

# Shadow Dorset Council

**Committee:** Shadow Overview and Scrutiny Committee  
**Date:** Monday, 8 October 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](mailto: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](mailto:lellis@christchurchandeastdorset.gov.uk)**

---

This agenda and reports are also available on the Council's website at [www.dorsetareacouncils.co.uk](http://www.dorsetareacouncils.co.uk)

Members of the public are welcome to attend this meeting with the exception of any items listed in the exempt part of this agenda. **Please note** that if you attend a committee meeting and make oral representations to the committee your name, together with a summary of your comments will be recorded in the minutes of the meeting. The minutes, which are the formal record of the meeting, will be available to view in electronic and paper format, as a matter of public record, for a minimum of 6 years following the date of the meeting.

Disabled access is available for all of the council's committee rooms. Hearing loop facilities are available. Please speak to a Democratic Services Officer for assistance in using this facility.

**Recording, photographing and using social media at meetings**

The council is committed to being open and transparent in the way it carries out its business whenever possible. Anyone can film, audio-record, take photographs, and use social media such as tweeting and blogging to report the meeting when it is open to the public, so long as they conform to the Council's protocol, a copy of which can be obtained from the Democratic Services Team.

# 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 - 10

To confirm and sign the minutes of the previous meeting held on 12 September 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 SWAP ASSURANCE REPORT

To review the latest Programme Highlight Report including South West Audit Partnership (SWAP) Assurance Report to be considered by the Shadow Executive Committee. The Programme Director and a representative of SWAP will be attending the meeting.

*The report will be published within the agenda for the Shadow Executive Committee for the meeting on 15 October 2018 and will be able to be viewed using the link below when the Shadow Executive Committee agenda has been published:*

<http://shadowcouncil.dorset.gov.uk/ieListDocuments.aspx?CId=136&MId=125&Ver=4>

*A copy of the report will be added to this agenda as a supplement when it is published with the Shadow Executive Committee agenda.*

## **6 SHADOW EXECUTIVE OPERATING PRINCIPLES**

11 - 16

A discussion with regard to the Shadow Executive Operating Principles and how they have been brought to fruition and an overview of the design principles for the new organisation.

*A copy of the report 'Building a Council for the 21<sup>st</sup> Century – Design Principles for the new Dorset Council Operating Model', which was considered by the Shadow Executive Committee on 21 August 2018, has been attached, to support the discussion on this item.*

## **7 MEMBER ENGAGEMENT IN TASK AND FINISH GROUPS / WORK STREAMS**

A discussion with regard to member engagement in the Shadow Dorset Council Task and Finish Groups and Workstreams, with the Lead Member and Officer for Member Engagement.

## **8 SHADOW OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME**

17 - 28

To consider the work programme for the committee for 2018/19.

To review the Shadow Executive Committee Forward Plan.

*All members of the Shadow Dorset Council receive notification when Shadow Executive Committee agendas are published on Mod.Gov and the Shadow Dorset Council website. Members of the Shadow Overview and Scrutiny Committee can review the items to be considered on each agenda and raise issues for review or comment to the Shadow Executive Committee as appropriate.*

## **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.

This page is intentionally left blank

## Shadow Dorset Council

### SHADOW OVERVIEW AND SCRUTINY COMMITTEE

#### MINUTES OF MEETING HELD ON WEDNESDAY 12 SEPTEMBER 2018

**Present:** Cllrs S Bartlett, K Brookes, Ray Bryan, B Goringe, N Lacey-Clarke, J Sewell, J Somper and J Tanner

**Apologies:** Cllrs T Jones, C Brooks, M Byatt, C Finch, S Gibson and M Wiggins

**Also present:** Cllr Rebecca Knox, Cllr D Harris, Cllr P Shorland, Cllr Jackie Stayt and Cllr John Stayt

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

Keith Cheesman (LGR Programme Director), Nicola Houwayek (HR Strategic Lead), Debbie Ward (Chief Executive - Dorset County Council), Lee Ellis (Scrutiny Officer), Mark Taylor (Group Manager - Governance and Assurance) and Lindsey Watson (Senior Democratic Services Officer)

**28. Election of Chairman for the meeting**

In the absence of the Chairman and Vice-chairman of the committee, the committee were required to elect a Chairman for this one meeting. In accordance with the Shadow Dorset Council Constitution, the Chairman of the Committee was required to be a member of the largest minority political group on the Shadow Council.

It was proposed by N Lacey-Clarke seconded by J Somper

**Decision**

That J Tanner be elected as Chairman for this one meeting of the committee.

It was proposed by R Bryan seconded by N Lacey-Clarke

**Decision**

That J Somper be elected as Vice-chairman for this one meeting of the committee.

**29. Declarations of Interest**

There were no declarations of interest.

**30. Minutes**

The minutes of the meeting held on 22 August 2018 were agreed as a correct record and signed by the Chairman.

Councillor Bryan abstained from agreeing the minutes as a correct record as he had not been present at the meeting.

