

Shadow Dorset Council

Date: Thursday, 27 September 2018
Time: 6.30 pm
Venue: South Walks House, Dorchester, Dorset, DT1 1EE

Membership:

The Council membership is listed on the following page.

Proper Officer for the Dorset Council Shadow Authority: Matt Prosser

For more information about this agenda please telephone Democratic Services on 01305 252216 or email sdallison@dorset.gov.uk

Publication Date: 19 September 2018

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MEMBERSHIP OF THE SHADOW DORSET COUNCIL

Anthony Alford	Nigel Dragon	Andrew Kerby	Julie Robinson
Jon Andrews	Francis Drake	Paul Kimber	Gareth
Kerry Baker	Fred Drane	Rebecca Knox	Rockingham
Malcolm Barnes	Gerald Duke	Richard Kosior	Ian Roebuck
Peter Barrowcliff	*Jean Dunseith	Noc Lacey-Clarke	Tia Roos
*Shane Bartlett	Mike Dyer	Catherine Langham	George Russell
Thomas Bartlett	Dominic Elliott	Margaret Lawrence	John Russell
*Pauline Batstone	John Ellis	Robin Legg	Jacqui Sewell
Bill Batty-Smith	*Beryl Ezzard	Margaret Leicester	Peter Shorland
Colin Beck	Terry Farmer	Gina Logan	*David Shortell
*Derek Beer	James	Mike Lovell	Andy Skeats
Richard Biggs	Farquharson	Cathy Lugg	Deirdre Skipwith
Andy Blackwood	*Tony Ferrari	Barbara Manuel	Jane Somper
*Kevin Brookes	Caroline Finch	Gloria Marsh	Jackie Stayt
*Cherry Brooks	*Spencer Flower	Penny McCartney	John Stayt
Piers Brown	Victor Fox	Frances McKenzie	Gary Suttle
Graham Brown	Jo Francis	Wendy Meaden	Clare Sutton
Sandra Brown	Robert Freeman	Laura Miller	John Tanner
Hazel Bruce	*Katharine Garcia	David Morgan	David Taylor
Ian Bruce	Ian Gardner	Tim Morris	Gill Taylor
*Ray Bryan	Simon Gibson	Richard Nickinson	Mark Tewkesbury
David Budd	Hilary Goodinge	Pamela Nixon	Alan Thacker
Nigel Bundy	Barry Goringe	Ray Nowak	Carol Tilling
Audrey Burch	Mike Gould	Peter Oggelsby	Simon Tong
Sarah Burns	Robert Gould	*Jon Orrell	*William Trite
Derek Burt	Matthew Hall	Jason Osborne	*Daryl Turner
Derek Bussell	Lucy Hamilton	David Packer	Mark Unsworth
*Steve Butler	Traci Handford	Cathy Page-Nash	*David Walsh
Mike Byatt	Tim Harries	Emma Parker	Ann Weaving
*Andrew Canning	David Harris	*Andrew Parry	Peter Webb
Jeff Cant	Paul Harrison	*Mary Penfold	Sandy West
*Graham Carr-	Brian Haynes	*Bill Pipe	Jane Westbrook
Jones	*Jill Haynes	Claire Pipe	*Peter Wharf
*Andrew Cattaway	Ryan Hope	Val Pothecary	*Kate Wheller
Alexander Chase	Fred Horsington	Robin Potter	Mike Whitwam
Simon Christopher	Susie Hosford	Simon Pritchard	Mike Wiggins
Alex Clarke	Colin Huckle	Byron Quayle	Peter Williams
Ronald Coatsworth	Nick Ireland	Barry Quinn	Timothy Yarker
Robin Cook	Christine James	Alison Reed	
Patrick Cooke	Susan Jefferies	Molly Rennie	(2 vacancies)
*Toni Coombs	Gary Jefferson	Cheryl Reynolds	
Barrie Cooper	Sherry Jespersen	Dave Rickard	*Indicates
Hilary Cox	K D Johnson	Belinda Ridout	councillors on
*Deborah Croney	Stella Jones	Michael Roake	borough/district
*Keith Day	Trevor Jones	*Mark Roberts	councils as well as
*Janet Dover	Oz Kanji		Dorset County
Charles Dowden			Council

A G E N D A

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1 APOLOGIES

To receive any apologies for absence.

2 CODE OF CONDUCT

To receive any declarations of interest.

3 MINUTES

5 - 16

To approve the minutes of the meeting held on 7 June 2018.

4 PUBLIC PARTICIPATION (30 MINUTES)

To receive any public questions or statements on the business of the Shadow Dorset Council. Members of the public may submit a written question to the Leader, Portfolio Holder or Chairman of the Shadow Council or committee. Questions or statements must have been submitted to the Interim Monitoring Officer by 10.00am on 24 September 2018.

5 QUESTIONS FROM SHADOW COUNCILLORS (30 MINUTES)

A Shadow Councillor may ask the Chairman, Leader, Portfolio Holder or the Chairman of a committee any question about a matter which the Shadow Council, the Shadow Executive or committee has powers, duties or responsibilities. Questions must have been submitted to the Interim Monitoring Officer by 10.00 am on 24 September 2018.

6 MINUTES OF THE SHADOW EXECUTIVE COMMITTEE

17 - 42

To receive and note the minutes of the Shadow Executive Committee. 18 June 2018, 20 July 2018, 21 August 2018, 17 September 2018 (to follow).

7 MINUTES OF THE SHADOW OVERVIEW AND SCRUTINY COMMITTEE 43 - 68

To receive and note the minutes of the Shadow Overview and Scrutiny Committee.

20 June 2018, 31 July 2018, 22 August 2018, 12 September 2018 (to follow).

8 MINUTES OF THE SHADOW SENIOR APPOINTMENTS COMMITTEE 69 - 74

To receive and note the minutes of the Shadow Senior Appointments Committee on 19 July 2018, 24 August 2018, 13 September 2018.

9 CONFIRMING THE PERMANENT APPOINTMENT OF THE CHIEF EXECUTIVE FOR DORSET COUNCIL 75 - 78

To consider a report by the HR Lead, Shaping Dorset Council Programme.

10 TIER TWO ROLES - SALARY RANGES AND APPOINTMENTS 79 - 90

To consider a report by the HR Lead, Shaping Dorset Council Programme.

11 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 19702. The reason for the urgency shall be specified minutes.

Shadow Dorset Council

SHADOW DORSET COUNCIL

MINUTES OF MEETING HELD ON THURSDAY 7 JUNE 2018

Present: Cllrs A Alford, M Barnes, P Barrowcliff, S Bartlett, P Batstone, B Batty-Smith, R Biggs, C Brooks, H Bruce, I Bruce, Ray Bryan, D Budd, N Bundy, A Burch, S Burns, D Burt, D Bussell, S Butler, A Canning, G Carr-Jones, A Cattaway, A Chase, S Christopher, R Cook, T Coombs, B Cooper, H Cox, D Croney, J Dover, N Dragon, F Drake, G Duke, J Dunseith, M Dyer, D Elliott, B Ezzard, J Farquharson, T Ferrari, C Finch, S Flower, J Francis, R Freeman, I Gardner, S Gibson, B Goringe, M Gould, M Hall, L Hamilton, T Harries, D Harris, P Harrison, B Haynes, J Haynes, F Horsington, N Ireland, C James, S Jefferies, G Jefferson, S Jespersen, S Jones, T Jones, O Kanji, A Kerby, P Kimber, Rebecca Knox, R Kosior, N Lacey-Clarke, M Lawrence, M Leicester, M Lovell, B Manuel, G Marsh, F McKenzie, W Meaden, L Miller, D Morgan, T Morris, R Nickinson, P Nixon, P Oggelsby, J Orrell, J Osborne, D Packer, C Page-Nash, E Parker, Andrew Parry, M Penfold, B Pipe, V Potheary, B Quayle, M Rennie, C Reynolds, D Rickard, B Ridout, M Roberts, J Robinson, G Rockingham, G Russell, J Russell, J Sewell, P Shorland, D Skipwith, J Somper, Jackie Stayt, John Stayt, G Suttle, C Sutton, J Tanner, G Taylor, A Thacker, C Tilling, S Tong, B Trite, D Turner, M Unsworth, D Walsh, A Weaving, P Webb, S West, P Wharf, K Wheller, M Whitwam, M Wiggins, P Williams and T Yarker

Apologies: Cllrs J Andrews, K Baker, T Bartlett, D Beer, A Blackwood, K Brookes, G Brown, P Brown, M Byatt, J Cant, A Clarke, P Cooke, K Day, C Dowden, F Drane, J Ellis, T Farmer, V Fox, K Garcia, H Goodinge, R Gould, T Handford, R Hope, S Hosford, C Huckle, K D Johnson, C Langham, R Legg, G Logan, C Lugg, P McCartney, R Nowak, C Pipe, R Potter, S Pritchard, B Quinn, A Reed, M Roake, I Roebuck, T Roos, D Shortell, A Skeats, D Taylor, M Tewkesbury and J Westbrook

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

Kate Critchel (Senior Democratic Services Officer), Susan Dallison (Democratic Services Manager), Lee Gallagher (Democratic Services Manager - Dorset County Council), Jonathan Mair (Interim Monitoring Officer), Matt Prosser (Interim Head of Paid Service), Jason Vaughan (Interim Section 151 Officer) and Debbie Ward (Chief Executive - Dorset County Council)

1. Election of Chairman

It was proposed by Cllr J Somper seconded by Cllr P Shorland that Cllr H Cox be elected Chairman for the 2018/19 shadow period. There were no other nominations.

Decision

That Cllr H Cox be elected Chairman of the Shadow Dorset Council for the 2018/19 shadow period. Cllr H Cox took the chair and signed the declaration of acceptance of office.

2. **Election of Vice-Chairman**

It was proposed by Cllr D Walsh seconded by Cllr G Carr-Jones that Cllr V Potheary be elected Vice-Chairman for the 2018/19 shadow period.

It was proposed by Cllr M Penfold seconded by Cllr H Cox that Cllr P Shorland be elected Vice-Chairman for the 2018/19 shadow period.

