Dorset Area Joint Committee

Agenda

Time: 12.00 pm
Date: 20 September 2017
Venue: Committee Rooms A & B, South Walks House, South Walks Road, Dorchester, Dorset, DT1 1UZ (use DT1 1EE for sat nav)

Anthony Alford  West Dorset District Council
Shane Bartlett  Dorset County Council
Jeff Cant  Weymouth and Portland Borough Council
Graham Carr-Jones  North Dorset District Council
Spencer Flower  East Dorset District Council
Matt Hall  West Dorset District Council
Jill Haynes  Dorset County Council
Colin Huckle  Weymouth and Portland Borough Council
Sherry Jespersen  North Dorset District Council
Ros Kayes  Dorset County Council
Rebecca Knox  Dorset County Council
Bill Pipe  Dorset County Council
Byron Quayle  Dorset County Council
Barry Quinn  Purbeck District Council
Gary Suttle  Purbeck District Council
Simon Tong  East Dorset District Council

Chief Executives: Steve Mackenzie, David McIntosh, Matt Prosser and Debbie Ward
Contact: Programme Office, Colliton Park, Dorchester, DT1 1XJ
DorsetAreaJC@dorsetcc.gov.uk
Date of Publication: Tuesday, 12 September 2017

- The reports with this agenda are available at www.dorsetareacouncils.co.uk
- We can provide this agenda and the reports as audio tape, CD, large print, Braille, or alternative languages on request.
- **Public Participation**
  Guidance on public participation at the Dorset Area Joint Committee is available on request from DorsetAreaJC@dorsetcc.gov.uk.

Members of the public can ask questions and make statements at the meeting. The closing date for questions is 10.00am on 15 September 2017, and statements by midday the day before the meeting.
1. **Election of Chairman**  
   To elect the Chairman of the Joint Committee.

2. **Election of Vice-Chairman**  
   To elect the Vice-Chairman of the Joint Committee.

3. **Apologies for Absence**  
   To receive any apologies for absence.

4. **Code of Conduct**  
   Councillors are required to comply with the requirements of the Localism Act 2011 regarding disclosable pecuniary interests.

5. **Public Participation**  
   To receive any public questions or statements on the business of the Joint Committee.

6. **Refining Terms of Reference of the Dorset Area Joint Committee**  
   To consider the report and recommendations prepared by Monitoring Officers.

7. **Local Government Reorganisation Submission Update**  
   The Chairman to invite the Chief Executive Sponsor of the Future Dorset Programme Board to provide a verbal update on the current status of the Future Dorset proposal submitted to Government in February 2017.

8. **Outcomes from Collaborative Working Workshops**  
   To receive a verbal update from the Chairman, about the outcomes of the Collaborative Working Workshops held on 14 August and 20 September 2017 (before the Joint Committee meeting) attended by representatives of the Joint Committee.

9. **Proposed Methodology for Collaborative Working Across the Dorset Area Joint Committee**  
   To consider a report prepared by the Programme Director.

10. **Communication and Engagement Strategy and Plan**  
    To consider a report prepared by the Programme Director.

11. **Forward work plan for the Dorset Area Joint Committee**  
    To consider the work programme and forward plan for the Joint Committee.
Executive Summary

At the informal meeting of the Joint Committee on 14th August, members took part in a facilitated workshop to agree their approach to developing working relationships and building collaboration for the future improvement of services. During this event, they considered the adopted terms of reference and how they might approach their work in light of those terms.

In order to better guide their work members wished to make some changes to the Joint Committee’s terms of reference. Changes to the role of the Joint Committee and the extent of its remit can only be made by agreement between the six councils. However, monitoring officers have advised that within the remit set by the six councils it is open to the Joint Committee itself to refine the terms of reference, as part of agreeing how it will approach its work.

Members’ discussion at the informal meeting have been reflected in the wording that appears in appendix 1 in red text.

This paper therefore invites Members to consider refinements to the adopted terms of reference for the Dorset Area Joint Committee so that the Committee’s deliberations and decision making can properly address the challenges and opportunities facing the delivery of public services in Dorset.

Members are also invited to address the question of the Joint Committee’s quorum and how in practice they wish to work.

Budget Implications

These are no direct financial consequences from this report.
<table>
<thead>
<tr>
<th>Recommendation</th>
<th>That the Joint Committee agrees:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1. To the refined terms of reference attached at appendix 1 to this report.</td>
</tr>
<tr>
<td></td>
<td>2. To adopt a working practice for the purpose of its quorum that accords with one of the options contained in paragraph 1.5 of this report.</td>
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</tbody>
</table>

| Appendices | Refined Terms of Reference |

<table>
<thead>
<tr>
<th>Report Originator and Contact</th>
<th>Name: Stuart Caundle</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assistant</td>
<td>Chief Executive, Dorset Councils Partnership</td>
</tr>
<tr>
<td>Tel:</td>
<td>01305 258040</td>
</tr>
<tr>
<td>Email:</td>
<td><a href="mailto:SCaundle@dorset.gov.uk">SCaundle@dorset.gov.uk</a></td>
</tr>
</tbody>
</table>
1. Background and Reason Decision Needed

1.1 This Joint Committee was established by resolution of the six constituent councils during July and August. Those resolutions included the formal terms of reference for this body. The terms of reference are set out in the black text in the left hand column of appendix 1 to this report, where they have been ordered around specific themes.

1.2 At a first informal meeting on 14th August, members took part in a facilitated workshop to agree their approach to developing working relationships and building collaboration for the future improvement of services. During this event, they considered the adopted terms of reference and how they might approach their work in light of those terms.

1.3 In order to better guide their work members wished to refine the formal terms of reference. Members’ discussion at the event have been reflected in the wording that appears in appendix 1 in red text.

1.4 When the participating councils adopted the terms of reference for this Joint Committee, the version adopted by five of those authorities referred to a quorum of 50% plus 1. The approach taken by East Dorset District Council, however, included an additional requirement that a quorum requires the presence of at least one Member from each participating authority.

1.5 The Joint Committee is therefore invited to resolve this inconsistency by adopting one or other version as their working practice. The decision will then be included in the working version of the Joint Committee’s terms of reference:

1.5.1 Quorum of 50% plus 1, or

1.5.2 Quorum of 50% plus 1, plus the presence of at least one Member from each participating authority.
## Appendix 1 - Dorset Area Joint Committee – Terms of Reference

<table>
<thead>
<tr>
<th>Initial terms of reference</th>
<th>Refined terms of reference following 14th August workshop</th>
<th>Highlighted as priority / relevant</th>
</tr>
</thead>
<tbody>
<tr>
<td>1  To identify and promote collaborative and joint working between councils</td>
<td>To identify, promote and ensure good governance for collaborative and joint working between councils</td>
<td>✓</td>
</tr>
<tr>
<td>2  To take steps to prepare for the transfer of the functions, property, rights and liabilities of the district councils and the county council to a new Dorset Council including the preparation of an implementation plan</td>
<td>To take steps to prepare for the transfer of the functions, property, rights and liabilities of the district councils and the county council to a new Dorset Council including the preparation of an implementation plan and robust governance</td>
<td></td>
</tr>
<tr>
<td>3  To act as the forum within which the district councils and the county council consult and co-operate with each other in order to secure the economic, effective, efficient and timely transfer of functions, property, rights and liabilities</td>
<td>To act as the forum within which the district councils and the county council consult and co-operate with each other in order to secure the economic, effective, efficient and timely transfer of functions, property, rights and liabilities associated to any change</td>
<td>✓</td>
</tr>
<tr>
<td>4  To identify and establish early design principles that assist in shaping the development of the new council and relevant staffing models</td>
<td>To identify and establish early design principles that assist in shaping joint working and the development of the new council including relevant staffing models</td>
<td>✓</td>
</tr>
<tr>
<td>5  To ensure that councillors are kept fully briefed and engaged in establishing a new Dorset Council</td>
<td>To ensure that councillors are kept fully briefed and engaged in collaborative working including establishing a new Dorset Council</td>
<td>✓</td>
</tr>
<tr>
<td>6  To oversee the development and delivery of a comprehensive communications and engagement strategy that addresses the requirements of councillors, staff, local partners and wider stakeholders</td>
<td>No change</td>
<td>✓</td>
</tr>
<tr>
<td>7  To agree and monitor relevant finance associated to issues of transition and transformation</td>
<td>No change</td>
<td>✓</td>
</tr>
<tr>
<td></td>
<td>To monitor risks associated to the establishment of a new Dorset Council</td>
<td>No change</td>
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<tr>
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</tr>
<tr>
<td>9</td>
<td>To monitor the development of early enabling strategies including, but not limited to, organisational design process and principles, ICT, digital transformation, medium term finance, organisational development and assets</td>
<td>No change</td>
</tr>
<tr>
<td>10</td>
<td>To identify and approve a policy framework and thereafter monitor the introduction of draft policy statements (including supporting procedures) relevant to the required statutory compliance of the new council</td>
<td>No change</td>
</tr>
<tr>
<td>11</td>
<td>To liaise with relevant internal and external auditors and ensure their focus supports the development of the new Dorset Council</td>
<td>No change</td>
</tr>
<tr>
<td>12</td>
<td>To agree a process for the appointment of a Chief Executive and make a recommendation on the appointment of a new Chief Executive to the new authority</td>
<td>No change</td>
</tr>
<tr>
<td>13</td>
<td>To agree a model and process for disaggregation in respect of the provision of services provided by Dorset County Council to Christchurch communities</td>
<td>To work with the Bournemouth, Christchurch and Poole Joint Committee to agree a model and process for disaggregation in respect of the provision of services provided by Dorset County Council to Christchurch communities</td>
</tr>
<tr>
<td>14</td>
<td>To examine options and agree a model and process for council tax harmonisation</td>
<td>No change</td>
</tr>
<tr>
<td>15</td>
<td>To request a boundary review</td>
<td>No change</td>
</tr>
<tr>
<td>16</td>
<td>To agree an electoral scheme</td>
<td>No change</td>
</tr>
<tr>
<td></td>
<td>To respond to consultation on the content of orders, for example the new authority name</td>
<td>No change</td>
</tr>
<tr>
<td>---</td>
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</tr>
<tr>
<td>17</td>
<td>To take a decision on any required consents</td>
<td>No change</td>
</tr>
<tr>
<td>18</td>
<td>To carry out any other tasks where member engagement is necessary</td>
<td>No change</td>
</tr>
<tr>
<td>19</td>
<td>To promote joint work with town and parish councils to identify and plan for the most effective governance and delivery arrangement for local public services</td>
<td>No change</td>
</tr>
</tbody>
</table>
Dorset Area Joint Committee

Date of Meeting
20 September 2017

Subject of Report
Proposed methodology for collaborative working across the Dorset Area Joint Committee

Executive Summary
The terms of reference for the Dorset Area Joint Committee (DAJC) allow for a collaborative relationship and therein scalable joint working, change and transformation. Depending on ambition and, of course, any decision by the Secretary of State on future governance, future joint working may span from strengthening existing collaborative arrangements to the creation of a new organisation. It is hoped that, over the coming months, through the discussions of the DAJC and any decision by the Secretary of State, we may develop a clearer scope of ambitions. To support the development of our work programme, early consideration of working principles and what may be comprehensive change management is considered beneficial to ensure arrangements are proportionate and, of course, effective. This report outlines a methodology which forms the framework for complex and widespread change, but is also scalable and selective to provide diligence and governance to smaller scale collaborative working.

Appendix A provides a more comprehensive insight into the various stages of the change methodology outlined in this report.

Budget Implications
None for the purposes of this report – although, once developed, the resourcing of any collaboration and change programme will have resourcing costs.

Recommendation
Members are asked to:
1. Consider and discuss the proposed programme structure and methodology.
2. Discuss and provide direction in relation to the early establishment of workstreams to progress joint working as outlined in paragraph 2.7.
<table>
<thead>
<tr>
<th>Appendices</th>
<th>A. Proposed detailed change programme</th>
</tr>
</thead>
</table>
| Report Originator and Contact | Name: Darran Gunter, Programme Director – Local Government Reorganisation  
Tel: 01305 221244  
Email: darran.gunter@dorsetcc.gov.uk |
1. Introduction

1.1 The constituent Councils of the Dorset Area Joint Committee (DAJC) have a long and successful track record of collaborative working and change which has yielded, and continues to yield, financial savings and improved outcomes for our communities. The formation of the DAJC provides the opportunity to build on collaborative successes and begin to plan for further change which will be necessary to address further financial challenges and ensure services are developed and delivered in a seamless way to meet current, emerging and complex demand pressures. Notwithstanding the drivers for strengthening collaborative working, it is also important that any methodology which is developed is both agile and scalable to meet the needs of more wide scale transformation which may be required through Local Government Reorganisation (LGR). The consideration of an appropriate methodology within the formative stages of the DAJC is considered beneficial to assist governance and accountability as the change programme develops.

