

Shadow Authority

Notice of Executive Committee

Date: Tuesday, 12 March 2019 at 10.00 am

Venue: Committee Suite, Civic Centre, Poole, BH15 2RU

Membership:

Chairman:

Cllr J Walton

Vice Chairman:

Cllr J Beesley

Cllr P Broadhead

Cllr J Challinor

Cllr B Crawford

Cllr A Filer

Cllr D A Flagg

Cllr M Greene

Cllr N Greene

Cllr M Haines

Cllr P F Jamieson

Cllr J Kelly

Cllr R Lawton

Cllr I Potter

Cllr K Rampton

Cllr M White

All Members of the Shadow Executive Committee are summoned to attend this meeting to consider the items of business set out on the agenda below.

The press and public are welcome to attend

If you would like any further information on the items to be considered at the meeting please contact: Matt Wisdom (01202 451107) or email matthew.wisdom@bournemouth.gov.uk

Press enquiries should be directed to Georgia Turner: Tel: 01202 454668 or email press.office@bournemouth.gov.uk

This Notice of Meeting and all the papers mentioned within it are available at moderngov.bcpshadowauthority.com

GRAHAM FARRANT
CHIEF EXECUTIVE

4 March 2019



Available online and
on the Mod.gov app



AGENDA

Items to be considered while the meeting is open to the public

1. Apologies

To receive any apologies for absence from Members.

2. Declarations of Interests

Councillors are required to comply with the requirements of the Localism Act 2011 regarding disclosable pecuniary interests. Declarations received will be reported at the meeting.

3. Confirmation of Record of Decisions

To confirm the record of decisions from the meeting held on Tuesday 12 February 2019 available to view at the following link:-

<https://modern.gov.bcpshadowauthority.com/ieListDocuments.aspx?CId=138&MId=120&Ver=4>

4. Public Issues

To receive any public questions or statements submitted in accordance with the Constitution. Further information on the requirements for submitting questions and statements is available to view at the following link:-

<https://bcpsshadowauthority.files.wordpress.com/2018/07/public-participation-e28093-extract-from-the-constitution.pdf>

The deadline for the submission of public questions is 10.00am, Wednesday 6 March 2019.

The deadline for the submission of a statement is 12noon, Monday 11 March 2019.

5. Recommendations from the Overview and Scrutiny Committee

To receive any recommendations from the Shadow Overview and Scrutiny Committee.

6. BCP LGR Programme Update

See the report circulated at 6.

5 - 20

7. Procurement of new collection vehicles in 2019 to deliver BCP Waste Collections from April 2020

See the report circulated at 7.

21 - 26

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

See the report circulated at 8.

27 - 36

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| <p>9. Dorset Police and Crime Panel - Post April 2019 Arrangements</p> <p>See the report circulated at 9.</p> | <p>37 - 44</p> |
| <p>10. Task and Finish Group Update - Civic Functions</p> <p>See the report circulated at 10.</p> | <p>45 - 56</p> |
| <p>11. Exclusion of Press and Public</p> <p>Items in this part of the Agenda are exempt from disclosure prior to consideration by the Committee and the press and public may be excluded from the meeting while the items are discussed. Whether the items remain exempt after the meeting will be reviewed in light of the public interest test.</p> <p>[Should Members wish to discuss the matters arising within the Decisions of Preceding Councils report at Agenda Item 12 – specifically in relation to Appendix 4 of the Heart of Poole report it will be necessary for the meeting to go into exempt session.]</p> <p>RECOMMENDED that in view of the nature of the business to be transacted it is likely that if members of the public were present during the following item there would be disclosure to them of ‘exempt information’ as described in the category indicated and they be therefore excluded from the meeting in accordance with Section 100A (4) of the Local Government Act 1972.</p> | |
| <p>12. Decisions of Preceding Councils - Reports for Consultation</p> <p>See the report circulated at 12.</p> | <p>57 - 100</p> |
| <p>13. Executive Committee Forward Plan</p> <p>The Committee is asked to note the latest published Forward Plan, available to view at the following link:-</p> <p>https://modern.gov.bcpshadowauthority.com/mgListPlans.aspx?RPId=138&RD=0&bcr=1</p> | |
| <p>14. Any other business - not being a key decision - of which notice has been received before the meeting and by reason of special circumstances, which shall be specified in the record of decisions, the Chairman is of the opinion that the items should be considered as a matter of urgency.</p> | |

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

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Shadow Authority

Bournemouth, Christchurch and Poole Shadow Executive Committee

6

Report Subject	BCP LGR Programme Update
Meeting date	12 th March 2019
Report Author	Julian Osgathorpe, BCP LGR Programme Director
Contributors	BCP Interim Statutory Officers BCP Programme Board
Status	Public
Classification	For information for all Members
Key Decision	No
Executive summary	This report provides an overview of activity within the BCP Programme for Local Government Reorganisation in Dorset.
Recommendations	<ol style="list-style-type: none"> 1. Members note the progress made since the last BCP Shadow Executive Committee meeting on approved workstreams. 2. Members acknowledge the changes to the BCP LGR Programme Governance arrangements and delegations to take account of the creation of BCP Council on 1st April 2019 3. Members approve the draft specification and approach to procurement in relation to the commencement of the design stage of Phase 3 of the BCP LGR Programme and delegate authority to make any changes to the Chief Executive of BCP in consultation with the Chair and Vice Chair of the BCP SEC or the Leader and appropriate Portfolio Holder for BCP Council depending on the date of any change(s) 4. Members delegate authority to award the contract for the design stage of Phase 3 of the BCP LGR

	<p>Programme to the preferred supplier to the Chief Executive of BCP Council, acting in consultation with the Chair and Vice Chair of the BCP SEC (or alternatively the Leader and appropriate Portfolio Holder for BCP Council depending on the date of award), from within the total resources already allocated to the BCP LGR Programme.</p>
<p>Reason for Recommendations</p>	<p>To note the progress made on the Bournemouth, Christchurch & Poole programme to prepare for local government reorganisation in Dorset and to provide assurance to Members that the Programme is progressing satisfactorily. In addition, and taking into account that this is the final meeting of the BCP SEC, make arrangements and decisions to ensure that the momentum within the BCP LGR Programme continues during the election cycle for elected Members.</p>

Background detail

1. At its first meeting the Shadow Executive Committee adopted the programme framework that had previously been approved and adopted by the BCP Joint Committee.
2. The key components of this framework are as follows:
 - a. The Governance architecture comprising:
 - i. The BCP Shadow Executive Committee
 - ii. The BCP Programme Board, along with subordinate Phase 2 Delivery Boards established to oversee the specific operational areas of Adult's Services, Children's Services, Environment & Economy and Corporate & Support Services
 - iii. The Programme Director/Central Implementation Team Leader and the implementation team
 - iv. The Task & Finish Groups established under this architecture to progress specific workstreams.
 - b. The programme plan comprising three phases:
 - i. Creating the new unitary authority
 - ii. Delivering senior staffing structures and business functionality for April 2019
 - iii. Designing and building the new local authority.

- c. The allocation of resources totalling £9,096,160 with delegation to the BCP Programme Board to approve spending from this budget.
3. The purpose of this report is to provide an overview of the activity within the programme in order to ensure oversight by the Shadow Executive Committee.

Activity Undertaken in the Last Period

4. The programme remains consistent with the plan agreed by the BCP Joint Committee. Phase 2 of the programme is now reaching the conclusion of the implementation stages, and will move into the monitoring and stabilisation stage as expected. This will run for six months in order to ensure that all services have delivered a “safe landing” for residents and customers.
5. Notwithstanding this, it is likely that there will be a small number of implementation initiatives that will not be fully delivered by 31st March 2019, and these will continue to their expected conclusion during the six month monitoring and stabilisation stage of Phase 2. Where this is the case, the programme has ensured that there are appropriate mitigations in place and also that these mitigations are effectively resourced and managed so as to not impact the “safe landing” for that service area.
6. Oversight, direction and support from elected Members has been positively and effectively provided through all of the programme’s strategic and operational mechanisms. The programme team and all the senior officers involved with the programme would like to thank the Members for engagement, contribution and support throughout the process.
7. The programme team would also like to acknowledge the extraordinary commitment and effort of all the officers of all the preceding authorities over the period of our LGR programme. The focus and determination that has been shown as well as the ability to come together and work together positively is the single biggest reason that we have been so successful in delivering Phases 1 and 2 of the Programme.
8. It is now critical that we ensure there is no loss of that commitment, positivity and momentum as we move into Phase 3 of the BCP LGR programme. To this end, it is necessary to make some decisions that will allow for the effective continuation of the programme during the electoral process for elected Members. These are
 - a. Changes to the established BCP Programme Governance Architecture and accompanying delegations, and
 - b. Approval of the next steps and required delegations to facilitate the procurement of a supplier to support the design stage of Phase 3 of the programme.

Changes to BCP Programme Governance

9. The governance architecture that is outlined above was designed to accommodate collective decision making for Members and officers across the

preceding authorities. It has proved itself to be extremely effective in achieving this outcome, but on 1st April 2019 it will no longer be necessary as there will only be the BCP Council.

10. The BCP SEC and SA have already approved the Constitution for the BCP Council and this sets out how the decision making and delegations will operate from 1st April 2019. This will mean that the elected Member components of the current programme architecture will naturally fall away on 31st March 2019. Notwithstanding this, there will be a period of time between 31st March 2019 and the establishment of the new BCP Council political structures, roles and responsibilities and during this period the SEC roles and responsibilities will continue, as provided for within the Parliamentary Orders.
11. Similarly, on 1st April 2019 the BCP Council Management roles, structures and Scheme of Delegation will come into effect. This will remove the requirement for the BCP Programme Board, which will also naturally fall away. It will be replaced by the BCP Management Team which comprises the following
 - a. Chief Executive
 - b. Corporate Directors
 - c. Section 151 Officer
 - d. Monitoring Officer
12. The responsibility for the future leadership, management and oversight of the BCP LGR Programme will pass to this team, as will any delegations granted to the BCP programme Board.

Phase 3 of the BCP LGR Programme – Specification and Procurement to Support Design Stage

13. A key strategic driver for the LGR proposal for Dorset is to provide for the opportunity to fundamentally reimagine the way in which a 21st Century Local authority should deliver services. If we are to achieve this objective, we first need to challenge our perspectives and formulate our change ambitions.
14. The Organisational Design & Development Task and Finish Group have worked with officers, Members from other Task & Finish Groups as well as external organisations in developing a draft specification for the design and business case development for Phase 3 of the BCP LGR Programme. This draft specification is attached at Appendix 1.
15. In order to ensure that the momentum of the Programme is maintained at the same level that has seen Phases 1 and 2 delivered so successfully, it is proposed that the procurement and selection of a supplier to undertake this work is started immediately. To facilitate this, it is intended that we use an established framework (e.g. Crown Commercial Services Management Consultancy

Framework 2) in order to access an appropriate field of possible suppliers to provide the services and outcomes required in the draft specification.

16. The specification includes the scope of the work and the phased approach to the activity analysis phase prior to decisions that will be reported to members before the implementation delivery phase.
17. At this stage, it is neither possible or desirable to place a financial limit or estimated value on the procurement in view of
 - a. The unique context offered to potential suppliers by the BCP LGR process and programme, and
 - b. The range of potential suppliers that may be accessed through the proposed procurement strategy, and therefore
 - c. The potential significance difference in the engagement and delivery methodologies that may be proposed by those potential suppliers
18. Notwithstanding this, there is a very high degree of confidence that the cost of the award can be accommodated within the total resources already established and allocated to Phases 1 and 2 of the BCP LGR Programme.

Summary of finance implications

18. Resources totalling £9,096,160 have been approved to support the delivery of Phases 1 and 2 of the BCP LGR Programme. Authority to approve spend from this budget is delegated to the BCP Programme Board. In view of the fact that this is the final meeting of the BCP SEC, the current Budget Monitoring Statement is attached at Appendix 2.
19. The programme remains within the established resources, albeit with some variations within the categories of spend/budget allocated at the outset of the Programme.
20. The financial performance of the Programme means that the commitment sought in paragraphs 13 – 17 above is achievable and has the support of the BCP Chief Executive, The BCP LGR Programme Director and the BCP S151 Officer.

Summary of legal implications

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

Summary of human resources implications

22. There are no human resources implications arising from this report.

Summary of environmental impact

23. There are no environmental impacts arising from this report.

Summary of risk assessment

24. The risks and issues have been developed and are being regularly reviewed and managed using an established methodology and framework. At an operational level, they are reviewed and managed through the BCP Programme Board, the Phase 2 Delivery Boards/Unit of Service Workstreams along with the PMO/Central Implementation Team.
25. In the event that there is a need to escalate any risks or issues to the Shadow Executive Committee for either awareness or decision they will be fully outlined with background information, a description of available options and carry recommendations for approval. In addition, regular reviews of the Strategic Risk Register for the Programme are undertaken by the Shadow Executive Committee at its briefing meetings along with a similar arrangement in place with the Shadow Overview & Scrutiny Committee.
26. There are no risks or issues to be escalated at this stage.

Background papers

None

Appendices

Appendix 1 Draft Specification
Appendix 2 Budget Monitoring Report

Appendix 1 – Specification

Technology Enabled Transformation of
the Council and its Ways of Working

for

Bournemouth, Christchurch and Poole
Council

Introduction

Scope & Purpose

This document sets out the requirement of Bournemouth, Christchurch & Poole (BCP) Council (“The Council”) to commission consultancy support for the purposes of reviewing and establishing a technology enabled transformation programme.

The Council wishes to work with a multi-disciplinary consultancy firm following the vesting of the new unitary council in order to identify opportunities to secure improved ways of working, deliver better outcomes for residents and enhance efficiency.

The scope of the services is to:

- Articulate and outline the opportunities for the transformation of the Council, including the use of leading edge technology such as process automation robotics, artificial intelligence and possible application, as well as harnessing and utilising the power of data and analytics to drive business decisions and planning
- Undertake activity analysis on current Council activity to properly understand current costs and working practices
- Provide options for the future of BCP Council including operating model, ways of working, process models, technology architecture along with an impact business case on each
- Provide details of a final recommended model and design outlining clearly the impacts and an implementation plan for the design and programme to deliver it

There may be a requirement during the term of the contract for the scope to change. Any potential further support will not exceed an additional 50% of the awarded contract value and will be quoted in line with the tendered day rates indicated in the successful supplier’s tender return. The Council does not guarantee any additional scope of work beyond that indicated within this specification.

Please note that with effect from 1 April 2019, the administrative areas of Bournemouth Borough Council, the Borough of Poole and Christchurch Borough Council shall fall under the new administrative area of Bournemouth, Christchurch and Poole Council (the “Authority”). Accordingly, the rights and obligations of the Council which arise pursuant to this agreement shall automatically transfer to Bournemouth, Christchurch and Poole Council.

Background

The Council (and its predecessor authorities) has statutory duties to deliver specific services within the authority boundaries. The Council is responsible for the provision of a broad range of services from social services to planning applications and from the collection of waste to the collection of council tax and non-domestic rates.

Following the submission of the Future Dorset proposal in 2017, the Secretary of State for Housing, Communities and Local Government approved the establishment of a new unitary council to serve Bournemouth, Christchurch and Poole.

Since then, the preceding councils have been working together to complete a range of transition tasks in order to ensure the effective operation of the new council from April 2019. The Elected Members charged with overseeing this work have recently begun to consider how the new council could move forward after vesting day and become a 21st century model of local government and a model of public administration that has the potential to be used as the template for the development of new councils elsewhere in the country.

Context

Local government continues to face an unprecedented set of challenges with further reductions in the funding provided by central government anticipated alongside increasing demand for existing and new services. At its inception, BCP Council expects to have a funding gap of up to £30m in the period to 2022/23. The preceding Councils have risen to the challenges of the austerity era delivering significant efficiencies in the past few years although this has involved the use of some balances and reserves which we may not be able to do in the future. Consequently, we will need to be more flexible and entrepreneurial in order to rise to the new challenges we face over the next 3-5 years and beyond.

