

Shadow Dorset Council

Committee: Shadow Overview and Scrutiny Committee
Date: Wednesday, 22 August 2018
Time: 9.30 am
Venue: Committee Rooms A/B, South Walks House,
South Walks Road, Dorchester, DT1 1EE

Membership:

T Jones (Chairman), C Brooks (Vice-Chair), S Bartlett, K Brookes, Ray Bryan, M Byatt, S Christopher, C Finch, S Gibson, B Goringe, N Lacey-Clarke, R Nowak, J Sewell, J Somper, J Tanner and M Wiggins

Interim Head of Paid Service for the Shadow Dorset Council: Matt Prosser

For more information about this agenda please telephone Democratic Services on 01305 252209 or email lwatson@dorset.gov.uk

For more information about the scrutiny items please telephone Lee Ellis (Scrutiny Officer) 01202 795251 or email lellis@christchurchandeastdorset.gov.uk

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A G E N D A

Page No.

1 APOLOGIES

To receive any apologies for absence.

2 DECLARATIONS OF INTEREST

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 31 July 2018.

4 PUBLIC PARTICIPATION

To receive any public questions or statements on the business of the Shadow Overview and Scrutiny Committee in accordance with the procedure rules as set out in the Shadow Dorset Council Constitution.

5 PROGRAMME HIGHLIGHT REPORT INCLUDING INTERNAL AUDIT REPORT PRODUCED BY SWAP

15 - 28

To consider the Highlight Report – August 2018 which includes an Internal Audit report and follow up report produced by SWAP to provide a high-level review of the LGR programme governance.

This report for the Shadow Executive Committee will be considered at the meeting of the committee on 21 August 2018.

6 PROCESS FOR THE APPOINTMENT OF A PERMANENT CHIEF EXECUTIVE FOR THE DORSET COUNCIL

To receive a presentation from the HR Strategic Lead, Shaping Dorset Council.

7 SHADOW EXECUTIVE COMMITTEE FORWARD PLAN

29 - 36

To review the Shadow Executive Committee Forward Plan.

8 SHADOW OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME

To suggest items for potential review by the committee during 2018/19.

9 URGENT ITEMS

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

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Shadow Dorset Council

SHADOW OVERVIEW AND SCRUTINY COMMITTEE

MINUTES OF MEETING HELD ON TUESDAY 31 JULY 2018

Present: Cllrs T Jones (Chairman), C Brooks (Vice-Chair), K Brookes, Ray Bryan, C Finch, B Goringe, N Lacey-Clarke, R Nowak, J Sewell, J Somper, J Tanner and M Wiggins

Apologies: None

Also present: Cllr A Alford, Cllr A Burch, Cllr D Elliott, Cllr M Gould, Cllr M Hall, Cllr M Lawrence, Cllr M Penfold, Cllr V Potheary, Cllr C Reynolds, Cllr P Shorland, Cllr Jackie Stayt, Cllr John Stayt, Cllr D Taylor, Cllr A Thacker and Cllr B Trite

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

Matt Prosser (Interim Head of Paid Service), Jason Vaughan (Interim Section 151 Officer), Keith Cheesman (LGR Programme Director), Lee Ellis (Scrutiny Officer), Mark Taylor (Group Manager - Governance and Assurance) and Lindsey Watson (Senior Democratic Services Officer)

8. Declarations of Interest

K Brookes declared a non-pecuniary interest in respect of agenda item 6 – Town and Parish Councils – Principles for transfer and disposal of assets – as Chairman of a community organisation in Littlemoor.

R Nowak also declared an interest in agenda item 6 as above, as the Chairman of Portland Town Council.

9. Minutes

The minutes of the meeting held on 20 June 2018 were agreed as a correct record and signed by the Chairman.

10. Chairman's update

The Chairman noted that the committee was on a learning curve and its workings would be reviewed as it progressed.

11. Public participation

There were no representations from members of the public.

12. Town and Parish Councils - Principles for transfer and disposal of assets

The committee reviewed a report that had been considered by the Shadow Executive Committee at their meeting on 20 July 2018. The Chairman

welcomed the following to the committee, who had been invited to join with the discussion:

- Hilary Trevorah, Chief Executive Dorset Association for Parish and Town Councils (DAPTC)
- Councillor Adrian Hibberd, Alderholt Parish Council and member of the DAPTC Executive Committee and Chairman of DAPTC Eastern Area Committee.
- Dr Martin Ayres, Swanage Town Clerk

The Chairman of DAPTC, Councillor John Parker had sent his apologies as he was unable to attend the meeting.

Hilary Trevorah provided a statement from the DAPTC which set out their role in supporting 160 parish and town councils across Dorset including providing information to the councils in respect of current changes in local government in Dorset. She noted that the link with local councils was now even more important as parish and town councils had an understanding of local needs and could be involved in helping to shape future services. DAPTC were keen to work as partners with the unitary organisation to support local councils to work for and provide services for local communities where appropriate.

Dr Martin Ayres, Swanage Town Clerk expressed a wish to break down barriers and improve partnership working between the tiers of local government. He provided some examples of work being undertaken in Purbeck.

Councillor Adrian Hibberd asked that smaller parishes be included in direct communication about changes in local government. He expressed a desire for parish councils to be part of the changes but appreciated the tight timescale that was being worked to. He asked for an indication of services and powers that may be passed down by the end of the year in order for the parish council to precept accordingly.

The committee was invited to ask the attendees questions and during discussion the following points were raised:

- The DAPTC was working with the Shaping Dorset Council's Programme Team and received newsletters from the team and could contact the team if there was information that was needed by DAPTC members e.g. information on the review by the Boundary Commission. The DAPTC was not part of any officer group and made their representations by attending Shadow Council committee meetings and making representations during public participation time. The DAPTC was not comprehensively integrated but could be contacted by the Programme Team if there was information that needed to be sent out
- In response to a question, Hilary Trevorah noted that it would be helpful if there could be a more formal link between the DAPTC and the Programme Team

- Members discussed the position with communications with parish and town councils and a number of members expressed the view that communications should come direct from the Shadow Council or Programme Team
- It was noted that the report which was considered by the Shadow Executive Committee on 20 July 2018 provided a high level summary of what each sovereign council was doing in relation to the transfer of assets to town and parish councils and other community groups. The report also set out a suggested set of principles for Dorset to ensure a consistency of approach to asset transfer that would not adversely impact on the new Council
- The Programme Team was working to ensure a 'safe and legal' Council on 1 April 2019. Decisions about asset transfer and devolution of powers would be considered at an appropriate time after this point. This position needed to be clear in communications with town and parish councils and other relevant bodies
- It was recognised that some councils would be keen to take on the opportunity of providing more services and that some would not want this or have the resources to be able to provide additional services
- The Interim Head of Paid Service provided an update in respect of those task and finish groups that had been paused and noted that their work had been incorporated into the work of other task and finish groups
- Dr Martin Ayres provided information in respect of the experiences in Swanage Town Council in previous local government reorganisation in Dorset
- Hilary Trevorah noted that DAPTC members were aware of the budgetary constraints for the unitary organisation but emphasised the important role for parish and town councils in providing the understanding of the local needs of communities. Councils wanted to be part of the solution as to how services were delivered in future. Councillor Adrian Hibberd commented that this would provide an opportunity for local councils to have a real influence in their area
- The Interim Head of Paid Service read out a statement that had been provided at the meeting of the Shadow Executive Committee on 20 July 2018 with regard to the appropriate timing of the conversation with parish and town councils. The new unitary authority needed to decide how it would operate before any decisions could be taken on how services would be delivered in future or the devolution of powers. It was recognised that there could be an opportunity for a piecemeal approach to discussions with parish and town councils based on the agreed principles. Budgets would be agreed in the normal timescale and responses sent out to town and parish councils as quickly as possible. There would be a further 3 years with no cap put on town and parish councils
- In addition, the Interim Head of Paid Service noted that there was no reason why the DAPTC could not be linked in with the appropriate decision making frameworks. He also noted that

communications could be sent direct to town and parish councils from the Shadow Dorset Council