1.2 Members of the DAJC will be aware that, in terms of LGR, to date the majority of the programme development has been coordinated as a Pan Dorset programme, specifically focusing on ‘Future Dorset’ governance, with work being carried out through the Dorset Finance Officers Group, the Dorset Monitoring Officers Group and a communication workstream. If a positive minded to decision is received, it is acknowledged that the common and central work will support the development of the separate programme arrangements specifically for each Unitary Council. At this stage it will also be necessary to consider and provide sufficient resources to develop and deliver what is a complex transformation programme for Dorset. Whilst the resourcing requirements for the Dorset Area programme are not yet identified, it is beneficial to begin to give this attention to ensure we have the necessary capacity and capability to deliver.

2. The Influence of LGR

2.1 Should LGR be progressed, the vesting day will have a significant impact on the pace and process of change. If the vesting day of April 2019 outlined in the submission is confirmed, there is now a compressed timeline for delivery of the programme of work. It is anticipated that the programme methodology will need to focus on front-end transition and transactional activities to ensure that on day 1 there is a legal and effective organisation. This should not of course hold back transformation thinking and planning, but delivery of transformation prior to April 2019 will need to be selective and scalable to ensure our limited resources develop and deliver a legally compliant new organisation.

2.2 Key within any compressed window prior to potential LGR, there will be the development of specific workstreams, including those focusing on legal requirements and, of course, one focusing on finance and budget process.

2.3 Any legal workstream will involve Members and respective Monitoring Officers working with Government officers to ensure the necessary structural change orders are in place.

2.4 A structural change order is a form of statutory instrument. There are broadly two types of parliamentary procedure for making statutory instruments:
• The affirmative procedure: where both Houses of Parliament must expressly approve them;
• The negative procedure: where the instrument becomes law without the need for a debate or a vote but may be annulled by a resolution of either House of Parliament.

2.5 Our understanding from earlier discussions with DCLG is that a structural change order will be subject to the negative procedure. Our timetable must therefore build in a 40 day period during which a motion to annul the Order may be tabled in either House.

2.6 By far one of the biggest challenges, should LGR progress, will be issues associated to the development of a new budget and therein issues associated to disaggregation of existing budgets and council tax harmonisation. A key legal requirement in the establishment of a new Council is that it has a solvent and, therefore, legal budget for its operation. Quite apart from year 1, there is little doubt that Councillors will want assurance about a Medium Term Financial Strategy (MFTS) that provides the means of solvency beyond 2019/20 and of course addresses financial and legal compliance issues associated to reserves, risks, liabilities, assets, treasury management etc.

2.7 Notwithstanding the potentials of LGR, when this report is considered Members of the Joint Committee will have participated in two informal workshops to begin to develop the scope and scale of collaborative working. Whilst the thinking in these workshops has been focused on collaborative working, it may now be an appropriate time to consider the establishment of workstreams to support collaborative working. Initial areas of collective interest and potential working includes:

• Betters use of physical assets including One Public Estate
• Housing – key workers and strategic planning
• Transformation of key corporate services
• Digital places and access
• Economic development, including employment, skills development, LEP and infrastructure
• Relationships and working with Town and Parish Councils.

3. A programme structure for scalable collaborative working

As a starting point, consideration and learning has been taken from other Unitary journeys and theoretical guidance associated with complex transformation and collaboration programmes. At this stage, it is recommended that our change programme is initially considered and developed in terms of 6 key stages.

1. Building relationships and developing our vision
2. Understanding our starting position
3. Scoping our organisation
4. Shaping our Services
5. Developing our implementation plan
6. Implementation and review
3.1 **Stage 1: Building Relationships and developing Our Vision**

3.1.1 Whilst the first three stages of the programme are presented almost serially, it is acknowledged that there will be significant overlap and interdependency between the first three stages. These first three stages are largely about understanding our starting position, our preferred destination and therein some of the parameters and priorities for change later in the programme. The early informal sessions of the DAJC have begun to develop relationships and allowed for informal discussion regarding ambitions and vision. For the formal work programme, this stage will include the following areas:

- Agreement of governance arrangements, constitution and terms of reference
- Agreement of the work programme
- Agreement of resourcing costs and any apportionments
- Development and agreement of a communications and engagement strategy
- Development of design principles and ‘design authority’ that inform vision setting

3.2 **Stage 2: Understanding Our Starting Position**

3.2.1 Setting a realistic but stretching vision will need to be informed by a thorough understanding of our starting position. This is particularly important where the functional mix of our services, in some instances, will allow for alignment and in other areas it may not. We need to ensure our collaborative working is evidence/data led and where we fully consider and understand the performance of our organisations, the synergy with partners/stakeholders and, within all of this, learn from national best practice.

3.2.2 Over the previous months, Chief Executives and Leaders have been considering joint work in relation to a potential commissioning route to utilise an external company to help us with baselining (both financial and functional), the development of different target operating models and thereafter visioning work. The specification for this work is still being developed and it is anticipated that a final specification and approval will be made pending the LGR decision.

3.3 **Stage 3: Scoping Our Organisation**

3.3.1 While this stage is aimed at an Organisation, it can, through collaborative working, be a virtual organisation in terms of the services and areas that we wish to collaborate on. This stage will use the information and activities of the previous stages to inform the development of the high-level design of the new organisation. Through the workshop sessions of the DAJC, Councillors are beginning to explore and identify future foundations and parameters for change. Building on this work, this stage will ensure we get to a position where we have:

- A strong and agreed Vision that is clearly articulated
- A Councillor led change programme which will provide a steer on overarching priorities and principles for collaborative working and/or a new Council
- Resilient and cohesive relationships with our Politicians, Officers and Partners
- Proportionate, clear and robust governance arrangements
- Early thinking of cultural and design principles
3.3.2 Our comprehensive understanding of the ambition, desire and aspirations for the future, and of the current position and direction of travel, will enable us to clearly consider the position between where we are now and currently heading, with the Vision and the desired future collaborative working and/or new organisation. Using the information from the previous two stages, Councillors, working closely with lead officers, will need to establish the change methodology and organisational design principles. As well as the use of existing evidence, consideration needs to be given to the opportunities and constraints in the progression of collaborative working and/or the design of the new Council.

3.4 Stage 4: Shaping Our Services

3.4.1 Informed by the development of a Vision, baselining evidence, design principles and outline enabling strategies, workstreams where necessary can now begin to develop options as to the priority of services and the structural means of delivery. For both collaborative working and/or the design of new services for a new Council, the approach may involve the development of bespoke business cases and initiation documents. The governance and approval process for key decisions would be through the DAJC and thereafter progressed to delivery through workstreams. This of course will need to be informed by the available financial constraints and the ambition within the design principles for issues associated to transformation, in house provision, devolvement to Town and Parish Councils etc.

3.4.2 This will be the most inclusive and intensive stage, with obvious interest and appetite for inclusion from Councillors, staff, partners and a mix of other stakeholders.

3.4.3 It is expected that the focus and ambition for scalable transformation will be targeted and proportional to the benefit achievable in each of the detailed service areas. If LGR is approved, then it is also expected that the schedules developed for each option associated to each service will of course not be limited to completion before 2019. As previously outlined, in some areas transformation will follow transition of services post 2019. Providing this flexibility will also provide more scope when the overarching implementation plan is developed and resource requirements are forecast over the change programme schedule.

3.4.4 The product of each Service workstream will be a range of options for future delivery means that includes details of costs, benefits, risks, dependencies, skills, technology, timelines, relationships and necessary measures to be included for informal staff consultation.

3.5 Stage 5: Developing Our Plan

3.5.1 The detail of this stage will be influenced by any LGR decision. If LGR is pursued, then there is an overarching corporate requirement to ensure that the milestone of vesting day guides and prioritises our work. This stage will allow us to craft together
an overall framework for our new Council. This stage will allow dependencies to be aligned, ensure implementation plans are comprehensive and that priorities can be delivered. Assessment of alignment with the principles, key policies and strategies and with statutory compliance will be fundamental to the process of developing the plans.

3.5.2 Further work at this stage will involve the development of detailed implementation plans, project milestones, corporate risk register, interdependencies between transition and transformation for services and assurance of governance arrangements from Shadow to the formal Council.

3.5.3 If LGR is not progressed then the alignment and interdependency between projects and joint working is less critical, albeit an overall blueprint and route map for collaborative working will be required.

3.6 Stage 6: Implementation and Review

3.6.1 For our LGR journey, this will be a key stage and undoubtedly the highest risk stage. However, the social, emotional, legal, financial and political risks will be mitigated if we have undertaken the previous five stages well and achieved the necessary outcomes. This stage will involve further sub stages in terms of planning for ‘go live’, implementation, review and embedding change. As outlined previously, this of course will be the implementation in terms of vesting day and the new organisation, however the transformation change programme will need to extend far beyond vesting day.

3.6.2 Again for an LGR journey, this stage will also involve working closely with constituent Councils to decommission services, ensuring there is confidence in organisational resilience through business continuity planning, and maintenance of community outcomes through robust performance management and of course a newly elected Council.

3.7 Scheduling the six stages

3.7.1 Should a positive minded to decision be received from the Secretary of State, then it is anticipated that the scheduling of the 6 stages would need to follow the timings indicated below. This will of course be revised when a decision is known and thereafter considered by members of the DAJC.
4. **Summary**

4.1 Notwithstanding the potential requirements of LGR, all Councils included in the DAJC have identified the need for further transformation and the benefits of collaborative working. The methodology outlined above ensures that the necessary diligence is undertaken in a sequential and indeed inclusive way. Each of the stages are scalable to match the ambition and boundaries associated to the programme and, whilst described as a linear list, many sections will overlap as the journey unfolds.

4.2 The ongoing scoping work by Members of the DAJC will help inform the change methodology and, together with a potential decision from the Secretary of State, will assist in providing clarity to a collective collaboration programme over the coming months.

Darran Gunter
Programme Director – Local Government Reorganisation
Appendix 1

Proposed detailed change programme
1. Introduction

Over the last 12 months and during the development of the Submission to the Secretary of State, there has been wide recognition that, should the submission be successful, then a comprehensive change programme will need to be developed. Quite apart from the convergence and transition issues associated to the establishment of a new organisation, and to a degree somewhat irrespective of the Unitary discussion, an individual or a collective collaboration/change plan will be required to sustain and indeed deliver transformed and prioritised public services against a backdrop of increasing demand for critical services and reducing government grants.

This report has been developed as an initial discussion document for members of the Dorset Area Joint Committee and thereafter to inform the emerging thought process with key stakeholders. In particular, a unified message in terms of the key change programme stages and an early need for relationship building and visioning will ensure the change programme is underpinned with the necessary emotional, intellectual and collective preparation.

Notwithstanding the above, the contents of this discussion report will need to remain agile and responsive to the immediate changing political landscapes and in particular feedback from the Secretary of State.

In preparing this discussion report, consideration has been given to the methodology and learning lessons from other major local government change programmes, including the journeys of the most recent Unitary Authorities. The authors have also held discussions with a number of senior managers and consolidated this with learning lessons from our previous change programmes and a number of reports by our external authors. The discussion report also begins to pave the way for political discussions in terms of immediate next steps and in particular relationship building by means of strong governance and direction setting which starts with collective and shared visioning.

1 Cornwall Council, Shropshire Council, Wiltshire Council, Edinburgh City Council, Birmingham City Council
2 Future Dorset submission evidence
2. **Background**

Dorset is unique in how it has reached this submission point. We are the only area in the country where both tiers of local government have worked in partnership to develop and consider the options.

At present, the Secretary of State is also considering LGR proposals from Councils in Oxfordshire and Buckinghamshire. However, in both areas the submitting Councils have proposed conflicting cases for change.

Dorset Leaders and Chief Executives began focussed work together to explore the options available for Local Government Reorganisation (LGR) in early 2016. This joint working was encouraged by The Department for Communities and Local Government (DCLG).

A Pan Dorset Programme, led jointly by Dorset Chief Executives, was established and three key pieces of work were jointly commissioned to establish whether there was a case for changing the current structure of local government in Dorset, based on three sources of information and evidence:

- **Financial Analysis** – conducted by Local Partnerships and completed in August 2016
- **Public Consultation** – conducted by Opinion Research Services. The consultation ran for 8 weeks during the summer and the results were published on 5th December 2016
- **Case for Change** – compiled by PricewaterhouseCoopers and was published on 5th December 2016

Pan Dorset professional lead groups undertook validation work on any assumptions to provide the assurance that the appraisal of options could be made on a sound basis.

All Dorset Leaders and Chief Executives reported back to their Sovereign Council on a regular basis during the options appraisal phase (March – November 2016).

The Dorset Chief Executives appraised the weight of the public opinion and the financial and other analytical evidence and concluded that the option that they would recommend and support would be two new unitary Councils based upon the following:

**Unitary A:** Bournemouth, Christchurch and Poole, plus the services currently provided by Dorset County Council in this area.

**Unitary B:** East Dorset, North Dorset, Purbeck, West Dorset, Weymouth and Portland, plus the services currently provided by Dorset County Council in this area.