In the past, as the individual preceding authorities, we have tended to lead change through separate service areas. This has meant the preceding Council's ways of working have grown organically and whilst we have been successful in taking out some cost through tactical savings and budget reductions, the preceding Councils have not fully exploited the opportunities that full-scale transformation might offer – either in terms of cost savings or how we deliver services.

The establishment of the new council provides an opportunity to address some of these issues and put in place a model of local government that is streamlined, entrepreneurial, agile, innovative, ambitious and sustainable.

The Council are committed to building a case for change based on establishing new ways of working to help address the following challenges and opportunities:

- Shifting demographics including a growing and ageing population, high levels of deprivation and changing customer expectations and behaviours.
- Decreasing funding for local government means we need to work more closely and collaboratively in order to secure positive outcomes for local residents.
- Uncertain economic prospects due to global and national events such as Brexit.
- While the Council's traditional approach to setting a budget and identifying/delivering savings has worked effectively in the past, there is a belief that a shift away from service specific savings and towards identifying and delivering savings at an "enterprise" level is now necessary.
- The way our services and our statutory duties are funded is likely to change, so now more than ever, the Council needs to focus its resources on delivering our strategic priorities.
- The once in a generation opportunity that the Council has to deliver a design-led transformation programme that maximises the benefits associated with the establishment of the new council.
- The ambition of the new council to operate at the leading edge with IT, maximising the use of technology to deliver excellent services in the most efficient manner.

Requirements

The Council requires consultancy support to help us embark upon a transformation journey that is ambitious, challenging and inspiring.

To do this we are seeking to appoint a single consultancy firm who will provide critical capacity, capability, methodology, support, coaching and additional benefits, through a valued and trusted relationship, to enable us to deliver our priority outcomes and objectives. The successful supplier will need to help us drive change with pace and rigour and should have the depth of resources required to mobilise quickly and supply additional capacity and expertise at short notice, should this be required.

This could be a significant and complex period of transformation and we seek a consultancy firm that could potentially support us across the assessment, design and delivery phases associated with our programme. In the first instance our requirement is for:

Operating Model Assessment, Design and Business Case

The Council require immediate support to assess our ways of working, identify opportunities for improvement, design the functional components of the new authority and produce a compelling business case.

The Council is breaking down the requirement into four stages. Payments will be linked to the milestone completion of each stage. The four stages and the outputs expected at each stage are:

Stage 1 – Vision and Ambition

- Carry out a review of ways of working across the three previous councils.
- Identify and appraise current strengths, weaknesses and opportunities using a leading assessment framework to establish the current position of the new organisation.
- Engage with Members and Senior Officers in order to articulate the ambition for the future

Stage 2 – Activity Analysis

- Perform data analysis to identify areas of scale, duplication and fragmentation with regard to a standard process model(s) and conduct benchmarking analysis of current processes and activity against other councils or appropriately comparable organisations.
- Analysis will also be required in relation to the number of technology systems currently in use as well as change related projects either currently underway or planned.
- Translation of strategic aspirations of the councils into new ways of working to provide clarity on accountability, interrelations within and outside the councils and enable us to focus our finite resources on the collective delivery of our priorities.
- Facilitation of accelerated design or immersion events to help senior stakeholders to effectively challenge, understand and align around a coherent set of design principles.

Stage 3 – Outline Options for Transformation including impact analysis

- Delivery of a structured set of options around operating model design, technology led transformation and process reengineering that will enable the council to make conscious choices about how they would like the new council to operate in the future.
- Include opportunities for developing and implementing a small number of impactful projects or initiatives quickly that will contribute to the transformation effort and realise benefits
- Each option should be accompanied by indicative costs, benefits and implementation considerations in order to inform and support the review of these options and the selection of a preferred model/option.
- Risks & lessons learned from other comparable and leading-edge implementations across sectors

Stage 4 – Sign off of Final Operating Model and Design Recommendation including impact and recommended implementation plan

- Produce a final business case on the selected option which sets out the key findings from the data analysis, current ways of working assessment and opportunities, the vision and future design that will help us to deliver new ways of working and an investment / benefits case.

Potential further support

At this stage of the Council's transformation journey the Council does not know with certainty the specific types of support that may be required beyond the initial package of work.

The Council will work with the successful supplier to shape any specific future support requirements to be called off as part of any agreement. Separate work order packages will be directly commissioned with the successful supplier as part of the agreed commercial governance.

It is possible that this support may include:

- Support effective change management across the programme to ensure a consistent whole council approach is taken during implementation.
- Support for managers and those leading the programmes of change within services to develop and enhance their skills in managing change to ensure the benefits are delivered
- Quality Assurance, as well as the provision of direction, clarity and focus on programme outcomes.
- Provide advice on benefits realisation approaches.
- Support senior members of staff to a) maintain and monitor the overall work stream design and implementation plans; b) baseline, track and communicate the progress of the programme; c) monitor, manage and mitigate the programme wide work stream risks and issues; d) manage the interdependencies between each work stream in the programme.
- Support engagement with the Council's other strategic partners to test alignment of transformation approach with other strategic initiatives
- Support the overall 'Business and Technology Architecture' to enable a coherent and integrated operating model.
- Support the design and implementation of a new organisation structure – new functions with right-sized budgets, accountabilities, service offers, competencies / behaviours and hand-offs to other functions.
- Support in further developing customer insight and analytics, understanding customer demand through segmentation, cost to serve analysis and initiatives to offer digital services to customers. This will include reviewing the existing website and providing recommendations for user experience and content management improvements.
- Help build market and partner landscape analysis and strategy to enable new and existing products and services to be improved and refined and where relevant built and rolled out.
- Support in the production of a detailed design for front office transformation to incorporate a) optimisation of contact processes; b) digital opportunities; and c) mobile/agile working.
- Support to review, re-design, implement and transform current service delivery ranging across all customer facing services (including internal customers). Support here is likely to include a) service re-design b) business process improvement c) demand management/reduction/re-direction d) service innovation e) assessment and implementation of alternative delivery models (integrated care, shared services, joint ventures, strategic partnerships, outsourcings, traded services etc.) f) digital transformation and delivery etc.
- Support to review, analyse, cost and advise on the application and use of leading edge technologies such as robotic process automation and artificial intelligence along with data analytics and business intelligence engines
- Support to review, analyse, cost and advise on possible asset rationalisation and/or development strategies and/or plans to support the successful implementation of the new operating model for the organisation
- Support the transformation of our approaches to collecting, analysing and reporting data to provide better information, in real-time, with greater analytics and insight to drive improved decision making and service delivery. Support any necessary enhancement of our Programme Management Office and relevant programme governance structures

- Review our existing programme tools and where key gaps or improvements are identified provide support to produce or improve key tools and templates.
- Support to put in place the right rhythm, review and challenge points and reporting discipline across the transformation programme by providing a reporting template, reporting governance and reporting frequency plan.
- Support to establish a design authority by providing terms of reference to include its scope, powers, meeting frequency and resources required.

Additional Requirements

Qualifications and Experience

The work must be carried out by a team of suitably qualified specialist(s). The names and CV's of each team member must be provided within the tender return. Team members must have experience in completing similar projects.

Documentary evidence of the above is required as part of the bidder's proposal. The provision of "reference" sites should also be included and the Council may contact any such site provided to obtain feedback as part of the assessment process.

The Council reserves the right to reject any proposed team member should it feel they are not suitably qualified or experienced.

Compliance with the Council's Policies and Procedures

The supplier's personnel will adhere to the Council's professional codes of conduct and financial procedures at all times. They will maintain the highest relevant professional standards in delivering the services and comply fully with all policies and procedures. When handling data on behalf of the Council, the Successful Supplier will ensure that all of its staff, associates or agents full comply with the Council's data protection and acceptable use policies and procedures. For the avoidance of doubt, where a member of the Successful Supplier's staff, associates or agents are unsure of the Council's policies on handling data, they should seek instructions from the Council prior to handling any data.

Copies of all relevant documentation will be provided prior to commencement.

Indemnity and Insurance

The Successful Supplier shall indemnify, and keep indemnified, the Council against all actions, proceedings, costs, claims, demands, liabilities, losses and expenses whatsoever whether arising in tort (including negligence (default or breach of contract, including but without limitation any claim by a third party for damage occurring as a result of the Successful Suppliers performance of the service, to the extent that any such loss or claim is due to the breach of contract, negligence, wilful default or fraud of itself or its employees or of its representatives save to the extent that the same is directly caused by or directly arises from the negligence, breach of contract or law by the Council or its representatives (excluding the Successful Supplier)).

The Successful Supplier shall at its own cost take out and maintain with a reputable insurer/s who are authorised by the Financial Service Authority to conduct insurance business or equivalent the following insurance policies.

- Throughout the period of the Agreement, public liability insurance with a limit of indemnity of not less than ten million pounds (£10,000,000) in relation to any one claim or series of claims arising from the Service.
- Throughout the period of the Agreement, employer's liability insurance with a limit of indemnity of not less than five million pounds (£5,000,000) in relation to any one claim or series of claims arising from the Service.
- From the commencement date until the expiration of two (2) years from termination of the Agreement, professional indemnity/professional negligence insurance with a limit of cover of not less than two million pounds (£2,000,000) in relation to any one claim or series of claims arising from the Service.

The Successful Supplier shall on request supply to the Council for inspection documentary evidence that the Insurance Policies are properly in place, adequate and valid and evidence that the relevant premiums have been paid.

The Successful Supplier and the Council shall not take any action or fail to take any reasonable action, or (insofar as reasonable within its power) permit anything to occur in relation to it, which would entitle any insurer to refuse to pay any claim under any insurance policy in which the party is an insured, a co-insured or an additional insured person.

Within 30 days of any claim arising in excess of £50,000 on any of the Insurance Policies, the Successful Supplier shall notify the Council of the same including full details of the incident giving rise to such a claim.

Exit Payments

This is in relation to the Small Business, Enterprise and Employment Act 2015 – Repayment of Public Sector Exit Payments Regulation.

You are required to inform the Council if you, or a member of the team that will be working on this project, were previously employed by another Public Sector body as an employee and you/ they earned at least £80,000 per annum and you/ they also received an exit payment from that employer within the last 12 months.

You are also required to inform the previous Public-Sector employer that you, or the member of the project team, worked for.

Please confirm within your response if the above does or does not apply by referencing this section of the brief and then stating if it applies or not. If it does apply, the Council will contact you for further information.

Please note that failure to disclose this information or to make repayments as calculated by and agreed with the previous employer could affect your contract with the Council for this, and future, projects.

Exit Process

The consultant and Council's Lead Officer will hold a review meeting at the end of the commission to measure the resulting outcomes and supplier performance against the key deliverables and specification. Representatives of the other impacted councils may also be invited to attend.

The consultant will assist the Council with any transition arrangements to the next stage of the project, such as providing all information produced in relation to the project, an initial hand over

meeting with third parties, and any reasonable request for information in relation to the work the Consultant has undertaken.

The consultant will be expected to involve the Council's programme team in areas of the project and information produced to ensure that robust knowledge transfer results from this involvement and the Council is able to fully inform itself of any ongoing decisions and work required.

Remuneration for the Contract

The fee for the work will be determined by submitted quotation and will be inclusive of all travel and subsistence. All fees indicated in the tender should be exclusive of VAT.

Where it is determined that off payroll working through an intermediary (IR35) legislation will apply when making payments to the supplier, the Council will be required to follow the responsibilities of this legislation when making payments. Subject to whether the IR35 legislation applies, the Council may be required to deduct tax and Class 1 National Insurance Contributions and pay and report them to HM Revenue and Customs (HMRC) when making payments to the consultant.

The supplier will be required to provide all financial details required in order for the Council to raise a Purchase Order and make payment by BACS to the supplier.

Payment will be made on the completion of each milestone and in line with the quotation for each milestone submitted by the supplier as part of their tender. The Council reserves the right to finalise the submitted payment milestones with the supplier prior to award to reflect the level of work anticipated at each milestone.

The Council's payment terms are 30 days from the date a valid and undisputed invoice is received.

Health & Safety

The Consultant will be responsible for managing their own health and safety and those they work with, complying with all relevant legislation.

Desk space can be made available at appropriate local venues on an ad hoc basis via previous arrangement and subject to availability. The site-specific health and safety regulations should be adhered to. A briefing will be provided.

BCP Programme Budget Monitoring

Appendix 2

AS AT 20 February 2019

Total Budget	Budgeted Cost Share	Budget	Total Committed	Remaining Budget	Actual To date	Forecast Cost Share	Forecast Outturn	Variance Budget v Forecast (Under)/Over 2018/19	Budget
2018/20		2018/19	2018/19	2018/19	2018/19	2018/19	2018/19	2018/19	2019/20
£	%	£	£	£	£	%	£	£	£
Specialist Support									
Legal & Democratic									
- Committee Management		1,000	1,000	0	0		1,000	0	0
- Modern.Gov		10,300	10,300	0	0		10,300	0	0
- Councillors Licensing Costs		34,266	34,266	0	0		34,266	0	0
- Registrars Booking System		8,610	7,550	0	7,550		7,550	0	1,060
		54,176	53,116	0	7,550		53,116	0	1,060
Financial									
- Council Tax Consultation		12,349	12,349	0	337		12,349	0	0
- Council Tax Leaflet		8,500	8,500	0	0		8,500	0	0
- Insurance - Actuarial Review		10,000	10,000	0	0		10,000	0	0
- Insurance		4,480	4,480	0	0		4,480	0	0
		35,329	35,329	0	337		35,329	0	0
Human Resources									
- Review of Terms and Conditions		175,000	175,000	0	90,701		175,000	0	0
- Tax & PAYE Advice		10,000	10,000	0	0		10,000	0	0
- Assessment & Recruitment Tier 2		32,495	32,495	0	27,044		32,495	0	0
- Recruitment of Chief Executive		32,000	46,000	(14,000)	42,754		42,754	10,754	0
- Tier 3 Evaluations & Transitional Support		32,500	32,500	0	0		32,500	0	0
- ID cards		25,000	25,000	0	0		25,000	0	0
- eRecruit Platform		28,000	24,000	0	0		24,000	0	4,000
		334,995	330,995	(14,000)	160,499		341,749	10,754	4,000
ICT									
- Microsoft Dynamics		70,000	70,000	0	0		70,000	0	0
- GIS		19,450	16,950	0	800		16,950	0	2,500
		89,450	86,950	0	800		86,950	0	2,500
Communications									
- Branding		12,500	12,500	0	0		0	(12,500)	0
- Website		80,000	80,000	0	33,560		80,000	0	0
		105,000	105,000	12,500	38,120		92,500	(12,500)	0
Infrastructure Investment									
ICT									
- email transfer		271,200	76,500	0	22,800		76,500	0	194,700
- Financial Management System		184,000	184,000	0	29,139		184,000	0	0
- Local Election changes		27,500	27,500	0	0		27,500	0	0
- Parking system reconfiguration		56,250	56,250	0	19,043		56,250	0	0
- Traffic Management System		109,754	109,754	0	0		109,754	0	0
- Highways Maintenance		7,490	7,490	0	0		7,490	0	0
- Confirm Software		37,500	25,000	0	3,204		25,000	0	12,500
- Social Care Transport		11,975	11,975	0	0		11,975	0	0
- Land Charges		11,438	11,438	0	0		11,438	0	0
- Achieve E-form		8,675	8,675	0	6,500		8,675	0	0
- Gladstone - BCP only 50% total cost		4,623	4,623	0	4,623		4,623	0	0
- Daisy Network Connection		29,850	29,850	0	6,632		29,850	0	0
- ASC Debtors Transfer		30,200	30,200	0	0		30,200	0	0
- Property Management Software		10,000	10,000	0	2,007		10,000	0	0
- Payments web page branding		22,000	22,000	0	0		22,000	0	0
- Regulatory services		18,000	18,000	0	0		18,000	0	0
- MASH It equipment		66,415	66,415	0	0		66,415	0	0
- Libraries IT		68,000	68,000	0	0		68,000	0	0
- IT refresh Democratic		24,415	24,415	0	0		24,415	0	0
- MasterGov		3,938	3,938	0	3,150		3,938	0	0
- WAN Provider		120,000	120,000	0	0		120,000	0	0
- Synergy		200,000	200,000	0	50,000		200,000	0	0
- Mosaic		118,000	103,000	0	0		103,000	0	15,000
		1,441,223	1,219,023	0	147,098		1,219,023	0	222,200
Accommodation									
- Marketability of Assets		6,000	6,000	0	0		6,000	0	0
- Full Council Location		10,200	2,550	0	451		2,550	0	7,650
		16,200	8,550	0	451		8,550	0	7,650
Contingency - Specialist Support									
- Unison additional resources		37,000	37,000	0	21,336		37,000	0	0
		37,000	37,000	0	21,336		37,000	0	0
Additional Resource Requirements									
Major Change Project Team		1,188,208	809,826	0	601,534		809,826	0	378,382
Backfill Capacity Requirements		999,085	918,738	835,867	17,505		82,871	(835,867)	80,347
Additional Staff Capacity Requirements		2,118,338	1,738,671	896,661	114,679		842,010	(896,661)	379,667
Shadow Authority Running Costs		1,096,932	756,932	566,921	19,014		190,011	(566,921)	340,000
Redundancy and Restructure Costs		1,500,000	1,500,000	1,007,727	0		492,273	(1,007,727)	0
Contingency - additional resource requirement		80,224	80,224	80,224	0		0	(80,224)	0
		9,096,160	7,680,354	3,385,900	1,128,923		4,291,208	(3,389,146)	1,415,806
Recharge To Authorities									
Bournemouth + Share of Gladstone	49.34%	3,791,919				49.34%	2,119,714		
Poole + Share of Gladstone	38.20%	2,935,779				38.20%	1,641,125		
Christchurch + Share of Gladstone	6.23%	478,793				6.23%	267,650		
Dorset CC - no share of Gladstone	6.23%	478,486				6.23%	267,342		
BCP		-					-		1,415,806
		7,680,354					4,291,208		1,415,806