- The Chairman asked the committee whether they wished to receive a report at the next meeting with regard to how DAPTC could be integrated with the Programme Team and the decision making structure of the new unitary authority? There was not general support from the committee for this proposal
- A point was made in respect of the need for clarity on the future of services such as provision of public toilets
- Although there would need to be discussion at an appropriate time in the future about issues such as these it was noted that the main concerns for the unitary organisation would be the provision of Adult Social Care and Children's Services. It was recognised that the provision of local services such as public toilets and tourist information were important to parish and town councils
- Councillor C Reynolds provided information on the positive experience with engaging with parish and town councils in West Dorset and in particular the experience in Lyme Regis
- There was a general level of feeling that parish and town councils should be receiving regular information direct from the Shadow Dorset Council in order to ensure that there was a clear line of communication
- The Interim Head of Paid Service noted that members of the Shadow Dorset Council received bi-weekly communications from the Programme Team. The DAPTC was also now receiving this information. A full communications and engagement proposal was to be considered by the Shadow Executive Committee at their meeting in August

It was proposed by C Brooks seconded by N Lacey-Clarke

Recommendation to the Shadow Executive Committee

That town and parish councils receive direct communication from the Shadow Dorset Council on a fortnightly basis.

13. Shadow Overview and Scrutiny Committee - Draft Purpose and Guiding Principles

The committee considered a draft document which set out the purpose, guiding principles and a supporting Modus Operandi to help ensure that the committee maintained an appropriate approach and focus on its key role and responsibilities.

In response to a question, the committee discussed the meaning and use of the term 'Whip' within the document. It was noted that information in respect of this was contained within the Shadow Dorset Council's Constitution and that information would be circulated to members following the meeting.

It was noted that the wording 'Views must be formed after listening to officers, members and visitors in the room considering an issue, not before...' would

stand as a point in its own right and therefore it was felt that the reference to 'Whips' could be removed.

The Interim Head of Paid Service noted that a current review of task and finish groups could see their title changed in future and therefore this may need to be reflected in the document. The importance of pre-decision scrutiny was also recognised.

It was proposed by C Brooks seconded by J Sewell

Decision

That the wording '...in particular, *'Whips' are undesirable and have to be declared*' is removed from the document.

14. Shadow Dorset Council Programme

The Chairman welcomed Matt Prosser (Interim Head of Paid Service), Jason Vaughan (Interim Chief Finance Officer) and Keith Cheesman (Shaping Dorset Councils Programme Director). The purpose of the session was to provide an overview of the Shaping Dorset Councils Programme including the Shadow Dorset Council arrangements and allow a discussion based on the key lines of enquiry which had been included within the agenda.

The Interim Head of Paid Service provided information to address each point:

1. How will you ensure that the new vision and culture for the council, as set out in the submission to the Secretary of State, will be achieved?

Information was provided in respect of the role of the Interim Head of Paid Service and the work of the Shadow Executive Committee. A set of Design Principles had been established and these were available for members comments before they were further considered at the Shadow Executive Committee.

Details of the different phases of work being undertaken were provided. The first phase had been to establish design principles for the Shadow Executive Committee to focus on. The next phase would be to put an operating model together which would be considered by the Shadow Executive Committee in October. Shadow Council would consider the appointment of the Chief Executive for the unitary council who would drive the work forward. Areas to be determined included consideration of the standards the council wanted to achieve and how performance would be measured. These could not be determined until the necessary structures were put in place. A Corporate Plan would be produced for the unitary council and there could be monthly reporting on performance.

2. What is being done to ensure that proactive communication, consultation and engagement is in place with key stakeholders (public, partners, voluntary/third sector and staff)?

A variety of communication methods were in place for staff and members (including monthly member briefings). Other work undertaken or to be done included the creation of a calendar of events, a new internet site, interim branding protocol, vision identity work including developing the new logo and a newsletter for stakeholders. The Shadow Executive Committee would be considering the Shaping Dorset Council Communications and Engagement Plan at their next meeting.

3. What is the process to identify and assess risk and how are these monitored and, where necessary, escalated to support informed decision making? For example, what is the mechanism for ensuring business continuity?

The Dorset Area Joint Committee had established a risk management framework and each work stream had identified risks which were reported on, on a regular basis. Senior Management had an oversight of business continuity as six councils were integrated into one. Reference was made to issues around the recruitment and retention of staff during this period.

Reference was made to the previous experience when West Dorset District Council and Weymouth and Portland Borough Council came together into partnership. In response it was noted that the change programme created risks and that these were monitored by the Programme Board. High level risks were reported to the Shadow Executive Committee and this had included an informal session for the committee where members were able to look in detail at the areas covered. The experience and knowledge from previous partnership formation had been captured and analysed and included a lot of learning from across Dorset. The Interim Head of Paid Service was accountable for the programme until the permanent Chief Executive for the unitary council was appointed.

The important role of internal auditors was referred to and assurance work was being undertaken by the South West Audit Partnership (SWAP) on a regular basis.

4. What is the mechanism for ensuring consistency in the transfer of assets and liabilities?

The transfer of assets had been part of the Disaggregation Workstream. This work was mainly complete and moving into the delivery phase.

Reference was made to the ability to get information required and the impact that this could have on the setting of the budget and this was linked to the risks around recruitment and retention of officers including senior positions.

Internal auditors reviewed risk information on a monthly basis and information would be considered by the Shadow Executive Committee.

5. How long did Cornwall and Wiltshire have to prepare and what are we doing to liaise with them to understand and capture the key risks and lessons learned from their own experiences?

Information was provided on the situations with Cornwall and Wiltshire. The Interim Head of Paid Service noted that a meeting had been held with the Chief Executive and Assistant Chief Executive of Cornwall Council to gain their experiences after a period of time. Some of the issues that the council faced were highlighted and lessons learned including where early work to converge processes would have been useful, for example in elections. The Wiltshire Structural Change Order had been used as a basis for the Dorset Structural Change Order but had been amended. Some work was being undertaken in Dorset to produce a template for others to use in the future.

6. We gather that a peer review of the programme between now and vesting day is being commissioned. Could you tell us more?

The South West Audit Partnership had been asked to undertake assurance work on behalf of the Shaping Dorset Council Programme Board and this would be considered by the Shadow Executive Committee at the meeting in August. The report would be available within the agenda in advance of the meeting and Shadow Dorset members including members of this committee could attend the meeting and provide comments. In response to a member request, the Interim Head of Paid Service noted that this report could also be brought to the Shadow Overview and Scrutiny Committee at the next meeting.

In response to a question, the Interim Chief Finance Officer noted that spending on the transformation programme was monitored on a monthly basis.

A point was raised that the meeting of the Shadow Overview and Scrutiny Committee was the day after the Shadow Executive Committee meeting. The Interim Head of Paid Service noted that the formal cycle of Shadow committee meetings would start in September where the Shadow Overview and Scrutiny Committee would meet before the Shadow Executive Committee.

