



Audit and Governance Committee

Date: Monday, 14 October 2019
Time: 10.00 am
Venue: Committee Room A/B, South Walks House,
South Walks Road, Dorchester, DT1 1EE

Membership: (Quorum 3)

Matthew Hall (Chairman), Richard Biggs (Vice-Chairman), Simon Christopher, Susan Cocking, David Gray, Brian Heatley, Nocturin Lacey-Clarke, Mike Parkes, Bill Pipe and Bill Trite

Chief Executive: Matt Prosser, South Walks House, South Walks Road, Dorchester, Dorset DT1 1UZ (Sat Nav DT1 1EE)

For more information about this agenda please contact Democratic Services on 01305 252209 - lindsey.watson@dorsetcouncil.gov.uk



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A G E N D A

Page No.

1 APOLOGIES

To receive any apologies for absence.

2 MINUTES

5 - 12

To confirm the minutes of the meeting held on 17 September 2019.

3 DECLARATIONS OF INTEREST

To receive any declarations of interest.

4 PUBLIC PARTICIPATION

To receive questions or statements on the business of the committee from town and parish councils and members of the public.

5 URGENT ITEMS

To consider any items of business which the Chairman 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 recorded in the minutes.

6 PEOPLE SERVICES - CHILDREN TRANSFORMATION PROGRAMME UPDATE

13 - 20

To receive a presentation from the Executive Director for People, Children in respect of the People Services – Children – Transformation Programme.

7 DEDICATED SCHOOLS GRANT (DSG)

21 - 44

To receive a presentation in respect of the Dedicated Schools Grant (DSG).

8 PEOPLE SERVICES - ADULTS AND HOUSING TRANSFORMATION PROGRAMME UPDATE

45 - 64

To receive a presentation in respect of the People Services – Adults and Housing Transformation Programme.

9 DORSET COUNCIL WORKFORCE DATA AND PEOPLE STRATEGY 65 - 76

To receive a presentation on Dorset Council Workforce Data and the People Strategy.

10 MINUTES OF THE AUDIT AND GOVERNANCE (ASSESSMENT) SUB-COMMITTEE 77 - 86

To receive and note the minutes of the meetings of the Audit and Governance (Assessment) Sub-committee held between June and September 2019.

11 AUDIT AND GOVERNANCE COMMITTEE WORK PROGRAMME 87 - 92

To review the Audit and Governance Committee Work Programme.

12 EXEMPT BUSINESS

To move the exclusion of the press and the public for the following item in view of the likely disclosure of exempt information within the meaning of paragraph x of schedule 12 A to the Local Government Act 1972 (as amended).

The public and the press will be asked to leave the meeting whilst the item of business is considered.

There is no exempt business.

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DORSET COUNCIL - AUDIT AND GOVERNANCE COMMITTEE

MINUTES OF MEETING HELD ON TUESDAY 17 SEPTEMBER 2019

Present: Cllrs Matthew Hall (Chairman), Richard Biggs (Vice-Chairman), Simon Christopher, Susan Cocking, David Gray, Brian Heatley, Nocturin Lacey-Clarke, Mike Parkes and Bill Pipe

Apologies: Cllrs Bill Trite

Also present: Cllr Tony Alford, Cllr Jon Andrews, Cllr Molly Rennie and Cllr Peter Wharf

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

Aidan Dunn (Executive Director - Corporate Development S151), John Sellgren (Executive Director, Place), Jim McManus (Corporate Director - Finance and Commercial), David Wilkes (Service Manager - Treasury and Investments), Marc Eyre (Service Manager for Assurance), Rupert Bamberger (Assistant Director SWAP), Sally White (Principal Auditor) and Lindsey Watson (Senior Democratic Services Officer)

15. Minutes

The Executive Director of Corporate Development provided an update on work outstanding in respect of the Statement of Accounts for North Dorset District Council, West Dorset District Council and Weymouth and Portland Borough Council. The council had completed all work required by the External Auditor and was now waiting for the External Auditor to sign off the accounts. An update would be provided to the committee once this had been completed. Although some disappointment was expressed with regard to the delay, it was noted that there had been issues on both sides, which could be addressed for the future.

A discussion was held with regard to the different methods used to value assets.

The minutes of the meeting held on 26 July 2019 were confirmed as a correct record and signed by the Chairman.

16. Declarations of Interest

There were no declarations of interest.

17. Public Participation

There were no representations from town and parish councils or members of the public.

18. **Urgent items**

There were no urgent items.

19. **Presentation - Dorset Council EU Exit Preparations**

The committee received a presentation which set out the preparations being undertaken by Dorset Council in respect of EU exit. It was noted that this would be the first of a series of presentations to be given to the committee on this issue. The presentation set out the key council services impacted and the need to ensure that Dorset Council was prepared and could continue to provide services, whilst taking a proportionate and risk based approach. A team had been brought together to work through the various issues and risks identified and work was being undertaken with other organisations, including the Local Enterprise Partnership.

The committee considered the issues arising from the presentation and during consideration the following points were raised:

- Issues around transport and fishing were being looked at by Bournemouth, Christchurch and Poole Council in respect of the Port of Poole, and Dorset Council was supporting the council in planning through the Local Resilience Forum. Close work in respect of fisheries was being undertaken with the Fisheries Local Area Group (FLAG) and work was also being undertaken with the council's economic development team
- In respect of health issues, discussion was held within the local resilience forum arrangements and discussion had been held with the NHS. The council's role in adult social care was recognised
- Planning meetings were currently scheduled up until the end of the year. The level of preparation would not be stepped down until more was known
- In response to a question, contingency plans were in place in case of a national restriction on fuel. As a council, a contingency plan was in place to ensure that critical services could continue to operate. The financial implications of potential rising costs for items such as fuel was picked up as part of the finance report to be considered later in the agenda and it was noted that reserves within the budget were in place
- A question was raised with regard to the impact on the farming community and it was noted that a lot of support was provided to businesses including agriculture. Work was undertaken with the Dorset Chamber of Commerce and the Local Enterprise Partnership and liaison undertaken with the National Farmers Union (NFU) and County Landlords Association
- In respect of planning, the EU exit presented some difficulties in terms of predicting what may happen. However, it was noted that the quality of information from the Government had improved and the council was able to respond to the information and advice provided and undertake learning from partners. Government

provided funding was partly being used to provide a contingency fund in this area

- The council was working with education providers in order to give the best possible advice and guidance.

20. **Risk Management Update**

The committee received a report which provided an update on risk management in the council and invited the committee to note the key risks identified in the corporate risk register and the proposals to carry out more detailed risk profiling to challenge service level risks. In addition, the report set out the work currently underway to manage the risks associated with the potential for a no-deal EU Exit. The report provided a summary of the risks contained on the risk register and it was noted that further information could be circulated to councillors following the meeting.

During discussion, comments were raised as follows:

- Some risk ratings may vary due to officer interpretation
- In respect of risks around staffing issues and loss of corporate knowledge, it was noted that further management information could be provided for top level risks
- In respect of the risk associated with the loss of ICT service or data through a cyber attack, it was reported that although a significant amount of controls were in place, the risk was identified as high as the potential consequences were significant. This issue was to be considered by the Resources Scrutiny Committee
- A request was made for further information for those items identified at the higher end of the risk register. This would be included in the next report
- Issues around fuel requirements were to be considered by a stand alone Board
- It was agreed that an item on the risks relating to staff recruitment and retention would be included on the work programme for a future meeting.

The report was noted.

21. **Finance Regulations**

The committee received a report in order to provide the opportunity to review the council's financial regulations, which was considered to be good practice. It was noted that a review of the whole Constitution was to take place at the end of the first year of Dorset Council. Members were invited to review the financial regulations at this stage.

The committee considered the financial regulations and during discussion, the following points were made:

- In response to a question, the Executive Director of Corporate Development confirmed that the council was part of a national

fraud initiative, whereby data was provided to a central organisation in order to identify any duplicate claims, which could assist in the identification of potential fraud

- The financial regulations noted that an Executive Director would be responsible for agreeing virements within delegated limits on budgets within his/her responsibility and/or control, in consultation with the Section 151 Officer where required. In addition it was noted that these would be reported by the S151 Officer to councillors through the quarterly finance reports to Cabinet
- With regard to the section on Budget Monitoring and Control, it was noted that the wording in B12 should be read in conjunction with B13 and the responsibilities of the Executive Directors. This may be an area which councillors wished to examine at a future meeting.

Councillors considered the potential timescale for the next review of the financial regulations and various views were expressed.

Following discussion it was proposed by Councillor Pipe, seconded by Councillor Lacey-Clarke

Decision

That the financial regulations next be reviewed at the end of Year 1 of Dorset Council during the review of the Dorset Council Constitution and then subsequently reviewed on an annual basis.

22. Treasury Management Annual Report 2018/19

The committee received and considered a report which summarised the treasury management performance and position information for Dorset Council's six predecessor authorities, for the year ended 31 March 2019. In presenting the report, the Service Manager for Operational Finance noted an amendment to the figure for total capital expenditure of £72.1m compared to an estimated £61.6m, contained within the Executive Summary of the report, which should read £61.6m compared to an estimated £72.1m.

In response to a question, it was reported that work was currently being undertaken in respect of the inherited capital programme and that information would be made available to councillors once it had been discussed at a working group. The need to review this area in light of the new Dorset Council Plan was recognised.

It was noted that a training session for all Dorset Council's councillors would be provided by officers and advisers to further explain the responsibilities that councillors had in relation to treasury management.

The report was noted.

23. Finance Report Quarter 1 2019/20

The committee reviewed the Quarter 1 Finance Report, which had been presented to Cabinet on 30 July 2019. In presenting the report, the Executive Director of Corporate Development welcomed any feedback on the content and format of the report.

- A request was made for detail of the level of reserves from each of the predecessor councils to be included in the report
- The report was influenced by overspends in the areas of Adults and Children's Services. It was noted that the committee would be receiving presentations on these two areas at their meeting on 14 October 2019
- In respect of the above point, information on user numbers was available and could be included in the quarterly finance monitoring reports to Cabinet
- A point was raised with regard to the table at paragraph 6.7 of the report and the reference to 'Director's Services'. In response, the Corporate Director, Financial and Commercial confirmed that some stranded costs could not be saved into directorates and had therefore been consolidated into 'Director's Services'
- The Capital Assets and Strategy Group was meeting this week to look at assets and investment required
- A date for the fair funding review was not currently known
- In response to a point raised, it was noted that the forecasting method made assumptions but could not prevent all factors causing overspending
- In response to a comment about the level of overspend, the Deputy Leader noted that the Council had reserves and also a transformation programme with a savings goal
- A point was raised as to back up plans in the case of the main council buildings being unavailable.