A joint report recommending this option was prepared, each Council took this report through their scrutiny committees for due diligence before presenting to their full Councils during December 2016 and January 2017.

This resulted in six councils supporting and three rejecting the unitary proposals as listed below:

<table>
<thead>
<tr>
<th>Agreed proposal</th>
<th>Rejected Proposal</th>
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<tbody>
<tr>
<td>Bournemouth Council</td>
<td>Christchurch Borough Council</td>
</tr>
<tr>
<td>Borough of Poole</td>
<td>East Dorset District Council</td>
</tr>
<tr>
<td>Dorset County Council</td>
<td>Purbeck District Council</td>
</tr>
<tr>
<td>North Dorset District Council</td>
<td></td>
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</tbody>
</table>
West Dorset District Council
Weymouth & Portland Borough Council

At the beginning of February, a joint submission, by the six agreeing Councils was made to the Secretary of State. An indication of the final decision (the ‘minded to’ decision) was expected by the end of March 2017, however, due to the snap General Election in early June, at the time of writing this report we still await the decision. Currently, all Councils have agreed to form Joint Committees and are pressing Government for a decision.

3. Overall Savings Anticipated and Split for “Dorset” Unitary

The Local Partnerships analysis assessed a range of different types of saving opportunities:

- Reduced senior management posts
- Restructured and streamlined middle management
- Restructured and streamlined corporate functions and services: planning, cultural and related services, environmental and regulatory services, highways and transport services, waste and external audit
- Savings from surplus office space in terms of energy, cleaning, and routine repairs and maintenance
- ICT savings based on fewer staff users
- Democratic representation based on a notional unitary authority committee structure.

The annual projected savings for Dorset Unitary Council are set out in table 1 below:

<table>
<thead>
<tr>
<th>Area</th>
<th>Savings - £m</th>
</tr>
</thead>
<tbody>
<tr>
<td>Staffing and Organisation</td>
<td>10.1</td>
</tr>
<tr>
<td>Democratic Representation</td>
<td>0.60</td>
</tr>
<tr>
<td>Property</td>
<td>0.20</td>
</tr>
<tr>
<td>ICT</td>
<td>0.20</td>
</tr>
<tr>
<td><strong>Service Savings</strong></td>
<td></td>
</tr>
<tr>
<td>Planning</td>
<td>0.40</td>
</tr>
<tr>
<td>Cultural and related services</td>
<td>0.10</td>
</tr>
<tr>
<td>Environment and Regulatory</td>
<td>1.60</td>
</tr>
<tr>
<td>Highways and Transport</td>
<td>0.00</td>
</tr>
<tr>
<td>Waste</td>
<td>0.20</td>
</tr>
<tr>
<td>External Audit</td>
<td>0.20</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>13.60</strong></td>
</tr>
</tbody>
</table>

For the “Dorset Unitary” projected savings are £13.6m. These are predominantly from staffing savings (£10.1m).
Table 2 sets out the number of full-time equivalents across the nine councils and the expected reduction in staff numbers through the formation of two Unitary Councils.

The total estimated reduction across the two Unitary Councils is 446 FTEs, of this figure in the region of 215 FTEs are expected to be lost through the establishment of the ‘Dorset’ Unitary Council.

Further work is being undertaken as part of the finance workstream to review the assumptions and validate the accuracy of the projected loss of FTEs.

<table>
<thead>
<tr>
<th></th>
<th>Current posts across the 9 councils (FTEs)</th>
<th>Two unitary – posts requirement (FTEs)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Senior Management</td>
<td>104</td>
<td>43</td>
</tr>
<tr>
<td>Mid-Tier Management</td>
<td>614</td>
<td>360</td>
</tr>
<tr>
<td>Corporate functions</td>
<td>1,495</td>
<td>1,364</td>
</tr>
<tr>
<td>Operational</td>
<td>7,850</td>
<td>7,850</td>
</tr>
<tr>
<td>Total</td>
<td>10,063</td>
<td>9,617</td>
</tr>
<tr>
<td>% Reduction</td>
<td></td>
<td>4.43%</td>
</tr>
</tbody>
</table>

4. Pan Dorset Programme Management

At present, the programme structure established to deliver preparatory work in terms of the submission is still in operation. There are three workstreams that are currently active and are continuing with work on a joint basis to support the next phase of the programme. The live workstreams are legal, finance, and communication and engagement, which are attended by officers representing the consenting councils only:

4.1 The Legal Workstream

The legal workstream, which is run through a sub-group of the Dorset Monitoring Officers Group (DMOG) is focusing on advising and presenting proposals to the Leaders and Chief Executives on options for the future governance arrangements.

If approved by the Secretary of State, the Orders will provide for either an Implementation Executive or a Shadow Authority and Cabinet to be responsible from January 2018. This will provide the governance arrangements for all the activity necessary to ensure that the two new unitaries can take on their statutory functions with effect from 1 April 2019. The overall composition of these bodies will be prescribed by the Secretary of State and members will be drawn from amongst the existing local authorities in each of the emerging unitary areas.

4.2 The Finance Workstream

The Section 151 Officers continue to meet on a regular basis, as a subgroup of the Dorset Finance Officer Group (DFOG). In terms of the Pan Dorset programme, the SDFOG are working to the following timescales, albeit these will need to be considered when a decision is received:

Phase 2:
- Review disaggregation of DCC expenditure analysis once Secretary of State “minded to” decision is received
- Review potential funding streams of new authorities (revenue support grant and business rates top up). DCC Section 151 Officer is developing a consultancy brief for future work required.
• Council Tax harmonisation process review.
• Set Implementation Executive Budgets
• Confirm financial arrangements between old and new councils
• Commence dialogue with DCLG and harmonisation and other financial parameters
  - Harmonisation process and Alternative Notional Amount
  - Application of Social Care Precept for new Unitary councils in 2019/20
  - Capitalisation direction for transformation costs
  - Asks normally contained in devolution deal
  - Freedoms and flexibilities
• Development of protocols, reserves, balances, capital and major projects.

Phase 3
• Develop Medium Term Financial Plans
  - Create capital programmes
  - Plan close down finances
  - Approve 2019/20 Budget
  - Agree and implement 2019/20 Council Tax and billing process.
• Prepare Asset Transfers
• Set up financial systems, processes, regulations, audit, and insurance

4.3 The Pan Dorset Communications Workstream

The communication workstream was formed at the start of the first phase of the programme to plan and share responsibility of preparing and responding to LGR communications pieces. The group’s working arrangement has enabled the Chief Executives to release synchronised and consistent messages to all Dorset MPs, councillors, staff and the media as key milestones in the programme have been reached. The messages and information include publishing of evidence bases, updates on options agreed, outcome of the final full council meetings and responses to press enquiries.

The recent focus of the workstream has been to develop the communication that has supported the Chief Executives when delivering briefings to key stakeholders, again allowing consistent messages to be spread about the purpose and aspirations of the programme.

At present the group continues to work jointly to prepare for the communications required to deliver the messages about the outcome of the Secretary of State’s consideration of the Future Dorset proposal.

4.4 Convergence of 'Dorset' transformation programmes

The transformation and cost reduction programmes that are currently underway within councils and with partners will need to be reviewed and understood. As the Dorset Unitary Council programme develops, there will be increasing need for closer working arrangements across the Councils to remove duplication and consolidate resources and effort. The timing of convergence of resources, projects and programmes will depend on when and where synergies and mutual benefits can be achieved.

As the Dorset Unitary Council programme matures, as well as considering priorities and phases for convergence, projects will need to be reviewed and assessments made as to whether they need to stop, start/accelerate, or be put on hold, dependent on the priority and alignment with the future requirements of the new organisation and the strategic outcomes for Dorset’s community.
5. Guiding principles for Our Transformation

One of the early considerations for the programme will be a set principles that will orientate and shape subsequent thinking, design and delivery of the change programme. In addition to organisational design principles, it is also considered beneficial to agree outline principles that will direct and discipline the process of change. Our clear and common change principles will include:

- Undertaken by ‘One Team’ of Councillors and Officers working collectively on a shared vision and common goals
- Scheduled and managed to ensure it supports and aligns to relevant milestones and tasks for the East Unitary Council Programme and the collective journey of the Combined Authority
- Evidence based including the adoption of relevant learning from both an organisational perspective and from the wider sector
- Underpinned by a proportionate and disciplined programme and project management methodology
- Transparent and assured with full and regular reporting, monitoring and scrutiny by a governance arrangement that includes political and professional oversight
- Supported by risk and issue management within workstreams and thereafter for the overarching programme
- Continually considering and addressing issues associated with maintaining and supporting statutory compliance of the partner organisations and, also ensuring that any change outcomes achieve at least the same level of compliance
- Shared and understood by Councillors, staff, and partners which will be captured and managed by the early development and approval of a communications and engagement strategy
- Supported by sound commissioning and decommissioning activities that are aligned with the strategic priorities and the impacts on stakeholders are considered, consulted and communicated
- Delivered with appropriate and proportionate governance, and effective management arrangements are put in place for alternative or devolved arrangements for commissioning or delivering of services
- Subject to regular review and analysis to ensure the impact of change on the organisation, communities, residents and economy are identified and assessed to inform evidence based decisions on future services, and delivery models.

Detailed below are some early thoughts for change principles for ‘Our Communities’ and ‘Our Workforce’. The principles will be designed to ensure that our community outcomes are delivered effectively and efficiently through our workforce and our commissioned services. The principles challenge us as to how the organisation will be designed for our customers and communities (external principles) and principles that describe how our workforce and commissioning activity will deliver services (internal).

Our Change Programme will put Our Community outcomes first by:

- Agreeing clear and prioritised community outcomes based on new and emerging community needs
- Using evidence led decision making supported by targeted community engagement
- A philosophy of early intervention, reducing dependency and enabling self-sufficiency for local people, families and our communities
• Recognising the diversity of our communities and seeking to personalise our services to increase choice and control to our communities
• Supporting economic growth and sustainability
• Ensuring it is aligned to the Sustainability and Transformation Plan and together it achieves the best synergy and outcome for our community
• Ambitious and resourced plans to maximise community access, communication, confidence and trust through digitally enabled services and functions
• Constantly recognising and managing the tension between our current and anticipated financial forecasts (MTFS) and community needs
• Identifying the best blend and devolution of service provision between Councils and partners underpinned by appropriate and proportionate governance. This will empower local communities and put local decision making in their hands
• Maintaining and maximising income streams including leveraging funds from the private sector

Our Change programme will seek to maximise the potential of our Workforce by:
• Reinforcing our ‘expectations’ including revising our values and behaviours to ensure they best support the direction and philosophy of our new organisation
• Visible and consistent leadership that embodies the new organisation’s values, behaviours and culture
• Working towards an outcome focused performance management culture which is proportionate and transparent for individuals, teams and programmes of change and seeks continuous improvement at all levels
• Promoting new thinking, new ways of working and new operating models for services and the wider Council
• Demonstrating a clear tolerance for staff to undertake proportionate risk taking to support the delivery of more sustainable, efficient and innovative services
• Progressing a policy of SMART working including maximising digitally enabled applications
• Constantly reviewing our approach and effectiveness of staff engagement and their contribution to our change and future services
• Identifying and enabling the best balance of skills, resilience, training and development to support our staff
• Recognising and rewarding outstanding behaviours and achievement

Effective change management programmes of this scale are underpinned by clear, honest, consistent and timely communication which will provide a platform to engender trust across stakeholders. Successful programmes provide an opportunity for workforce involvement at an early development stage, this supports taking the workforce inclusively on the journey, arriving at an effective and understood consultation framework with trade unions. Providing clarity as early as possible around the mechanics of the transfer such as an early cross organisation recruitment protocol, the TUPE transfer scope and process as well as how exits may be managed are key components of the change process.
6. Priming Our Transformation

Subsequent sections of this discussion report will outline the proposed stages for the programme which when fully explored can then be mapped to appropriate timelines. Notwithstanding the scoping and analysis required at each proposed stage, there will need to be early consideration and ongoing work in a number of areas to prepare and prime the landscape. Typical areas for this preparation and priming include:

- **Leadership**: This applies to both political and professional leadership where behaviours, key messages and language need to be consistent within and across partner organisations. Whilst the first stage of the programme will look to strengthen relationships across organisations, early consideration to consistent messaging is necessary.

- **Early engagement and communications**: With a change programme of this scope and significance comprehensive communications and engagement strategies and plans for councillors, staff and other stakeholders will need to address the tension between providing an overarching timeline and the iterative process in terms of developing a picture that will evolve through the stages of the programme. Even before the formal programme commences, there will be a need for a strategy, both Pan Dorset and for the Dorset Unitary Council, specifically to proactively engage and inform councillors, staff and stakeholders of the process, progress and plans.