**31. Public participation**

There were no representations from members of the public.

Councillor David Harris raised the issue of the investigation of local area groups as part of the new Constitution for the Dorset Council, whether the committee were aware of moves in this direction and whether this was subject to scrutiny?

The Chairman noted that a response would be provided to Councillor Harris.

**32. South West Audit Partnership (SWAP) Programme Governance Reports - discussion with Dorset County Council**

Following a request by the committee at the last meeting, the Chief Executive and Leader of Dorset County Council had been invited to the meeting to address issues raised with regard to Dorset County Council in the Programme Governance Reports produced by South West Audit Partnership (SWAP). A representative of SWAP, Dave Hill, had also been invited to the meeting to provide an overview of the relevant issues.

Mr Hill provided an overview of the issues raised and noted that the flagged red status had been in respect of one item, with the overall direction of travel being seen as positive. It was noted that the review had been based on stakeholder consultation. It was accepted that there were gaps in the consultation held with Dorset County Council and that this was to be reviewed and a further evidence based piece of work was to be undertaken. It was also noted that SWAP would be producing monthly reports in future.

The Leader of Dorset County Council, Councillor Rebecca Knox, welcomed the committee's monthly review of the SWAP report and noted that the county council was also considering additional independent review and would welcome further input and recommendations.

The Chief Executive of Dorset County Council, Debbie Ward, thanked the committee for the invitation to the meeting. She did not believe that the actions of the county council were in any way inhibiting the progress of local government reorganisation. The county council's budget would form a huge part of the new organisation and the county council was responsible for the safe transfer of budget, services and staff to the two new organisations in Dorset. A lot of work was currently underway and it was the responsibility of the Chief Executive to maintain good quality management information across the organisations. Information would be shared where it was appropriate. Meetings had been held with SWAP and the Shaping Dorset Council Programme Director and it was felt that good progress was being made. It was also noted that there was always appropriate officer cover in the absence of the Chief Executive and it would be made sure that this was well known.

Members considered the issues arising and during discussion the following points were raised:

- In response to a question, Dave Hill noted that the statement made by SWAP had been based on the stakeholder consultation exercise and had been based on the conclusion made at that point in time. It was felt that since then, the situation had moved on. The further evidence based piece of work to be undertaken would assist with this
- R Bryan declared an interest as a Dorset County Council representative on the SWAP Board
- A point was made that Dorset County Council were undertaking the Shaping Dorset Council programme work in addition to ongoing service provision and that the county council should be seen as being very open with their information
- A point was raised that it was disappointing that it had not been made clear in the report that the comments had not been evidence based as this had led to some concern that was not warranted. Appropriate caveats should have been included in the report
- Debbie Ward assured the committee that the county council continued to work with the Shaping Dorset Council Team but also had the responsibility to ensure the maintenance of essential management information to be transferred to the two new organisations. She reiterated the point that she did not believe that the actions of the county council were in any way inhibiting the progress of local government reorganisation
- Councillor Rebecca Knox noted that in addition to the programme work, the county council had to continue to manage its services and move to a place where the two programmes could begin to come together. She confirmed that the county council continued to seek independent verification of its work within the programme
- Dave Hill accepted that moving forward, SWAP needed to ensure clarity in reports in terms of what information was based on. However he noted that it was important that in this case, the confidence in the information provided by stakeholders was not overlooked
- In response to a question it was noted that the stakeholders involved in the review were key individual stakeholders in the delivery of the Shaping Dorset Council programme. These stakeholders were to be reviewed as it had been felt that there had been a disproportionate amount from the county council
- Information from town and parish councils had not been gathered at this stage
- Councillor Rebecca Knox noted that the direction of travel was positive and welcomed continued audit and guidance for the future
- In conclusion, Dave Hill noted that he would take the positive aspects of the discussion from the meeting and the challenge from members. Members would continue to receive reports on a monthly basis

The Chairman thanked the invited attendees for their contribution to the discussion.

### **33. Process for the appointment of Senior Officers (Tier 2) for the Dorset Council**

At the request of the committee, the HR Strategic Lead, Shaping Dorset Council attended the meeting to provide a presentation with regard to the process for the appointment of Tier 2 officers for the Dorset Council. The process would also be looking at the role of the Monitoring Officer. The presentation covered the timeframe for filling the roles, the communications and engagement plan and detail of the membership of the Senior Appointments Committee. It was noted that there was an expectation that there would be wider member involvement in the selection process. The proposals were to be considered by the Shadow Executive Committee at the meeting on 17 September 2018.

