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Shadow Dorset Council

Committee:	Shadow Overview and Scrutiny Committee
Date:	Wednesday, 12 September 2018
Time:	6.30 pm
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

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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 ELECTION OF CHAIRMAN FOR THE MEETING

To elect a Chairman for this one meeting of the Shadow Overview and Scrutiny Committee in the absence of the Chairman and Vice-chairman of the committee.

In accordance with the Shadow Dorset Council Constitution, the Chairman of the Committee will be a member of the largest minority political group on the Shadow Council and who will be elected by the members of the Committee.

2 APOLOGIES

To receive any apologies for absence.

3 DECLARATIONS OF INTEREST

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

4 MINUTES 5 - 16

To confirm and sign the minutes of the previous meeting held on 22 August 2018.

5 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.

6 SOUTH WEST AUDIT PARTNERSHIP (SWAP) PROGRAMME GOVERNANCE REPORTS - DISCUSSION WITH DORSET COUNTY COUNCIL 17 - 24

The Chief Executive and Leader of Dorset County Council have been invited to attend the meeting to address issues raised with regard to Dorset County Council in the Programme Governance Reports produced by South West Audit Partnership (SWAP). The Shadow Overview and Scrutiny Committee wish to seek assurance that action

is in place by the county council to address the comments made by SWAP. A representative of SWAP will also be attending the meeting.

The SWAP report and follow up report are attached for information.

7 PROCESS FOR THE APPOINTMENT OF SENIOR OFFICERS (TIER 2) FOR THE DORSET COUNCIL

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

8 PROGRAMME HIGHLIGHT REPORT

To review the latest Programme Highlight Report to be considered by the Shadow Executive Committee. The Programme Director will be attending the meeting.

The report will be published within the agenda for the Shadow Executive Committee for the meeting on 17 September 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=124&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.

9 SHADOW OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME 25 - 38

To consider a draft 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.

10 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 WEDNESDAY 22 AUGUST 2018

Present: Cllrs T Jones (Chairman), C Brooks (Vice-Chair), S Bartlett, K Brookes, M Byatt, C Finch, S Gibson, B Goringe, N Lacey-Clarke, J Sewell, J Somper, J Tanner and M Wiggins

Apologies: Cllrs Ray Bryan

Also present: Cllr A Alford, Cllr J Andrews, Cllr S Flower, Cllr Jackie Stayt and Cllr John Stayt

Officers present (for all or part of the meeting):
Lindsey Watson (Senior Democratic Services Officer), Lee Ellis (Scrutiny Officer), Nicola Houwayek (HR Strategic Lead) and Mark Taylor (Group Manager - Governance and Assurance)

19. **Declarations of Interest**

The Chairman noted that members were not required to declare their membership of any bodies to which they had been appointed by their local authority. The Monitoring Officer clarified that members needed to declare any financial interests.

There were no declarations of interest.

20. **Minutes**

In respect of minute 12 with regard to Town and Parish Councils – Principles for transfer and disposal of assets and the bullet point with regard to the DAPTC working with the Shaping Dorset Council's Programme Team (page 2 of the minutes), it was noted that the DAPTC continued to work with the programme team.

The Chairman noted that the last meeting had been a difficult meeting with people getting to know each other and how people worked together. He asked members to bear with each other during this early period for the committee.

It was proposed by J Sewell seconded C Brooks

Decision

The minutes of the meeting held on 31 July 2018 were agreed as a correct record and signed by the Chairman subject to the note about the DAPTC above.

21. **Public participation**

There were no representations from members of the public.

Statement and advice to the Shadow Dorset Council Overview and Scrutiny committee

Stephen McNamara, a Consultant with VWV Solicitors attended the committee and provided a statement with regard to the discussion that had taken place at the meeting of the committee on 31 July 2018, with regard to the process for the appointment of the Interim statutory officers for the shadow period. The statement is attached at appendix A to the minutes.

Change to order of agenda items

The Chairman reported that he had agreed to change the order of the following two agenda items and that the item on the process for the appointment of a permanent Chief Executive for the Dorset Council would be taken as the next item at the meeting.

22. **Process for the appointment of a permanent Chief Executive for the Dorset Council**

Nicola Houwayek (HR Strategic Lead, Shaping Dorset Council) attended the meeting to provide a presentation with regard to the process for the appointment of a permanent Chief Executive for the Dorset Council. The presentation included background to the process, including the recruitment process timeline and detail of the membership of the Senior Appointments Committee.

In response to questions raised with regard to the composition of the Senior Appointments Committee it was noted that the members were acting in their role as Shadow Councillors and that it was a politically balanced committee. There were 8 members appointed to the committee which had been agreed by Full Council at its first meeting and it was noted that the Chairman would have a casting vote in the case of an equality of votes. A concern was noted that there should be an odd number of members on the committee.