- **Workforce planning and data**: There is a need for early work to be undertaken to understand our starting position on a wide range of workforce matters; from staff terms and conditions and workforce data through to management development, skills and capability, all of which need early consideration. Developing a clear understanding will enable the current position to be assessed against the vision, values, behaviours, roles and leadership style of the new organisation. This work will identify areas of focus and change as part of the transformation or as part of the transition process of building the new organisation.

- **Key strategies, policies and procedures**: Work has continued with the six consenting authorities to understand and plan for the next phase, particularly in relation to financial analysis, parliamentary processes and legal governance arrangements. Early thought needs to be given to the longer-term ambitions of a cultural framework, as well as the additional underpinning enabling policies that will support the change.

- **Information, Communications, Technology and Digital (ICT&D)**: All our local Councils are working hard on strengthening their approach to digital technology. This collective action will be key, as in many cases it is the underpinning infrastructure which enables transformation and improvement for both the provider and recipient of services. It is expected that ICT&D will have common design principles within the programme. An early audit of platforms, access channels and systems should help provide timely understanding and decisions in relation to the current direction and divergence of partners to their future intentions and investment strategies. Early understanding and alignment will aid later discussions and decisions when a service based and functional
lens is made of ICT&D requirements. Consideration also needs to be given to the priming systems to support the go live period. In some instances, consideration needs to be given to extended lead times to manage risks such as dependencies of external providers and preparatory pre-go live activities.

- **Supporting business as usual:** Consideration needs to be given to sustaining the delivery of services through the period of transition and transformation. Assurance processes will need to be in place to ensure statutory duties are fulfilled and that effective risk management and issue mitigation are in place. During this period, the programmes currently underway across the Councils will need regular review and appropriate change controls put in place to ensure continued alignment of the Councils’ programmes and direction of ‘business as usual’ services continue to support the design and implementation phases of the new organisation.

- **Supporting concurrent change programmes and planning for convergence:** Within the working assumptions of Council partners, it is expected that individual change programmes and their trajectory in terms of benefits will be sustained until at least 2019. The Dorset Unitary Council Change Programme will therefore need to develop in parallel to these programmes and converge at a suitable point specific to the change programme and key milestones therein.

- **Commissioning and Contracting:** Our approach to commissioning and contracting will need to be developed at a strategic organisational level and be based around the defined principles and priorities. Consideration needs to be given to the current arrangements in place across the partners, to inform the constraints and opportunities for the short, medium and longer term. There will be both internal and external influencing forces, which will need to be reviewed through the development of this area of the programme. Governance, commissioning and performance management arrangements will need to be considered as more diverse models of service delivery are considered and put in place. Routes and options for procurement will need to allow, where appropriate, flexibility in design and delivery, for example access arrangements, terms and conditions and lengths of contracts. Careful consideration of these factors will support ensuring alignment with the new organisation needs and delivery models.

- **Commercial:** An understanding of our appetite for commercialism will inform the future direction for maintaining and developing the new Council’s income streams. This will allow for strategic thinking about the market opportunities, threats and risks. The types of sustainable operating and service delivery models will need to be considered, as well as the supporting governance arrangements that would need to be put in place.

- **Sustainability and Transformation Plan (STP):** This strategic programme to reform social care and health is led by the Dorset Clinical Commissioning Group (CCG). As with the Pan Dorset Unitary Programme, the STP and CCG are unique in the geographical region that they cover. The programme has identified three main challenges that must be addressed to achieve the outcomes and deliver the vision for health, care and wellbeing in Dorset. The County Council and Partner Organisations are working with the CCG and health providers to support the delivery of these priorities through the West and East Health and Wellbeing Boards. The five-year programme provides opportunities to support new ways of preventing and reducing demand on services, however
consideration also needs to be given to influences and risks that the STP will present and will have on the design and delivery of the new organisation. Some joint enabling projects around future digital delivery and changing design and needs of the workforces are underway with varying degrees of progress, relevance and impact on the Dorset unitary.

7. Overview of Programme

7.1 Stages and schedule

With a change programme of this level of ambition and complexity, the rigour of governance will also need to be complemented by an accepted agility to foresee and pro-act to changing demands, risks and indeed opportunities. Whilst later sections of this report will touch on some of the methodology, as a starting point for our change journey and following analysis of proven and good practice, it is recommended that our change programme is initially considered and developed in terms of 6 key stages.

1. Building relationships and developing our vision
2. Understanding our starting position
3. Scoping our organisation
4. Shaping our Services
5. Developing our implementation plan
6. Implementation and review

These stages are indicatively illustrated below:

The stages by nature of the complexity of the programme have both linear and overlapping stage activities, however clearly defined milestones driven by the delivery of the success factors and associated assurance activities will denote the completion of each stage. Concurrent activities across stages will require and be delivered through a disciplined and controlled mechanism, recognising interdependencies, monitoring alignment to minimise risk of divergence, which will support maintaining the overall integrity of programme.
7.2 Programme Resourcing

Resource requirements, roles, responsibilities and relationships will emerge and change through the development and initiation of each phase of the programme. Early consideration will need to be given to the roles of Dorset Unitary programme and project teams for each workstream/portfolio area and their relationship with the Dorset Unitary Council central coordination team. Additionally, consideration will need to be given to the relationship between the Dorset Unitary Council central coordination team, Councils’ current transformation and budget reduction programme management and coordination during the period of convergence, as well as the relationship with the East Unitary, and the STP programme management arrangements. The expertise will be in coordinating and supporting the requirements to maximise the capacity across the network of programmes which are being delivered by our partner organisations, while also addressing the specific needs, capabilities and capacity at each stage through the life of the Dorset Unitary Council programme.

It should be recognised that there will need to be a blend of resources to support successful delivery, including internal resources, external support, expertise and advice, and partner and representative organisations and suppliers, both commercial and voluntary sectors.

The list below begins to identify some of the types of roles and capacity that will be required during the programme:

<table>
<thead>
<tr>
<th>Programme governance and management</th>
<th>Design and technical architects</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project management and support</td>
<td>Financial analysts</td>
</tr>
<tr>
<td>Workstream leads</td>
<td>HR advisors</td>
</tr>
<tr>
<td>Business analysts and architects</td>
<td>Communication (incl. internal and external consultation and engagement)</td>
</tr>
<tr>
<td>Business change team</td>
<td>Information and data managers and analysts</td>
</tr>
<tr>
<td>Benefits management</td>
<td></td>
</tr>
<tr>
<td>External support (incl. facilitation, assurance and expertise)</td>
<td></td>
</tr>
</tbody>
</table>

There will also be a need to engage with Subject Matter Experts and advisors to aid and support the programme:

- Legal
- Finance
- Human Resource and Organisational Design
- ICT&D
- Commissioning and Contracting
- Business Functions and Services
- Communication and Engagement
An indicative structure chart for resourcing and relationships is outlined below:

7.3 Programme Assurance

Throughout the development and implementation of the programme, it will be important to engage with Councils’ Scrutiny Committees, as well as their internal audit arrangements to provide joint assurance to the Councils in relation to the progress of the programme.

Audit plans for 2017-2020 will need to be aligned to support the programme, to provide assurance around process, delivery and continued statutory compliance.

At the end of each stage of the programme, there will be a Milestone reporting processes in place where formal and external assurance through auditors and other external advisors, where appropriate to provide continuing assurance.
8. **Stage 1: Building Relationships and developing Our Vision**

Whilst both energy and emotion are key requirements in a change programme of this scale, there is a risk, particularly in the early stages of design, that the seduction of the Dorset Unitary Council Change Programme masks the acceptance and alignment to a discipline and structure that commences with building relationships and developing an overarching vision.

The current Dorset Leaders Board and the Future Dorset Board have played, and will continue to play, a key governance role in wider partnership working and ensuring alignment and synergy of the Dorset and East Unitary Council Programmes. More specifically, consideration will need to be given as to how political and professional relationships, both separately and collectively, are developed and thereafter arranged to provide the governance to steer the development and delivery of the Dorset Unitary Council Change Programme.

One of the common expressions during the development of the Submission, was the opportunity and legitimacy that two new Unitary Councils will provide for widespread change and indeed, in many areas, create the look, feel, efficiency and effectiveness of a new organisation.

The opportunity provided by this change programme is unique in this era. A critical part of this uniqueness is to rationalise and synthesise the previous and current incremental change programmes that have been, and continue to be, delivered within and between Council partners. If this opportunity is to be grasped and the breadth and depth of change and transformation truly explored, then a common and compelling Vision must be the starting point, both in terms of setting direction and building relationships. Thereafter, wider engagement and communication of this new Vision with Councillors, staff and partners should act as a platform in terms of setting energy, emotion and of course expectation of future state.

Whilst all Council partners are experienced in Vision setting and subsequent consultation, this early stage is so critical that consideration may be given to external and independent support, facilitation and interpretation of a Vision. This support could also assist with early gap analysis, programme staging and resource identification.

Of course, Vision setting provides the starting point in terms of process and the destination for our change programme. Additionally, this Visioning stage will also assist to develop:

- Overarching functional priorities and principles for the new Council
- Appreciation of the scale and prioritisation needed in terms of later sections relating to detailed service design
- Early insight into the scope for devolution between the Unitary, Town and Parish Councils and of course wider providers including public services, voluntary organisations and the commercial sector
- Appreciation of the key areas for cultural development that will need to constructed within an overarching cultural framework
• Understanding of the resourcing requirements, both in terms of a core team and peripatetic support to specific workstream areas
• A reference point for communications and a vehicle to begin early engagement of key stakeholders in particular Councillors and staff

This first stage will also allow for early consideration of change and organisational design principles that will thereafter steer both the process and outcome of the change process. Early development and agreement of these principles will also assist in ensuring there is synergy with parallel work that will be undertaken in terms of the Eastern Unitary and ongoing discussions and developments with Town and Parish Councils.

Whilst there are currently early discussions in respect of milestones relating to governance arrangements, the work on developing this compelling Vision will provide a test bed for these relationships and a reference point to consider the long-term suitability of governance arrangements.

**Success Measures**

✓ Establishing and strengthening political and professional relationships – agreement of a working protocol
✓ Draft Vision, priorities and principles that can be shared, consulted and tested with our stakeholders
✓ Governance arrangements that are aligned to future shadow arrangements and have appropriate approval and delegation by partners
✓ Approach for the provision of independent support, advice, facilitation and assurance
✓ Initial consideration of change and organisational design principles
✓ Early work on key aspects of a cultural framework
✓ Draft communications and engagement strategy
9. Stage 2: Understanding our starting position

It is vital that we understand our starting position. The overarching picture will need to be developed from a range of perspectives and sources of information, which will provide an overview of the current baseline position. This stage will inform the direction of travel, priorities and challenges that our organisations and communities are currently facing. Building the overall context of the public sector and community landscape for Dorset will be complex, complicated and diverse, however there needs to be a clear representation of the current state to inform the future and how we plan to achieve the change through this programme.

This section has been segmented into three primary areas of information gathering, our current Councils, our communities, and learning and understanding from other organisations. The learning from others will include information from other Councils that have moved to Unitary status and also learning from other good practice for major change programmes. The understanding and consolidation of the sources of information will support and inform the next stages of the programme:

Understanding our organisations:

- To understand the current state, data collection, audits and analysis need to be undertaken across all partner organisations. This will provide a better understanding of our current position and the baseline for moving forward. Information on the current designs and delivery models of each of the Councils, including functions and services, are imperative at this stage to build a picture of the current position and landscape.
- Types of information that need to be gathered and verified will come in a diverse range of quantitative and qualitative forms which will need to be validated at an organisational, and aggregated to a partnership, level. The indicative data and information sources include financial (both spend and income), contracts, workforce, business processes (including internal mechanisms to support delivery and our customers’ journeys) and our customer base.
- Gaining an understanding of the current trend analysis and medium to long term predictions, particularly with funding and service demand, will support developing thinking for future options and priority focus for transformation or changes to service delivery.
- To analyse and understand current positions and direction of travel (functions and finance) of each Council, including:
  - What are the current statutory and non-statutory services commissioned or delivered by each of the sovereign Councils.
  - The extent and effectiveness of service provision in each council – including how they are configured, managed and performing
  - Financial sustainability of each council and its functional areas
  - Spend to date for the last 5 years and forecasted spend for the next 3-5 years (including commissioning plans and contract renewal plans)
  - Register all commissioned services, which will include 3rd party contracts, partnerships arrangements, public authority agreements and service delegations

A
comprehensive risk and issue register – built on risks identified in the previous phases
  o Commercial – register of all income arrangements including contracts, Service Level Agreements, grants and other agreements
  o Current and forecasted demand on key services – this will provide the strategic baseline information and forecasting for decision and impact analysis (positive and negative)

Understanding our communities, residents, infrastructure and economic profile:
- To make informed and evidenced based decisions on the design of the Council and the services that will be commissioned or provided, it is important that a comprehensive picture of Dorset is developed and understood. This work needs to be undertaken at a strategic level to understand the macro environment of Dorset, however account also needs to be taken at a micro level to understand the local diversity, priorities and drivers within communities.
- A range of data and information will be needed to build the ‘Dorset Community’ profile which includes health, crime, population, deprivation, economic and environment.