Members considered the issues arising from the presentation and during discussion the following points were raised:

- In response to a question, the HR Strategic Lead noted that once the proposals had been agreed by the Shadow Executive Committee, comments would be invited from members
- A discussion was held in respect of the composition of the Senior Appointments Committee. The Chairman stated that he was sure that the process would be fair and transparent but noted that members could bring an issues to this meeting if felt necessary
- The HR Strategic Lead reiterated that there would be wider member involvement in the selection process including an opportunity to feed into the final decision
- In response to a question, the HR Strategic Lead noted that the Interim Head of Paid Service was currently involved in the process but that would be reviewed in light of the decision to be taken on the appointment of a Chief Executive for the Dorset Council

### **34. Programme Highlight Report**

The committee considered the latest Programme Highlight Report which was to be considered by the Shadow Executive Committee on 17 September 2018. The report provided information on the progress that had been made across phase 2. The Programme Director highlighted key points from the report including:

- There were now around 30 people working in the programme team and focused entirely on phase 2. In addition around 200 people across the councils were involved in work to move forward implementation plans
- The Programme Board now included all current tier 2 directors or equivalent
- A current area under review was plans for phase 3 due to the loss of a programme manager in this area



- The format of the Programme Milestone Plan had been updated at the request of the committee
- The work stream reports described the key activities in each area

In response to a question the Programme Director noted that it was a challenge for the Shadow Executive Committee to consider the level of engagement with members with regard to transformation, within the timeframe available. Work around setting a legal budget would need to take precedence.

A discussion was held with regard to the resources available to the Programme Team and in response the Programme Director reiterated the point that he had made at the previous meeting, that he trusted that the team had the resources available in order to deliver the programme. Additional resource may be required as work progressed but he felt confident that this would be addressed as required. He thanked members for their support but indicated that he did not require any action from the committee at this stage.

Members discussed the issues arising from the report and in particular comments were raised with regard to the way risks were recorded in the report, the transfer of social services data between councils and information that would be made available to the committee with regard to the gateway process to be undertaken. The Programme Director confirmed that comprehensive information would continue to be supplied to the committee.

### **35. Shadow Overview and Scrutiny Committee Work Programme**

Members considered a draft work programme for the committee for 2018/19. Members discussed the contents of the work programme and the addition of some further items for future meetings. Following discussion, further items were agreed as follows:

#### **8 October 2018**

- Future operation of leisure facilities in Dorset
- Shadow Executive Operating Principles
- Discussion with Lead Member for wider member engagement workstream

#### **7 November 2018**

- TUPE process
- Readiness of Critical Services
- IT systems and services – discussion and question and answer session
- Financial overview

#### **2019**

- Communications

The Scrutiny Officer reported that she was in discussion with the Interim Chief Finance Officer with regard to the timing for reports associated with the

Budget. Once this has been agreed, relevant reports would be added to the committee's work programme.

Members discussed the status of the task and finish groups that were set up to look at different areas and felt that there needed to be clearer understanding of which groups were active and which were not. The Group Manager, Governance and Assurance stated that the highlight report set out detail of the current groups that were functioning and noted that the committee needed to reflect on the work being undertaken and whether there were any gaps. If it was felt that there was not sufficient member engagement then that should be a challenge coming forward.

In response to a question, it was noted that the committee was reviewing the same information as the Shadow Executive Committee.

36. **Urgent items**

There were no urgent items.

**Duration of meeting:** 6.30 - 8.04 pm

**Chairman**

.....

# Shadow Dorset Council

Date of Meeting	21 August 2018
Officer	Nicola Houwayek
<b>Subject of Report</b>	<b>Building a Council for the 21<sup>st</sup> Century - Design Principles for the New Dorset Council Operating Model</b>
Executive Summary	<p>Design principles will provide the framework for designing a council for the 21<sup>st</sup> century. They will be used to guide, agree and implement what the role of the council will be, what services it will provide, how these will be delivered and what culture, structures, skills and ways of working will be required to realise the ambition they describe.</p> <p>The outline ambition for the new Dorset Council was included as part of the business case that was prepared for the bid for Unitary status, with support from Price Waterhouse Coopers. This ambition was refined further into high level design principles at two subsequent workshops. The first of these was held on 17 April with Leaders and Chief Executives of the sovereign councils and a second on 10 July with members of the Shadow Executive Committee.</p> <p>Members of the Shadow Council were sent these principles following an all member briefing held on 23 July, with a request for comments. None were received from the wider membership.</p> <p>This paper details the outputs from these workshops and changes requested to the draft principles. Further work will be done in Phase 3 of the Shaping Dorset Council Programme to develop specific transformation projects which will be guided by these principles.</p>
Impact Assessment:	<p><b>Equalities Impact Assessment:</b></p> <p>EQIAs will be developed as part of the detailed transformation work emerging from the design principles.</p>
	<p><b>Use of Evidence:</b></p>
	<p><b>Budget:</b></p> <p>Principles only and so no budget implications at this point</p>
	<p><b>Risk Assessment:</b></p> <p>Having considered the risks associated with this decision using the LGR approved risk management methodology, the level of risk has been</p>