Clarification was sought in respect of the members of the Senior Appointments Committee and which councils they were also members of. A concern was expressed in respect of the public perception of this. The Chairman confirmed the councillors' council membership as follows:

Councillor Anthony Alford – West Dorset District Council
Councillor Andy Canning – West Dorset District Council and Dorset County Council
Councillor Graham Carr-Jones – North Dorset District Council and Dorset County Council
Councillor Jeff Cant – Weymouth and Portland Borough Council
Councillor Spencer Flower – East Dorset District Council and Dorset County Council

Councillor Colin Huckle – Weymouth and Portland Borough Council
Councillor Rebecca Knox – Dorset County Council
Councillor Gary Suttle – Purbeck District Council

In response to a question, it was confirmed that the process for appointing tier 2 officers would be similar but with a lower level of stakeholder engagement. Further information on the tier 2 appointment process and timescale would be considered at the next meeting of the Shadow Executive Committee. It was agreed that a further presentation would be provided to the next meeting of the Shadow Overview and Scrutiny Committee with regard to this process.

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

- The stakeholder involvement could include representatives of public sector partners that the council worked with including, health partners, housing associations, youth panel and the Local Enterprise Partnership as well as businesses. The stakeholder feedback to the panel would be important and properly considered
- In respect of the psychometric testing, members were informed that an occupational psychologist would attend to talk through the results with the panel. It was noted that psychometric testing was used widely for senior appointments
- In response to a question, organisational costs in respect of redundancies were noted which would be met by each council
- It was noted that the final approach to the Chief Executive salary had not been agreed and would depend on the successful candidate offered the appointment. A salary range had been agreed
- Terms and conditions such as amount of annual leave were standard terms offered to Chief Executives
- In response to a question as to whether councillors had a pecuniary interest in respect of the appointment process and the public perception of this, the Programme Director noted that the appointments process was about bringing together the best people for the job and that redundancy costs for existing chief executives was not a factor in the decision making process. The Interim Monitoring Officer noted that this was not about the pecuniary interests of the councillors involved but that the cost of any redundancies would come from the existing councils budgets that would no longer exist on 1 April 2019. It was also noted that the Structural Change Order set out the position with regard to the redundancy of existing chief executives
- In response to a comment about increasing the size of the Chief Executive Appointment Panel from 8 to 9 members, the Interim Monitoring Officer indicated that he would be troubled by that as the panel was half way through the process and it would not be appropriate to introduce a new person at this stage. It was noted that this advice must be accepted
- A comment was noted that the public perception needed to come second to the professional HR and Legal advice that had been

received for a technical exercise. The sole focus must be on appointing the best candidate

- In response to a concern raised, it was noted that it was standard practice to offer a salary range which would depend on the job and level of experience that a person was bringing into a role

It was proposed by J Sewell seconded by B Goringe that any Senior Appointments Committee / Panel established for the purpose of undertaking the selection process for the recruitment of senior officers (below Chief Executive/Tier 1) is constituted with 9 members rather than 8.

A comment was made that as arrangements for future processes had not yet been agreed, it would be clearer to state that any future appointments committee or panel was constituted with an odd number of members, rather than stating a specific number at this stage. The original proposer and seconder of the motion agreed with this approach and change of wording.

Recommendation to the Shadow Executive Committee

That any Senior Appointments Committee / Panel established for the purpose of undertaking the selection process for the recruitment of senior officers (below Chief Executive/Tier 1) is constituted with an odd number of members.

(Two member abstentions).

23. **Programme Highlight Report including Internal Audit report produced by SWAP**

In response to a request by the committee at the last meeting, members received a copy of the Highlight Report – August 2018, considered by the Shadow Executive Committee at their meeting on 21 August 2018, which included a Programme Governance Report and follow up report produced by South West Audit Partnership (SWAP). Sally White, representing SWAP, attended to provide an overview of the issues raised in the reports.

Detail of the 'Headline Conclusions' from the initial report was set out at page 21 of the agenda. In response to these points raised, the Programme Director had provided a detailed report on progress made in the areas and this had led to SWAP producing a follow up report. It was noted that the follow up report set out that the direction of travel was positive and identified key changes such as the formation of new themed boards and changes to previous task and finish groups. The report also recommended a schedule of further detailed audit work.

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

- Members were aware of the amount of work to be undertaken and the short time scale for undertaking the work required to meet the 1 April 2019 deadline