7. In your view what are the key milestones that have to be met if the vesting day target is to be met and what therefore are the key dates. What ability do we have to say that “we are not ready” and request a postponement? What are the top priorities before the end of September?

Details of the key milestones were provided to the committee which included work around the Human Resources (HR) and TUPE processes with a list of staffing and where posts would be going, to be produced by the end of September, pay and grading work, ICT work including a single domain name which had already been agreed, creation of a global address list by the end of September and public Wi-Fi in place from December. The Interim Head of Paid Service did not believe that there was the ability to postpone the creation of the new council. Work was progressing on the creation of a safe and legal

council on 1 April 2019. A discussion was to be held with the Department for Communities and Local Government to discuss progress.

Work had not started in respect of accommodation for the new council and there would be limited change by 1 April 2019. In the interim period, South Walks House in Dorchester provided the home for the Shadow Dorset Council for the purpose of having an address for setting up a bank account etc.

A concern was expressed with regard to the potential loss of staff and the knowledge and experience that they would take with them. Particular reference was made to the S151 officers in each council. It was recognised that not all officers could be retained but that work was being undertaken with HR specialists to put the best processes in place to ensure service continuity and that employees were treated in the right way.

In respect of considerations by existing district and borough councils in respect of their assets, the Interim Chief Finance Officer could provide advice. There was no wish to prevent councils from operating their business but there was a need to consider any potential impact of their decisions on the new council.

The ambition for day 1 was to have a safe and legal council with a Chief Executive and second tier structures in place, a single email domain, telephony and no noticeable changes in services. The Shadow Council would remain in place until four days after the elections in May 2019 in order to take necessary decisions.

The current situation with the use of interim officers was considered. There was a need to consider the use of interim staff in areas where there were vacancies.

8. What is the experience to date with task and finish groups? Will some be rebooted, in particular the local decision making one?

Various task and finish groups had originally been established by the Dorset Area Joint Committee and these were currently being reviewed in consultation with the Leader and Deputy Leader of the Shadow Council. The Governance Task and Finish Group had recently looked at the groups that had been paused and had reallocated their work to other task and finish groups. A point was made that some disquiet had been expressed that meetings had been cancelled or had reached no conclusion. In response it was noted that there was a need to ensure that sovereign councils were committed to provide information in a timely manner.

The issue of local decision making had been incorporated into the Governance Task and Finish Group and a point was made that the role of parish councils needed to be recognised.

In response to a question, it was reported that the conversation around area based decision making was ongoing.

9. What was the process for the recruitment of the Interim posts? On reflection was this the right process and how would this influence the process for the recruitment of permanent positions in the new council?

The process for the appointment of the Interim posts was set out and had been led by the Leaders of the six councils with input from South West Councils. The procedure for the appointment of the permanent Chief Executive was also set out which included independent HR and recruitment advice. A decision to appoint a permanent Chief Executive would be taken by the Shadow Council at the meeting on 27 September 2018.

Councillor B Trite addressed the committee to raise concern with regard to the process used for the selection of the Interim posts. Due to the nature of the comments being made it was proposed by C Brooks seconded by T Jones

Decision

That under section 100A (4) of the Local Government Act 1972, the press and the public be excluded from the meeting for the following discussion on the grounds that they involve the likely disclosure of exempt information as detailed in paragraph 1 of part 1 of schedule 12a to the Act.

The Interim Head of Paid Service and Interim Chief Finance Officer left the room.

Councillor Trite provided his comments in respect of the process used for the selection of the Interim posts and members discussed the issues arising.

Following discussion it was proposed by T Jones seconded by C Brooks

Decision

That an item be included on the agenda for the next meeting of the committee to consider the process for the appointment of a permanent Chief Executive for the unitary authority and that the Chairman and Vice-chairman of the appointments panel and relevant external advisors be invited to the meeting.

It was proposed by T Jones seconded by C Brooks

Decision

That the committee return to open business.

10. Most meetings of the Shadow Executive are held in public, but some are not, why is this?

It was noted that some informal meetings of the Shadow Executive would be held and that these may be opened up to others depending on the discussion to be held. Some concern was expressed with regard to this and it was felt that there was a need for some clarity in respect of this.

15. **Shadow Executive Committee Forward Plan**

Item deferred to next meeting.

16. **Shadow Overview and Scrutiny Committee Work Programme**

Item deferred to next meeting.

17. **Meetings of the committee 2018/19**

Members considered a schedule of dates for the committee for 2018/19 and the following dates were agreed by the committee:

22 August 2018, 9.30am
12 September 2018, 6.30pm
8 October 2018, 9.30am
7 November 2018, 6.30pm
3 December 2018, 9.30am
8 January 2019, 6.30pm
4 February 2019, 9.30am
7 March 2019, 6.30pm

All meetings to be held at South Walks House, Dorchester.

18. **Urgent items**

There were no urgent items.

Duration of meeting: 9.30 am - 12.50 pm

Chairman

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Shadow Dorset Council

Date of Meeting	21 August 2018
Subject of Report	Highlight Report – August 2018
Executive Summary	This report provides a brief update on progress since the July meeting, sets out some changes to reporting format for future updates, including providing a current overview of the milestone plan.
Budget Implications	None.
Recommendation	That the Shadow Executive Committee: <ol style="list-style-type: none"> 1) Notes the progress made as described 2) Notes the Internal Audit report (26 July) and Follow-up report (10 August) 3) Agree the reporting formats set out in section 4 for future reporting
Appendices	<ol style="list-style-type: none"> 1) SWAP Programme Governance Report 26 July 2) SWAP Programme Governance Follow Up Report 10 August
Report Originator	Name: Keith Cheesman, Programme Director Contact: 01305 221227

1 Introduction

This report sets out a few key aspects of progress and updates surrounding the programme, as well as a change of report format.

2 Programme Progress Summary

The Service Continuity workstream has completed the Service mapping and review stage and is continuing to develop detailed plans across all the 468 service areas identified in the 6 preceding authorities.

In terms of the Parliamentary process, the miscellaneous amendment to regulations has been signed and will proceed to come into force on 5th September. We now understand that the finance order will be a negative generic amendment to regulations order, expected to be made/laid in mid-November to be in force in December. To this end, it is expected that MHCLG will communicate policies on Council Tax Harmonisation in September. The final 'affirmative' order is expected by MHCLG in January 2019; this will deal with the final required details for Dorset and amongst other things will cover charter trustees and pension fund.

Programme Board has recently agreed a change control to the programme which allows for the planning work required now to start delivering convergence of management teams at tier 3 and 4 after vesting day. An assessment of the approach and means of focussing the convergence activity towards the desired transformational operating model will be produced for October 2018. In essence, this means that delivery of Phase 3 will need to be more integral to the convergence principles. It will be necessary for members to have worked up the vision and operating model to support that work, together with some clarity about the desired future operating principles that give greater depth to the design principles already agreed. This is important to avoid the new council missing its opportunity to operate with a genuinely different model than a simple merger of the authorities would provide.

3 SWAP Internal Audit

Programme Board commissioned a report from Internal Audit – SWAP - to provide a high-level review of the LGR programme governance, to form an opinion on the adequacy, design and integrity of the arrangements in place to deliver the intended outcomes of the programme. The report and a subsequent follow-up report are appended in full as Appendices 1 and 2 to this report.