Understanding our partners and external influences:
- Understanding the new and emerging key drivers of change.
- Early consideration should be given to the position and principles in relation to aligning programme and priorities with the Sustainability and Transformation Plan, Combined Authority and East Dorset Unitary Council.
- Key strategic partner enabling and delivery projects need to be understood, such as Superfast Broadband, Routes to Inclusion, Dorset Care Record

Understanding good practice:
- Research and learning from other organisations to establish what has worked for their communities
- Learning will also assess the risks and issues, and where changes have needed to be made through the life of the programme
- As well as understanding new models of service delivery, identify the structures and resources that were used to support successful delivery
- Obtain benchmarking and performance information, the outputs from the SWOT and PESTLE analysis and risk registers will support identifying the priority areas for information gathering.

Success measures
✓ High level of strategic awareness and assurance amongst Councillors and Officers of individual and collective position of Council(s)
✓ Awareness and understanding of strategic and high risk external influences
✓ Understanding of high level forecasting and trends
✓ Direction in relation to further enquiry areas for each Council
✓ Evidence based foundations for subsequent change
✓ Comprehensive understanding of current strategic landscape of organisations, communities and a good understanding of best practice, learning and improvements achieved
✓ Initial mapping of relationships to associated change programmes of STP and Eastern Unitary Council Change Programme
10. **Stage 3: Scoping our Organisation**

This stage will use the information and activities of the previous stages to inform the development of the high level design of the new organisation.

Through the scoping work of the first two stages, we will have considered and developed the following areas that provide the foundations to progress the next phase of the programme. Consideration, understanding and agreement through stage 1 and 2 will have led us to a position where we have:

- A strong and agreed Vision, that is clearly articulated
- A councillor led change programme which will provide a steer on overarching priorities and principles for a new Council
- Resilient and cohesive relationships with our Politicians, Officers and Partners
- Clear and robust governance arrangements
- Early thinking of cultural and design principles
- A comprehensive understanding of all our Councils:- current positions, projections and direction of travel to deliver their transformation and savings programmes
- A good understanding of our communities, including the current and future forecasts of trends, impacts and outcomes of current trajectory
- Stakeholders are engaged, involved and consulted throughout the processes of Visioning and understanding our current position

Our comprehensive understanding of the ambition, desire and aspirations for the future, and of the current position and direction of travel, will enable us to clearly consider the position between where we are now and currently heading, with the vision and the desired future organisation.

Using the information from the previous two stages, Councillors, working closely with lead officers will need to establish the change methodology and organisational design principles. As well as the use of existing evidence, consideration needs to be given to the opportunities and constraints in the development of the design of the new Council.

The initial phase of activities for this stage will inform the development of the key strategies and framework for strategic delivery models to meet our community outcomes and supporting developing our cultural framework.

Councillors, supported by lead officers, will need to consider how we use the Visioning work to develop the look and feel of the new organisation for our community outcomes and how they will be delivered through our workforce. Thought can then be given to the gap between where we are and where we want to be, and set the priorities that will enable us to meet the ambitions and aspirations of our future state.

There needs to be a clear criteria for establishing priorities for transformation versus transition of services: An assessment criteria and tools will need to be put in place to identify the priorities and to focus on realising the maximum benefits through the first phase of implementation. Some services will warrant a transformation approach due to the benefits that will be achieved through this process. However, other areas may have already
undertaken a transformation through existing Council transformation programmes, or may need to just be transitioned into the new organisation and reviewed at a later stage.

Ongoing leadership and engagement of Councillors will be imperative at this stage to provide direction and steerage to officers on the future priorities, shape and design of services.

A series of design workshops, seminars and other stakeholder engagement style events will be scheduled, to go through the various stages of development. After the initial scoping workshops, further scoping work for the next level of detail can be undertaken through a series of themed workshops.

The workshops will inform the identification and direction in relation to key enabling policies and strategies. Consideration needs to be given to alignment with national policy and strategy, and also local influencers, including the East Unitary, Combined Authority and STP.

The organisational policies and strategies will form the foundation and underpinning governance and infrastructure to deliver the new organisation. The content must be comprehensive, robust, agreed and taken through a rigorous challenge and assurance process.

The initial set of policies and strategies are outlined below, however consultation with key stakeholders will provide the detail on outline content and identify additional requirements:

- Communications and engagement strategy
- MTFS (including consolidated spending plans, capital programmes, commissioning plans, treasury management, assets and liabilities register etc)
- People strategy, specifically addressing key areas from cultural frameworks
- Commissioning and procurement strategies – taking account of the wider social, economic and environmental drivers and benefits
- Information, Communications, Technology and Digital Strategy – both in terms of customer access and SMART working for staff
- Sustainability of key delivery strategies including Economic Growth

**Success Measures**

- Vision and ambition, translated and articulated at a high level organisational design
- Strong evidence based for change – strategic ambition
- Clearly defined design principles that inform frameworks, strategies, policies
- Identification of an outline blueprint for the new Council and target operating model, including key priority areas for transition and scalable transformation
- High level enabling policies and strategies drafted
- Cross council support on outline organisation, methodology and timetable
- High levels of Councillor and staff engagement and contribution
11. **Stage 4: Shaping our Services**

On reaching this stage, we will have agreed our design principles for the new organisation and the underpinning policies and strategies that provide the structure for developing the Council’s services. Assurance activities have been undertaken to ensure that the design and related assumptions for the new organisation have been tested and support gained for the compelling Vision for future delivery of outcomes for our communities.

Following these assurance activities, the next phase of work will be to develop the service models to meet our priorities, designed and aligned with our guiding and organisational principles. It is vital that we have a comprehensive understanding of where we are now and where we want to be which will enable us to have a thorough understanding, and thereafter the ‘gap analysis’ of key outcomes and expectations will set boundaries and direction for the detailed design and development of delivery options of key services.

This stage will also bring together detailed work in respect of providing transparent services, which are as close as possible to the community and provided by the most suitable blend of provider – whether these are council, voluntary or the commercial sector.

This stage will be the most intensive in terms of the political and professional support and challenge to provide options for each service that allow for the scalable transformation which in all cases are guided by the previous organisational design principles and of course are financially affordable and sustainable.

It is expected that the focus and ambition for scalable transformation will be targeted and proportional to the benefit achievable in each of the detailed service areas. It is also expected that the schedules developed for each option associated to each service will of course not be limited to completion before 2019. Indeed, in some areas transformation will follow transition of services post 2019. Providing this flexibility will also provide more scope when the overarching implementation plan is developed and resource requirements are forecast over the change programme schedule.

The outcome from this work in terms of the outcome areas or work streams should blueprint options for functional delivery structures that includes:

- Details of full time equivalents
- Capability and skills requirements
- Costs (transition costs) and benefits realisation
- New workflow processes that are required
- Specific technology including systems migration plans/issues
- Assets and estates requirements – including savings and investment plans
- Identification of specific ‘Measures’ to be considered in any application of TUPE
- Identification of any specific dependencies within the cultural framework
- Indicative risk and issues log specific to each option – including transition
- Indicative timeline associated to each option – including transition
- Relationships with partner organisation for the delivery of services
• Clear understanding of our commissioning intentions, and the future models of service delivery including management and governance arrangements

• Any other key issues from outline Equality Impact Analysis

For all options, the workstream will also identify the most appropriate overarching governance arrangement to start, steer and support the work of individual service structures.

These options will be considered and moderated and thereafter a preferred mix and priority agreed within the governance arrangements. This will allow an overall programme timeline to be developed with detailed schedules and plans also developed for each functional structure. These schedules will of course address issues associated to the establishment of the new organisation – transition and the longer-term transformation of key services.

Preferred governance arrangement to support portfolio areas will be developed and programme resourcing requirements established.

Development, decision and delivery of key strategies, policies and procedures required for transition and transformation

**Success measures**

✓ Suite of scheduled and costed options for high level outcome (portfolio) areas with associated impact, transition and transformational gap analysis. This impact analysis will include transitional and steady state costs/benefits.

✓ Zero based establishment profiles within options

✓ Development of 'Measures' to be considered in formal consultation

✓ Proposals for governance arrangements to best support development and delivery of options

✓ Alignment and consideration with arrangements in the East, both in terms of our common work in respect of Combined Authority and the disaggregation of Christchurch

✓ Overarching Programme Plan supported by strategic and functional governance arrangements
12. **Stage 5: Developing our Plan**

At this stage, we will have a clear understanding of the purpose and design of our Council, and the size, shape and scope of our services. We will also be able to clearly articulate the strategic picture of how community outcomes will be met through the new Council, the wider network of public services including health services, Town and Parish Councils, voluntary and community sectors, commercial sector, and other alternative delivery models.

This strategic, but detailed overview of the design and delivery of our Council will support and enable the development of the detailed programme implementation plan.

Detailed work will need to be undertaken to ensure that the implementation plans are comprehensive and that priorities can be delivered. Assessment of alignment with the principles, key policies and strategies and with statutory compliance will be fundamental to the process of developing the plans.

A series of key activities for this stage are outlined below - this list is not exhaustive and will be built on as part of the development of the programme:

- Develop detailed implementation plans
- Agree project delivery schedules and milestones
- Establish and monitor dependencies across the programme
- Assess risks and develop detailed risk and issues log
- Confirm tasks and assign delivery responsibilities
- Understanding of target operating models and scope of transformation within outcome areas
- Clear interdependencies between change programmes and transition
- Benefits realisation plan
- Investment requirements for stages of transition and transformation in each area
- Corporate risk register that supports all stages of the change programmes and is further supported by registers for each service area
- Connected governance arrangements that ensure transparent and timely reporting, monitoring and assurance.

The following activities will form part of the assurance activities and will be regularly reviewed as this stage progresses:

- Review of cultural framework and alignment with key areas in delivery programmes
- Clear relationships to associated change programmes – specifically the East and devolution issues associated with Town and Parish Councils
- Direction and priorities of the STP, including alignment and impact
- Alignment of plans to decommission sovereign councils.

**Success measures:**

- Consolidated and comprehensive change programme
- Assurance of organisational transformation and alignment of the organisational blueprint against our financial forecast
✓ Comprehensive and connected governance and assurance structures between transformation portfolios and overarching Unitary Board
✓ Consolidated risk and issues register, including mitigation plans
✓ Identification of approach to formal consultation, including coordination of Measures to be included in TUPE Consultation
✓ Detailed implementation plan, including infrastructure and technology specifications, processes designed and mapped
13. **Stage 6: Implementation and Review**

This is the highest risk stage. Consideration of how this stage will be managed and delivered will be a theme that is considered regularly as part of the upstream (or previous) stages of the programme. These considerations will assist with developing the timeline for transformations and transition activities during the implementation period.

The implementation of our organisation will take place in four defined sequential stages, however these stages may have differing timescales dependent on the specific needs of the functions and services:

1. Planning for ‘go-live’ and priming for change
2. Implementation – monitoring, risk and issue management through go-live period
3. Review – successes and lessons learnt
4. Embedding change and next phase of transformation

### 13.1 Planning for ‘go-live’ and priming for change

This phase will prepare the organisation, community, partners and other stakeholders for the impending implementation of the new organisation. The primary focus areas will be on:

i) Externally:
   - Customers, communities, providers and partners

ii) Internally:
   - People, business processes, systems and assurance
   - The activities in this phase will need to be undertaken ‘hand in hand’ with the current organisations, to ensure the decommissioning activities and preparation for transition are aligned to the Dorset programme
   - Timing and synchronising of activities between priming for go-live and implementation are crucial and can be high risk and costly if not managed effectively. Converging and transitioning six councils into one new organisation heightens associated risks.
   - Testing and assurance of the detailed, thorough and comprehensive change management plan will need to be considered at the earliest point of this phase.
   - The plans will need to focus internally around the people who are transitioning into the new organisation and digitally enabling processes and systems to drive efficiency and support transformation.
   - Communication and stakeholder engagement will be critical to the successful delivery of the programme. The time, capacity and channels that will be needed cannot be underestimated during this overall stage.
   - Leadership from a political and professional perspective will provide the strategic drive and energy for the new Council to embrace the vision and ambition, and take the people through the change process. Early and continued engagement will be a key aspect of the communication plan, both internally and externally.
• Understanding our readiness for change, through various tests including understanding capacity and the workforces’ preparedness, systems and process scenarios and stress testing, needs to be applied across all aspects of the pre-‘go live’ activities. Validation through a rigorous review process will provide a good level of assurance and risk mitigation, and will inform the business continuity and contingency planning arrangements.

• Change management activities capacity will need to increase through this period, current resources that are leading change in the Councils will provide a network to manage and embed the change. Capacity will be needed to ramp-up the levels of urgency and to provide training for the new Leaders, who will take functions and services through the change. Additional resources will need to be identified from the Councils to act as change agents who will support new lead officers through the transition and embed the first phases of transformation, further centrally co-ordinated capacity will be needed for skills training on new or changing systems, floorwalkers, and additional resources to manage and mitigate issues associated with change to reduce and mitigate dip in customer related delivery.