- It was noted that support could be provided by the Centre for Public Scrutiny and the Local Government Association
- Reference was made to comments made in the report with regard to Dorset County Council involvement and support in terms of their contribution to the Shaping Dorset Council programme and consideration was given to inviting representatives of Dorset County Council to the next meeting of the committee to discuss these issues with them
- The Programme Director provided information on the level of staffing within the team which currently stood at 21 people with recruitment ongoing. In addition nearly 200 people within the councils were engaged with the plans including an oversight of areas and work around service continuity. He felt that significant progress had been made since the first SWAP report had been produced. The SWAP report had been requested by the Programme Board to ensure that processes and capacity for the work was in place
- Members recognised that improvements had been made but some issues had been carried forward to the update report
- Further audit work was to be undertaken to look at the governance of the programme
- An externally run Gateway review towards the end of September 2018 would involve SWAP and a transformation consultant and would set out to confirm whether the discovery phase had been satisfactorily completed in readiness for the main implementation phase. A second Gateway review would take place towards the end of January 2019 and would confirm all work carried out along with any contingency plan for any areas not covered. The 'go live' date for the new Council could not be moved but there could be consideration as to what would be in place by 1 April 2019 and what plans needed to be put in place
- The Programme Team were working at full capacity to deliver the actions set out in the Programme Plan. The milestones were updated every week and were reviewed along with the detail that sat below the plan
- In response to a question, the Programme Director provided information on the composition of the Programme Board. The membership of the Programme Board had been widened to include the interim officers and other managers and would be meeting on a more regular basis moving forward
- A request was made for there to be a presentation in respect of the Gateway 2 process to the Shadow Overview and Scrutiny Committee at the appropriate time
- A comment was made with regard to the Programme Milestone Plan in the Highlight Report and whether shapes could be used in addition to colours to assist in reading the chart. The Programme Director noted that this could be considered
- In response to a question, the Programme Director confirmed that notes of the Programme Board meetings were available to members on the Sharepoint site

- Consideration was given to the resources available to the Programme Team to undertake the level of work that was required. It was noted that recruitment was still underway. There was a need for particular experience and skills in certain areas which may be about staff offering part of their time to the project rather than undertaking a wholesale secondment
- 173 members of existing council staff had been involved for a period of time in service continuity workshops. Staff would also be involved in making the changes necessary to bring services together. Other officers such as monitoring officers and finance officers had been formed into groups to undertake particular areas of work
- Although there was some concern with regard to the amount of work to be undertaken to prepare for the new Council to come into life on 1 April 2019 and the resources available to carry out this work, members recognised that the recruitment process for the Programme Team was still ongoing
- The Programme Director confirmed that he trusted that the team had the resources available in order to deliver the programme

Following consideration of all of the issues above it was proposed by C Brooks seconded by T Jones

Decision

That the Chief Executive and Leader of Dorset County Council be asked to attend the meeting of the Shadow Overview and Scrutiny Committee on 12 September 2018 to address the issues raised with regard to Dorset County Council in the Programme Governance Report produced by South West Audit Partnership (SWAP). The committee wish to seek assurance that action is in place by the county council to address the comments made by SWAP.

Recommendation to the Shadow Executive Committee

That the Programme Milestone Plan contained within the Shaping Dorset Council Highlight Report be amended to include the use of shapes in addition to colours, in order to identify progress in the different areas.

24. **Shadow Executive Committee Forward Plan**

The Shadow Executive Committee Forward Plan was considered alongside the item on the Shadow Overview and Scrutiny Committee Work Programme.

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

The Scrutiny Officer noted that following a meeting with the Chairman and Vice-chairman of the committee and relevant officers, a draft work programme would be brought to the next meeting of the committee. From September, the cycle of meetings would see the committee meeting in advance of the Shadow Executive Committee. In future the Shadow Executive Committee

Forward Plan would be considered during the review of the committee's work programme.

Members considered issues for the work programme and during discussion the following points were made:

- There was a need for assurance with regard to the readiness of critical services and any contingencies in place
- The committee had a focus on 'Safe and Legal' from day 1
- A request was made to include a review of the future operation of leisure facilities in Dorset, which was to be considered by the Shadow Executive Committee on 17 September 2018
- The Chairman asked for there to be a presentation of services covered by each council to be held in the autumn

In response to a comment, the dates of future meetings of the committee would be recirculated to committee members.

26. **Urgent items**

There were no urgent items.

27. **Appendix A**

Statement and advice to the Shadow Dorset Council Overview and Scrutiny Committee

Chairman and members,

Intro

Thank you for giving me the opportunity of addressing you this morning on a matter of urgency. I intend to present to you the results of my investigation into the allegations made by Cllr Trite to the OS Committee on 31/7/18. He said that the selection procedure for the interim statutory positions was uneven, unfair and inappropriate. He said that the selection panel was "loaded in favour of certain candidates"

These are extremely serious allegation

I will set out my reasoning shortly but at the very start I want to make clear that my conclusion and professional advice Cllr Trite is mistaken. This selection was neither uneven, unfair nor inappropriate.

Who I am

I am Stephen Mcnamara, a consultant with VWV solicitors. I am a solicitor of over 35 years' experience including 24 years in local authorities and most

recently 16 years as HoLs at BCC. I have been a consultant with VWV for 6 years bar for one year in Myanmar where I was a consultant on a rule of law programme

Why an independent person was appointed

When Jonathan Mair learnt of the allegations he was of the view that this should be immediately investigated. Firstly because of the seriousness of the allegations and also because a selection process is being undertaken for the permanent positions.

He was rightly of the view that this had to be investigated by an independent person given that he has been appointed as the interim Monitoring Officer. He wanted there to be no possibility that he would be accused of bias

The allegations

I have not had the opportunity of meeting with Cllr Trite (he is now on holiday until 31/8), but on 15/8 he sent a detailed account of what he said at the meeting on 31/7 to Mr Mair. This explains his reasoning as to why he believes the selection process unfair and includes the text of the statement he made to you on 31/7. I have reached a definitive view on the merits on his allegations on the basis of his letter. I would have liked to have met him, as a matter of courtesy, before giving my advice but the urgency of the matter precludes this.