4 Programme Governance

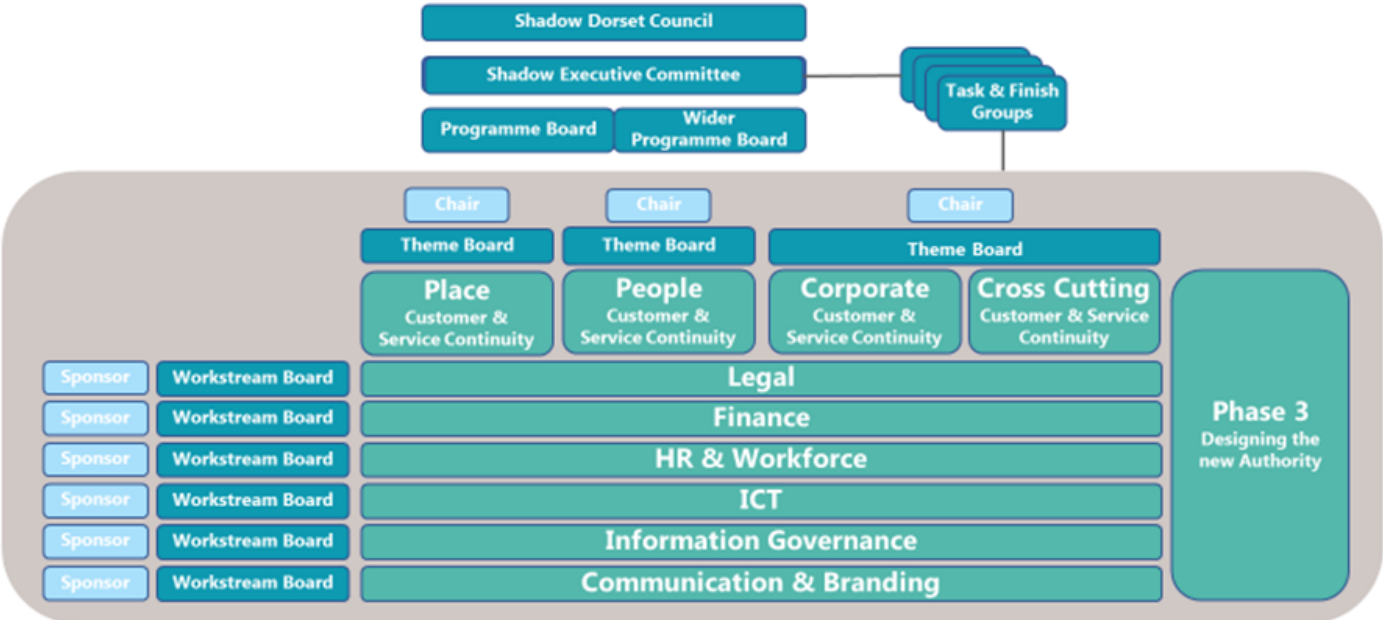
The Programme Board now has two formats, each meeting in fortnightly cycles – one week with the chief executives, interim officers and programme director and in the alternate week as a Wider Programme Board which adds tier 2 officers from across the preceding councils. The wider board brings greater ownership of the programme to the senior management layer, ensuring greater

visibility of the changes and progress, in readiness for the imminent transition to the new council. This will also provide insight and stability to the service operation and increase knowledge of the preceding councils' arrangements to a wider forum, which will reduce or minimise the risk of a break in service continuity.

In addition to the existing governance arrangements, Theme Boards have been set up to manage the operational implementation planning for service continuity will be making 'low-level' decisions on the practical issues and raising change requirements on the core workstreams as necessary.

In recognition that the cross cutting workstream is largely managing work areas that cut across multiple corporate work areas, the cross cutting workstream is now managed under the auspices of the corporate theme board.

The resultant structure is illustrated as follows:



4 Programme Reporting

The narrative led approach used to describe progress to date was recognised as an interim step while the detailed planning and milestones were being developed. This is being changed to a more visual, summarized view but with greater visibility of the range of activity underway and through to the end of the programme.

4.1 Programme Overview Report

The current overview summary report, and format for future Programme Reports is set out as follows:

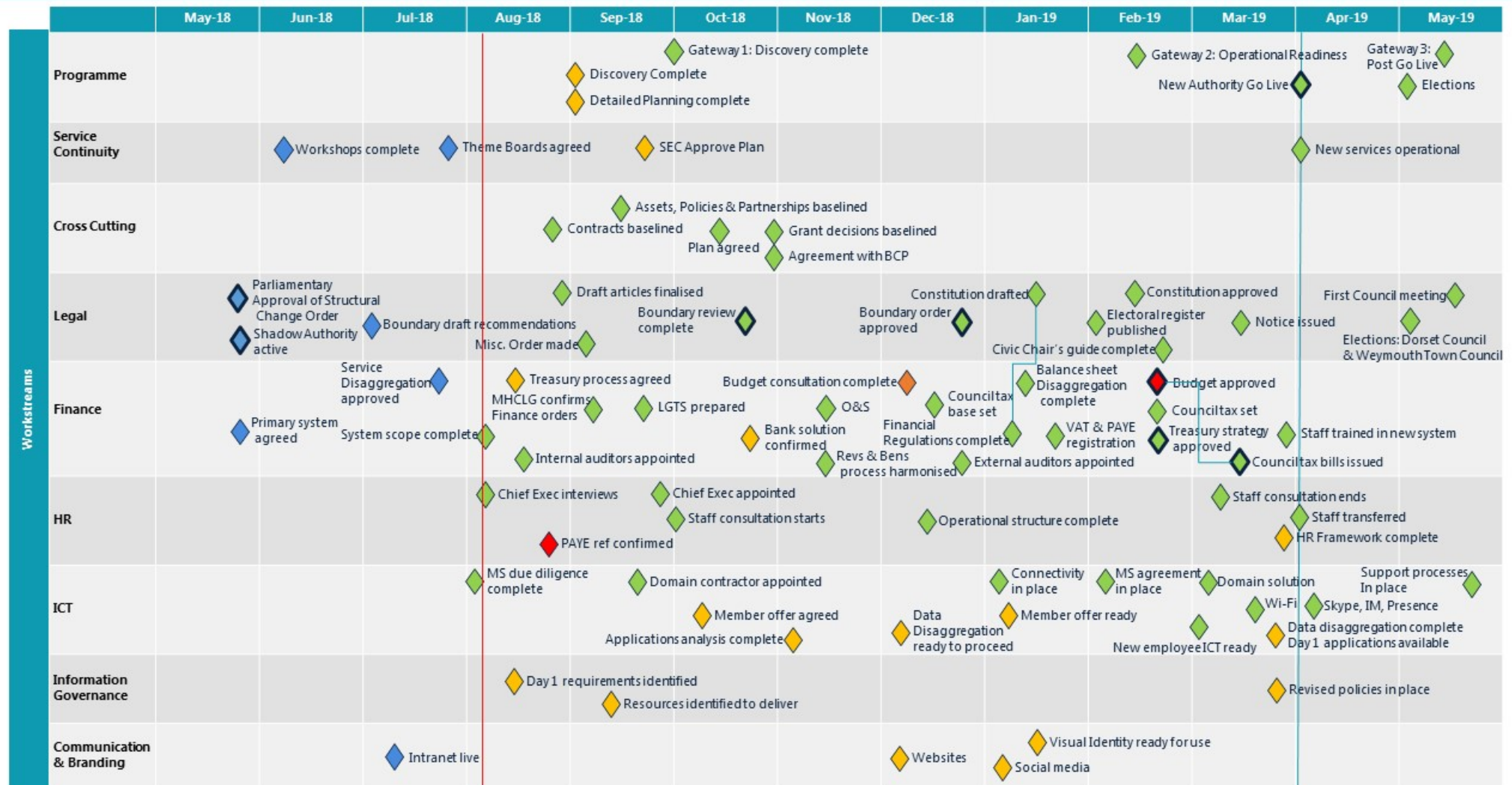
OVERALL PROGRAMME STATUS – 13 AUGUST

Overall status	↔	Scope	↑	Budget	↔	Time	↔	Resource	↓	Stakeholder	↔	Risk & Issue	↔
<p>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.</p> <p>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.</p>													
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											
Change Requests	↔	Agreed to include preparation and plans for convergence and Phase 3 transformation to the current year in order to ensure sufficient time in 2019/20 to deliver the savings required.											
Resources	↔	A number of roles are being recruited currently, including project managers and business analysts. Resources have been requested from preceding authorities and volunteers are being reviewed against priority needs. Administrative support is still in short supply despite attempts to recruit.											
Plan	↑	SWAP review and a consultancy assessment have both been commissioned and completed to support the Programme Board what areas of outstanding plan and oversight require further work. Significant progress has been made already to improve.											
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: HMRC expect a single payroll code to be in place for day 1; this is seen as impossible with the time available and with the systems work that would be required to provide compliance						Specialist consultants have been engaged to deal with HRMC. MHCLG have been asked to intervene/ support					
Top Risk	↔	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.						HR working with Finance and Services to seek to minimise the risk and prepare plans to manage					

4.2 Key Programme Headline Milestones

The key milestones for the programme are set out as follows.

Programme Milestone Plan



4.3 Phase 2 Workstreams Report Format

WORKSTREAM NAME - STATUS UPDATE

Workstream Sponsor:
Project Manager:

Date:

Workstream RAG



Overall Workstream Summary

Brief description of overall workstream status, significant achievements, major concerns or imminent major events

Key Initiative Achievements (This Week)

Describe key achievements this week

Next milestones

Milestone	RAG	Due Date	Target Date
Milestone name			

Key Initiative Activities (Planned Next Week)

Describe key achievements for next week

Top Risk	ID	Raised By	Date Raised	Risk Description	Impact Statement	I	P	RS	Mitigation Plan	Owner	Date Due
					Describe the top risk for the workstream		4	4	16		

Top Issue	ID	Raised By	Date Raised	Issue Description	Impact Statement	S	Resolution Plan	Owner	Due Date
					Describe the top issue for the workstream		H		

Local Government Reorganisation (LGR) Programme Audit – Programme Governance Overview

Introduction

SWAP was recently commissioned by the Dorset Area Programme Board to provide a high-level review of the current LGR programme governance, to form an opinion on the adequacy, design and integrity of the arrangements in place to deliver the intended outcomes of the programme.

Our review consisted of meetings with key stakeholders (including Members), review of Shaping Dorset Council programme and Dorset County Council (DCC) LGR documentation, and consideration of recent programme activity and planned changes.

Our conclusions are based on the documentation that was available at the time of our audit (up to 20th July), including review of the Shaping Dorset Council programme SharePoint site, as well as liaising with the Programme Director for confirmations/further documentation. We appreciate that programme governance arrangements at the time of our review were still developing and as such, certain areas are likely to have changed or been addressed.

It is clear that there has been a significant amount of work delivered to bring the LGR programme to this point, with a real desire across Authorities to successfully and safely set up the new Dorset Council from April 2019. Primarily the findings below reflect areas identified for improvement; nevertheless, we recognise the significant collaborative working and achievements to date.

We have set out below our audit assurance opinion and headline conclusions from this review. We have gone on to provide further detail of our key findings, grouped as per the agreed scope of our Terms of Reference. Finally, we have summarised what we believe are the key recommendations to take forward at this stage, for consideration and agreement.

Overall Assurance Opinion

PARTIAL

In relation to the areas reviewed and the governance arrangements in place at the time of our audit, some key aspects require the introduction or improvement of processes and/ or controls to ensure the achievement of objectives.



Headline Conclusions

- Programme governance is still developing and catching up; currently it is inadequate for a programme of the magnitude and importance of LGR
- There remain a range of differing opinions and demands from key programme stakeholders in terms of the programme purpose and priorities
- There is a lack of clarity in relation to the DCC involvement and support in terms of their contribution to the Shaping Dorset Council programme, which has led to some confusion and potential duplication of LGR programme activity, governance and documentation
- Capacity of the Shaping Dorset Council programme team to effectively administer and direct the programme remains a concern
- Programme workstream planning, reporting and oversight is currently inconsistent and incomplete
- Programme decision-making arrangements, escalation channels and programme issue management & resolution require further work and clarification
- The record of programme activity, documentation and decisions taken requires improvement on the programme SharePoint site to provide a consistent and accessible record for stakeholders and wider Dorset area staff

Key Findings

1. Programme Purpose & Clarity

Securing agreement and clarity on the LGR programme purpose and priorities, in the context of the temporary governance arrangements at the time i.e. the Dorset Area Joint Committee and no Senior Responsible Officer (SRO), was always likely to be a challenge for an incoming Programme Director. However, based on our recent discussions with key programme stakeholders, it is apparent that differing views remain in relation to the defined purpose of the programme, along with the priorities of the various tasks associated with this. Whilst this could be expected to an extent (given the range of different stakeholders involved), it is unlikely to aid clear and timely decision-making and programme progress.

We also identified examples where key stakeholders held an expectation that through the process of LGR, there should be an element of service transformation with the opportunity to deliver services differently from 1 April 2019. Key stakeholders will need to be mindful that any changes to the currently agreed programme expectations and/ or scope, should be raised through formal change-control channels, which may in turn affect the current programme focus and plan.

Linked to the above, from our review of programme documentation, it was unclear whether the current programme plan has adequately considered and incorporated the principles and assumptions contained within the Local Partnerships Business Case.

The agreement of interim appointments to the Shadow Dorset Council is likely to have improved clarity and priorities for the programme, as well as clear reporting lines, however naturally there will remain a certain level of differing viewpoints up to (and potentially even after) permanent appointments are made in September.

2. Programme Structure, Resources & Capacity

The Shaping Dorset Council LGR programme team structure has now been agreed and implemented. However, for a period of time it has not been fully resourced, although a number of key appointments have recently been made to help alleviate the pressure. Nevertheless, staff sickness within the programme team continues to impact on the ability to deliver work and meet deadlines.

As part of this review we have not made an assessment of the capability of the Shaping Dorset Council programme team, although anecdotally there have been concerns raised in relation to the experience of programme team members in programmes of this scale. We are aware that AMEO have recently been commissioned to provide additional programme support in developing plans and programme design, which is likely to help address some of these concerns.

In relation to the wider programme related activity and set up in existing councils, there is a lack of clarity in relation to the Dorset County Council (DCC) involvement and support in terms of their contribution to the Shaping Dorset Council LGR programme. The current DCC support structure appears to have led to some confusion and potential duplication of LGR programme activity/ governance/ documentation/ reporting which needs to be effectively resolved. Without the Shaping Dorset Council programme team directing, coordinating and overseeing all programme activity, there is a risk that this confusion, duplication and potential tension will continue, which is likely to impair the delivery of centrally agreed objectives.