## Report considered by Shadow Executive Committee on 21 August 2018

	<p>identified as:            Current Risk: HIGH            Residual Risk HIGH</p> <p>This high rating reflects the fact that these principles provide the framework for all the transformational work for the new council and that the vision and new operating model to deliver these principles has not yet been designed and agreed.</p>
	<p>Other Implications:</p>
Recommendation	That the Shadow Executive agrees the Design Principles as outlined.
Reason for Recommendation	These principles will support the next stages of designing the transformational work for the new council
Appendices	None
Background Papers	PWC report "Case for Change in Dorset" – December 2016
Officer Contact	Name: Matt Prosser, Interim Head of Paid Service Tel: 01305 252201 Email: MProsser@dorset.gov.uk

**Dorset Council – Paper to Shadow Executive 21August 2018**

**Building a Council for the 21<sup>st</sup> Century: Principles for the operating model for the new Council**

**Introduction**

This paper is part of a set of papers which will set out how elected members at this stage would like the new authority to operate. This paper describes the design principles that will guide decisions about the target operating model and the organizational design for the new Council. A further paper will set out the proposed vision for the new authority and the operating model.

In preparing the bid for Unitary status the bidding authorities had commissioned Price Waterhouse Coopers to assist in preparing their business case. As part of this work PwC had discussed what sort of key characteristics the new council should aim to demonstrate. Subsequently a workshop took place on 17<sup>th</sup> April 2018 with Leaders and Chief Executives of the combining authorities to start a discussion about the design principles that would be required to guide future decisions about the preferred operating model. A second workshop of members of the Shadow Executive Committee took place on 10<sup>th</sup> July and further refined these design principles. This paper puts forward these design principles for discussion and sign off by the Shadow Executive Committee.

The key organisational characteristics included:

- Support elected members to provide strategic leadership for Dorset as a whole.
- Work in partnership with others to deliver improved outcomes for Dorset.
- Where appropriate, integrate service provision with partner organisations.
- Empower council employees and foster a culture of innovation and creativity.
- Develop an agile and flexible workforce.
- Maximise the use of digital innovation in service redesign.
- Invest in data and analytics to predict and manage demand for services.
- Resolve as many requests for service as possible at the first point of contact.
- Develop opportunities to operate more commercially.
- Standardise, simplify and share back office services.

**The Operating Model Principles**

**Commissioning Services:** The decisions on which services we will provide directly and those that we commission from others will be made on an individual, business case basis – taking account of the approach that will give the best outcomes for the council and the residents we serve. Where we need to provide new services, we will seek the best options from a range of suppliers and, over time, will review the options for the most appropriate provision of all our services. Commissioned services will be centred around the customer and will support the empowerment, independence and ability

## Report considered by Shadow Executive Committee on 21 August 2018

for people to help themselves. To support our move to commissioning services to meet specific outcomes, we will also adopt a budget setting process which aligns with the commissioning cycle so we can demonstrate how our resources are aligned to outcomes and this will assist us to be able to make joint decisions with partners.

**Innovative Services:** We will seek innovative and cost-effective ways to meet the needs of those we serve and those who work with us to provide these services. New approaches carry risks, so our operating model will need to facilitate risk management and mitigation. The organisational design will need to build capacity around data, intelligence and analytics, so that we can understand how demand for services is changing, improve our planning and develop innovative ways to manage demand more effectively.

We will seek to group services in ways that support multi-disciplinary working.

**Flexible Service Delivery:** The organisational design will facilitate the provision of services and how we communicate with our customers, to ensure they are provided in the best location and in the most appropriate way in order to meet needs. Our services will be rooted in a more detailed understanding of the needs and aspirations of the people we serve, designed from the customer's perspective, ensuring accessibility for all. We will seek flexible ways to differentiate and deliver more complex services, whilst seeking efficient ways to deliver universal and transactional services.

**Shared Services:** Our operating model will promote sharing services with other organisations across the public sector. We will look to standardise, simplify and share support services to maximise efficiencies where this brings benefits for local people.

**Organisationally entrepreneurial:** Our organisational design will support a more commercial approach. This will include to collaborating with others, including the private sector, to generate income and where appropriate support the development of certain services using commercial enterprise models.

**Optimise the use of innovative digital approaches** to improve service delivery and reach out to the community – using existing and emerging technology to encourage residents to contact us on line, and to automate processes, improve transactions, empower service users & build collaborative relationships.

**Partnership working:** Our organisational structure will facilitate working in partnerships. Our emphasis will be on identifying the common outcomes to which we and our partners are working, whether in long or short-term relationships, looking to build on the distinctive contribution of all parties, and ensuring that our combined efforts bring about change. In working towards a common outcome there will be transparency and mutual accountability with partners, our customers and other stakeholders.

**Enabled and agile workforce:** Our organisational structure will facilitate the development of a flexible workforce, enabling staff to respond to periods of peak demand, reducing the cost of their fixed overheads and improving their productivity. Our structure, systems and skills will reinforce a person-centred (rather than service-centred) approach to management, monitoring and control. The organisational design will be more flexible and less hierarchical and will facilitate joint working thereby enabling resource to be moved to where it is needed.

