

Shadow Dorset Council Executive Committee

Date: Monday, 17 September 2018
Time: 4.00 pm
Venue: Committee Rooms A&B, South Walks House,
Dorchester, Dorset DT1 1EE

Membership:

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

Interim Head of Paid Service: Matt Prosser
South Walks House, Dorchester, Dorset DT1 1EE

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

Publication Date: Friday, 7 September 2018

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A G E N D A

Page No.

1 APOLOGIES

To receive any apologies for absence.

2 DECLARATION OF INTERESTS

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

3 MINUTES

5 - 14

To confirm and sign the minutes of the previous meeting held on 21 August 2018.

4 PUBLIC PARTICIPATION

To receive any public questions or statements on the business of the Shadow Executive Committee.

5 SHADOW EXECUTIVE FORWARD PLAN

15 - 22

To consider the Forward Plan of the Shadow Executive Committee.

LOCAL GOVERNMENT REORGANISATION PROGRAMME

6 PROGRAMME HIGHLIGHT REPORT

23 - 36

To consider a report by the Programme Director.

7 RISK REGISTER

37 - 42

To consider a report by the Programme Director.

8 SHAPING DORSET COUNCIL PROGRAMME - OPERATIONAL STRUCTURES FROM DAY 1 - TIER 2

The Shadow Executive Committee is seeking to facilitate the creation of a brand new council. Recruiting to senior posts is a significant part of setting the culture of the new authority and presents an exciting opportunity for the new Dorset Council. Whilst the operating model for the new council has not been finalised, the design principles have been agreed by the Shadow Executive Committee and work is planned to develop the operating model over the next few months. The proposed structure will support these agreed design principles and their further development, as well as to minimise risks to service continuity during a period of significant change moving from six councils to one from 1 April 2019.

A report by the Interim Head of Paid Service will be circulated to follow,

which will outline the proposed structure, the rationale supporting this structure, high level role profile descriptions, proposed salary ranges, employee engagement process, communications and the process to recruit to these posts.

- 9 LOCAL COUNCIL TAX SUPPORT SCHEME** 43 - 50
To consider a report by the Lead Member for Finance.
- 10 GRANTS TO VOLUNTARY AND COMMUNITY ORGANISATIONS** 51 - 56
To consider a report by the Lead Member for Communities.

MATTERS FOR CONSULTATION

(Referred to the Shadow Executive Committee by Dorset councils)

- 11 TRANSFER OF SERVICES AND ASSETS** 57 - 86
To consider a report by the Leader of West Dorset District Council.

MATTERS FOR DECISION

(Referred to the Shadow Executive Committee by Dorset councils –
Please see agenda item 14 below)

- 12 DECISION MAKING ACTIVITY OF DORSET COUNCILS**
For information only – the links below provide background information regarding the decision making activity of each of the Dorset area councils:

[Dorset County Council](#)

[East Dorset District Council](#)

[North Dorset District Council](#)

[Purbeck District Council](#)

[West Dorset District Council](#)

[Weymouth & Portland Borough Council](#)

- 13 EXEMPT BUSINESS**
To consider passing the following resolution:

To agree that in accordance with Section 100 A (4) of the Local Government Act 1972 to exclude the public from the meeting in relation to the business specified below it is likely that if members of the public were present, there would be disclosure to them of exempt information as defined in paragraph 3 of Part 1 of Schedule 12A to the public interest in disclosing the information to the public.

- 14 FUNDING FOR HIGHWAY MAINTENANCE - 2019/20** 87 - 112
To consider an exempt report by the Cabinet Member for Natural and Built Environment, Dorset County Council. The report was considered by the County Council's Cabinet on 5 September 2018.

15 URGENT ITEMS

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

Shadow Dorset Council

Executive Committee

**Minutes of meeting held at South Walks House, Dorchester on
Tuesday 21 AUGUST 2018.**

Present: Cllrs Rebecca Knox (Chairman), G Suttle (Vice-Chair), A Alford, P Batstone, S Butler, J Cant, G Carr-Jones, T Ferrari, S Flower, M Hall, J Haynes, S Jespersen, Andrew Parry, M Penfold, B Quinn, S Tong, D Turner and P Wharf.

Officers present (for all or part of the meeting): Matt Prosser (Interim Head of Paid Service), Keith Cheesman (LGR Programme Director), Rebecca Kirk (General Manager, Public Health and Housing - Purbeck District Council), Jason Vaughan (Interim Section 151 Officer), Jonathan Mair (Interim Monitoring Officer), Matti Raudsepp (Strategic Director - Christchurch and East Dorset Councils), Debbie Ward (Chief Executive - Dorset County Council) and Lee Gallagher (Democratic Services Manager - Dorset County Council).

25. **Apologies**

Apologies for absence were received from Cllr Colin Huckle, Steve Mackenzie (Chief Executive – Purbeck District Council), David McIntosh (Chief Executive – Christchurch and East Dorset Councils), and Cllr David Walsh. Rebecca Kirk (General Manager, Public Health and Housing – Purbeck District Council) attended for Steve Mackenzie, and Matti Raudsepp (Strategic Director – Christchurch and East Dorset Councils) attended for David McIntosh.

26. **Declaration of Interest**

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

27. **Minutes**

The minutes of the previous meeting held on 20 July 2018 were confirmed and signed.

28. **Public Participation**

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

29. **Shadow Executive Committee Forward Plan**

The Committee received the latest draft Forward Plan, which included all decisions to be taken throughout the Shadow Dorset Council period until 1 April 2019.

It was agreed that a standing item would be added to the Forward Plan which specifically related to Risk Management. Although this would be covered in the highlight report it was felt that this area was of such importance in relation to convergence of the councils and ensuring service continuity that a distinct item was needed for all meetings.

A question was asked regarding the deferral of the Home to School transport item, to which the appropriate County Council Cabinet Members would investigate and share the reason with members outside of the meeting.

Decision

That the Forward Plan be updated as summarised above.

30. **Programme Highlight Report - August 2018**

The Committee considered a report by the Programme Director which provided a summary of the Local Government Reorganisation Programme including workstream activity since the last meeting on 20 July 2018, changes to reporting format for future updates, and an overview of the milestone plan. A member briefing was also held on 20 August 2018 which update members on progress of the programme.

An overview of the programme was provided by the Interim Head of Paid Service and the Programme Director which highlighted that ongoing governance assurance was being received from the South West Audit Partnership (SWAP) on a monthly basis; the introduction of a new three stage gateway approach to provide increased assurance; the introduction of Theme Boards; new change control arrangements to deal with convergence from 1 April 2019; the introduction of a Wider Programme Board and use of sponsors; resources were still a challenge and additional capacity was being sought from internal staff and external agencies; and work would take place over the coming weeks to develop the principles to guide the creation of new council.

A summary of the milestone report was provided which included the progress of the top milestones throughout programme. A suggestion was made to make the milestone language clearer and easier to understand for the public. A further change was requested to the Programme Structure diagram to include lines of reporting to illustrate decision making authority and lines to indicate the relationship between programme phases and workstreams. The changes were noted by officers, and it was indicated that a flow chart would be developed to aid understanding of the structure.

Members discussed the SWAP governance audit report and follow-up report, noting that progress had been made in relation to all areas identified and 'red' actions were being addressed as a priority, specifically relating to the relationship between the LGR Programme Team and the Dorset County Council LGR Programme Team, and the challenge posed by needing a single PAYE system and HMRC reference number. The new gateway review process would also ensure that actions were completed and escalated as a priority at the appropriate point. In addition, a request was made for audit reports to be made available as early as possible for members for the Committee, as well as updates, as it would often take some time to be reported formally.

In relation to the Workstream Status Update form, it was suggested that the 'key achievements for the next week' should refer to targets instead of achievements. The change was noted by officers.

As the Lead Member for Governance, Cllr Spencer Flower updated the Committee on the ongoing work of the Governance Task and Finish Group.

Decisions

1. That the progress made as described in the programme Director's report be noted.
2. That the Internal Audit report (26 July) and Follow-up report (10 August) be noted.
3. That the reporting formats set out in section 4 of the Programme Director's report for future reporting be agreed.

31. **Financial Strategy**

The Committee considered a report by the Lead Member for Finance on the Financial Strategy to develop the 2019/20 budget proposals. It was explained that it was not possible to provide a comprehensive Medium Term Financial Plan yet as this work was being completed by the Budget Task and Finish Group to establish the baseline financial position, and more information was needed regarding the Government settlement. However, it was noted that there was a positive direction anticipated in relation to negative Revenue Support Grant which would hopefully see an increase of £11m per year in the Council's platform of funding. Work also continued to develop the revenue, capital and borrowing position for Dorset Council and a draft budget would be considered by the Committee following the Budget Task and Finish Group on 14 September 2018, but this would continue to be subject to changes at this early stage.

Members discussed the original case for change which had identified the cost of transformation to be between £18m-27m and a number of questions were asked about how achievable or affordable this would be within the budget. It was clarified that transformation costs were not yet part of the budget and that transformation plans for the new Council would be considered beyond convergence of the existing councils on 1 April 2018. Transformation costs could be funded through a range of ways including use of reserves, borrowing or freeing up capital funding through the disposal of assets. It was also highlighted that the scale and aspiration of transformation would need to be taken account of together with associated cost reductions and stranded costs that would still have a cost to the organisation after 1 April 2018. A series of reports would be considered by the committee in due course on transformation.

Decisions

1. That the Financial Strategy, as a basis of balancing the 2019/20 budget, be approved.
2. That the proposals in the Finance Settlement Technical consultation for removal of negative Revenue Support Grant for 2019/20 be supported, and delegates authority to the Interim Section 151 Officer to respond to the consultation.
3. That the approach to member engagement on the budget, as set out in the Lead Member's report, be approved.

Reason for Decisions

To enable the development of budget proposals that would balance the 2019/20 budget.

32. Appointment of Internal Auditors

The Committee considered a report by the Lead Member for Finance regarding the appointment of the South West Audit Partnership (SWAP) Ltd as the Internal Auditors for Dorset Council from 1 April 2019.

Members discussed the ongoing financial and staff commitment associated with the appointment of internal auditors, noting that economies of scale would be necessary to drive down costs as the number of councils reduced. It was noted that there were plans to make significant savings from 2019/20 and that the cost can be reduced by September each year for the forthcoming agreed audit activity. Further to the discussion Cllr Jeff Cant suggested that recommendation 1 be amended to include 'subject to a review of cost during 2019/2020'. On being put to the vote the amended recommendation was agreed.

Decision

1. That, subject to a review of cost during 2019/2020, SWAP Ltd be appointed as the internal auditors for Dorset Council from 1 April 2019.
2. That the Interim Section 151 Officer be granted delegated authority to appoint an appropriate representative to be on the SWAP Board of Directors.
3. That the councillor representative for SWAP be appointed following the 2 May 2019 elections.

Reason for Decisions

To ensure compliance with the legal requirement to have an internal audit service and to enable the development of an internal plan for 2019/20.

33. Local Government Boundary Commission for England - Dorset Council Review

The Committee considered a report on the Boundary Review of the new Dorset Council following extensive work of the Boundary Review Task and Finish Group. Cllr Spencer Flower, as the Lead Member for Governance and the Chairman of the Task and Finish Group, provided an overview of the proposals in the Boundary Commission consultation, which had incorporated 95% of the submission from the Dorset Area Joint Committee meeting on 15 May 2018. Members congratulated Cllr Flower and the Task and Finish Group for the meticulous review work undertaken.

Decision

1. That the recommendations of the Local Government Boundary Commission for the electoral arrangements for Dorset Council from 2 May 2019, subject to the inclusion of Appendix 3 in the response, be supported.
2. That the minute above be used to provide feedback to be considered by as part of the review.
3. That the arrangements for individual representations to the consultation be noted.

Reason for Decisions

To actively contribute to the Local Government Boundary Commission for England review of electoral arrangements for the new Dorset Council from 2 May 2019.

34. **Implementation Plan for Dorset Council**

The Committee considered a report by the Programme Director on the Implementation Plan for Dorset Council, which included the scope, objectives, planning process, governance, leadership, organisation, risks and resources of Local Government Reorganisation. The report built upon the Implementation Plan agreed by the Shadow Dorset Council at its first meeting held on 7 June 2018.

Members discussed the review of Task and Finish Groups, which was currently being undertaken by the Interim Head of Paid Service, to remodel each into ongoing working groups with mergers of some responsibilities and closure of others. It was agreed that delegated authority should be given to the Leader and Deputy Leader to approve the review and for it to be shared and executed as soon as possible. It was noted that members of former groups where workloads had been merged would have the opportunity to contribute to the work of the new group undertaking that role, such as the Governance Task and Finish Group considering Area Based Decision Making arrangements. Officers were asked to identify single officer points of contact for workstream activity at the earliest opportunity. All members of Task and Finish Groups that had met and closed, or had been subsumed as part of the review, were thanked for their work and input to date.

A suggestion was made that the date for the second gateway review in February 2019 was very late and that this should be brought forward to at least mid-late January 2019 to enable more time to resolve any significant issues raised as part of the review. The suggestion was noted by officers and it was also clarified that assistance in the gateway reviews would be provided by South West Audit Partnership and also through a transformation consultancy.

Decisions

1. That the Plan be adopted and further iterations and updates on progress against the plan will be brought forward and overseen through the Shadow Executive Committee arrangements with updates to the November 2018, January and March 2019 meetings.
2. That the scope statements contained within this document which clarify the current specifics of delivery for vesting day be agreed.
3. That the reporting formats set out in section 15 of the Programme Director's report be agreed.
4. That the Leader and Deputy Leader be granted delegated authority to agree the Review of Task and Finish Groups report by the Interim Head of Paid Service, to be shared with members and executed as soon as possible.

35. **Building a Council for the 21st Century - Design Principles for the New Dorset Council Operating Model**

The Committee considered a report by the Interim Head of Paid Service on the principles for designing a council for the 21st century, which would include its role, the services it would provide, and the culture, structures, skills and ways of working required to deliver the new council. This built upon earlier sessions with

the Institute of Local Government Studies (Inlogov). The development of the vision and operating model would be undertaken in early September 2018 and a date would be circulated to members very soon.

Decision

That the Design Principles be agreed.

Reason for Decision

These principles would support the next stages of designing the transformational work for the new council.

36. **Communications and Engagement Plan to support phase 2 of the Shaping Dorset Council programme**

The Committee considered a report by the Programme Director on the Shaping Dorset Council Communications Plan for Phase 2 (Delivery of services on 1 April 2019), which was developed from the former Communications and Engagement Plan approved in September 2017. A separate Plan would be developed in due course for Phase 3 (Designing and building the new Dorset Council).

A detailed overview of the communications and engagement approach covered communication activity for the Shaping Dorset Programme, and also delivery of day 1 communications for the new council. The arrangements would continue to change throughout the life of the programme and further iterations of the plan would be developed. At present there was a clear focus on support for members and employees, to help all understand the phases and timeline of the Programme. The next stage would see a brand new website developed to facilitate communications and engagement with residents and external partners such as town and parish councils for Phase 3.

A question was asked about the Phase 3 communication plans for the business community. It was explained that this area was under development and there was more to be done before detailed plans and dates were in place. There had been an update provided to businesses that had taken part in the original consultation process facilitated by the Dorset Chamber of Commerce and Industry and through the Public Service Forum, but this was all at a strategic level and further engagement would be developed in due course. Financial plans would also be subject to consultation with the business sector in due course.

In relation to the revised media protocol, a request was made for the appropriate Lead Member to be quoted in press releases and other media channels.

Cllr Sherry Jespersen, as the Lead Member for Communities, commended the report and the communications approach, including the quality of the members' newsletters, to the Committee and indicated that the Communications and Engagement Task and Finish Group would consider points made throughout the discussion. It was also suggested that visual presentation – a dashboard – of what was happening would be a very good way to demonstrate at committee meetings what was happening and to show the impact of the communications.

Decision

That the Plan, and that further iterations will be overseen through the Shadow Executive Committee at intervals to be agreed, be noted.

37. **Shaping Dorset Council Programme - Operational Structures from Day 1 - Tier 2**

Cllr Peter Wharf, as the Lead Member for HR and Workforce, explained that the report needed to be withdrawn from the agenda as further work was required which may result in changes to the proposal, and that a report would be resubmitted to the Shadow Executive Committee at the earliest opportunity.

Decision

That the report be withdrawn from the agenda and submitted to a future meeting of the Shadow Executive Committee.

38. **Sub-National Transport Body for the South West**

The Committee considered a report by the Dorset County Council Cabinet Members for Natural and Built Environment, and Economy, Education, Learning and Skills in relation to the formation and membership of a Sub-national Transport Body (STB) by entering an informal partnership with other authorities as agencies responsible for infrastructure investment as a body to influence strategic transport investment. There were two Sub-national Transport Bodies that Dorset Council could join which had the same broad remit and focus, the Western Gateway STB and the South West Peninsula STB.

Members expressed a range of views regarding membership of each STBs, and whilst recognising that it was imperative to become a member of one of them, and be an associate member of the other, there was a divergence of opinion regarding which one to join. Strong views were expressed regarding the rural linkages and advantages to the South West Peninsula, whilst there was an important need to focus on the north/south M4 corridor which was part of the Western Gateway priorities. Those in favour of either STB felt that their preference would be the best model to influence Government and attract investment. It was noted that the issue had been discussed in detail at a recent Leaders and Chief Executive's meeting where there had been a preference expressed towards the Western Gateway STB. The Committee was encouraged by the Lead Member for Communities to view the opportunity positively as the Dorset Council would be an influential partner in either STB and would continue to have constructive relationships across the whole region.