In relation to the governance structures of the programme, including workstreams and the service continuity forum, these continue to evolve as at the date of this report, and are likely to change further following input from AMEO. As part of our review, it was unclear in relation to the precise role and responsibilities of the Member-led Task & Finish Groups, with apparent inconsistencies in the two-way reporting channels in place. We understand that a review of these groups is currently underway.

3. Programme and Workstream Planning, including Interdependencies

An overall programme plan has been developed, first formally presented at the June 2018 Shadow Executive meeting, incorporating the high-level workstream plans. This overall plan has been set out in three key programme phases. Whilst some of the deadlines within the high-level implementation plan are broad i.e. May 2018 to December 2018, this is supported by a more detailed programme team document, although visibility of key programme timescales and deadlines could be improved.

As part of our review, we noted that the programme work of Phase 1 has been identified as substantively complete but have not yet seen evidence of formal gateway reviews planned to confirm all programme activity has been adequately completed for this phase. At the date of reporting, we were informed that this had recently been completed and agreed.

In relation to the detailed planning of individual workstreams, whilst this is clearly progressing with a range of work successfully delivered, as of the week commencing 23rd July there remain varying formats of plans and documentation across the various

workstreams, contributing to a lack of consistent and robust assurance over the progress of these workstreams. We were notified that the programme team were addressing this weakness, with each workstream soon to have a scope statement and detailed plan agreed.

Linked to the above, we evidenced a lack of comprehensive resource planning across the workstreams, including any pinch points of resource and/or skills in the lead up to April 2019.

As part of our review of workstream activity, we noted that additional workstream documentation was being held (or duplicated) on a separate DCC SharePoint site to that of the Shaping Dorset Council programme. This could lead to potential confusion and a lack of central oversight from the Shaping Dorset Council programme team.

Work on programme interdependencies has been captured and there is evidence of these interdependencies being monitored and actioned where possible. This area will need further development once consistency around the planning of programme workstreams has been embedded, and draft service continuity implementation plans have been collated.

4. Programme Decision-Making and Escalation Arrangements

Programme decision-making arrangements appear to be in their infancy. From our review, documents clarifying and supporting programme decision-making appeared to still be in draft, and there were only six decisions recorded under the decisions section of the SharePoint site.

As part of our audit review, we could not evidence that workstream and/ or individual council escalation arrangements to the Programme Board had been consistently defined, agreed or communicated. Along the same lines, decision-making and the relevant authority of, and delegation to, individual workstreams was not clear. The lack of defined decision-making and escalation arrangements has potentially contributed to DCC developing their own LGR programme governance arrangements and activity.

The programme issues log documented on the programme site was not clear, up-to-date, and only included four current issues. The process of issue management and resolution clearly requires further work to ensure that there is adequate oversight and transparency of how programme issues are addressed and responded to.

5. Programme Reporting and Stakeholder Management/ Engagement

Programme reporting and documentation, at the admission of the Programme Director himself, has to date not been robustly completed, and in many areas is in the process of catching up. This includes the key programme depository, the Shaping Dorset Council programme SharePoint site which at the time of our review had recently gone live and was being populated and updated with key programme documentation. Currently navigating the site is problematic in terms of the date, version and completeness of the documents contained there.

Programme Board papers and Agendas are now routinely administered within a rhythm, with improvements recently agreed in relation to how key meetings and papers will be organised. This will help to ensure that decisions are consistently and accurately captured, implemented and monitored, as well as helping to improve the wider visibility of these aspects. Previously the capture and publication of minutes had been sporadic. Regular programme highlight reports are being produced to help consistently explain and document programme progress.

As part of our review we noted that the Shadow Dorset Council WordPress site was adequately clear and populated with the relevant information for this audience.

Recommendations

We have set out in the table below, the key recommendations arising from this first programme overview audit. We believe further and ongoing assurance activity in relation to the developing governance arrangements and direction of travel of the programme is crucial. As such, we would recommend that we revisit the areas contained within this report on a monthly basis and report back on progress.

Reference	Proposed Action
1.1	Agreeing, defining and consistently communicating the programme purpose and priorities over the next eight months at the appropriate Committee and Board levels
2.1	Clarifying the exact role and purpose of the DCC LGR programme activity, to ensure that this is actively supporting the Shaping Dorset Council programme, rather than duplicating programme activity, governance and reporting/ documentation
2.2	Ensuring capacity of the Shaping Dorset Council programme team is reviewed and regularly confirmed by the Programme Board as being adequate to deliver the necessary outputs
3.1	Clarifying final ownership and plans of programme workstreams, to improve the consistency, visibility and management of workstream activity
4.1	Finalising and clarifying programme decision-making arrangements, as well as workstream delegated authority and escalation arrangements
5.1	Ensuring that the Shaping Dorset Council SharePoint site is adequately populated, maintained and monitored, to ensure that this is the one, consistent place where all programme documentation is held and accessed. Ensuring all other LGR documentation remotely held in individual council's is transferred onto the Shaping Dorset Council site

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As per the key findings above, there are a range of further areas that we believe require attention and action. We understand that the majority of these are currently being addressed and as such we have only included those recommendations that we deem to be higher-priority in the table above.

Local Government Reorganisation (LGR) Programme – Programme Governance Follow Up Report

Introduction

SWAP was recently commissioned by the Shaping Dorset Council Programme Board to provide a high-level review of the LGR programme governance, to form an opinion on the adequacy, design and integrity of the arrangements in place to deliver the intended outcomes of the programme. We issued our initial report, including our audit opinion of ‘Partial’, on the 26th July.








In our report we recognised certain aspects of the programme were in development, with changes being implemented at the time of our review. As such, the Programme Director produced a paper on the 27th July that sought to respond to and provide context to our findings, including where changes and improvements had recently been completed.

It should be noted, that since our initial report, there have been a number of changes to the overall governance arrangements of the programme, including the formation of three Theme Boards (comprising Place, People & Corporate), the introduction of the ‘Wider Programme Board’, incorporating tier two officers, as well as changes to the previous Task & Finish groups.

In advance of the Shadow Executive Committee meeting on the 21st August, SWAP was asked to provide a follow up assessment of the headline conclusions identified in our initial report to provide assurance that these areas had been adequately addressed. This report has not assessed the new programme governance arrangements agreed since our initial report, but instead has sought to follow up on the findings of our previous report; as such no audit assurance opinion has been offered.

We have set out below the headline conclusions from our initial review, along with our current assessment and direction of travel, based on the findings of this follow up review. We have gone on to provide further detail of our follow up findings, for reference.