## Report considered by Shadow Executive Committee on 21 August 2018

**Governance and Accountability:** The new organisational structure must ensure that elected members can exercise Governance and accountability, but in a way that reduces unnecessary, burdensome processes, enabling speed and flexibility in decision making. The new structure should facilitate elected members to exercise **shared place leadership** through working with other organisations and agencies to deliver improved outcomes for local people. Accountability for performance in the delivery of services must be clear and transparent in the new operating model. Scrutiny and challenge will be applied against defined specifications and standards and in the context of the contribution to improved outcomes. The business of the Executive and the associated system of committees should be explicitly aligned to the Dorset Vision, priorities and commissioning outcomes. Elected members will need access to accurate, evidence based, timely data and intelligence in order to make sound decisions. Risk will need to be an integral, high profile and a recognised part of decision making processes to mitigate against a potential blame culture in an environment where innovation is encouraged.

### Implications for the Council of the Future

In summary, there a large number of implications arising from these design principles:

- *Customer Service Design* - The future operating model will need to spell out what customer access arrangements are required. These should focus on early resolution and problem solving to help residents to become more self-sufficient and resilient. Services will be brought together (clustered) where helpful, with a move to online and digital service provision.
- *Organisational design* - the future model will need to be clear about whether commissioning and delivery roles should be separated. It will need to have an enhanced role for a customer lead empowered to take ownership of the customer platform and drive a consistent set of customer standards. It will have fewer management tiers.
- *Governance* - the future model will require an overall governance framework which supports the focus on outcomes rather than organising round particular services or professions. The governance model will need to have a stronger link between the overall Vision and Priorities, and commissioning outcomes. It will also need to support a light approach to decision making processes, which will involve elected members and officers in new ways of working, operating within a clearly defined behavioural framework.
- *Workforce* - the model will need to accommodate new skills and experience particularly in areas such as commercial behaviours, coaching for outcomes, data analytics and commissioning. We will also need to rethink our approach to less hierarchical career path development and reinforcing what we value through our recognition and reward strategies.
- *Processes* - the future model will need to support the consolidation of common processes and activities and help remove the service/departmental approaches. It will need to be reinforced by a structure that makes it easier to move staff with the skills required enabling them to work flexibly to meet demand, and technology that will support more processes being delivered on an automated basis, removing them from service department control altogether.
- *Technology* - the future model is highly dependent on improved technology and accessing skills and sufficient knowledgeable staff in these areas. If we struggle to attract and retain

## Report considered by Shadow Executive Committee on 21 August 2018

such staff we may need to seek other routes such as seeking a strategic partnership in this area to provide the capacity and capability needed.

- Partners & Alliances - the future model will require collaborative delivery with key stakeholders and support for a shared approach to leadership for the area.

### **Back ground Papers**

PwC report 'Case for Change in Dorset' Dec 2016

Notes from member workshop 17<sup>th</sup> April 2018

Notes from informal shadow executive workshop 10<sup>th</sup> July 2018



## Shadow Dorset Council Overview and Scrutiny Committee

Subject	Decision Maker	Shadow Overview and Scrutiny Meeting Date	Consultation	Background Documents	Member/Officer Contact
<b>Programme Highlight Report, including SWAP Assurance Report</b>  Key Decision – No Public Access – Open	Shadow Executive Committee	8 October 2018, 9.30am			Lead Member – Leader of Shadow Dorset Council  Lead Officer – Keith Cheesman, LGR Programme Director <a href="mailto:Keith.cheesman@dorsetcc.gov.uk">Keith.cheesman@dorsetcc.gov.uk</a>
<b>Shadow Executive Operating Principles and How They've Been Brought To Fruition</b>		8 October 2018, 9.30am			
<b>Member Engagement in Task and Finish Groups/Work Streams</b>		8 October 2018, 9.30am			Lead Member – Cllr Graham Carr Jones
<b>Forward Plans/Work Programmes</b>  Key Decision – No Public Access – Open		8 October 2018, 9.30am			Lead Officer - Lee Ellis, Scrutiny Officer <a href="mailto:lellis@christchurchandeastdorset.gov.uk">lellis@christchurchandeastdorset.gov.uk</a>
<b>Overview and Update on Finance</b>		7 November 2018, 6.30pm			
<b>Future Operations of Leisure Facilities in Dorset</b>	Shadow Executive Committee	7 November 2018, 9.30am	<u>Consultees:</u> None  <u>Means of Consultation:</u> None	None	Lead Member – Leader of Shadow Dorset Council  Lead Officer – Rebecca Kirk, General Manager, Public Health and Housing – Purbeck District Council
<b>TUPE – Progress To Date</b>		7 November 2018, 6.30pm			
<b>Readiness of Critical/Key Services</b>		7 November 2018, 6.30pm			