At the end of the discussion Cllr Gary Suttle proposed that Dorset Council join the Western Gateway STB and become an associate member of the South West Peninsula. The proposal was seconded by Cllr Spencer Flower. On being put to the vote the proposal was agreed.

Decision

That Dorset Council agree to:

1. Join an informal partnership forming the shadow sub-national transport body for the Western Gateway, subject to Government agreeing with that proposal, and subject to formal agreement of a final terms of reference in due course and cost of membership.

2. Become an associate member of the shadow subnational transport body for the South West Peninsula, which will also operate initially as an informal partnership, subject to agreeing appropriate terms of reference in due course and cost of membership.
3. The draft terms of reference attached as Appendix 3 or 4 (respective of the decision at 1 above) as an appropriate basis upon which to create the partnership.
4. Appoint the Lead Members for Economic Growth, Education & Skills and for Natural & Built Environment to represent the Council on the sub-national transport bodies.
5. Delegate authority to the County Council's Corporate Director, Environment & Economy following consultation with the Lead Members for Natural & Built Environment and for Economic Growth, Education & Skills to agree the final terms of reference, a constitution, an inter-authority operational agreement and the prospectus for communication purposes for the STB.
6. Approve an initial partnership funding contribution of up to £60,000 to facilitate the development and operation of the partnership, and lever in match-funding from the Government; with the actual value of the contribution to be agreed between the parties following further development of technical workstreams.

Reasons for Decisions

1. The creation of a Sub-national Transport Body would give local authorities the direct influence over decisions that were currently within the control of Government and its agencies. Individual authorities would formally join a partnership with other authorities to formulate, and potentially deliver, a transport and investment strategy for the wider area.
2. The South West remained the only part of England not covered by a STB, and Government highlighted that it expected such a body to be put in place to enable discussion and agreement on strategic transport infrastructure investment priorities.
3. The South West Region risked losing out on essential infrastructure investment without such a body in place.
4. There was a consensus amongst South West authorities that forming two bodies, initially as informal partnerships; would be the most effective way to swiftly put in place a clear mechanism for Government to engage formally on strategic transport investment matters, including use of a new roads fund to improve the major road network.

39. **Creation of Capital Property Purchase Fund**

The Committee considered a report by the Leader of Purbeck District Council on the formation of a capital property purchase fund for the purchase of houses to help meet the housing needs of the community, noting that the beneficiaries for the Dorset Council would be the residents of Dorset and not only the residents of Purbeck as part of its Housing Strategy.

The consideration of Dorset County Council properties to help achieve the aims of the fund was raised as exploration of sites could open opportunities to convert buildings for future housing use. It was noted that this could be explored as part of the housing approach and the fund could be used for this.

Members discussed the financial considerations needed when making decisions at sovereign councils as the budget of Dorset Council would be modelled differently to councils and could therefore have different interest implications if funded through borrowing. It was agreed that the concurrent view of Section 151 Officers should be incorporated into this type of report in future to give a steer on the financial impact and viability of the proposal in the wider Dorset Council financial strategy. The Interim Section 151 Officer confirmed that the proposal was acceptable.

Decision

That the recommendations detailed within the report, to be decided upon by Purbeck District Council, be supported.

40. Transfer of Toilets and Reserved Car Park Area to Corfe Castle Parish Council

The Committee considered a report by the Leader of Purbeck District Council on the transfer of the toilets at West Street, Corfe Castle along with 22 car parking spaces in the reserved parking area at West Street to Corfe Castle Parish Council, which was in line with transfer of assets principles. The transfer of the cost of running the toilets, by transferring the parking spaces would remove the liability upon Dorset Council in the future and would avoid an escalating maintenance cost.

Members discussed the application of asset transfer of this nature, to ensure that assets with the potential for income generation were not disposed of without due consideration. It was confirmed that the asset transfer principles had been applied and it was suggested that an overage clause be included in the final contract. The importance of a consistency of approach across all councils when considering similar requests was highlighted.

Decision

That the recommendation detailed within the report, to be decided upon by Purbeck District Council, be supported.

41. Decision Making Activity of Dorset Councils

The Committee received notification of the decision activity of Dorset councils. There were no matters raised in respect of decision making of Dorset Council.

Noted

42. Urgent Items

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

Duration of meeting: 2.30 - 5.00 pm

Chairman

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**Shadow Dorset Council
Shadow Executive Committee - Forward Plan - October 2018**

**For the period 17 SEPTEMBER 2018 to 31 MARCH 2019
(publication date – 14 SEPTEMBER 2018)**

Explanatory Note:

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

Definition of Key Decisions

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

- (a) to result in the relevant local authority incurring expenditure which is, or the making of savings which are, significant having regard to the relevant local authority's budget for the service or function to which the decision relates (***Thresholds - Dorset County Council £500k and District and Borough Councils £100k***); or
- (b) to be significant in terms of its effects on communities living or working in an area comprising two or more wards or electoral divisions in the area of the relevant local authority."

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

Private/Exempt Items for Decision

Each item in the plan above marked as 'private' will refer to one of the following paragraphs.

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

Subject / Decision	Decision Maker	Decision Due Date	Consultation	Background documents	Member / Officer Contact
Programme Highlight Report Key Decision - No Public Access - Open	Shadow Executive Committee	15 Oct 2018	<u>Consultees:</u> Members Services <u>Means of Consultation:</u> Task and Finish Groups Workshops Ongoing programme activity	None	Lead member - Leader of Shadow Dorset Council <i>Lead officer - Keith Cheesman, LGR Programme Director keith.cheesman@dorsetcc.gov.uk</i>
Programme Risk Management Key Decision - No Public Access - Open	Shadow Executive Committee	15 Oct 2018	<u>Consultees:</u> Sovereign Councils Programme Board <u>Means of Consultation:</u> Meetings Correspondence	None	Lead member - Councillor Rebecca Knox <i>Lead officer - Matt Prosser, Interim Head of Paid Service mprosser@dorset.gov.uk</i>
Forward Plan/Work Programme Key Decision - No Public Access - Open	Shadow Executive Committee	15 Oct 2018	<u>Consultees:</u> Shadow Executive Committee Dorset councils Programme Board <u>Means of Consultation:</u> Meetings	None	Lead member - Leader of Shadow Dorset Council <i>Lead officer - Lee Gallagher, Democratic Services Manager - Dorset County Council l.d.gallagher@dorsetcc.gov.uk</i>
Dorset Waste Partnership Vehicle Procurement Programme Key Decision - Yes Public Access - Open	Shadow Executive Committee	15 Oct 2018	<u>Consultees:</u> <ul style="list-style-type: none"> • Dorset Budget Task and Finish Group • Bournemouth, Christchurch and Poole (BCP) Place Group • Dorset Programme Board • BCP Programme Board <u>Means of Consultation:</u> Reports and Meetings	Dorset Waste Partnership Transport Strategy Capital Programme 2016/17 - 2020/21 Vehicle Procurement Programme	Lead member - Councillor Anthony Alford <i>Lead officer - Karyn Punchard, Director of the Dorset Waste Partnership k.punchard@dorsetcc.gov.uk</i>
Dorset Waste Partnership	Shadow Executive	15 Oct 2018	<u>Consultees:</u>	Waste and	Lead member - Councillor

<p>arrangements - Delegation of Waste Function for Christchurch</p> <p>Key Decision - Yes Public Access - Open</p>	Committee		<ul style="list-style-type: none"> • Shaping Dorset Place Board • Bournemouth, Christchurch and Poole (BCP) Place Board • Dorset Programme Board • BCP Programme Board <p><u>Means of Consultation:</u> Reports and discussions</p>	cleansing disaggregation template	<p>Anthony Alford</p> <p><i>Lead officer - Karyn Punchard, Director of the Dorset Waste Partnership</i> <i>k.punchard@dorsetcc.gov.uk</i></p>
<p>Budget 2019/20 and Medium Term Financial Forecast - Update and Consultation</p> <p>Key Decision - Yes Public Access - Open</p>	Shadow Executive Committee	15 Oct 2018	<p><u>Consultees:</u> Budget Task and Finish Group</p> <p><u>Means of Consultation:</u> Meetings</p>	None	<p>Lead member - Councillor Tony Ferrari</p> <p><i>Lead officer - Jason Vaughan, Interim Section 151 Officer</i> <i>jvaughan@dorset.gov.uk</i></p>
<p>Future of Local Plans in Dorset - the Shadow Council's position and interim arrangements for the new Dorset Council</p> <p>Key Decision - No Public Access - Open</p>	Shadow Executive Committee	15 Oct 2018	<p><u>Consultees:</u> Planning policy managers, directors and portfolio holder councillors</p> <p><u>Means of Consultation:</u> Strategic Planning Forum (member level) and officer Strategic Planning Policy Managers' Forum</p>	Adopted emergency local plans for district/borough councils Dorset-wide minerals and waste plans Local Development Schemes for each plan area	<p>Lead member - Councillor David Walsh</p> <p><i>Lead officer - Hilary Jordan, Corporate Manager - Planning (Community and Policy Development)</i> <i>HJordan@dorset.gov.uk</i></p>
<p>Electoral Arrangements 2019</p> <p>Key Decision - Yes Public Access - Open</p>	Shadow Executive Committee	15 Oct 2018	<p><u>Consultees:</u> Dorset Electoral Administrators Group</p> <p><u>Means of Consultation:</u> Meetings</p>	Election Project Plan	<p>Lead member - Councillor Spencer Flower</p> <p><i>Lead officer - Jonathan Mair, Interim Monitoring Officer</i> <i>j.e.mair@dorsetcc.gov.uk</i></p>
<p>Independent Special School Provision - Framework Tender and Award</p> <p>Key Decision - Yes Public Access - Part exempt</p>	Shadow Executive Committee	15 Oct 2018	<p><u>Consultees:</u></p> <ul style="list-style-type: none"> • Independent Schools and Colleges • Partner Local Authorities and neighbouring Local Authorities • Children, young people, parents 	Dorset Special Educational Needs and Disabilities (SEN) Strategy 2018 - 2021 Equality Impact	<p>Lead member - Councillor Andrew Parry</p> <p><i>Lead officer - Nick Jarman, Interim Director for Children's Services</i></p>

<p>(referred for consultation by Dorset County Council)</p>			<p>and carers</p> <p><u>Means of Consultation:</u></p> <ul style="list-style-type: none"> • Market Engagement • Tender Project Steering Group • Engagement with the Dorset Parent Carer Council and Bristol City Council's young people's engagement service 	<p>Assessment - SEND Strategy 2018</p>	<p><i>nick.w.jarman@dorsetcc.gov.uk</i></p>
<p>Home to School Transport and Post 16 Transport Assistance policy 2019/20</p> <p>Key Decision - Yes Public Access - Open</p> <p>(Decision referred from Dorset County Council)</p>	<p>Shadow Executive Committee</p>	<p>12 Nov 2018</p>	<p><u>Consultees:</u> All Schools, neighbouring local authorities, all town and parish councils, all County Council members, parents and carers</p> <p><u>Means of Consultation:</u> Email to stakeholders; all district/town/parishes; members; all schools Information on County Council Admissions webpages</p>	<p>Home to School Transport Assistance Eligibility Policy for Children and Young People Attending School 2019/20 Dorset Post 16 Transport Support Policy 2019/20</p>	<p>Lead member - Councillor Daryl Turner</p> <p><i>Lead officer - Debbie Ward, Chief Executive - Dorset County Council d.ward@dorsetcc.gov.uk</i></p>
<p>Disaggregation Update</p> <p>Key Decision - No Public Access - Open</p>	<p>Shadow Executive Committee</p>	<p>12 Nov 2018</p>	<p><u>Consultees:</u> Budget Task and Finish Group</p> <p><u>Means of Consultation:</u> Meetings</p>	<p>None</p>	<p>Lead member - Councillor Tony Ferrari</p> <p><i>Lead officer - Jason Vaughan, Interim Section 151 Officer jvaughan@dorset.gov.uk</i></p>
<p>Policy Framework</p> <p>Key Decision - Yes Public Access - Open</p>	<p>Shadow Executive Committee</p> <p>Shadow Dorset Council</p>	<p>12 Nov 2018</p> <p>20 Feb 2019</p>	<p><u>Consultees:</u> Governance Task and Finish Group Dorset Monitoring Officers Group</p> <p><u>Means of Consultation:</u> Meetings</p>	<p>None</p>	<p>Lead member - Councillor Spencer Flower</p> <p><i>Lead officer - Matt Prosser, Interim Head of Paid Service mprosser@dorset.gov.uk</i></p>
<p>Making of Consequential Order relating to Civic Functions</p>	<p>Shadow Executive Committee</p>	<p>10 Dec 2018</p>	<p><u>Consultees:</u> Governance Task and Finish Group</p>	<p>None</p>	<p>Lead member - Councillor Spencer Flower</p>

Key Decision - Yes Public Access - Open			Monitoring Officers Group <u>Means of Consultation:</u> Meetings		<i>Lead officer - Jonathan Mair, Interim Monitoring Officer j.e.mair@dorsetcc.gov.uk</i>
Budget 2019/20 and Medium Term Financial Forecast - Update Key Decision - No Public Access - Open	Shadow Executive Committee	7 Jan 2019	<u>Consultees:</u> Budget Task and Finish Group <u>Means of Consultation:</u> Meetings	None	Lead member - Councillor Tony Ferrari <i>Lead officer - Jason Vaughan, Interim Section 151 Officer jvaughan@dorset.gov.uk</i>
Council Tax Discounts, Long Term Empty Charges Key Decision - Yes Public Access - Open	Shadow Executive Committee	7 Jan 2019	<u>Consultees:</u> Budget Task and Finish Group <u>Means of Consultation:</u> Meetings	None	Lead member - Councillor Tony Ferrari <i>Lead officer - Jason Vaughan, Interim Section 151 Officer jvaughan@dorset.gov.uk</i>
Business Rates Relief Key Decision - Yes Public Access - Open	Shadow Executive Committee	7 Jan 2019	<u>Consultees:</u> Budget Task and Finish Group <u>Means of Consultation:</u> Meetings	None	Lead member - Councillor Tony Ferrari <i>Lead officer - Jason Vaughan, Interim Section 151 Officer jvaughan@dorset.gov.uk</i>
Insurance Arrangements Key Decision - Yes Public Access - Open	Shadow Executive Committee	7 Jan 2019	<u>Consultees:</u> Budget Task and Finish Group <u>Means of Consultation:</u> Meetings	None	Lead member - Councillor Tony Ferrari <i>Lead officer - Jason Vaughan, Interim Section 151 Officer jvaughan@dorset.gov.uk</i>
Constitution - Dorset Council	Shadow Executive Committee	14 Jan 2019	<u>Consultees:</u> Governance Task and Finish Group	None	Lead member - Councillor Spencer Flower

Key Decision - Yes Public Access - Open	Shadow Dorset Council	20 Feb 2019	Monitoring Officers Group <u>Means of Consultation:</u> Meetings		<i>Lead officer - Jonathan Mair, Interim Monitoring Officer j.e.mair@dorsetcc.gov.uk</i>
Members Allowances Scheme 2019/2020 Key Decision - Yes Public Access - Open	Shadow Executive Committee	14 Jan 2019	<u>Consultees:</u> Independent Remuneration Panel Governance Task and Finish Group Monitoring Officers Group <u>Means of Consultation:</u> Meetings	None	Lead member - Councillor Spencer Flower <i>Lead officer - Jonathan Mair, Interim Monitoring Officer j.e.mair@dorsetcc.gov.uk</i>
Transition Period Plan (operating arrangements and interim transition) Key Decision - Yes Public Access - Open	Shadow Executive Committee	14 Jan 2019	<u>Consultees:</u> Governance Task and Finish Group <u>Means of Consultation:</u> Meetings	None	Lead member - Leader of Shadow Dorset Council <i>Lead officer - Keith Cheesman, LGR Programme Director keith.cheesman@dorsetcc.gov.uk</i>
Legal and Democratic Operating Model Key Decision - Yes Public Access - Open	Shadow Executive Committee	14 Jan 2019	<u>Consultees:</u> Governance Task and Finish Group Monitoring Officers Group <u>Means of Consultation:</u> Meetings	None	Lead member - Councillor Spencer Flower <i>Lead officer - Jonathan Mair, Interim Monitoring Officer j.e.mair@dorsetcc.gov.uk</i>
Weymouth Town Council Key Decision - Yes Public Access - Open	Shadow Executive Committee	14 Jan 2019	<u>Consultees:</u> None <u>Means of Consultation:</u> None	None	Lead member - Leader of Shadow Dorset Council <i>Lead officer - Keith Cheesman, LGR Programme Director keith.cheesman@dorsetcc.gov.uk</i>
Corporate Plan	Shadow Executive Committee	11 Feb 2019	<u>Consultees:</u> None	None	Lead member - Leader of Shadow Dorset Council

Key Decision - Yes Public Access - Open	Shadow Dorset Council	20 Feb 2019	<u>Means of Consultation:</u> None		<i>Lead officer - Matt Prosser, Interim Head of Paid Service mprosser@dorset.gov.uk</i>
2019/2020 Budget Key Decision - Yes Public Access - Open	Shadow Executive Committee Shadow Dorset Council	11 Feb 2019 20 Feb 2019	<u>Consultees:</u> Public and Business Sector Councillors Budget Task and Finish Group Dorset Finance Officers Group <u>Means of Consultation:</u> Meetings Public and Business Sector Consultation	None	Lead member - Councillor Tony Ferrari <i>Lead officer - Jason Vaughan, Interim Section 151 Officer jvaughan@dorset.gov.uk</i>
Capital Strategy Key Decision - Yes Public Access - Open	Shadow Executive Committee	11 Feb 2019	<u>Consultees:</u> Budget Task and Finish Group <u>Means of Consultation:</u> Meetings	None	Lead member - Councillor Tony Ferrari <i>Lead officer - Jason Vaughan, Interim Section 151 Officer jvaughan@dorset.gov.uk</i>
Treasury Management Strategy Key Decision - Yes Public Access - Open	Shadow Executive Committee	11 Feb 2019	<u>Consultees:</u> Budget Task and Finish Group <u>Means of Consultation:</u> Meetings	None	Lead member - Councillor Tony Ferrari <i>Lead officer - Jason Vaughan, Interim Section 151 Officer jvaughan@dorset.gov.uk</i>
Local Council Tax Support Scheme Key Decision - Yes Public Access - Open	Shadow Executive Committee	11 Feb 2019	<u>Consultees:</u> Budget Task and Finish Group <u>Means of Consultation:</u> Meetings	None	Lead member - Councillor Tony Ferrari <i>Lead officer - Jason Vaughan, Interim Section 151 Officer jvaughan@dorset.gov.uk</i>
Financial Regulations	Shadow Executive	11 Feb 2019	<u>Consultees:</u>	None	Lead member - Councillor

Key Decision - Yes Public Access - Open	Committee		Budget Task and Finish Group <u>Means of Consultation:</u> Meetings	Tony Ferrari <i>Lead officer - Jason Vaughan, Interim Section 151 Officer jvaughan@dorset.gov.uk</i>
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OVERALL PROGRAMME STATUS – 3 SEPTEMBER



Overall the programme continues to develop clarity on the range of tasks and products that need to be in place. Governance is improving with wider involvement of senior management and division of plan leadership. Resource availability continues to be an issue in some areas, but there is good support and a recent request for expressions of interest in taking some key roles and tasks has brought volunteers forward. The Implementation Plan sets out clarity on the programme scope. Preparation continues for TUPE lists being agreed in September, including for the areas affected by disaggregation. Early Tier 2 management structures drafted. Detailed work on a convergence plan which picks up the transformation need will be required. The programme remains at Amber as while some parts are behind schedule or have issues, these are expected to be overcome in time for vesting day without requirement for change in scope.

