



Council

Date: Tuesday, 16 February 2021
Time: 6.30 pm
Venue: A link to the meeting can be found on the front page of the agenda.

Membership: (Quorum 21)

The Council membership is listed on the following page.

Chief Executive: Matt Prosser, South Walks House, South Walks Road, Dorchester, Dorset DT1 1UZ (Sat Nav DT1 1EE)

For more information about this agenda please contact Democratic Services
Susan.dallison@dorsetcouncil.gov.uk



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Due to the current coronavirus pandemic the Council has reviewed its approach to holding council meetings. Members of the public are welcome to view the meeting on line by using the following link to access the Dorset Council meeting.
[click here](#)

Members of the public wishing to view the meeting from an i phone, i pad, or android phone will need to down the free Microsoft Team App to sign in as a guest. It is advised to do this at least 30 minutes prior to the start of the meeting. Please note that public speaking has been suspended however public participation will continue by written submission only. Please see detail set out below.

Recording, photographing and using social media at meetings

Dorset Council is committed to being open and transparent in the way it carries out its business whenever possible. Anyone can film, audio-record, take photographs, and use social media such as tweeting and blogging to report the meeting when it is open to the public, so long as they conform to the Protocol for filming and audio recording of public council meetings.

A recording of the meeting will be available on the council's website after the event.

Membership of Dorset Council

Anthony Alford Jon Andrews Rod Adkins Michael Barron Peter Barrow Shane Bartlett Pauline Batstone Derek Beer Richard Biggs David Bolwell Alexandra Brenton Cherry Brooks Piers Brown Ray Bryan Andrew Canning Graham Carr-Jones Simon Christopher Kelvin Clayton Susan Cocking Robin Cook Tim Cook Toni Coombs Janet Dover Jean Dunseith Mike Dyer Beryl Ezzard Tony Ferrari Spencer Flower Les Fry Simon Gibson Barry Goringe David Gray Matthew Hall Paul Harrison Jill Haynes Brian Heatley Ryan Holloway Ryan Hope Robert Hughes Nick Ireland Sherry Jespersen Carole Jones	Stella Jones Andrew Kerby Paul Kimber Rebecca Knox Noc Lacey-Clarke Howard Legg Robin Legg Cathy Lugg Laura Miller David Morgan Louie O'Leary Jon Orrell Emma Parker Mike Parkes Andrew Parry Mary Penfold Bill Pipe Valerie Potheary Byron Quayle Molly Rennie Belinda Ridout Mark Roberts Julie Robinson Maria Roe David Shortell Jane Somper Andrew Starr Gary Suttle Clare Sutton Roland Tarr David Taylor Gill Taylor David Tooke William Trite Daryl Turner David Walsh Peter Wharf Kate Wheller Sarah Williams John Worth
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A G E N D A

Page No.

1 APOLOGIES

To receive any apologies for absence.

2 MINUTES

7 - 24

To confirm the minutes of the meeting held on 10 December 2020.

3 DECLARATIONS OF INTEREST

To receive any declarations of interest.

4 CHAIRMAN'S ANNOUNCEMENTS

To receive any announcements from the Chairman of Council.

5 PUBLIC PARTICIPATION - QUESTIONS AND STATEMENTS

A period of 30 minutes is allocated to receive and respond to questions and statements, on the business of the Council in the following order:

- (a) Questions and statements from Town and Parish Councils;
- (b) Questions and statements from those living or working in the Dorset Council area;

A person or organisation can ask either 2 questions, or 2 statements or 1 question and 1 statement at each meeting.

****Important** The full text of the question or statement must be received by 8.30am on Thursday 11 February 2021 and each question or statement is limited to 450 words.**

Due to the Coronavirus pandemic public speaking has been suspended, however questions and statements will be published on the website and the Chairman of Council will decide whether a question or statement is to be read out aloud in whole, in part or not at all in the meeting. The Chairman will invite the relevant member to respond to the questions and statements at the meeting.

Details of the Council's procedure rules can be viewed at:

[Click here](#)

6 PUBLIC PARTICIPATION - PETITIONS AND DEPUTATIONS

A period of 15 minutes is allocated to receive and respond to petitions in accordance with the council's petitions scheme.

A period of 15 minutes is allocated to receive and respond to deputations in accordance with the council's constitution.