<p><b>Programme Highlight Report, including SWAP Assurance Report</b></p> <p>Key Decision – No Public Access – Open</p>	Shadow Executive Committee	7 November 2018, 6.30pm			<p>Lead Member – Leader of Shadow Dorset Council</p> <p>Lead Officer – Keith Cheesman, LGR Programme Director <a href="mailto:Keith.cheeseman@dorsetcc.gov.uk">Keith.cheeseman@dorsetcc.gov.uk</a></p>
<p><b>Forward Plans/Work Programmes</b></p> <p>Key Decision – No Public Access – Open</p>		7 November 2018, 6.30pm			<p>Lead Officer - Lee Ellis, Scrutiny Officer <a href="mailto:lellis@christchurchandeastdorset.gov.uk">lellis@christchurchandeastdorset.gov.uk</a></p>
<p><b>Programme Highlight Report, including SWAP Assurance Report</b></p> <p>Key Decision – No Public Access – Open</p>	Shadow Executive Committee	3 December 2018, 9.30am			<p>Lead Member – Leader of Shadow Dorset Council</p> <p>Lead Officer – Keith Cheesman, LGR Programme Director <a href="mailto:Keith.cheeseman@dorsetcc.gov.uk">Keith.cheeseman@dorsetcc.gov.uk</a></p>
<p><b>Forward Plans/Work Programmes</b></p> <p>Key Decision – No Public Access – Open</p>		3 December 2018, 9.30am			<p>Lead Officer - Lee Ellis, Scrutiny Officer <a href="mailto:lellis@christchurchandeastdorset.gov.uk">lellis@christchurchandeastdorset.gov.uk</a></p>
<p><b>Programme Highlight Report, including SWAP Assurance Report</b></p> <p>Key Decision – No Public Access – Open</p>	Shadow Executive Committee	8 January 2019, 6.30pm			<p>Lead Member – Leader of Shadow Dorset Council</p> <p>Lead Officer – Keith Cheesman, LGR Programme Director <a href="mailto:Keith.cheeseman@dorsetcc.gov.uk">Keith.cheeseman@dorsetcc.gov.uk</a></p>
<p><b>Communications</b></p>		8 January 2019, 6.30pm			
<p><b>Forward Plans/Work Programmes</b></p> <p>Key Decision – No Public Access – Open</p>		8 January 2019, 6.30pm			<p>Lead Officer - Lee Ellis, Scrutiny Officer <a href="mailto:lellis@christchurchandeastdorset.gov.uk">lellis@christchurchandeastdorset.gov.uk</a></p>

<p><b>Programme Highlight Report, including SWAP Assurance Report</b></p> <p>Key Decision – No Public Access – Open</p>	<p>Shadow Executive Committee</p>	<p>4 February 2019, 9.30am</p>			<p>Lead Member – Leader of Shadow Dorset Council</p> <p>Lead Officer – Keith Cheesman, LGR Programme Director <a href="mailto:Keith.cheesman@dorsetcc.gov.uk">Keith.cheesman@dorsetcc.gov.uk</a></p>
<p><b>Forward Plans/Work Programmes</b></p> <p>Key Decision – No Public Access – Open</p>		<p>4 February 2019, 9.30am</p>			<p>Lead Officer - Lee Ellis, Scrutiny Officer <a href="mailto:lellis@christchurchandeastdorset.gov.uk">lellis@christchurchandeastdorset.gov.uk</a></p>
<p><b>Programme Highlight Report, including SWAP Assurance Report</b></p> <p>Key Decision – No Public Access – Open</p>	<p>Shadow Executive Committee</p>	<p>7 March 2019, 6.30pm</p>			<p>Lead Member – Leader of Shadow Dorset Council</p> <p>Lead officer – Keith Cheesman, LGR Programme Director <a href="mailto:Keith.cheesman@dorsetcc.gov.uk">Keith.cheesman@dorsetcc.gov.uk</a></p>
<p><b>Forward Plans/Work Programmes</b></p> <p>Key Decision – No Public Access – Open</p>					<p>Lead Officer - Lee Ellis, Scrutiny Officer <a href="mailto:lellis@christchurchandeastdorset.gov.uk">lellis@christchurchandeastdorset.gov.uk</a></p>

This page is intentionally left blank

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

For the period 15 OCTOBER 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."

When 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
<p><b>Programme Highlight Report</b></p> <p>Key Decision - <b>No</b> Public Access - <b>Open</b></p>	Shadow Executive Committee	12 Nov 2018	<p><u>Consultees:</u> Members Services</p> <p><u>Means of Consultation:</u> Task and Finish Groups Workshops Ongoing programme activity</p>	None	<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><b>Programme Risk Management</b></p> <p>Key Decision - <b>No</b> Public Access - <b>Open</b></p>	Shadow Executive Committee	12 Nov 2018	<p><u>Consultees:</u> Sovereign Councils Programme Board</p> <p><u>Means of Consultation:</u> Meetings Correspondence</p>	None	<p>Lead member - Councillor Rebecca Knox</p> <p><i>Lead officer - Matt Prosser, Interim Head of Paid Service mprosser@dorset.gov.uk</i></p>
<p><b>Forward Plan/Work Programme</b></p> <p>Key Decision - <b>No</b> Public Access - <b>Open</b></p>	Shadow Executive Committee	15 Oct 2018	<p><u>Consultees:</u> Shadow Executive Committee Dorset councils Programme Board</p> <p><u>Means of Consultation:</u> Meetings</p>	None	<p>Lead member - Leader of Shadow Dorset Council</p> <p><i>Lead officer - Lee Gallagher, Democratic Services Manager - Dorset County Council l.d.gallagher@dorsetcc.gov.uk</i></p>
<p><b>Budget 2019/20 and Medium Term Financial Forecast - Update and Consultation</b></p> <p>Key Decision - <b>Yes</b> Public Access - <b>Open</b></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 jvaughan@dorset.gov.uk</i></p>