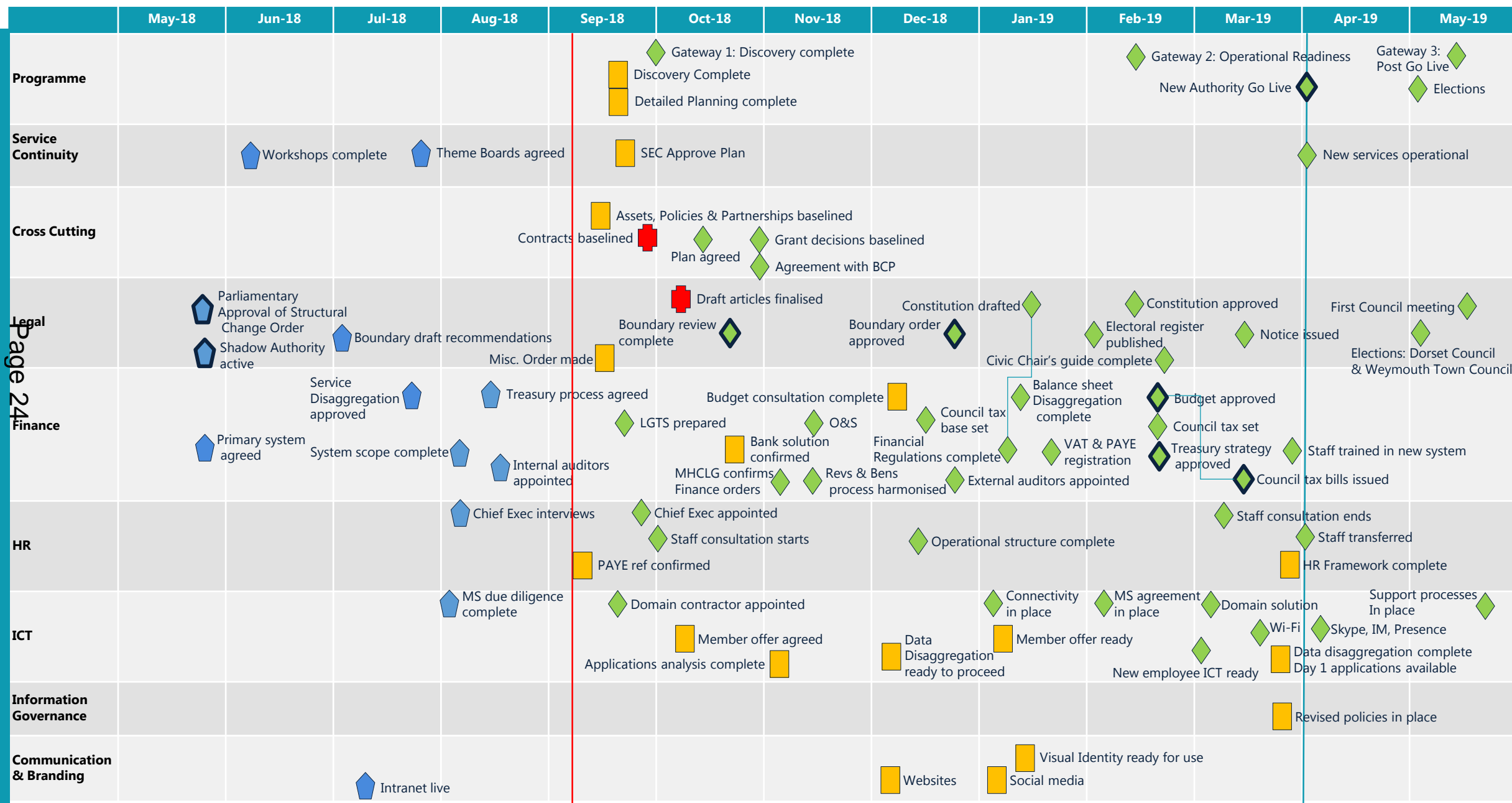
Return to Green		Significant steps forward have been made with programme controls and structure; resources and detailed plans from key service areas, currently in progress will improve overall programme readiness. Successful resource recruitment. On budget. Programme delivery risks remain in delivery of a balanced budget	
Change Requests	↔	No new Change Requests; convergence being reviewed to include Transformation Plan	
Resources	↔	A number of roles are being recruited currently, including project managers and business analysts. Resources from preceding authorities and volunteers are being allocated against priority needs. Administrative support is still in short supply despite attempts to recruit.	
Plan	↔	Service Continuity and Cross Cutting Workstream remains the area of planning concern; detailed work is still underway and some resource gaps being filled now will help to bring this together	
Benefits	↔	Part of the Gateway process being introduced is to enable the baselining and assessment of services, both external and internal, to understand any impacts of the transition and to be clear about the measures and metrics being applied to that assessment.	
This week		Issue/Risk	Mitigation
Top Issue	↑	PAYE code issue: revised feedback from HMRC is encouraging; the issue looks set to be resolved during September	Specialist consultants have been engaged to deal with HMRC. MHCLG have been asked to intervene/ support
Top Risk	↔	Financial impact of 'stranded' costs following TUPE - Significant emerging risks around the financial impact via disaggregation and TUPE – residual capacity which doesn't transfer to BCP Council under TUPE regulations but which may be surplus to Dorset Council capacity requirement.	August 2018:HR Workstream is looking to mitigate this which would reduce this by £2.444m. Vacancy control process in place. HR mitigation process

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Agenda Item 6

Programme Milestone Plan

Workstreams



KEY: ◆ Blue - Complete ◆ Green - On Track ■ Amber – plan variation or off track but recoverable without impact to the overall programme ■ Red – Late or off track or no agreed plan, significant risk to the overall programme

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WS1: LEGAL AND DEMOCRATIC - STATUS UPDATE

Workstream Sponsor: Jonathan Mair
Project Manager: Andy Norman

Date: 05/09/18

Workstream RAG

G



Overall Workstream Summary

Main focus remains upon the drafting of the constitution for discussion with the Governance Task and Finish Group, and the preparatory work around elections 2019. Overall the workstream programme remains on track.

Key Initiative Achievements (This Week)

- Boundary review public consultation on proposed changes concluded on 27 August; the LGBCE have commenced their review of submissions from councils and public.
- Development of paper on charging parish and town councils for election costs

Key Initiative Activities (Planned Next Week)

- Meeting with Ministry of Housing, Communities and Local Government to discuss progression of consequential orders
- Dorset Area Electoral Administrators Group meeting to progress election planning preparation
- DSMs meeting to review implementation plan and progress the draft policy for Members ICT
- Issue of agenda and reports for 10th September Governance Task and Finish Group

Next milestones

Milestone	RAG	Due Date	Target Date
Miscellaneous and Staffing Order made		August 2018	
Draft articles finalised	R	August 2018	23 October 2018
Boundary Review complete	G	October 2018	
Drafting of constitution completed	G	January 2019	
Electoral register published	G	February 2019	
Constitution approved	G	February 2019	
Notice of election issued	G	March 2019	
Elections	G	2 May 2019	
First Dorset Council meeting	G	May 2019	
	G		

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	ID	Raised By	Date Raised	Risk Description	Impact Statement	I	P	RS	Mitigation Plan	Owner	Date Due
	Top Risk	79			Judicial Review Challenge by Christchurch Borough Council and Mr. Somerville-Ford to the process followed by the MHCLG	Potential delay to the programme or preventing it from continuing	5	3	15	Provide MHCLG with evidence of steps taken during Phase 1 of the programme. 24-08-2018 - despite the rejection by the High Court of the Christchurch JR the risk remains the same until that of Mr Somerville Ford has been concluded.	Jonathan Mair
Top Issue	ID	Raised By	Date Raised	Issue Description	Impact Statement	S	Resolution Plan			Owner	Due Date
				There are no issues at this time.							

WS2: FINANCE- STATUS UPDATE

Workstream Sponsor: Jason Vaughan
Project Manager: Rosie Dilke

Date: 05/09/18

Workstream RAG

A



Overall Workstream Summary

There is significant work being undertaken to align financial systems and processes. A key area of focus at present is the work on developing the 2019/20 budget and Medium Term Financial Forecast.

Key Initiative Achievements (This Week)

Work to clarify the Risks and Issues for the Workstream has reduced the risks to 5, including one High Level risk on Stranded Costs.
The process to provide the right connections between District and County finance applications ready for vesting day are being clarified and clearly mapped out. A decision on the WAN provision made this week has improved confidence in this activity.

Next milestones

Milestone	RAG	Due Date	Target Date
Decision made on primary financial system		End July '18	Done
Service disaggregation approved between BCP & Dorset Councils		Mid-July '18	Done
Agreement of debt and reserve percentages between Dorset & BCP	A	December '18	December '18
Work on stranded costs	R	October '18	October '18
Collection Fund: LCTS prepared ready for presentation to Shadow Exec	G	End Sept '18	End Sept '18
Financial System harmonisation – setting scope for software changes	G	Early Oct '18	Early Oct '18
Bank solution confirmed	G	End Oct '18	End Oct '18
Finance Consequential Order laid in Parliament	G	Nov '18	Nov '18

Key Initiative Activities (Planned Next Week)

- First draft of the 2019/20 budget & Medium Term Financial Forecast
- Budget Task & Finish Group 3/9/18 to discuss Voluntary & Community Sector grants; Local Council Tax Support Scheme; Dorset Waste Partnership and Development of Budget items.
- Briefing for Finance Officers 5/9/18 to describe the programme and work to balance the 19/20 budget.

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ID	Raised By	Date Raised	Risk Description	Impact Statement	I	P	RS	Mitigation Plan	Owner	Date Due
106	Jason Vaughan	July '18	Financial impact of 'stranded' costs between BCP & Dorset Councils following TUPE	This is currently estimated (July2018) to be £7.380m for Dorset Council.	5	3	15	HR Workstream is looking to mitigate this which would reduce this by £2.444m. Vacancy control process in place. HR mitigation process	Jason Vaughan	Oct. '18
ID	Raised By	Date Raised	Issue Description	Impact Statement	S			Resolution Plan	Owner	Due Date
16	Jason Vaughan	June '18	Interdependencies with other government bodies causes delays.	The Finance Consequential Order is due to be laid in Parliament in November. If this is delayed the Finance Workstream will not be able to achieve a safe and legal position for 1/4/19.	M			Discussions are ongoing with MHCLG.	Jason Vaughan	Nov. '18

Top Risk

Top Issue

WS3: HR WORKSTREAM - STATUS UPDATE

Workstream Sponsor: **Matti Raudsepp**
 Project Manager: **John Ferguson**

Date: 20180905

Workstream RAG

G



Overall Workstream Summary

TUPE progressing on target. Each Work Package (WP) assigned to multi-council teams (predominantly HR professionals). Teams provided with templates to complete in order to achieve high level scoping of each WP.

Key Initiative Achievements (This Week)

- Decisions discussed and agreed re appropriate process route (eg whether Workstream / Programme / Shadow Exec) following newly agreed Decisions Process
- Risks further reviewed and updated
- Shortlisting completed for C/X candidates

Next milestones

Milestone	RAG	Due Date	Target Date
All HR Work Packages to be initially scoped (high-level) by:	G	4 th Sept	10 th Sept
Provisional TUPE lists agreed by	G	21 st Sept	21 st Sept
All HR Work Packages to be fully scoped by:	G	End Sept	End Sept
New Chief Exec appointed and confirmed by:	G	End Sept	End Sept

Key Initiative Activities (Planned Next Week)

- 'Extra' Workstream Board arranged (6th Sept) to review progress of initial scoping of each HR Work Package (due date 4th Sept)
- Paper for Shadow Exec on Tier 2 structure and recruitment approach to be finalised by 7th September
- Details finalised on TUPE 50:50 and disaggregation

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ID	Raised By	Date Raised	Risk Description	Impact Statement	I	P	RS	Mitigation Plan	Owner	Date Due
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Top Risk

40	HR Board	May '18	Systems and processes not in place and operational in time to pay people on time and accurately in April 2019	Major impact on delivering services. Significant regulatory impact	4	3	12	Work underway to determine a pragmatic implementation approach with HMRC - external support being provided through PS Tax. Options analysis being completed pending HMRC response	Chris Matthews	Sep '18
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Top Issue

ID	Raised By	Date Raised	Issue Description	Impact Statement	S	Resolution Plan	Owner	Due Date
	Prog Board	July '18	Approach and timing of team convergence to be agreed	Supporting achievement of the 2019/20 budget whilst maintaining service continuity		Options to be reviewed and way forward agreed at Programme Board on 5 th September	Nicola Houwayek	Sep '18

WS4: CUSTOMER AND SERVICE CONTINUITY - CORPORATE THEME BOARD- STATUS UPDATE

Workstream Sponsor: Jason Vaughan / Jonathon Mair
 Project Manager: Emma Wood

Date: 05/09/18

Workstream RAG

A



Overall Workstream Summary

This workstream has only just been set up and has met twice. The focus has been on ensuring the scope is clear and correct so that the appropriate implementation plans can be refined and developed. Draft plans are currently under review, for finalisation at the end of September.

Key Initiative Achievements (This Week) | Next milestones

Key Initiative Achievements (This Week)	Next milestones			
	Milestone	RAG	Due Date	Target Date
<i>Work to clarify the scope and governance with proposals for a revised structure and scope being created which will be agreed with the Chairs before going to Programme Board. PM met with the Policy, Research and Performance Management working groups and defined next steps and how to proceed .</i>	Chairs and board membership confirmed		01/09/2018	
	Project resource in place		30/09/2018	
	Project co-ordinators identified	A	31/08/2018	
	Plans refined	G	30/09/2018	
	Day one deliverables and scope confirmed	A	30/09/2018	
	Workstream milestones, dependencies, risks & issues mapped	A	30/09/2018	

Key Initiative Activities (Planned Next Week)

- Confirm and communicate governance and scope of Corporate Workstream
- Meet with remaining working groups within the workstream to ensure plans are defined
- Detail deliverables, milestones, dependencies, risks & Issues

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ID	Raised By	Date Raised	Risk Description	Impact Statement	I	P	RS	Mitigation Plan	Owner	Date Due
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Top Risk

			<i>Risks to be confirmed by theme board</i>							
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ID	Raised By	Date Raised	Issue Description	Impact Statement	S	Resolution Plan	Owner	Due Date
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Top Issue

			<i>There are no issues at this time</i>					
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WS4: CUSTOMER AND SERVICE CONTINUITY - PEOPLE THEME - STATUS UPDATE

Workstream Sponsor: Helen Coombes and Nick Jarman
 Project Manager: TBA

Date: 05/09/18

Workstream RAG

A



Overall Workstream Summary

Despite the lack of PM progress is being made on plans in children's and adults .Co-ordinators have been identified will receive direction from the board on plan development. Plans are being transferred to a standard template and DCC PMO have been refining their plans., confirming a heavy dependency on the enabling workstreams and disaggregation plans.