The report was noted.

24. Presentation - Overview of the Pensions Fund

Councillor Wharf provided an overview of the membership arrangements for the Pension Fund Committee and noted that Councillor Andy Canning had been appointed as Chairman of the committee at the last meeting.

The committee received a presentation from the Service Manager for Operational Finance, to provide an overview of the Pensions Fund, following a request at the last meeting. During the presentation, the following areas were covered:

- What is the Local Government Pension Scheme (LGPS)?
- What is a pension fund deficit?
- Why do LGPS pension funds have deficits?
- How big is Dorset's deficit?
- How is the deficit being tackled?

The Chairman felt that it was important to have the presentation at the committee in order for councillors to have the opportunity to be better informed of the issues and have the opportunity to ask questions.

The Chairman noted that as a former employee of Dorset County Council, he had a local government pension. However he was not making a declaration of interest in respect of this item as it was a presentation only. Councillor Lacey-Clarke noted that this situation also applied to him.

Councillors considered the issues arising from the presentation and during the discussion, the following points were made:

- A request was made for a graph to show the aggregate pension deficits for the former councils and how this was changing
- Reference was made to the McCloud ruling and it was noted that although there was not a material impact on the pensions deficit, the practicalities for the scheme were currently unknown
- A point was raised with regard to relevant councillors needing to declare an interest when considering pension matters and it was thought that a dispensation could be granted to those members impacted by this
- A point was noted that the pension fund was moving in the right direction in order to close the deficit
- In response to a point raised, the Service Manager for Operational Finance provided figures on the returns on the fund for the last 12 months and as an average over the last 5 years.

25. Report of Internal Audit Activity Plan Progress 2019/20 - August 2019

The committee received the South West Audit Partnership (SWAP) report of Internal Audit activity plan progress report for the 2019/20 year. The plan progress reports provided an ongoing opinion to support the end of year annual opinion and also provided details of any significant risks that had been identified, along with the progress of mitigating previously identified significant risks by audit. It was reported that the ongoing audit opinion remained as reasonable and that there had been no significant risks identified in internal audit work in 2019/20 to date.

In response to a question it was noted that an audit on ethics and culture and separate audits of transformation were to take place during the next half of the year. In addition, the Executive Director of Corporate Development agreed to include an item on staff recruitment and retention on the agenda for the next meeting of the committee. He also noted that a staff engagement survey had been undertaken and as part of Organisational Development being undertaken, staff base line and monitoring was taking place. SWAP had also undertaken a survey of the effectiveness of communications with staff.

26. 2019/20 Internal Audit Plan - October - March

The committee reviewed the South West Audit Partnership (SWAP) Internal Audit Plan for 2019/20, which provided a summary of the proposed audit

coverage that the internal audit team would deliver within the second half of the 2019/20 financial year.

A point was raised that the plan did not cover the area of vacancy management and in response, the Executive Director of Corporate Development noted that a report would be provided on recruitment and retention issues in Dorset Council, at the next meeting of the committee. The Chairman noted that once this report had been received, the committee could consider whether there was a requirement for SWAP to undertake any work in this area.

In respect of reports prepared by SWAP, a request was made for additional explanatory text to be included where an audit had received partial assurance.

27. Audit and Governance Committee Work Plan

Councillors reviewed the work programme for the committee and a request was made for a further update on the council's preparations in respect of EU Exit.

An additional councillor was required for a meeting of the Assessment Sub-committee to be held on 25 September 2019 and Councillor Lacey-Clarke agreed to sit on the sub-committee.

28. Exempt Business

There was no exempt business.

Duration of meeting: 10.00 am - 12.26 pm

Chairman

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Our vision for children:
**Children are happy, thrive and able
to be the best they can be**



(1) Design Principles – whole council

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- customer focussed
- effective & modern
- employer of choice
- sustainable





(2) Design Principles – children's services

- voice of children & families
- reduce hand offs between professionals
- getting it right first time
- good quality service
- one children's services leadership – trust & accountability
- trusting and valuing staff
- skilled and confident workforce – accountability and decisions at right level





(3) Design principles – children's services

- efficient and quality assured processes – not quality control-
reduce bureaucracy
- rooted in place by multi professional teams
- easy access to services – where people are
- needs not thresholds
- proactive early help
- approach will be strengths based and restorative
- always learn and strive to improve
- digital by default



Blueprint for... *Change*



Timeline

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Consultation 23rd September – 22nd November

- staff launch consultation events 16th and 18th September
- launch of consultation Monday 23rd September
- Q&A Session 18th October
- consultation ends Friday 22nd November

Population of the structures

- final consultation event Tuesday 26th November with finalised structures
- process for Assimilation, Matching, Ringfencing
- post and location preferencing
- selection process (interviews)

Go live

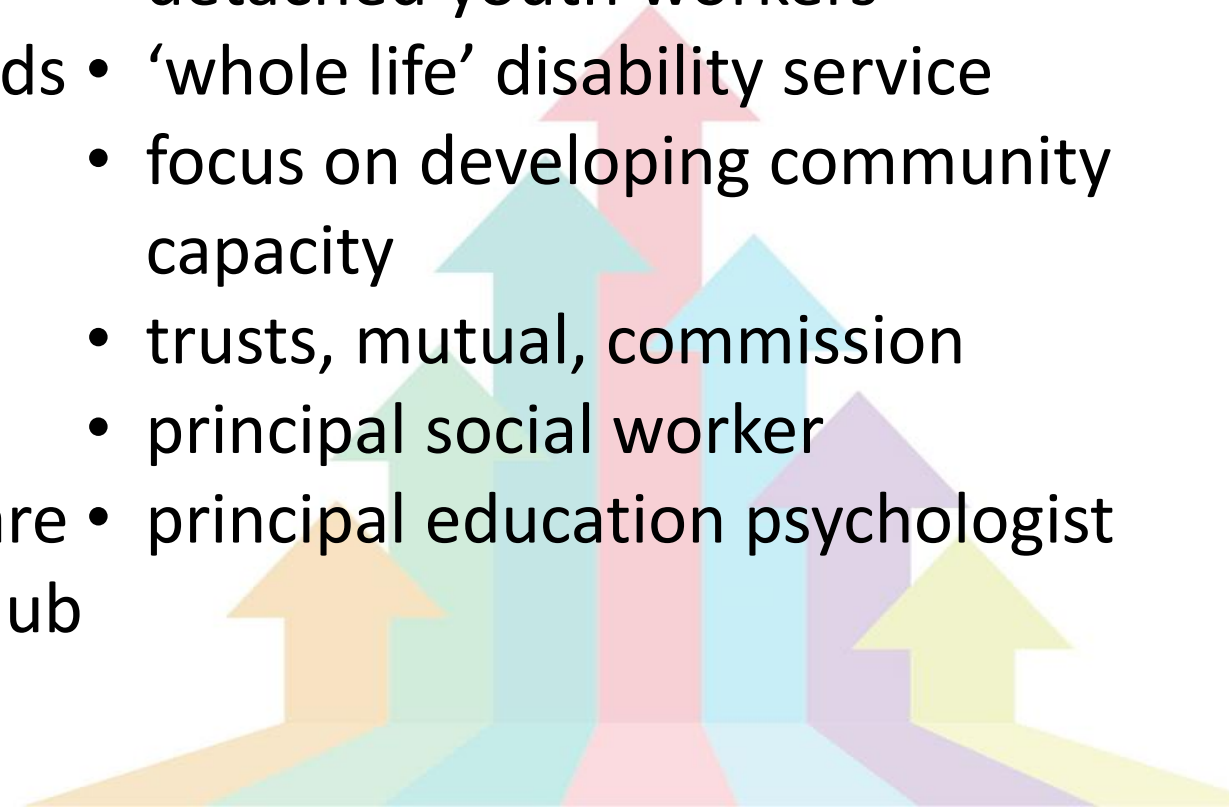
- new structures established
- new office locations
- new ways of working
- whole service induction
- training and development





Proposed Major Changes

- locality based teams and central function
- Increased capacity in quality, standards & workforce development
- co-locating majority of frontline services
- matrix management of teams
- single social worker through social care
- adolescent service- inc. Residential Hub
- edge of care team
- detached youth workers
- 'whole life' disability service
- focus on developing community capacity
- trusts, mutual, commission
- principal social worker
- principal education psychologist





Localities

Where we will work from:

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Dorchester – Dorchester

Chesil – Weymouth

Purbeck – Wareham

East – Ferndown

West – Bridport

North – Blandford & Sturminster Newton

Central functions - Dorchester



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Audit & Governance Committee Dedicated Schools Grant (DSG)

14th October 2019

Paul Ackrill

(Service Manager, Finance, Children's Services)

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Audit & Governance Committee Dedicated Schools Grant (DSG)

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What is it?

Who controls it?

What can we do?

What's the current position?

Q&A

DSG – what is it?

The grant is paid by the Department for Education in support of the local authority's schools budget.

It is the main source of income for the schools budget.

It is a ring-fenced specific grant and it must be used in support of the schools budget as defined in the School and Early Years Finance (England) Regulations [2018]. It can be used for no other purpose.

DSG – what is it?

The DSG grant is distributed to the Local Authority in four Blocks

Schools Block

Early Years Block

Central Services Schools Block (CSSB)

High Needs Block (HNB)

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The structure of the grant has changed over recent years, as we moved towards the National Funding Formula (NFF) which came into effect from 2018-19.

The NFF – what is it?

Aim : a system that means schools and local authorities will be funded on an up-to-date assessment of need that reflects the characteristics of their pupils wherever they are in the country.

The NFF – how does it work?

Schools Block and Early Years – funding rate per pupil.

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CSSB - to fund local authorities for the statutory duties that they hold for both maintained schools and academies.

High Needs Block – based on historic spend and partially formula.

The NFF – how does it work?

Currently a “soft formula” – overall DSG budget is allocated out in consultation with schools, via Schools Forum.

Moving towards a “hard formula” – a single national formula of funding set by central government.

What's a Schools Forum?

- Statutory body
- Partly consultative, partly decision making
 - Schools, academies, nurseries, other education providers
 - In Dorset, meets 7 times per year
 - Decisions on de-delegation
 - Budget monitoring and overview

DSG

Councils have some limited ability to move funds between blocks, usually with the approval of Schools Forum.