The petitions scheme and procedures relating to deputations can be viewed at:

[Click here](#)

7 ANNOUNCEMENTS AND REPORTS FROM THE LEADER OF COUNCIL AND CABINET MEMBERS

To receive any announcements and reports from the Leader of Council and members of the Cabinet.

8 QUESTIONS FROM COUNCILLORS

To receive questions submitted by councillors. The deadline for receipt of questions is 8.30am on Thursday 11 February 2021.

9 HARBOURS BUDGET AND FEES AND CHARGES 2021-22 25 - 50

To consider a recommendation from the Harbours Committee.

10 BUDGET STRATEGY 51 - 122

To approve the Budget Strategy.

Appendix 2 will be published as soon as it is available.

11 WEYMOUTH ROWING CLUB LEASE 123 - 132

To consider a recommendation from the Harbours Committee.

12 APPOINTMENT OF CO-OPTED INDEPENDENT MEMBER OF THE HARBOURS COMMITTEE 133 - 134

To consider a recommendation from the Harbours Committee.

13 PAY POLICY STATEMENT 2021/22 **135 - 152**

To approve the annual Pay Policy Statement.

14 CALENDAR OF MEETINGS 2021-22 **153 - 164**

To approve the Calendar of Meetings 2021 – 2022.

15 URGENT ITEMS

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

16 EXEMPT BUSINESS

To move the exclusion of the press and the public for the following item in view of the likely disclosure of exempt information within the meaning of paragraph 3 of schedule 12 A to the Local Government Act 1972 (as amended).

The public and the press will be asked to leave the meeting whilst the item of business is considered.

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DORSET COUNCIL

MINUTES OF MEETING HELD ON THURSDAY 10 DECEMBER 2020

Present: Cllrs Tony Alford, Jon Andrews, Mike Barron, Richard Biggs, Cherry Brooks, Dave Bolwell, Alex Brenton, Piers Brown, Graham Carr-Jones, Simon Christopher, Kelvin Clayton, Robin Cook, Janet Dover, Jean Dunseith, Matthew Hall, Paul Harrison, Sherry Jespersen, Carole Jones, Stella Jones, Andrew Kerby, Rebecca Knox, Nocturin Lacey-Clarke, Howard Legg, Robin Legg, Jon Orrell, Emma Parker, Andrew Parry, Mary Penfold, Bill Pipe, Byron Quayle, Molly Rennie, Maria Roe, Jane Somper, Clare Sutton, David Taylor, David Tooke, Daryl Turner, Kate Wheller, Sarah Williams, John Worth, Jill Haynes, Mike Dyer, Mike Parkes (Vice-Chairman), Ryan Hope, Rob Hughes, Tony Ferrari, Beryl Ezzard, Andrew Starr, Derek Beer, David Walsh, Cathy Lugg, David Gray, Toni Coombs, Gill Taylor, Barry Goringe, Pete Barrow, Brian Heatley, Ryan Holloway, Pauline Batstone, Tim Cook, Nick Ireland, Andy Canning, Paul Kimber, Laura Miller, David Morgan, Louie O'Leary, Ray Bryan, Shane Bartlett, Val Potheary (Chairman), Belinda Ridout, Mark Roberts, Spencer Flower, David Shortell, Susan Cocking, Gary Suttle, Roland Tarr, Simon Gibson, Bill Trite, Les Fry, Peter Wharf and Rod Adkins

Apologies: Cllrs Julie Robinson

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

Susan Dallison (Democratic Services Team Leader), Jonathan Mair (Corporate Director - Legal & Democratic Service Monitoring Officer), Matt Prosser (Chief Executive), John Sellgren (Executive Director, Place), Hayley Caves (Member Development and Support Officer), Kate Critchel (Senior Democratic Services Officer), Lindsey Watson (Senior Democratic Services Officer), Andrew Billaney (Interim Corporate Director for Housing) and Elaine Tibble (Senior Democratic Services Officer)

32. Minutes

The minutes of the meeting held on 15 October were confirmed and agreed as a correct record.

33. Declarations of Interest

No declarations of disclosable pecuniary interests were made at the meeting.

34. Chairman's Announcements

The Chairman announced the sad death of Honorary Alderman Ray Banham (former Weymouth and Portland Borough Councillor) and Cllr Howard Legg paid tribute to him.

The Chairman also commented on the benefits of remote meetings.