Follow Up Assessment

Headline Conclusion as at 26 th July	Follow Up Assessment as at 10 th August	RAG Rating & Direction of Travel	
Programme governance is still developing and catching up; currently it is inadequate for a programme of the magnitude and importance of LGR	Significant activity undertaken to address some of the gaps in the programme governance. Still an element of catching up required, to ensure recent proposals and templates are effectively applied and embedded		
There remain a range of differing opinions and demands from key programme stakeholders in terms of the programme purpose and priorities	The updated implementation plan report being presented to Shadow Executive Committee clearly sets out the relevant areas in and out of programme scope, along with the reasoning for these decisions		
There is a lack of clarity in relation to the DCC involvement and support in terms of their contribution to the Shaping Dorset Council programme, which has led to some confusion and potential duplication of LGR programme activity, governance and documentation	There remains a level of confusion in relation to how the work of the DCC team dovetails with and supports that of the Shaping Dorset Council programme team. Further work is required to ensure this is clarified and appropriately actioned		
Capacity of the Shaping Dorset Council programme team to effectively administer and direct the programme remains a concern	Resource available to the programme team has improved, along with the support that AMEO are providing. However, there are still vacancies in the programme team, with the overall workload set to increase		
Programme workstream planning, reporting and oversight is currently inconsistent and incomplete	New workstream reporting templates agreed; to be implemented September. Improved understanding and documenting of the specific workstream tasks and deliverables required for service continuity on Day 1		
Programme decision-making arrangements, escalation channels and programme issue management & resolution require further work and clarification	Now slightly greater clarity and structure around decision-making, as well as an improved record of decisions made. However, there is still work required to populate historical decisions taken, complete the current programme decisions log, as well as retaining the corresponding documentation for decisions taken		
The record of programme activity, documentation and decisions taken requires improvement on the programme SharePoint site to provide a consistent and accessible repository for stakeholders and wider Dorset area staff	Documentation on the SharePoint site continues to improve, with the backlog of documents and records that were to be addressed. However, still further work required. Staff site significantly improved		

Key Findings from Follow Up of Headline Conclusions

1. Overall Programme Governance

Since the date of the fieldwork of our initial LGR programme governance work, there has clearly been significant activity to address some of the gaps in the programme governance, including those that we emphasised in our report.

As highlighted in the table above, this follow up review has concluded that all of the headline areas identified in our initial review are showing a positive direction of travel, in order to help bring the governance up to speed for a programme the magnitude and importance of LGR. Nonetheless, the governance of the programme still has an element of catching up, to ensure recent proposals and templates are effectively applied and embedded.

2. Differing Opinions & Demands on Programme Purpose & Priorities

In relation to the differing opinions and demands on the programme from key stakeholders, ongoing discussions are being held with what now appears to be a greater understanding across the programme with regards to the exact work comprising the three key phases. The updated implementation plan report, due to be presented to the Shadow Executive Committee on the 21st August, clearly sets out the relevant areas in and out of programme scope, along with the reasoning for these decisions.

Subject to the agreement of the principles within this implementation plan report, as well as a robust system of programme change control moving forwards, it is likely that there will be improved clarity and agreement on the programme direction and scope.

3. Lack of Clarity in Relation to the DCC Involvement and Support

Discussions are ongoing in relation to the DCC LGR programme structure and support, although there remains a level of confusion in relation to how the work of this team seamlessly dovetails with and supports that of the Shaping Dorset Council programme team. The introduction of the wider Shaping Dorset Council programme board, as well as the three themed boards will potentially help clarify the wider support needed, although further work is required to ensure this is appropriately actioned.

4. Capacity of the Shaping Dorset Council Programme Team

There is broad consensus amongst key programme stakeholders that the appointment and commencement of a Programme Office Manager has improved the previous capacity issues within the Shaping Dorset Council programme team. Furthermore, the commissioning of AMEO to provide support in programme design, as well as assistance in identifying further programme resource, has helped to mitigate some of the resource gaps. However, there remain vacancies within the programme team, and with the workload in the lead up to April 2019 set to increase, effective arrangements with the staff working on service continuity arrangements will need to be established.

5. Programme Workstream Planning, Reporting and Oversight

Proposals have recently been agreed in relation to a new format of workstream reporting. These proposals include a consistent template for workstream reporting and oversight, including key achievements, planned activities and next milestones. In practice, these will start to be used and reported to Programme Board and Shadow Executive from September.

Workstream planning has been developed since our initial report, with a far greater understanding with regards to the specific tasks and deliverables required for service continuity on Day 1.

6. Programme Decision-Making Arrangements, Escalation Channels and Issue Management & Resolution

Programme decision-making arrangements have been discussed and agreed by the Shaping Dorset Council Programme Board since our initial report. There is now slightly greater clarity and structure around decision-making, as well as an improved record of decisions made. That said, there is still further work required by the Shaping Dorset Council programme team to populate historical decisions taken, complete the current programme decisions log, as well as retaining the corresponding documentation for decisions taken.

Issue management and escalation arrangements are likely to improve through the new workstream status updates referred to above, which will consistently and regularly capture key items for attention and/ or resolution.

7. The Record of Programme Activity & Documentation on the SharePoint Site

The record of programme activity and the overall documentation on the SharePoint site continues to improve, with the backlog of documents and records that required populating being rapidly addressed daily. That said, there are still areas where documentation requires updating, and therefore we have left our assessment as Amber for this area.

We note that the workstream documentation held on a duplicate SharePoint site, identified in our initial review, has now been addressed and transferred over to the Shaping Dorset Council SharePoint site.

The Shaping Dorset Council SharePoint site will require continuous monitoring and effective administration to ensure that documents are consistently titled, filed and structured, to ensure that the site is easy to navigate and use.

Further Assurance Work

As highlighted in the introduction above, there have recently been several changes to the governance arrangements of the programme, including the formation of the three new Theme Boards, the introduction of the 'Wider Programme Board', incorporating tier two officers, as well as changes to the previous Task & Finish groups. Furthermore, as some of the above initiatives have only recently been developed or are pending full implementation, it is recommended that a further full review of programme governance is undertaken in the near future. We would also recommend scheduling assurance work with the Gateway 1 – Discovery Complete stage in September.

SWAP Internal Audit Services

13th August 2018

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

For the period 17 SEPTEMBER 2018 to 31 MARCH 2019

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."

to 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	17 Sep 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>
Forward Plan/Work Programme Key Decision - No Public Access - Open	Shadow Executive Committee	17 Sep 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 l.d.gallagher@dorsetcc.gov.uk</i>
Consolidated Medium Term Financial Plan / Financial Update Key Decision - Yes Public Access - Open	Shadow Executive Committee	17 Sep 2018	<u>Consultees:</u> Meetings <u>Means of Consultation:</u> Dorset Finance Officers Group Budget Task and Finish Group	None	Lead member - Councillor Jeff Cant <i>Lead officer - Jason Vaughan, Interim Section 151 Officer</i>
Future Operation of Leisure Facilities in Dorset Key Decision - Yes Public Access - Open	Shadow Executive Committee	17 Sep 2018	<u>Consultees:</u> None <u>Means of Consultation:</u> None	None	Lead member - Leader of Shadow Dorset Council <i>Lead officer - Rebecca Kirk, General Manager, Public Health and Housing - Purbeck District Council</i>
West Dorset - service/asset transfers to local councils Key Decision - Yes Public Access - Open	Shadow Executive Committee	17 Sep 2018	<u>Consultees:</u> West Dorset Town and Parish Councils <u>Means of Consultation:</u> West Dorset Programme Board	West Dorset District Council Strategy Committee report - 12 September 2017 and 14	Lead member - Councillor Jeff Cant <i>Lead officer - Stephen Hill, Strategic Director, Dorset Councils Partnership</i>

