work on a joint basis with the adult safeguarding boards on whole family working.

The LSCB/DSCB maintain a risk register with the highest risks at present relating to insufficient management capacity across partner organisations to support the delivery of LSCB/DSCB work streams and the risk of loss of LSCB/DSCB business team capacity due to uncertainty from the changes to safeguarding children arrangements. Mitigations are in place to address these risks and any outstanding risks at the time of formal handover will be notified to senior leaders within the new safeguarding children partnership.

Serious case reviews

At the time of writing, the LSCB and DSCB will be handing over the following cases:

Bournemouth, Christchurch and Poole:
No current SCRs
Multi agency learning event planned for 1 case
Single agency case audit in out of area placement

Dorset:
SCR 31 due to be published April 2019
Multi agency case audit 28, 30, 32 learning events held or planned for April 2019
Advice awaited from national child safeguarding review panel on 1 further case

In addition, the archive of historical reports from serious case reviews and action plans is accessible via the relevant local authority hosted databases.

Training and development

It has been agreed that the existing training business unit will continue to be hosted for at least the first year of operation of the new safeguarding children partnership by Dorset Council. A full programme of courses has been commissioned for 2019/20 and staff will continue to be able to book these via the Nexus system.

Policies and Procedures

The Pan-Dorset Multi-Agency Safeguarding Policies and Procedures Manual which is an online resource provided by tri.x has recently been updated. The contract with tri.x remains in place and will ensure continuity of access to the wide range of procedures required by the multi agency workforce.

Summary

Working Together to Safeguard Children 2018 introduces significant changes to multi agency safeguarding children arrangements and in particular bringing to an end LSCBs and replacing these with new safeguarding children partnerships.

This comes at a time of significant organisational change locally with 2 new unitary councils being formed and major strategic developments within the CCG and police. As such, work to develop a vision and priorities for safeguarding children will be an early activity for new and existing senior leaders of the pan Dorset safeguarding children partnership.

Local senior leaders have been proactive in considering potential safeguarding children partnership models including information from "early adopter "sites elsewhere in the country and overseeing an option appraisal to ensure optimum arrangements locally.

This has led to a proposal to develop a pan Dorset safeguarding children partnership which should enable a single more, joined up approach in addressing vulnerability and risk for children and young people across Bournemouth, Christchurch, Dorset and Poole.

Engagement on the proposals has endorsed the plan as an effective means of strengthening multi agency safeguarding work to further improve the safety and welfare of children and young people locally.

The enclosed plan sets out the key components of the new arrangement including the geography to be covered, identifies "relevant agencies" including the role of early years, education and other education institutions as organisations essential to safeguarding children and young people.

The plan details the proposed structure which is centred around a learning hub incorporating the quality assurance function and will bring together learning from a variety of sources including audit and outcomes based performance data. It will also be one of the ways the partnership engages directly with front line staff and receives feedback from children/young people and their families.

The governance arrangement outlined in the plan will ensure accountability, transparency clear escalation routes and the means of resolving any differences.

Working beyond agency boundaries and with other strategic partnerships in a problem solving, outcome focused way should lead to achieving greater impact in tackling some of the greatest challenges within safeguarding children practice.

Timeline

Approval of pan Dorset safeguarding children partnership plan through appropriate governance channels: • Bournemouth, Christchurch and Poole Shadow Council • Dorset Shadow Council • Dorset CCG • Dorset Police	February 2019/March 2019
Independent Scrutiny of safeguarding children partnership plan	April 2019
Finalise safeguarding children partnership plan	May 2019
Publication of plan and send plan to Secretary of State for Education	No later than 29th June 2019
Commence new safeguarding children partnership arrangements	No later than 29th September 2019

Comments received on Discussion Paper re Proposed Pan Dorset Safeguarding Children Partnership

Reference in the responses to "the plan" refers to the Pan Dorset Safeguarding Children Partnership Plan

Contributor	Theme of Comment	Response
Safeguarding Adults Boards	The proposals are welcomed and there is an intention to undertake a similar review of safeguarding adult partnership arrangements from Spring 2019. Importance of maintaining joint work in areas such as whole family approach	The new safeguarding children partnership is committed to joint work in all relevant areas.
SARC	Grateful for inclusion of SARC to comment on proposal. Think Pan Dorset partnership is the best solution. Would like to continue to be included in relevant communications.	The importance of effective communication is recognized with resources prioritised for this which is detailed in the infrastructure section of the plan.
Head Teacher	Need to refine agenda and focus issues for relevant partners and build partnerships at a local level	The new partnership plans to engage with partners on the development of a small number of priorities and encourages multi agency working at a local level.
CEO CVS	Like proactive approach. Would like the new safeguarding partnership to engage with the CVS where people are best placed to make an impact.	The voluntary sector as a "relevant partner" is recognised as having an important community links with children and young people and the partnership welcomes the opportunity to strengthen joint work.