Upon being put to the vote

Decision

That Cllr P Shorland be elected Vice-Chairman of the Shadow Dorset Council for the 2018/19 shadow period. Cllr P Shorland took the vice-chair and signed the declaration of acceptance of office.

3. **Declarations of Interest**

There were no declaration of interests to report.

4. **Constitution**

The Proper Officer for the Shadow Council presented a report on the proposed Constitution for the Shadow Council. The Constitution reflected the Structural Change Oder and the relatively short period in which the Shadow Council would exist.

Cllr J Haynes proposed that the Constitution be adopted and this was seconded by Cllr S Christopher.

In response questions regarding the future Executive Committee being politically proportional and the development of Area Committee Board meetings, the Chairman advised that all these matters could be considered as part of the Governance Task and Finish Group for the new authority.

Decision

That the draft Constitution be adopted.

5. **Public Participation**

The Chairman welcomed Mr John Parker – Chairman of the Dorset Association of Town and Parish Councils. He stated that this was a significant moment in the process of forming what was to be a brand-new Dorset Council, with new and innovative ways of working for the benefit of the communities that councillors served.

He considered that the association was in a unique position to be a positive voice in ensuring that its members were engaged with the new council, not only in collaborative design of services for the many different communities in Dorset, but also in all aspects which would help build relationships and ease the implementation of change.

The full statement is attached at Appendix 1 to these minutes.

The Chairman also invited Mr Richard Denton White to address the Shadow Council. Mr Denton White considered that the first past the post electoral system was undemocratic. There were a lot of other systems available that should be discussed by the council at an early stage, in order to deliver maximum choice for voters to produce genuine elected representation across the area.

6. Process and Appointment of Interim Statutory Officers to the Dorset Council Shadow Authority

The Proper Officer advised that in accordance with the Structural Change Order the interim statutory officers for the shadow period be designated..

It was proposed by Cllr S Flower seconded by Cllr I Bruce that the following appointments be made:-

Interim Head of Paid Service – Matt Prosser
Interim Monitoring Officer – Jonathan Mair
Interim Chief Finance Officer – Jason Vaughan

Decision

That the selected Interim Statutory Officers be appointed with immediate effect.

7. Process to Appoint a Permanent Chief Executive to Dorset Council

The Interim Monitoring Officer presented a report regarding the process to appoint a permanent Chief Executive to Dorset Council. Following a presentation by the LGA in February, the Dorset Area Joint Committee had authorised the Monitoring Officers to appoint external recruitment consultants to assist in designing and implementing the recruitment of a permanent Chief Executive

Members were advised that a timeline has been developed and, subject to agreement from the Shadow Dorset Council, the aim was to launch the recruitment campaign with immediate effect and to complete the selection process by mid-September. Once the selection process has been completed the final decision on the appointment of the Chief Executive would be presented to the Shadow Dorset Council.

It was proposed by Cllr N Lacey-Clarke seconded by Cllr D Walsh

Decisions

- (i) The job description, person specification and terms and conditions of employment, at appendices 1, 2 and 3 of the report be approved;
- (ii) That authority be given to the Shadow Executive Committee to agree the most appropriate approach for the remuneration for the Chief Executive's post, either as a spot salary or a salary scale with defined performance measures, based on the guidance provided by the LGA to the Dorset Area Joint Committee;
- (iii) That the recruitment process for the permanent Chief Executive for Dorset Council commence with immediate effect.

8. High level implementation plan for Dorset Council

The Programme Director presented a report that provided members with the outline Implementation Plan for the Dorset Council. He advised members that the nature, size, complexity and speed of the programme meant that the 'Shaping Dorset Council Plan' was a live document and would continue to be updated to reflect the data, information and issues that would arise during the process. The management of the plan would be carried out by the Shadow Dorset Executive Committee.

There were a number of comments and observations made by members including:-

- The importance of involving and consulting with parish and town councils in the work to establish the new unitary council.
- The challenge of ensuring that all councillors were kept informed and engaged.
- Concern was expressed that there was no public consultation or community engagement.
- Concerns that some members who had volunteered to participate in task and finish groups had not had the opportunity to do so. However, the Shadow Council was advised that a number of groups had currently been paused, but would be meeting again soon.
- In respect of the Local Government Boundary Commission for England's Electoral Review of the Dorset Council, the Shadow Council could only make a recommendation, not the final decision.
- Some members requested that the Shadow Council consider the value of holding meetings in the evening to ensure fair and democratic representation.

In response to some of those concerns, Cllr R Knox, Chairman of the Dorset Area Joint Committee agreed that member inclusion was paramount but this had to be balanced with the need to "get the job done". She also confirmed that a member newsletter would be circulated fortnightly to help inform councillors and conveyed the importance of engaging with the public, private and voluntary sectors.

It was proposed by Cllr J Farquharson seconded by Cllr R Knox

Decisions

- (i) That the High Level Implementation plan be adopted and that further iterations and updates on progress against this plan be brought forward and overseen through the Shadow Executive Committee arrangements, at intervals to be agreed;
- (ii) That the proposed Implementation Team be approved.

9. Appointment to Committees 2018/19

It was proposed by Cllr J Haynes seconded by Cllr B Ezzard

Decisions

- (i) That seats and appointments to the Shadow Executive Committee of the Shadow Dorset Council be allocated, as nominated by Dorset Councils for 2018/19 and as set out in the Appendix 2 to these minutes.
- (ii) That seats and appointments on committees of the Shadow Dorset Council be allocated, as nominated by Group Leaders, for 2018/19 and as set out in the appendix to these minutes.
- (iii) That Chairmen and Vice-Chairmen of committees for the year 2018/19 be appointed at the first meeting of each committee.
- (iv) That authority be given to Group Leaders to make in-year changes to appointments.

10. Adoption of Members' Allowances scheme

The Interim Head of Paid Service advised members that the Bournemouth, Dorset and Poole (Structural Changes) Order required that the Shadow Dorset Council must prepare and adopt a scheme for the payment of allowances to its members. The council was asked to consider the recommendations of an Independent Remuneration Panel, drawn from the membership of panels of the existing Dorset area councils.

The recommendations of the panel were set out within the report for members' consideration.

Cllr S Jespersen proposed the following amendment "that the Members' Allowances Scheme be approved without the inclusion of the special responsibility allowances (SRA)". The amendment was seconded by Cllr A Alford.

Upon being put to the vote the motion was CARRIED

Decision (Substantive)

That the Members' Allowances Scheme be approved without the inclusion of the special responsibility allowances (SRA).

11. **Adoption of Calendar of Meetings**

Members were asked to consider the Calendar of Meetings for the period of the Shadow Council.

A number of members expressed concern that many of the committee meetings were scheduled to take place during the day. They asked that the new authority meetings be held in the evenings to be more democratic and inclusive.

In response, the Head of Paid Service indicated that the matter of timing of meetings would be considered by a future meeting of the Shadow Executive Committee.

It was proposed by Cllr J Somper seconded by Cllr R Kosior

Decisions

That the Calendar of Meetings, as set out below, be approved.

Shadow Council

Venue: South Walks House, Dorchester

31 July 2018	6:30pm
20 February 2019	6:30pm

Shadow Executive

Venue: South Walks House, Dorchester

18 June 2018	6:30pm
20 July 2018	10:00am
Reserve: 8 August 2018	12:00pm
21 August 2018	2:30pm
20 September 2018	2:30pm
16 October 2018	2:30pm
Reserve: 9 November 2018	12:00pm
22 November 2018	2:30pm
20 December 2018	2:30pm
16 January 2019	2:30pm
20 February 2019	2:30pm
20 March 2019	2:30pm

Shadow Overview and Scrutiny Committee

Venue: to be confirmed

20 June 2018	6:30pm
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4 September 2018	10:00am
15 November 2018	2:00pm
10 January 2019	2:00pm

Shadow Senior Officer Appointments Committee
To be arranged as required

Shadow Standards Committee
To be arranged as required

12. **Urgent Items**

There were no urgent items to report.

Letter from DAPTC - Appendix 1
Appointment to Committees 2018-19 - Appendix 2

Duration of meeting: 6.30 - 7.55 pm

Chairman

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STATEMENT TO THE SHADOW DORSET COUNCIL MEETING – 7 JUNE 2018

I would like to make the following statement to the Shadow Dorset Council as set out at item 6 of the agenda.

I am Councillor John Parker, Chairman of Dorset Association of Parish and Town Councils.

The first meeting of this shadow authority is a significant moment in the process of forming what we all hope will be a brand-new Dorset Council, with new and innovative ways of working which will benefit the communities we serve.

Our association has a membership of 160 local councils across the whole of Dorset, including all the town councils. In total, over 98% of local councils in Dorset are members.

The association is a democratically elected body, with representatives appointed by each member council. It has a very good network of communication with all its members and provides support and training for them in affiliation with the National Association of Local Councils (NALC).

As the parish & town council tier will remain after 1 April 2019, this association is keen to build relationships with the Shadow Dorset Council and the Shadow Bournemouth, Christchurch & Poole Council on behalf of its members and potential members.

We have already made our members aware of the processes for establishing the new authorities and are disseminating information on behalf of the LGR Programme Team.

The association has a good overview of its members' needs from large town councils to very small parish councils. We also have a very good understanding of how town and parish councils should operate and how they can add value to this important process of re-structure.

Devolution to town and parish councils will be a fundamental issue for shaping future services. Achieving this in an adequately resourced and cooperative manner is in the interests of all our communities.

Our association believes it is in a unique position to be a positive voice in ensuring that our members are engaged with the new councils, not only in collaborative design of services for the many different communities in Dorset, but also in all aspects which would help build relationships and ease the implementation of change.