<p><b>Future of Local Plans in Dorset - the Shadow Council's position and interim arrangements for the new Dorset Council</b></p> <p>Key Decision - <b>No</b> Public Access - <b>Open</b></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><b>Voluntary Redundancy principles and process (Tier 2)</b></p> <p>Key Decision - <b>Yes</b> Public Access - <b>Open</b></p>	Shadow Executive Committee	15 Oct 2018	<p><u>Consultees:</u> Interim Monitoring Officer Interim Section 151 Officer HR Workstream Local Government Association Trade Unions External Legal Advice</p> <p><u>Means of Consultation:</u> Ongoing dialogue and meetings.</p>	None	<p>Lead member - Councillor Peter Wharf</p> <p><i>Lead officer - Nicola Houwayek, HR Strategic Lead</i> <i>nicola.houwayek@dorsetcc.gov.uk</i></p>
<p><b>Electoral Arrangements 2019</b></p> <p>Key Decision - <b>Yes</b> Public Access - <b>Open</b></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><b>Dorset Waste Partnership Vehicle Procurement Programme</b></p> <p>Key Decision - <b>Yes</b> Public Access - <b>Open</b></p>	Shadow Executive Committee	15 Oct 2018	<p><u>Consultees:</u></p> <ul style="list-style-type: none"> <li>• Dorset Budget Task and Finish Group</li> <li>• Bournemouth, Christchurch and Poole (BCP) Place Group</li> <li>• Dorset Programme Board</li> <li>• BCP Programme Board</li> </ul> <p><u>Means of Consultation:</u> Reports and Meetings</p>	Dorset Waste Partnership Transport Strategy Capital Programme 2016/17 - 2020/21 Vehicle Procurement Programme	<p>Lead member - Councillor Anthony Alford</p> <p><i>Lead officer - Karyn Punched, Director of the Dorset Waste Partnership</i> <i>k.punchard@dorsetcc.gov.uk</i></p>

<p><b>Dorset Waste Partnership arrangements - Delegation of Waste Function for Christchurch</b></p> <p>Key Decision - <b>Yes</b> Public Access - <b>Open</b></p>	<p>Shadow Executive Committee</p>	<p>15 Oct 2018</p>	<p><u>Consultees:</u></p> <ul style="list-style-type: none"> <li>• Shaping Dorset Place Board</li> <li>• Bournemouth, Christchurch and Poole (BCP) Place Board</li> <li>• Dorset Programme Board</li> <li>• BCP Programme Board</li> </ul> <p><u>Means of Consultation:</u> Reports and discussions</p>	<p>Waste and cleansing disaggregation template</p>	<p>Lead member - Councillor 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><b>Independent Special School Provision - Framework Tender and Award</b></p> <p>Key Decision - <b>Yes</b> Public Access - <b>Part exempt</b></p> <p>(referred for consultation by Dorset County Council)</p>	<p>Shadow Executive Committee</p>	<p>15 Oct 2018</p>	<p><u>Consultees:</u></p> <ul style="list-style-type: none"> <li>• Independent Schools and Colleges</li> <li>• Partner Local Authorities and neighbouring Local Authorities</li> <li>• Children, young people, parents and carers</li> </ul> <p><u>Means of Consultation:</u></p> <ul style="list-style-type: none"> <li>• Market Engagement</li> <li>• Tender Project Steering Group</li> <li>• Engagement with the Dorset Parent Carer Council and Bristol City Council's young people's engagement service</li> </ul>	<p>Dorset Special Educational Needs and Disabilities (SEN) Strategy 2018 - 2021 Equality Impact Assessment - SEND Strategy 2018</p>	<p>Lead member - Councillor Andrew Parry</p> <p><i>Lead officer - Nick Jarman, Interim Director for Children's Services</i> <i>nick.w.jarman@dorsetcc.gov.uk</i></p>
<p><b>Policy Framework</b></p> <p>Key Decision - <b>Yes</b> Public Access - <b>Open</b></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><b>Dorset Council Branding</b></p> <p>Key Decision - <b>Yes</b> Public Access - <b>Open</b></p>	<p>Shadow Executive Committee</p>	<p>12 Nov 2018</p>	<p><u>Consultees:</u> Wider Member Engagement Task and Finish Group</p> <p><u>Means of Consultation:</u> Meetings</p>	<p>None</p>	<p>Lead member - Councillor Rebecca Knox, Councillor Gary Suttle</p> <p><i>Lead officer - Keith Cheesman, LGR Programme Director</i> <i>keith.cheesman@dorsetcc.gov.uk</i></p>