Key Initiative Achievements (This Week)

- Alignment of adults and children's plans to standard template progressing
- Scope of board confirmed

Key Initiative Activities (Planned Next Week)

- Project manager joining 6/09/18
- Continue development of plans and identification of key deliverables and milestones
- Co-ordinators identified and communicated with

Next milestones

Milestone	RAG	Due Date	Target Date
Chairs and board membership confirmed		01/09/2018	
Project resource in place		30/09/2018	
Project co-ordinators identified		31/08/2018	
Plans refined	A	30/09/2018	
Day one deliverables and scope confirmed	A	30/09/2018	
Workstream milestones, dependencies, risks & issues mapped	A	30/09/2018	

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	ID	Raised By	Date Raised	Risk Description	Impact Statement	I	P	RS	Mitigation Plan	Owner	Date Due
	Top Risk	45	Cross Cutting	22/08/18	There is no agreed plan in place to disaggregate Social Services data	Failure to deliver a high profile, high risk and statutory service if not resolved	4	4	16	Cross services discussions need to take place to form the mitigation to this issue and plan implementation	People theme board
	ID	Raised By	Date Raised	Issue Description	Impact Statement	S	Resolution Plan			Owner	Due Date
Top Issue	TBC			There are no issues at this time							

WS4: CUSTOMER AND SERVICE CONTINUITY – CROSS CUTTING - STATUS UPDATE

Workstream Sponsor: Jason Vaughan and Jonathan Mair
 Project Manager: James Howie

Date: 05/09/18

Workstream RAG A 

Overall Workstream Summary

This workstream has only just been set up and has met twice. The focus has been ensuring the scope is clear so that the appropriate implementation plans can be developed

Key Initiative Achievements (This Week)

- DCC Contracts List shared with BCP
- Advice given to theme boards re contracts
- Process for joint phase 2 disaggregation plan development agreed with BCP
- New Dorset Council Grant fund working group meeting held

Next milestones

Milestone	RAG	Due Date	Target Date
Contracts baselined	R	31/08/2019	
Assets, Policies and Partnerships baselined	A	30/09/2018	
Plan for policies agreed	A	31/10/2018	
Grant decision baselined	G	31/10/2018	

Key Initiative Activities (Planned Next Week)

- Contract principles to be agreed by Monitoring Officers
- Collation of policy requirements as they come up through the theme boards and implementation plans

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	ID	Raised By	Date Raised	Risk Description	Impact Statement	I	P	RS	Mitigation Plan	Owner	Date Due
	Top Risk	45	Cross cutting	22/08/18	There is no agreed plan in place to disaggregate Social Services data	Failure to deliver a high profile, high risk and statutory service if not resolved	4	4	16	Cross services discussions need to take place to form the mitigation to this issue and plan implementation	People theme board
	ID	Raised By	Date Raised	Issue Description	Impact Statement	S	Resolution Plan		Owner	Due Date	
Top Issue											

WS5: ICT WORKSTREAM - STATUS UPDATE

Workstream Sponsor: Mike Harries

Project Manager: Chris Harrington

Date: 28 August 2018

Workstream RAG

A



Overall Workstream Summary

The ICT workstream is delivering two main aspects; 1. The core ICT requirements (network, infrastructure and collaboration), and 2. Ensuring the critical prioritised applications are properly usable and accessible. The ICT workstream is also preparing for post day one by ensuring plans and technology implemented will not require significant re-work.

Key Initiative Achievements (This Week)

The project team continue to work on finalising technical designs for all of the identified solutions in preparation for delivery.
We have had initial discussions for the Service Delivery work focussing on Member ICT provision and scope of the Operations
We have had an initial scoping meeting with the preferred One Domain supplier.

Next milestones

Milestone	RAG	Due Date	Target Date
Day one wifi solution implemented	G		February 19
Day one print solution implemented	G		February 19
Day one door entry solution implemented	G		February 19
One domain solution implemented	A		December 18
Skype IM and Presence available	G		January 19
Day One telephony solution complete	G		February 19
ICT Day One Support processes and systems in place	A		March 19
DC MS agreement in place	A		May 19
Day one applications available	G		April 19
LLPG Migration Complete	G		February 19

Key Initiative Activities (Planned Next Week)

- Contract Award for One Domain
- Contract award for WAN
- Awaiting agreement from Social Services on their data disaggregation processes
- Workshop for Service Delivery
- Initial scoping discussions for LLPG
- First meeting of work package leads to focus on planning and management of the work

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ID	Raised By	Date Raised	Risk Description	Impact Statement	I	P	RS	Mitigation Plan	Owner	Date Due
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Top Risk

115	Infrastructure Lead – Vince Elliott	July 18	The Sovereign Council domain names will be switched off on 1st October 2019	all users and relevant data will need to be migrated sooner than anticipated.	3	3	9	The One Domain contract includes a plan to address this	Karen Perrett	29/8/18
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Top Issue

ID	Raised By	Date Raised	Issue Description	Impact Statement	S	Resolution Plan	Owner	Due Date
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			No Issues					
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WS6: INFORMATION GOVERNANCE - STATUS UPDATE

Workstream Sponsor: Steve Mackenzie
 Project Manager: Karen Perrett

Date: 5/09/2018

Workstream RAG

A



Overall Workstream Summary

Subject matter experts from across the partnerships have been identified for each of the 4 work packages. The work package leads will meet with their nominated teams during August and September to validate the identified day 1 requirements and start to build implementation plans. An I.G. Project Manager is due to start on 4th September 2018.

Key Initiative Achievements (This Week) | Next milestones

Key Initiative Achievements (This Week)	Milestone	RAG	Due Date	Target Date
	There are no updates for this week	Detailed work package plans in place	G	30/09/2018

Key Initiative Activities (Planned Next Week)

- Information Governance Project Manager starts on 4th September.

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ID	Raised By	Date Raised	Risk Description	Impact Statement	I	P	RS	Mitigation Plan	Owner	Date Due
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86	Board	17/08/18	Potential exposure to enforcement action/challenge	Short-term fixes identified are not resolved quickly, leading to inconsistent application of policy/procedure & exposure to enforcement action/challenge	4	3	12	Ensure plans in place for interim and permanent solutions; determine those policies/procedures that need to be harmonised for Day 1 on a risk assessed basis	IG Board	30/09/18
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ID	Raised By	Date Raised	Issue Description	Impact Statement	S	Resolution Plan	Owner	Due Date
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			No current issues					
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Top Risk

Top Issue

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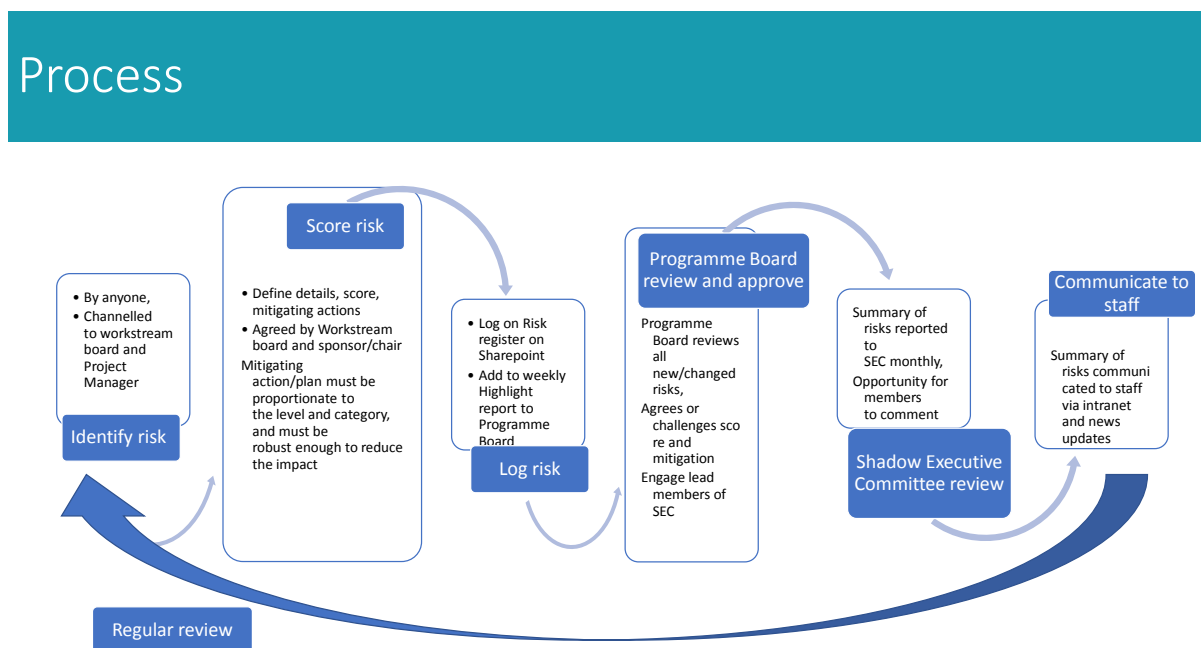
Shaping Dorset Council

Date of Meeting	17 th September 2018
Officer	Keith Cheesman, Programme Director
Subject of Report	Risk Register
Purpose of Report	Decision
Executive Summary	This report explains the current status of the programme risk management, together with the high impact risks.
Recommendation	<ul style="list-style-type: none"> • To agree the Shaping Dorset Programme risk management process • To approve the high impact (4 and 5) risks, description, rating and mitigating actions
Reason for Recommendation	To report the current risks as agreed at the Risk Workshop on 22 nd August 2018
Appendices	None
Background Papers	None
Officer Contact	Name: Sarah Longdon Tel: 07810 338310 Email: sarah.longdon@dorsetcc.gov.uk

1.Risk management review process

The programme team has reviewed the risk management process and produced a guide to help members of the team, workstream representatives and board members raise, approve and monitor risks.

The process was approved by the Programme Board on 22nd August 2018, when a workshop session was held to review the management of risks. The process is summarised in the diagram below:



The criteria for rating risks and applying a score has been agreed previously by the Shadow Executive committee and the Programme Board, and is set out in the diagram below. Risks with and impact score of 4 or 5 are reported to the Shadow Executive committee.

Process

IMPACT - THREATS						IMPACTS - OPPORTUNITIES			
Score	Financial	Legal / Compliance	Strategic	Safety, Wellbeing & Safeguarding	Reputation	Service Delivery	Score	Financial	Service Improvement
5	Over £1 million	Non-compliance with legislation or regulatory breach	Complete failure of a strategic priority	Fatality or life-changing injury / illness; Significant safeguarding breach	Complete failure in confidence (local or national)	Complete failure to deliver critical services (safeguarding, urgent statutory responsibilities etc)	5	Over £1 million	Significant opportunity
4	£500k to £1 million	Significant regulatory impact	Major impact on a strategic priority	Major injury / illness; moderate safeguarding breach	Long term media attention (local or national)	Major impact on delivering critical services (safeguarding, urgent statutory responsibilities etc)	4	£500k to £1 million	Moderate opportunity
3	£300k to £500k	Moderate regulatory impact	Moderate impact on a strategic priority	Moderate injury / illness	Medium term negative impact on public memory	Serious disruption to less critical services	3	£300k to £500k	Minor opportunity
2	£100k to £300k	Minimal regulatory impact	Minor impact on a strategic priority	Injury or illness requiring minimal intervention / treatment	Short term negative impact on public memory	Minor disruption to services	2	£100k to £300k	Negligible opportunity
1	£100k or less	No legal or regulatory impacts	Negligible impact on a strategic priority	No health and safety impact	Minor complaints or rumours	Negligible disruption to service delivery	1	£100k or less	

LIKELIHOOD	
5	Almost Certain Over 80% chance
4	Likely 61 – 80% chance
3	Possible 41 – 60% chance
2	Unlikely 21 – 40% chance
1	Rare 0 – 20% chance

		LIKELIHOOD				
		(1) Rare	(2) Unlikely	(3) Possible	(4) Likely	(5) Almost Certain
IMPACT	5	5	10	15	20	25
	4	4	8	12	16	20
	3	3	6	9	12	15
	2	2	4	6	8	10
	1	1	2	3	4	5

2. Current state

As the implementation plans are nearing completion, it was important to review and confirm the process to manage risks, and to ensure that all Programme Board members are aware of this process. The full set of risks to implementation will be confirmed at the end of September when the implementation plans are finalised and the Programme Board prepares for the Gateway Review.

Some initial risks that were identified and logged in the early stages of establishing the Shaping Dorset Programme have now closed, due to factors such as plans having been developed and actions in place, governance and decision-making processes established, resources assigned. As the programme works through the implementation plans and we draw nearer to vesting day, it will be necessary to focus on key risks specific to the core criteria of a safe and legal operation of the new Dorset council in April 2019

3. Mitigation

The programme governance structure is now well established and in a position to monitor the agreed actions to mitigate risks. The high impact risks will be reviewed regularly at Programme Board, and actions confirmed or escalated to ensure the risks reduce to an appropriate level. These high impact risks will continue to be reported to the Shadow Executive Committee based on the agreed criteria.

4. Risk Register

The table below sets out the current risks with a rating of high, ie impact score is 4 or 5. There are currently 11 such risks. This number is likely to rise when the implementation plans are completed later in September.

Work has started on analysing the current strategic risks across the six councils to provide an early indication of the risk landscape for Dorset Council, mapped against the revised scoring matrix. Further analysis will be undertaken over the coming months, managed

through a risk work-package which sits in the Corporate Theme Board. This will be reported to the Programme Board and Shadow Executive Committee.

In terms of existing strategic risks, sovereign Councils will retain responsibility for managing these until vesting day, but the Shadow Executive will need to remain sighted on the content, which could inform decision making.

ID	Title	Accountable Risk Owner	Risk Lead	Workstream	Gross Impact (1-5)	Gross Likelihood (1 to 5)	Gross Risk Score	Gross Risk Level	Current Controls	Current Impact (1-5)	Current Likelihood (1-5)	Current Risk Score	Current Risk Rating	What Further Actions are Necessary?
106	Financial impact of 'stranded' costs following TUPE	Interim S151 - Jason Vaughan	Interim S151 - Jason Vaughan	Finance	5	3	15	High	August 2018:HR Workstream is looking to mitigate this which would reduce this by £2.444m. Vacancy control process in place. HR mitigation process	5	3	15	High	
7	Failure to understand full statutory responsibilities of merging authorities creates an exposure to legal challenge;	MOs	Jonathan Mair	Legal	5	4	20	High	Programme contains legal and governance workstream tasked with examining Corporate legal requirements. Service continuity workshops planned to identify service specific legalities The question was raised as to how the legal teams should interface with the Service Continuity teams as there was a perceived lack of clarity as to what the teams were doing and whether or not anyone was checking that their output was legally compliant. The Legal teams have not seen the various implementation plans to confirm that the teams had considered all legal aspects and it was suggested that a mitigating action would be to have a legal officer embedded in these teams.	5	3	15	High	Service workshops will reduce risk exposure; Legal workstream to nominate representation on each of the theme boards and workstreams. 24-08-2018 No change to risk levels until effect of legal representation at theme boards evident.
79	Judicial Review causing delay to the programme or preventing it from continuing	Monitoring Officers	Jonathan Mair	Legal	5	3	15	High	Provide MHCLG with evidence of steps taken during Phase 1 of the programme 24-08-2018 - despite the rejection by the High Court of the Christchurch JR the risk remains the same until that of Mr Somerville Ford has been concluded.	5	3	15	High	24-08-2018 - despite the rejection by the High Court of the Christchurch JR the risk remains the same until that of Mr Somerville Ford has been concluded. No further action required.
137	No agreed plan in place to disaggregate Social Services data and agreed case handover processes with BCP	People theme board		Customer & Service Continuity	4	4	16	High	Agree action plan with BCP as a matter of urgency. Co-ordinate activities with theme boards and ICT workstream	4	3	12	High	Confirmed action plan in place and monitored regularly by programme boards
18	Financial Sustainability of Dorset Council	Interim S151 - Jason Vaughan	Interim S151 - Jason Vaughan	Finance	4	3	12	Medium	Convergence plan to be added to the Shaping Dorset Council Programme. Transformation Plan for Phase 3 to be developed and in place for the new council to implement. CIPFA have been engaged to carry an independent assurance piece of work concerning the opening financial position of the new Dorset Council and the Medium Term Financial Plan. This will be completed by 5 October 2018.	4	3	12	Medium	Convergence Plan needs to be developed. Transformation Plan needs to be fully costed for savings and implementation costs.
117	Financial impacts of disaggregation impacts upon Dorset Councils Budget	Interim S151 - Jason Vaughan	Interim S151 - Jason Vaughan	Finance	4	4	16	High	Meetings are planned for September in relation to the debt. There is a dispute process in place. The initial budget work reporting to the task & finish group on the 14 September will identify the non-pay stranded costs.	4	3	12	Medium	Dependent on outcome of current control actions.
40	Systems and processes not in place and operational in time to pay people on time and accurately in April 2019	Keith Cheesman	Nicola Houwayek / Chris Matthews	HR & Workforce	4	4	16	High	Work underway to determine a pragmatic implementation approach with HMRC - external support being provided through PS Tax. Options analysis being completed to determine best route to adopt should our preferred option not be accepted by HMRC.	4	3	12	Medium	Working Group established and detailed planning of necessary activity to commence. Interdependencies with other work packages being identified and milestones/decision points being mapped i.e. agreement of terms and conditions. Decision required about system to be used to pay EDDC employees from 1 April 2019 - will be influenced by HMRC decision.
139	Insufficient capacity/resources to deliver the HR Workstream within timescales (project slippage)	Nicola Houwayek	Nicola Houwayek	HR & Workforce	4	4	16	High	External interim resources. Effective resource planning leading to alignment of int/ext resource as appropriate	4	3	12	Medium	Commissioning of external resources for Ts&Cs + Pay & Grading. Scoping agreed by Prog Board and regular review of resourcing.
86	Short-term fixes identified are not resolved quickly, leading to inconsistent application of policy/procedure and exposure to enforcement action/challenge	Board	IG Board	Information Governance	4	3	12	Medium	Ensure plans in place for interim and permanent solutions; determine those policies/procedures that need to be harmonised for Day One on a risk assessed basis	4	3	12	Medium	
87	Lack of ownership & accountability	Board	IG Board	Information Governance	4	3	12	Medium	HR to clarify the interim operational management arrangements i.e. Interim Monitoring Officer is responsible for DP. Ensure that statutory roles are allocated (SIRO; Data Protection Officer; Caldicott Guardians)	4	3	12	Medium	
100	Unable to access information held by outgoing authorities (for statutory returns and evidence bases)	Board		Information Governance	4	4	16	High	Clear policy on retention/destruction; clear Information Asset Registers	4	3	12	Medium	