Councillor John Parker
Chairman of Dorset Association of Parish and Town Councils
6 June 2018

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Agenda item 10 - Appointments to Committees Nominations from Political Group Leaders

Executive Committee – 20 members

Dorset County Council - 10 seats

Rebecca Knox, Pauline Batstone, Steve Butler, Tony Ferrari, Gill Haynes, Andrew Parry, Mary Penfold, Daryl Turner, David Walsh, Peter Wharf

East Dorset District Council – 2 seats

Spencer Flower, Simon Tong

North Dorset District Council – 2 seats

Graham Carr-Jones, Sherry Jespersen

West Dorset District Council – 2 seats

Tony Alford, Matt Hall

Purbeck District Council – 2 seats

Gary Suttle, Barry Quinn

Weymouth & Portland Borough Council – 2 seats

Jeff Cant, Colin Huckle

Overview and Scrutiny Committee - 16 members

Conservative Group – 12 seats

Barry Goringe, Simon Gibson, Jacqui Sewell, Simon Christopher, Ray Bryan, Cherry Brooks, Noc Lacey-Clarke, Jane Somper, Caroline Finch, Mike Wiggins, Mike Byatt, Kevin Brookes

Liberal Democrat Group – 3 seats

Trevor Jones, Shane Bartlett, John Tanner

Labour Group – 1 seat

Ray Nowak

Senior Appointments Committee – 8 seats

Conservative Group – 6 seats

Tony Alford, Graham Carr-Jones, Jeff Cant, Spencer Flower, Rebecca Knox, Gary Suttle

Liberal Democrat Group – 1 seat

Andy Canning

Labour Group – 1 seat

Colin Huckle

Standards Committee – 8 seats

Conservative Group – 6 seats

Hilary Cox, Peter Shorland, Toni Coombs, Bill Batty-Smith, Malcolm Barnes, Alison Reed

Liberal Democrat Group – 1 seat

David Budd

Labour Group – 1 seat

Kate Wheller

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Shadow Dorset Council

SHADOW EXECUTIVE COMMITTEE

MINUTES OF THE MEETING HELD AT SOUTH WALKS HOUSE, DORCHESTER ON MONDAY, 18 JUNE 2018

Present: Cllrs Rebecca Knox (Chairman), Anthony Alford, Pauline Batstone, Steve Butler, Jeff Cant, Graham Carr-Jones, Tony Ferrari, Spencer Flower, Matt Hall, Jill Haynes, Colin Huckle, Sherry Jespersen, Andrew Parry, Barry Quinn, Gary Suttle, Simon Tong, Daryl Turner, David Walsh and Peter Wharf

Apologies: Cllr Mary Penfold

Officers present (for all or part of the meeting): Matt Prosser (Interim Head of Paid Service), Steve Mackenzie (Chief Executive – Purbeck District Council), Jonathan Mair (Interim Monitoring Officer), David McIntosh (Chief Executive – East Dorset District and Christchurch Borough Council), Jason Vaughan (Interim Section 151 Officer) and Lee Gallagher (Democratic Services Manager – Dorset County Council).

(Note: In accordance with the Overview and Scrutiny Procedure Rules the decisions set out in these minutes will come into force and may then be implemented on the expiry of five working days after the publication date. Publication Date: **22 June 2018**)

Election of Chairman

- 1 It was proposed by Cllr Jill Haynes and seconded by Cllr Anthony Alford that Cllr Rebecca Knox be elected as Chairman of the Shadow Executive Committee.

Upon being put to the vote

Decision

That Cllr Rebecca Knox be elected as Chairman of the Shadow Executive Committee, and as ex officio Leader of the Shadow Dorset Council.

Election of Vice-Chairman

- 2 It was proposed by Cllr Andrew Parry and seconded by Cllr Peter Wharf that Cllr Gary Suttle be elected as Vice-Chairman of the Shadow Executive Committee.

Upon being put to the vote

Decision

That Cllr Gary Suttle be elected as Vice-Chairman of the Shadow Executive Committee, and as ex officio Deputy Leader of the Shadow Dorset Council.

Declarations of Interest

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

Public Participation

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

Consideration of Proposed Operating Arrangements for the Shadow Executive Committee

- 5 The Committee considered a report by the Interim Monitoring Officer on the operating arrangements for the Shadow Executive Committee, its meetings, task and finish groups, the duty upon existing councils to co-operate with the Shadow Council/Executive, and the working relationship between the Committee and the Programme Board.

The Shadow Executive Committee arrangements were discussed to shape meetings for the future and it was recognised that exploration of options would take place over time to steer agendas and how meetings would work in the light of Task and Finish Groups and the Forward Plan. A preference was expressed for meetings to be held on consistent days and times to be clearer for members and the public. A further request was received which asked for meetings to be held more frequently than monthly and that all members of the Committee should be surveyed for their preferences and to have broad consensus on the arrangements.

With regard to decision making, it was explained that the relationship between the Shadow Executive Committee and each of the Dorset councils needed to allow for decisions to be made in the right place under a duty to cooperate. The Committee would be responsible for decisions which took effect after 1 April 2019. Where decisions would normally be made by individual councils but would have a significant impact beyond 1 April 2019 they would consult the Committee before a decision was reached by the respective council. The arrangements were supported by members as crucial in enabling decisions to be made throughout the transition period to the new council, but there needed to be flexibility about final decisions on issues that had been underway for some time as it was not intended to stop any ongoing activity, and in some cases, it would not be appropriate for decision making to move away from the sovereign council so consultation would be key. It was also noted that the spend thresholds for decisions from the different councils would be monitored and the Forward Plan would be populated for the entire shadow period.

Task and Finish Groups were discussed and it was noted that there would be a need to review them to ensure that the right groups were in place, including those that were currently paused within the programme. The existing groups would continue subject to the review in an 'executive advisory' capacity. In terms of appointments, it was also noted that the arrangements would be discussed outside of the meeting by the Leader of the Shadow Dorset Council, Deputy Leader, Interim Head of Paid Service, and Interim Monitoring Officer.

In respect of the alignment of policies and procedures, it was agreed that delegation should be given to the Leader of the Shadow Dorset Council to determine the arrangements, which linked with the review of the Task and Finish Groups. It was noted that there could also be a key role for portfolio holders as well.

Decisions

1. Consider the arrangements made for the first meeting of the Shadow Executive Committee as a starting point in deciding their future meeting arrangements.
2. That the arrangements for decision making described in section 2.2 of the Monitoring Officer's report be adopted, and that these be notified to the county and district councils.

3. That as a holding position the continuation of the Task and Finish Groups established by the Dorset Area Joint Committee as working groups of the Shadow Executive Committee be approved, subject to a review by the Interim Head of Paid Service in consultation with the Leader of the Shadow Dorset Council.
4. That the Shadow Executive Leader be invited to designate portfolio lead members from amongst the Shadow Executive Committee.
5. That arrangements for the appointment to any vacancies on Task and Finish Groups be delegated to the Leader of the Shadow Dorset Council and Deputy Leader, after consultation with the Interim Head of Paid Service and Interim Monitoring Officer.
6. That delegated authority be granted to the Leader of the Shadow Dorset Council to determine arrangements for each of the interim statutory officers, (after consulting the chairman of the relevant task and finish group) to agree policies and procedures for the new council where this will involve making only minor changes to align existing council policies as single policies of the Dorset Council.

Reason for Decisions

To ensure that meetings of the Shadow Executive were focused upon delivering the requirements set out in the Structural Changes Order and that they provided an appropriate framework within which the Shadow Executive could make decisions about the implementation of the Dorset Council and could make decisions about existing county and district council matters which would impact upon the new Dorset Council.

Shadow Executive Forward Plan

- 6 Members considered the Forward Plan of the Shadow Executive Committee, noting that all programme critical decisions had been mapped. However, the forthcoming decisions for the Shadow Executive in respect of county and district council matters were being collated and would be included in the Forward Plan, together with regular Task and Finish Group reporting.

Noted

High-Level Implementation Plan for Dorset Council

- 7 The Committee considered a report by the Programme Director on the outline Implementation 'Shaping Dorset Council Plan' for Dorset Council as required by the Bournemouth, Dorset and Poole (Structural Changes) Order 2018 which came into force on 26 May 2018. The Plan was considered and agreed by the first meeting of the Shadow Dorset Council on 7 June 2018 and the Committee was asked to consider the reporting intervals and mechanism to ensure appropriate monitoring, accountability and transparency. The Programme Director introduced the Implementation Plan and explained that it was under continual review given the ongoing workshops being held to continue to develop the Plan. It was anticipated that the final version would comprise of smaller plans which would collectively form the full Implementation Plan. The Plan would be considered by the Committee at its meeting on 21 August 2018, but reporting intervals would mean that the progress would be routinely reported to all meetings of the Committee. Detail would also be shared with members outside of formal meetings. The following updates were also shared at the meeting:

- Appointment of interim statutory officers had been completed
- Phase 2 workstream sponsor for finance had been passed to the Interim

Section 151 Officer

- The Workstream on Customer and Services would now be sponsored by Matt Prosser as the Interim Head of Paid Service
- The Boundary Commission had now been engaged in respect of the Boundary Review (formerly led by MHCLG)

Members commented on feedback received at the first Shadow Dorset Council meeting in relation to the need to ensure consistent communications and engagement with members, town and parish councils and the public. The need to ensure high quality and consistent communications was a high priority and it was confirmed that resource had been increased in this area and additional officers were joining the Programme team. There was also a need to ensure that the information being shared included topics that residents would want to know about so that members could pass it on. Cllr Graham Carr-Jones, as the lead member of the Wider Member Engagement Task and Finish Group indicated that there was also a responsibility upon members to engage with the process as there had been limited feedback from members to regular briefings.

A question was asked in relation to a contract and supplier as part of Phase 3 of the programme which was clarified that it related to the use of a facilitator and development of the vision for Dorset Council and the operating model. It also included the arrangements to work through the visioning and operating model which may not be the same organisation and was still to be determined. Arrangements would be circulated to the Committee in the next 3-4 weeks.

The disaggregation work, although appearing in the Plan to be coming to an end, required integration into the other workstreams and embed into phases 2, 3 and 4 of the Programme. There was also a suggestion that it would be good to look at providing the Implementation Plan in a simple way that would enable information to easily be lifted and dropped into updates for partners, towns and parish councils, and the public as a narrative about services. This could also be usefully used by local members when engaging with their communities.