35. Public Participation - Questions and Statements

The Chairman of Council invited officers to read out the questions and statements submitted by members of the public. Responses were provided by the appropriate Portfolio Holder and a copy of these is attached as an appendix to these minutes.

36. Public participation - petitions and deputations

There were no petitions or deputations.

37. Announcements and Reports from the Leader of Council and Cabinet Members

Council received announcements and reports from the Leader of Council and Cllr Laura Miller Portfolio Holder for Adult Social Care and Health.

38. Questions from Councillors

The Chairman of Council invited councillors to ask their questions, responses were provided by the appropriate Portfolio Holder and a copy of these are attached as an appendix to these minutes.

39. Harbour Revision Order - Bridport and Lyme Regis

The Chairman of the Harbours Committee introduced the report which sought authority to prepare and submit a combined Harbour Revision Order (HRO) to the Marine Management Organisation (MMO) in order to consolidate and modernise the current local legislation relating to Lyme Regis and Bridport Harbours.

Proposed by Cllr Mark Roberts, seconded by Cllr Rob Hughes

Decision

- 1) That an application be made to the Marine Management Organisation for a joint Harbour Revision Order in respect of Bridport and Lyme Regis Harbours to consolidate and modernise the current applicable legislation;
- 2) That delegated authority was given to the Executive Director of Place in consultation with the Portfolio Holder for Highways, Travel and Environment to determine the wording of the Harbour Revision Order based on legal advice and to undertake all procedures for the submission of the Harbour Revision Order to the Marine Management Organisation.

- 3) That a budget of £36,000.00 be allocated for this work to include the legal advice, the application fee and public notices. This may be split over 2 years.

Reason for Decision

To consolidate and modernise the local legislation for Lyme Regis and Bridport Harbours.

40. **Terms of Reference for the Dorset Council Harbours Consultative Groups**

The Chairman of the Harbours Committee presented the report which sought to approve the Terms of Reference for the Dorset Council Harbours Consultative groups.

Proposed by Cllr Mark Roberts, seconded by Cllr Rob Hughes

Decision

That the proposed Terms of Reference for the Dorset Council Harbours Consultative Groups be approved.

Reason for Decision

With the Harbour Committee's new responsibility for all of Dorset Council's Harbours it was timely to consider how the consultative groups would operate in the future, providing consistency across the harbours.

41. **Statement of Gambling Licensing Policy 2021 - 2024**

The Chairman of the Licensing Committee presented the Statement of Gambling Licensing Policy 2021 – 2024

The Council, as Licensing Authority under the Gambling Act 2005, is required to publish a Statement of Gambling Licensing Policy at least every three years.

The purpose of the policy statement was to define how the Council would exercise its responsibilities under the Act. The draft policy had been prepared by officers, considered at an informal meeting of the Licensing Committee and undergone 12 weeks of public consultation.

The policy had been presented to the Place & Resources Overview Committee for comment on 19 October and the Licensing Committee on 22 October.

Proposed by Cllr Emma Parker, seconded by Cllr Les Fry.

Decision

That the Statement of Gambling Licensing Policy 2021-2024 be adopted.

Reason for Decision

To comply with legislative requirements. The policy statement defines how the Council exercises its responsibilities under the Gambling Act 2005.

42. Statement of Licensing Policy 2021 - 2026

The Chairman of the Licensing Committee presented the Statement of Licensing Policy 2021 – 2026.

The Council, as Licensing Authority under the Licensing Act 2003, is required to publish a Statement of Licensing Policy at least every five years. The purpose of the policy statement was to define how the Council would exercise its responsibilities under the Act. The draft policy had been prepared by officers, considered at an informal meeting of the Licensing Committee and published, in draft format, for a 12 week period of public consultation.

The policy was presented to Place & Resources Overview Committee for comment on 19 October and Licensing Committee on 22 October.

Proposed by Cllr Emma Parker, seconded by Cllr Jon Andrews

Decision

That the statement of Licensing Policy 2021 – 2026 be adopted

Reason for Decision

To comply with legislative requirements. The policy statement defines how the Council exercises its responsibilities under the Licensing Act 2003.

43. Dorset Council Housing Allocations Policy 2021 - 2026

The Portfolio Holder for Housing and Community Safety presented the Dorset Council Housing Allocations Policy 2021 – 2026.