			(meetings with West Dorset Mayors & Town Clerks and WDDC Officers) West Dorset Town and Parish Council survey West Dorset Town and Parish Councils Clerk and Chairman Devolution Meeting on 2 May 2018	December 2017 Draft report to WDDC Strategy Committee - 20 August 2018 West Dorset Programme Board minutes	<i>shill@dorset.gov.uk</i>
Dorset Waste Partnership arrangements Key Decision - Yes Public Access - Open	Shadow Executive Committee	17 Sep 2018	<u>Consultees:</u> <u>Means of Consultation:</u>	None	Lead member - Councillor Anthony Alford <i>Lead officer - Karyn Punchard, Director of the Dorset Waste Partnership k.punchard@dorsetcc.gov.uk</i>
Dorset Council Branding Key Decision - Yes Public Access - Open	Shadow Executive Committee	17 Sep 2018	<u>Consultees:</u> Wider Member Engagement Task and Finish Group <u>Means of Consultation:</u> Meetings	None	Lead member - Councillor Rebecca Knox, Councillor Gary Suttle <i>Lead officer - Keith Cheesman, LGR Programme Director keith.cheesman@dorsetcc.gov.uk</i>
Response to Technical Consultation on the 2019/20 Local Government Finance Settlement Key Decision - No Public Access - Open	Shadow Executive Committee	17 Sep 2018	<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</i>
Local Council Tax Support Scheme Key Decision - Yes Public Access - Open	Shadow Executive Committee	17 Sep 2018	<u>Consultees:</u> Dorset Finance Officers LGR Programme Board <u>Means of Consultation:</u> Meetings	None	Lead member - Councillor Tony Ferrari <i>Lead officer - Jason Vaughan, Interim Section 151 Officer</i>

<p>Business Rates Pilots</p> <p>Key Decision - No Public Access - Open</p>	<p>Shadow Executive Committee</p>	<p>17 Sep 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</i></p>
<p>Revenues and Benefits Partnership Working</p> <p>Key Decision - Yes Public Access - Open</p>	<p>Shadow Executive Committee</p>	<p>17 Sep 2018</p>	<p><u>Consultees:</u> None</p> <p><u>Means of Consultation:</u> None</p>	<p>None</p>	<p>Lead member - Councillor Tony Ferrari</p> <p><i>Lead officer - Keith Cheesman, LGR Programme Director keith.cheesman@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>	<p>Shadow Executive Committee</p>	<p>15 Oct 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</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</i></p>

<p>Electoral Arrangements and Councillor Induction 2019</p> <p>Key Decision - Yes Public Access - Open</p>	<p>Shadow Executive Committee</p>	<p>12 Nov 2018</p>	<p><u>Consultees:</u> Dorset Electoral Administrators Group</p> <p><u>Means of Consultation:</u> Meetings</p>	<p>Election Project Plan</p>	<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>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</i> <i>mprosser@dorset.gov.uk</i></p>
<p>Making of Consequential Order relating to Civic Functions</p> <p>Key Decision - Yes Public Access - Open</p>	<p>Shadow Executive Committee</p>	<p>10 Dec 2018</p>	<p><u>Consultees:</u> Governance Task and Finish Group 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 - Jonathan Mair, Interim Monitoring Officer</i> <i>j.e.mair@dorsetcc.gov.uk</i></p>
<p>Budget 2019/20 and Medium Term Financial Forecast - Update</p> <p>Key Decision - No Public Access - Open</p>	<p>Shadow Executive Committee</p>	<p>7 Jan 2019</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</i></p>
<p>Council Tax Discounts, Long Term Empty Charges</p> <p>Key Decision - Yes Public Access - Open</p>	<p>Shadow Executive Committee</p>	<p>7 Jan 2019</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</i></p>

<p>Business Rates Relief</p> <p>Key Decision - Yes Public Access - Open</p>	<p>Shadow Executive Committee</p>	<p>7 Jan 2019</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</i></p>
<p>Insurance Arrangements</p> <p>Key Decision - Yes Public Access - Open</p>	<p>Shadow Executive Committee</p>	<p>7 Jan 2019</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</i></p>
<p>Constitution - Dorset Council</p> <p>Key Decision - Yes Public Access - Open</p>	<p>Shadow Executive Committee</p> <p>Shadow Dorset Council</p>	<p>14 Jan 2019</p> <p>20 Feb 2019</p>	<p><u>Consultees:</u> Governance Task and Finish Group 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 - Jonathan Mair, Interim Monitoring Officer j.e.mair@dorsetcc.gov.uk</i></p>
<p>Members Allowances Scheme 2019/2020</p> <p>Key Decision - Yes Public Access - Open</p>	<p>Shadow Executive Committee</p>	<p>14 Jan 2019</p>	<p><u>Consultees:</u> Independent Remuneration Panel Governance Task and Finish Group 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 - Jonathan Mair, Interim Monitoring Officer j.e.mair@dorsetcc.gov.uk</i></p>
<p>Transition Period Plan (operating arrangements and interim transition)</p> <p>Key Decision - Yes Public Access - Open</p>	<p>Shadow Executive Committee</p>	<p>14 Jan 2019</p>	<p><u>Consultees:</u> Governance Task and Finish Group</p> <p><u>Means of Consultation:</u> Meetings</p>	<p>None</p>	<p>Lead member - Leader of Shadow Dorset Council</p> <p><i>Lead officer - Keith Cheesman, LGR Programme Director keith.cheesman@dorsetcc.gov.uk</i></p>

<p>Legal and Democratic Operating Model</p> <p>Key Decision - Yes Public Access - Open</p>	<p>Shadow Executive Committee</p>	<p>14 Jan 2019</p>	<p><u>Consultees:</u> Governance Task and Finish Group 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 - Jonathan Mair, Interim Monitoring Officer j.e.mair@dorsetcc.gov.uk</i></p>
<p>Corporate Plan</p> <p>Key Decision - Yes Public Access - Open</p>	<p>Shadow Executive Committee</p> <p>Shadow Dorset Council</p>	<p>11 Feb 2019</p> <p>20 Feb 2019</p>	<p><u>Consultees:</u> None</p> <p><u>Means of Consultation:</u> None</p>	<p>None</p>	<p>Lead member - Leader of Shadow Dorset Council</p> <p><i>Lead officer - Matt Prosser, Interim Head of Paid Service mprosser@dorset.gov.uk</i></p>
<p>2019/2020 Budget</p> <p>Key Decision - Yes Public Access - Open</p>	<p>Shadow Executive Committee</p> <p>Shadow Dorset Council</p>	<p>11 Feb 2019</p> <p>20 Feb 2019</p>	<p><u>Consultees:</u> Public and Business Sector Councillors Budget Task and Finish Group Dorset Finance Officers Group</p> <p><u>Means of Consultation:</u> Meetings Public and Business Sector Consultation</p>	<p>None</p>	<p>Lead member - Councillor Tony Ferrari</p> <p><i>Lead officer - Jason Vaughan, Interim Section 151 Officer</i></p>
<p>Capital Strategy</p> <p>Key Decision - Yes Public Access - Open</p>	<p>Shadow Executive Committee</p>	<p>11 Feb 2019</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</i></p>
<p>Treasury Management Strategy</p> <p>Key Decision - Yes Public Access - Open</p>	<p>Shadow Executive Committee</p>	<p>11 Feb 2019</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</i></p>

<p>Local Council Tax Support Scheme</p> <p>Key Decision - Yes Public Access - Open</p>	<p>Shadow Executive Committee</p>	<p>11 Feb 2019</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</i></p>
<p>Financial Regulations</p> <p>Key Decision - Yes Public Access - Open</p>	<p>Shadow Executive Committee</p>	<p>11 Feb 2019</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</i></p>
<p>Weymouth Town Council</p> <p>Key Decision - Yes Public Access - Open</p>	<p>Shadow Executive Committee</p>	<p>11 Mar 2019</p>	<p><u>Consultees:</u> None</p> <p><u>Means of Consultation:</u> None</p>	<p>None</p>	<p>Lead member - Leader of Shadow Dorset Council</p> <p><i>Lead officer - Keith Cheesman, LGR Programme Director keith.cheesman@dorsetcc.gov.uk</i></p>