• Consideration needs to be given from the customers’ perspectives, and plans put in place to communicate the changes that will affect how they interact with the new Council compared to their current service provision. The impact analysis and consultation processes that will be carried out throughout the stages of the programme should help to identify the communication requirements and mitigates potential risks.

13.2 Implementation, monitoring and risk management and issues mitigation—transition and first phase of transformation

• The success of the implementation will be dependent on the rigor of the preparing stages of the programme.
• Key activities in this period
• Ongoing change management activities
• Internal and external communication
• Risk management and issue mitigation
• Impact of decommissioning arrangements, and changes to systems
• Initial phases of implementing new models of delivery and managing/enabling at a community level
• Supporting cultural change
• Support organisations with the change and the impact – Town and Parish Councils, capacity building in the voluntary and community sectors, etc
• Active management of risks and issue management and mitigation
• Benefits monitoring – alignment of change with design principles through the implementation phase

13.3 Review of successes and lessons learnt

• What went well, impact benefit
• What went not so well, or didn’t happen, impact, future mitigation
• Benefits management, review and realisation
• Continued risk management and mitigation
13.4 Embedding change and next phase of transformation

- Continuing assessment of the performance and delivery of the change for customers, communities and workforce
- Continuing management of benefits and monitoring of realisation
- Priorities and plans put in place for the next phase of transformation using the four-step model in this phase

Success measures:
- Pre-‘go live’ plan, developed and tested, and aligned to East Council plan
- Resources – sufficient resource capacity in place across the Councils and programme to support ‘go live’ and implementation
- Decommissioning activities and communication plans are live and proactive, and are synergised with the partner Councils and co-ordinated with East Unitary
- Business continuity and contingency plans in place and actively managed
- Benefits throughout the implementation period are managed and realised
- Platform and processes for future phases of transformation developed
- Alignment of delivery with partner organisations
- Community outcomes are being delivered and positive direction of travel
- Cultural change across the organisation established with a positive direction of travel
- Case studies developed and communicated
# Dorset Area Joint Committee

<table>
<thead>
<tr>
<th>Date of Meeting</th>
<th>20 September 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Subject of Report</strong></td>
<td>Communication and Engagement Strategy and Plan</td>
</tr>
<tr>
<td><strong>Executive Summary</strong></td>
<td>The Communication and Engagement Strategy and Plan for the Dorset Area Joint Committee (DAJC) will support the development of the collaborative relationships and sharing of the future plans and delivery of the future joint working relationships. An effective communication and engagement plan will enable the Joint Committee to articulate their ambitions and vision for the future of services for Dorset. The strategy and plan are at early draft stages and will develop as the future direction becomes clearer and as the ambitions and vision of the Joint Committee develops. The plan will be live, dynamic and responsive to the pace and direction of the Joint Committee. By nature of the complexity and diversity of stakeholders requiring different levels of engagement at various times, more detailed plans will be developed for specific groups as the programmes of work develop. A short-term communication and engagement plan has been developed to support sharing the early work of the new committee.</td>
</tr>
<tr>
<td><strong>Budget Implications</strong></td>
<td>None for the purposes of this report – although once developed, the resourcing of any collaboration and change programme will have resourcing costs.</td>
</tr>
<tr>
<td><strong>Recommendation</strong></td>
<td>1. To consider and discuss the proposed methodology and approaches to the development of the communication and engagement strategy and plan. 2. Agree the media protocols 3. Agree the actions proposed in the short term communication and engagement plan</td>
</tr>
</tbody>
</table>
| Appendices                                                                 | 1. Seven Step Best Practice Model for the development of a communication and engagement strategy  
2. Proposed protocols  
3. Draft short term communication and engagement plan  
4. Draft template |
|---------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------|
| Report Originator and Contact                                             | Karen Andrews  
Head of Business Improvement  
k.andrews@dorsetcc.gov.uk  
Tel. 01305 221260  
Fiona Napier  
fnapier@dorset.gov.uk  
Communications & Customer Experience Manager |
1. Introduction

1.1 The report outlines the proposed approach to the development of communication and engagement strategy to support the successful delivery of the work of the Dorset Area Joint Committee (DAJC).

1.2 The approach sets out to compliment the proposed methodology for the development and implementation of the transformation programme, and will be flexible and scalable to support partnership working whether there is a positive minded to decision or the need to progress opportunities of a more collaborative nature.

1.3 The report and appendices set out best practice approaches for communication and engagement for complex change and transformation programmes.


2.1 It is proposed that a structured approach and process is used from the development of the strategy through to the delivery and success measurements.

2.2 By nature of the Programme, the strategy will develop over time through the six stages of the proposed methodology. This process of planning, delivering and reviewing will be maintained as a live approach through the life of the Programme.

2.3 The diagram below sets out a simple four step methodology which is scalable and can be designed to be appropriate and proportionate to the size and scale of the projects and workstreams within the overall Programme.
2.4 Although this is shown as a step by step approach, work can and will run concurrently across these steps as some early activities need to be communicated while the longer-term work is designed and developed.

3. Communications Principles

3.1 The following communications principles have been drafted, in an effort to ensure that regular communication of relevant information is issued, whilst attempting to ensure that conflicting material is not sent out. These principles will underpin the ethos and work of the Joint Committee.

Inclusive and Meaningful

*Principle 1: That the Joint Committee establishes effective communications and engagement to assist informed decision making.*

Dorset Area Joint Committee will conduct genuine communications and engagement activity with key stakeholders as part of policy formation and delivery.

Clear and Accurate

*Principle 2: That the Joint Committee establishes clear communications to explain its role and remit.*

Dorset Area Joint Committee communications will be co-ordinated and appropriate to prevent conflicting or duplicated messages.

Targeted and Tailored

*Principle 3: That the Joint Committee establishes clear communications channels to provide the effective distribution of information.*

Stakeholders will be kept updated on decision making and any changes to membership.

Timely and Honest

*Principle 4: That the communications of the Dorset Area Joint Committee must be honest and open.*

Information will be made available on an open basis unless there is a valid reason for not doing so. Closed mailing lists or password protected web pages will only be used when there is a good reason for restricting or limiting access, and the reason will be recorded.

4. Development of the strategy

4.1 Time needs to be taken to develop the communication and engagement strategy as this will provide the clear priorities and delivery, and underpin development and focus of the overarching and tactical plans. The strategy will also need to be informed by the scale of the work programme and of course whether this includes the development of a new Unitary Council.

4.2 Appendix 1. outlines the seven step best practice model for the development of a communication and engagement strategy.
4.3 Although the process is outlined in a linear approach, many of the steps will overlap and run concurrently.

4.4 While the Joint Committee develop the future vision, ambitions and shape the direction of travel, a short-term strategy to support the early work of the Joint Committee needs to be developed.

5. Stakeholder Identification and Mapping

5.1 Key to the development of the strategy and identifying priorities is to have a clear understanding of the stakeholders and audiences. A detailed piece of work is underway to identify, understand and segment the current stakeholders. Again, this work needs to remain live throughout the programme to ensure new or changing stakeholders are identified and that communication and engagement approaches meet the needs of the stakeholder requirements at particular times throughout the life of the programme.

5.2 An example of the stakeholder mapping is shown below, however, further work needs to be undertaken with Council leads to develop and agree the more detailed work.

5.3 Stakeholders Mapping

<table>
<thead>
<tr>
<th>ENGAGE NOW</th>
<th>PLAN NOW, ENGAGE LATER</th>
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</thead>
<tbody>
<tr>
<td>• Leaders &amp; Chief Executives</td>
<td>• Businesses in the area and those who may relocate or invest in the new authority area</td>
</tr>
<tr>
<td>• Councillors</td>
<td>• Chamber of Commerce</td>
</tr>
<tr>
<td>• Corporate/Senior Leadership</td>
<td>• Residents and prospective residents of new authority area</td>
</tr>
<tr>
<td>• Teams</td>
<td>• Those working in and visiting the new authority area</td>
</tr>
<tr>
<td>• Town and Parish Councils</td>
<td></td>
</tr>
<tr>
<td>• MPs</td>
<td></td>
</tr>
<tr>
<td>• Councils Staff</td>
<td></td>
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<tr>
<td>• Trade Union</td>
<td></td>
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<table>
<thead>
<tr>
<th>INFORM NOW</th>
<th>INFORM LATER</th>
</tr>
</thead>
<tbody>
<tr>
<td>• People and organisations who use our services</td>
<td>• Voluntary organisations and groups</td>
</tr>
<tr>
<td>• Media – local, regional and trade</td>
<td>• Fire &amp; Rescue</td>
</tr>
<tr>
<td>• Media (TV, radio and print)</td>
<td>• Police</td>
</tr>
<tr>
<td>• LEP</td>
<td>• Other partners</td>
</tr>
<tr>
<td>• DFOG/DMOG</td>
<td>• Other neighbouring local authorities</td>
</tr>
<tr>
<td>• CCG</td>
<td>• Central Government and Government officers</td>
</tr>
</tbody>
</table>
6. Risks and Issues

6.1 As with all programmes, risks and issues need to be identified, and where possible mitigated through the development of the plan. Some risks have been identified as outlined below and will be considered and reviewed as the plan develops.

- Communications planning is difficult due to the level of uncertainty with regards to the Secretary of State’s minded to decision.
- The impact of this delay on building a clear and cohesive vision and ambitions that can be articulated to stakeholders
- Unknown reactions from stakeholders or other audiences
- Un-costed elements of the strategy and plan
- Evolving nature of the programme and changes with the programme
- Inconsistency of messaging
- Missing a key stakeholder group or individual
- Conflicting and inconsistent messages from Councils
- Access to information and timely/consistent feedback both internally and externally
- Availability of resources to support development and management of the communication and engagement plans
- Timeliness of communication and responses - Ability to respond and react to changing environment, speed of developing messaging and approval process.

7. Development of the Communication and Engagement Plan

7.1 Due to the scale of the programme, an overarching plan is needed, however, depending on the level of communication and engagement required, size, risk and influence of the stakeholder group(s), separate plans may need to be developed.

7.2 The plan will need to be live and kept under continuous review through the stages of the programme taking into account, the current and future impacts of each stages on a wider basis and for specific groups. Internal and external influencing factors also need to be considered, such as the Councils’ current change programmes, the Sustainability and Transformation Plan (STP) and any other strategic drivers such changes to legislation, political and economic factors etc.

7.3 Our communications will be driven by SMART targets measured against insight from council research, feedback on the proposal and evaluation of communications (e.g. engagement on social media).

7.4 As well as the production of an overarching strategy and strategic communication and engagement plan, to support providing consistency of messaging shared protocols, guidance and tactical plans may also be developed, such as:

- A shared media protocol (this will include an agreement to use current council branding (i.e. logos of councils). Appendix 2 outlines proposed media protocols.
- A social media code of conduct
- Guidance on community engagement and consultation
- A suite of communications tactical plans for stakeholders
8. **Short Term Plan**

8.1 While work will continue to develop the strategy and longer term plan, a short-term plan is required to support communication of the development of the work of the Joint Committee and engagement of stakeholders as streams of work develop.

8.2 The attached Appendix 3 outlines the draft plan for the next three months for both local delivery by the Councils, and also centrally co-ordinated and managed communication, which will provide consistency in approach, information and timing of delivery.

8.3 Some initial templates are being developed to support ensuring swift messaging is provided from the Committees. Attached in Appendix 4 is an internal core brief template and reporting template that can be completed and shared with Councils as a swift way of sharing messages internally with officers and councillors.

9. **Communication and Engagement Methods and Channels**

9.1 Due to the size, scale and diversity of stakeholder groups, it will be important to communicate in ways that support the audiences understanding of the information and messaging while also feeling engaged in the development and delivery of the programmes.

9.2 Learning from other councils and organisations that have been on similar journeys has informed that early and continuous engagement would have, and has, provided better outcomes for both internally (staff and suppliers) and externally (service users, residents and communities).

9.3 To maximise effectiveness, a blend of methods and approaches, of both one-way and two-way communication, needs to be used which is delivered in ways that are appropriate to the audiences.
In developing the plan, consideration should be given to traditional and less conventional approaches that cover a wide range of preferences to receiving and feeding back on information.

Methods may be visual, audio, written, interactive and include:

- Symbolic actions and symbolism
- Use of metaphors
- Storytelling – Kingsfund, video case studies, diagrams, infographics, storyboards

**10. Resourcing and Management**

10.1 The recommended approach is to co-ordinate and manage the overarching plan centrally to ensure consistency of key messages throughout the life of the programme. As the programme develops and where appropriate, workstreams may need to take the lead on managing and delivering the actions outlined in the individual communication plans to ensure timely delivery of the communications, and receipt of feedback.

10.2 The co-ordination role will need to manage the interdependencies, risks and issues and ensure that they are being addressed at the nearest point to delivery.