BCP Programme Additional Resource Requirement

	Board Requesting Funding	DR	Total Cost £	2018/19 £	2018/19 Committed £	2018/19 Spent £	2019/20 £
Existing Staff Costs							
Major Change Project Team		DR022	1,161,508	783,126	783,126	601,534	378,382
Mosaic Additional Support Major Project Team		DR473	67,000	26,700	26,700		40,300
Backfill Staff Capacity Requirements							
Social Worker - Cross Cutting Work Stream	Adults Delivery Board		26,700	22,800			3,900
Bop Under 5's Service Lead	Childrens Delivery Board		25,000	19,444			5,556
SEND - LGR work	Childrens Delivery Board		15,000	11,667			3,333
Bop Service Manager - LGR work	Childrens Delivery Board		50,000	38,889			11,111
Senior Manager - Schools	Childrens Delivery Board		50,000	38,889			11,111
Synergy - Backfill to increase capacity	Childrens & Adults Delivery Board		69,000	69,000	58,565	17,505	0
Recruitment Advisor - Free up manager time	Corporate Delivery Board - HR	DR420	7,000	6,125	6,125		875
Communication Officer - Christchurch	Corporate Delivery Board - Comms	DR225	24,242	18,181	18,181		6,061
Locum Solicitor - Commercial/contracts backfill Head of Legal	Corporate Delivery Board - Legal		96,000	57,600			38,400
Condition Surveys	Assets & Accommodation		65,000	65,000			0
Managerial/Officer & Administrative Support - to create capacity	Place Delivery Board		350,442	350,442			0
IT Support - data cleansing and migration	Place Delivery Board		220,701	220,701			0
			999,085	918,738	82,871	17,505	80,347
Additional Staff Capacity Requirements							
Project Worker/Commissioning Assistant	Adults Delivery Board		38,500	17,000			21,500
Finance Officers - Ensure readiness for vesting day	Adults Delivery Board	DR409	56,000	56,000	10,000		0
Helpdesk/Business Support - Knowledge of migration	Adults Delivery Board		25,000	22,222			2,778
Professional Register Support - Safeguarding and out of hours	Adults Delivery Board		10,000	10,000			0
Advanced Practice Manager & IT Systems Report - Data & case management transfer	Adults Delivery Board		146,000	90,333			55,667
Team Manager/Review Officer/Permanent & Agency Staff - transitional support	Childrens Delivery Board		434,000	434,000			0
Project and Administrative Support - LGR	Childrens Delivery Board		50,000	38,889			11,111
Commissioning Support Capacity	Childrens Delivery Board		25,000	19,444			5,556
Team Leader and Management Enhancement	Childrens Delivery Board		45,000	35,000			10,000
Mosaic - Additional staffing capacity	Childrens & Adults Delivery Board		224,880	224,880	308,000	46,388	0
Accountancy Closedown and General Support	Corporate Delivery Board - FS	DR419	102,000	89,500	89,500		12,500
Creditors/Debtors/Procurement Transitional Support	Corporate Delivery Board - FS	DR419	62,500	49,333	49,333	4,358	13,167
Creditors and Estates Data Migration	Corporate Delivery Board - FS	DR419	23,500	19,833	19,833	4,900	3,667
HR Service Centre/Payroll	Corporate Delivery Board - HR	DR420	28,000	21,500	21,500	471	6,500
HR Business Partners	Corporate Delivery Board - HR	DR420	96,500	96,000	96,000		500
Strategic Employee Relations Advisor	Corporate Delivery Board - HR	DR420	54,000	54,000	54,000		0
HR Project Officer	Corporate Delivery Board - HR	DR420	25,000	17,000	17,000		8,000
Senior HR Advisors	Corporate Delivery Board - HR	DR420	63,500	57,500	57,500	38,693	6,000
Programme Communications Officer	Corporate Delivery Board - Comms	DR225	22,058	16,544	16,544		5,514
Communication Support - as previously agreed	Corporate Delivery Board - Comms	DR023	37,900	37,900	37,900	13,931	0
Communication Support - Project support	Corporate Delivery Board - Comms	DR225	17,500	15,000	15,000		2,500
Registrars - Integration Support	Corporate Delivery Board - Legal		20,000	12,000			8,000
Specialist Officers & Administration Support - Elections May 19	Corporate Delivery Board - Legal		44,000	26,400			17,600
Administration Support - Democratic Services new constitution	Corporate Delivery Board - Legal		20,000	12,000			8,000
Locum Solicitor for Childrens Social Care change	Corporate Delivery Board - Legal		96,000	57,600			38,400
Desktop Technicians - Integration	Corporate Delivery Board - ICT		72,000	42,000			30,000
Network Engineer - Migration to new network	Corporate Delivery Board - ICT	DR111018	42,000	24,500	24,500		17,500
Application Developers & Technician - Data disaggregation	Corporate Delivery Board - ICT		160,000	93,333			66,667
Business Analyst - Capture business requirements	Corporate Delivery Board - ICT	DR0455	36,000	21,000	12,900		15,000
Service Desk Technician - increase capacity	Corporate Delivery Board - ICT		26,500	15,460			11,040
Contract & Compliance Officer	Corporate Delivery Board - ICT	DR111018	15,000	12,500	12,500	5,938	2,500
			2,118,338	1,738,671	842,010	114,679	379,667
Shadow Authority Running Costs							
Chief Executive			60,011	60,011	60,011	19,014	0
Strategic Directors - Tier 2			352,108	352,108			0
Tier 3 Appointments			204,813	204,813			0
BCP Elections Costs			470,000	130,000	130,000		340,000
General Administration Costs			10,000	10,000			0
			1,096,932	756,932	190,011	19,014	340,000
Contingency 10%			409,797	369,497			40,300
Allocated to HR			(151,657)	(151,657)			0
Allocated to Major Project Team			(67,000)	(26,700)			(40,300)
Allocated to 19/20			(110,916)	(110,916)			
TOTAL FUNDING REQUESTED			5,456,087	4,277,691	1,898,018	752,732	1,178,396

Shadow Authority

Bournemouth, Christchurch and Poole Shadow Executive Committee

7

Report Subject	Procurement of new collection vehicles in 2019 to deliver BCP waste collections from April 2020.
Meeting date	12 th March 2019
Report Author	Georgina Fry – Major Projects, Strategy & Commissioning Manager
Status	Public
Classification	For Decision
Key Decision	Yes
Executive summary	This paper seeks approval to procure new standard waste collection vehicles to replace the existing Christchurch waste fleet in order for BCP to deliver reliable and flexible waste collections from April 2020.
Recommendations	<p>That the Shadow Executive:</p> <ul style="list-style-type: none"> i) Approve the purchase of standard waste collection vehicles, at a cost of up to £1,200,000 to deliver BCP waste collections in Christchurch from April 2020 ii) Delegate authority to the S151 Officer to confirm the mechanism for financing this expenditure by way of capital grant funding or the approval of a business case to support prudential borrowing iii) Authorise Members supporting the Place Delivery Board or Portfolio Holders as appropriate, to work with officers to fully assess the implications of the Government’s Waste & Resource Strategy, contribute towards the national consultations and initiate the modelling and analysis required in

	<p>preparation for developing a uniform waste collection service for BCP.</p>
Reason for Recommendations	<p>From 1 April 2020, it is imperative that waste services for Christchurch residents continue with minimal disruptions.</p> <p>Standard waste collection vehicles offer enhanced flexibility across BCP, are cheaper to purchase, more reliable and have a shorter build time than the alternative dual-stream or tri-stream collection vehicles. The separate, smaller food waste collection vehicles may also offer the opportunity to procure hybrid or electric vehicles.</p> <p>Implementing a conurbation-wide uniform collection methodology from April 2020 would be very challenging in the timescales due to the required modelling and data analysis, decision-making process (elections in May 2019), procurement, vehicle build times and comprehensive public engagement; particularly amidst the current process of Local Government Reorganisation (LGR). To future-proof and continue to align our services with the Government's new waste strategy, it is crucial to fully understand the subsequent consultations and any consequential legislation which will guide and influence BCP's local waste strategy and uniform collection methodology. Progressing with any uniform collection without understanding the full national landscape may result in misinformed decisions, repetition and resource waste.</p> <p>Progression of the required analysis to review the current waste services and consider future options will allow timely decisions to be made when there is greater certainty on the Government's commitments and greater understanding of the consequences of LGR, without the time pressures to deliver a new uniform collection for Christchurch by April 2020.</p>

Background detail

1. In accordance with the 'Delegation of Waste Function' as agreed by the Bournemouth, Christchurch and Poole Shadow Executive Committee on 7 November 2018, Dorset Council will continue to manage waste services in the existing Christchurch Borough area using the current operating model, transfer arrangements and disposal routes until the 31 March 2020.
2. The collection vehicles currently used to collect waste in Christchurch are near end-of-life, with significant maintenance costs incurred and associated

service continuity impacts. From 1 April 2020, BCP will be responsible for operating waste services within the Christchurch area, meaning a pragmatic solution is required to ensure sustained service delivery.

3. While significant similarities exist in the methodologies currently used to collect waste and deliver waste services across the three towns, there are some variations. The table below provides an overview of the current kerbside collection arrangements.

	Bournemouth	Christchurch	Poole
Refuse	140l black bin collected Fortnightly	140l black bin collected Fortnightly	180l black bin collected Fortnightly
Food Waste	23l brown container 5l kitchen caddy Weekly	23l brown container 7l kitchen caddy Weekly	
Recycling	240l black bin for cans, card, glass, paper, plastic bottles/containers Fortnightly	240l black bin with green lid for cans, card, paper, plastic bottles/containers 40l green box for glass Fortnightly	240l blue bin for cans, card, glass, paper, plastic bottles/containers Fortnightly
Garden Waste	140l black bin with green lid Fortnightly	240l black bin with brown lid Fortnightly	240l green bin with green lid Fortnightly

4. A new waste strategy and uniform collection methodology for BCP will take time to develop, agree and implement across the conurbation. Aligning waste services will provide parity across BCP, greater flexibility operationally and financial efficiencies.
5. When designing these new services, BCP will need to consider its new demographic, infrastructure requirements, customer's needs, financial implications of any service implementation, environmental consequences and legislative requirements, particularly in relation to the Government's new Waste Strategy, 'Our Waste, Our Resources: A strategy for England', released on 18 December 2018 and subsequent outcomes of associated consultations.

Consultation

6. Full consultation has been undertaken with BCP Place Board, BCP Programme Board, Corporate Advisory Group and officers from Bournemouth, Poole, Christchurch Councils and the Dorset Waste Partnership.

Options

1. Do Nothing

If new vehicles are not purchased, regular maintenance and hefty service costs from Christchurch's current waste fleet would be incurred. Regular vehicle breakdowns would lead to an increasingly unreliable collection service, at a time when stability and confidence are of paramount importance. Replacement vehicles could be leased as an interim, although hire costs are ongoing, substantial and do not represent value for money when compared to purchase.

2. Procure new standard collection vehicles

Procurement of six new standard waste collection vehicles and two food waste collection vehicles in 2019/20 will enable BCP to deliver waste collections in Christchurch from April 2020.

Summary of Finance and Resourcing Implications

7. Initially this interim solution will result in broadly similar service delivery costs. Long-term, service alignment will offer greater efficiencies across BCP's operations with route optimisation, maximising vehicle use and staff flexibility.
8. A financial investment of £1,200,000 is required to purchase new collection vehicles in 2019/20 to deliver Christchurch's waste collections from April 2020.
9. The authority lies with the Shadow Executive Committee to approve this expenditure as recommended.

Summary of Legal Implications

10. BCP has a statutory duty to collect and dispose of household waste.
11. The procurement process would be supported by the Corporate Procurement team, in accordance with Corporate Procurement Guidance.

Summary of Human Resources Implications

12. Dorset Waste Partnership staff will TUPE transfer into the Dorset Authority as of 1 April 2019. Then on 1 April 2020, at the end of the agreed term of delegation, those staff relevant to Christchurch would in turn TUPE transfer into BCP.

Summary of Environmental Impact

13. None identified at this time.

Summary of Equalities and Diversity Impact:

14. None identified at this time.

Summary of Risk Assessment

15. Failure to approve the procurement of new collection vehicles in 2019/20 to deliver BCP waste collections from April 2020 would result in significant and ongoing financial costs from either leasing replacement collection vehicles or maintaining the existing Christchurch waste fleet. Additionally, poor service continuity would likely result from regular vehicle breakdowns.

Background Papers

None

Appendices

None

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Shadow Authority

Bournemouth, Christchurch and Poole Shadow Authority/Executive Committee

8

Report Subject	Task and finish group on future of Public Health Dorset: future role and remit of the Joint Public Health Board
Meeting date	12 March 2019
Report Author	Sam Crowe, Acting Director of Public Health
Status	Public
Classification	For consultation
Key Decision	Report to Executive Committee and Shadow Authority
Executive summary	Members of the Joint Public Health Board have undertaken work to review the shared service (Public Health Dorset) over the past nine months, in preparation for Local Government Re-organisation. This paper sets out proposals for how the Joint Public Health Board should change, to better support the creation of two new unitary Councils from April 2019. Consultation with board Members, senior officers and legal and democratic services has indicated support for the Board membership changing to two Elected Members per Council (including the portfolio holder for public health), a CCG Director plus the Director of Public Health. The intention is for the Board to have a clearer focus on oversight and monitoring of the public health services delivered via spend under the Ring-fenced Public Health Grant.