This is his statement

"Mr Chairman, thank you for allowing me to speak when I'm not a member of this Committee. I feel quite uncomfortable saying this, but I would feel more uncomfortable within myself if I didn't say it. My concern centres on the process recently used for the selection of an Interim Head of Paid Service and an Interim s.151 Officer.

"A senior serving council officer in Dorset has described the composition of the selection panel to me as, in practice, loaded in favour of certain candidates, and I regret to say that I have to agree. If each of the six council leaders who comprised the selection panel had had a separate chief executive and a separate s.151 officer, I would not be sitting here and I'd consider this process an example of the proverbial level playing field. But in fact three of these six leaders on the selection panel had the same chief executive and the same s.151 officer who were candidates for these Shadow Dorset Council positions.

"Given the close, supportive, empathetic and co-operative working relationship which normally exists between leaders and their most senior officers, I believe that the reasonable man or woman in the street would consider that this distinction between leaders within the panel would be wrongful and could, in practice, favour a particular candidate for each of these posts. (And the candidates who work with three of the leaders rather than with one were, indeed, duly appointed.)

"I want to make it absolutely clear here that I'm saying exactly nothing about the respective merits and qualities - or demerits if they have any -

of any of the candidates themselves. The personalities concerned are immaterial. It's the skewed realities behind the selection arrangement to which I point, and I know they concern others too. I have heard them described as corrupt. I would not go that far, but I cannot escape the belief that they were uneven, unfair and inappropriate - and something very similar is, I understand, intended for the selection of the actual Chief Executive and s.151 Officer of the new Council very shortly."

You will note that he refers to the view of others that the process was "corrupt". He seeks to distance himself from that allegation

If there had been evidence of corruption ie dishonest or fraudulent conduct by those in power, typically involving bribery, then my intention was to ensure that it was reported to the police

His accusation amounts to an allegation of a biased decision making process.

The investigation

My investigation was

- as to how the interim office holders were selected,
- whether there was any evidence that that process was flawed
- whether, in particular, there was any reason to believe that there might have been bias and
- whether there was any evidence of corruption

On 15/8 I interviewed Nicola Houwayek as the HR consultant supporting the establishment of the new council. She told me that she believed that the practice of the members at the selection panel was exemplary. She told me that, consistently with good practice, candidates were asked the same questions and marked. She had no concerns with the process at all

On 16/8 I interviewed Cllr Flower as chairman of the Selection Panel. He said that he believed it had been a fair and rigourous process and that he did not believe that there had been any bias

On 17/8 I interviewed Bryony Houlden (chief executive of sw council). She acted as independent advisor to the panel. She said that she had no concerns at all about the process. She was impressed by the rigour and care shown by all the members

I reviewed and read every the marking sheet. These were filled in a thoughtful and reflective fashion

There was no evidence of anything untoward in the behaviour of any of the members

There was no evidence of anything untoward in the behaviour of any of the officers

There was no evidence that any candidate had an unfair advantage

There was no evidence that the composition of the selection panel was loaded in favour of certain candidates

There was no evidence of any corruption

The law

My primary interest as a local government lawyer is in decision making. There is a considerable body of law which clarifies that when a local authority takes a decision it must act in a manner consistent with its statutory duties, that it must take into account what is relevant and discount what is irrelevant, that it must follow proper process etc

An unfair decision is an unlawful decision and a council must not take unlawful decisions

This simple principle bears repeating

An unfair decision is an unlawful decision and a council must not take unlawful decisions

A biased decision is an unlawful decision

There are requirements which precludes members or officers from taking part in a decision if they have a financial interest in the decision or if they have predetermined the issue or if they are biased.

Bias arises if the decision to be taken could engage with their personal interests, or with the personal interests of close family members or personal friends

Bias does not arise merely because there exists a professional relationship between individuals . That is not a recognised category of bias

Therefore, as an example, there is no bias if a manager interviews a temporary member of staff for a permanent position

Analysis

I have explained that bias does not arise because of a professional relationship. This means that the argument made in the statement of Cllr Trite is flawed. There is simply no basis for the allegation that the selection panel had some sort of bias built into it merely because some leaders shared a chief executive or s151officer.

Therefore Cllr Trite is mistaken. There is no evidence that this was not a level playing field.. There is simply no ground for the assertion that the process was unfair

I will also argue this by a different route. If Cllr Trite were correct, then a council could not countenance any selection process where an interviewer had had a professional relationship with an interviewee.

Indeed, in respect of the permanent statutory positions the Cllr Trite argument would exclude any member being involved who had had any professional relationship with any of the candidates

And ,as noted before, a manager could not be involved in interviewed an internal candidate for a permanent position

This again shows that the Cllr Trite argument is flawed

Cllr Trite refer to the view of "the reasonable man or woman". Reference to a hypothetical observer is sometimes helpful in understanding the law. The reference is best construed as to an objective and fair minded observer who is not unduly cynical nor naïve who has some knowledge of law and practice and with familiarity with the law concerning lawful decision making.