DSG - schools block

Made up of 15 funding factors as set by DfE including:

- Basic entitlement
- Prior attainment
- Deprivation factors
- English as an additional language
 - Sparsity

DSG – schools block

Minimum funding levels 2019-20:

£3,500 per primary school pupil

£4,800 per secondary school pupil

DSG – High Needs Block

- Top-Up funding for high needs pupils and students up to age 25
- Pays for pupils where cost is >£10k

DSG – High Needs Block

Expenditure includes:

- Specialist placements
 - Top ups
 - Specialist services
- Bespoke packages and support

DSG – Early Years Block

- Funding for nurseries etc for provision of free hours
- Grant income is hourly rate (£4.30) per child.

DSG – who controls it?

Allocation of funds:

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Local authorities must engage in open and transparent consultation with all maintained schools and academies in their area, as well as with their schools forums, about any proposed changes to the local funding formula including the method, principles and rules adopted.

The local authority is responsible for making the final decisions on the formula, and each authority's process must ensure that there is sufficient time to gain political approval before the APT deadline in January 2019.

DSG – who controls it?

Expenditure:

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- Schools are responsible for budgeting and controlling the expenditure, primarily.
- Deficit balances are responsibility of the schools.

DSG – who controls it?

Expenditure:

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- Deficit appears on Council balance sheet.
- Deficit becomes council liability if forced academisation takes place.

DSG – What's the current position?

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- DSG 2019/20 was built with a 'savings to be identified' gap of £4.5m
- Together with other issues, total DSG forecast for this year is around **£5.5m**
- DSG deficit carried forward from prior years is **£15.3m**

DSG – what do we do?

- Dorset Schools Scheme of Financial Management
 - Schools financial advisors
 - Reinforce governor responsibilities
- Commission additional specialist places

DSG – what needs to be done?

From the DfE Operational Guidance:

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With effect from 2019 to 2020 the department intends to tighten up the rules under which local authorities have to explain to us their plans for bringing the DSG account back into balance.

DSG – what needs to be done?

- * DSG deficit recovery plan submitted to DFE in August 2019.

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- * Focus is on EHCPs through reviews, improved processes, and capital investment in new, expanded or adapted special schools.

DSG – announcements for 2020/21

Spring statement (September 2019) announced:

- School spending will increase over three years by £7.1bn.
- The government will provide an additional £700m to support children with special educational needs next year.
- Teachers' starting salaries will rise to £30,000 a year by 2022-23.

Questions?



Adults & Housing

Building on our Strengths

Adult Services - Building on our Strengths - Vision

“We will work with people, communities and other organisations to improve and maintain their wellbeing, to live independently as possible recognising that some individuals may need more support than others.”

- Delivering good health and care – affordable, flexible and accessible
- Promoting independence – helping people to help themselves
- Enhancing wellbeing for local communities

Design Principles

Reflecting the vision and three key outcomes as above, there are 6 key design principles that run through the core of “how we work” these also underpin the approach to the service delivery review.

Customer/
people focused

Design with evidence
base

Be consistent not
uniform

Workforce,
stakeholders and
partners involved and
consulted

Knowledge sharing

Proportional,
affordable and
sustainable

Foreword

The Adults and Housing Service Transformation Programme aims to develop a new offer for the residents of Dorset. The programme builds on the key themes identified through the Phase 1 'As-Is' Programme, and the new vision and priorities for Dorset Council including;

A sustainable 3-year financial model for adult social care supported by the development of a financial impact tool-kit

A 3-year commissioning intentions strategy as a driver to the operating model

A change management resource plan to support implementation

A refreshed transformation programme

A detailed culture, change, OD and communications and engagement plan to ensure delivery



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This programme sets out the direction of travel for the next three years, and will enable Adults and Housing services to co-ordinate resource and activities that are required to improve services for the residents of Dorset.

It will result in residents having more control over their own support, having more housing options and greater access to services that prevent loss of independence.

This will be carried out with the full engagement of stakeholders over the three year period of the transformation programme. For our transformation to succeed we must take the time to truly understand our business, the social care market in Dorset and how changes to the health and wealth of citizens will impact on our business. Service redesign will be achieved by understanding the relationship and interdependencies between our key activities, appraising the options and implementing the changes.

Context

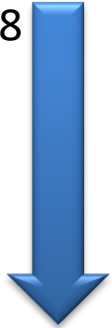
Dorset's population is growing, particularly among those groups of people likely to need social care services.

- The Dorset Local Enterprise Partnership area has fewer people under the age of 50 than the rest of the UK average and rural Dorset has the oldest population in the country (predicted to rise further).
- Dorset has a higher than average proportion of people aged 65 and over (28%). With the 65+ population projected to grow by 47% over the next 25 years.
- It is projected that 116,200 people in Dorset area aged 65+ will have a long term health problem or disability in 2029 – up by 20%.
- The population of 85 year olds in Dorset is expected to grow by 25% over the next 10 years to 2029. 29,400 people in 2019 to 36,800 in 2029.
- 4,000 extra people aged 65+ in the Dorset area are expected to suffer from dementia by 2029 – up by 28%.
- Residents in Dorset are more likely to be unpaid carers, 12% of residents compared to 10% in England. There are around 3,000 registered carers in Dorset. One in five of Dorset's population consider they have a long term health or disability problem.
- The gap in life expectancy between the most deprived and least deprived areas of the former DCC area is 6 years for men and 5.2 for women.
- West Dorset and Weymouth and Portland have the highest numbers of people on the housing register for rented accommodation.
- On the housing register more than half of the demand is for one bedroom accommodation.
- Estimates that rough sleeping increased in Dorset by 150% between 2010 and 2017 (this is compared to a 169% nationally) .

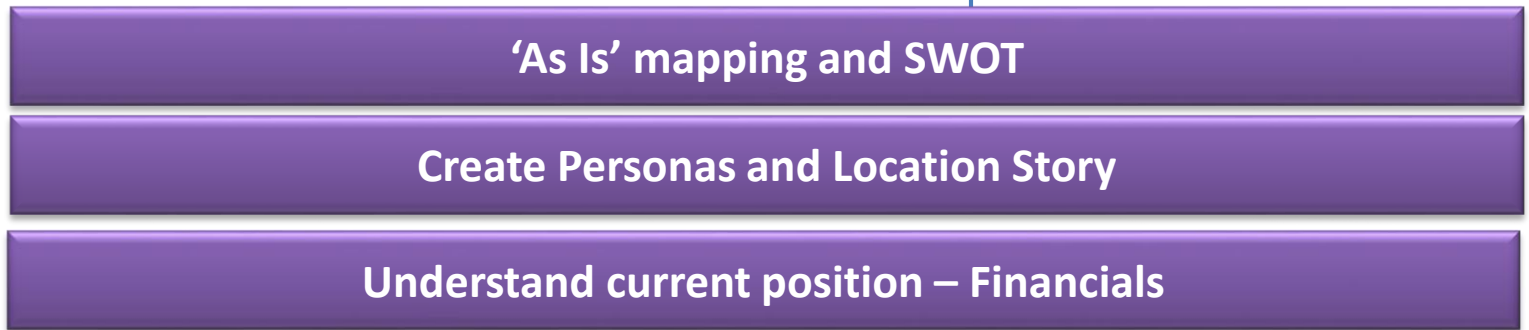
Transformation Programme – Journey

Element 1 – ‘As Is’

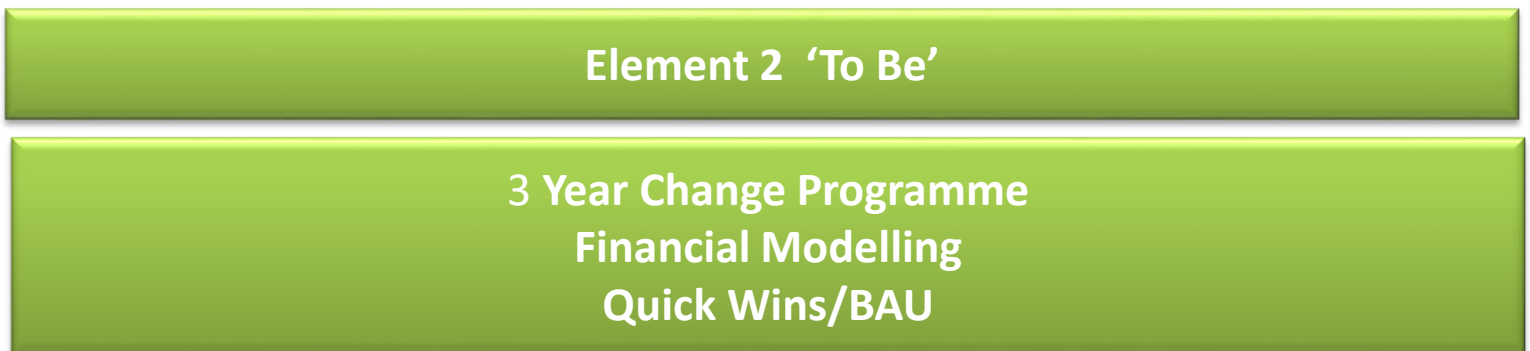
10/2018



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Element 2 ‘To Be’



2023

As-Is Approach

- Adult Social Care design principles and vision basis for design
- Directorate Leadership Team sponsorship
- Involved over 40 self-nominated Design Champions from across the directorate
- Design Champions drawn from a wide range of roles, grades and locations
- Ran 9 'As-Is' workshops with Design Champions
- Discovery and analysis leadership
- Utilised existing data sets from across the business and local and national benchmarking
- Utilised existing customer feedback
- Intelligence collected - quantitative / qualitative
- Conducted 12 stakeholder and partner interviews

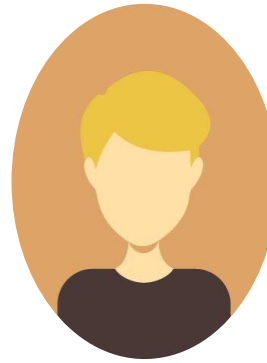
Persona Development

How this was done:

- Designed to articulate characteristics that represent 85% of the Dorset eligible customers within ASC
- Based on the primary characteristics of each cluster.
 - primary support reason and service type(s)
 - average age and most likely gender
 - determining the locality where that cluster is most common
 - finally the average weekly cost of providing services to each cluster
- Cross checked across a number of variables
- Analysed front door data to determine how each persona was likely to access services
- ASCOF data used to determine the employment and living situation of learning disability personas
- Experian Mosaic household type assigned to each persona based the results of the analysis and added information about the persona's living situation.