Local authorities are required under Part 6 of the Housing Act 1996 (as amended) to have a housing allocation scheme and to ensure social housing is allocated. In accordance with the provisions in The Bournemouth, Dorset and Poole (Structural Changes) Order 2018, Dorset Council required a new Dorset Council Housing Allocation Policy.

Proposed by Cllr Carr-Jones, seconded by Cllr Gill Taylor.

Following discussion regarding what constituted a minor amendment, the Corporate Director, Legal and Democratic advised this was something that would not result in a material change in the policy.

Decision

That the Housing Allocation Policy be adopted and authority delegated to the Portfolio Holder Housing and Community Safety to make minor amendments to the Policy and any amendments necessary to reflect legislative change.

Reason for Recommendation

To ensure Dorset Council has a legally compliant Housing Allocation Policy that meets the needs of the residents.

44. Notice of Motion - proposed by Cllr L O'Leary

Proposed by Cllr L O'Leary Seconded by Cllr B Pipe

Supported by: Cllr Cathy Lugg Cllr John Worth Cllr Susan Cockings Cllr Andrew Kerby Cllr Emma Parker Cllr Bill Trite Cllr Simon Christopher Cllr Mike Parkes

"On Remembrance Day when as a nation we pause to recognise the sacrifice made by those who serve to defend our democratic freedoms and way of life activists from Extinction Rebellion hung a climate change banner in front of the Cenotaph.

That Dorset Council condemns the behaviour and actions of Extinction Rebellion for their actions at the Cenotaph and their total disregard of those who gave the ultimate sacrifice; and for their continued disregard of the law"

In accordance with Procedure Rule 14.3 (a) this Notice of Motion, upon being proposed and seconded, was debated by Full Council.

The following amendment was proposed by Cllr Nick Ireland, seconded by Cllr Robin Legg.

In the first sentence delete the words "from Extinction Rebellion".

In the second sentence, delete all words and replace with "Dorset Council deplores any Remembrance Day event being hijacked for political purposes or used by anyone to cause divisions in society".

Amendment

"On Remembrance Day, when as a nation we pause to recognise the sacrifice made by those who serve to defend our democratic freedoms and way of life, activists hung a climate change banner in front of the Cenotaph.

Dorset Council deplores any Remembrance Day event being hijacked for political purposes or used by anyone to cause divisions in society".

Proposed by Cllr Noc Lacey-Clarke, seconded by Cllr Jane Somper.

Decision

That in accordance with procedural rule 19.5 a recorded vote be taken for both the proposed amendment and the original motion.

Those who voted in favour:- Cllrs Jon Andrews, Ryan Hope, Nick Ireland, Stella Jones, Robin Legg, David Gray, Richard Biggs, Tim Cook, Ryan Holloway, Mike Barron, Howard Legg, Brian Heatley, David Taylor, Paul Kimber, Roland Tarr, Maria Roe, Sarah Williams, Kelvin Clayton, Matt Hall, Gill Taylor, David Tooke, Andrew Starr, Clare Sutton, David Morgan, Kate Wheller, Alex Brenton, Jon Orrell, Shane Bartlett, Jill Haynes, Molly Rennie, Anthony Alford, Beryl Ezzard, Derek Beer.

Those who voted against:- Cllrs Daryl Turner, David Shortell, Spencer Flower, David Walsh, Rob Hughes, Pauline Batstone, Carole Jones, Ray Bryan, Cathy Lugg, Robin Cook, Mike Parkes, Jean Dunseith, Les Fry, Noc Lacey-Clarke, Louie O'Leary, Rod Adkins, Sherry Jespersen, Mark Roberts, Laura Miller, Tony Ferrari, John Worth, Belinda Ridout, Peter Wharf, Michael Dyer, Andrew Kerby, Byron Quale, William Trite, Cherry Brookes, Susan Cocking, Rebecca Knox, Graham Carr-Jones, Valerie Potheary, Emma Parker, Simon Christopher, Paul Harrison, Jane Somper, Andrew Parry, Bill Pipe, Piers Brown, Simon Gibson, Mary Penfold.

Those who abstained:- Cllrs Dave Bolwell, Gary Suttle, Toni Coombs, Janet Dover, Barry Gorringer.

The amendment was **LOST**

Members returned to the original motion.