It was noted that the first meeting of the Shadow Overview and Scrutiny Committee was scheduled for 20 June 2018 and that it would determine its own work programme which would identify key areas to ensure delivery of Dorset Council. Members discussed representation at the scrutiny meetings by members of the Shadow Executive Committee, to which the Leader confirmed that she would attend the first meeting to provide any clarification and overview as needed. It was suggested that monitoring of the agenda for the Shadow Overview and Scrutiny Committee would need to take place to ensure the right people would attend meetings. It was also clarified that the latest guidance from the Centre for Public Scrutiny suggested that executive members should not routinely attend scrutiny meetings due to the influence they may have. It was also possible for Shadow Overview and Scrutiny Committee members to attend and observe the Shadow Executive Committee. The Leader indicated that she would speak with the Chairman of the Shadow Overview and Scrutiny Committee to see how it would wish to operate.

Decisions

1. That the Shadow Dorset Council's decisions on 7 June 2018 to:

a) Adopt this plan and note that further iterations and updates on progress against this plan will be brought forward and overseen through the Shadow Executive Committee arrangements.; and,

b) Approve the proposed Implementation Team.
be supported.

2. That the Plan's routine reporting at all meetings of the Shadow Executive Committee be approved.

Protocol on Spending and Commitments

8 The Committee considered a report by the Interim Section 151 Officer which presented a working protocol developed by the Budget Task and Finish Group to enable a successful new unitary by ensuring that the financial activities undertaken in the existing councils did not adversely impact upon the new Dorset Council.

Decision

1. That a Section 24 notice is not pursued.
2. That the protocol on spending and commitments be agreed.

Reason for Decisions

The protocol aimed to ensure that decisions taken before 1 April 2019 did not adversely impact on the budget of the future Dorset Council.

Update on Progress in Respect of Consequential Orders

9 The Committee received a verbal update from the Interim Monitoring Officer and Chief Executive of Purbeck District Council in relation to the progress and development of the consequential orders required to complete the transition to Dorset Council.

The Interim Monitoring Officer summarised that there were consequential orders in addition to the Structural Change Order that were being drafted which related to finance, staffing and miscellaneous matters. The latest draft miscellaneous order would be received on 20 June 2018 from the Ministry for Housing, Communities and Local Government (MHCLG) and responses were required within 5 days, and the second draft would then be provided 2 days later with a response expected within 2 days. It was noted that there had not been consultation with the Governance Task and Finish Group about how this would be considered by members, but Cllr Anthony Alford as the lead member for the Group indicated that arrangements would be put in place to consider as a matter of urgency. It was noted that some comments would need to be dealt with by email unless an additional meeting was scheduled.

Information had been circulated to the Shadow Executive Committee outside of the meeting in relation to an issue about local development plans and the proposed arrangements to consider the issue. It was requested that the Interim Monitoring Officer would contact Cllr David Walsh, as the Chairman of the Strategic Planning Forum, after the meeting to have a conversation about the proposed arrangements. It was acknowledged that the sensitivity of local plans for the different areas of Dorset, which were all at different stages, could not be overestimated and had to be managed very carefully.

The Chief Executive of Purbeck District Council summarised a further requirement in relation to the harmonisation of Council Tax for Dorset Council, following a request made by MHCLG for the Leader of the Shadow Council to write to the Local

Government Minister setting out a clear preference for harmonisation. It was previously agreed by the Dorset Area Joint Committee on 8 March 2018 to harmonise on day one of the new council with the use of alternative notional amounts. The Secretary of State, when making a decision, would use three criteria to determine the future arrangements based on a clear local preference; to ensure taxpayers would not face substantial council tax rises; and to minimise the period to achieve harmonisation. Background information had been shared with the Shadow Executive Committee outside of the meeting. The letter would also be shared with Dorset MPs as the Minister would consult them to ensure they were content with the approach. An update would be reported back to the Committee in due course.

Members discussed the effect of harmonisation, noting that there would be an impact on a lot of people across Dorset. Clarification was provided that the potential increase was similar to Council Tax increases in 2018/19. However, Council Tax itself would not be set through this process as it would be considered by the Shadow Executive Committee in January 2019, and would be determined by the Shadow Dorset Council at its meeting on 20 February 2019.

Decisions

1. That arrangements be taken forward by the Interim Monitoring Officer regarding consultation with the Governance Task and Finish Group on the consequential orders.
2. That the Leader of the Shadow Council write to the Local Government Minister regarding Council Tax Harmonisation.

Decision Making Activity of Dorset Councils

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

Noted

Urgent Items

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

Duration of meeting: 6.30 - 7.40 pm

Chairman

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Shadow Dorset Council

Executive Committee

**Minutes of meeting held at South Walks House, Dorchester
on Friday 20 JULY 2018.**

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

Officers present (for all or part of the meeting): Matt Prosser (Interim Head of Paid Service), Keith Cheesman (LGR Programme Director), Jason Vaughan (Interim Section 151 Officer), Steve Mackenzie (Chief Executive - Purbeck District Council), Jonathan Mair (Interim Monitoring Officer) and Lee Gallagher (Democratic Services Manager - Dorset County Council).

12. **Apologies**

Apologies for absence were received from Cllr Simon Tong, David McIntosh (Chief Executive – East Dorset District and Christchurch Borough Councils), and Debbie Ward (Chief Executive – Dorset County Council).

13. **Declarations of Interest**

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

14. **Minutes**

The minutes of the previous meeting held on 18 June 2018 were confirmed and signed.

15. **Public Participation**

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

16. **Shadow Executive Forward Plan**

The Committee received the latest draft Forward Plan, which included all decisions to be taken throughout the Shadow Dorset Council period until 1 April 2019. The Plan would be further populated by decision items from each of the sovereign council in Dorset.

Noted

17. **Programme Highlight Report**

The Committee received a detailed overview of the Local Government Reorganisation Programme by the Interim Head of Paid Service which included:

- Phase 1 of the programme to deliver the Shadow Dorset Council was largely complete except for final consequential orders, disaggregation delivery phase to undertake, and to appoint the Chief Executive.

- Phase 2 workstream activity continued with Legal and Democratic on track; Finance progressing well with the draft budget and work on convergence; Human Resources moving forward on payroll and on a pan–Dorset basis towards TUPE with good engagement with Trade Unions; Customer services had started with a workshop on 13 July 2018; ICT strategy and technical elements progressing well with domain agreed as dorsetcouncil.gov.uk and a single directory being compiled; Information Governance working on data compliance and systems access; Communications and branding resources increased, the SharePoint site and other communications channels were up and running, and a workshop on visual identity would be held soon.
- Phase 3 transformation preparations were underway with a session for members on design principles held to help draft an operating model for the Council.

The Committee discussed the highlight report and asked questions about capacity of officers to meet the challenges of the programme. It was clarified that efforts were in place to gain additional officer time from each of the Dorset councils, together with efforts to continue filling appointments within the programme team.

The Risk Register of the programme was debated in detail, and requests were made for the content to be updated including corporate risk register information from sovereign councils, and that key risks needed to take account of major issues such as TUPE, judicial reviews and budget. A request was made for regular workshops to review the risks facing the programme. It was confirmed that an informal session was planned soon and that the main areas of concern were captured in the workstreams, such as Judicial Reviews within the Legal and Democratic Workstream, or the risk register in a different form of words. A further suggestion was made that asked for risks to be identified as either 'legal for day one' or for 'programme delivery'. In relation to Information Governance, it was reported that approx. 20 risks and the associated work to mitigate them had been identified at a meeting on 16 July 2018 to be added to the risk register.

A further risk identified was that meetings were being cancelled. It was generally accepted that it was imperative that meetings continued in order to continue the pace of the programme.

The introduction of lead members was raised as an important factor in managing risks and being able to provide assurance to other members about workstream activity. Some lead members had already assumed roles, but it was clarified that the composite list and roles for lead members were being developed and would be confirmed shortly, with some workstreams having up to three lead members.

A further suggestion was made to refine the highlight report by introducing a performance direction of travel indicator to show how performance was changing over time, and for timescales which would add context the risks and mitigations associated with actions. It was explained that the highlight report and risk register would be available in real-time through the new SharePoint site, and other suggestions would be incorporated.

Decision

1. That the highlight report be noted.
2. That the highlight report and risk register be developed, as outline in the minute above.

18. **Town and Parish Councils - Principles for Transfer and Disposal of Assets**

The Committee considered a report in relation to the principles for transfer of assets to Town and Parish Councils and other community groups to ensure consistency of

approach. The General Manager - Public Health and Housing, Purbeck District Council, introduced the cross-authority report and summarised the need to provide principles and a framework for councils to use when considering the future transfer of assets, which had followed a period of interest by Town and Parish Councils to secure assets prior to the start of the new Dorset Council from 1 April 2019. It was also explained that the approach towards the formation of Weymouth Town Council and the impact on Portland Town Council would need to have different arrangements.

Clarifications were also provided that recommendation 1 in the General Manager's report referred to paragraph 3.4 of the report and not 3.2 as stated. An amendment to principle (ii) of paragraph 3.4 was also suggested by the General Manager as:
'Any resolution prior to 26 May 2018 by sovereign councils to dispose of an asset but not yet legally completed may continue unless it contradicts these principles.'

At this point a question was asked at the meeting by Cllr Cheryl Reynolds, in relation to asset transfers by West Dorset District Council. The question and answer are attached to these minutes as an annexure.

Three areas of consideration were raised during the debate on the principles (paragraph 3.4) which related to:

(i) Transfer of Assets to Dorset Council Comments were received about reference to all assets being transferred to Dorset Council. In particular that the arrangements needed to establish Weymouth Town Council needed to be defined clearly, together with the impact upon Portland Town Council as a result of the new arrangements. As such Cllr Jeff Cant proposed that the principle be re-worded to read *'All assets required for the delivery of Council services and those capable of generating income are transferred to the new unitary Dorset Council, **but the unique circumstances of Weymouth Town Council and Portland Town Council will be considered separately.***'

The amendment was seconded by Cllr Daryl Turner. On being put to the vote the amendment was agreed unanimously.