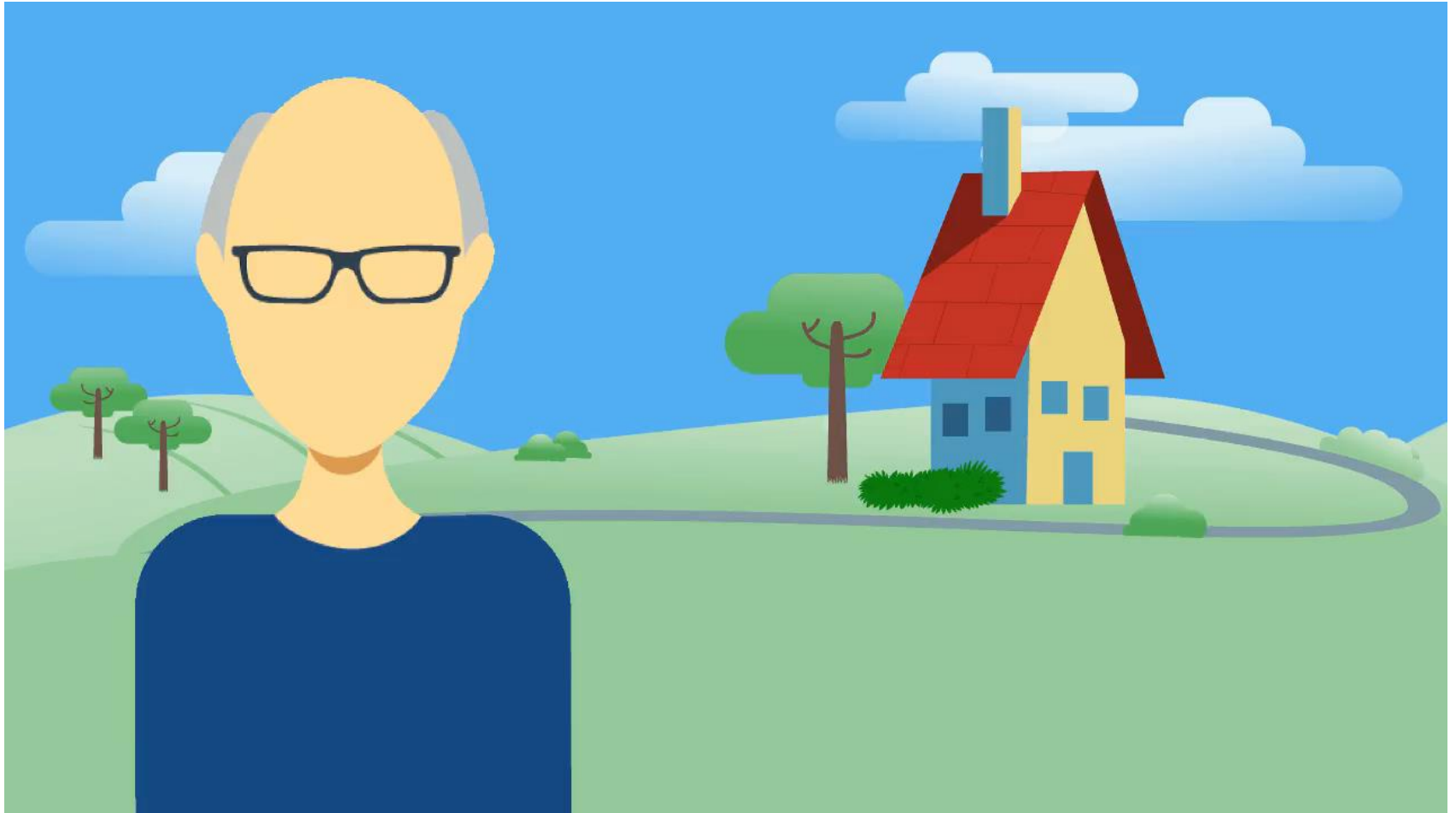
Persona development

- 6 personas
- Utilised to map customer journeys
- Used to test models for “To Be” scenarios
- In response to feedback 3 carers personas have been developed



David's story

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Due to the diverse geography of Dorset, maps of locations that represent key characteristics of places across the County were produced and assigned to the Personas to provide another level of depth and stimulate different conversations on service depending on where they live.

Life in a North Dorset Market Town

Dorset County Council



There is a Leisure Centre available offering facilities for a variety of sports and a Gym offering activity classes



There are a small number of Pubs, Bars and Restaurants located mainly in the town centre



Places of Worship



Primary School and Secondary School

There are a number of local Churches. A couple of these run community groups and a coffee morning

Evening classes are available at the Secondary school. The sports facilities are also used by a local sports club



Shops & Supermarket



Library

There is a Supermarket and some other Shops located in the town centre

The local Library is open 5 days a week and also supports a number of local activities



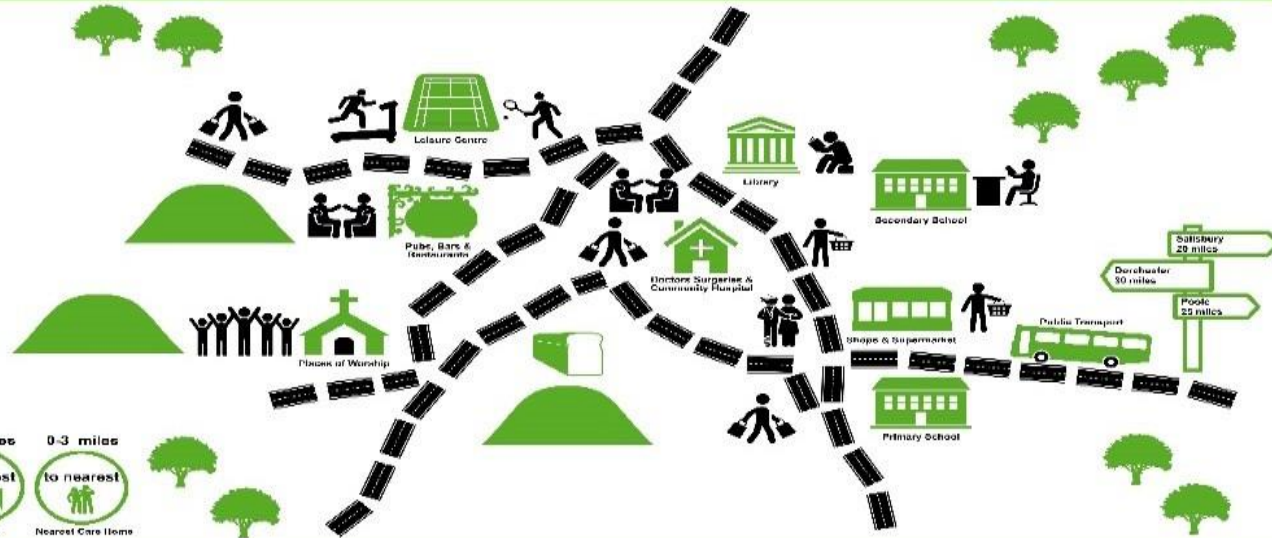
Doctors Surgery & Community Hospital



Public Transport

There are a few Doctors Surgeries and also a Community Hospital located in the centre of town

An Hourly Bus Service runs through the town centre



0-3 miles

to nearest



Council Access Point

0-3 miles

to nearest



Hospital

0-3 miles

to nearest



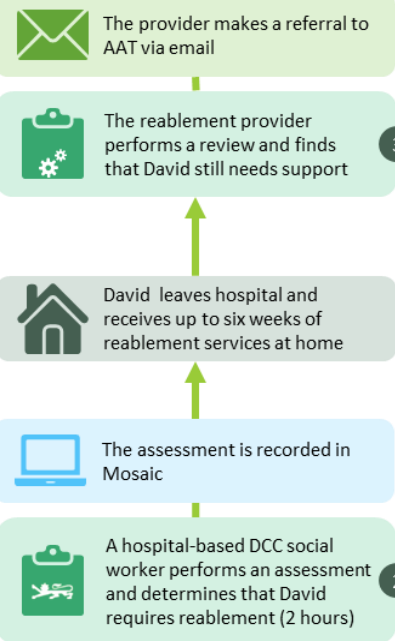
Nearest Care Home

Contact and referral

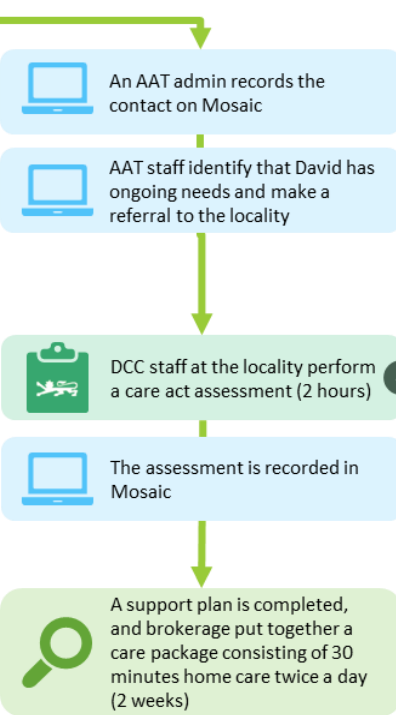
David lives alone in his own bungalow in a small rural settlement in East Dorset.