Recommendations	<p>That the Shadow Authority/Executive Committee:-</p> <ol style="list-style-type: none"> 1. Endorses the proposed changes to the Joint Public Health Board’s Membership, terms of reference, and remit, as set out in this report.
Reason for Recommendations	<p>Ensure that the work of the Joint Public Health Board is more clearly focused on the monitoring and assurance of the ring-fenced Public Health Grant, and delivery of public health services. This provides assurance that the Councils are meeting their legal duty to improve health and wellbeing, and reduce inequalities in health.</p>

Background detail

1. Public Health functions have been delivered on behalf of the three Upper Tier Councils of Bournemouth, Poole and Dorset by a shared service model, known as Public Health Dorset. This partnership has been in place since 2013, and is supported by a legal agreement to pool the ring-fenced Public Health Grant for use in commissioning public health services. This ensures the Councils’ statutory duties to improve population health and wellbeing and reduce inequalities in health are met fully. In addition, developing a shared service at scale has led to efficiencies and savings, and increased effectiveness of public health services.
2. Governance and assurance over the effective use of the Public Health Grant, and delivery of services, is provided by a Member-led Joint Public Health Board, which functions as a Cabinet for the public health function, shared between the Councils.
3. As Local Government Re-organisation progresses, the partnership model has been reviewed to ensure it maintains its effectiveness and viability through and beyond LGR. This includes a Member-led task and finish group to consider how public health might change to better support the two new Unitary Councils, a finance workstream ensuring the Grant received matches the change in population for the new Council footprints, and ensuring continued effective governance and decision making as the new Councils take shape.
4. Members of the Joint Public Health Board have been reviewing how the Board could best function to support the two new Unitary Councils, including the Membership, Terms of Reference, and remit.

5. At the 4 February Joint Public Health Board, the Members agreed proposals to change the Board's membership, and an updated set of Terms of Reference. In summary, the changes will mean:
 - a. Moving from 2 elected Members from the 3 Upper Tier Councils, to 2 elected Members per Council (4 Members in total, including the portfolio holder for Public Health, and a further Executive Member);
 - b. Including the Director of Nursing and Quality, Dorset CCG, as a non-voting member of the Board (due to the mandatory responsibility to provide public health advice to the NHS); the Director of Public Health to continue to be a Board member;
 - c. Terms of Reference updated to reflect a clearer remit and focus on assurance and monitoring of delivery of public health services via the ring-fenced Public Health Grant – and removal of the previous objective relating to the development of public health policy.
6. Amending the Terms of Reference in this way means that each sovereign Council is able to formulate policy affecting health and wellbeing issues in a way that is right for their residents and communities. It also ensures a clearer role for Health and Wellbeing Boards on strategic health and wellbeing issues.

Consultation

7. Consultation has taken place via the Members of the Joint Public Health Board, senior officers from each of the three Councils, including the Monitoring officers, and with Dorset Clinical Commissioning Group.

Summary of Finance and Resourcing Implications

8. Having the Board more clearly focus on monitoring and assurance of the ring-fenced Public Health Grant (£27.7m) will enable effective management of resources to improve health and wellbeing for residents, in accordance with the national mandate to deliver public health functions, and Department of Health criteria for use of the Grant by Councils.

Summary of Legal Implications

9. None.

Summary of Human Resources Implications

10. None.

Summary of Environmental Impact

11. None.

Summary of Equalities and Diversity Impact

12. None.

Summary of Risk Assessment

13. None.

Background Papers

14. Report to Joint Public Health Board, 4 February. *Task and finish group on future of Public Health Dorset: future role and remit of the Joint Public Health Board*

Appendices

Appendix 1: Updated Terms of Reference for the Joint Public Health Board.

Joint Public Health Board



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

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

	<p>Health Board Members, executive directors and legal and democratic services.</p>
	<p>Budget:</p> <p>The Public Health Grant for 2019/20 within the partnership agreement is £27.7m.</p>
	<p>Risk Assessment:</p> <p>Having considered the risks associated with this decision using the County Council’s approved risk management methodology, the level of risk has been identified as: Current Risk: LOW Residual Risk: LOW</p>
	<p>Other Implications:</p> <p>None.</p>
Recommendation	<p>Members of the Joint Public Health Board are asked to support the following recommendations:</p> <ol style="list-style-type: none"> 1) Support the proposed role and remit of the Joint Public Health Board to provide oversight and assurance on public health services delivered via the Public Health Grant; 2) Consider and agree the updated Terms of Reference for the Joint Public Health Board, in particular the revised membership of the Board. 3) Seek endorsement of these proposals via both Shadow Executive Committees during March 2019.
Reason for Recommendation	<p>Ensure that the work of the Joint Public Health Board is more clearly focused on the monitoring and assurance of the ring-fenced Public Health Grant, and delivery of public health services. This provides assurance that the Councils are meeting their statutory duty to improve health and wellbeing, and reduce inequalities in health.</p>
Appendices	<p>a) Updated Terms of Reference for the Joint Public Health Board (post Local Government Reorganisation).</p>
Background Papers	<p>None.</p>
Report Originator and Contact	<p>Name: Sam Crowe Tel: 01305-225884 Email: s.crowe@dorsetcc.gov.uk</p>

1. Background

- 1.1. The Joint Public Health Board agreed in 2018 to convene a task and finish group to look at the reviewing the public health partnership (Public Health Dorset) and identify areas for development in order to best support the new Unitary Councils.
- 1.2. One of the actions that was agreed in the plan from the task and finish group work was to develop a set of clear proposals for how the Board will operate post-local Government Re-organisation (LGR). The Joint Public Health Board on November 19th Board agreed for the Director of Public Health to develop proposals for how the Board might operate in future with Members, and to bring these as recommendations to the next Board meeting (4th February 2019).
- 1.3. This paper sets out the proposals for how the board could operate, proposes revised membership to reflect the two Unitary Councils and Dorset Integrated Care System, and updates the Terms of Reference accordingly.

2. Future role and remit of the Board

- 2.1. The Joint Public Health Board works as a joint executive body responsible for the public health functions of an executive nature for the three Upper Tier Councils. The current terms of reference (TORs) state that it will continue to function in this way 'for as long as the Councils are working in partnership'. As both Shadow Executive Committees have supported the continuation of the Board for a minimum of 12 months post-LGR, it is proposed that the Board continues to function as a joint executive body.
- 2.2. To focus the work of the Joint Public Health board more clearly, it is proposed that the Terms of Reference are amended so that the board's role is to provide oversight and assurance on performance, delivery and spend of that element of the ring-fenced Public Health Grant in Local Authorities that is passed on to the shared service. This will include the mandated public health programmes, and any service commissioned or directly provided through the shared service using the Grant. See Appendix A for updated Terms of Reference.
- 2.3. The wider remit of Councils in fulfilling their legal duty to improve health and wellbeing, under the 2012 Health and Social Care Act, should in future be the sovereign responsibility of each unitary Council, and covered by the scheme of delegation for the Director of Public Health. This removes the need for the Joint Public Health Board to be involved with developing public health policy, as stated currently in the TORs. This frees the individual unitary Councils to develop suitable policies on housing, licensing and other issues that can have an impact on health and wellbeing in a way that is right for their respective corporate plan priorities, and residents.
- 2.4. For commissioning and procurement decisions, advice from legal and democratic services is that this would need to be agreed by the voting members of the Board only (i.e. the four Elected Members). Lower value commissioning and procurement decisions could be delegated to the Director of Public Health to agree in consultation with portfolio holders.

3. Membership

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

- Portfolio holder plus one further Elected Member from each of the two Unitary Councils (4 Members) plus CCG Director and Director of Public Health;
 - Four Members per Unitary Council, CCG Director, Director of Public Health plus a range of other Executive Directors including the Place Director.
- 3.2. Following consultation with Members in advance of this Board, a majority view supported the first option of Portfolio holder plus one further Elected Member from each of the two Unitary Councils, plus CCG Director and Director of Public Health. It would be useful to also agree whether reserve Members could be nominated for each Council.
- 3.3. Other officers (e.g. executive directors) could be invited to attend the board for items of interest, but will not be Board Members with voting rights.

4. Recommendations

- 4.1. Members of the Joint Public Health Board are asked to support the following recommendations:
- i) Support the proposed role and remit of the Joint Public Health Board to provide oversight and assurance on public health services delivered via the Public Health Grant;
 - ii) Consider and agree the update Terms of Reference for the Joint Public Health Board, in particular the revised membership of the Board (2 x Elected Members per Council, plus CCG Director and Director of Public Health)
 - iii) Seek endorsement of these proposals via both Shadow Executive Committees during March 2019.

Sam Crowe
Acting Director of Public Health
February 2019

Appendix A

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

1. Role

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

2. Membership

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

3. Chairmanship

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

4. Quorum

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

5. Frequency of meetings

The Board shall meet as a minimum four times a year, usually in July, November, February and May and subject to room availability the venue for meetings will rotate meeting by meeting around the offices of the two partners.

Additional meetings of the Board shall take place as determined by the Board in order to fulfil its work programme.

Further meetings shall be convened if requested by any two members of the Board.

6. Officers

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

7. Standing Orders

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

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

8. Terms of Reference

- I. Discharge of the public health functions of the two councils under the Health and Social Care Act 2012 through the shared service.
- II. Approve, monitor and provide assurance on the delivery of the functions referred to in I. (above) via an annual Public Health Business Plan.
- III. Receive and respond to reports from any subgroups of the Board.
- IV. Monitor progress and performance in the delivery of mandated public health programmes across and within the two local authorities. In doing so, draw on local and national indicators and outcome measures.
- VI. Acting within the requirements of the Code of Practice in Local Government Publicity, seek to influence and advise, local and central government and other agencies on public health issues.
- VII. Ensure that the shared service (Public Health Dorset) provides effective and timely public health advice to the NHS and local Councils.
- VIII. Support the host authority and the Director of Public Health in the performance of their functions.
- IX. Receive and approve the annual budget; monitor budget spend in accordance with the Ring-fenced Grant conditions as set out by Public Health England.

Shadow Authority

Bournemouth, Christchurch and Poole Shadow Executive Committee

9

Report Subject	Dorset Police and Crime Panel – Post April 2019 Arrangements
Meeting date	12 th March 2019
Report Author	Mark Taylor (Lead Officer Dorset Police and Crime Panel)
Contributors	Corporate Director of Legal & Democratic Services Clerk to the Police and Crime Panel
Status	Public
Classification	For information for all Members
Key Decision	No
Executive summary	<p>The Police and Social Responsibility Act 2011 (the Act) places a statutory duty on Local Authorities to establish a Police and Crime Panel and to maintain it in accordance with these regulations. In the case of Dorset, the Act requires that the Panel must consist of at least 10 local authority appointed councillors, which should achieve the appropriate political balance and must also include 2 Independent members.</p> <p>The Dorset Police and Crime Panel have previously considered the necessary changes to meet the post LGR requirements of the Act. Following the May 2019 elections, the PCP have given its support for a Panel with equal representation of 5 councillors appointed by each of the 2 new unitary councils, to join the 2 existing co-opted independent panel members to provide for continuity. This meets an important guiding principle and concept of Local Government Reorganisation – being lean, but effective.</p> <p>The Police and Crime Panel is currently hosted by Dorset County Council. In accordance with the partnerships sharing</p>

	<p>approach agreed between the two new unitary councils, it is proposed that Dorset Council will act as host authority and provide the necessary advice and support.</p> <p>These proposals have been endorsed by the Home Office and are subsequently being presented to the respective council Executive Committees so that they can be formally adopted into the Constitutions.</p>
Recommendations	<p>The Executive are recommended to:</p> <ol style="list-style-type: none"> 1. Endorse the arrangements for the Dorset Police and Crime Panel to ensure compliance with the Police and Social Responsibility Act 2011 post April 2019. 2. Formally adopt these arrangements into the BCP Constitution.
Reason for Recommendations	<p>To ensure safe and legal arrangements are in place for the Dorset Police and Crime Panel following Local Government Reorganisation.</p>

Background detail

1. The Police and Social Responsibility Act 2011 (the Act) places a statutory duty on Local Authorities to establish a Police and Crime Panel and to maintain it in accordance with these regulations.
2. The Terms of Reference of the Panel and its Statement of Purpose are included as appendices to this report to provide background and context.
3. The reduction from 9 councils down to 2 in Dorset, as a direct result of Local Government Reorganisation, necessitates some changes to meet the requirements of the Act from April 2019.

Dorset Police and Crime Panel - Post LGR Arrangements

4. The revised local authority structure in Dorset requires that the Panel must consist of at least 10 local authority appointed councillors to meet the requirements of the Act.
5. Nominations made to the Panel from each of the respective councils must also meet the appropriate political balance.
6. The membership of the Panel must also include at least 2 Independent members.

7. At its meeting on 26 June 2018 the Dorset Police and Crime Panel considered the necessary changes in order to ensure it could meet the post LGR requirements of the Act (*link to background report provided to provide further detail*).
8. They decided to support arrangements that, following the May 2019 elections, would provide each of the new unitary councils with equal representation of 5 councillors each. They also agreed that these councillors would join the 2 existing independent panel members to ensure a degree of continuity.
9. In accordance with the partnerships sharing approach which has been agreed between the two new unitary councils, Dorset Council will act as host authority and provide the necessary advice, and support and costs.
10. A Home Office grant is available for the host authority to recognise the cost of the Panel and to ensure it is provided with its necessary support requirements.

Conclusion / Recommendation(s)

11. These proposals have been endorsed by the Home Office and are therefore subsequently being presented to the respective council Executive Committees so that they can be formally adopted into the Constitutions.
12. The Shadow Executive Committees are therefore recommended to:
 - i) Endorse the arrangements for the Dorset Police and Crime Panel to ensure compliance with the Police and Social Responsibility Act 2011.
 - ii) Formally adopt these arrangements into the Constitution of the respective council.

Summary of finance implications

13. There are not considered to be any significant funding issues associated with this proposal. The Home Office provides a grant funding allocation to the host council to ensure the Police and Crime Panel has its necessary advice and support; all costs in support of the Dorset Police and Crime Panel will therefore fall to and be paid via Dorset Council.

Summary of legal implications

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

Summary of human resources implications

15. There are no human resources implications arising from this report.

Summary of environmental impact

16. There are no environmental impacts arising from this report.

Summary of risk assessment

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

18. There are no risks or issues to be escalated at this stage.

Background papers

Dorset Police and Crime Panel – LGR Implications and considerations for the Panel.
<https://dorset.moderngov.co.uk/documents/s13672/LGR%20Report.pdf>

Dorset Police and Crime Panel minutes - 26 June 2018
<https://dorset.moderngov.co.uk/documents/g1289/Public%20minutes%2026th-Jun2018%2010.00%20Dorset%20Police%20and%20Crime%20Panel.pdf?T=11>

Appendices

Appendix 1 – Panels current Terms of Reference
Appendix 2 – Panels Statement of Purpose



Terms of Reference of the Police and Crime Panel

1. To review and make a report or recommendation on the draft Police and Crime plan or draft variation, given to the Panel by the Police and Crime Commissioner.
2. To review the performance of the Police and Crime Commissioner against objectives in the Police and Crime Plan, put questions to the Commissioner at a public meeting, and make a report or recommendation (as necessary) on the annual report.
3. To hold a confirmation hearing and review, make a report, and recommendation (as necessary) in respect of proposed senior appointments made by the Police and Crime Commissioner.
4. To review and make a report to the Commissioner on the proposed appointment of the Chief Constable.
5. To review and make a report and recommendation (as necessary) to the Commissioner on the proposed precept.
6. To review or scrutinise decisions made, or other actions taken, by the Police and Crime Commissioner in connection with the discharge of the Commissioner's functions.
7. To fulfil functions in relation to complaints about conduct matters in accordance with the responsibilities placed on the Panel by the Police Reform and Social Responsibility Act 2011.
8. To appoint an Acting Police and Crime Commissioner if necessary.