Contributor	Theme of comment	Response
Bournemouth Senior Management Team	Positive about proposals Will be important to consider role of elected members as move to new safeguarding children partnership goes forward.	As the portfolios for new Directors of Children services and lead members/portfolio holders are developed, further consideration will be given to how they will discharge their accountabilities within the context of the new safeguarding children partnership arrangements.
Manager NHS England	Need to reference integrated care system of Dorset CCG Like the assessment criteria but struggling to see where voice of the child features. Understand other models were considered including joint partnership with adults' boards. Would like to see how priorities will be jointly planned with other boards. Good to see how experience from early adopters was used but can't see in proposal how learning from early adopters will continue going forward. Need to see a clear dispute resolution process.	Now referenced on page 3 of the plan. Further detail now provided on capturing the voice of the child through resourced engagement work of partner agencies and through direct involvement in the learning hub cycle. Page 8 of the plan. The partnership will align relevant priorities with a range of other strategic partnerships detailed on page 10 of the plan. The partnership continues to review the publications of early adopter sites and links have already been made with Bexley LSCB to learn further about their Learning Hub. This is now described in the plan at page 11.

Contributor	Theme of comment	Response
Childrens Trust Poole	Need to be clear if Independent chairing role is to be ongoing and if not build into job description of leadership role within infrastructure responsibility re facilitate partnership working.	Learning from early adopter sites on the role of the independent scrutineer continue to be reviewed.
	Safeguarding partnership needs to respond to issues as they arise in a timely way.	Proposed task and finish groups should enable timely response to issues as they arise. The escalation policy also offers a formal mechanism to resolve such difficulties.
	Importance of maintaining links with the safeguarding in education groups and education leads. The size of the forum is already large and may not be effective if expanded further.	The role of early years and education is essential to the safety and welfare of children and further detail has been included within the plan page 7.
	Little said about the voice of the child will be captured. Need vision for this and funds to enable engagement work.	Further detail now provided on capturing the voice of the child through resourced engagement work of partner agencies and through direct involvement in the learning hub cycle. Page 8 of the plan.
	Need to be clear on who will receive communication from the safeguarding children partnership and the infrastructure for this.	The importance of effective communication is recognized with resources prioritised for this which is detailed in the infrastructure section of the plan.
	Armed forces are not captured within the relevant agencies.	Now added to the list of relevant agencies page 7 of the plan.
	Need clarification on partners intention re Tri.X contract.	Page 13 of the plan confirms the intention of the partnership to continue with the Tr.X contract.

Contributor	Theme of comment	Response
Head Teacher School	Seems well considered and organized approach.	
	Would like to see communications with designated safeguarding leads continued.	The role of early years and education is essential to the safety and welfare of children and further detail has been included within the plan page 7.
	Would like confirmation of continued access to training.	A full training programme will continue to be available to the current cross section of workers and is detailed in the plan at page 10.
	Wants clarity on who will be the main point of contact in the new partnership	Once published, the infrastructure for the new partnership will make clear key contact points. Meanwhile, the current websites and business team contacts continue to be available.
Bournemouth and Poole LSCB		
	Colleagues feel this is a good opportunity to shape the new arrangements,	
	Need to ensure the Voice of the Child is embedded in the new arrangements.	Further detail now provided on capturing the voice of the child through resourced engagement work of partner agencies and through direct involvement in the learning hub cycle. Page 8 of the plan.
	Colleagues who had worked with Bexley found their model to be good.	Senior leaders have reviewed plans from early adopters across the country and incorporated relevant features in the proposals including development of a "learning hub" based on the Bexley model

Contributor	Theme of comment	Response
Dorset SCB	Query whether the sub-groups would remain and the difficulty of maintaining the balance of wider agency involvement, such as criminal justice, in the new partnership arrangements.	It is anticipated that the new safeguarding children partnership will have less "standing" sub groups but will form outcome focused task and finish groups to address key priorities.
	Recognition that Bexley and Devon have published their new arrangements, as an early adopter, for us to compare ours with.	Senior leaders have reviewed plans from early adopters across the country and incorporated relevant features in the proposals including development of a "learning hub" based on the Bexley model.
	Query on how the new arrangements will be evaluated in comparison with the present arrangement.	Evaluation mechanisms will be built into the priority setting of the new safeguarding children partnership. The learning cycle described in the plan is based on a continuous process of learning and improvement including evaluation.
Pan Dorset Safeguarding Children Planning Event	Needs to be a strong emphasis on improving outcomes and demonstrating the impact of partnership working for the benefit of children and young people	This is emphasised in the principles of the proposed safeguarding children partnership and will underpin its work in all areas.
	Needs to be alignment on priorities with other partnership groups.	The partnership will align relevant priorities with a range of other strategic partnerships detailed on page 10 of the plan.
	Needs to be clear mechanism to feed in and out of the safeguarding children partnership.	The importance of effective communication to feed in and feed out ideas and key developments is recognized with resources prioritised for this which is detailed in the infrastructure section of the plan.