Reablement



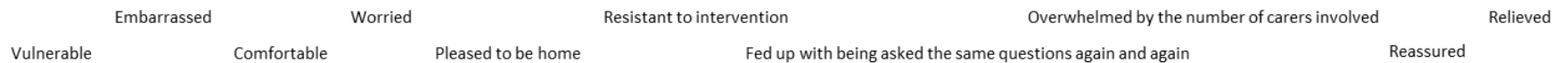
Assessment & planning



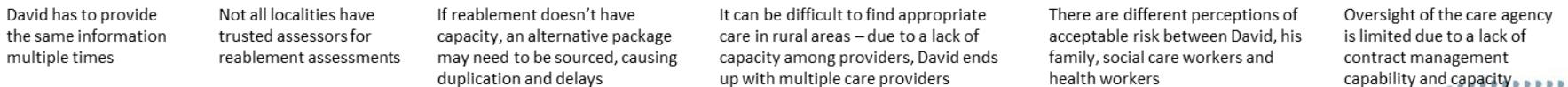
Ongoing care



Thoughts and feelings



Challenges



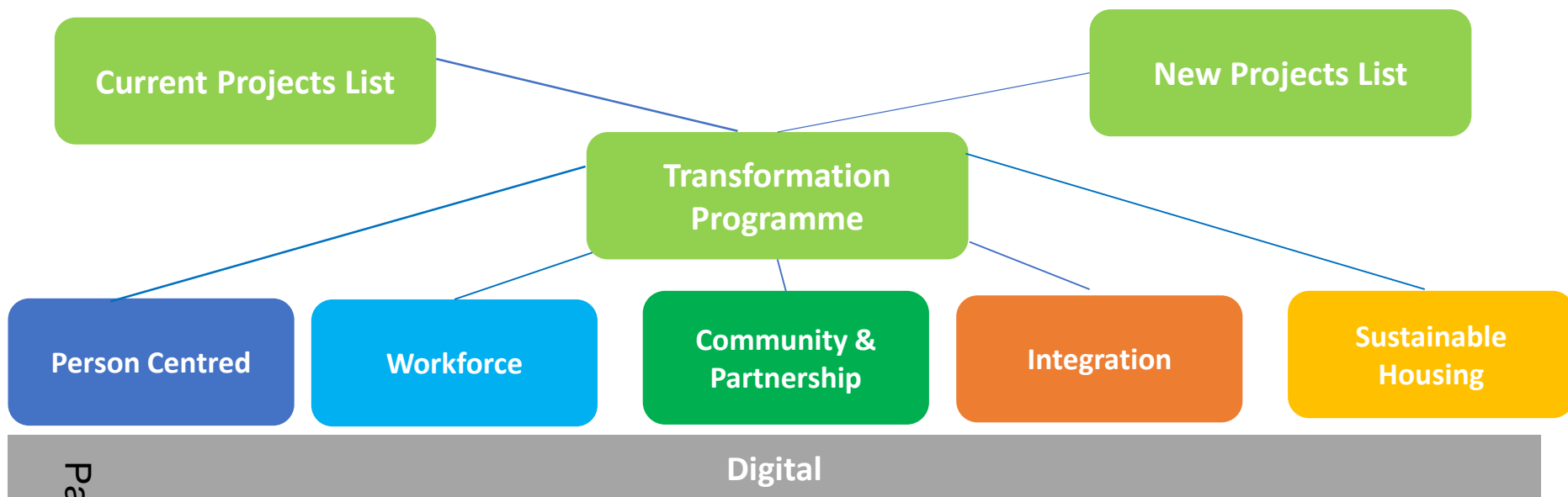
Overall the Transformation programme will be delivered through the following;

- Strengths based approach – maximising independence
- Identifying and developing increased integration between social care and health, as well as other partners / stakeholders
- Positive staff engagement
- Investment in Prevention and Demand Management
- Increased use of technology and technology enabled care
- Co-production with service user groups / others
- Resetting of public expectations about what we can do and about how people's needs will be met

Commissioning Statement

We need to shift focus of our care system to a greater emphasis on an **integrated place based model** (integrated meaning health and community partners) that is **focused around prevention** (at scale and targeted), **communities, rehabilitation and reablement**

Refining the project lists

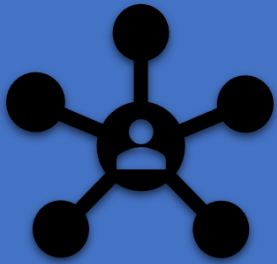


Page 5
Reviewing and considering feedback and comments from the As-Is process and the agreed commissioning intentions, the transformation programme has been categorised into six themes

- All current and potential projects have been identified
- The groups are a combination of work in progress and new work
- This enables review and prioritisation as the change programme develops
- Move away from directorate silos
- Opportunities for alignment and mapping of interdependencies or duplication
- The projects set out will provide the basis for more

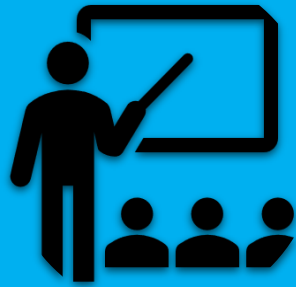
The projects set out will provide the basis for more detailed delivery plans, which, where appropriate, will reflect further work and take into account the feedback generated by consultation. As a consequence, some elements of the scope presented are likely to change over time.

Adults & Housing – Building on our Strengths



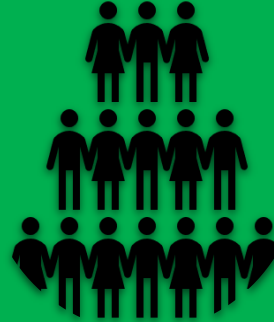
Person Centred

People and families in receipt of services are an active partner in the planning, development and monitoring of their care.



Workforce

Building a sustainable workforce, ensuring that people have the right skills and knowledge to provide high quality care and support.



Community & Partnerships

Developing the resilience of residents and communities. Working closely with our partners in health and the voluntary and community



Integration

GPs, hospitals, health workers, social care staff and others working side-by-side in a more co-ordinated approach to deliver services.



Sustainable Housing

Taking a strategic approach to asset development to change how people are accommodated and supported.

Digital- exploiting the power of technology to improve health and social care outcomes

Person Centred

Workforce

Community & Partnerships

Integration

Sustainable Housing

Promoting Independence

Investment and savings

Carers

Whole Life Commissioning

Tricuro

Workforce

People Strategy

Customer Focused

Effective & Modern

Employer of Choice

Front Door

Market

Community Catalysts

CCG /Public Health

Ageing Well/Industrial Strategy

Towards Adulthood

Better Care Fund

LD Pathway

MH Pathway

Prevention

Funding Policy

Building Better Lives

Housing Transformation

Homelessness /Rough Sleeping

Housing Needs Assessment /Register

Keywork/ Social Housing

One Public Estate (OPE)

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Digital/Technology

Discovery /Initiate 28%

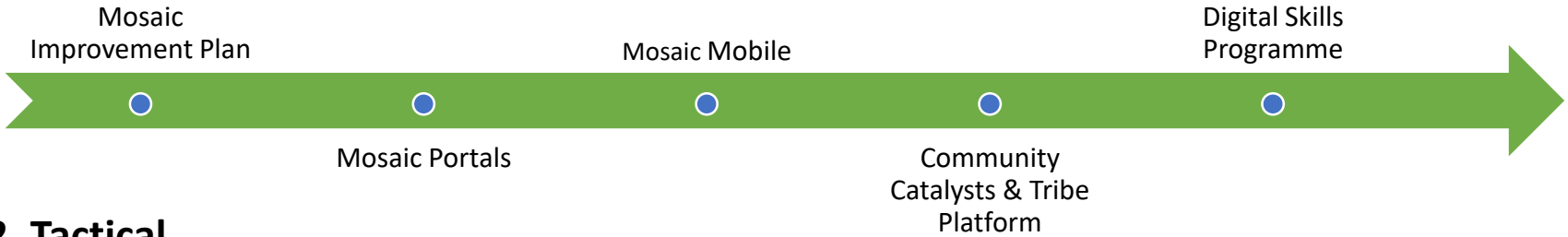
Feasibility/Scope 29%

Inflight 43%

Digital Framework

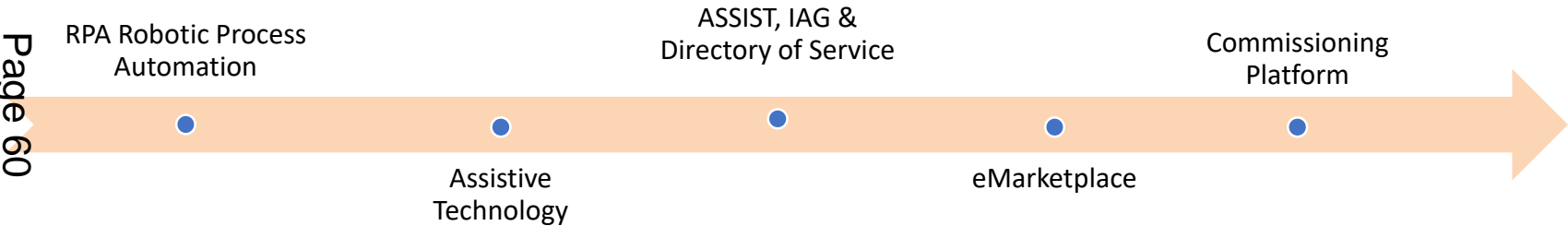
Initiated to support the transformation programme in how we can improve our digital interactions and delivery of services. Our Digital Transformation will only truly be considered a success if the culture of the organisation, the people and process evolve to adopt and exploit the opportunities digital technology can offer. To that end a comprehensive Digital Development strategy will be developed to support the change and will be closely linked into the wider workforce programme.