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Dorset Police and Crime Panel

Statement of Purpose

- ✓ The Police and Crime Panel (PCP) is an independent statutory body, which operates to represent the population of Dorset.
- ✓ We exist to hold the Police and Crime Commissioner (PCC) to account through our scrutiny role. As such, the Commissioner has no direct control over the work of the Panel.
- ✓ We seek to ensure that the PCC is supported by the PCP in order to ensure that our county is safe for all.
- ✓ Where possible (and appropriate to do so) we also actively seek to support the PCC in the achievement of positive results for the good and benefit of the residents of Dorset.
- ✓ It is important to recognise that the Panel does not exist to scrutinise operational Police matters. Instead our clear statutory purpose and constant focus must remain on the PCC's role, output and effect.
- ✓ We will continually look to support the PCC in their task of bringing down crime, recognising that nationally the figures are not reducing in some areas.
- ✓ In exercising our scrutiny responsibilities we must understand and appreciate the pressures that the PCC may have to operate within (e.g. whether through lack of personnel, or funding etc.)
- ✓ We recognise the value that the public places on transparency in decision-making. We will therefore actively seek to ensure that decisions made by the PCC are supported by sound reasoning and evidence.
- ✓ Through our routine scrutiny of the PCC we will continually look for assurance that the outcomes the public are expecting are understood and action is being taken to deliver these.
- ✓ We will look for evidence that the PCC is listening to resident's problems and seek assurance that appropriate action is being taken to improve outcomes.

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Shadow Authority

Bournemouth, Christchurch and Poole Shadow Executive Committee

10

Report Subject	Civic Functions Update
Meeting date	12 March 2019
Report Author	Tanya Coulter, Monitoring Officer, BCP Council
Contributors	Richard Jones, Partnership Manager and Monitoring Officer Christchurch Borough Council
Status	Public
Classification	For update and information
Executive summary	This Report provides an update on the work undertaken by officers, and the matters considered by the Civic Functions Task & Finish Group, to ensure that the civic and historic functions of the three towns of Bournemouth, Christchurch and Poole are preserved and continue following the changes coming into effect on 1 April 2019.
Recommendations	That the Shadow Executive Committee notes and supports the ongoing work of the Task and Finish Group and comments upon the proposals being considered by the Task and Finish Group for the meeting arrangements of the Charter Trustees and the potential process for the election of Mayor.
Reason for Recommendations	To ensure the Shadow Executive Committee and wider membership of the three preceding councils is aware of the ongoing work to preserve and ensuring continuation of the

	historic and civic traditions and functions of the three towns.
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Background

1. It has been agreed by all three preceding councils that their historic and civic functions will be preserved and continue following local government reorganisation on 1 April 2019.
2. The legislation relating to local government reorganisation provides for the creation of Charter Trustees for the existing area of the Borough of Poole and the existing area of Bournemouth Borough Council. The historic and civic functions and assets of the existing councils of Poole and Bournemouth will transfer to the Charter Trustees on the 1 April 2019. The historic and civic functions and assets relating to the Borough of Christchurch will transfer to the new Christchurch Town Council on the same date.
3. The Charter Trustees will be those councillors representing wards wholly or partly within the current Boroughs of Bournemouth and Poole. Where wards in the new electoral arrangements coming into effect in May 2019 cover an area which includes part of the Borough of Poole and part of the Borough of Bournemouth, the councillors representing those wards will be Charter Trustees of both Bournemouth and Poole and will be able to fully participate in both.
4. As Charter Trustees the councillors will maintain the traditions and functions of the Mayor and hold historic and ceremonial property, in particular Charters (the ancient documents devolving power from various monarchs), the Insignia (Collars and Badges of Office), Civic Regalia (Maces, robes for example), and other ceremonial and historic property. In Christchurch the Town Council will take on these functions and hold the historic and ceremonial property.

Meetings of the Charter Trustees

5. Charter Trustees will meet at least twice a year and may agree to meet more regularly. They will elect the Mayor at an Annual Meeting and will meet to set a budget, most likely in the Autumn. The Charter Trustees must set a budget and raise a precept on the Council Tax payers of the area. It is proposed that, for the time being, meetings of the Trustees for the Bournemouth area take place in the Council Chamber at the Town Hall in Bournemouth and that the meetings of the Trustees in Poole take place in the Council Chamber at the Civic Centre in Poole. This will mean that the historic property that currently exists in the two Chambers can remain in place for the time being.

6. The Charter Trustees will need to have Standing Orders in place to set out its procedures, and these will be adopted at the first meetings. The Task & Finish Group at its meeting on 27 February 2019 considered a draft form of Standing Orders based upon another area's and officers will now develop these to ensure they are able to be reviewed again by the Task and Finish Group and able to be considered at the Charter Trustee's first meetings. It is proposed that a first meeting take place during April 2019 to approve the Standing Orders and agree a procedure for electing the Mayor and agreeing a date for the Annual Meeting at the end of May/beginning of June 2019.

Role of the Mayor

7. The offices of Mayor will be wholly civic and ceremonial, and they will not have a constitutional role within BCP Council. The Chairman of BCP Council Section will also have a civic role and be the first citizen in effect of the BCP area and certain functions will be performed by the Chairman.
8. The Task & Finish Group has considered a draft protocol which sets out the role of the Mayor, and Sherriff - in Poole - and seeks to identify the respective roles of the Chairman and Mayor/Sherriff within the new arrangements for different types of functions. This is appended to this Report at Appendix 1. In addition to this protocol the existing handbooks as they apply to the current three areas will continue to be used and updated to reflect the new arrangements where required.
9. The officers who currently support the Mayoral and Civic functions in Bournemouth and Poole will TUPE transfer to BCP Council, and the Council will provide the service as it does currently, with the costs being charged to the Trustees. Assets which are not historic and ceremonial – for example the cars – will transfer to the BCP Council and be provided to the Mayoralty in the same way. It will be for the Trustees in future years to set the budget for the function and the costs will be charged by way of a precept on the Council Tax for the area in the same way that a parish or town council raises a precept.

Next Steps

10. The Task & Finish Group will meet again to consider a final draft of the Standing Orders and arrangements for election of Mayor which can then be proposed at the first meeting of the Trustees of both areas during April 2019.
11. The business to be transacted at these meetings will be non-political and ceremonial/civic in nature and can be undertaken during the pre-election period.

12. It is likely that the process currently undertaken in Christchurch for the election of Mayor will be proposed for the two Charter areas. This process is appended to this Report at Appendix 2.

13. The Task and Finish Group in considering the above will take into account comments of current councillors following publication of this Report, and comments can be made in writing to officers; at the meeting of the Overview and Scrutiny Committee or by executive members at the meeting of the Shadow Executive Committee.

Summary of finance implications

14. There are no financial implications arising from this report.

Summary of legal implications

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

Summary of human resources implications

16. There are no human resources implications arising from this report.

Summary of environmental impact

17. There are no environmental impacts arising from this report.

Summary of risk assessment

18. There are no risks or issues to be escalated at this stage.

Background papers

None

Appendices

Appendix 1 Draft Charter Trustee and Mayor Protocol

Appendix 2 Selection and Election of Charter Trustees to Office

Charter Trustee and Mayor for [Bournemouth / Poole]

The charter trust

[Bournemouth Borough Council / Borough of Poole] was abolished in 2019 following the reorganisation of local government in Dorset, Bournemouth and Poole.

[Bournemouth / Poole] retained its borough charter status through the establishment of a charter trustee in the Local Government (Structural and Boundary Changes) (Supplementary Provision and Miscellaneous Amendments) Order 2019, which was laid before parliament on 16 January 2019 and subsequently made on DD MMMM 2019.

The trust ensures the continuation of the civic historic and ceremonial traditions of the former Borough of [Bournemouth / Poole] and is responsible for choosing a Mayor and Deputy Mayor from the appointed trustees annually. The trustees are the Bournemouth, Christchurch and Poole (BCP) Council councillors representing the wards falling wholly or partly within the historic boundary of the former borough council.

Transfer of property

The Charter Trustees Regulations 2009 provides that any historic property of [Bournemouth Borough Council / Borough of Poole] and which relates to the charter trustee area shall transfer to the charter trustees on the reorganisation date (1 April 2019).

In the Regulations “historic property” is defined and includes any charter, insignia, plate, or other property which is of an historic and ceremonial nature other than land and buildings and any property held for the purposes of any statutory function.

An inventory of all such historic property has been produced which the Charter Trustees shall be responsible for maintaining and securing.

It is important to note that the inventory does not include any buildings, land, furniture or other assets which are not considered to be of an historic and ceremonial nature. For example, the Council Chamber, Mayor’s Parlour, Mayoral car, etc., shall not transfer to the Charter Trustees. These assets will transfer to BCP Council to secure and maintain. These assets shall, however, be made available to the Charter Trustees for a reasonable charge.

Meetings of the Charter Trustees

The annual meeting of the charter trustees shall be held within 21 days following the annual meeting of BCP Council.

Other meetings of the charter trustees shall be held as the Charter Trustees determine with at least one meeting to approve the annual budget requirements.

All meetings of the Charter Trustees shall be held in the Council Chamber unless otherwise agreed.

Political neutrality

Trustee members must be a councillor, and by definition, a politician, with responsibilities to the electors of his or her electoral ward and will, in most instances, possess a tie to a political group on BCP Council.

Conversely, the Charter Trustee is a non-political and non-statutory body with the primary objective being to maintain and promote the historic and ceremonial traditions for the area.

As such trustee members (when acting in that capacity) must not act in a manner or behave in such a way which conflicts with this primary objective, or which would give a reasonable person the impression that you have brought the office or the Charter Trustee into disrepute.

The Mayor

In [Bournemouth / Poole], the Mayor and Deputy Mayor are elected from the charter trust members and the positions are installed at Mayor Making at the Annual Meeting.

After being invested with the chain of office and robe, the Mayor shall be asked to take the oath of acceptance of office. The trustees will then proceed to appoint a Deputy Mayor.

For the period from the reorganisation date (1 April 2019) until the election of mayor at the first annual meeting of the charter trustees has taken place, the councillor who was mayor of [Bournemouth Borough Council / Borough of Poole] shall continue in that role for the charter trustees and may perform all the duties and responsibilities of that office.

The Mayor's role

The position is non-political, serves as the ceremonial head of the historic borough, and intended to benefit both the town and its citizens. The Mayor may be a major influence in promoting the image and importance of [Bournemouth / Poole] at a local, regional, national and international level complementing the work of BCP Council.

The Mayor should endeavour to promote and enhance the role of Mayoralty, and in turn, the people of [Bournemouth / Poole] will continue to have the highest regard for

their Mayor and the Office. They will expect the Mayor to carry out a full range of duties on their behalf throughout the former borough area.

The Mayor's role is to:

- maintain the historical and ceremonial traditions of the office of Mayor
- promote the town as a place to live and visit
- promote the town locally, nationally and internationally
- promote, liaise and link with private and voluntary sector organisations
- participate in and help initiate activities that enhance the economic, social, cultural and environmental well-being of the former borough and its residents
- act as host to official visitors to the town
- attend civic and ceremonial functions and local community-based activities as the Mayor determines appropriate
- represent the trust at ceremonial events
- support chosen charities for the mayoral year in raising funds
- carry out all duties in a manner appropriate to the status and tradition of the office.

In addition to the ceremonial role, the mayor has the following responsibilities:

- to uphold and promote the purposes of the trust's constitution
- to preside over meetings of the trust and ensure meetings follow the procedures set out in the constitution
- to be the conscience of the trust.

As part of these diverse duties, there are a number of regular annual events which the Mayor attends during his/her year of office.

[The Sheriff

The Sheriff's role in Poole is almost entirely ceremonial, acting as a support to the Mayor and Deputy Mayor when carrying out their civic duties and responsibilities. The Sheriff will not attend any engagements/functions alone, unless for the sole purpose of talking about the office of Sheriff. The Councillor serves a year as Sheriff, then becomes the elected Mayor before finally becoming Deputy Mayor.]

Mayoral protocol

The mayoral protocol is designed to help clarify the events and functions that the Charter Mayor and the Chairman of BCP Council will attend.

The Chairman of BCP Council, is the first citizen of [Bournemouth / Poole], and 'shall have precedence in the town' unless a member of the Royal Family, Lord Lieutenant or High Sherriff is present. However, the role of the Chairman of the new BCP Council is likely to prioritise and focus on promoting and enhancing strategic unitary-wide initiatives, hosting high profile business and political visitors, events of regional,

national or international significance, and activities that enhance the economic, social and environmental well-being of the area.

It is anticipated that both roles will complement each other but it will be vital that there is close liaison between the relevant offices and office-holders to ensure each role is afforded appropriate respect. The protocol arrangements will as a consequence require refinement as the new arrangements are embedded and the roles defined.

The following table illustrates examples of the respective roles of the Chairman of the BCP Council and the Mayor of the Charter Trustee for [Bournemouth / Poole]. Where a role is identified as being of a secondary responsibility, the Chairman of BCP Council must be afforded the opportunity to rule and define expectations. Unless otherwise agreed by the Chairman of BCP Council, where both the Chairman of BCP Council and a Charter Mayor are present at the same event, the Chairman will wear the Chain of Office and the Charter Mayor shall wear their ribbon with the badge of office.

Role ● (Primary responsibility) ○ (Secondary responsibility)	Charter Mayor	BCP Council Chairman
Promoting public involvement in BCP Council affairs and acting as a contact between members of the public and organisations and the Council		●
Maintain the historical and ceremonial traditions of the office of Mayor	●	
Promote the town as a place to live and visit	○	●
Promote the town locally, nationally and internationally	○	●
Promote, liaise and link with private and voluntary sector organisations	○	●
Participate in and help initiate activities that enhance the economic, social, cultural and environmental well-being of the town and its residents		●
Act as host to official visitors to the town	●	●
Attend Charter civic and ceremonial functions	●	
Local community-based activities	●	
Represent the trust / council at ceremonial events by invitation	●	●
Support chosen charities for the year in raising funds	●	●
Other specific functions		
Citizenship Ceremony on behalf of BCP Council	●	
Armed Forces Day	●	●
Annual Civic Service	●	●
Remembrance Day	●	●

Role ● (Primary responsibility) ○ (Secondary responsibility)	Charter Mayor	BCP Council Chairman
Local fetes	●	
Regalia talks	●	
Centenary birthdays	●	
Community events and open days	●	
Christmas carols, parades, lights and nativities	●	
Twinning visits	○	●

Attending Mayoral Events

For the purposes of the first year, the chauffeur and mayoral car shall be made available to the Mayor to attend events in accordance with the protocol arrangements of the former borough council. The Charter Trustees shall review these arrangements during the first year of operation. The cost of using the Mayoral car and chauffeuring services will be met by the Charter Trustee. Where convenient and practicable, the Charter Mayor's and Chairman of BCP Council should travel in the same vehicle to events.

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SELECTION AND ELECTION TO OFFICE

This draft procedure for discussion is intended to apply to the filling of any office of the Charter Trustees. Each Charter Trustee may determine the order in which office-holders progress from one office to another in subsequent years.

Selection

The principal objective of the selection procedure should be to reach agreement between all trustees to ensure that the formal decision at the Annual Meeting of the Charter Trustees is unanimous. It is recognised that this cannot, unfortunately, always be achieved, however, the dignity of the Office of Mayor, Deputy Mayor and any other Designation (e.g., Sheriff) is likely to be impaired by any public disagreement on such a matter at the Annual Meeting.

Whatever procedure is adopted, the following points are important to bear in mind:-

- The selection of a new office-holder should ordinarily be made in good time before the Annual Meeting to allow the person selected sufficient time to make adequate preparations for their year of office.
- If the person selected is subsequently defeated at the polls in an election year, a fresh selection will have to be made in the very short time between election day and the Annual Meeting of the Charter Trustees.

At all stages it should be quite clear that until the formal election at the Annual Meeting, all that is being done is to select the person who will be proposed to fill the office in question. This is because the only occasions when the appointment to office of Mayor, Deputy Mayor or other designation can be considered are:-

- (i) at the Annual Meeting of the Charter Trustees; or
- (ii) when filling a casual vacancy in the office in question.