(ii) Existing Programme for the Disposal of Assets Comments were received in relation to the suggested amendment summarised in the minute above. Concern was expressed by Cllr Antony Alford that the principle needed to be tightened to explicitly reflect the assets of Town and Parish Councils only, and he therefore proposed that the wording be amended to read *'Any resolution prior to 26 May 2018 by sovereign councils to dispose of an asset **to town and parish councils** but not yet legally completed may continue unless it contradicts these principles.'*

The amendment was discussed and points were raised that indicated that the wording should remain unchanged as the principle needed to be open enough for asset transfers to community groups. The wording suggested by the General Manager was therefore proposed by Cllr Jill Haynes and seconded by Cllr Sherry Jespersen. On being put to the vote the wording was agreed by majority.

(Note: Cllr Anthony Alford indicated that he wished for his vote against the wording to be recorded.)

(ix) Assessment by the Section 151 Officer of Financial Impact of Assets An amendment was proposed by Cllr Jeff Cant to recognise the potential for a significant financial impact of a resource, to change the sentence to read *'Any asset transfer that could have a financial impact upon the new Dorset Council will be initially assessed by the Section 151 Officer and, if it has a significant financial impact, **or potential significant impact**, seek approval by the Shadow Executive'*. The amendment was seconded by Cllr Daryl Turner. On being put to the vote the amendment was agreed unanimously.

Other issues raised within the debate related to:

- Dorset County Council current position It was felt that more information was needed in relation the Service Level Agreements (SLAs) in place between the County Council and Town and Parish Councils. Assurance was provided that where SLAs were in place they would continue into the new Council after 1 April 2019 in the same way as formal contract arrangements, unless any changes were made in the meantime as part of the budget setting process.
- Budget Process A number of comments were made which related to the identification of future funding for Town and Parish Councils which would be key considerations for budget setting. Assets were part of the conversation, but reference was also made to the SLAs, discretionary grants, and income generating assets.
- Communications There was a clear need expressed for appropriate communications to be developed for Town and Parish Councils to provide reassurance about the future and to reflect on what they should expect where there may be some possible changes regarding transfer of assets, SLAs, budget setting process and discretionary grants.

Decision

1. That the current position for each of the Dorset councils be noted.
2. That the principles outlined in paragraph 3.4 for the General Managers' report, as amended in the minute above and attached for completeness as an annexure to these minutes, be agreed.

Reason for Decisions

The aim of the principles will ensure that decisions taken before 1 April 2019 do not adversely impact on the budget of the future Dorset Council.

19. **Service Disaggregation**

The Committee considered a report by the Programme Director on the conclusion of the disaggregation of services in Dorset County Council that related to provision in the Christchurch area, which will become the responsibility of the Bournemouth, Christchurch and Poole Council from 1 April 2019.

Cllr Cant, as the Lead Member, summarised the work of the Service Disaggregation Task and Finish Group and commended the work of officers to arrive at a fair and representative model. He also highlighted that a further report would be considered in due course on any outstanding asset and liability issues.

Decision

1. That the disaggregation as set out in the appendices to the Programme Director's report be approved.
2. That the next steps to be delivered by the Shaping Dorset Council programme be agreed.
3. That a further report on the disaggregation of assets and liabilities be submitted in due course.

Reason for Decisions

To allow implementation planning to progress on schedule and for the budget setting work to continue with this critical input.

20. **Home to School Transport and Post 16 Transport Assistance Policy 2019-20**

This item was deferred from this agenda to the next meeting of the Shadow Executive Committee on 21 August 2018.

Noted

21. **Decision Making Activity of Dorset Councils**

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

Noted

22. **Exempt Business**

Decision

That in accordance with Section 100 A (4) of the Local Government Act 1972, it was agreed to exclude the public from the meeting in relation to the following business as it was likely that if members of the public were present, there would be disclosure to them of exempt information as defined in Part 1 of Schedule 12A to the Act and the public interest in withholding the information outweighed the public interest in disclosing the information to the public.

23. **Commissioning of Learning Disability Care and Support**

The Committee considered an exempt report by the Cabinet Member for Health and Social Care – Dorset County Council on the creation of a framework of speciality providers of Learning Disability Services for 2019-2024. The framework would provide for an increasing level of complex needs using a whole-life approach to give greater choice and opportunity to develop services with customers. There would be financial savings and transparent service prices which would be regularly reviewed. Arrangements would also be aligned as much as possible with Bournemouth, Christchurch and Poole, but it was recognised that they had a different approach to that of the Dorset area. The Dorset County Council Cabinet approved the recommendations in the Cabinet Member's report on 18 July 2018, subject to the views of the Shadow Executive Committee.

The Committee discussed the future of learning disability care and support, which included:

- Despite changes being discussed to health and social care on a national basis, it was recognised that the framework was needed and would not be changed as a result of national funding changes.
- There was an aspiration to provide as much support as possible for people within Dorset, but there would be exceptions as the Council was not in a position to be able to deal with all specialist cases.
- The Council was working in partnership with the Clinical Commissioning Group regarding community based health care.

- The budget for the framework and the service requirements were analysed in detail, but an emphasis was put on the importance and duty to provide the services to those in need.
- Efficiencies within the framework year on year were summarised, which would include the cost of care packages, freedom for users by using personalised budgets, and the introduction of ‘micro-providers’ particularly in rural areas. Pilots were underway in North Dorset at the Somerset border where a similar system was already in place.
- The risk management associated with a ‘micro-provider’ model in rural areas.
- The importance of improving and promoting communications around removing the stigma associated with benefits, which would include helping people claim, and providing advice and guidance for self-funders.
- Performance management of the framework which would be monitored in detail by the Brokerage Team.

Decision

That the Cabinet Members’ report be supported.

24. **Urgent Items**

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

Duration of meeting: 10.00 am - 12.15 pm

Chairman

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Question by Cllr C Reynolds – West Dorset District Council

Q: Given the time and effort expended by the senior executive of WDDC, supported by LGRC and the principle West Dorset Town Councils in reaching a financially sustainable proposition, which is aimed at delivering key local services following the implementation of the new unitary authority:

Is it the intention of the Shadow Executive to look to support the work undertaken thereby endorsing the significant effort afforded to this project by all concerned, mindful of the clear strategic objectives both in service delivery and cost, that it has sought to maintain, or alternatively is the Shadow executive seeking to undermine the proposition thereby creating an environment of uncertainty and potential distrust across West Dorset?

A: Thank you Cllr Reynolds for your question which relates to agenda item seven on the agenda. I am also aware that West Dorset District Councils Strategy Committee, who met this week, did not consider the paper on the transfer of assets to town and parish councils.

The predecessor to this shadow executive, the Joint Committee, on the 18 June adopted the Protocol on Spending Commitments that we see in paragraph 3.2 in the report before us today. This protocol needs to be adhered to and requires any items that could have a financial impact on the new council to be initially assessed by the interim S151, and if it has significant financial impact, seek approval by the Shadow Executive.

The work you refer to, of which this SEC is not party to the detail because there has yet to be a public report, could fall within the protocol and therefore remit of this committee. When a paper is published we will use the agreed protocol to review this and take any decision accordingly.

However, perhaps it would help if I gave some clarity here about the issue of services currently delivered by County or District/Borough Councils at present, and an emerging view of the Shadow Executive. We are not in the business of 'dumping' services to other local authorities or agencies, we are also not looking to remove services – but we have to be realistic about the financial position of the new authority and its priorities and ask ourselves the question, who is best to deliver these local services. Many of these are not income generating but are highly visible to the public at large. If as a result of negotiations between sovereign councils that currently deliver these services and future service delivery organisations, deals are proposed that deliver on the principles set out here today – there should not be an issue.

vii states – where a council has negotiated the devolution of a service to a town or parish council and asset is transferred to support the deliver of that service, there will be no financial loss to the new Dorset Council i.e. the transfer cost is neutral.

If therefore proposals are put forward that do not adhere to these principles then the SEC will have to take a view of these based on the facts available to them – which in the case you raise we do not have here today so cannot make any further comments.

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Amended Transfer of Assets to Town and Parish Councils principles:

- (i) All assets required for the delivery of Council services and those capable of generating income are transferred to the new unitary Dorset Council, **but the unique circumstances of Weymouth Town Council and Portland Town Council will be considered separately.**
- (ii) **Any resolution prior to 26 May 2018 by sovereign councils to dispose of an asset but not yet legally completed may continue unless it contradicts these principles.**
- (iii) Property held as public open space, community buildings, free car parks and public toilets can be considered for transfer to the appropriate town or parish council.
- (iv) Any transfer of assets will usually be by transfer of the freehold to a public or charitable body or via a long lease (25 years minimum). Transfer will also be dependent on an assessment of the capacity of the receiving authority/organisation to take on the asset.
- (v) Councils can consider asset transfer to community groups other than parish and town councils where appropriate and subject to the same assessment of the capacity of such groups but such transfers are considered to be lower priority because of timescales and capacity.
- (vi) Any transfer (other than by a lease) of open spaces will contain overage clauses that will retain the land for public use or, if the land is sold the new Dorset Council will receive a proportion of the proceeds from the sale.
- (vii) Where a Council has negotiated the devolution of a service to a town or parish council and asset is transferred to support the delivery of that service, there will be no financial loss to the new Dorset Council i.e. the transfer is cost neutral.
- (viii) No financial agreement will be made with a town or parish council, or other receiving body to support the maintenance and running of a transferred asset after 1 April 2019.
- (ix) Any asset transfer that could have a financial impact upon the new Dorset Council will be initially assessed by the interim Section 151 Officer and, if it has a significant financial impact, **or potential significant impact**, seek approval by the Shadow Executive. De minimis levels of £100,000 are proposed in order to avoid the process becoming unmanageable.

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Shadow Dorset Council

Executive Committee

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

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

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

25. **Apologies**

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

26. **Declaration of Interest**

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

27. **Minutes**

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

28. **Public Participation**

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

29. **Shadow Executive Committee Forward Plan**

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

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

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

Decision

That the Forward Plan be updated as summarised above.