1. Inflight and Planned

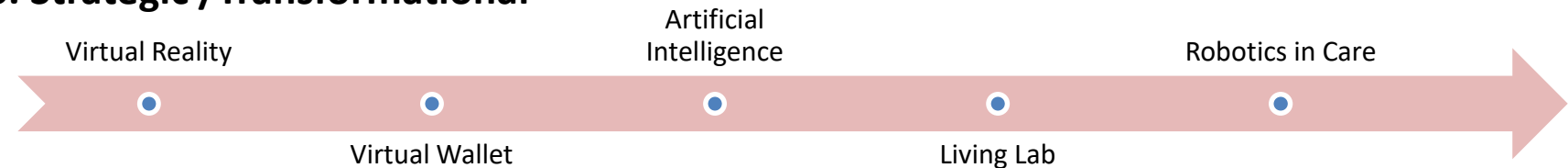


2. Tactical

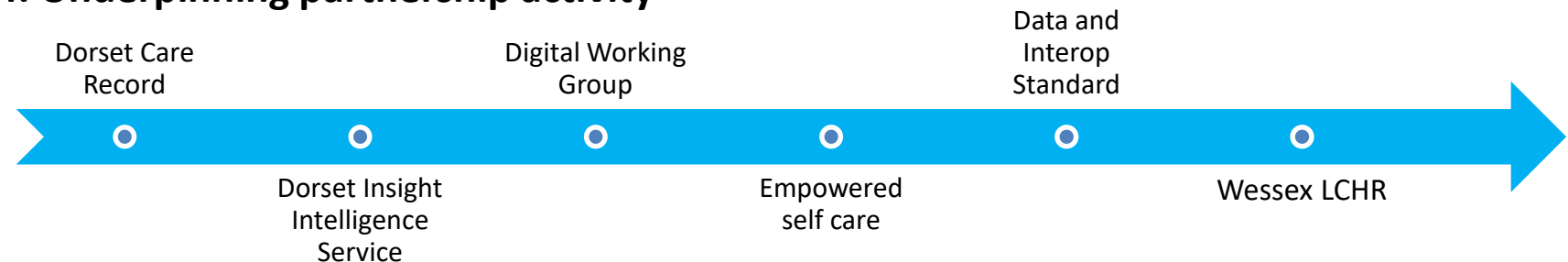
Page 60



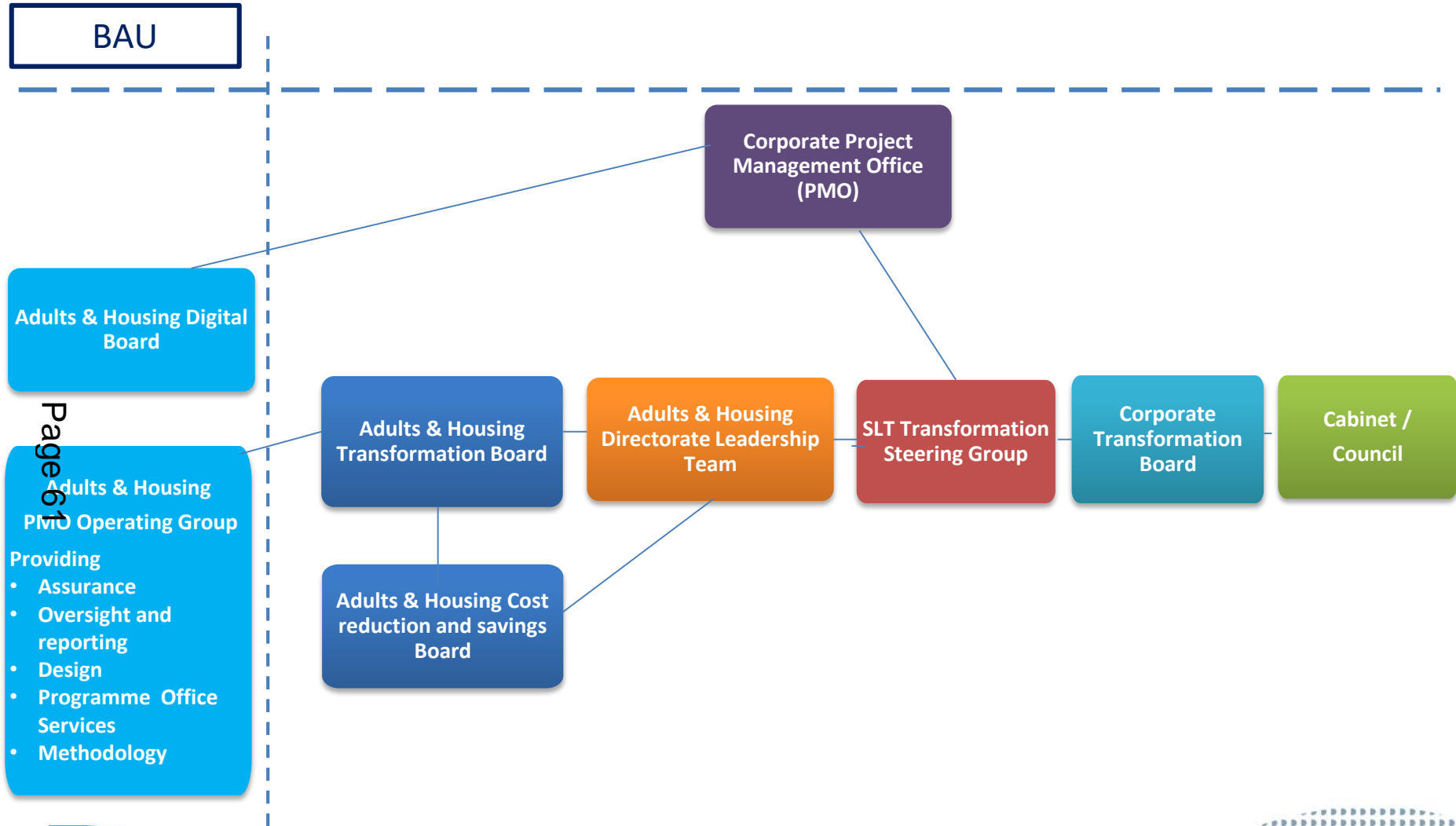
3. Strategic /Transformational



4. Underpinning partnership activity



Programme Management & Governance Arrangements



- Providing
- Assurance
 - Oversight and reporting
 - Design
 - Programme Office Services
 - Methodology

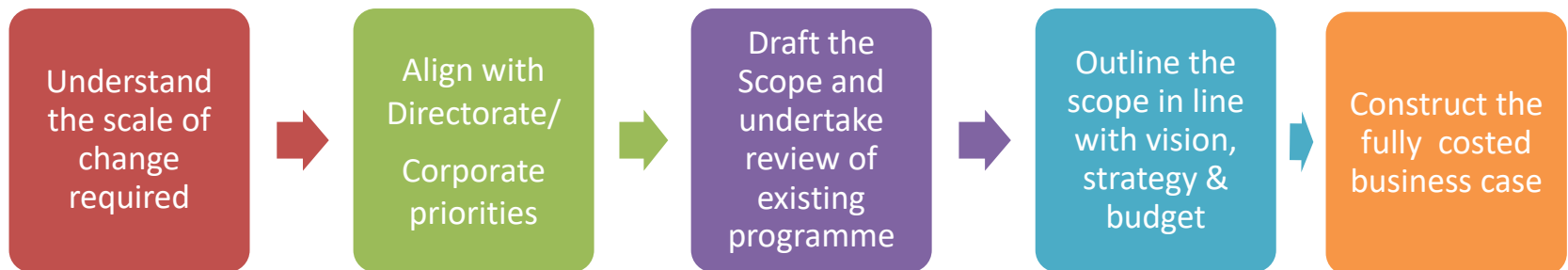
Monitoring the programme

The progress of the programme will be monitored and reviewed regularly.

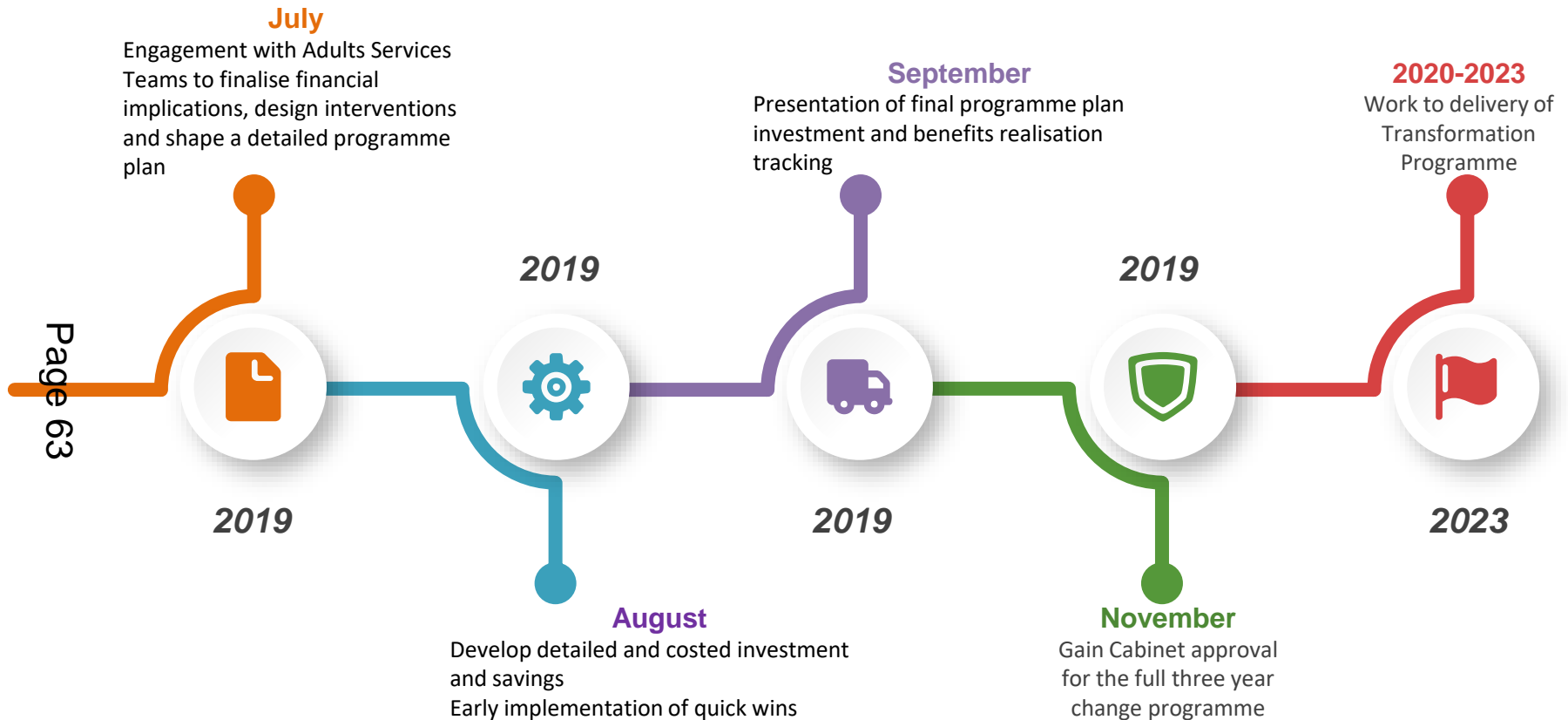
A Benefits Management Strategy will set out the approach and framework that the programme will use to manage the realisation and delivery of benefits. The development of benefit profiles will be required to allow a system to be put in place that:

- Allows the programme to track progress against plans
- Allows the system to use the information to drive improvements

As part of the analytical work required for the programme the development of trajectories aligned to outcomes expected for each project will be required and a performance structure put in place to monitor progress against the change being made.