Those who voted in favour:- Cllrs Daryl Turner, Toni Coombs, Spencer Flower, Cathy Lugg, Rod Atkins, Pauline Batstone, Mike Parkes, Michael Dyer, Rob Hughes, Belinda Ridout, David Taylor, Piers Brown, Simon Christopher, Carole Jones, Andrew Parry, Noc Lacey-Clarke, Louie O'Leary, Les Fry, John Worth, Jean Dunseith, Sherry Jespersen, Graham Carr-Jones, David Walsh, Jon Andrews, Tony Ferrari, Susan Cocking, Ray Bryan, Peter Wharf, Mark Roberts, Kate Wheller, Robin Cook, David Gray, Rebecca Knox, Byron Quale, William Trite, Laura Miller, Emma Parker, Anthony Alford, Paul Harrison, David Shortell, David Morgan, Mary Penfold, Bill Pipe, Valerie Potheary, Andrew Kerby, Jane Somper, Shane Bartlett, Simon Gibson, Barry Gorringer, Cherry Brooks.

Those who voted against:- Cllrs Tim Cook, Robin Legg, Kelvin Clayton, Brian Heatley, Paul Kimber, Clare Sutton, Jon Orrell, Beryl Ezzard.

Those who abstained:- Cllrs Andrew Starr, Ryan Hope, Matt Hall, Maria Roe, Alex Brenton, Ryan Holloway, Gill Taylor, Stella Jones, Sarah Williams, Nick Ireland, Mike Barron, David Tooke, Molly Rennie, Howard Legg, Dave Bolwell, Roland Tarr, Garry Suttle, Richard Biggs, Janet Dover, Derek Beer,

Decision

That Dorset Council condemns the behaviour and actions of Extinction Rebellion for their actions at the Cenotaph and their total disregard of those who gave the ultimate sacrifice and for their continued disregard of the law.

45. Urgent items

There were no urgent items.

46. **Exempt Business**

There was no exempt business.

APPENDICES TO MINUTES

Public questions and answers

Councillor questions and answers

Duration of meeting: 6.30 - 9.07 pm

Chairman

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Full Council - 10 December 2020
Public Participation

Question 1

Submitted by: Dr Anthony Fincham, Hon. Chairman of the Thomas Hardy Society.

I place this question on behalf of Thomas Hardy Society, which is an international literary society with over one thousand members, dedicated to the promotion of the works of Thomas Hardy, and the preservation of the countryside, which features so prominently in Hardy's novels and poems.

Hardy's Casterbridge (Dorchester) is the central focus of his Wessex – described so clearly in much of his poetry and fiction, most particularly in *The Mayor of Casterbridge*, where he describes Dorchester as being 'as compact as a box of dominoes', having 'no suburbs in the ordinary sense. Country and town met in a mathematical line'. Although much has changed in the 140 years since this novel was published, this strict division between town and country persists unaltered along the Roman northern boundaries of the town.

Five years ago, plans to allow a similar large-scale development on Came Down were rejected primarily on grounds of their deleterious impact on a sensitive landscape of literary, ecological and historical importance. The North Dorchester proposal would have a far worse impact on the local environment in all these same categories. It is also nonsensical to build a detached extension to a town, ruining the intervening water meadows and in effect linking Charminster and Stinsford in one hideous conurbation.

The population of Stinsford Parish today stands at 334 which is less than it was in 1840, when Hardy was born there. This proposed development would ruin Hardy's Mellstock – so vividly described in his poetry and early fiction - especially in *Under the Greenwood Tree* and *Desperate Remedies*. The Hardys' Cottage, Stinsford Church and the Kingston Maurward Estate and the countryside of the whole of Stinsford Parish are sites of literary pilgrimage to which people travel from all over the world. The construction of 'North Dorchester' would therefore constitute an act of the most severe literary, historic and environmental vandalism

I understand that you recently replied to a public question that the local plan '...provides for environmental protection and enhancement alongside development.'

My question on behalf of the Thomas Hardy Society is what enhancements will accrue for Dorchester and Hardy's own Parish of Stinsford with the building of a 4,000-house mixed development? How can you make such a statement when the planned development would destroy all that is most valuable about this unique County Town and its environs?

Response by Councillor David Walsh

Firstly, I would like to emphasise that the documents agreed this week by Cabinet are for public consultation. The council has the difficult task of preparing a plan that allocates sufficient land to meet the housing

requirements across Dorset. We have not made any decisions yet about where these should go, but will be consulting everyone on a range of options including the land north of Dorchester.

We do not believe that development would destroy all that is most valuable about Dorchester and its environs: if that were the case it would not even be considered as an option.