10.3 Through the initial phase of work a dedicated communication and engagement specialist will be required to lead the development of the strategy and longer term plan and co-ordinate activities within councils.

**11. Summary**

11.1 The report and appendices provides a comprehensive approach to developing, delivering and managing the Joint Communication and Engagement Strategy and Plan. As outlined, the work will need time and resource to develop and implement for the medium and longer term.
11.2 The short-term plan provides the Joint Committee with an initial framework and timescales for the first two to three months. It will be important for the communication officers from across the councils to work together to ensure the consistency and timeliness of messaging and responses to feedback.
Appendix 1.

Transformation/Change Programme
Communication and Engagement Strategy Development

Outline below is the seven-step process for developing, delivering and measuring the success of the communication and engagement through a transformation/change programme.

Although this is shown as a linear process, many of the stages overlap and form part of a cyclic approach that is circulated several times through major change programmes.

Communication Strategy Development

1. **Understand organisational context**
   - Contain the vision and strategic drivers
   - Develop priorities and supporting narrative
   - Develop the name, logos, branding, straplines (where appropriate)
   - Define the aims and overarching objectives
   - Nature of change and the culture and environment in which the change takes place
   - The drivers and links with wider strategies and what are the expected benefits
   - Outline the readiness for change and the priorities for the change programme

2. **Analyse audience/stakeholders**
   - Identify the different groups of people/stakeholders
   - Internal and external stakeholders will have different needs and requirements
   - Analyse and segment stakeholders using the stakeholder identification, mapping and segmentation tools (appendix)
   - Undertake more detailed analysis of key stakeholders, including what is known about them - beliefs, values, attitudes, influences and behaviours
   - Consider their awareness, understanding, attitude to change and levels of resistance
   - Include: Key concerns, how the change is likely to impact on them and issues faced in dealing with the change
   - Consider the likely questions from the priority stakeholder groups

3. **Set communication objectives**
   - The analysis from the first two steps will provide a better understanding of what is required in terms of the position towards the change.
   - Consideration needs to be given to what each audience needs to know, think, feel and do to take them through, and as a result of the change, before defining specific communication objectives for each of the groups.
   - Objectives should be measurable so that progress can be tracked and any problems in achieving them can be identified early. Objectives should also be linked to key milestones for the change initiative.
   - Critical questions to consider:
o What does success look like?
o How can our communications help ensure successful implementation of the programme?
o What will be achieved through the communications (relationship, attitude, awareness, behaviour)?
o Can these objectives be measured in SMART terms?
o How will they be measured?

4. **Select communication approaches**

- The major change of design, delivery and cultural shifts will need different approaches dependent on the scale of the impact on the stakeholders, and will need to be managed differently depending on the influencing factors which will be identified through the previous stages.
- Approaches will need to be reviewed and developed throughout each stage of the programme.
- Some of the questions to be considered:
  - What are the key activities to be carried out and at what stage?
  - Will there be further research required, and at what stage?
  - Campaigns adhere to guidelines concerning branding, images, use of plain English, diversity issues and data security

5. **Develop key messages and themes**

- Develop consistent and coherent messages that can be shared through multiple sources and channels.
- What are the key messages to be communicated?
- How do these messages relate to and support each other?
- Are these messages short, jargon free, concise and meaningful?
- Where appropriate tailor to stakeholder groups

6. **Identify who will deliver messages**

- Identify formal and informal communication networks and key influencers in different groups
- Identify types of supporting resources – champions, change agents and early adopters of change
- Creation of groups and networks – Communication Culture action team
- Who will lead the delivery of the strategy?
- How does this fit in with other strategies and policies within and dependent on the programme?

7. **Select communication channels**

- Different communication channels have different characteristics and need to be selected to meet the needs of the strategy, the message and the audience.
o Decisions on the channels to be used and for what purpose. Outline of the channels that will be used, which need to be reliable and consistent to avoid confusion by stakeholders.
Appendix 2.

Dorset Area Joint Committee Media Protocol
August 2017

The aim of the protocol is to provide agreed guidelines and process for managing communications with the media relating to queries directed to the Dorset Area Joint Committee.

It covers communications relating to the Dorset Area Joint Committee and collaborative working, rather than the wider unitary debate, which individual councils will inevitably have their own positions and key messages on.

All Leaders and Chief Executives are required to follow the agreed process in relation to media releases and media enquiries. This is primarily to co-ordinate the public dissemination of information, present consistent messages to elected members, partners, the public and other audiences, to avoid confusion among the media and others and to ensure that we have the best chance to effectively establish the Dorset Area Joint Committee.

Proactive and planned PR
The communications lead (representing the communications group of the Dorset Councils’ communications professionals) will be responsible for the coordination of news releases prepared on behalf of Leaders and Chief Executives. The communications lead’s primary point of contact will be the Chair of the Dorset Area Joint Committee –for the sign-off of releases, or Deputy Chair in their absence.

All proactive news releases will include a quote from the Chair. Releases will be circulated to Leaders and Chief Executives ahead of publication, for comment, with a timeframe of one day for responses. Where a Leader or Chief Executive does not come back within the specified timeframe it will count as a nil response and the Chair will be asked to sign off the statement/response on their behalf.

News releases will be posted onto the Dorset Area Councils website, as the primary repository for news. Members of the communications groups will use their communications channels (websites, intranets, e-newsletters, etc.) to distribute information.

Reactive media enquiries
All press/media enquiries regarding the Dorset Area Joint Committee should be directed by member organisations through to the communications lead, who will co-ordinate a response with the Chair. The communications lead will then clear the proposed response with Leaders and Chief Executives. Given the need to meet tight media deadlines, a timeframe of one morning/afternoon is recommended for Leaders and Chief Executives to come back with comments on draft statements/responses. Where a Leader or Chief Executive does not come back within the specified timeframe it will count as a nil response and the Chair will be asked to sign off the statement/response on their behalf.

Where we need to respond quickly to a high profile issue, and by missing a media deadline we would risk significantly damaging the reputation of the Dorset Area Joint Committee, it is recommended that the Chair be asked to sign off any responses/statements on the Leaders' and Chief Executives' behalf.
Negative publicity
It is important that any potential negative stories which may have an impact on the reputation of the Dorset Area Joint Committee are flagged up at the earliest opportunity by Leaders and Chief Executives and their respective organisations so we can put plans in place to manage any negative publicity.

Requests for radio/TV interviews
Requests for broadcast interviews will be discussed with the Chair who will decide the most appropriate person to conduct the interview.

Dorset Area Joint Committee – Strategic Communication Lead

<table>
<thead>
<tr>
<th>Chair</th>
<th>Communications Lead</th>
<th>Contact</th>
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Dorset Councils Leaders, Chief Executives and communications group members

<table>
<thead>
<tr>
<th>Board Member</th>
<th>Communications Group member</th>
<th>Contact</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dorset County Council</td>
<td>Kirstie Snow</td>
<td><a href="mailto:K.Snow@dorsetcc.gov.uk">K.Snow@dorsetcc.gov.uk</a></td>
</tr>
<tr>
<td></td>
<td>Senior Communications Officer</td>
<td>01305 224734</td>
</tr>
<tr>
<td></td>
<td>LGR &amp; Forward Together, Dorset County Council</td>
<td></td>
</tr>
<tr>
<td></td>
<td>(note Kirstie works Tues – Fri inclusive)</td>
<td></td>
</tr>
<tr>
<td>Cllr Rebecca Knox, Leader</td>
<td>Ceri Lewis, Communications and PR Manager, Christchurch and East Dorset Councils</td>
<td><a href="mailto:CLewis@christchurchandeastdorset.gov.uk">CLewis@christchurchandeastdorset.gov.uk</a></td>
</tr>
<tr>
<td>Debbie Ward, Chief Executive</td>
<td>Fiona Napier, Communications &amp; Customer Experience Manager, DCP</td>
<td><a href="mailto:fnapier@dorset.gov.uk">fnapier@dorset.gov.uk</a></td>
</tr>
<tr>
<td></td>
<td>Matt Prosser, Chief Executive</td>
<td><a href="mailto:pcompton@dorset.gov.uk">pcompton@dorset.gov.uk</a></td>
</tr>
<tr>
<td></td>
<td>Paul Compton, Communications Team Leader, DCP</td>
<td>01305 838302</td>
</tr>
<tr>
<td>East Dorset District Council</td>
<td>David McIntosh</td>
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<td></td>
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<tr>
<td>Purbeck District Council</td>
<td>Claire Lodge, Communications Officer, Purbeck District Council</td>
<td><a href="mailto:clairelodge@purbeck-dc.gov.uk">clairelodge@purbeck-dc.gov.uk</a></td>
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<td>Cllr Gary Suttle, Leader</td>
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<tr>
<td></td>
<td>Steve Mackenzie, Chief Executive</td>
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</tr>
<tr>
<td>West Dorset District Council</td>
<td>Fiona Napier, Communications &amp; Customer Experience Manager, DCP</td>
<td><a href="mailto:fnapier@dorset.gov.uk">fnapier@dorset.gov.uk</a></td>
</tr>
<tr>
<td></td>
<td>Cllr Tony Alford, Leader</td>
<td>01305 252219</td>
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<tr>
<td>Weymouth &amp; Portland Borough Council</td>
<td>Fiona Napier, Communications &amp; Customer Experience Manager, DCP</td>
<td><a href="mailto:fnapier@dorset.gov.uk">fnapier@dorset.gov.uk</a></td>
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<td>Cllr Jeff Cant, Leader</td>
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<td>Paul Compton, Communications Team Leader, DCP</td>
<td><a href="mailto:pcompton@dorset.gov.uk">pcompton@dorset.gov.uk</a></td>
</tr>
<tr>
<td></td>
<td>Paul Compton, Communications Team Leader, DCP</td>
<td>01305 838302</td>
</tr>
</tbody>
</table>
## Appendix 3