I am afraid that the Cllr Trite "reasonable man or woman" is overly cynical

Conclusion

On occasion lawyers are accused of "sitting on the fence". I am not

My advice is definitive and couched in deliberatively forceful terms. I make no apology for that

I am happy to answer any questions

Duration of meeting: 9.30 - 11.33 am

Chairman

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Shadow Dorset Council

SWAP INTERNAL AUDIT SERVICES
Assuring – Improving – Protecting

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 repository 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, in 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 remained 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

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.

Shadow Dorset Council

SWAP INTERNAL AUDIT SERVICES
Assuring – Improving – Protecting

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 26th July	Follow Up Assessment as at 10th 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 awaiting being 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 Overview and Scrutiny Committee

Subject	Decision Maker	Shadow Overview and Scrutiny Meeting Date	Consultation	Background Documents	Member/Officer Contact
Programme Highlight Report Key Decision – No Public Access – Open	Shadow Executive Committee	12 September 2018, 6.30pm	Consultees: Members Services Means of Consultation: Task and Finish Groups Workshops Ongoing programme activity	None	Lead Member – Leader of Shadow Dorset Council Lead Officer – Keith Cheesman, LGR Programme Director Keith.cheeseman@dorsetcc.gov.uk
Process for the Appointment of Senior Officers (Tier 2)		12 September 2018, 6.30pm		None	Lead Member – Cllr Spencer Flower Lead Officer – Nicola Houwayek nicola.houwayek@dorsetcc.gov.uk
Response To Issues Raised By SWAP Report		12 September 2018, 6.30pm		None	Lead Member - Leader of Dorset County Council Lead Officer - Debbie Ward, Chief Executive Dorset County Council d.ward@dorsetcc.gov.uk
Forward Plans/Work Programmes Key Decision – No Public Access – Open		12 September 2018, 6.30pm		None	Lead Officer - Lee Ellis, Scrutiny Officer lellis@christchurchandeastdorset.gov.uk
Programme Highlight Report 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 Keith.cheeseman@dorsetcc.gov.uk
Future Operations of Leisure Facilities in Dorset	Shadow Executive Committee	8 October 2018, 9.30am	Consultees: None Means of Consultation: None	None	Lead Member – Leader of Shadow Dorset Council Lead Officer – Rebecca Kirk, General Manager, Public Health and Housing –

					Purbeck District Council
Forward Plans/Work Programmes Key Decision – No Public Access – Open		8 October 2018, 9.30am			Lead Officer - Lee Ellis, Scrutiny Officer lellis@christchurchandeastdorset.gov.uk
Programme Highlight Report Key Decision – No Public Access – Open	Shadow Executive Committee	7 November 2018, 6.30pm			Lead Member – Leader of Shadow Dorset Council Lead Officer – Keith Cheesman, LGR Programme Director Keith.cheeseman@dorsetcc.gov.uk
Forward Plans/Work Programmes Key Decision – No Public Access – Open		7 November 2018, 6.30pm			Lead Officer - Lee Ellis, Scrutiny Officer lellis@christchurchandeastdorset.gov.uk
Programme Highlight Report Key Decision – No Public Access – Open	Shadow Executive Committee	3 December 2018, 9.30am			Lead Member – Leader of Shadow Dorset Council Lead Officer – Keith Cheesman, LGR Programme Director Keith.cheeseman@dorsetcc.gov.uk
Forward Plans/Work Programmes Key Decision – No Public Access – Open		3 December 2018, 9.30am			Lead Officer - Lee Ellis, Scrutiny Officer lellis@christchurchandeastdorset.gov.uk
Programme Highlight Report Key Decision – No Public Access – Open	Shadow Executive Committee	8 January 2019, 6.30pm			Lead Member – Leader of Shadow Dorset Council Lead Officer – Keith Cheesman, LGR Programme Director Keith.cheeseman@dorsetcc.gov.uk
Forward Plans/Work Programmes		8 January 2019, 6.30pm			Lead Officer - Lee Ellis, Scrutiny Officer lellis@christchurchandeastdorset.gov.uk

Key Decision – No Public Access – Open					
Programme Highlight Report Key Decision – No Public Access – Open	Shadow Executive Committee	4 February 2019, 9.30am			Lead Member – Leader of Shadow Dorset Council Lead Officer – Keith Cheesman, LGR Programme Director Keith.cheeseman@dorsetcc.gov.uk
Forward Plans/Work Programmes Key Decision – No Public Access – Open		4 February 2019, 9.30am			Lead Officer - Lee Ellis, Scrutiny Officer lellis@christchurchandeastdorset.gov.uk
Programme Highlight Report Key Decision – No Public Access – Open	Shadow Executive Committee	7 March 2019, 6.30pm			Lead Member – Leader of Shadow Dorset Council Lead officer – Keith Cheesman, LGR Programme Director Keith.cheeseman@dorsetcc.gov.uk
Forward Plans/Work Programmes Key Decision – No Public Access – Open		7 March 2019, 6.30pm			Lead Officer - Lee Ellis, Scrutiny Officer lellis@christchurchandeastdorset.gov.uk

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

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

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

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

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

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

Private/Exempt Items for Decision
Each item in the plan above marked as 'private' will refer to one of the following paragraphs.