Transformation Programme Timeline – 3 Years



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Audit & Governance Committee Workforce Data

Current Monitoring Arrangements

- Workforce data incorporated into scorecard of data monitored by SLT on a monthly basis
- HR Business Partners regularly report data to directorate leadership teams to help understand performance and identify trends
- Managers have direct access to information via SAP reports*

*information to be accessible to all managers by February 2020 following system convergence

Dorset Council Overview

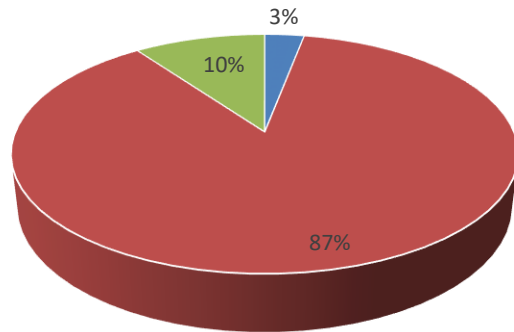
Turnover



Sickness Absence (Average Days Lost per FTE)



Establishment Overview



■ Recruiting - FTE ■ Occupied - FTE ■ Vacant - FTE

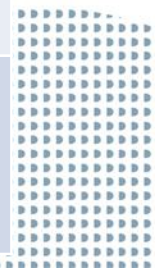
Children's Services

Measure	Comments
Annual Turnover (Sept 19)	14.89% - Turnover has reduced monthly over last 6 months, closer to DC average. It may increase from Jan – March with the outcomes of the whole service redesign (Blueprint for Change) where posts change/are reduced.
Vacancies: hard to recruit roles	Reliance on agency workers (mainly Social Workers & Social Care Managers) increased March - June then stabilised. Agency Workers will be shed as people are appointed to posts in the new structure. The HR Business Partner is currently working on a Recruitment & Retention Strategy for Social Workers.
Sickness (last six months)	March 2019: 8.27 days per FTE pa vs. September 2019: 10.13 days per FTE pa. 13.7% of absence = Mental Health (related). 39% Short term, 61% Long term.
Knowledge Management	Blueprint for Change consultation ends on 22 November. Proposed structures are based on multi-disciplinary locality teams and will retain maximum knowledge as core teams will change location/function rather than reduce.
Succession Planning	There are no formal arrangements for succession planning, but this activity is currently being discussed by Workforce Development Group and the HR Business Partner, in conjunction with Children's SLT.
Other Comments	An advert for Corporate Director – Care & Protection is live, with the selection event on 4 November. OFSTED visited on 1 & 2 October; results pending.

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Adults & Housing

Measure	Comments
Annual Turnover (Sept 19)	13.79 % - a steady and normal level of turnover
Vacancies: hard to recruit roles	Adults have reduced reliance on agency workers, by directly recruiting Social Workers (SW) and Occupational Therapists (OT) into a peripatetic team and flexibly deploying to cover absences. Vacancies for SW and OTs are currently low and well managed.
Sickness (last six months)	March 2019: 7.48 days per fte pa. September 2019: 10.04 days per fte pa. 31% of absence = mental health. 46% short term, 54% long term.
Knowledge Management	Adults and Housing have a transformation programme with a number of projects that will contribute to service improvement. The directorate is introducing a strengths based approach to their working practices which will contribute to a wide cultural change. Another area of focus is the assistive technology training which will transform the way some care packages are offered
Engagement Survey	A formalised employee engagement survey will be part of the DC People Strategy
Succession Planning	There are no formal arrangements for succession planning, but this activity is planned for the future
Comment	It has not been possible to include the data from the housing service as the information is held on district legacy IT databases. It is hoped to have a more accurate picture going forward but team managers are able to monitor and manage sickness at a local level.



Place

Measure	Comments
Annual Turnover (Sept 19)	**13.46 % - a high level of leavers as would be expected due to the departure of employees through redundancy
Vacancies: hard to recruit roles	Place are beginning to review hard to fill vacancies in line with agency usage. Regular agency review meetings have been established already resulting in a potential saving of up to £1000 pw identified in Building Control. Place hope to reduce reliance on agency workers through these reviews and by reviewing the approach to recruitment in key areas e.g. Planning & Building Control
Sickness (last six months)	* March 2019: DWP 10.05 days per fte pa. Environment & Economy 8.53 days per fte pa **September 2019: 8.89 days per fte pa. 9% attributed to stress related absence 43% Short Term Absence 58% Long term Absence
Knowledge Management	A number of operational and transformational digital technology projects are in progress across Place. These will assist with knowledge sharing across newly converged teams. Individuals in tranche 1 roles where knowledge loss was a high risk to the organisation have been deferred to ensure knowledge transfer and capture
Succession Planning	There are no formal arrangements for succession planning, however discussions around growing talent through apprenticeships and flexible organisational moves have commenced in Planning and are being built into future organisational plans.
Comment	*This is the only workforce data available in SAP at this time. ** This data does not include ex PDC or DCP employees who have not yet migrated to SAP

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Corporate Development

Measure	Comments
Annual Turnover (Sept 19)	14.1% - turnover influenced by large number of employees on fixed term contracts that have left following the completion of the LGR project
Vacancies:	A review of any remaining vacancies will take place on conclusion of Tranche 2 Transitional Structures.
Sickness:	In the year up to September 2019 the average working days lost due to sickness absence per FTE is 6.88 (3.89 due to short terms absence and 2.99 due to long term absence). The highest average sickness absence level is within the HR&OD Service, heavily influenced by a small number of long term sickness cases which are being managed in line with the agreed attendance management procedure.
Knowledge Management	Transitional structures tranche 2 will address duplication of roles performing the following functions: Finance, Procurement, Legal, Democratic, HR & OD, IT, Digital, Change and Project Management, Communications and Business Insight. Tranche 2 structures will be effective from 1 January 2020.
Succession Planning	There are no formal arrangements for succession planning, but this activity is planned for the future.
Comment	

Business Insight and Corporate Communications

Measure	Comments
Annual Turnover (Sept 19)	20.93% - The level of turnover is influenced by the proportionately high number of leavers in this area as part of Tranche 1b of the Transitional Structures Review.
Vacancies:	A review of any remaining vacancies will take place on conclusion of Tranche 2 Transitional Structures.
Sickness:	In the year up to September 2019 the average working days lost due to sickness absence per FTE is 1.86 (1.86 due to short terms absence and 0.00 due to long term absence) [work is underway to validate this data due to the apparent low level of recorded sickness absence]
Knowledge Management	Transitional structures tranche 2 will address duplication of roles performing the following functions: Finance, Procurement, Legal, Democratic, HR & OD, IT, Digital, Change and Project Management, Communications and Business Insight. Tranche 2 structures will be effective from 1 January 2020.
Succession Planning	There are no formal arrangements for succession planning, but this activity is planned for the future.
Comment	

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Legal & Democratic Services

Measure	Comments
Annual Turnover (Sept 19)	15.87%
Vacancies:	A market forces supplement remains in place for the post of solicitor. This is subject to review as per Dorset Council's policies and procedures. A review of vacant posts will take place on conclusion of Tranche 2 Transitional Structures.
Sickness:	In the year up to September 2019 the average working days lost due to sickness absence per FTE is 7.71 (3.95 due to short terms absence and 3.75 due to long term absence).
Knowledge Management	Transitional structures tranche 2 will address duplication of roles performing the following functions: Finance, Procurement, Legal, Democratic, HR & OD, IT, Digital, Change and Project Management, Communications and Business Insight. Tranche 2 structures will be effective from 1 January 2020.
Succession Planning	There are no formal arrangements for succession planning, but this activity is planned for the future.
Comment	

Dorset Council's People Strategy

- A People Strategy for the council is currently being developed
- Our People Strategy sets out our ambition to be an employer of choice, where we can do our jobs well and make a difference to the people of Dorset
- The People Strategy has been developed collaboratively with managers, employees and trade unions

People Strategy Goals

- Becoming an employer of choice
- Developing our people
- Engaging our people
- Supporting our people
- Creating a positive workplace culture
- Rewarding and recognising performance

Success Measures

- Employees feel the council is an employer of choice, as indicated by employee surveys
 - Improved job performance, as indicated by a range of key performance indicators
 - Our Employee Offer is being accessed and positive feedback is received by employees
 - Positive impact on line management relationships
 - Proportion of employees who leave their current roles, are doing so because they have been promoted internally or externally
- Increased number of apprenticeships and a higher engagement of other learning opportunities
- Increased formal coaching programmes initiated within the organisation
- Reduced skills gaps (skills gap analysis reports)
 - Higher engagement with health and wellbeing initiatives
 - Reduction in sickness absence levels
 - Proportion of recruitment that is successful
 - Positive reception and feedback on our employer brand
 - Employees are satisfied with the range of Learning and Development opportunities available to them (employee surveys)



DORSET COUNCIL - AUDIT AND GOVERNANCE (ASSESSMENT) SUB-COMMITTEE

MINUTES OF MEETING HELD ON FRIDAY 28 JUNE 2019

Present: Cllrs Susan Cocking, Matthew Hall and Bill Pipe

Apologies: Cllrs

Also present:

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

Jonathan Mair (Corporate Director - Legal & Democratic Service Monitoring Officer) and David Northover

1. Election of Chairman

Councillor Pipe was elected Chairman for the meeting of the sub-committee.

2. Declarations of Interest

Councillor Lacey-Clarke considered himself unable to take part in the meeting due to a conflict of interest and having taken legal advice, it was considered that this interest precluded him from taking any part in the meeting. Councillor Cocking took his place on the sub-committee.

3. Urgent items

There were no items of urgent business.

4. Exempt Business

Decision

That the press and the public be excluded for the following item(s) in view of the likely disclosure of exempt information within the meaning of paragraph 1 of schedule 12 A to the Local Government Act 1972 (as amended).

5. Code of Conduct Complaint 1

The sub-committee noted a complaint made against a councillor that had been received by the Monitoring Officer and considered the information that had been provided including a copy of the relevant council's code of conduct.

Decision

That the allegations are investigated by the Monitoring Officer or a person appointed by him.

6. Code of Conduct Complaint 2

The sub-committee noted three complaints made against three councillors that had been received by the Monitoring Officer and considered a number of documents in relation to the complaints.

Decision

That the complainant be informed that no further action will be taken in relation to these three complaints.

7. Code of Conduct Complaint 3

The sub-committee noted a complaint made against a councillor that had been received by the Monitoring Officer and considered a number of documents in relation to the complaints.

Decision

That the complainant be informed that the complaint is not to be investigated and that no further action be taken in relation to the complaint.

8. Code of Conduct Complaint 4

The sub-committee noted a complaint made against a councillor that had been received by the Monitoring Officer and considered a number of documents in relation to the complaint.

Decision

1. That the complaint of a failure to disclose a pecuniary interest, in breach of the Localism Act 2011 be referred by the Monitoring Officer to Dorset Police
2. That the complainant be informed that no further action will be taken in relation to the overlapping complaint of a failure to disclose an additional interest.