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		Like the Learning hub based on Bexley 4 month learning cycle	The "learning hub" based on the Bexley model is described in the plan at page 9
		Need to consider the direct role of Probation and the Community Rehabilitation Company	Probation and the Community Rehabilitation Company are detailed as relevant agencies with the option to request representatives from these agencies as the partnership develops or the need arises from particular areas of partnership work.
		Need to build on current strengths of LSCBs	Learning from the strengths of the existing LSCBs has been incorporated within the plan.
		The vision needs to be developed and co-owned with all agencies	As new and existing leaders are confirmed within the safeguarding children partnership, an early priority will be engagement on developing the vision for safeguarding children
		Clarity needed on expectations of partners	An accountability framework will be developed to supplement Working Together requirements of partners.
		The partnership needs to be visible	An engagement and communications plan will address the range of ways that the partnership will be accessible and visible.
		Practice approaches should be based on service user feedback, academic evidence and practitioner views	The "learning hub" learning cycle incorporates these elements
		Training needs to be more skills based	A new learning and improvement framework will place a greater emphasis on skills based training
		Learning hub needs to seek out best practice from elsewhere	The learning cycle starts with drawing on best practice and evidence from elsewhere

Contributor	Theme of comment	Response
Designated Safeguarding Lead	Have "partners" that produced this document been prescribed by the new laws / practices around safeguarding?	Partners have developed plans in line with the requirements of new safeguarding children partnerships detailed in Working Together 2018
	Were schools not invited because we are not on this a list?/Do we appear in a table of lots of other partners as a result of this?	The national consultation on Working Together considered schools as a 4th statutory partner within the new safeguarding children partnerships but this was not considered feasible due to no single representative agency for schools and other education establishments. At a local level, schools have been identified as a relevant agency.
	Is the rest of the document a kind of corporate level response to the new set of requirements set out by the Government?	
	It reads to me as a set of very good intentions that appear to be set out in a manner to ensure compliance with a set of requirements.	It has been important to structure the plan in line with statutory requirements to evidence how the safeguarding children partnership will be able to deliver against its responsibilities.
Members of CCG Board	Proposal seems sensible
Engagement with relevant partners will be key
No immediate concerns
I'm content there has been a full option appraisal but reference to other strategic partnerships seems vague.

Option appraisal refers to difficulty in operationalising the model in the pros and cons- need to be confident the proposed model will be effective. | The key strategic partnerships are listed on page 10 of the plan and were part of the engagement process.
The larger geography of a pan Dorset safeguarding children partnership was considered a potential challenge but should be overcome with clear priorities, effective communication arrangements and robust processes. |
| Dorset County Council Senior Leadership Team | Broad level of support. Several senior managers have been directly involved in developing proposals. | |

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Before completing this EqIA please ensure you have read the EqIA Guidance Notes

Equality Impact Assessment

Title	Safeguarding Children Partnership Arrangements		
Date assessment started:	*15/01/19*	**Version No.**	1
		Date of completion:	**15/01/19**
Revision History			

Type of strategy, policy, project or service				

Is this Equality Impact Assessment (please tick)?

Existing	☐	Changing, update or revision	**x**
New or proposed	☐	Other (please explain)	☐

Is this an internal or external Equality Impact Assessment (please tick)?

Internal ☐	External ☐	Both X ☐

Officers involved in the assessment	Mary Taylor/Nick Jarman

This report was created by	
Name	Mary Taylor
Email address	Mary.Taylor@dorsetcc.gov.uk
Directorate or Service	Children's Social Care

Step 1: Aims

What are the aims of your strategy, policy, project or service?

Significant changes have recently been made to multi-agency working as part of the Children and Social Work Act 2017. The Act abolishes Local Safeguarding Children Boards (LSCBs) and creates new duties and a system of collective accountability for Clinical Commissioning Groups (CCGs), local authorities and police to make arrangements locally to safeguard and promote the welfare of children in their area.