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

Subject / Decision	Decision Maker	Decision Due Date	Consultation	Background documents	Member / Officer Contact
Programme Highlight Report Key Decision - **No** Public Access - **Open**	Shadow Executive Committee	17 Sep 2018	Consultees: Members Services Means of Consultation: Task and Finish Groups Workshops Ongoing programme activity	None	Lead member - Leader of Shadow Dorset Council *Lead officer - Keith Cheesman, LGR Programme Director keith.cheesman@dorsetcc.gov.uk*
Forward Plan/Work Programme Key Decision - **No** Public Access - **Open**	Shadow Executive Committee	17 Sep 2018	Consultees: Shadow Executive Committee Dorset councils Programme Board Means of Consultation: Meetings	None	Lead member - Leader of Shadow Dorset Council *Lead officer - Lee Gallagher, Democratic Services Manager l.d.gallagher@dorsetcc.gov.uk*
Response to Technical Consultation on the 2019/20 Local Government Finance Settlement Key Decision - **No** Public Access - **Open**	Shadow Executive Committee	17 Sep 2018	Consultees: Budget Task and Finish Group Means of Consultation: Meetings	None	Lead member - Councillor Tony Ferrari *Lead officer - Jason Vaughan, Interim Section 151 Officer*
Local Council Tax Support Scheme Key Decision - **Yes** Public Access - **Open**	Shadow Executive Committee	17 Sep 2018	Consultees: Dorset Finance Officers LGR Programme Board Means of Consultation: Meetings	None	Lead member - Councillor Tony Ferrari *Lead officer - Jason Vaughan, Interim Section 151 Officer*
Business Rates Pilots Key Decision - **No** Public Access - **Open**	Shadow Executive Committee	17 Sep 2018	Consultees: Budget Task and Finish Group Means of Consultation: Meetings	None	Lead member - Councillor Tony Ferrari *Lead officer - Jason Vaughan, Interim Section 151 Officer*

Grants to the Voluntary and Community Sector Key Decision - **Yes** Public Access - **Open**	Shadow Executive Committee	17 Sep 2018	Consultees: • Relevant portfolio holders of each of the Dorset councils • Relevant budget holding officers • Budget Task and Finish Group Means of Consultation: • Meetings and circulation of the draft committee report • Discussion at Budget Task and Finish Group	Schedule of grants provided by Dorset area councils	Lead member - Councillor Sherry Jespersen *Lead officer - Steve Mackenzie, Chief Executive - Purbeck District Council stevemackenzie@purbeck-dc.gov.uk*
Revenues and Benefits Partnership Working Key Decision - **Yes** Public Access - **Open**	Shadow Executive Committee	17 Sep 2018	Consultees: None Means of Consultation: None	None	Lead member - Councillor Tony Ferrari *Lead officer - Keith Cheesman, LGR Programme Director keith.cheesman@dorsetcc.gov.uk*
Future Operation of Leisure Facilities in Dorset Key Decision - **Yes** Public Access - **Open**	Shadow Executive Committee	17 Sep 2018	Consultees: None Means of Consultation: None	None	Lead member - Councillor Mary Penfold *Lead officer - Rebecca Kirk, General Manager, Public Health and Housing - Purbeck District Council*
Dorset Council Branding Key Decision - **Yes** Public Access - **Open**	Shadow Executive Committee	17 Sep 2018	Consultees: Wider Member Engagement Task and Finish Group Means of Consultation: Meetings	None	Lead member - Councillor Rebecca Knox, Councillor Gary Suttle *Lead officer - Keith Cheesman, LGR Programme Director keith.cheesman@dorsetcc.gov.uk*
West Dorset - service/asset	Shadow Executive	17 Sep 2018	Consultees:	West Dorset	Lead member - Councillor

transfers to local councils Key Decision - **Yes** Public Access - **Open** **(Decision referred from West Dorset District Council)**	Committee		West Dorset Town and Parish Councils Means of Consultation: West Dorset Programme Board (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	District Council Strategy Committee report - 12 September 2017 and 14 December 2017 Draft report to WDDC Strategy Committee - 20 August 2018 West Dorset Programme Board minutes	Anthony Alford *Lead officer - Stephen Hill, Strategic Director, Dorset Councils Partnership shill@dorset.gov.uk*
Funding for Highway Maintenance - 2019/20 Key Decision - **Yes** Public Access - **Fully exempt** **(Decision referred from Dorset County Council)**	Shadow Executive Committee	17 Sep 2018	Consultees: Policy Development Panel on Highway Maintenance convened by the Economic Growth Overview and Scrutiny Committee at Dorset County Council Means of Consultation: Policy Development Panel Meetings	Policy Development Panel Report	Lead member - Councillor Daryl Turner *Lead officer - Andrew Martin, Service Director, Highways and Emergency Planning - DCC a.martin@dorsetcc.gov.uk*
Dorset Waste Partnership Vehicle Procurement Programme Key Decision - **Yes** Public Access - **Open**	Shadow Executive Committee	15 Oct 2018	Consultees: • Dorset Budget Task and Finish Group • Bournemouth, Christchurch and Poole (BCP) Place Group • Dorset Programme Board • BCP Programme Board Means of Consultation: Reports and Meetings	Dorset Waste Partnership Transport Strategy Capital Programme 2016/17 - 2020/21 Vehicle Procurement Programme	Lead member - Councillor Anthony Alford *Lead officer - Karyn Punchard, Director of the Dorset Waste Partnership k.punchard@dorsetcc.gov.uk*
Dorset Waste Partnership	Shadow Executive	15 Oct 2018	Consultees:	Waste and	Lead member - Councillor