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Shadow Dorset Council

Date of Meeting	17 September 2018
Officer	Jason Vaughan, Interim Section 151 Officer
Subject of Report	Local Council Tax Support Scheme
Executive Summary	The Shadow Authority will, at its meeting in February 2019, need to agree a Local Council Tax Support scheme for Dorset Council. MHCLG has provided the Council with the concession of not having an aligned scheme until 2021/22. This report considers the benefits of having an aligned scheme for 2019/20 and the opportunities this would bring to help reduce customer confusion and local authority administration.
Impact Assessment:	<p>Equalities Impact Assessment:</p> <p>An Equalities Impact Assessment will be undertaken as part of the proposed consultation process</p>
	<p>Use of Evidence:</p> <p>None</p>
	<p>Budget:</p> <p>Any costs can be met from existing budgets</p>
	<p>Risk Assessment:</p> <p>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</p>
	<p>Other Implications:</p> <p>None</p>
Recommendation	That Committee agrees to undertake a review of the Local Council Tax Support scheme

Reason for Recommendation	To help ensure that the Dorset Council Local Council Tax Support scheme treats claimants consistently, is clear to understand and is easy to administer
Appendices	Appendix 1 – Details of existing Local Council Tax Support schemes Appendix 2 – Proposed options for the Dorset Council Local Council Tax Support scheme
Background Papers	Existing Local Council Tax Support schemes for East Dorset, North Dorset, Purbeck, West Dorset and Weymouth & Portland Councils
Officer Contact	Name: Stuart Dawson Tel: 01305 211925 Email: s.c.dawson@westwey.gov.uk

1. Introduction

- 1.1 Council Taxpayers who are on low income can apply for Local Council Tax Support (LCTS) to help them with their Council Tax. Entitlement to LCTS is means tested and based on the circumstances and income of the claimant's household.
- 1.2 Each Council Tax billing authority is required to determine the LCTS scheme for its area. Billing authorities have the discretion to determine the principle factors for their scheme, including the maximum support that will be given to working age claimants. However, government has prescribed that certain claimants (i.e. pensioners and those working age claimants that the billing authority consider to be vulnerable) are protected within the scheme and be entitled to receive support of up to 100% of the Council Tax charge.
- 1.3 Government has developed a "default scheme" for pensioner claimants, which is aligned to the Housing Benefit scheme. Billing authorities are required, as a minimum, to incorporate the default scheme within its own scheme.
- 1.4 With the introduction of LCTS, the Dorset District Councils attempted to agree an aligned scheme across the county from 1 April 2013. However, this was not fully achievable and further changes have been made to the schemes over the intervening years. The current LCTS schemes for the five sovereign Councils are shown at Appendix 1.
- 1.5 The cost of LCTS awards is met from the Council Tax Collection Fund. Government originally provided funding to meet 90% of the estimated awards made in 2013/14. However, this funding was subsequently incorporated as part of the Revenues Support Grant and, as such, has been subject to the changes made to that grant over subsequent years.

2. Current position

- 2.1 The Shadow Authority will need to formally adopt a Dorset Council LCTS scheme for 2019/20 at the Council Tax setting meeting in February 2019. As part of the LGR discussions with MHCLG it was agreed that the Council will be allowed up to two years to agree an aligned LCTS scheme. This was in recognition that significant resources will need to be utilised to successfully implement the new Unitary Council and that there may not, initially, be the capacity to support the creation of an aligned

scheme. However, Officers are of the view that there is the capacity within existing resources to create an aligned LCTS scheme from 1 April 2019.

2.2 The concession made by MHCLG would allow the Shadow Authority to agree an LCTS scheme which incorporated the existing schemes set out at Appendix 1. However, such a scheme would lead to customer confusion and dissatisfaction as claimants may be treated differently depending on where they live. Implementing an aligned LCTS scheme from 1 April 2019 would allow for all claimants to be treated consistently as well as providing the opportunity to simplify calculation of entitlement from a customer and administration point of view.

2.3 Members will also be aware that the wider roll-out of Universal Credit (UC) took place in 2017/18 and that this now covers most people of working age who now make a claim for state benefits. UC entitlement is reviewed monthly having regard to the claimant's (and their household's) actual circumstances and income for the past month. In view of this, claimants who are paid weekly can see their UC change depending on the number of week's salary received in the previous month.

The current LCTS schemes within Dorset look to calculate entitlement on the actual UC received by the claimant. This results in the LCTS award having to be changed for every fluctuation in UC, however small. Moving to an LCTS scheme which was based on average, rather than actual, UC would simplify the process from a customer perspective. It is believed that more and more Councils are taking this approach to help reduce customer confusion and local authority administration.

2.4 The table below provides a breakdown of the current LCTS award for the Dorset Council area.

Claimant Type	LCTS awarded £	Number of claimants	Average award £
Pensioners	10,604,642	9,849	1,076.72
Working age (protected)	7,703, 232	7,057	1,091.57
Working age (not protected)	7,043, 829	8,811	799.44
Total	25,351,703	25,717	985.80

2.5 The Local Government Act 2012 requires that Councils consult with customers and key stakeholders prior to making changes to their LCTS scheme. Committee is being asked to consider this report to enable sufficient time for any review of the LTCS scheme to take place.

3. Proposal

3.1 Data modelling on existing caseload and spend has taken place over recent months. Based on the results of that modelling Officers are recommending that the review be based on the options listed at Appendix 2.

I. Option A – status quo

Under this option, the Dorset Council LCTS scheme would be based on incorporating the existing sovereign Council schemes. As mentioned earlier, this would result in some claimants being treated more (or less) favourably than others with similar circumstances.

II. Option B – aligned scheme with a maximum support for those of working age (not protected) limited to 90%

Under this option, the Dorset LCTS scheme would be an aligned scheme which would limit the maximum support provided to unprotected working age claimants to 90%. The option would also look to calculate entitlement on average, rather than actual, UC over a six month period. Protection arrangements would be included allowing a claimant to ask for a review of their entitlement, during that period, if their circumstances had significantly changed.

This option would simplify the process and entitlement from a customer perspective and significantly reduce the administration of the scheme.

III. Option C - aligned scheme with a maximum support for those of working age (not protected) limited to 85%

Under this option, the Dorset LCTS scheme would incorporate the conditions mentioned in Option B but would limit the maximum support provided to unprotected working age claimants to 85%.

3.2 The financial data for the above options is estimated as follows:

	Option A		Option B		Option C	
	LCTS awarded £	Number of claimants	LCTS awarded £	Number of claimants	LCTS awarded £	Number of claimants
Pensioners	10,604,642	9,849	10,604,642	9,849	10,604,642	9,849
Working age (protected)	7,703, 232	7,057	7,703,232	7,057	7,703,232	7,057
Working age (not protected)	7,043, 829	8,811	6,922,075	8,659	6,537,516	8,178
Total	25,351,703	25,717	25,229,949	25,665	24,845,390	25,084

4. The next steps

4.1 If Committee agrees to the review of LCTS taking place, consultation on the options above would take place over the months October and November 2018 with the results of the exercise being reported to the Shadow Overview & Scrutiny Committee in January 2019. A report would subsequently be submitted for consideration by the Shadow Committee at its meeting on 20 February 2019 before being determined by the Shadow Authority.

4.2 An Equalities Impact Assessment will be undertaken in respect of the review and be included as part of the subsequent reports. Further data modelling will also be undertaken to help ensure that Members have up to date information at the time decisions are made.

Existing LCTS schemes

	EDDC Scheme	NDDC scheme	PDC scheme	WDDC scheme	WPBC scheme
Is the scheme a “means tested” scheme and similar to the old Council Tax Benefit scheme (where appropriate)?	Yes	Yes	Yes	Yes	Yes
Who is protected under the scheme?	<p>Pensioners</p> <p>Those receiving: Disability Premium, Enhanced Disability Premium, Severe Disability Premium, Carer Premium, Disabled Child Premium, Employment Support Allowance Component</p> <p>Those in receipt of War Disablement Pension, War Widows Pension or War Widows Disablement Pension</p>	<p>Pensioners</p> <p>Those receiving: Disability Premium, Enhanced Disability Premium, Severe Disability Premium, Carer Premium, Disabled Child Premium, Employment Support Allowance Component</p> <p>Those in receipt of War Disablement Pension, War Widows Pension or War Widows Disablement Pension</p>	<p>Pensioners</p> <p>Those receiving: Disability Living Allowance, Disability Living Allowance (Mobility), Personal Independence Payment, Carers Allowance, Employment Support Allowance Component</p> <p>Those in receipt of War Disablement Pension, War Widows Pension or War Widows Disablement Pension</p>	<p>Pensioners</p> <p>Those receiving: Disability Living Allowance, Disability Living Allowance (Mobility), Personal Independence Payment, Carers Allowance, Employment Support Allowance Component</p> <p>Those in receipt of War Disablement Pension, War Widows Pension or War Widows Disablement Pension</p>	<p>Pensioners</p> <p>Those receiving: Disability Living Allowance, Disability Living Allowance (Mobility), Personal Independence Payment, Carers Allowance, Employment Support Allowance Component</p> <p>Those in receipt of War Disablement Pension, War Widows Pension or War Widows Disablement Pension</p>
What is the maximum LCTS for those that are protected?	100%	100%	100%	100%	100%
What is the maximum LCTS for those that are not protected?	91.5% (based on Council Tax liability)	91.5% (based on Council Tax liability)	92% (based on award)	91.5% (based on Council Tax liability)	91.5% (based on Council Tax liability)
Does the scheme provide support for those that have a second adult living with them who is on low income (Second Adult Rebate)?	Yes	Yes	Yes	Yes	Yes
Does the scheme include a limit on the lowest amount given?	No	No	No	No	No

What is the maximum period of backdating that can be awarded?	6 months (if good cause is shown)	6 months (if good cause is shown)	1 month (if good cause is shown)	1 month (if good cause is shown)	6 months (if good cause is shown)
Is a Family Premium applied (where appropriate)?	Yes	Yes	No, if it relates to a new claim or new family from 1 April 2017	No, if it relates to a new claim or new family from 1 April 2017	Yes
Is LCTS awarded if the claimant is temporary absent from the UK ?	Yes, for up to 13 weeks (conditions apply). Up to 52 weeks in exceptional cases (conditions apply).	Yes, for up to 13 weeks (conditions apply). Up to 52 weeks in exceptional cases (conditions apply).	Yes, for up to 4 weeks (conditions apply). Up to 52 weeks if the absence relates to a bereavement, receiving medical care, etc.	Yes, for up to 4 weeks (conditions apply). Up to 52 weeks if the absence relates to a bereavement, receiving medical care, etc.	Yes, for up to 4 weeks (conditions apply). Up to 52 weeks if the absence relates to a bereavement, receiving medical care, etc.

LCTS Options

Option A – status quo

Under this option, the Dorset Council LCTS would replicate the existing schemes set out at Appendix 1. As a result, entitlement would be calculated having regard to where the claimant lived (e.g. those resident in the former EDDC area would receive support based on that Council's current LCTS scheme).

Option B - aligned scheme with a maximum support for those of working age (not protected) limited to 90%

Under this option, the Dorset Council LCTS would be aligned as follows:

- The scheme would be means tested and similar to the old Council Tax Benefit scheme (where appropriate)
- Protection would be provided to the following types of claimant:
 - Pensioners
 - Those receiving Disability Living Allowance, Disability Living Allowance (Mobility), Personal Independence Payment, Carers Allowance or Employment Support Allowance Component. (Some claimants who receive these benefits do not always receive the necessary premium if there are other benefits in payment. This provision helps address this anomaly)
 - Those in receipt of War Disablement Pension, War Widows Pension or War Widows Disablement Pension.
- The maximum entitlement for protected claimants would be 100%
- The maximum entitlement for those claimants who are not protected would be 90% (based on Council Tax liability)
- The scheme would provide support for those that have a second adult living with them who is on low income (Second Adult Rebate)
- The scheme would not include a limit on the lowest amount given
- The maximum period of backdating that can be awarded is 1 month. (This links with the rules relating to Housing Benefit and should help reduce customer confusion)
- A Family Premium will not be applied in the award calculation if it relates to a new claim or a new family from 1 April 2017. (Also links to the rules relating to Housing Benefit and should help reduce customer confusion)
- If the claimant is temporary absent from the UK up to 4 weeks would be awarded (subject to conditions). However, up to 52 weeks would be awarded if the absence relates to a bereavement, or the claimant receiving medical care, etc. (Again, this links with the rules relating to Housing Benefit and should help reduce customer confusion).
- If the claimant is receiving Universal Credit (UC), LCTS would be awarded for a period of 6 months and calculated on an estimated UC average income for that period. The period would come to an end if UC was no longer in payment. Additionally, the claimant would be entitled to ask for a review of their entitlement, during that period, if their circumstances had significantly changed.

Option C - aligned scheme with a maximum support for those of working age (not protected) limited to 85%

Under this option, the Dorset Council LCTS would be aligned as per Option B (above) but the maximum entitlement for those claimants who are not protected would be 85% (based on Council Tax liability) and not 90%.

Shadow Dorset Council

Shadow Executive

Date of Meeting	17 September 2018
Officer	Steve Mackenzie Chief Executive – Purbeck District Council
Subject of Report	Grants to Voluntary and Community Organisations
Executive Summary	<p>The voluntary and community sector have become concerned their funding might not be guaranteed by the new council and budget decisions would not be taken before the end of the calendar year. This would not give the sector sufficient time to reduce its staff costs if funding was not available.</p> <p>Leaders asked officers and Portfolio Holders to review the grants to the voluntary and community sector to provide some certainty as to their future funding. Portfolio Holders concluded the most appropriate way forward is to roll the current arrangements forward into 2019/20 and undertake detailed reviews of the grants for the 2020/21 budget. The only exception to this is the £6,000 annual grant provided to each of five town partnerships in West Dorset. These grants are not provided elsewhere in Dorset and so it was considered inappropriate to continue with them in one area.</p> <p>The budget includes some grant allocations which are provided as one-off grants. Consequently, voluntary and community organisations are not dependent on this funding to meet their running costs and so there is not the same urgency to consider the size of this budget. This budget allocation can be considered at the same time as the rest of the Council's budget, although a match-funding capital fund has already been partially committed into 2019/20.</p> <p>Although the report deals with the grants to the voluntary and community sector as a cost on the revenue budget, the Portfolio Holders are aware that the grants often lever into</p>

	<p>Dorset additional funds from other agencies and so they can be viewed as an investment.</p> <p>The recommendations in the report were agreed at the meeting of the Budget Task and Finish Group on 3 September.</p>											
<p>Impact Assessment:</p>	<p>Equalities Impact Assessment:</p> <p>Unnecessary as the report proposes extension of existing policies. Assessments may be necessary when the scale and number of grants is reviewed in readiness for the 2020/21 budget.</p>											
	<p>Budget:</p> <p>The grants to the voluntary and community sector total £1,954,024 per annum across the six councils. This total does not include payments to the sector in respect of contracts for the provision of services.</p> <p>Some of the County Council's grants are subject to disaggregation which will reduce the total cost after April 2019 by £38,352.</p> <p>The grants budgets which are not used to provide annual recurring grants to the same organisations total £393,257, of which £155,000 is in respect of a capital match-funding budget, some of which is already committed into future years. The other budgets in this category total £238,257. Agreement to the size of this budget does not have the same urgency as the budget for the recurring grants.</p> <p>Budget approval for 2019/20 is therefore sought in advance of consideration of the main part of the budget, in respect of £1,540,613, as shown below:</p> <table border="1" data-bbox="523 1574 1386 1805"> <thead> <tr> <th></th> <th>£</th> </tr> </thead> <tbody> <tr> <td>Gross budget for all councils</td> <td>1,954,024</td> </tr> <tr> <td>Less: - One-off funding budgets</td> <td>393,257</td> </tr> <tr> <td>- Impact of disaggregation</td> <td>38,352</td> </tr> <tr> <td>- Town Partnerships</td> <td>30,000</td> </tr> <tr> <td>Requested budget</td> <td>1,492,415</td> </tr> </tbody> </table>		£	Gross budget for all councils	1,954,024	Less: - One-off funding budgets	393,257	- Impact of disaggregation	38,352	- Town Partnerships	30,000	Requested budget
	£											
Gross budget for all councils	1,954,024											
Less: - One-off funding budgets	393,257											
- Impact of disaggregation	38,352											
- Town Partnerships	30,000											
Requested budget	1,492,415											
	<p>Risk Assessment:</p>											

	Having considered the risks associated with this decision using the LGR Programme risk management methodology, the level of risk has been identified as: Current Risk: MEDIUM Residual Risk: LOW
Recommendation	The Budget Task and Finish Group is asked to support a report being submitted to the Shadow Executive recommending: <ol style="list-style-type: none"> 1. Those grants which are given to organisations on a continuing basis are rolled forward for 2019/20, subject to the grants to pan-Dorset organisations being reduced to take account of the loss of Christchurch. 2. Grants towards the running costs of local town partnerships not continuing beyond 31 March 2018. 3. Comprehensive reviews of the grants being undertaken, to inform the budget setting process for 2020/21 and provide certainty to the sector.
Reason for Recommendation	That there is a clear approach to grants to voluntary and community organisations in 2019/20, so that recipient organisations and Finance Officers can plan accordingly.
Appendices	None
Background Papers	Detailed spreadsheet analysis of the grants made available.
Officer Contact	Name: Steve Mackenzie Tel: SteveMackenzie@purbeck-dc.gov.uk Email: 01929 557235

1. Background

- 1.1 During the spring of 2018, Members and officers became aware of concerns within the voluntary and community sector that the new Dorset Council might not be able to indicate whether it would continue the support provided by the predecessor councils. There was the risk that these concerns could result in voluntary and community sector organisations reducing their staff if future funding had to wait for the agreement of Dorset Council's budget in the early part of 2019.
- 1.2 The Leaders of the predecessor councils asked officers to work with their relevant Portfolio Holders to review the level of grants and to make recommendations in advance of the main budget process to provide

certainty as to the support the new council will continue to provide to voluntary and community organisations via grant aid.