**DRAFT – Dorset Area Joint Committee communication and engagement short term plan**

**September 2017 – October 2017**

<table>
<thead>
<tr>
<th>Date</th>
<th>Approach/Channel</th>
<th>Stakeholder group</th>
<th>Stakeholder interest</th>
<th>Key lines</th>
<th>Delivery</th>
</tr>
</thead>
<tbody>
<tr>
<td>Early September</td>
<td>Purchase of website for the Dorset Area</td>
<td>All</td>
<td>High</td>
<td>• Purchase of a neutral site for the JC</td>
<td></td>
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<tr>
<td>prior to 1st formal</td>
<td></td>
<td></td>
<td></td>
<td>• Set-up new site with information relating to membership and contacts etc.</td>
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<tr>
<td>meeting</td>
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</tr>
<tr>
<td>Early September</td>
<td>Internal message from Leaders and CEOs via email – Reference the website and</td>
<td>Staff</td>
<td>High</td>
<td>• Background of DAJC</td>
<td></td>
</tr>
<tr>
<td>prior to 1st formal</td>
<td>timetables for information being available</td>
<td>Elected Members</td>
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<td>• Committee membership</td>
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<tr>
<td>meeting</td>
<td></td>
<td></td>
<td></td>
<td>• Roles and responsibilities</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>• Weave in joint working lines</td>
<td></td>
</tr>
<tr>
<td>Early September</td>
<td>Item in CEX blogs or on intranets</td>
<td>Staff across all orgs</td>
<td>High</td>
<td>• If we get a positive minded to or a negative, how will this affect JCs?</td>
<td></td>
</tr>
<tr>
<td>prior to 1st formal</td>
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<td></td>
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<td>• Future meeting dates</td>
<td></td>
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<tr>
<td>meeting</td>
<td></td>
<td></td>
<td></td>
<td>• How JCs fit in with LGR</td>
<td></td>
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<tr>
<td>Early September</td>
<td>Formal notification of the meeting will be published through the new website and</td>
<td>Residents/other</td>
<td>Med/Low</td>
<td>• Timeline with Implementation</td>
<td></td>
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<tr>
<td>prior to 1st formal</td>
<td>by councils for formal process of Committee meetings</td>
<td></td>
<td></td>
<td>Executive</td>
<td></td>
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<tr>
<td>meeting</td>
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<td></td>
<td></td>
<td>• Touch on Bmth, Poole, XCH JC</td>
<td></td>
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<tr>
<td>Early September</td>
<td>External - Create a masterplan calendar of all Councils planned external</td>
<td>External and Internal</td>
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<td>• The meeting is coming up</td>
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<tr>
<td></td>
<td>publications and</td>
<td></td>
<td></td>
<td>• See here for agenda</td>
<td></td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td>• How important the JC is to LGR</td>
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<td></td>
<td></td>
<td></td>
<td>• Joint working arrangements</td>
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<tr>
<th>Date</th>
<th>Approach/Channel</th>
<th>Stakeholder group</th>
<th>Stakeholder interest</th>
<th>Key lines</th>
<th>Delivery</th>
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<tbody>
<tr>
<td></td>
<td>formats such as Your Dorset, About Purbeck etc</td>
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<td></td>
</tr>
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<td></td>
<td>Internal – Staff and management briefing timetables</td>
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<tr>
<td></td>
<td><strong>20 September</strong> First formal DAJC meeting During meeting</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td>Consider live tweets</td>
<td>Residents/other</td>
<td>Med/low</td>
<td>• Tweeting key decisions/ messages throughout the meeting</td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>20 September</strong> First formal DAJC meeting straight after meeting</td>
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<tr>
<td></td>
<td>External message via news release</td>
<td>Media (including residents, partners, town and parish councils, VCSE etc)</td>
<td>Medium</td>
<td>• Who attended (plus if any members of public)</td>
<td>• Who attended (plus if any members of public)</td>
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<tr>
<td></td>
<td>Consider live tweets</td>
<td></td>
<td></td>
<td></td>
<td>• Election of Chairman(including quote)</td>
</tr>
<tr>
<td></td>
<td>Record interview with Chair to support written release</td>
<td></td>
<td></td>
<td></td>
<td>• What was discussed/agreed</td>
</tr>
<tr>
<td></td>
<td><strong>20 September</strong> First formal DAJC meeting straight after meeting</td>
<td></td>
<td></td>
<td></td>
<td>• Details of workshop and actions</td>
</tr>
<tr>
<td></td>
<td>Internal message via email from CX</td>
<td>Staff Elected members</td>
<td>High</td>
<td>• Actions moving forward</td>
<td>• Actions moving forward</td>
</tr>
<tr>
<td></td>
<td>Internal email to Members from Leaders</td>
<td></td>
<td></td>
<td></td>
<td>• Where formal minutes can be found</td>
</tr>
<tr>
<td></td>
<td><strong>22 September</strong> After 1st formal meeting</td>
<td></td>
<td></td>
<td></td>
<td>• How does this meeting link with LGR?</td>
</tr>
<tr>
<td></td>
<td>Consideration of live interviews through local news – t.v./radio</td>
<td>Staff</td>
<td>High</td>
<td>• Date of next meeting</td>
<td>• Date of next meeting</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>• Update website site with news release and recorded interview of the new Chair</td>
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<td><strong>22 September</strong> After 1st formal meeting</td>
<td></td>
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<tr>
<td></td>
<td>Planned staff briefing – DCC &amp; DCP staff</td>
<td></td>
<td></td>
<td>• Content to be agreed</td>
<td>• Content to be agreed</td>
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<tr>
<td>Date</td>
<td>Approach/Channel</td>
<td>Stakeholder group</td>
<td>Stakeholder interest</td>
<td>Key lines</td>
<td>Delivery</td>
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<tr>
<td><strong>End September</strong></td>
<td>Agree approach and process for managing enquiries, Q&amp;As and Feedback</td>
<td>All</td>
<td>Med</td>
<td>• Process developed for managing with Chairman, Leaders and Chief Executives</td>
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<tr>
<td><strong>October</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>4 October</td>
<td>Planned staff briefing – DCC &amp; DCP staff</td>
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<td>• Content to be agreed</td>
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<tr>
<td><strong>Early October</strong></td>
<td>Updating of the website content – may include: Sharing of workplan for the Committee and priorities – consider targeted communication and engagement if appropriate</td>
<td></td>
<td></td>
<td>• Development of the priorities</td>
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<td>Prior to 2nd meeting</td>
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<td></td>
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<td>• Subjects for future meetings</td>
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<td><strong>Early October</strong></td>
<td>Item in CEX blogs or on intranets</td>
<td>Staff across all orgs</td>
<td>High</td>
<td>• Newsfeed for any developments from SoS</td>
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<td>Prior to 2nd meeting</td>
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<td></td>
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<td>• FAQs</td>
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<td><strong>Early October</strong></td>
<td>External message via news release</td>
<td>Media (including residents, partners, town and parish councils, VCSE etc)</td>
<td>Medium</td>
<td>• What was discussed/agreed at previous meeting</td>
<td></td>
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<tr>
<td>Prior to 2nd meeting</td>
<td></td>
<td></td>
<td></td>
<td>• Agenda items of next meeting</td>
<td></td>
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<tr>
<td><strong>Early October</strong></td>
<td>Internal message via email</td>
<td>Elected Members Staff</td>
<td>High</td>
<td>• Reminder of previous actions were</td>
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<tr>
<td>Prior to 2nd meeting</td>
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<td></td>
<td></td>
<td>• Where formal minutes can be found</td>
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<tr>
<td>11 October</td>
<td>Planned staff briefing (DCC)</td>
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<td>• Date of next meeting</td>
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<td>Date</td>
<td>Approach/Channel</td>
<td>Stakeholder group</td>
<td>Stakeholder interest</td>
<td>Key lines</td>
<td>Delivery</td>
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<tr>
<td>16 October</td>
<td>Second formal meeting</td>
<td>Residents/other</td>
<td>Med/low</td>
<td>• Tweeting key decisions/messages throughout the meeting</td>
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<td></td>
<td>During 2nd formal meeting</td>
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<td>16 October</td>
<td>Live tweets during second formal meeting</td>
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<td>Straight after 2nd formal meeting</td>
<td>Media (including residents, partners, town and parish</td>
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<td>News release sent out straight after meeting</td>
<td>councils, VCSE etc)</td>
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<td>• Quote from Chairman</td>
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<td>• Webpage update</td>
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<td>16 October</td>
<td>Straight after 2nd formal meeting</td>
<td>Staff elected members</td>
<td>High</td>
<td>• Who attended</td>
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<td>Internal message via email from CX</td>
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<td>• Election of Chairman (including quote)</td>
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<td></td>
<td>Internal email to Members from Leader</td>
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<td></td>
<td>• What was discussed/agreed</td>
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<td>• Details of workshop and actions</td>
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<td>• Actions moving forward</td>
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<td>• Where formal minutes can be found</td>
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<td>• Date of next meeting</td>
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<tr>
<td>Late October</td>
<td>After 2nd formal meeting</td>
<td>Residents</td>
<td>Medium</td>
<td>• Background of DAJC</td>
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<td>News article in Your Dorset (deadline for sign off 16 October)</td>
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<td>• Committee membership</td>
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<td>• Roles and responsibilities</td>
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<td>• Weave in joint working lines</td>
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<td>• How would a positive or negative ‘minded to’ affect JCs?</td>
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<td>• Future meeting dates</td>
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<td>• Timeline with Implementation Executive</td>
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<td></td>
<td></td>
<td>• Touch on Bmth, Poole, XCH JC</td>
<td></td>
</tr>
<tr>
<td>Date</td>
<td>Approach/Channel</td>
<td>Stakeholder group</td>
<td>Stakeholder interest</td>
<td>Key lines</td>
<td>Delivery</td>
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</tbody>
</table>
| November | Item in CEX blogs or on intranets | Staff across all orgs | High | • The meeting is coming up  
• See here for agenda  
• How important the JC is to LGR  
• Joint working arrangements | |
| Early November prior to 3<sup>rd</sup> formal meeting | External message via news release | Media (including residents, partners, town and parish councils, VCSE etc) | Medium | • What was discussed/agreed at previous meeting  
• Agenda items of next meeting  
• Reminder of previous actions were  
• Where formal minutes can be found  
• Date of next meeting | |
| Early November Prior to 3<sup>rd</sup> formal meeting | Internal message via Intranets | Elected Members Staff | High | • What was discussed/agreed at previous meeting  
• Agenda items of next meeting  
• Reminder of previous actions were  
• Where formal minutes can be found  
• Date of next meeting | |
| 14 or 15 November – 3<sup>rd</sup> formal meeting (date tbc) During meeting | Live tweets during 3<sup>rd</sup> formal meeting | Residents/other | Med/low | • Tweeting key decisions/ messages throughout the meeting | |
| 14 or 15 November – 3<sup>rd</sup> | News release straight after 3<sup>rd</sup> formal meeting | Media (including residents, partners, | Medium | • Business discussed  
• Quote from Chairman  
• Actions moving forward | |
<table>
<thead>
<tr>
<th>Date</th>
<th>Approach/Channel</th>
<th>Stakeholder group</th>
<th>Stakeholder interest</th>
<th>Key lines</th>
<th>Delivery</th>
</tr>
</thead>
</table>
| formal meeting (date tbc) Straight after meeting | town and parish councils, VCSE etc) |  |  | Where minutes can be found  
Date of next meeting |  |
| 14 or 15 November – 3rd formal meeting (date tbc) Straight after 3rd formal meeting | Internal message via email from CX Internal email to Members from Leader | Staff  
Elected members | High | Who attended  
Election of Chairman(including quote)  
What was discussed/agreed  
Details of workshop and actions  
Actions moving forward  
Where formal minutes can be found  
Date of next meeting |  |
| Mid November after 3rd formal meeting | Item in CEX blogs or on intranets | Staff across all orgs | High | The meeting is coming up  
See here for agenda  
How important the JC is to LGR  
Joint working arrangements |  |
Appendix 4. – Draft templates

<table>
<thead>
<tr>
<th>Dorset Area Joint Committee Core Briefing – X September 2017</th>
</tr>
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<tbody>
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<td>![Smiley face] What went well?</td>
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<tr>
<td>•</td>
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<tr>
<td>•</td>
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<tr>
<td>Key Decisions and Actions</td>
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<td>•</td>
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<tr>
<td>Impact on Councils</td>
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Dorset Area Joint Committee

<table>
<thead>
<tr>
<th>Date of Meeting</th>
<th>20 September 2017</th>
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</thead>
<tbody>
<tr>
<td>Subject of Report</td>
<td>Forward work plan for the Dorset Area Joint Committee</td>
</tr>
<tr>
<td>Executive Summary</td>
<td>A forward plan of work has been developed to provide a proposal on the focus for the initial three month period whilst the Committee establishes a longer term programme of work. The workplan has been drafted to show progression of the collaborative work the Committee has already begun and also an indication of the work required should a 'minded' decision be received from Government. The workplan is a live document and will be updated to reflect the future work agreed by the Committee.</td>
</tr>
<tr>
<td>Budget Implications</td>
<td>These are no direct financial consequences from this report.</td>
</tr>
<tr>
<td>Recommendation</td>
<td>i) The Committee agrees the initial forward plan.</td>
</tr>
<tr>
<td>Appendices</td>
<td>1. Forward Plan</td>
</tr>
<tr>
<td>Report Originator and Contact</td>
<td>Name: Darran Gunter, Programme Director – Local Government Reorganisation Tel: 01305 221244 Email: <a href="mailto:darran.gunter@dorsetcc.gov.uk">darran.gunter@dorsetcc.gov.uk</a></td>
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Appendix 1 – Forward Plan

<table>
<thead>
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<th>Meeting</th>
<th>Dorset Area Joint Committee</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chair</td>
<td>Tbc</td>
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<tr>
<td>Lead Officers</td>
<td>Matt Prosser, Debbie Ward, Steve Mackenzie, David McIntosh, Darran Gunter</td>
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<td>Support Officer</td>
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</table>

Regular Items

- Apologies
- Minutes from previous meeting
- Forward Plan

**DATE OF MEETING** | 20 September 2017 – 12noon

<table>
<thead>
<tr>
<th>Item</th>
<th>Lead</th>
<th>Senior Officer(s) supporting</th>
<th>Additional support</th>
<th>Outcome (Decision / consultation / update / annual review)</th>
<th>Delivery method (e.g. Presentation / report)</th>
<th>Decision maker (if applicable)</th>
<th>Prior consultees</th>
<th>To be submitted to</th>
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<tbody>
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<td>1.</td>
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<tr>
<td>Shared Services – scope and outline work programme</td>
<td>Chairman</td>
<td>Chief Executives &amp; Programme Director</td>
<td></td>
<td>Decision on progressing activities Report</td>
<td>Committee</td>
<td>TBC</td>
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<tr>
<td>Outline for next phases of collaborative work priorities</td>
<td>Chairman</td>
<td>Chief Executives &amp; Programme Director</td>
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<td>Decision on progressing activities Report</td>
<td>Committee</td>
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<td>Detail and progress of programme of work, updates on emerging workstreams</td>
<td>Programme Director</td>
<td>Chief Executives</td>
<td>Section 151 Officers &amp; Monitoring Officers</td>
<td>Provide assurance on progress TBC</td>
<td>TBC</td>
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## DATE OF MEETING
December 2017 (tbc)

1. Prepare draft papers
2. Submit draft papers to Dorset Area CXs
3. Formal circulation of papers to lead officers for sign off
4. Deadline for approval of papers
5. Publication of agenda and papers

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<tr>
<td>Progress update on collaborative priorities – detail TBC</td>
<td>Chairman</td>
<td>Chief Executives &amp; Programme Director</td>
<td></td>
<td>Decision on progressing activities</td>
<td>Report</td>
<td>Committee</td>
<td>TBC</td>
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<td>Progress against Programme including relevant workstream reports</td>
<td>Programme Director</td>
<td>Chief Executives</td>
<td>Section 151 Officers &amp; Monitoring Officers</td>
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