The procedure for selection of office-holder elect is set out below.

SELECTION OF THE CHARTER MAYOR, DEPUTY MAYOR ELECT [AND SHERIFF]

Procedure (in a non-election year)

Each year all Charter Trustees who are eligible to fill the office are invited to indicate whether they are willing to be considered by the Charter Trustees for the Office of in question for the following Municipal Year.

The invitation is sent out at the end of November/beginning of December with a return period of at least 21 days, avoiding the Christmas and New Year period.

If there is more than one candidate, the Clerk to the Charter Trustee informs each candidate of any other names submitted and any candidate who wishes to do so may withdraw at that stage.

If there is more than one candidate then remaining, a ballot will be held. If the result of the ballot does not show a clear majority for any one candidate, the ballot will be repeated as often as necessary.

Where the Charter Trustee decides to schedule additional meetings, the result of the ballot shall be reported to the next ordinary meeting for the appointment of the Office-Elect/Designate. Where there is no ordinary meeting scheduled, the result of the ballot shall be reported electronically to all Charter Trustees. Of course, the formal appointment takes place at the Annual Meeting.

Procedure (in a year of ordinary elections)

In the event that any or all of the Office-Elect/Designate are not returned at the elections, then the selection procedure outlined above shall be commenced as soon as practicably possible following the elections.

Due to the time-constraints, the period permitted for the return of nominations shall be reduced to not exceed 14 days. Where there is more than one candidate, the same withdrawal and ballot process will be held. The result of the ballot shall be reported electronically to all Charter Trustees.

No trustee member may stand in a ballot for more than one office. Failure to withdraw all but one nomination in the permitted time will result in the automatic withdrawal of all nominations.

Shadow Authority

Bournemouth, Christchurch and Poole Shadow Executive Committee

12

Report Subject	Decisions of Preceding Councils – Reports for Consultation
Meeting date	12 th March 2019
Report Authors	Julian Osgathorpe, BCP LGR Programme Director Tanya Coulter, BCP Monitoring Officer Adam Richens, BCP Chief Finance Officer
Status	Public
Classification	For Consultation
Key Decision	Non-Key Decision – Reports for Consultation
Executive summary	<p>The decisions summarised below and detailed within the attached reports are decisions of preceding authorities in Bournemouth, Christchurch and Poole that meet the agreed financial threshold for formal consultation with the Shadow Executive Committee:-</p> <ul style="list-style-type: none"> a) Heart of Poole Development – Procurement Strategy : A Borough of Poole decision to approve the updated Masterplan for the Heart of Poole Development, procurement strategy to support the identification and selection of a development partner and Funding & Finance Strategy. b) Lease of Units at Mallard Rd : A Bournemouth

	Borough Council decision to implement the recommendations of an Investment Management Proposal in order to facilitate the completion of new leases to enhance the financial return to the Council of the investment in the Mallard Rd site.
Recommendations	That the Shadow Executive Committee notes both appended preceding Council reports and provides any comments it considers relevant on the proposed Borough of Poole decision which will be considered at its Cabinet meeting later on the same date.
Reason for Recommendations	To comply with the agreed arrangements for consulting on proposed decisions of preceding authorities which meet the preceding authority threshold for Full Council decision.

Background detail

1. In accordance with the agreed process two reports are presented at appendices A and B for consideration by and consultation with the Shadow Executive Committee.

Consultation

2. This report provides the opportunity for consultation with the Shadow Executive Committee on decisions of the preceding authorities in Bournemouth, Christchurch and Poole.
3. The reports have all been the subject of separate consultation within the respective authorities and wider external consultation, where appropriate.
4. The Shadow Overview and Scrutiny Committee will have sight of these reports as part of their normal pre-decision scrutiny of Shadow Executive Committee reports.
5. In regard to the proposed Bournemouth Borough Council decision, this is due to take place on the 5 March 2019 at its full Council meeting. In order to best comply with the requirement to consult the Shadow Executive Committee, the Committee has considered the Bournemouth Borough Council report at its informal meeting to ensure it is fully aware of the content and implications.

Due to the meeting on the 5 March being the final full Council meeting it is not possible to defer this matter to a later meeting.

Options

6. The Shadow Executive Committee is asked to note the appended reports and make any comments to the respective decision makers as appropriate.

Summary of Finance and Resourcing Implications

7. As briefly summarised in the Executive Summary of this report and as identified in the financial impact sections within each of the appended reports.

Summary of Legal Implications

8. As identified in the legal implications sections in each of the appended reports.

Summary of Human Resources Implications

9. As identified in the relevant paragraphs within the appended reports.

Summary of Environmental Impact

10. As identified in the relevant paragraphs within the appended reports.

Summary of Equalities and Diversity Impact

11. Each of the appended reports has been the subject of a separate Equality and Diversity Impact Assessment. Details can be found at the relevant paragraphs within each of the reports.

Summary of Risk Assessment

12. Each of the appended reports has been the subject of a separate Risk Assessment exercise as appropriate within the preceding authorities.

Background Papers

None

Appendices

Appendix 1 – Heart of Poole Development
Appendix 2 – Lease of Units at Mallard Rd

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BOROUGH OF POOLE

**REPORT TO BOROUGH OF POOLE CABINET
12 March 2019**

**REPORT TO BCP SHADOW EXECUTIVE
12 March 2019**

HEART OF POOLE DEVELOPMENT – PROCUREMENT STRATEGY

PART OF THE PUBLISHED FORWARD PLAN – Yes

STATUS – Progress Update

1 PURPOSE OF REPORT

- 1.1 To update Cabinet on progress with the Heart of Poole development to deliver the Council’s objectives for the first stage of its comprehensive redevelopment programme by procuring a development partner to secure a new leisure centre; new residential apartments, car parking and commercial uses including a new hotel on the existing Seldown Car Park and Dolphin Leisure Centre sites.

2 DECISION REQUIRED

- 2.1 That Borough of Poole Cabinet consider and support:
- (i) The revised indicative Heart of Poole masterplan and the extensive work being undertaken with third-party land-owners.
 - (ii) The revised procurement strategy approach being adopted in order to accelerate delivery and provide certainty to the market.
 - (iii) The updated Funding & Finance Strategy including the Housing Infrastructure Fund update.
- 2.2 That Borough of Poole Cabinet consults the Shadow Executive on the Heart of Poole development programme; acknowledging that BCP Council will be asked to approve the financial strategy and tender award before the contracts for each package are let.

3 HEART OF POOLE – THE VISION

- 3.1 Poole has a vision for a prosperous future which will be achieved by combining opportunities for residential and commercial properties with

attractive, well connected routes and public spaces, along with high quality retail and leisure to provide a year round, day and evening offer; where Poole's unique heritage and culture will also continue to be valued and celebrated. The area to the north of the high street will be rejuvenated as the vibrant heart of the town. It will be the focus for major new, mixed-use developments with well designed streets, spaces and buildings. Heart of Poole will become a successful go-to place that represents the best in urban design qualities enhancing Poole's status as a top south coast destination of choice.

3.2 In meeting the needs and high expectations of a growing population and visitors alike, the plans for Heart of Poole will offer:

- **A new bus station and transport interchange** providing a unique sense of arrival into Poole town centre. The bus station is a crucial hub for sustainable journeys in and around the conurbation and currently provides around 900 bus movements a day; with over 3 million bus station users per year.
- **Broaden the attraction of Poole as a destination** by diversifying the offer and building on the improvements to the Dolphin Shopping Centre with new commercial areas, bars and restaurants supporting both the daytime and evening economy.
- **High quality public spaces and streets** through beautiful landscaped public realm embracing the Lighthouse and providing multi-use space all year round and improved facilities for pedestrians and cyclists.
- **A new leisure and fitness centre** complete with an 8-lane swimming pool to replace the current Poole (Dolphin) Leisure Centre.
- **A new neighbourhood for town centre living** with potential for over 500 new high quality homes to be delivered.
- **A new 120 bed hotel and office space.**
- **A better connected and more accessible place** through the closure of Kingland Road thereby reducing vehicle dominance, promoting more sustainable modes of transport and enhancing the pedestrian environment.

3.3 A Heart of Poole Development Principles document (Appendix 1) has been developed setting out the Council's Heart of Poole vision and design

principles for initial market and key stakeholder engagement purposes. Further background information on the Heart of Poole as well as wider Poole Town Centre regeneration information can be found at: <https://www.pooleprogress.com/priority-sites/heart-of-poole/>.

4 REVISED MASTERPLAN

4.1 Since the last report to Cabinet in April 2018, various meetings between the Council and Go South Coast (principal bus operator and freehold owner of the current bus station and depot) have identified a number of operational and design issues with the original Option E masterplan that need addressing around:

- the avoidance of pedestrian / bus conflict is a priority in the Bus and Coach Station Design and Operation design guidance (HSE website: <http://www.hse.gov.uk/workplacetransport/publications.htm>) and the initial Option E masterplan had the potential to significantly increase the likelihood of pedestrian / bus conflict which is undesirable;
- due to the orientation and height of the building for the proposed bus station (ground floor) and offices (upper floors) a large proportion of the proposed public space would be in shade and any commercial space on the ground floor facing the public space would be north facing and thereby potentially undesirable;
- that constructing a service road through the private bus companies depot was impractical due to a combination of health and safety / capacity issues within the existing depot and that relocating/maintaining the service road to the north of the Dolphin multi-storey car park resulted in a squeezed public area that was too small and compromised the pedestrian desire lines between the proposed leisure centre, Lighthouse and the Dolphin Shopping Centre – i.e. these key pedestrian routes would be convoluted and thereby fail to fulfil the object of improving connectivity between these key sites; and
- ensuring that there are sufficient bus stands within the proposed new bus station to not only allow for the relocation of the coaches from Seldown Car Park, but also to allow for future operational growth.

4.2 To overcome these issues, work has been undertaken to refine and develop the masterplan further which is now referred to as Option D (Appendix 2). It is important to note that this plan is still being developed and is likely to change further as technical work is undertaken and details confirmed.

- 4.3 In consideration of the above, it has become clear for the reasons set out that ideally the bus depot itself would need to be relocated. This is also listed as an objective of the Poole Town Centre Supplementary Planning Document and there are sound planning reasons to relocate the depot away from the town centre to an industrial area where the environmental impacts on adjoining uses would be reduced.
- 4.4 The Council is currently working with Go South Coast to identify potential sites for a new bus depot which ideally should be within circa 10 minutes of Kingland Road in order to minimise the disturbance costs. The costs of acquiring and developing a new off-site bus depot will need to be reflected in a 'deal' with Go South Coast and within the updated Heart of Poole Funding & Finance Strategy including any betterment and / or state aid implications.
- 4.5 The Council and Go South Coast are working positively together and have agreed a comprehensive programme of work which seeks to refine the bus station layouts to ensure they are effective from a future operational perspective, whilst ensuring that a high quality public realm is delivered.
- 4.6 In addition, work will be undertaken to determine the future ownership and management arrangements for the new bus station; and extensive financial work undertaken to determine high level cost estimates and the structure of the 'deal' with Go South Coast. This will then be pulled together into an outline business case which will seek to capture all the benefits (financial, economic, social and environmental) for Council and Go South Coast consideration.
- 4.7 As part of the masterplan, the Council is also seeking to gain ownership of Legal & General's interest in Brownsea House (the part of the Dolphin Centre that runs parallel to the Bus Station) in order to facilitate the new bus station. A purchase would need to be unconditional with occupying tenants in situ. A strategy to gain vacant possession and provide a cleared site at the appropriate time will need to be considered and agreed.
- 4.8 Whilst current relationships with third parties are positive, it is prudent and good practice on large scale and complex development schemes such as Heart of Poole to have a fall-back position such as a Compulsory Purchase Order (CPO) Strategy in place should negotiation circumstances change and delivery is stalled. Given this, a CPO Strategy will be prepared in due course which BCP Council will be requested to endorse.

5 REVISED PROCUREMENT STRATEGY

- 5.1 With a regeneration programme as ambitious, large scale and complex as Heart of Poole, with lots of moving parts and a number of key partners

engaged, the challenge has been getting to the point where we can formally commence the development partner procurement process. This is because the programme is currently moving at the pace of the slowest moving part which is the work to agree the new bus station layout and the potential for a new off-site bus depot.

5.2 Given the above, officers have explored the potential of a separate packages procurement approach versus the comprehensive one in order to accelerate delivery and, by association, give confidence to key stakeholders and residents that the Heart of Poole Vision will be realised. It is interesting to note that the LGIU recently reported (17 November 2018) that Hull City Council is revising its plans for a mixed-use £130m Albion Square city centre development and is seeking to procure its development in smaller parcels which – in their own words - will make the scheme more likely to happen.

5.3 Procurement options analysis work was undertaken which demonstrated that adopting a separate package approach will enable the new leisure centre; new apartments and new hotel complete with office space to be delivered some 18 to 24 months earlier than if they were wrapped up within a single comprehensive package (see table below). This is because their delivery is not dependant on the ‘slowest moving part’ – currently the new bus station – and that all the land needed is within the Council’s control.

Heart of Poole – Separate Packages versus Comprehensive Package High-Level Delivery		
Key Deliverables	Separate Packages Projected Completion / Opening	Comprehensive Package Projected Completion / Opening
HIF Junctions (<i>separate procurement; shown only for completeness</i>)	July 2021	July 2021
New Leisure Centre (<i>Seldown site</i>)	June 2023	March 2025
New apartments above the new leisure centre (<i>Seldown site</i>)	December 2023	September 2025
New hotel complete with office space (<i>Seldown site</i>)	December 2025	September 2027
New apartments (<i>old swimming pool site</i>)	December 2025	September 2027
New off-site bus depot	March 2024	March 2024

New bus station complete with new office space for bus operator and commercial space	June 2026	June 2026
New public space / realm	March 2027	March 2027
<i>- Note the shaded boxes above show the different delivery timescales between the separate and comprehensive procurement approaches -</i>		

- 5.4 In headline terms, it is proposed that the programme proceeds with two separate procurement packages rather than a single comprehensive one:
- Package 1: New leisure centre; new residential apartments and commercial uses including a new hotel on the existing Seldown Car Park and Dolphin Leisure Centre sites.
 - Package 2: New bus station; new public space & new off-site bus depot.
- 5.5 Cabinet in April 2018 agreed that the potential capital receipts from the Tranche 2 sites (part of Beach Rd Car Park and Constitution Hill Road) disposals would be ring-fenced for the regeneration scheme. These sites are currently subject to further market testing to determine whether they should be included within the Package 1 procurement (outlined above) or disposed of separately.
- 5.6 The separate packages approach has the benefits of simplifying the market offering and reducing the scale of complexity by enabling clear targeted packages, simplifying requirements and processes such as specifications, scoring bidders, time in negotiations and bidders responses to be able to support the deliverability of the Heart of Poole schemes. In addition, splitting the single package into two separate packages, and defining roles and responsibilities for Project Management, Technical Support and Delivery support, will reduce complexity within each package.
- 5.7 The initial view is that Packages 1 and 2 would therefore be run as two entirely separate stand-alone procurements and that the following high-level procurement timelines be adopted:
- Package 1: New leisure centre; up to 430 new apartments; new hotel and office accommodation on the existing Seldown Car Park and Dolphin Leisure Centre sites - formally commence procurement process by spring 2019.
 - Package 2: New bus station; new public space and new off-site bus depot - formally commence procurement process once Heads of Terms

are concluded with Go South Coast by summer / autumn 2019.