- 1.3 The Portfolio Holders met twice to review the number and range of the grants being made available by the existing councils. There are over 80 recurring grants provided by the existing councils, some of which are provided to the same organisation by different councils. In addition, there are several grant budgets which are allocated on an annual basis.
- 1.4 The Portfolio Holders had wanted to review in detail the amount of grant aid given to each organisation by the different councils, assessing the need for the grant and reviewing links to other funding through, for example, contracts from the Councils. They concluded that there is insufficient time to undertake thorough reviews of all of the organisations which are grant aided. They therefore agreed that the most appropriate way forward would be to continue to provide grants to those organisations which receive them every year and to commence more in depth reviews to inform the 2020/21 budget. The exception to this is the grants of £6,000 currently provided by West Dorset District Council to each of its five town partnerships. The support provided by the other districts and boroughs to their town partnerships ended some years ago and it was considered inappropriate for Dorset Council to support town partnerships in one area but not in the others.

2. Financial Analysis

- 2.1 The grants to the voluntary and community sector total £1,954,024 per annum across the six councils. This total does not include payments to the sector in respect of contracts for the provision of services. The cost is divided between the existing councils as shown in the following table:

Dorset County Council	818,752
East Dorset	280,750
North Dorset	66,498
Purbeck	81,910
West Dorset	600,894
Weymouth & Portland	105,220
Total	1,954,024

- 2.2 These grants can be analysed as follows:
- £16,800 to environmental organisations;
 - £376,143 to arts organisations, including £127,000 to the Arts Development Trust and £69,000 to the Bournemouth Symphony Orchestra;
 - £232,269 to heritage organisations, which are largely museums, often occupying council owned buildings;

Grants to Voluntary and Community Sector Organisations

- £329,796 to community organisations including £101,000 and £51,000 to the umbrella organisations of Dorset Community Action and the Volunteer Centre respectively;
- £605,759 to organisations which support local people including £527,959 to Citizens' Advice; and
- £393,257 is in grant budgets which are allocated to individual organisations on a one off basis, of which £155,000 is in a capital match-funding budget which is largely committed in 2019/20 already.

- 2.3 The County Council's grants include £573,027 given to organisations working across the county and which are subject to disaggregation to remove the funding in respect of Christchurch. This reduces the cost of these grants by £38,352 to £1,540,613.

3. Conclusions

- 3.1 The Portfolio Holders concluded there is insufficient time available to undertake thorough reviews of all of the organisations which are grant aided in time for those organisations to have some certainty over their funding before they would need to start to implement plans to reduce costs. They therefore agreed that the most appropriate way forward would be to continue to provide grants to those organisations which receive them every year and to commence more in depth reviews to inform the 2020/21 budget.
- 3.2 The exception to this is the grants of £6,000 currently provided by West Dorset District Council to each of its five town partnerships. The support provided by the other districts and boroughs to their town partnerships ended some years ago and it was considered inappropriate for Dorset Council to support town partnerships in one area but not in the others.
- 3.3 The Portfolio Holders have asked Officers to undertake reviews of grants to each part of the voluntary and community sector. Work currently being undertaken on an impact analysis of parts of the sector will contribute to these requested reviews.

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Strategy Committee 20 August 2018 Transfer of services and assets

For Decision

Portfolio Holder(s)/ Briefholder

Cllr A Thacker

Senior Leadership Team Contact:

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Report Author:

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N Randle, Local Government Resource Centre

Statutory Authority

LGA 1972 – sections 123, 124 & 127

1. Purpose of Report

- 1.1 Strategy Committee agreed to establish this Programme on 12 September 2017. Therefore, this report updates the committee on actions since the latest report to Strategy Committee on this Programme 14 December 2017 when the Committee agreed (a) That the Programme Board Terms of Reference be approved; (b) That up to £120,000 be allocated from the set aside of more than £1m revenue reserves to implement management of the Transfer of Services/Assets programme (c) That the Local Government Resource Centre (LGRC) be appointed to act as programme implementer in accordance with the Brief and Offer of Services.
- 1.2 The purpose is to detail “agreements in principle” that have been established with Town and Parish Councils to take responsibility for discretionary services with a package of assets and money to facilitate the transfer and to therefore seek approval for the agreements and to proceed to implementation.
- 1.3 The Shadow Executive has considered two reports that are of particular relevance: 18 June 2018: Protocol on Spending and Commitments and 20 July 2018: Transfer of assets to Town and Parish Councils – current position and proposed principles. The recommendations included in this report are in line with those reports and have been referred to the Interim S151 for consideration whether the proposals include “any items that could have a financial impact upon the new unitary to be initially assessed by the interim Section 151 Officer and, if it has a significant financial impact, seek approval by the Shadow Executive” subject to de minimis levels. The Programme is scheduled on the Shadow Executive Forward Plan for 17 September 2018 to consider those assets with a value (Appendix 7 of this report).

2. Recommendations

Subject to the decisions of the Shadow Executive planned for 17 September 2018 with respect only to those assets with an estimated value:

- 2.1 To agree a number of potential service/asset transfers to local Councils as described in the report.
- 2.2 To delegate to the Strategic Director, in consultation with the lead WDDC Member for transfer of services/assets programme, to implement the transfers
- 2.3 To allocate up to the remainder of the set aside £1.3m to facilitate the transfer.
- 2.4 To agree to waive the Council's Contract Procedural Rules to award Service Concession Contracts, to operate the public conveniences, to the local Councils.

3. Reason for Decision

- 3.1 The proposals included in this report can be summarised as:
 - 1) This Programme provides budgeted cost reductions to WDDC/Dorset Council; whilst retaining important local services that contribute to the economy; provides a more cost efficient and improved customer service; retains control of assets (leased or, if appropriate, with overage); retains assets in the public sector; and is within the budget already established by WDDC.
 - 2) The proposed transfer of local services (that are important and have social, economic and environmental benefits) to other organisations (e.g. Town and Parish Councils) is on the basis that doing so will reduce costs to the "public purse" by for example improving efficiency and providing a better, more localised service and improved, locally managed customer experience;
 - 3) Implementing arrangements for some services with an annual cost, to be transferred to local councils; with a package of non-strategic assets (some with a current asset value); and an annual income (which is less than the current operating costs); together with a cash equivalent to make up to 2 years' operating costs; plus an amount for refurbishment to bring assets up to a presentable condition;
 - 4) During that first 2 years funding, local councils have the opportunity to ensure that the service can continue to be funded in the long term through for example reducing costs, improving efficiencies, increasing revenues and/or providing subsidy by raising precept;
 - 5) The programme proposes retaining assets and asset value within the public sector (disposed by lease or, if appropriate, with overage) and not sold outside the public sector;
 - 6) Assets/services are planned to be retained within the public sector with all the democratic publicly accountable decision making that that entails;

- 7) It will be required that the future control of assets, via leasehold or, if appropriate, overage arrangements, should not be onerous, time consuming or costly;
- 8) The programme aims to reduce costs while maintaining important local services for the social, economic and environmental benefits of communities;
- 9) The current cost of services (i.e. public conveniences) and Lyme Regis TIC is £538k pa; the current income from the non-strategic assets is £328k pa; projected over 20 years, the package of services/assets costs the operator net £4.2m (£10.8m cost and £6.6m income);
- 10) Therefore, after funding from WDDC budget (equivalent to the difference in 2 years' operating cost), the local council (as operator) will need to resolve costs of £247k pa;
- 11) A one-off refurbishment contribution of £538k is proposed to bring assets to a presentable condition. The contribution will be paid when works are undertaken;
- 12) The estimated asset value is £2.6m with no individual asset value exceeding £2m and the greatest being £400k;
- 13) Asset value will be confirmed by obtaining professional valuations prior to implementation so that the total of the disposal at less than best consideration is known for each asset and advise on Best Consideration and Best Value;
- 14) The programme does not promote selling outside of the public sector; asset control will be retained by the current (or succeeding) council (i.e. WDDC and Dorset Council) by leasing or, if appropriate, with overage;
- 15) The proposals need to be formally agreed by local councils before implementation;
- 16) Proposals can be progressed without referral to the Shadow Executive (in accordance with the Spending and Commitments Protocol) where assets do not have value. The assets that are required to be referred to the Shadow Executive are highlighted in this report in the Appendices (shown shaded grey and specifically Appendix 7): some assets in Bridport, Lyme Regis and Sherborne only. Therefore, all assets at Beaminster, all public conveniences in the parishes and Dorchester market and some assets in Bridport, Lyme Regis and Sherborne do not need to be referred to the Shadow Executive;
- 17) WDDC has already (December 2017) allocated £1.3m from Reserves to implement the programme; this programme is within that budget and is planned to be incurred before April 2019;
- 18) The programme promotes transfer of income, disposal of asset value and transfer of assets which is within the public sector via a lease or, if appropriate, freehold with overage, so that a proportion of future changes to or value release, in addition to the overall cost from the asset, will be retained or controlled by WDDC or any future succeeding council (e.g. Dorset Council).

- 19) Transfer of assets of value (and the income they derive) is on the basis that they continue to be provided to support services with a cost. Therefore, this is not considered to be a procurement of services although as a safeguard a recommendation has been included;
 - 20) The primary duty of a local authority disposing of land is to receive the best value reasonably obtainable. Where a proposed disposal of land is at an undervalue, the disposal requires consent from the Secretary of State (SoS). So as to avoid such a process for relatively small disposals, the SoS has issued a General consent, which permits disposals so long as the undervalue is less than £2m and the purpose of the disposal meets certain criteria set out in the consent. Those criteria essentially relate to economic, environmental and social benefits that may justify a disposal at the undervalue proposed.
 - 21) However, as the undervalue is less than £2m, specific consent from the Secretary of State is not required;
 - 22) This report has demonstrated consideration of the social, economic and environmental benefits of retaining services in localities to communities, and which is facilitated/supported by in parallel, and for the same purposes and justification, disposing of income generating assets of value;
 - 23) Because of the proximity to the dissolution of WDDC and the formation of Dorset Council, the Shadow Executive Committee has adopted a protocol and principles to guide decisions on the disposal of assets between now and April 2019.
 - 24) This report has been referred to the Interim S151 officer for his consideration and determination if the proposals need to be referred to the Shadow Executive in accordance with the Spending and Commitments Protocol. The proposals, therefore, of assets with value need to be formally considered by the Shadow Executive Committee.
- 3.2 At the Extraordinary Full Council meeting on 26 January 2017, West Dorset District Council decided “that preparation work with town and parish councils be further developed to enable a clear process by which downward devolution of powers to third tier authorities can be timetabled and managed.” This was mirrored by other Dorset councils.
 - 3.3 At its meeting on 1 August 2017 West Dorset District Council agreed to establish a Joint Committee with other Councils across Dorset and among its purposes is “to promote joint work with town and parish councils to identify and plan for the most effective governance and delivery arrangement for local public services.”
 - 3.4 The Strategy Committee at its meeting on 12 September 2017 decided “That an external programme board be established focused on Devolution of Services/Assets “Double Devolution” of some West Dorset District Council services. Since then the programme board has met regularly. In January 2018 the appointed professional services provider Local Government Resource Centre Associates Ltd. commenced working with Dorset Council Partnership Officers, Members of West Dorset District Councils and Clerks, members and Chairmen/Mayors of Town and Parish Councils

in West Dorset. They have established potential packages of services and assets that could be transferred to the Town and Parish Councils on the basis of the principles that were considered by WDDC and established with the Programme Board.

- 3.5 The Committee is now recommended to consider and approve these packages to allow work to commence on implementation with a planned end date before the end of the financial year 18/19 subject to decisions by the Shadow Executive where assets have restricted value.

4. Background and Reason Decision Needed

Principles underlying the Transfer of Services and Assets Programme

- 4.1 The District Council has identified a number of services including Public Conveniences and Tourist Information Centres as discretionary services that may not be capable of being fully funded in the future.
- 4.2 One option for these services is to attempt for them to be discontinued in order to yield cost reductions for the provider council and perhaps sell to realise the asset value or otherwise increase incomes.
- 4.3 Public conveniences make a valuable contribution to the economy particularly in a tourist area, and therefore may prove difficult to close. This programme is intended to reduce the risk to critical local services by moving to another local council.
- 4.4 Therefore, an alternative option is to transfer the service to, or fund services differently by, other organisations (e.g. Town and Parish Councils), on the basis that doing so reduces costs to the “public purse” by for example by improving efficiency and provides a better service and customer experience. Town and Parish Councils may be prepared to accept and operate these services if the District Council provides support during the transition period and Town or Parish Councils have an opportunity to reduce costs or increase incomes to sustain the service in the longer term.
- 4.5 The above reflects the Programme Principles that Strategy Committee agreed in the past and which have been considered by the Programme Board with West Dorset’s local councils.
- 4.6 Strategic assets have not been included from the start of the Programme.
- 4.7 The approach that has been adopted is to seek arrangements whereby some services with an annual cost are transferred to the Town or Parish Council together with a package of non-strategic assets, some with a current value and an annual income, together with some cash equivalent to make up to 2 years’ operating costs, plus an amount for refurbishment to bring services to a respectable condition. The packages will guarantee a cost neutral position for a period of two years. During this time the Town or Parish Council has the opportunity to ensure that the service can continue to be funded in the long term through a number of mechanisms, for example:

- It can take action to reduce costs.
 - It can take action to increase revenues (e.g. by introducing charging)
 - It can take action to increase the value of any non-strategic assets that have been transferred.
 - It may feel able to provide a subsidy for the service by raising its precept.
- 4.8 The approach has been to consider all the Town Councils as these are most likely to be the focus for transfer of services and then specifically focus on all Parishes where WDDC services (specifically Public Conveniences) exist. The Town or Parish Councils have been offered the commitment to provide the service (in return for the value transfer, annual income, refurbishment contribution and cash contribution) on the basis that if they do not do so, the service may be withdrawn.
- 4.9 It should be noted that this package (of services with cost (public conveniences) and assets that generate an income) there is an annual net cost. After WDDC funding that difference for the transitional 2 years' period, local councils will need to fund in the longer term. The costs shown in the report are based on existing District Council operational costs but with recharge overheads removed. Clearly the receiving council will have their own management overheads which will need to be covered but which are not available at this time.
- 4.10 Also there will be additional ongoing costs for the Town and Parish Councils such as future refurbishments of facilities (although this programme includes an amount from WDDC to initially improve assets' condition as a condition of the lease), that are not shown in the analysis.
- 4.11 Assets have an estimated value (these are included in the Appendix to this report) which is different from the annual income. In the case of a leasehold property the value includes annual income multiplied by the years in the lease. For freehold property it is the estimated open market value. Disposal of freehold assets (e.g. by sale) may realise the asset. Some assets are proposed to be disposed leasehold to retain control of asset. Freehold disposal with an overage may not be suitable or effective. Nevertheless, if freehold disposal (assets with value) is pursued an overage clause will be included to ensure that the principal council participates in any subsequent value realisation. Whether by leasehold or, if appropriate, freehold transfer, this programme retains assets/services, and consequently the asset value, within the public sector (transferred to local councils); not sold outside of the public sector.
- 4.12 In order to facilitate the future management of these assets the District Council will wish to ensure that future control such as leasehold arrangements, should not be onerous, time consuming or costly.
- 4.13 In the event that services cease to be delivered, the income from an appropriate proportion of the income producing assets revert back to WDDC (or Dorset Council).
- 4.14 To achieve the link between income producing assets and service delivery which requires support funding (e.g. public conveniences), it is suggested that all assets passed to the town councils are included in one single lease, if that is the best legally, for each town council and may also require an agreement between WDDC and local

councils. Therefore, this is not a procurement for services but control of assets via a lease. Nevertheless, it is considered prudent to apply an exemption under the Council's Contract Procedure Rules (see Section 2.4) in the case of a procurement for services.