Senior leaders from Dorset Clinical Commissioning Group (CCG), the 3 current Local Authorities and Dorset Police have overseen and engaged in an option appraisal to consider potential models for future safeguarding children partnership arrangements to meet the new requirements of *Working Together 2018*.

The outcome of the option appraisal was that a Pan Dorset Safeguarding Children Partnership would provide the most effective mechanism for addressing current and emerging safeguarding children challenges.

The proposal is for a new Safeguarding Children Partnership Arrangement which complies with the new legislation and guidance and improves the impact and effectiveness of multi-agency safeguarding of children in Dorset.

What is the background or context to the proposal?

Following Lord Laming's inquiry into the death of Victoria Climbie, the Children Act 2004 required all Local Authorities in England and Wales to set up a Local Safeguarding Children Board (LSCB) whose function would be to safeguard and promote the welfare of children and young people in

their area, through collective accountability across agencies and organisations.

The role of the LSCB has been to coordinate work by individual agencies and ensure that each organisation acts effectively when they are doing this. The LSCB publishes multi-agency policies and procedures for child protection in their area, which should be responsive to local and national concerns and provide assurance that multi-agency working is effective.

Statutory guidance was provided setting out how Local Safeguarding Children Boards should work in accordance with the Children Act 1989 and the Children Act 2004. This guidance, called "Working Together to safeguard children", has been regularly updated in line with changes in legislation and new thinking around child protection.

The most recent revision of the guidance was published in July 2018 following the passage of the Children and Social Work Act 2017 and taking account of the Wood report into the effectiveness of LSCBs. The report concluded that LSCBs are not as effective as they could be.

The 2017 Act creates new duties and a system of collective accountability for Police, health and Local Authorities to make arrangements locally to promote and safeguard the welfare of children in their area.

Step 2: Intelligence and Communications

What data, information, evidence and research were used in this EqIA and how has it been used to inform the decision-making process?

The option appraisal included the development of an initial long list then a detailed assessment of a short list of potential models against the following criteria:

1. Ensures excellent practice is the norm
2. Ensures learning is promoted and embedded
3. Enables the public to feel confident that children are protected from harm
4. Enables partner agencies to hold one another to account effectively
5. Enables new safeguarding issues to be identified
6. Enables information to be shared effectively
7. Opportunity to reduce business support costs
8. Maximises leadership and staff capacity

Learning and experience from "early adopter" sites elsewhere in the country, who have already moved into the new arrangements, provided valuable ideas and insight to provide the most effective arrangements.

Following assessment of the options against the appraisal criteria, a Pan Dorset Safeguarding Children Partnership was identified as the preferred model to enable a single more, joined up approach in addressing vulnerability and risk for children and young people across Bournemouth, Christchurch, Dorset and Poole.

The purpose of the Safeguarding Children Partnership is to ensure that agencies and others work together to safeguard children and promote their welfare. This is undertaken through co-ordination of services and through an accountability framework by which agencies can both support each other and hold each other to account. Direct work with children and families is not currently undertaken by the board, and this will remain the case under the new partnership arrangements. Individual cases will continue to be considered where there is a need for a "Child

Safeguarding Practice Review" (previously called Serious Case Review) or as part of a multi-agency audit, however, this would be for the purpose of professional learning and responsibility for direct work with the child and family would remain with the appropriate agency.

The Safeguarding partnership will continue to be responsible for providing multi-agency policies and procedures and safeguarding training., as well as forming task and finish groups to jointly address wider safeguarding and/or practice concerns.

The full proposal for the new arrangements will be considered at the following committees:

04.02.19 – Shadow Overview and Scrutiny Committee (Cllrs Batstone and Garcia could be invited to this so that they also are included in the scrutiny)

11.03.19 – Shadow Executive Committee to seek approval

What data do you already have about your service users, or the people your proposal will have an impact on?

The Wood report, commissioned by government, undertook a national review of Local Safeguarding Children Boards and found that they were not effective in providing a robust multi-agency response to safeguarding children. As a result of this changes were made to these arrangements which were written into legislation in the 2017 Children and Social Work Act and into Working Together to Safeguard Children guidance in 2018.

The guidance references the Equality Act 2010, which puts a responsibility on public authorities to have due regard to the need to eliminate discrimination and promote equality of opportunity. It goes on to say

"This applies to the process of identification of need and risk faced by the individual child and the process of assessment. No child or group of children must be treated any less favourably than others in being able to access effective services which meet their particular needs"

An Equality Impact Assessment was undertaken by the Department of Education in May 2016 on the Children and Social Work Bill. The EqIA did not identify direct equality impacts to any of the protected characteristics and the introduction of new Safeguarding Children Partnership Arrangement would have a beneficial impact on all children engaged with child protection and safeguarding.