5.8 In light of the proposed separate packages procurement approach, the provisional Heart of Poole phasing plan for delivery would therefore be:

Heart of Poole – Provisional High-Level Phasing Plan			
Phase	Site	Delivery Outputs	Build Period
1	HIF Junctions – High Street North / Elizabeth Road junction; Mount Pleasant Roundabout; George Roundabout & Seldown Bridge Roundabout.	<ul style="list-style-type: none"> Reconfigured junctions. Kingland Road decommissioned. 	Summer 2019 – Spring 2021
2	Seldown Car Park.	<ul style="list-style-type: none"> New leisure centre (build and open). New apartments (build and sell). New hotel with office space (build and open). 	Winter 2021 – Winter 2025
3	Current Dolphin Leisure Centre / swimming pool.	<ul style="list-style-type: none"> Old leisure centre (decommission and demolish once new leisure centre is fully open and operational). New apartments (build and sell). 	Summer 2023 – Winter 2025
4	<i>Site location to be determined</i>	<ul style="list-style-type: none"> New off-site bus depot (build and occupy). 	Spring 2023 – Spring 2024
5	Bus Station Phase 1	<ul style="list-style-type: none"> Decant bus depot services to new off-site bus depot. Establish temporary bus station on Kingland Road. Demolish old bus station. 	Spring 2023 – Winter 2023
6	Bus Station Phase 2	<ul style="list-style-type: none"> New bus station complete with new office space for bus operator and commercial space (build and occupy). Dismantle temporary bus station; return Kingland Road site for public space / realm works. 	Winter 2023 – Summer 2025
7	Kingland Road	<ul style="list-style-type: none"> New public space / realm (build, occupy and promote). 	Summer 2025 – Spring 2027

5.9 Whilst the separate packages procurement approach brings considerable benefits in terms of market confidence and accelerated delivery; it could also present challenges in delivering the holistic transformational model around alignment to the Vision, quality and programming. However, the significant public benefits of the development scheme coupled with the considerable economic, social and environmental benefits that it will bring to Poole are key delivery drivers. Given this, and as the champion of the Vision, it therefore falls to the Council (BCP from 1 April 2019 onwards) to ensure effective programming, quality control and stakeholder engagement processes are in place to deliver the advantages of a holistic scheme with the additional benefits being derived through the separate packages procurement. The

Council also plans to mitigate this risk through the development and approval of a Supplementary Planning Document for the whole site.

- 5.10 The above outline timings may alter as the procurement and negotiation processes each progress. A factor that may also influence the timing will be the potential availability of funding from other potential sources. In terms of committing to a future partner it is clear that the project would need to come to BCP committee to seek approval to Award for any partnership to then progress. This provides adequate flexibility in terms of the future approach as during a time when Borough of Poole itself transforms into the wider BCP authority.

6 REVISED FUNDING AND FINANCE STRATEGY

- 6.1 The Council's proposed investment in the Heart of Poole redevelopment aims to lever further funding and investment to regenerate the town centre as a whole and achieve wider benefits for the Borough. This council-led approach will build confidence and certainty encouraging private sector development and other public sector investment over time. It will also achieve wider economic benefits including economic spend and gross value added.
- 6.2 However due to the number of public benefits sought to be provided by the proposed development and the associated infrastructure costs, there is a significant financial contribution that would need to be made to the scheme by the Borough. Whilst the approach proposed in this report meets some of these costs through the Borough's commitment of land, other options will need to be considered to help finance this commitment including use of CIL receipts, external grants and borrowing.
- 6.3 The Funding & Finance Strategy that was prepared for Council in April 2018 has been fully reviewed in light of new financial and market information. To avoid compromising the commercial interests of the Council through the procurement process, the detailed financial assessment and funding strategy are included (confidential Appendix 4) and Members are asked to refer to this document in considering the recommendations. With a development partner on board the risk allocation between the two parties for the programme itself would be better defined.
- 6.4 With regards to external funding, Members will be aware of the £6m bid to the Homes England's Housing Infrastructure Funding (HIF) to reconfigure the following junctions (Appendix 3) to facilitate the development of the Heart of Poole scheme:
- George Roundabout

- High Street North / Elizabeth Road junction
- Mount Pleasant Roundabout
- Seldown Roundabout

6.5 The Council met with Homes England officials on 15 January 2019 to receive an update on the Council's £6m bid and were advised of the following indicative timescales to secure the funding:

- Complete financial clarification: January / February 2019
- Homes England Grant Recommendation Committee: March / April 2019
- Confirmation of award: April 2019
- Legal agreement between Homes England and BCP: May to July 2019

6.6 Further potential BCP projects and additional sources of funding may also assist in the future given the overall goal of providing for a more modern and sustainable transport system into the future. One such example is the evolving Transforming Cities Fund which although at an early stage of development and without any confirmed Government funds may help provide for and fund the much needed enhanced interchange facility.

7 CONCLUSION

7.1 The Heart of Poole development scheme provides a unique once-in-a-generation opportunity to transform Poole town centre and deliver economic, social and community benefits. It is a complex regeneration scheme of a larger scale than the Borough of Poole has delivered to date with an estimated Gross Development Value of £132m. The complexities of the scheme arise from the mix of development, the requirements of the council to deliver elements such as the new leisure centre, an enhanced bus station, a superb public space, and transport infrastructure redesign. Although the Borough owns the majority of the land there are also two third-party land-owners that we are effectively engaging with.

7.2 This progress report outlines the significant steps taken to date to now commence procurement of a development partner through a separate packages approach; in addition to updating the funding and finance strategy.

Report Author:

Kate Ryan, Strategic Director – Place
Julian McLaughlin, Head of Growth & Infrastructure

Appendices

Appendix 1: Heart of Poole Development Principles document

Appendix 2: Revised Option D masterplan

Appendix 3: HIF Junctions map

Appendix 4 is confidential as it contains information which is exempt under paragraph 3 of Schedule 12A of the Local Government Act 1972, in that it relates to the financial or business affairs of any particular person - including the authority holding that information.

Appendix 4: Revised Funding & Finance Strategy

Background Papers

Cabinet Report: Town Centre North Redevelopment Proposal – 18 April 2018

Heart of Poole

Appendix 1

Development principles



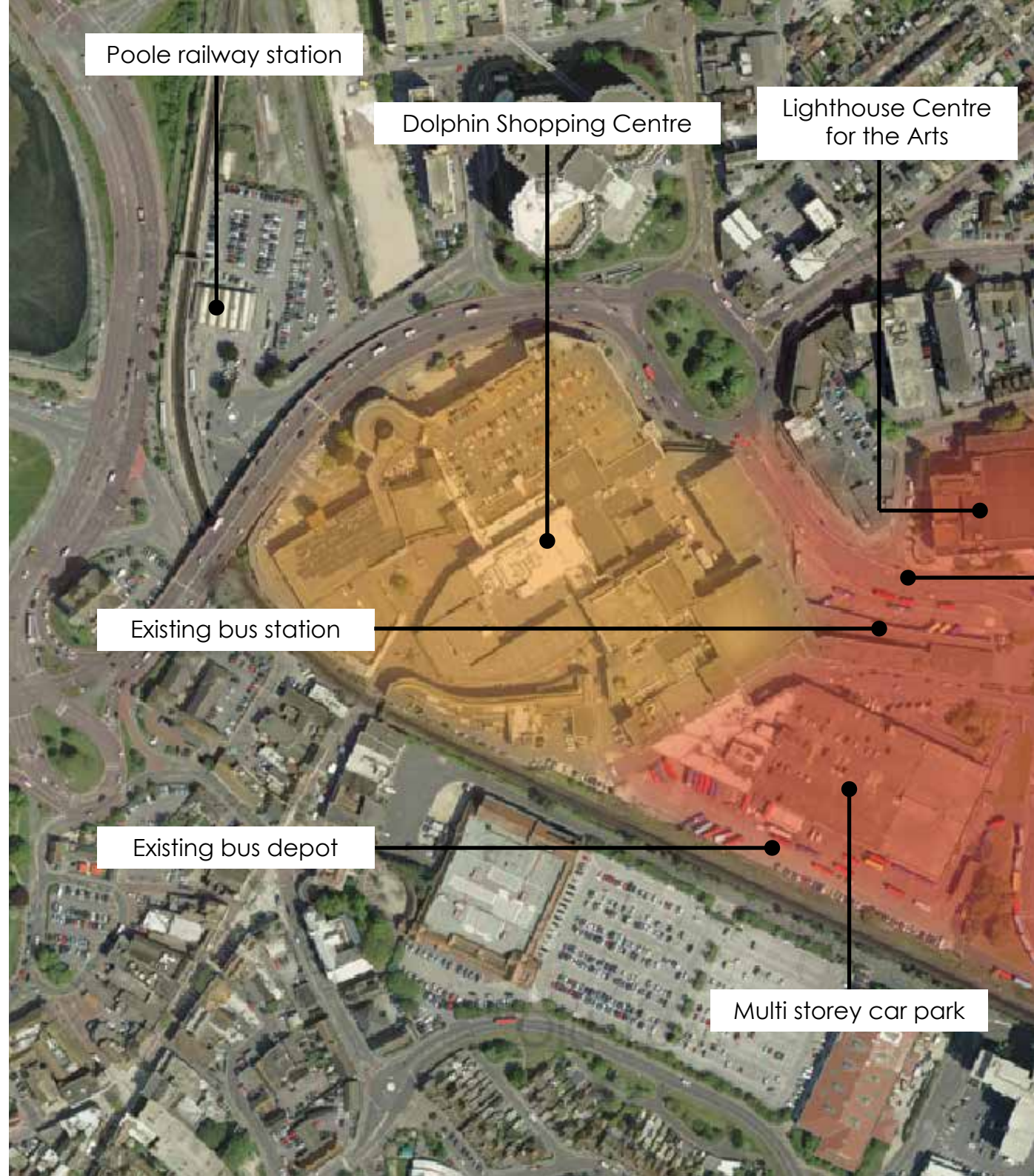
The opportunity

We have a bold vision for a prosperous future, and in particular we recognise the potential of Poole town centre to accommodate new development and growth. By combining opportunities for residential and commercial development with attractive, well connected routes and public spaces, we aim to greatly enhance the overall quality of the town centre and its offer, to provide a distinctive year round, day and evening destination.

The area to the north of the railway line will be rejuvenated to fulfil its role as the vibrant heart of the town. Work is already underway on the £26m refurbishment of the Dolphin Shopping Centre to upgrade the internal mall, transform the public realm, and introduce an enhanced retail and food/beverage offer, anchored by a new nine screen cinema.

Further opportunities exist outside of the Shopping Centre where significant areas of land and existing road space can be reconfigured to provide major residential and commercial developments.

This document has been prepared to set out our vision and the key principles for the development of the Heart of Poole area.





A bold vision

Heart of Poole will be the focus for major new mixed-use development with exceptionally designed streets, spaces and buildings. It will become a successful go-to place that represents the best in urban design qualities enhancing Poole's status as a top south coast destination of choice.

By thinking differently about how we look at the connectivity and spaces between the bus station, the Dolphin Shopping Centre the Lighthouse, the Dolphin Leisure Centre; we are aiming to radically transform the area.

Our plans include a new 21st century bus station, a new leisure and fitness centre, high quality areas of public space and a sustainable neighbourhood for town centre living. We will be minimising traffic movements on Kingland Road and providing improved facilities for pedestrians and cyclists that will enhance the Lighthouse and the surrounding area. A new public space that recognises the Lighthouse's position as a cultural beacon for the town will be created.

Principle A

Delivering a mix of uses

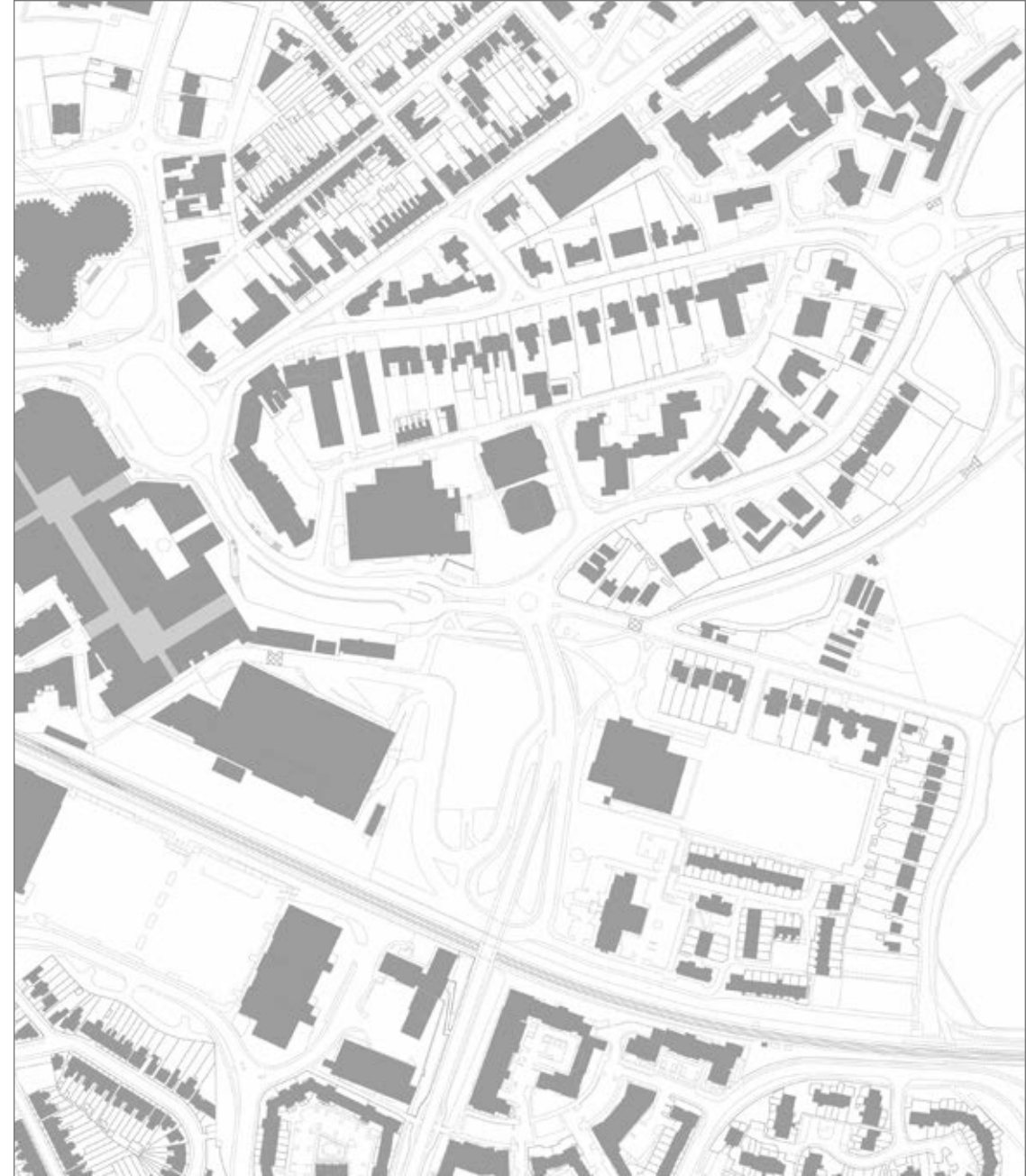
Heart of Poole represents a major opportunity to enhance the town centre. Overall development proposals should contain a mix of uses that together support the regeneration of the town centre.

New residential homes should form a major part of development proposals, with a minimum of 400 homes expected across the Heart of Poole area. Residential development should be focused on the site of the existing Dolphin pool and on the Seldown car park site. It is anticipated that high quality urban living on these sites will help inject new life into the area, adding vibrancy and vitality to the town centre.

The scheme must incorporate a significant leisure element in the form of a new leisure centre, including a pool, spa, gym and fitness space. This frees up the existing pool site for residential development and provides the opportunity to make efficient use of land through combining the new leisure facility with other uses.

The provision of a new bus station should also form a key part of the proposals, enabling further improvements to public transport use, enhancing the appearance of the town centre and allowing the provision of a more integrated retail, leisure and cultural offer.

In addition, there is potential for a hotel, office uses, retail and other complementary uses.



masterplan image when finalised

Principle B

Provision of a new public space & high quality public realm

An important component of the scheme should be the provision a large, high quality public open space outside the Lighthouse. The public space should be multifunctional, designed as a focal destination and cultural attraction in its own right, but also be capable of hosting events.