- 4.15 The single lease would list the income producing assets and the service delivery aspects and would specify that the collective income from the income producing assets are used to fund the service delivery aspects. Each income producing asset has an existing use value and therefore passing to the town councils at no cost is a disposal at less than best.
- 4.16 In the event that any one of the public conveniences are closed, a proportion of the income would become due back to WDDC (or Dorset Council.) Any income above the current net costs of the package of assets per town would be recouped by WDDC/ Dorset Council.
- 4.17 There would be a requirement to comply with the lease/overage should the sale of any assets or change of use occur.
- 4.18 One area of opportunity which Parish Councils across the country continue to have is their ability (after consideration) to precept without limit as they are the only tier of local government which is not currently capped although in the past there have been indications from Government of doing so. As with all local authorities the precepting decision is a sensitive political issue and such decisions need to be taken in the context of the current overall level from all sources. Precept decisions will also be affected by the Council Tax Harmonisation outcomes at principal council level since individual tax payers will respond to increases in each element against the background of the overall tax level.
- 4.19 Below is a table which summarises the precept national ranking (out of the 10270 Towns and parishes nationally) of West Dorset Town Councils and Parishes where specific services and asset negotiations are under way. Broadly speaking, if a council has a higher Band D council tax rank than its Tax Base national rank, its scope for council tax increases is limited. Where the Band rank is lower it is easier to argue for increases as compared to other Councils. The national average Band D council tax for all Town and Parish Councils is just over £50 per household. This is a generalised analysis as local factors are relevant but it is indicative of the scope for precept raises among Dorset Town and Parish Councils.
- 4.20 Of course decision making on precepts is for individual councils. However, from this analysis Dorchester, Sherborne, Bridport and Beaminster Town Councils may have limited scope for precept increases as do Charmouth, Chideock and Osmington Parish Councils. On the other hand Lyme Regis, Abbotsbury, Burton Bradstock, and Cerne Abbas may have scope for precept increases within a national context. This has been taken into account in the current negotiations.

Table 1. Local Council Precepts

2017-18						
Town/ Parish Name	Rank	Total Amount precepted by local council (£)	Rank	Tax Base for precept purposes (households)	Rank	Band D Council Tax (£)
Dorchester	25	1,296,336	159	7,064.5	54	183.50
Sherborne	107	668,594	489	3,503.2	45	190.85
Bridport	140	569,698	625	2,923.5	40	194.87
Lyme Regis	957	120,708	1,008	1,977.5	1,946	61.04
Beaminster	839	140,063	1,535	1,272.3	358	110.09
Charmouth	1318	80,000	2,422	733.7	375	109.04
Abbotsbury	2752	26,000	2,530	697.4	4,527	37.28
Burton Bradstock	2908	23,896	3,003	545.7	3,628	43.79
Cerne Abbas	3795	15,350	3,333	475.3	5,364	32.30
Seatown (Chideock)	3765	15,626	4,149	341.8	3,394	45.72
Osmington	3868	15,000	4,389	315.4	3,175	47.56

Developments during the progression of the programme

4.21 The programme originally focussed on 5 discretionary services:

- TICs/Tourism
- Public Conveniences
- Town centre economic development
- Discretionary grants
- Town centre street cleansing

As the programme has evolved it has become clear that town centre street cleansing was not ready for devolution at this time due to the Dorset Waste Partnership financing having been clarified during the transfer period to the Unitary Authority. In discussion with the arts and museums organisations, it became clear that the sums of money that Town and Parish Councils could offer under new arrangements would be insignificant compared to overall requirements. While some further involvement of Towns and Parish Councils may be appropriate in future it seemed unlikely that they could be practically addressed within the programme parameters including potential assets and cash available to support a transfer. Economic development programmes of relevance to Town and Parish Councils are mainly linked to Tourism. Town

Councils did not see any specific service activity undertaken by the District Council, apart from Tourism, that they wished to be involved with and this only in one case.

- 4.22 In undertaking the programme the Council has distinguished between strategic and non-strategic assets and has considered non-strategic as appropriate for transfer. Non-strategic assets are those which generally do not form part of a wider service offering and do not form a crucial part of the Council's financing. Transferring these assets to Town and Parish Councils as a contribution to the maintenance of specific services does not undermine the financial integrity or capability of the principal council.
- 4.23 Generally speaking, for example car parks have been excluded from the programme. Car parks form part of a strategic approach to traffic management and also provide a significant element of the Council's underlying finance. Car parks also provide a potentially significant capital source in the event of future development. Where a car park has been considered for transfer it has been small scale but appropriate to support the devolution programme and is only available on a leasehold basis to preserve the capital value.

Specific Proposals

- 4.24 The table below summarises the transfer proposals. Up to 26 no. Public Conveniences and a Tourist Information Centre with a current annual cost of £537,715 will be transferred to Town and Parish Councils. Assets with a current annual income of £328,266 would be transferred to Town Councils to provide a base income to sustain the service. A total of £538,000 would be provided from the revenue reserves as a one-time contribution to refurbishing the public conveniences to a presentable condition. The Town and Parish Councils will need, within 2 years, to resolve £209,449 of cost by one of the means outlined in para 4.4 above. The District Council will make a contribution towards those costs for two years following which the costs will fall out of the principle council budget.

Table 2. Summary of Proposed Transfer Packages

Summary of Proposed Transfer Packages								
A	B	C	D	E	F	G	H	J
			B+C			D-E	2XG	F+H
Council	Public Conveniences Costs	TIC Costs	Total Costs	Current Annual Income from Assets to be transferred	Refurbishment Contribution	Estimated Annual Costs for T/P Council To Resolve	2 Years Cash Contribution	2 Years Cash Contribution Plus Refurb
Beaminster	£11,070	£0	£11,070	£0	£20,000	£11,070	£22,140	£42,140
Bridport	£117,953	£0	£117,953	£85,918	£98,000	£32,035	£64,070	£162,070
Chickerell	£0	£0	£0	£0	£0	£0	£0	£0
Dorchester Option 2 (indicative)	£75,131	£0	£75,131	£70,445	£80,000	£4,686	£9,372	£89,372
Lyme Regis	£113,387	£81,316	£194,703	£105,118	£120,000	£89,585	£179,170	£299,170
Sherborne	£42,819	£0	£42,819	£19,100	£60,000	£23,719	£47,438	£107,438
Parishes	£96,039	£0	£96,039	£47,685	£160,000	£48,354	£96,780	£256,780
Total	£456,399	£81,316	£537,715	£328,266	£538,000	£209,449	£418,898	£956,898

- 4.25 On the advice of the S151 officer, as an interpretation of NPV, over a 20-year period the annual costs that are inherent in the services being transferred are therefore £10,754,300 set against the current annual income from assets of £6,565,320. Therefore, taken as a whole, the cost of these services is 85% more than the income transferred to the operating council (or £4.2m). Local councils therefore, have every incentive to increase and realise the income from those assets that are proposed for transfer.
- 4.26 The estimated value of the assets as defined above and proposed to be transferred is estimated to be £2.6m; the greatest individual estimated asset value is £400,000 and therefore no individual asset has a value greater than £2m. However, upon transferring these asset values to local councils, value is retained within the public sector and the safeguards it provides. The District Council will impose lease/overage conditions to further control future use of the assets.
- 4.27 The detailed makeup of each of the proposed packages of services and assets is detailed in Appendices 1 to 6.
- 4.28 The benefits of these transfers, if ultimately agreed with Town and Parish Councils will be experienced by both tiers of local government and by the community in the West Dorset District Council area.
- **The District Council** (and the Unitary Council) will ultimately have reduced discretionary responsibility for service provision and reduced costs while

retaining control of assets through lease and overage conditions. Services are valued locally as contributors to the economy particularly in a tourist area and Dorset Council may not wish to deliver directly.

- **Town and Parish Councils** have an opportunity to retain and operate services in their communities which may otherwise be withdrawn. They have some freedom, subject to lease and overage terms, to evolve the service and the associated assets to manage costs and increase revenues.
- **The Community** will retain access to services which might otherwise have been lost and experience a refurbished provision.

4.21 These proposals need to be agreed with each Town and Parish Council and when that is achieved implementation will follow; other arrangements may require further negotiation.

5. Implications

Corporate Plan

5.1 The four WDDC Corporate Plan 2016-17 objectives will be affected by this proposed programme:

- Contribute to a Stronger Local Economy;
- Empowering Thriving and Inclusive Communities;
- Improve Quality of Life; and
- Develop Successful Partnerships

Financial

5.2 WDDC has already allocated £1.3m from Reserves for the programme to Strategy Committee on 14 December 2017. Some of that fund has already been allocated/spent on professional fees and this will continue through the implementation phase.

5.3 It is intended that some funds will be set aside for legal work in connection with the implementation of the scheme and to assist local councils with their reasonable legal costs.

5.4 The decisions arising from this report would allocate a further £956,898 and therefore, the financial implications of these recommendations are within budget already set aside by WDDC.

Equalities

5.5 Equality issues, in particular with respect to public conveniences, are likely arise and a full EIA will be prepared prior to transfer of those services.

Environmental

- 5.6 The programme and retention of service is intended to continue to provide environmental benefits from for example provision of public conveniences. No adverse environmental issues have been identified to date but it is anticipated that some issues may arise during implementation. These will be addressed on an individual basis

Economic Development

- 5.7 The implications arising from continuing to provide discretionary services with communities is likely to have a positive economic impact. Many public conveniences are located in holiday resorts and as such their continued provision can be regarded as directly supporting the local economy. Lyme Regis TIC is a key element of economic infrastructure in that location.

Risk Management (including Health & Safety)

Best consideration

- 5.8 Local authorities have powers under the Local Government Act 1972 to dispose of land in any manner they wish, including sale of their freehold interest, granting a lease or assigning any unexpired term on a lease, and the granting of easements. Government policy is that local authorities should dispose of surplus land wherever possible.
- 5.9 The only constraint is that a disposal must be for the best consideration reasonably obtainable (except in the case of short tenancies), unless the Secretary of State consents to the disposal (s.123 LGA). This programme promotes transfer (disposal with control via leases/freehold overage) of assets of value, within the public sector, via a lease or with overage, so that any future changes to or value release from the asset will be controlled by WDDC or any future succeeding council.
- 5.10 However, it is recognised that there may be circumstances where an authority considers it appropriate to dispose of land at an undervalue. Authorities should clearly not divest themselves of valuable public assets unless they are satisfied that the circumstances warrant such action.
- 5.11 The “*General Disposal Consent 2003*” provides guidance to local authorities which have land disposal powers under sections 123 and 127 of the 1972 Local Government Act. The Consent gives local authorities autonomy to carry out their statutory duties and functions, and to fulfil such other objectives as they consider to be necessary or desirable.
- 5.12 However, when disposing of land at an undervalue, authorities must remain aware of the need to fulfil their fiduciary duty in a way which is accountable to local people.
- 5.13 The Consent removes the requirement for authorities to seek specific consent from the Secretary of State for any disposal of land where the difference between the value

of the interest to be disposed of and the consideration accepted ("the undervalue") is **£2,000,000** (two million pounds) or less, and where the local authority considers that the purpose for which the land is to be disposed is likely contribute to the achievement of **any one or more of:**

- the promotion or improvement of economic well-being;
- the promotion or improvement of social well-being;
- the promotion or improvement of environmental well-being;

5.14 Therefore, specific consent is not required for the disposal of any interest in land which the authority considers will help it to secure the promotion or improvement of the economic, social or environmental well-being of its area. Where applicable, authorities should also have regard to their community strategy.

5.15 By approving these Recommendations and via this report, WDDC is demonstrating that it has considered the social, environmental and economic benefits to retaining services in localities and to communities that are supported by a contribution towards costs, which in turn are derived from a range of assets with value.

5.16 The authority has also taken account of its Asset Management Policy, considered obtaining evidence of value and ensured that the decision is taken by Members where appropriate.

Best value

5.17 Revised "*Best Value Statutory Guidance*" was issued by DCLG in March 2015. The guidance sets out clear expectations for councils considering changing funding to local voluntary and community groups and small businesses.

5.18 It re-stated the Duty of Best Value as continuing to be important and makes clear that councils should consider overall value, including social value, when considering service provision.

5.19 In summary, Best Value authorities are under a general Duty of Best Value to "make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness."

5.20 Under the Duty of Best Value, authorities should consider overall value, including economic, environmental and social value, when reviewing service provision.

5.21 The assets/services which this programme considers are intended to remain in the public sector with all the democratic publicly accountable decision making that entails.

5.22 A policy option may be open for Dorset Council to reduce the level and range of discretionary service and by doing so reduce costs for that council. Those important local services may not be provided by that council and, if no others provide the service, they may be lost to the community.

5.23 To achieve the right balance, and before deciding how to fulfil their Best Value Duty, authorities are under a Duty to Consult representatives of a wide range of local persons. In this case wide consultation and involvement has been undertaken with

Town and Parish Councils as these are most likely to be the focus for transfer of services and also specifically all Parish Councils where WDDC services (specifically Public Conveniences) exist.

- 5.24 Authorities should make provision for the organisation, service users and wider community to put forward options on how to reshape the service or project, which this programme achieves. This has been achieved via the Programme Board and comments on the proposals from local councils.
- 5.25 In terms of the WDDC Devolution of Assets and Services programme, this is taking place in order to attempt to reduce costs while maintaining, where possible, services which provide benefit to the communities involved. In terms of the Best Consideration guidance it will help WDDC and Towns and Parishes to secure the promotion or improvement of the economic, social or environmental well-being of its area.
- 5.26 This programme does not promote selling assets outside the public sector. The services are being transferred within the public sector to bodies which will continue to serve relevant communities, with the governance arrangements and democratically accountable decision making. Transfer of assets should be seen in that context.
- 5.27 As of now, action will need to be taken by Local Councils to ensure that the services can be delivered sustainably. Any assets that may be transferred at an asset undervalue or where the local council is in future able to enhance their income are transferred on the basis that they continue to be provided alongside the service being provided.
- 5.28 Continued provision of public conveniences across the district and the TIC at Lyme Regis will promote the social, economic and environmental wellbeing of communities and particularly in an area of significant tourism and to support businesses.
- 5.29 The annual income from assets is less than £2m (£328k pa). The full cost of providing the services is estimated to be £538k so the net cost after deducting the income provided from assets is £210k pa. As detailed at 4.16 the costs transferred are almost double the income from the assets being transferred.
- 5.30 A risk management exercise has been undertaken with respect to the transfer of Services and Assets Project and mitigation actions have been undertaken as outlined below.

Table 3. Risk Register

<u>Risk Register</u>				
<u>WDDC Transfer of Assets and Services project</u>				
	<u>Risk</u>	<u>RAG score</u>	<u>Mitigation</u>	<u>Residual score</u>
1	<p>Town & Parish Councils do not engage in the process</p> <p>Reluctance to take on assets/services</p> <p>Assets/services seen as liabilities/costs</p> <p>Piecemeal approach</p>	9	<p>Programme Board in place for monthly discussions</p> <p>Dialogue with 4 largest Town Councils</p> <p>LGRC regular liaison with key TC officers</p> <p>Services will cease if no engagement</p>	6
2	<p>Insufficient funding available enable transfers</p> <p>High maintenance requirements prior to transfer</p> <p>Funding budget is insufficient to support all transfers</p>	9	<p>WDDC have allocated a specific sum of money (£1.2m) to enable</p> <p>Programme consultants appointed</p>	6
3	<p>Asset and Service costs cannot be fully identified</p> <p>T&PCs unwilling to take on uncoded assets/services</p> <p>All data not available at individual Town or asset level</p>	9	<p>Detailed discussions with Finance</p> <p>LGRC will analyse data available</p> <p>Assets system has identified costs by individual asset</p>	6
4	<p>Approval process may need to include shadow arrangements for the new Unitary authority, adding time and complexity to the process</p>		<p>Sovereign Councils remain until 31 March 2019</p>	
5	<p>Insufficient resource</p> <p>Town Clerks key to progressing</p> <p>WDDC resource required to produce key information and reports implementation capacity</p> <p>LRGC resource limitations</p>	9	<p>Larger Town Councils have support staff</p> <p>Programme agreed by WDDC Strategy Committee</p> <p>LGRC contract states best efforts for alternatives</p>	6

5.31 Under the arrangements established for the creation of the new Unitary Authority actions relating to the disposal of assets may need to be referred to the Shadow Executive. Under the recently agreed Protocol (which includes triggers), such decisions will need to be referred by the Interim Section 151 Officer. This report has therefore been referred to the Interim Section 151 Officer. However, those proposed transfers that do not include an asset value can be decisions made by WDDC.

- 5.32 Those services that do not have an asset value can be agreed by WDDC without referral to Shadow Executive. The factors for consideration by the Section 151 Officer will be those related to the transfer of physical assets. Cash only arrangements affecting some Town and Parish Councils will not be affected by this requirement. This report summarises the overall recommendations to Shadow Executive.
- 5.33 In approving this report, the District Council is confirming its belief that the transfer programme is the right approach to take and that doing so now is more likely to preserve the services while realising potential savings at the earliest opportunity.

Human Resources

- 5.34 The transfer of Lyme Regis TIC will involve transfer of some WDDC staff. Existing TIC staff would be transferred under TUPE regulations, requiring a 12-week period of staff consultation.
- 5.35 A new 2-year Public Convenience cleaning contract has been put in place but in anticipation of the devolution programme individual facilities can be withdrawn from it on six months' notice. To date no specific human resources implications would accrue to the District Council or to Local Councils although this needs to be kept under review as the transfer is implemented.