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

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

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

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

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

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

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

Decisions

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

31. **Financial Strategy**

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

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

Decisions

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

Reason for Decisions

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

32. **Appointment of Internal Auditors**

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

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

Decisions

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

Reason for Decisions

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

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

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

Decisions

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

Reason for Decisions

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

34. Implementation Plan for Dorset Council

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

Members discussed the review of Task and Finish Groups, which was currently being undertaken by the Interim Head of Paid Service, to remodel each into ongoing working groups with mergers of some responsibilities and closure of others. It was agreed that delegated authority should be given to the Leader and Deputy Leader to approve the review and for it to be shared and executed as soon as possible. It was noted that members of former groups where workloads had been merged would have the opportunity

to contribute to the work of the new group undertaking that role, such as the Governance Task and Finish Group considering Area Based Decision Making arrangements. Officers were asked to identify single officer points of contact for workstream activity at the earliest opportunity. All members of Task and Finish Groups that had met and closed, or had been subsumed as part of the review, were thanked for their work and input to date.

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

Decisions

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

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

The Committee considered a report by the Interim Head of Paid Service on the principles for designing a council for the 21st century, which would include its role, the services it would provide, and the culture, structures, skills and ways of working required to deliver the new council. This built upon earlier sessions with the Institute of Local Government Studies (Inlogov). The development of the vision and operating model would be undertaken in early September 2018 and a date would be circulated to members very soon.

Decision

That the Design Principles be agreed.

Reason for Decision

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

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

The Committee considered a report by the Programme Director on the Shaping Dorset Council Communications Plan for Phase 2 (Delivery of services on 1 April 2019), which was developed from the former Communications and Engagement Plan approved in

September 2017. A separate Plan would be developed in due course for Phase 3 (Designing and building the new Dorset Council).

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

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

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

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

Decision

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

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

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

Decision

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

38. Sub-National Transport Body for the South West

The Committee considered a report by the Dorset County Council Cabinet Members for Natural and Built Environment, and Economy, Education, Learning and Skills in relation to the formation and membership of a Sub-national Transport Body (STB) by entering an informal partnership with other authorities as agencies responsible for infrastructure investment as a body to influence strategic transport investment. There were two Sub-

national Transport Bodies that Dorset Council could join which had the same broad remit and focus, the Western Gateway STB and the South West Peninsula STB.

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

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

Decision

That Dorset Council agree to:

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

Reasons for Decisions

1. The creation of a Sub-national Transport Body would give local authorities the direct influence over decisions that were currently within the control of Government and its

agencies. Individual authorities would formally join a partnership with other authorities to formulate, and potentially deliver, a transport and investment strategy for the wider area.

2. The South West remained the only part of England not covered by a STB, and Government highlighted that it expected such a body to be put in place to enable discussion and agreement on strategic transport infrastructure investment priorities.

3. The South West Region risked losing out on essential infrastructure investment without such a body in place.

4. There was a consensus amongst South West authorities that forming two bodies, initially as informal partnerships; would be the most effective way to swiftly put in place a clear mechanism for Government to engage formally on strategic transport investment matters, including use of a new roads fund to improve the major road network.

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

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

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

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

Decision

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

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

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

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

Decision

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

41. **Decision Making Activity of Dorset Councils**

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

Noted

42. **Urgent Items**

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

Duration of meeting: 2.30 - 5.00 pm

Chairman

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Shadow Dorset Council

SHADOW OVERVIEW AND SCRUTINY COMMITTEE

MINUTES OF MEETING HELD ON WEDNESDAY 20 JUNE 2018

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

Apologies: Cllrs S Christopher and R Nowak

Also present: Cllr R Knox

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

M Prosser (Interim Head of Paid Service), J Mair (Interim Monitoring Officer) and Lindsey Watson

1. Election of Chairman

It was proposed by J Sewell seconded by S Bartlett

Decision

That T Jones be elected Chairman of the Shadow Overview and Scrutiny Committee for the 2018/19 shadow period.

2. Election of Vice-chairman

It was proposed by J Somper seconded by M Wiggins

Decision

That C Brooks be elected Vice-chairman of the Shadow Overview and Scrutiny Committee for the 2018/19 shadow period.

3. Declarations of interest

There were no declarations of interest.

4. Public participation

There were no representations from members of the public.

5. Responsibility of the Overview and Scrutiny Committee

Members noted the Responsibility of the Shadow Overview and Scrutiny Committee as set out in the Constitution of the Shadow Dorset Council.

6. Meetings of the committee 2018/19

Members considered the arrangements for meetings of the committee during 2018/19. Four meetings of the committee had been scheduled into the calendar of meetings, however it was noted that there would be a need for additional meetings.

Members considered their preference for the timing of meetings of the committee and through discussion and informal voting it was agreed that meetings would alternate between morning meetings starting at 9.30am and evening meetings starting at 6.30pm. Members also discussed the venue for meetings and it was agreed that meetings would be held in Dorchester as it represented a central location for the shadow council area.

Decision

- a) That the timing of meetings of the Shadow Overview and Scrutiny Committee alternate between morning meetings starting at 9.30am and evening meetings starting at 6.30pm
- b) That meetings of the committee be held in Dorchester

Consideration was given to the need for additional dates of the committee. The Interim Head of Paid Service noted that a meeting of the Leader and Deputy Leader of the Shadow Executive was to take place the following day where the issue of dates for that committee would be discussed. It was agreed that additional dates of the Shadow Overview and Scrutiny Committee would be considered in light of the outcome of these discussions.

The Group Manager, Governance and Assurance provided an overview of the bodies and documentation which would be of interest to the committee in respect of the Shadow Council arrangements and the Local Government Reorganisation Programme. The Chairman noted that an informal meeting would now be held in order to consider the principles for guiding the work of the committee in order to report back to the next meeting of the committee, and a discussion was held as to which members would be included in the meeting. Following the discussion it was agreed that a meeting would be held shortly between the Chairman and Vice-chairman of the committee and officers. Feedback would be provided to the committee at the next meeting where all committee members would have the opportunity to contribute to the discussion.

Further consideration was given to the frequency of meetings of the committee and although the discussion being held in respect of Executive future dates was noted, members were keen to set some additional dates as soon as possible. It was agreed that future dates would be reviewed following the outcome of the meeting being held and a schedule of dates for monthly meetings established.

Members considered items that the committee may wish to examine and a point was made that the committee could look at things that were happening as well as things that the committee thought should be happening. The Chairman noted that as a non-decision making committee, the committee

could make recommendations as relevant to the Shadow Executive or Council.

In response to a question it was noted that agendas for the Shadow Executive would be available on the Modern.Gov app.

7. Urgent items

There were no urgent items.

Duration of meeting: 6.30 - 7.08 pm

Chairman

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Shadow Dorset Council

SHADOW OVERVIEW AND SCRUTINY COMMITTEE

MINUTES OF MEETING HELD ON TUESDAY 31 JULY 2018

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

Apologies: None

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

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

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

8. Declarations of Interest

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

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

9. Minutes

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

10. Chairman's update

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

11. Public participation

There were no representations from members of the public.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Recommendation to the Shadow Executive Committee

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

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

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

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

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

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

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

It was proposed by C Brooks seconded by J Sewell

Decision

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

14. Shadow Dorset Council Programme

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Decision

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

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

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

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

Decision

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

It was proposed by T Jones seconded by C Brooks

Decision

That the committee return to open business.

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

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

15. **Shadow Executive Committee Forward Plan**

Item deferred to next meeting.

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

Item deferred to next meeting.

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

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

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

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

18. **Urgent items**

There were no urgent items.

Duration of meeting: 9.30 am - 12.50 pm

Chairman

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Shadow Dorset Council

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 VVV 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 rigorous 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 s151 officer.

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 deliberately 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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Public Document Pack Agenda Item 8

Shadow Dorset Council

SHADOW SENIOR APPOINTMENTS COMMITTEE

Minutes of meeting held on Thursday 19 JULY 2018

Present: Cllrs Anthony Alford, Andy Canning, Jeff Cant, Graham Carr-Jones, Spencer Flower, Colin Huckle, Rebecca Knox and Gary Suttle.

Officers present (for all or part of the meeting): Nicola Houwayek (HR Strategic Lead, Shaping Dorset Council), Jon Houlihan and Dawn Faulkner (GatenbySanderson).

1. **APOLOGIES**

There were no apologies for absence received.

2. **DECLARATIONS OF INTEREST**

No declaration of disclosable pecuniary interests were received from members.

3. **EXEMPT BUSINESS**

Decision

That in accordance with Section 100 A (4) of the Local Government Act 1972, it was agreed to exclude the public from the meeting in relation to the following business as it was likely that if members of the public were present, there would be disclosure to them of exempt information as defined in Part 1 of Schedule 12A to the Act and the public interest in withholding the information outweighed the public interest in disclosing the information to the public.

4. **CHIEF EXECUTIVE APPOINTMENT PROCESS**

The Committee considered all of the applications for the role of Chief Executive for the new Dorset Council and agreed a longlist of candidates to be put forward to the next stage in the recruitment process.

Decision

That the longlist be agreed.

5. **URGENT ITEMS**

There were no urgent items considered at the meeting.

Duration of meeting: 2.00 - 3.00 pm

Chairman

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Shadow Dorset Council

SHADOW SENIOR APPOINTMENTS COMMITTEE

Minutes of meeting held on Friday 24 AUGUST 2018 at South Walks House, Dorchester

Present: Cllrs Spencer Flower (Chairman), Anthony Alford, Andy Canning, Jeff Cant, Graham Carr-Jones, Colin Huckle, Rebecca Knox and Gary Suttle.

Officers present (for all or part of the meeting): Nicola Houwayek (HR Strategic Lead, Shaping Dorset Council), Jon Houlihan and Dawn Faulkner (GatenbySanderson).

6. Election of Chairman

Decision

That Cllr Spencer Flower be elected as Chairman of the Committee.

7. Apologies

No apologies for absence were received.

8. Declarations of Interest

There were no declarations of Disclosable Pecuniary Interests at the meeting.

9. Minutes

The minutes of the previous meeting held on 19 July were confirmed and signed.

10. Exempt Business

Decision

That in accordance with Section 100 A (4) of the Local Government Act 1972, it was agreed to exclude the public from the meeting in relation to the following business as it was likely that if members of the public were present, there would be disclosure to them of exempt information as defined in Part 1 of Schedule 12A to the Act and the public interest in withholding the information outweighed the public interest in disclosing the information to the public.