arrangements - Delegation of Waste Function for Christchurch Key Decision - **Yes** Public Access - **Open**	Committee		• Shaping Dorset Place Board • Bournemouth, Christchurch and Poole (BCP) Place Board • Dorset Programme Board • BCP Programme Board Means of Consultation: Reports and discussions	cleansing disaggregation template	Anthony Alford *Lead officer - Karyn Punchard, Director of the Dorset Waste Partnership k.punchard@dorsetcc.gov.uk*
Budget 2019/20 and Medium Term Financial Forecast - Update and Consultation Key Decision - **Yes** Public Access - **Open**	Shadow Executive Committee	15 Oct 2018	Consultees: Budget Task and Finish Group Means of Consultation: Meetings	None	Lead member - Councillor Tony Ferrari *Lead officer - Jason Vaughan, Interim Section 151 Officer*
Future of Local Plans in Dorset - the Shadow Council's position and interim arrangements for the new Dorset Council Key Decision - **No** Public Access - **Open**	Shadow Executive Committee	15 Oct 2018	Consultees: Planning policy managers, directors and portfolio holder councillors Means of Consultation: Strategic Planning Forum (member level) and officer Strategic Planning Policy Managers' Forum	Adopted emergency local plans for district/borough councils Dorset-wide minerals and waste plans Local Development Schemes for each plan area	Lead member - Councillor David Walsh *Lead officer - Hilary Jordan, Corporate Manager - Planning (Community and Policy Development) HJordan@dorset.gov.uk*
Home to School Transport and Post 16 Transport Assistance policy 2019/20 Key Decision - **Yes** Public Access - **Open** **(Decision referred from Dorset County Council)**	Shadow Executive Committee	12 Nov 2018	Consultees: All Schools, neighbouring local authorities, all town and parish councils, all County Council members, parents and carers Means of Consultation: Email to stakeholders; all district/town/parishes; members; all schools Information on County Council Admissions webpages	Home to School Transport Assistance Eligibility Policy for Children and Young People Attending School 2019/20 Dorset Post 16 Transport Support Policy 2019/20	Lead member - Councillor Daryl Turner *Lead officer - Debbie Ward, Chief Executive - Dorset County Council d.ward@dorsetcc.gov.uk*
Disaggregation Update	Shadow Executive	12 Nov 2018	Consultees:	None	Lead member - Councillor

Key Decision - **No** Public Access - **Open**	Committee		Budget Task and Finish Group Means of Consultation: Meetings		Tony Ferrari *Lead officer - Jason Vaughan, Interim Section 151 Officer*
Electoral Arrangements and Councillor Induction 2019 Key Decision - **Yes** Public Access - **Open**	Shadow Executive Committee	12 Nov 2018	Consultees: Dorset Electoral Administrators Group Means of Consultation: Meetings	Election Project Plan	Lead member - Councillor Spencer Flower *Lead officer - Jonathan Mair, Interim Monitoring Officer* *j.e.mair@dorsetcc.gov.uk*
Policy Framework Key Decision - **Yes** Public Access - **Open**	Shadow Executive Committee Shadow Dorset Council	12 Nov 2018 20 Feb 2019	Consultees: Governance Task and Finish Group Dorset Monitoring Officers Group Means of Consultation: Meetings	None	Lead member - Councillor Spencer Flower *Lead officer - Matt Prosser, Interim Head of Paid Service* *mprosser@dorset.gov.uk*
Making of Consequential Order relating to Civic Functions Key Decision - **Yes** Public Access - **Open**	Shadow Executive Committee	10 Dec 2018	Consultees: Governance Task and Finish Group Monitoring Officers Group Means of Consultation: Meetings	None	Lead member - Councillor Spencer Flower *Lead officer - Jonathan Mair, Interim Monitoring Officer* *j.e.mair@dorsetcc.gov.uk*
Budget 2019/20 and Medium Term Financial Forecast - Update Key Decision - **No** Public Access - **Open**	Shadow Executive Committee	7 Jan 2019	Consultees: Budget Task and Finish Group Means of Consultation: Meetings	None	Lead member - Councillor Tony Ferrari *Lead officer - Jason Vaughan, Interim Section 151 Officer*
Council Tax Discounts, Long Term	Shadow Executive	7 Jan 2019	Consultees:	None	Lead member - Councillor