6. Consultation and Engagement

- 6.1 The Programme Board which was formally established following the 14 December 2017 Strategy Committee and is made up of Mayors and Town Clerks of West Dorset Town Councils, West Dorset District Council Members and Officers and LGRC consultants, has met monthly since January.
- 6.2 A survey of all parishes was conducted during the first quarter, to assess initial interest in participating in the programme and all parishes were incited to respond. The survey responses were used to focus on areas which has an interest in transfer of services.
- 6.3 In addition, a meeting of all West Dorset Parish Councils was held on 2 May 2018. Parish Council Members and Clerks were briefed on the services and assets transfer scheme by Cllrs Thacker and Alford, supported by LGRC staff.
- 6.4 Individual negotiations have taken place between LGRC and Town and Parish Councils where relevant services are delivered.

Appendices

Summary of Transfer Schedules and Asset Plans

Appendix 1. Beaminster

Service Transfer			
	Estimated Annual Operating Cost	Cost Contribution to Refurbishment to Presentable Condition	Basis of Transfer
Fleet Street Public Conveniences	£11,070	£20,000	Leased
Total	£11,070	£20,000	

Assets of Potential Value			
Asset	Description	Current Income PA	Estimated Value of Asset
Yarn Barton Community Centre Lease	Transfer of lease from WDDC to Beaminster TC to simplify management	0	£1
Square car park	Land owned by Beaminster TC but leased to WDDC for car park. Lease to be given up by WDDC	Potential loss of revenue to WDDC	£0

Summary of Proposed Transfer Package								
A	B	C	D	E	F	G	H	J
			B+C			D-E	2XG	F+H
Council	Public Conveniences Costs	TIC Costs	Total Costs	Current Annual Income from Assets to be transferred	Refurb Costs	Estimated Annual Costs for T/P Council To Resolve	2 Years Cash Contribution	2 Years Cash Contribution Plus Refurb
Beaminster	£11,070	£0	£11,070	£0	£20,000	£11,070	£22,140	£42,140

Beaminster Town Council would prefer to relinquish the existing leased public conveniences and build new within the Town Hall. They would like the WDDC contribution to be put towards this new facility.

Appendix 2. Bridport

Service Transfer			
	Estimated Annual Operating Cost	Cost Contribution to Refurbishment to Presentable Condition	Basis of Transfer
West Street Public Conveniences	£28,944	£35,000	Leasehold
South Street Public Conveniences	£16,003	£10,000	Leasehold
East Beach Public Conveniences	£29,958	£35,000	Leasehold
The Mound Public Conveniences	£22,453	£8,000	Leasehold
West Bay Car Park Public Conveniences	£20,595	£10,000	Leasehold
Total	£117,953	£98,000	

Assets of Potential Value			
Asset	Description	Current Income PA	Estimated Value of Asset
The Old Dairy Site	Long Leasehold of a rectangle of unused land. Potential Retail/ Commercial Units. Requires investment	£0	£30,000
Land at Rear of 52 West Street	Land to rear of Waitrose for use as Taxi rank	£0	£30,000
The Old Railway Line West Bay	Land at West Bay	£0	£10,000
Railway Carriage and Approach	Railway Station Café and carriage	£12,750	£250,000
Gushes Yard and Shop 35 George Street	Yard and shop. Freehold Transfer	£6,411	£120,000
Three Stores East Beach	Open Space and 3 stores. Change of use opportunity	£3,150	£30,000
Harbour Green	Open Space in front of George Hotel	£3,107	£20,000
Seagulls Restaurant West Bay	Commercial lease to 2026	£9,500	£150,000
Watch House and Rocket Cafe	Café in West Bay Leased property	£30,000	£400,000

Assets of Potential Value			
Asset	Description	Current Income PA	Estimated Value of Asset
Land at West Cliff		£1,000	£50,000
The Grove	Retail Premises with potential for conversion into housing	£20,000	£350,000
		£85,918	£1,440,000

NB: Lines which are shaded grey highlight those assets which have estimated value and therefore need to be referred to Shadow Executive.

Assets of Potential Value			
Asset	Description	Current Income PA	Estimated Value of Asset
Play Area – West Bay	Play area. Freehold transfer. Already Leased to BTC	£0	£1
Land at Victoria Grove	Wooded land - Freehold Transfer	£0	£1
Priory Lane	Community Orchard- Freehold transfer	£0	£1
Normandy Way	Access Road- Freehold Transfer	£0	£1
	Overage clause in that event		

Summary of Proposed Transfer Package								
A	B	C	D	E	F	G	H	J
			B+C			D-E	2XG	F+H
Council	Public Conveniences Costs	TIC Costs	Total Costs	Current Annual Income from Assets to be transferred	Refurb Costs	Estimated Annual Costs for T/P Council To Resolve	2 Years Cash Contribution	2 Years Cash Contribution Plus Refurb
Bridport	£117,953	£0	£117,953	£85,918	£98,000	£32,035	£64,070	£162,070

Appendix 3. Dorchester

Potential Service Transfer			
	Estimated Annual Operating Cost	Cost Contribution to Refurbishment to Presentable Condition	Basis of Transfer
Trinity Street Public Conveniences	£17,778	£20,000	Leased
Fair Field Public Conveniences	£17357	£20,000	Leased
Top O Town Public Conveniences	£22,307	£20,000	
Tudor Arcade	£17689	£20000	
	£75131	£80,000	

Assets of potential Value				
Asset	Description	Option	Current Income	Estimated Value of Asset
Dorchester Market Charter	Charter to hold Markets Lease to Ensor to 2026	1	£21,000 (costs reducts)	Not Assessed
		2	£69,000	
Land at Lubbecke Way	Freehold parcel of Land		£0	

Summary of Proposed Transfer Packages								
A	B	C	D	E	F	G	H	J
			B+C			D-E	2XG	F+H
Council	Public Conveniences Costs	TIC Costs	Total Costs	Current Annual Income from Assets to be transferred	Refurb Costs	Estimated Annual Costs for T/P Council To Resolve	2 Years Cash Contribution	2 Years Cash Contribution Plus Refurb
Dorchester Option 1	£17,357	£0	£17,357	£21,111	£20,000	£0	0	£20,000
Dorchester Option 2	£75,131	0	£75,131	£69,000	£80,000	£6,131	£12,262	£92,262

NB: To date Dorchester Town Council has declined the transfer of Dorchester TIC

Agreement has yet to be reached on a proposal for Dorchester Town Council (DTC). Therefore, a range of proposals are (for indicative purposes only) outlined below. Strategy Committee are requested to provide approval in principle and delegate the final details to reach agreement with DTC to officers with these ranges. Strategy Committee is considering on 20 August 2018 a separate report relating to Dorchester town centre and Dorchester Market, which is likely to impact on reaching an agreement.

1. Transfer of the Dorchester Market Charter. This is currently subject to the ongoing legal agreement between WDDC and DTC in 1984 whereby the market account surplus is split 65/35 between WDDC and DTC. WDDC would retain all of the income in respect of the Corn Market and Café rents and the notional Wednesday car parking fixed income currently paid into the markets account. This would leave Dorchester in a similar income position to their current 35% share of the surplus, with the potential to make savings on the market operating costs that could amount to £20k p.a. DTC would take over the operation of the market public conveniences (operating costs £17,357) on a leasehold basis.
2. Transfer the market charter to DTC with all of the annual income (currently paid into the market account by WDDC since 1984) retained by DTC. This would give DTC the 65% share of the surplus currently retained by WDDC (amounting to £69k) in exchange for taking over the leasehold of all 4 WDDC public conveniences in the town with annual operating costs of £75,131. A sum equivalent to 2 years' operating costs less the income transferred plus £20,000 per public convenience if required for refurbishment would be transferred.

Appendix 4. Lyme Regis

Service Transfer			
	Estimated Annual Operating Cost	Cost Contribution to Refurbishment to Presentable Condition	Basis of Transfer
Lyme Regis Tourist Information Centre	£81,316		
Broad Street Public Conveniences- Freehold	£34,892	£20,000	Leasehold
Cobb Arms Public Conveniences- Freehold	£19,155	£20,000	Leasehold
Holmbush Public Conveniences- Leasehold	£18,649	£20,000	Leasehold
Monmouth Beach Public Conveniences- Freehold	£25,282	£20,000	Leasehold
Charmouth Road Public Conveniences- Leasehold	£14,752	£20,000	Leasehold
Victoria Pier Public Conveniences- Freehold	£657	£20,000	Leasehold
Total	£194,703	£120,000	

Assets of Potential Value			
Asset	Description	Current Income PA	Estimated Value of Asset
Kiosk 1, The Cobb, Lyme Regis, Dorset plot,	Kiosk for sale of food and beverages, leased out	£16,250	£200,000
Kiosk 2, The Cobb Lyme Regis	Kiosk for sale of food and beverages, lease out	£15,000	£200,000
Kiosk 3 The Cobb Lyme Regis	Kiosk for sale of food and beverages, lease out	£16,250	£200,000
67b Broad Street	Freehold	£5,720	£75,000
Land Opposite harbour inn	Currently Leased to Town Council seeking freehold transfer	£2,040	£20,000
		£55,260	£695,000

NB: Lines which are shaded grey highlight those assets which have estimated value and therefore need to be referred to Shadow Executive.

		Assets of Potential Value	
Asset	Description	Current Income PA	Estimated Value of Asset
Cobb Gate Car Park	25 Year Lease	£47,858	Leasehold
Theatre Square and Walkway to Charmouth Road Car park	LRTC would operate a Market in this area. 25 Year management agreement	£0	£0
Walkway from Cobb Road to Harbour Inn	Includes Kiosks above	£0	£0
Part Cobb Beach	Used as seating area by Lyme Regis Town Council	£0	£0
Cobb Beach, Lyme Regis		£0	£0
Boat Park storage managed by Harbour Master	Issue around	£0	£0
Skate park in Charmouth Road car park	Removal of rental payments Not Freehold Transfer	£2,000	£0
Land Swap LRTC Land used by Harbour Master	Makes land available for Car park	£0	Not Known
		£49,858	

Summary of Proposed Transfer Package								
A	B	C	D	E	F	G	H	J
			B+C			D-E	2XG	F+H
Council	Public Conveniences Costs	TIC Costs	Total Costs	Current Annual Income from Assets to be transferred	Refurb Costs	Estimated Annual Costs for T/P Council To Resolve	2 Years Cash Contribution	2 Years Cash Contribution Plus Refurb
Lyme Regis	£113,387	£81,316	£194,703	£105,118	£120,000	£89,585	£179,170	£299,170

Appendix 5. Sherborne

Service Transfer			
	Estimated Annual Operating Cost	Cost Contribution to Refurbishment to Presentable Condition	Basis of Transfer
Culverhayes Public Conveniences	£14,763	£20,000	Leasehold
Digby Road Public Conveniences	£15,501	£20,000	Leasehold
Old Market Yard Public Conveniences	£12,555	£20,000	Leasehold
Total	£42,819	£60,000	

Assets of Potential Value			
Asset	Description	Current Income	Estimated Value of Asset
		PA	
Westbridge Shops		9100	£270,000
Coldharbour	Residual land at Coldharbour Business Park A small area of land between plots 5 and 6 retained Potential	0	£20,000
BRETTS Small Warehouse	Use by pet supply business in same courtyard as garages. Development Potential	7500	£120,000
5X Garages	Old Market /Hound Courtyard, Development potential	0	£50,000
Shop Ex Sub Post Office	Littlefield	£2,500	£50,000
		£19,100	£510,000

NB: Lines which are shaded grey highlight those assets which have estimated value and therefore need to be referred to Shadow Executive.

Summary of Proposed Transfer Packages								
A	B	C	D	E	F	G	H	J
			B+C			D-E	2XG	F+H
Council	Public Conveniences Costs	TIC Costs	Total Costs	Current Annual Income from Assets to be transferred	Refurb Costs	Estimated Annual Costs for T/P Council To Resolve	2 Years Cash Contribution	2 Years Cash Contribution Plus Refurb
Sherborne	£42,819	£0	£42,819	£19,100	£60,000	£23,719	£47,438	£107,438

NB: Sherborne Town Council have declined the transfer of Sherborne TIC

Appendix 6. Parish Councils Public Conveniences

A	B	C	D	E	F	G	H	J
			B+C			D-E	2XG	F+H
Council	Public Conveniences Costs	TIC Costs	Total Costs	Current Annual Income from Assets to be transferred	Refurb Costs	Estimated Annual Costs for T/P Council To Resolve	2 Years Cash Contribution	2 Years Cash Contribution Plus Refurb
Charmouth Foreshore	£22,879		£22,879		£20,000	£22,879	£45,758	£65,758
Charmouth Lower Sea lane	£20,370	£0	£20,370	£47,685	£20,000	£10,370	£20,740	£40,740
Burton Bradstock	£16,519	£0	£16,519		£20,000	£16,519	£33,038	£53,038
Seatown	£11,447	£0	£11,447		£20,000	£11,447	£22,894	£42,894
Cerne Abbas	£16,476	£0	£16,476		£20,000	£16,476	£32,952	£52,952
Abbotsbury	£8,348	£0	£8,348		£20,000	£8,348	£16,696	£36,696
	£96,036	£0	£96,039	£47,685	£160,000	£48,354	£96,780	£256,780

NB: Osmington and West Bexington Parish Councils have declined to accept transfer of public convenience.

Appendix 7: Assets which have an estimated value and therefore need to be referred to Shadow Executive.

Bridport

Assets of Potential Value			
Asset	Description	Current Income PA	Estimated Value of Asset
The Old Dairy Site	Long Leasehold of a rectangle of unused land. Potential Retail/ Commercial Units. Requires investment	£0	£30,000
Land at Rear of 52 West Street	Land to rear of Waitrose for use as Taxi rank	£0	£30,000
The Old Railway Line West Bay	Land at West Bay	£0	£10,000
Railway Carriage and Approach	Railway Station Café and carriage	£12,750	£250,000
Gushes Yard and Shop 35 George Street	Yard and shop. Freehold Transfer	£6,411	£120,000
Three Stores East Beach	Open Space and 3 stores. Change of use opportunity	£3,150	£30,000
Harbour Green	Open Space in front of George Hotel	£3,107	£20,000
Seagulls Restaurant West Bay	Commercial lease to 2026	£9,500	£150,000
Watch House and Rocket Cafe	Café in West Bay Leased property	£30,000	£400,000
Land at West Cliff		£1,000	£50,000
The Grove	Retail Premises with potential for conversion into housing	£20,000	£350,000
		£85,918	£1,440,000

Lyme Regis

Assets of Potential Value			
Asset	Description	Current Income PA	Estimated Value of Asset
Kiosk 1, The Cobb, Lyme Regis, Dorset plot,	Kiosk for sale of food and beverages, leased out	£16,250	£200,000
Kiosk 2, The Cobb Lyme Regis	Kiosk for sale of food and beverages, lease out	£15,000	£200,000
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67b Broad Street	Freehold	£5,720	£75,000
Land Opposite harbour inn	Currently Leased to Town Council seeking freehold transfer	£2,040	£20,000
		£55,260	£695,000

Sherborne

Assets of Potential Value			
Asset	Description	Current Income	Estimated Value of Asset
		PA	
Westbridge Shops		9100	£270,000
Coldharbour	Residual land at Coldharbour Business Park A small area of land between plots 5 and 6 retained Potential	0	£20,000
BRETT'S Small Warehouse	Use by pet supply business in same courtyard as garages. Development Potential	7500	£120,000
5X Garages	Old Market /Hound Courtyard, Development potential	0	£50,000
Shop Ex Sub Post Office	Littlefield	£2,500	£50,000
		£19,100	£510,000

Appendix 8 - Legal: draft guidelines for the lease

- 8.1 All new head leases would be granted on a 30 year term, on full repairing and insuring terms and at a peppercorn rent.
- 8.2 Each head lease will be granted subject to existing lettings, and the income would go to the intermediate landlord, being the town councils. There would be an absolute bar on change of use without the head landlords express consent, which could be withheld. Some permitted pre-agreed alternative uses might be included where appropriate.
- 8.3 There would be a requirement for the town councils to let any assets (where possible) or to re-let the premises when empty to generate income, all at open market rental value.
- 8.4 There will be a single lease to each town council which will list all the assets and the service delivery elements.
- 8.5 The current total income from the assets will be identified, as will the current total operating costs. The lease will state that in the event that the total income reaches the same level as the total expenditure then any surplus income beyond this will be paid to the landlord.
- 8.6 The landlord will require all the public conveniences to be open and operated as such, but in the event the tenant (the town council) wishes to cease operating one or more toilets then those will be agreed to be removed from the lease and returned to the landlord. Further an agreed percentage of the total income at that time, (being a proportion of the toilets closed compared to the original total) will then be passed back to the landlord until the head lease expires.
- 8.7 If all public conveniences were to be closed then the lease would then forfeit and all revenues and assets would revert to the landlord. Freehold transfers are not affected.
- 8.8 Where there is a proposal to provide funds to improve and renovate any of the public conveniences then the lease will state that the works are to be undertaken as a condition of the lease. This is in order that the landlord (WDDC or successor) may be assured the works will be completed, and also that there is no possibility that the tenant will be able to claim compensation for those works, as otherwise would be legally possible.
- 8.9 Other clauses and issues will be incorporated as appropriate for the respective assets being leased.

Background Papers

Footnote

Issues relating to financial, environmental, economic and equalities implications have been considered and any information relevant to the decision is included within the report.

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Date: 9 August 2018

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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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