<p><b>Disaggregation Update</b></p> <p>Key Decision - <b>No</b> Public Access - <b>Open</b></p>	Shadow Executive Committee	12 Nov 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 jvaughan@dorset.gov.uk</i></p>
<p><b>Future Operation of Leisure Facilities in Dorset</b></p> <p>Key Decision - <b>Yes</b> Public Access - <b>Open</b></p>	Shadow Executive Committee	12 Nov 2018	<p><u>Consultees:</u> None</p> <p><u>Means of Consultation:</u> None</p>	None	<p>Lead member - Councillor Mary Penfold</p> <p><i>Lead officer - Rebecca Kirk, General Manager, Public Health and Housing - Purbeck District Council</i></p>
<p><b>Home to School Transport and Post 16 Transport Assistance policy 2019/20</b></p> <p>Key Decision - <b>Yes</b> Public Access - <b>Open</b></p> <p>Page 25 Decision referred from Dorset County Council)</p>	Shadow Executive Committee	12 Nov 2018	<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>	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>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><b>Making of Consequential Order relating to Civic Functions</b></p> <p>Key Decision - <b>Yes</b> Public Access - <b>Open</b></p>	Shadow Executive Committee	10 Dec 2018	<p><u>Consultees:</u> Governance Task and Finish Group Monitoring Officers Group</p> <p><u>Means of Consultation:</u> Meetings</p>	None	<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><b>Budget 2019/20 and Medium Term Financial Forecast - Update</b></p> <p>Key Decision - <b>No</b> Public Access - <b>Open</b></p>	Shadow Executive Committee	7 Jan 2019	<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 jvaughan@dorset.gov.uk</i></p>

<p><b>Council Tax Discounts, Long Term Empty Charges</b></p> <p>Key Decision - <b>Yes</b> Public Access - <b>Open</b></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 jvaughan@dorset.gov.uk</i></p>
<p><b>Business Rates Relief</b></p> <p>Key Decision - <b>Yes</b> Public Access - <b>Open</b></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 jvaughan@dorset.gov.uk</i></p>
<p><b>Insurance Arrangements</b></p> <p>Key Decision - <b>Yes</b> Public Access - <b>Open</b></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 jvaughan@dorset.gov.uk</i></p>
<p><b>Constitution - Dorset Council</b></p> <p>Key Decision - <b>Yes</b> Public Access - <b>Open</b></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><b>Members Allowances Scheme 2019/2020</b></p> <p>Key Decision - <b>Yes</b> Public Access - <b>Open</b></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><b>Transition Period Plan (operating arrangements and interim transition)</b></p> <p>Key Decision - <b>Yes</b> Public Access - <b>Open</b></p>	Shadow Executive Committee	14 Jan 2019	<p><u>Consultees:</u> Governance Task and Finish Group</p> <p><u>Means of Consultation:</u> Meetings</p>	None	<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><b>Legal and Democratic Operating Model</b></p> <p>Key Decision - <b>Yes</b> Public Access - <b>Open</b></p>	Shadow Executive Committee	14 Jan 2019	<p><u>Consultees:</u> Governance Task and Finish Group Monitoring Officers Group</p> <p><u>Means of Consultation:</u> Meetings</p>	None	<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><b>Weymouth Town Council</b></p> <p>Key Decision - <b>Yes</b> Public Access - <b>Open</b></p>	Shadow Executive Committee	14 Jan 2019	<p><u>Consultees:</u> None</p> <p><u>Means of Consultation:</u> None</p>	None	<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><b>Corporate Plan</b></p> <p>Key Decision - <b>Yes</b> Public Access - <b>Open</b></p>	Shadow Executive Committee  Shadow Dorset Council	11 Feb 2019  20 Feb 2019	<p><u>Consultees:</u> None</p> <p><u>Means of Consultation:</u> None</p>	None	<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><b>2019/2020 Budget</b></p> <p>Key Decision - <b>Yes</b> Public Access - <b>Open</b></p>	Shadow Executive Committee  Shadow Dorset Council	11 Feb 2019  20 Feb 2019	<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</p>	None	<p>Lead member - Councillor Tony Ferrari</p> <p><i>Lead officer - Jason Vaughan, Interim Section 151 Officer jvaughan@dorset.gov.uk</i></p>

			Consultation		
<b>Capital Strategy</b> Key Decision - <b>Yes</b> Public Access - <b>Open</b>	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>
<b>Treasury Management Strategy</b> Key Decision - <b>Yes</b> Public Access - <b>Open</b>	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>
<b>Local Council Tax Support Scheme</b> Key Decision - <b>Yes</b> Public Access - <b>Open</b>	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>
<b>Financial Regulations</b> Key Decision - <b>Yes</b> Public Access - <b>Open</b>	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>