What engagement or consultation has taken place as part of this EqIA?

A multi-agency planning event was held on 04.12.18 where the proposed plans were discussed. Following this a discussion paper was sent out to all agencies with a request for any comments to be provided from agencies by 31.12.18. The changes in legislation and guidance have been discussed at the Safeguarding Children Boards over the course of the last 6 – 12 months and all partners have been able to hear the proposals and comment on them.

The changes are a legal requirement and therefore engagement has been centred on how we put the new arrangements in place.

The feedback was received from a range of agencies and this has been incorporated into the proposed plan. Those individuals and agencies who provided feedback received a response to say

that their comments had been incorporated into to the plan, or to point them to the part of the plan which answered their query.
Is further information needed to help inform this proposal?
No.
How will the outcome of consultation be fed back to those who you consulted with?
This was not a consultation but an engagement with agencies and organisations who are currently and will be involved in ensuring the effectiveness of safeguarding children in Dorset. Those individuals and organisations who provided feedback have received a response and the final agreed plan will be circulated.

Safeguarding children partners must have published their new arrangements before 30 June 2019, and submit to the Secretary of State for Education, we then have up to three months from the date of publication to implement the arrangements. The plan must be independently scrutinised prior to being submitted, this will be commissioned by the partners following the plans being taken through the individual partner agencies governance processes. The new arrangements must be implemented by 29th September 2019. |
| **Step 3: Assessment** |
| **Who does the service, strategy, policy, project or change impact?**

If your strategy, policy, project or service contains options you may wish to consider providing an assessment for each option. Please cut and paste the template accordingly.

For each protected characteristic please choose from the following options: |

Positive Impact	• *Positive impact on a large proportion of protected characteristic groups* • *Significant positive impact on a small proportion of protect characteristics group*
Negative Impact	• *Disproportionate impact on a large proportion of protected characteristic groups* • *Significant disproportionate impact on a small proportion of protected characteristic groups.*
Neutral Impact	• *No change/ no assessed significant impact of protected characteristic groups*
Unclear	• *Not enough data/evidence has been collected to make an informed decision.*

Please note in some cases more than one impact may apply – in this case please state all relevant options and explain in the 'Please provide details' box.

Age	*Positive*

What age bracket does this affect?	Primarily children from pre-birth up to 18 years, however, whole family working means that it will involve working with parents, carers and others.
Please provide details	The change to the legislation and guidance is an improvement measure and therefore the anticipated impact is positive.
Disability	*Positive*
Does this affect a specific disability group?	No, however, children who are disabled can be more vulnerable to abuse than their peers and therefore there is a focus on ensuring that children who are disabled are protected is implicit in the work of the partnership
Please provide details	The change to the legislation and guidance is an improvement measure and therefore the anticipated impact is positive.
Gender Identity	*Positive*
Please provide details	As above
Pregnancy and maternity	*Positive*
Please provide details	As above
Race and Ethnicity	*Positive*
Please provide details	As above
Religion or belief	*Positive*
Please provide details	As above
Sexual orientation	*Positive*
Please provide details	
Sex	*Positive*
Please provide details	There is no evidence that either gender is more or less likely to suffer abuse.
Marriage or civil partnership	*No impact*

Please provide details	
Other Socially Excluded Groups	Families and children who are socially isolated or appear on the edge of society, due to school exclusion, poverty, being care leavers etc may be more vulnerable to abuse and exploitation. The new arrangements will have a positive impact due to a clearer focus on how agencies work together to provide safeguarding services.
Please provide details	

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Step 4: Action Plan

Provide actions for **positive, negative** and **unclear** impacts.

If you have identified any **negative** or **unclear** impacts, describe what adjustments will be made to remove or reduce the impacts, or if this is not possible provide justification for continuing with the proposal

Issue	Action	Person(s) responsible	Deadline	How will it be monitored?
Arrangements to be scrutinised through each agency's governance arrangements	Paper to go to Shadow overview and scrutiny committee	Nick Jarman	04.02.19	
Paper to be presented and approval sought to progress with the proposed plan.	Paper to go to Shadow executive committee	Cllr Steve Butler	11.03.19	
Plan to be independently scrutinised	Independent person to be commissioned	Partnership leads	Approx 29.05.19	
Approval to be sought from Secretary of State for Education	Plan to be published and submitted.	Partnership leads	29.06.19	
New Partnership arrangements to be implemented		Partnership leads	29.09.19	

Step 5: Sign Off

Officer completing this EqIA	Date

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Diversity Action Group Chair	**Date**

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