Duration of meeting: 1.15 - 1.45 pm

Chairman

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DORSET COUNCIL - AUDIT AND GOVERNANCE (ASSESSMENT) SUB-COMMITTEE

MINUTES OF MEETING HELD ON TUESDAY 17 SEPTEMBER 2019

Present: Cllrs David Gray, Brian Heatley and Mike Parkes

Apologies: None

Also present: Cllr Nocturin Lacey-Clarke

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

Jonathan Mair (Corporate Director - Legal & Democratic Service Monitoring Officer) and Lindsey Watson (Senior Democratic Services Officer)

CHANGE TO MEMBERSHIP OF ASSESSMENT SUB-COMMITTEE

It was noted that Councillor Gray had taken the place of Councillor Christopher on the sub-committee.

1. Election of Chairman

Councillor Parkes was elected Chairman for the meeting of the sub-committee.

2. Declarations of Interest

As a general point, the Monitoring Officer noted that Dorset Council councillors who served on town and parish councils would not be precluded from considering a Code of Conduct complaint in respect of a councillor of that Council, merely for being a member of the same council. Likewise, they would not be precluded from considering a complaint against a Dorset Council councillor. An issue would only occur if the councillor had been a witness to or party to the events associated with the complaint.

Councillor Parkes confirmed that he was not present at the meeting referred to in one of the complaints to be considered on the agenda.

3. Assessment Sub-committee Terms of Reference and Dorset Council Member Complaint Process

All present noted the Assessment Sub-committee Terms of Reference and Dorset Council Member Complaint process.

4. Urgent items

There were no urgent items.

5. **Exempt Business**

Decision

That the press and the public be excluded for the following items in view of the likely disclosure of exempt information within the meaning of paragraph 1 of schedule 12 A to the Local Government Act 1972 (as amended).

6. **Code of Conduct Complaint 1 - Exempt**

The sub-committee noted two complaints that had been received by the Monitoring Officer and considered the information that had been provided including a copy of the relevant council's code of conduct.

Decision

That the allegations are investigated by a person to be appointed by the Monitoring Officer.

7. **Code of Conduct Complaint 2 - Exempt**

The sub-committee noted a complaint made against two councillors that had been received by the Monitoring Officer and considered the information that had been provided including the report provided by an independent person appointed by Dorset Council.

Decision

That the Monitoring Officer write to the complainant informing them that in line with the recommendations of an independent person, no action is to be taken to investigate the complaint.

8. **Code of Conduct Complaint 3 - Exempt**

The sub-committee noted a complaint that had been received by the Monitoring Officer and considered the information that had been provided including the report of an independent person appointed by Dorset Council.

Decision

That the allegations are investigated by a person to be appointed by the Monitoring Officer.

9. **Update on the outcome of Code of Conduct Complaint referred to Dorset Police - Exempt**

The sub-committee received an update on a complaint which had been considered by an Assessment Sub-committee on 28 June 2019.

Decision

That the sub-committee endorse the decision of the Monitoring Officer to take no further action in relation to the complaint.

Duration of meeting: 12.35 - 1.05 pm

Chairman

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DORSET COUNCIL - AUDIT AND GOVERNANCE (ASSESSMENT) SUB-COMMITTEE

MINUTES OF MEETING HELD ON WEDNESDAY 25 SEPTEMBER 2019

Present: Cllrs Susan Cocking, Matthew Hall and Nocturin Lacey-Clarke

Apologies: None

Also present:

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

Jonathan Mair (Corporate Director - Legal & Democratic Service Monitoring Officer) and Lindsey Watson (Senior Democratic Services Officer)

10. Election of Chairman

Councillor Lacey-Clarke was elected as Chairman for the meeting of the Sub-committee.

11. Declarations of Interest

There were no declarations of interest.

12. Assessment Sub-committee Terms of Reference and Dorset Council Member Complaint Process

All present noted the Assessment Sub-committee Terms of Reference and Dorset Council Member Complaint process.

13. Urgent items

There were no urgent items.

14. Exempt Business

Decision

That the press and the public be excluded for the following item(s) in view of the likely disclosure of exempt information within the meaning of paragraph 1 of schedule 12 A to the Local Government Act 1972 (as amended).

15. Code of Conduct Complaint 1

The sub-committee noted a complaint made against a number of councillors that had been received by the Monitoring Officer.

Decision

That the Monitoring Officer appoint an officer of the Council to investigate the complaint, but limited to the four named councillors who were members of the Council referred to in the complaint, at the time of the events giving rise to the complaint.

16. Code of Conduct Complaint 2

The sub-committee noted a complaint that had been received by the Monitoring Officer and considered the information that had been provided including the report of an independent person appointed by Dorset Council.

Decision

That the complainant be informed that no further action is to be taken in connection with the complaint.

17. Code of Conduct Complaint 3

The sub-committee noted a complaint that had been received by the Monitoring Officer and considered the information that had been provided including the report of an independent person appointed by Dorset Council. In addition to this complaint, an additional and related complaint had been received, which was also to be considered by the sub-committee.

Decision

That the complainants be informed that no further action is to be taken in connection with the complaints.

Duration of meeting: 1.00 - 1.27 pm

Chairman

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Audit and Governance Committee Work Plan

Date of Meeting	Item	Purpose / Key lines of Enquiry	Lead councillor / officer
14 October 2019			
	Dedicated Schools Grant (DSG)	To receive a presentation on the Dedicated Schools Grant including a question & answer session.	Portfolio Holder - Children, Education & Early Help Lead officer – Corporate Director (Education & Learning) and Finance Manager (Strategic Finance)
	People Services – Children; Transformation Programme update	To present an update on the plans, key aims, objectives, timelines and governance arrangements for the transformation programme.	Portfolio Holder - Children, Education & Early Help Lead Officer – Executive Director for People; Children
	People Services – Adults; Transformation Programme update	To present an update on the plans, key aims, objectives, timelines and governance arrangements for the transformation programme.	Portfolio Holder - Adult Social Care & Health Lead Officer – Executive Director for People; Adults
	Update on Recruitment and Retention issues in Dorset Council	To receive an update on current issues around recruitment and retention in Dorset Council	Portfolio Holder – Deputy Leader / Corporate Development & Change Lead Officer - Executive Director - Corporate Development/S151
	Minutes of Assessment s/c meetings held June – September 2019	To receive and note the minutes of meetings of Assessment Sub-committee meetings held between June and September 2019	Lead Officer - Corporate Director -Legal & Democratic Service Monitoring Officer

Date of Meeting	Item	Purpose / Key lines of Enquiry	Lead councillor / officer
7 November 2019			
	Asset Management & Disposal	To receive an update on the Council's emerging asset management governance arrangements and progress on the asset disposal programme.	Portfolio Holder - Finance, Commercial & Assets Lead officer - Executive Director - Corporate Development S151 & Executive Director - Place
	Treasury Management update	To receive a Treasury Management update.	Portfolio Holder – Finance, Commercial & Assets Lead Officer - Executive Director - Corporate Development/S151
	Financial Report Quarter 2 2019/20	To receive and scrutinise the Qtr2 finance report presented to Cabinet on 5 November 2019.	Portfolio Holder – Finance, Commercial & Assets Lead Officer - Executive Director - Corporate Development S151
	Presentation – Dorset Council EU Exit Preparations	To receive a presentation from the Executive Director of Place with regard to preparations being made by Dorset Council in respect of EU Exit.	Portfolio Holder – Leader of Council Lead Officer – Executive Director - Place

Date of Meeting	Item	Purpose / Key lines of Enquiry	Lead councillor / officer
3 December 2019			
	Internal Audit 2019/20 Plan Progress Report	To enable the Committee to consider progress against the Internal Audit Plan. This will include reporting of and a focus upon the highest priority actions identified through the Plan previously approved by the Committee.	Portfolio Holder - Leader of the Council Lead Officer - Corporate Director Legal & Democratic Service Monitoring Officer
	Risk Management update	To review and challenge the Council's corporate risk register, including the effectiveness of the controls identified to bring the level of risk down to an acceptable level.	Portfolio Holder - Leader of the Council Lead Officer - Service Manager for Assurance
	External Audit Plan	To receive the External Audit Plan.	External Audit
	Constitutional Changes (if required)	To report to the Committee on any changes made to the Constitution under powers delegated to the Monitoring Officer and to seek the views of the Committee on any proposed changes requiring full Council approval (<i>note a review of the Constitution is to take place after the first twelve months of operation</i>).	Portfolio Holder - Leader of the Council Lead Officer - Corporate Director -Legal & Democratic Service Monitoring Officer

Date of Meeting	Item	Purpose / Key lines of Enquiry	Lead councillor / officer
Reserve - 16 January 2020			
Reserve - 11 February 2020			
24 March 2020			
	Financial Report	To receive and scrutinise the latest finance report as presented to Cabinet.	Portfolio Holder – Finance, Commercial & Assets Lead Officer - Executive Director - Corporate Development S151
	Internal Audit 2019/20 Plan Progress Report	To enable the Committee to consider progress against the Internal Audit Plan for the second year half. This will include reporting of and a focus upon the highest priority actions identified through the Plan approved by the Committee at its 17 September 2019 meeting.	Portfolio Holder - Leader of the Council Lead Officer - Corporate Director Legal & Democratic Service Monitoring Officer
	Internal Audit Plan 2020/21 & Internal Audit Charter	To approve the proposed internal audit plan for 2020/21 (<i>note this will include consideration of whether to adopt a full year plan or to continue with two plans of six months duration as in 2019/20</i>). The plan brought to the Committee for approval will have been discussed with both the Leader and SLT	Portfolio Holder - Leader of the Council Lead Officer - Corporate Director Legal & Democratic Service Monitoring Officer

Date of Meeting	Item	Purpose / Key lines of Enquiry	Lead councillor / officer
	Risk Management update	To review and challenge the Council's corporate risk register, including the effectiveness of the controls identified to bring the level of risk down to an acceptable level.	Portfolio Holder - Leader of the Council Lead Officer - Service Manager for Assurance
	Annual Audit Update (External Audit)	To receive an update from the council's External Auditor.	External Audit
	Annual Governance Statement	To review and challenge the content of the statutory Annual Governance Statement ahead of its signing by the Leader of the Council and Chief Executive.	Portfolio Holder - Leader of the Council Lead Officer - Service Manager for Assurance
	Constitutional Changes (if required)	To report to the Committee on any changes made to the Constitution under powers delegated to the Monitoring Officer, to seek the views of the Committee on any proposed changes requiring full Council approval and to receive an update on the 12 month review of the Constitution.	Portfolio Holder - Leader of the Council Lead Officer - Corporate Director -Legal & Democratic Service Monitoring Officer
Reserve - 23 April 2020			

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