11. Chief Executive Appointment Process

The Committee considered the longlist of candidates for the post of Chief Executive and arrived at a shortlist to be considered at the final assessment and stakeholder involvement stage of the appointment process.

Decision

That the shortlist of candidates be agreed.

12. Final Assessment and Stakeholder Involvement

The Committee considered the final assessment and stakeholder involvement for the appointment of Chief Executive.

Decision

That the approach for final assessment be agreed.

13. **Urgent Items**

There were no urgent items considered at the meeting.

Duration of meeting: 10.00 am - 12.00 pm

Chairman

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Public Document Pack
Shadow Dorset Council

SHADOW SENIOR APPOINTMENTS COMMITTEE

Minutes of meeting held on Thursday 13 SEPTEMBER 2018 at Weymouth and Portland National Sailing Academy, Osprey Quay, Portland

Present: Cllrs Spencer Flower (Chairman), Andy Canning, Jeff Cant, Graham Carr-Jones, Colin Huckle, Rebecca Knox and Gary Suttle.

Officers present (for all or part of the meeting): Nicola Houwayek (HR Strategic Lead, Shaping Dorset Council), Gill Stewart and Dawn Faulkner (GatenbySanderson).

14. Declarations of Interest

There were no declarations of Disclosable Pecuniary Interests at the meeting.

15. Apologies

An apology for absence was received from Cllr Alford.

16. Minutes

The minutes of the previous meeting held on 19 July were confirmed and signed.

17. Exempt Business

Decision

That in accordance with Section 100 A (4) of the Local Government Act 1972, it was agreed to exclude the public from the meeting in relation to the following business as it was likely that if members of the public were present, there would be disclosure to them of exempt information as defined in Part 1 of Schedule 12A to the Act and the public interest in withholding the information outweighed the public interest in disclosing the information to the public.

18. Chief Executive Appointment

The Committee undertook a final assessment and stakeholder involvement stage of the process for all shortlisted candidates for the post of Chief Executive of Dorset Council. Following the assessment it was agreed that Matt Prosser should be recommended for appointment to the Shadow Dorset Council meeting on 27 September 2018 from 1 October 2018 (at a salary of £165k) as Chief Executive designate, and from 1 April 2019 as Chief Executive.

Decision

That the Shadow Dorset Council be recommended to appoint Matt Prosser as Chief Executive designate from 1 October 2018 (at a salary of £165k) and as Chief Executive from 1 April 2019 of Dorset Council.

19. Urgent Items

There were no urgent items considered at the meeting.

Duration of meeting: 9.00 am - 5.00 pm

Chairman

Shadow Dorset Council

Date of Meeting	27 September 2018
Officer	Nicola Houwayek, HR Lead, Shaping Dorset Council Programme
Subject of Report	Confirming the permanent appointment of the Chief Executive for Dorset Council
Executive Summary	<p>At its meeting on 7 June, the Shadow Dorset Council agreed the process to appoint a permanent Chief Executive to Dorset Council and the terms and conditions of employment, as recommended by the LGA.</p> <p>The appointment of a Chief Executive is a key step towards the establishment of the new council, providing a basis now for councillors, supported by their Chief Executive, to make appointments to the executive leadership team roles.</p> <p>It was agreed by the Shadow Council that the Shadow Executive Committee be given authority to agree the most appropriate approach for the remuneration for the Chief Executive, either as a spot salary or a salary scale with defined performance measures, based on the guidance provided by the LGA to the Dorset Area Joint Committee.</p> <p>The LGA recommended a salary range of £160k-£175k which was agreed by the Dorset Area Joint Committee on 15 May 2018. Following a competitive selection process, GatenbySanderson were appointed to work initially with the Leaders of the six councils in the Dorset Area and then, following the first Shadow Council meeting on 7 June, with the Shadow Senior Appointments Committee on the Chief Executive recruitment and selection process. The process concluded on Thursday 13 September with a final assessment involving stakeholders, employees and the Shadow Senior Appointments Committee.</p> <p>The Shadow Senior Appointments Committee agreed that the Shadow Dorset Council be recommended to appoint Matt Prosser as Chief Executive designate from 1 October 2018 and as Chief Executive from 1 April 2019 of Dorset Council. Mr Prosser will also be appointed as Head of Paid Service and Returning Officer for Dorset Council.</p>
Impact Assessment:	<p>Equalities Impact Assessment:</p> <p>N/A</p>
	<p>Use of Evidence:</p> <p>LGA recommendations for Salary and Terms & Conditions of Employment</p>

Page 2 – Confirming the permanent appointment of the Chief Executive for Dorset Council

	<p>Budget:</p> <p>The proposed salary is £165,000 per annum. This salary will be eligible for any annual cost of living increase agreed nationally by the Joint Negotiating Council for Chief Executives of Local Authorities. There will be standard additional on-costs of c28%.</p>
	<p>Risk Assessment:</p> <p>Having considered the risks associated with this decision using the LGR approved risk management methodology, the level of risk has been identified as: Current Risk: HIGH Residual Risk: LOW</p>
	<p>Other Implications:</p> <p>None</p>
Recommendation	<p>Shadow Dorset Council is asked to agree:</p> <ol style="list-style-type: none"> 1. That Matt Prosser be confirmed as Chief Executive designate for Dorset Council from 1 October 2018 and that he be confirmed as the new permanent Chief Executive, Head of Paid Service and Returning Officer for Dorset Council from 1 April. 2. A spot salary of £165,000 to be effective from 1 October 2018.
Reason for Recommendation	<p>Along with the Chief Finance Officer and Monitoring Officer the appointment of the Chief Executive is for decision by the Shadow Council. In line with government guidance and the importance of transparency and of objective justification for senior salaries the basis for the recommended salary is set out in this paper.</p>
Appendices	<p>None</p>
Background Papers	<p>Shadow Senior Officer Appointments Committee agendas and minutes – http://shadowcouncil.dorset.gov.uk/ieListMeetings.aspx?Committeeld=141</p>
Officer Contact	<p>Name: Nicola Houwayek Tel: 01305 224497 Email: nicola.houwayek@dorsetcc.gov.uk</p>

1. Background

- 1.1. Following a presentation by the LGA to the Dorset Area Joint Committee in February, the Dorset Area Joint Committee agreed that the Leaders continue to work with the Shaping Dorset Council Programme director and appointed consultants to agree final recommendations to the Shadow Council for the job description, personal specification and terms and conditions for the permanent Chief Executive for Dorset Council and for the remuneration of the post, either as a spot salary or a salary scale with defined performance measures.

Page 3 – **Confirming the permanent appointment of the Chief Executive for Dorset Council**

- 1.2. At its first meeting on 7 June, the Shadow Dorset Council agreed the job description, personal specification and terms and conditions and that the Shadow Executive Committee be given authority to agree the most appropriate approach for the remuneration for the Chief Executive's post, either as a spot salary or a salary scale with defined performance measures, based on the guidance provided by the LGA. It was also agreed that the recruitment process could start with immediate effect.
- 1.3. Membership of the Shadow Senior Appointments Committee was also agreed at the Shadow Dorset Council meeting of 7 June.

2. Salary Recommendations

- 2.1. The LGA recommended a salary range of £160k - £175k
- 2.2. This range was considered by the Shadow Senior Appointments Committee when they met on 13 September, who agreed to recommend a salary of £165k for Matt Prosser.

3. Recruitment Process

- 3.1. Following a competitive selection process, GatenbySanderson were appointed to work with Dorset Shadow Council members on the Chief Executive recruitment and selection process.
- 3.2. The following recruitment process was followed:
 - The role was advertised nationally in June
 - The Shadow Senior Appointments Committee met with representatives from GatenbySanderson on 19 July to longlist candidates
 - Longlisted candidates were interviewed in July/August by a representative from GatenbySanderson and a technical Chief Executive assessor
 - The Shadow Senior Appointments Committee met with representatives from GatenbySanderson on 24 July to agree a shortlist of candidates
 - The final assessment was held on 13 September and included a panel of external stakeholders, an employee panel (with representatives from all sovereign councils) and the Shadow Senior Appointments Committee.

4. Recommendation

Following a final assessment and stakeholder involvement stage of the process for all shortlisted candidates for the post of Chief Executive of Dorset Council, the Committee it was agreed that Matt Prosser should be recommended for appointment to the Shadow Dorset Council meeting on 27 September 2018 from 1 October 2018 as Chief Executive designate, and from 1 April 2019 as Chief Executive.

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Shadow Dorset Council

Date of Meeting	27 September 2018
Officer	Nicola Houwayek, HR Lead, Shaping Dorset Council Programme
Subject of Report	Tier 2 Roles – Salary Ranges and Appointments
Executive Summary	<p>At its meeting on 17 September, the Shadow Executive Council agreed the proposed structure and appointments process for the Tier 2 posts and for the Monitoring Office post at Tier 3 for Dorset Council. Before these posts can be advertised, and as the recommended ranges exceed £100,000, the proposed salary ranges need to be agreed by the Shadow Council.</p> <p>At its meeting on 7 June, the Shadow Dorset Council agreed the LGA recommended salary range of £160k-£175k for the Chief Executive post for Dorset Council.</p> <p>Further advice has been sought from the LGA for the salary range for Tier 2 and Tier 3 posts. Following evaluation against the LGA Chief officer scheme and undertaking benchmarking the recommended salary ranges are:</p> <ul style="list-style-type: none"> - Tier 2 - £120k - £135k - Tier 3 (Monitoring Officer) - £85k - £110k
Impact Assessment:	<p>Equalities Impact Assessment:</p> <p>N/A</p> <p>Use of Evidence:</p> <p>Budget:</p> <p>The proposed salary range for new Tier 2 posts and the reduction in the number of Tier 2 posts is expected to deliver savings in excess of £1m</p> <p>Risk Assessment:</p> <p>Having considered the risks associated with this decision using the LGR approved risk management methodology, the level of risk has been identified as: Current Risk: HIGH</p>

	Residual Risk: MEDIUM
	Other Implications:
Recommendation	<p>Shadow Dorset Council is asked to agree:</p> <ol style="list-style-type: none"> 1. The recommended salary range of £120k - £135k for Tier 2 posts, with flexibility to go to £140k for an exceptional candidate 2. The recommended salary range of £85K - £110K for the Monitoring Officer role and subsequent roles that are evaluated at the same level, subject to further benchmarking being undertaken by the LGA 3. For the Shadow Executive Committee to be given authority to agree the most appropriate approach for the remuneration for the Tier 2 post, either as a spot salary or a salary scale with defined performance measures. 4. For a further meeting of the Shadow Council to be scheduled for December to enable agreement of the Tier 2 statutory posts as recommended by the Shadow Senior Appointments Committee.
Reason for Recommendation	To enable the recruitment process for the Tier 2 and Monitoring Officer roles to commence.
Appendices	<p>Appendix 1 - DCC Chief Officer Pay Scales 2018 Appendix 2 – LGA report on senior roles for Dorset Council Appendix 3 – Structure Chart for Tier 2 and Monitoring Officer post and Timetable for the recruitment and selection process</p>
Background Papers	Included as Appendices
Officer Contact	<p>Name: Nicola Houwayek Tel: 01305 224497 Email: nicola.houwayek@dorsetcc.gov.uk</p>

1. Background

- 1.1. The recruitment process for the new Chief Executive for Dorset Council concluded on 13 September with a recommendation to full council elsewhere on this agenda. It is now important that we recruit to the next layer in the organisation. Recruiting to these senior posts is a significant part of setting the culture of the new authority and it is rare to have the opportunity to select a new Senior Leadership Team.