It is anticipated the space will be around 3,500 sq metres and of a functional shape to support its role as the town centre's largest urban space. The space will play an important role in linking the new leisure facility, Lighthouse and Dolphin Centre together, resulting in an integrated retail and leisure offer within the town centre. The appearance of the space should promote a new high quality image and identity for the area.

Other important areas of public space should be created outside the main entrances to the Dolphin Shopping centre and new leisure facility. The link between the existing multi storey car park and the Lighthouse will also be a key area of public realm.

All areas of public realm created must be visually attractive, inclusive, safe and welcoming, and result in improved facilities for pedestrians and cyclists. Opportunities should be taken to incorporate public art into streets and spaces. There should be a cohesive approach to the use of materials and street furniture across the area, with robust and attractive finishes.



Principle C

Provision of an enhanced bus and coach station

The existing bus station is an important point of arrival into the town centre. However, its operation and appearance offer significant scope for enhancement. A new bus station has the opportunity to further increase public transport use, taking the pressure off the road network and enhancing the use of sustainable modes of transport.

Proposals should incorporate a new bus station that provides an attractive gateway into the town centre. The design of the bus station should:

- 76 Provide a minimum of 20 stands.
- Allow direct, easy and covered access between the bus station and the main entrance to the Dolphin Centre.
 - Reduce potential conflicts between vehicles and pedestrians.
 - Be safe and accessible to all users, utilising natural, surveillance, good lighting and CCTV.
 - Provide sufficient, high quality waiting and circulation space.
 - Be visually attractive providing a positive sense of arrival into the town centre.
 - Meet the operational requirements of the bus operators in line a specification agreed with the Council and bus operators.



Principle D

A new leisure and fitness centre

The existing Dolphin swimming pool and fitness centre is a popular leisure destination within the town centre. The building is however reaching the end of its operational life. A new leisure and fitness centre will continue to play a crucial role in supporting the retail and cultural environment, diversifying the town centre offer and supporting urban living. The provision of a new facility offers the opportunity to make more efficient use of town centre land and better integrate the leisure offer with the existing retail and cultural facilities.

Proposals should incorporate a new leisure and fitness centre that:

- Has a design and appearance that reflects the leisure centre's status as the town centre's primary leisure facility, its design must be vibrant, interesting and recognisable.
- Provides a 8-lane (25m x 17m) swimming pool, learner pool and spectator space with 150-250 pool side seats.
- Includes a gym (minimum 120 stations) and three fitness studios
- Incorporates spa facilities.
- Has a complementary catering offer.
- Is designed to a standard consistent with all relevant current technical design guidance published by Sport England and the national governing bodies of sport.
- Makes efficient use of the site, with the design capable of supporting development above.
- Is designed to ensure a good customer experience with convenient access for customers and from an operational perspective.



Principle E

A connected and more accessible place

The redevelopment should deliver a better connected and more accessible place for pedestrians, cyclists and public transport uses. Kingland Road should be closed as a through route to traffic, reducing vehicle dominance in the area, enhancing the pedestrian environment and helping to promote sustainable modes of transport.

It is important that development proposals take advantage of the opportunity to better connect the key facilities within the area, integrating and connecting the Dolphin Shopping Centre, Lighthouse, the new leisure centre and bus station. Proposals should also be mindful of wider connections to the rest of the High Street, the railway station, Poole Park and Poole Hospital.

Walking and cycling routes should be direct, attractive and easy for people to use taking account of desire lines. Streets and routes should be sufficient width to accommodate and encourage pedestrian and cycle movement. Routes should feel safe and welcoming being overlooked with active frontages. Crossings should ideally be at ground level and allow people to cross efficiently.





Principle F

High quality built design

The developments proposed should achieve a high standard of architectural quality with a distinctive character reflecting the characteristics of the site and its location. It is anticipated that the development within the Heart of Poole will comprise of a series of individually designed buildings, ideally by different architects. The use of materials and architectural treatment should be employed to articulate the proposed buildings and ensure they are visually interesting. The intricate and varied nature of Poole's skyline helps to give Poole a unique identity, new development should contribute positively to the varied nature of the skyline, through a variety of building heights and roof profiles.

Given the town centre location and the inclusion of a number of gateway sites it is anticipated that taller buildings can be accommodated on the Seldown car park site. Parts of the Kingland Road car park site near to the seldown bridge may also be able to accommodate taller structures, this site is however situated adjacent to the Poole Park heritage Conservation Area as well as a number of existing properties which need to be respected in any design solution.

All buildings that front onto streets and public space should be active frontages with a high degree of transparency, avoiding blank walls and recessed areas. Consideration should be given to the potential shadowing and micro-climate effects of development to ensure public space are comfortable and attractive to use.

Development should adopt high standards of sustainable design. We require that commercial buildings over 1,000 sq m (net floor space) achieve BREEAM 'excellent' and those below 1,000 sqm BREEAM 'very good'. We also encourage that new development should incorporate a proportion of future energy use from renewable sources.

Principle G

Minimising vehicular impacts

Throughout the development proposals the impacts of vehicular traffic should be minimised. The closure of Kingland Road frees up a significant area of space that can be used to deliver a new bus and additional public space for the people of Poole to enjoy. The junctions at the existing George Roundabout and Seldown roundabout will be reconfigured to allow the closure to take place.

Access to the Dolphin multi storey car park must be retained but the access ramps should be reconfigured to free up space for development. The existing service road north of the multi storey car park needs to be rerouted through the current bus depot, enabling efficient use of the space to the north of the car park for redevelopment. The depot will be relocated to an alternative location freeing up additional town centre land for development.

The provision of servicing and disabled parking for the Lighthouse needs to be factored into the development proposals utilising Seldown Lane and vacant land to the east.

Car parking should be provided in line with our adopted car parking standards. Any car parking and servicing areas proposed as part of the development should be screened from public view. If on street servicing is proposed this should be time limited to limit conflict with other uses.

Waste collection and servicing arrangements should have a minimal impact upon the public realm and visual attractiveness of the street.



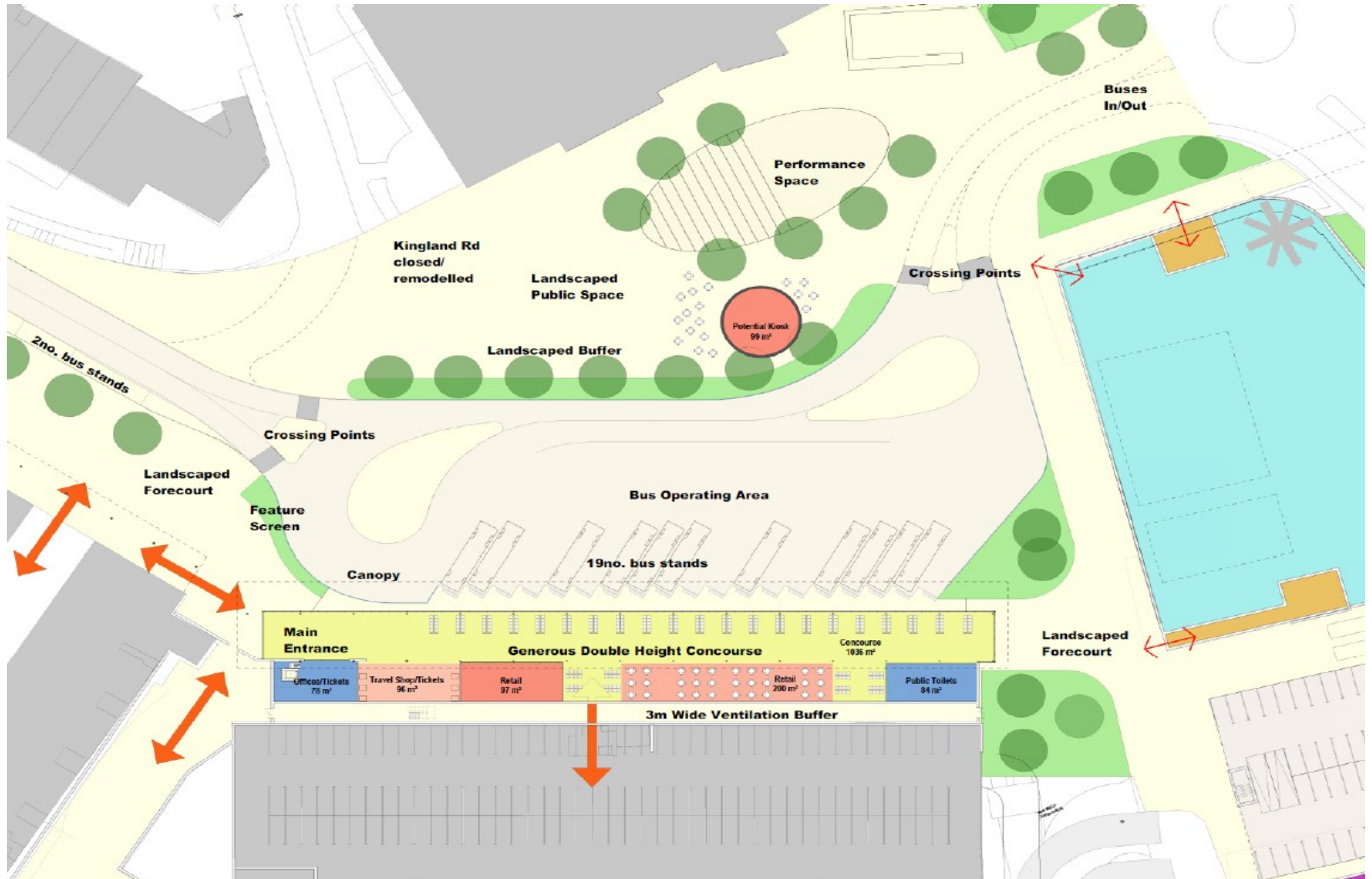
Principle H

Delivering viable development

Development must be economically viable, deliver a profit to the developer and landowner, and also provide facilities that are needed, will be used and will be viable in the longer term.



Appendix 2 cont'd – close up of central area of Option D Masterplan



Appendix 2 cont'd – Option D masterplan overlaid onto aerial photograph







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Appendix 3



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

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Cabinet

Report Subject	Lease of units at Mallard Road Retail Park
Meeting date	20 February 2019
Cabinet Portfolios	Councillor Philip Broadhead, Local Government Reorganisation and Economic Growth
Corporate Lead	Bill Cotton, Executive Director, Environment & Economy
Service Director	
Status	Public
Classification	For decision
Key Decision	Yes
Impacts on Key Policy Framework	No
Report author	Sarah Longthorpe, Commercial Development Manager, ☎ 01202 451170 ✉ sarah.longthorpe@bournemouth.gov.uk
Executive summary	<ol style="list-style-type: none"> 1. Mallard Road Retail Park was purchased by the Council in September 2017 as an investment opportunity. 2. The confidential part of this report identifies a series of Investment Management Proposals arising from a successful marketing campaign that will ensure that the retail park is fully let and is maximising its financial return. 3. This report recommends the implementation of these proposals.
Recommendation	<p>That Cabinet:</p> <ol style="list-style-type: none"> a) authorises the implementation of the Investment Management Proposals detailed in the confidential part of this report; b) delegates authority to the Corporate Property Officer in consultation with the Monitoring Officer and Section 151 Officer to agree the final terms of the contracts, and to sign-off the legal and financial due diligence; and c) note that this decision will have an impact on the Medium Term Financial Plan of the new Bournemouth, Christchurch & Poole Council. <p>That Cabinet recommends to Council to:</p>

	<p>d) note the changes to the Medium Term Financial Plan (MTFP) as detailed in the confidential part of this report and that the investment continues to add a positive contribution to the Council's finances.</p> <p>e) approve an amendment to the Capital programme to include the £1m expenditure associated with undertaking the necessary Landlords works on the basis set out in the confidential report.</p>
Reasons for recommendations	<p>To maximise the financial return from this investment asset. The new leases will secure additional income, offer new facilities which will increase footfall and contribute to the diversity and economic success of Mallard Road Retail Park.</p> <p>These asset management proposals respond to the Council priority, An Efficient Council, specifically EC3 Managing sound finances and EC4 Making the best use of our assets.</p>

Background

1. Cabinet on 19 July 2017 approved the acquisition of Mallard Road Retail Park as an investment asset in accordance with the Bournemouth Asset investment Strategy (BAIS) criteria. The acquisition completed on 29th September 2017.
2. This report outlines proposals associated with the future asset management of Mallard Road Retail Park, which now sits within the Council's investment portfolio. The proposals will contribute to the effective estate and financial management of the asset.
3. Whilst the Mallard Road Retail Park continues to trade well, complimented by the introduction of Aldi which has in increased footfall to the site, there are currently two empty units.
4. The Council appointed marketing agents Morgan Williams in early 2018 to market the trading opportunities at Mallard Road Retail Park. Morgan Williams is a specialist retail property agency, which has operated nationwide for over 20 years. It comes with a good track record and has acted on behalf of some of the biggest names in investment, development and retail.
5. Despite the well-documented challenges in the retail sector, Morgan Williams has successfully agreed terms with prospective new tenants looking to take space at Mallard Road. With some of this interest, the Council will need to undertake alterations to the buildings to make them suitable for the tenant's specific requirements. These are detailed in the Investment Management Proposals in the confidential part of this report.
6. The report recommends approval of these proposals which, on the successful conclusion of these leases, will ensure that the retail park is fully occupied, enhancing the financial return to the Council.

7. The successful letting of these units will also generate additional employment opportunities and contribute to the wider economic growth of the retail park.

Consultation

8. The Asset Investment Panel chaired by the Council's Managing Director and comprising the Leader of the Council, the Deputy Leader of the Council, the Cabinet Member for Local Government Reorganisation & Economic Growth, Section 151 Officer, Monitoring Officer, Corporate Property Officer and the Director of Housing & Communities has been regularly consulted on the marketing activity and has provided a robust scrutiny of the offers received. It fully endorses the recommendations contained within this report.
9. This report will be considered by the Corporate Overview and Scrutiny Panel at their meeting on 12 February 2019.

Alternative Options Considered and Rejected

10. Not to agree the Investment Management Proposals detailed in the confidential part of this report. If these proposals are not progressed then the Council will need to undertake further marketing, with little prospect of improving the commercial terms agreed with prospective tenants.
11. Doing nothing in relation to these units would also extend the void periods on the empty units, along with the associated costs detailed in the confidential part of this report.

Summary of Finance and Resourcing Implications:

12. The confidential part of this report considers each letting opportunity and its financial implications. They are commercially sensitive at this stage of the transaction.
13. However, the investment will continue to make a significant positive financial return following the implementation of these proposals, i.e. the rental income will exceed the cost of the Council's borrowing.

Summary of Legal Implications

14. The Council has the authority to enter into leases in accordance with section 123 of the Local Government Act 1972.
15. Legal Services will be consulted on the preparation of the necessary legal agreements.

Summary of Environmental Impact

16. An Environmental Impact Assessment has been completed. This shows that there are no identified impacts from these proposals.

Summary of Equalities and Diversity Impact

17. An Equality Impact Needs Screening Tool has been completed and this shows that there are no adverse impacts in terms of equalities.

Summary of Risk Assessment

18. The specific risks are explained in the confidential part of this report.

Background papers

Specific Asset Purchase Opportunity 19 July 2017

<https://www.bournemouth.gov.uk/councildemocratic/CouncilMeetings/CommitteeMeetings/Cabinet/2017/07/19/cabinet19-jul-2017.aspx>

Equalities Impact Needs Assessment -

<https://www.bournemouth.gov.uk/councildemocratic/AboutYourCouncil/AboutYourCouncilIDocs/cscamp/eina-for-cscamp-2018-2021.pdf> , in particular page 4

An Environmental Impact Needs Assessment and Risk Assessment have been completed. Both assessments are available upon request by contacting the report author.