Empty Charges Key Decision - **Yes** Public Access - **Open**	Committee		Budget Task and Finish Group Means of Consultation: Meetings		Tony Ferrari *Lead officer - Jason Vaughan, Interim Section 151 Officer*
Business Rates Relief Key Decision - **Yes** Public Access - **Open**	Shadow Executive Committee	7 Jan 2019	Consultees: Budget Task and Finish Group Means of Consultation: Meetings	None	Lead member - Councillor Tony Ferrari *Lead officer - Jason Vaughan, Interim Section 151 Officer*
Insurance Arrangements Key Decision - **Yes** Public Access - **Open**	Shadow Executive Committee	7 Jan 2019	Consultees: Budget Task and Finish Group Means of Consultation: Meetings	None	Lead member - Councillor Tony Ferrari *Lead officer - Jason Vaughan, Interim Section 151 Officer*
Constitution - Dorset Council Key Decision - **Yes** Public Access - **Open**	Shadow Executive Committee Shadow Dorset Council	14 Jan 2019 20 Feb 2019	Consultees: Governance Task and Finish Group Monitoring Officers Group Means of Consultation: Meetings	None	Lead member - Councillor Spencer Flower *Lead officer - Jonathan Mair, Interim Monitoring Officer* *j.e.mair@dorsetcc.gov.uk*
Members Allowances Scheme 2019/2020 Key Decision - **Yes** Public Access - **Open**	Shadow Executive Committee	14 Jan 2019	Consultees: Independent Remuneration Panel Governance Task and Finish Group Monitoring Officers Group Means of Consultation: Meetings	None	Lead member - Councillor Spencer Flower *Lead officer - Jonathan Mair, Interim Monitoring Officer* *j.e.mair@dorsetcc.gov.uk*
Transition Period Plan (operating	Shadow Executive	14 Jan 2019	Consultees:	None	Lead member - Leader of

arrangements and interim transition) Key Decision - **Yes** Public Access - **Open**	Committee		Governance Task and Finish Group Means of Consultation: Meetings		Shadow Dorset Council *Lead officer - Keith Cheesman, LGR Programme Director keith.cheesman@dorsetcc.gov.uk*
Legal and Democratic Operating Model Key Decision - **Yes** Public Access - **Open**	Shadow Executive Committee	14 Jan 2019	Consultees: Governance Task and Finish Group Monitoring Officers Group Means of Consultation: Meetings	None	Lead member - Councillor Spencer Flower *Lead officer - Jonathan Mair, Interim Monitoring Officer j.e.mair@dorsetcc.gov.uk*
Corporate Plan Key Decision - **Yes** Public Access - **Open**	Shadow Executive Committee Shadow Dorset Council	11 Feb 2019 20 Feb 2019	Consultees: None Means of Consultation: None	None	Lead member - Leader of Shadow Dorset Council *Lead officer - Matt Prosser, Interim Head of Paid Service mprosser@dorset.gov.uk*
2019/2020 Budget Key Decision - **Yes** Public Access - **Open**	Shadow Executive Committee Shadow Dorset Council	11 Feb 2019 20 Feb 2019	Consultees: Public and Business Sector Councillors Budget Task and Finish Group Dorset Finance Officers Group Means of Consultation: Meetings Public and Business Sector Consultation	None	Lead member - Councillor Tony Ferrari *Lead officer - Jason Vaughan, Interim Section 151 Officer*
Capital Strategy Key Decision - **Yes** Public Access - **Open**	Shadow Executive Committee	11 Feb 2019	Consultees: Budget Task and Finish Group Means of Consultation: Meetings	None	Lead member - Councillor Tony Ferrari *Lead officer - Jason Vaughan, Interim Section 151 Officer*

Treasury Management Strategy Key Decision - **Yes** Public Access - **Open**	Shadow Executive Committee	11 Feb 2019	Consultees: Budget Task and Finish Group Means of Consultation: Meetings	None	Lead member - Councillor Tony Ferrari *Lead officer - Jason Vaughan, Interim Section 151 Officer*
Local Council Tax Support Scheme Key Decision - **Yes** Public Access - **Open**	Shadow Executive Committee	11 Feb 2019	Consultees: Budget Task and Finish Group Means of Consultation: Meetings	None	Lead member - Councillor Tony Ferrari *Lead officer - Jason Vaughan, Interim Section 151 Officer*
Financial Regulations Key Decision - **Yes** Public Access - **Open**	Shadow Executive Committee	11 Feb 2019	Consultees: Budget Task and Finish Group Means of Consultation: Meetings	None	Lead member - Councillor Tony Ferrari *Lead officer - Jason Vaughan, Interim Section 151 Officer*
Weymouth Town Council Key Decision - **Yes** Public Access - **Open**	Shadow Executive Committee	11 Mar 2019	Consultees: None Means of Consultation: None	None	Lead member - Leader of Shadow Dorset Council *Lead officer - Keith Cheesman, LGR Programme Director keith.cheesman@dorsetcc.gov.uk*

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