2. Salary Recommendations

- 2.1. To enable us to start the recruitment process, so that we are able to appoint people before 1 April, we need to agree the salary range we will advertise jobs at.
- 2.2. For the four Tier 2 posts the LGA have recommended a salary range of £120k - £135k and recognise that for certain roles in the structure, it may be challenging to find the right

candidate. On this basis, we are proposing that we can exceed the higher end of this range and have the flexibility to offer up to £140k for the right candidate. This reflects the challenging recruitment market for posts with key statutory responsibilities.

- 2.3. We also need to appoint to one role at Tier 3, to ensure that the statutory role of Monitoring Officer is confirmed. This role has been evaluated by the LGA. Further work needs to be undertaken to benchmark other roles at this level, as they are developed but, in order to attract the right people into roles at this level, a salary range of £85k - £110k is proposed.

3. Agreeing Appointments

- 3.1. The posts with a statutory designation (S151 and MO) will need to be agreed by full Council. The date of future meetings has not yet been agreed and so it is proposed that a further meeting takes place in December to enable the recommendations of the Shadow Senior Appointments Committee to be agreed.

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Dorset County Council – Chief Officer Pay Scales

Salary Band	Posts	Spinal Column Point	Salary & Increments 01.04.2018
Chief Executive Salary Band	Chief Executive	1	£145,670.28
		2	£148,791.48
		3	£151,913.76
		4	£155,034.96
		5	£158,156.16
		6	£161,278.32
Chief Officer Salary Band 1	Corporate Director	1	£113,861.64
		2	£116,851.32
		3	£119,839.80
		4	£122,828.40
		5	£125,818.08
		6	£128,806.68
Chief Officer Salary Band 2	Assistant Director, Service Director	1	£95,808.60
		2	£98,384.16
		3	£99,929.52
		4	£101,474.76
		5	£103,020.12
Chief Officer Salary Band 3	Assistant Director, Service Director	1	£89,112.36
		2	£90,657.72
		3	£92,202.96
		4	£93,748.32
Chief Officer Salary Band 4	Assistant Director, Service Director	1	£82,931.16
		2	£84,476.52
		3	£86,021.76
		4	£87,567.12

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Review of Senior Roles Shaping Dorset

**Martin Denny
Workforce Consultancy
LGA
September 2018**

1 Introduction

- 1.1 We have been asked to carry out a job evaluation exercise on the proposed second tier roles which will be the Councils senior management team.

Executive Director Place

Executive Director People – Children’s Services

Executive Director Resources (section151)

Executive Director People – Adults & Communities

Executive Director - Public Health

Corporate Director – Legal and Democratic Services

- 1.2 These evaluations are based on the information provided and allows us to identify the size of these new roles and offer advice as to appropriate salary levels. Using the LGA Senior Manager Job Evaluation scheme at this time will enable the new Council to carry out job evaluation for all new senior roles in the new organisational structure should it wish.

2. Background

- 2.1 The LGA Senior Managers Job Evaluation Scheme has been developed specifically for senior managers in local government and other public bodies,
- 2.2 The Senior Managers Job Evaluation Scheme has four main areas of criteria.

- Knowledge which measures the depth of knowledge required alongside the breadth of knowledge, which looks at the extent of planning and integration involved in the role.
- Creative Thinking required/Policy Direction involved this takes into account the complexity of the challenges, the need for innovative thinking and the level of discretion the post has and operates in.
- Impact on People / Organisation(s) this factor evaluates the internal managerial influence and the external influence posts have. It takes into consideration managerial influence and external relationships including the community, other public partnerships and suppliers.
- Responsibility for Resources this factor considers the size of budget resources managed and the type and level of responsibility associated for managing them.

3 Evaluation

3.1 The Corporate accountabilities of all of the posts has resulted in the indicative scores being the same, the nature and size of these roles in terms of the organisational structure also suggests these posts would be of similar job size

4.0 Pay

4.1 Based on our knowledge of the current market we would recommend a salary of £120k to £135k. In order to attract and retain high calibre officers it may be necessary to pay at the upper quartile of this range. Our pay data on 3rd tier posts against the proposed salary range for the 3rd

tier posts suggests pay in the upper quartile (as a guide it is usual to see a pay gap of between 80% to 85% between tiers) It is also important to consider the local market at this time .

Martin Denny,
Senior advisor Workforce
Local Government Group

Proposed Structure Chart

Posts to be filled with immediate effect

Tier 1

Chief Executive
(Head of Paid Service & Returning Officer)

Senior Leadership
Team Members

Tier 2
Page 89

Director of Public Health
(Shared Post with BCP)

Chief Operating Officer
Responsible for Resources
(S.151 Officer)

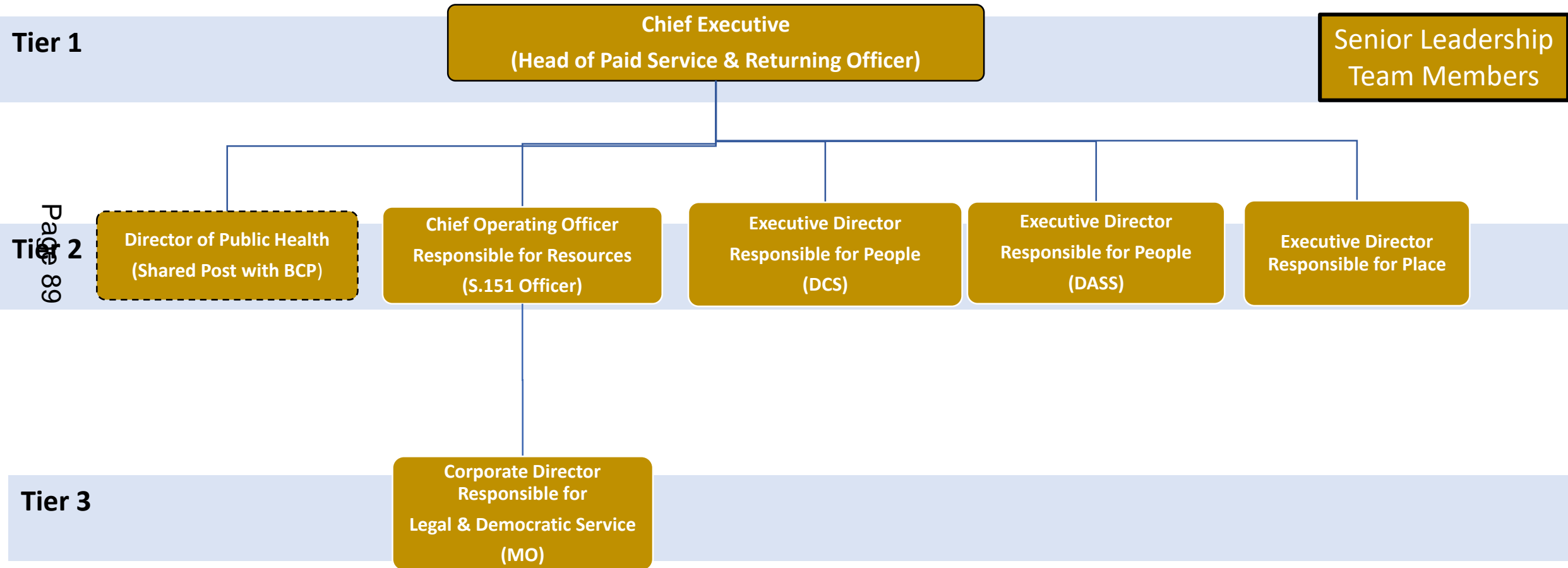
Executive Director
Responsible for People
(DCS)

Executive Director
Responsible for People
(DASS)

Executive Director
Responsible for Place

Tier 3

Corporate Director
Responsible for
Legal & Democratic Service
(MO)



Timeframe for filling roles

Key Milestones	When
Engagement with stakeholders to design new structure Proposals	By 7 September ✓
Develop role profiles	By 7 September ✓
Finalise recommendations for grading and salaries at Tier 2	By 7 September ✓
Papers issued for SEC	11 September ✓
Sign-off of structure, role profiles and salary ranges with Shadow Executive	17 September
Start procurement process for recruitment partner	18 September
Staff engagement process	11 September – 3 October
Agreement of final proposals with the Leader & Lead Member for HR & Workforce	10 October
Go Live with recruitment process	w/c 15 October
Recruitment process closes	5 November
Selection Centre process	Mid to end November
Appointments confirmed by Shadow Appointments Committee	End November
Shadow Council to agree recommendations for Statutory Posts (except MO)	3 December
Tier 2 - Successful appointees start (will depend whether internal or external)	January - March
MO Selection	10-14 December
Shadow Council to agree recommendation for MO appointment	January (tbc)