Dorchester is the County Town, and as such provides shops, employment and services to the benefit of its residents and those in the surrounding area. Its growth through the Poundbury development has helped it to sustain this role, but without further growth it is at risk of declining, and people who want to live here will struggle to find suitable homes. As one of Dorset's larger and better provided towns, it is one of the most sustainable locations for growth, and development north of the watermeadows would be within walking and cycling distance of many shops and services.

We have undertaken detailed work on the potential heritage impact of development, and have taken account of its conclusions in the proposals outlined in the consultation document.

Benefits for Dorchester and the surrounding area would include: new homes, including affordable housing; employment land providing additional jobs; new schools at all three tiers; healthcare provision; and a new road link between the A35 and A37.

Environmental improvements would include: the creation of wetlands and other biodiversity enhancements; new copse and woodland planting; enhanced access to the watermeadows; and connections to long distance trails. The consultation document also refers to the development aiming to enhance and better reveal the significance of the heritage assets, and to recognise the Thomas Hardy connections and enable their greater appreciation, for example through interpretation within the site's public spaces.

Question 2

Submitted by: Cllr Alistair Chisholm, Independent Councillor Dorchester Town Council

Given the land NE of Dorchester is marked as unsuitable for development in Dorset Council's SHLAA, why is the Council proposing major housing development in this area, and why is the SHLAA not part of the suite of documents being made publicly available given its important role in guiding development recommendations.

Response by Cllr David Walsh

The Dorset Council SHLAA (strategic housing land availability assessment) has taken a cautious approach in declaring whether sites are or are not suitable for development, generally describing sites as unsuitable if they would require changes from current policy, or if there are further issues that need to be addressed to make them suitable. This is why the site north of Dorchester has been assessed as unsuitable so far, and the same applies with many of the other sites put forward as possible development sites in the current draft consultation document on the local plan.

The SHLAA has been updated recently and is all publicly available online, though in the form of an interactive web page rather than a document.

Question 3

Submitted by: Linda Poulson

When WDDC included DOR15 in its proposals for a new local plan prior to local government reorganisation, Dorchester Town Council expressed strong opposition on behalf of the town, & something like **1,400 objections** were received raising legitimate reasons why the site should not go ahead - yet despite this opposition it has reappeared as DOR13 in Dorset Council's latest draft Local Plan.

Cllr Walsh insists that this is a democratic process, that people's voices will be heard – what level of public opposition would persuade him that it is 'undemocratic' to pursue this site? Please will he explain what tips the balance between 'democratic' & 'undemocratic' with regard to DOR13?

Response by Cllr David Walsh

Local plans are required to meet the housing needs of their areas. We do not have the option of saying no to development across the whole area, but we do have choices to make about where in the council area development takes place, and how it takes place, for example what sort of environment is created and what facilities and infrastructure are provided with it.

These decisions need to take account of a wide range of factors including environmental constraints; where there is demand for development; and where development is most likely to be accessible to existing jobs and facilities. Consultation helps us to identify and examine these matters, and the responses to the previous consultations have helped to influence further work on the sites previously considered.

We will be considering all the consultation responses from communities across the whole of the Dorset Council area, but we need to consider them together in coming to a view about where development is best located.

Question 4

Submitted by: Linda Poulson

I know how DOR13 will benefit landowners & developers – they will make huge profits at the expense of the local community.

I know how DOR13 will benefit Dorset Council – it will assist them in delivering over- inflated Gov housing targets instead of challenging them.

I know how DOR13 will benefit the planners – they will take part in an ambitious vanity project which enables them to stamp their mark on a Greenfield site rather than identifying the numerous brown field sites which are already available.

What I don't know is how Dorchester will benefit from such large scale destruction of the environment & pressure on its already struggling infrastructure. The draft plan makes all sorts of unsubstantiated claims but the huge costs of implementing them cast serious doubts on the site's viability. In the real world, how will Dorchester benefit from DOR13?

Response by Cllr David Walsh

Councils need to provide to meet the housing needs of their areas, and there is a standard national methodology for working these out. This must be followed unless exceptional circumstances justify an alternative approach, which also reflects current and future demographic trends and market signals.

Meeting these needs means that people who want to live in Dorset can do so. We know that there is in-migration of retired people, but we also know that we need people of working age to move into the area if we are going to maintain a thriving local economy, and that there are very substantial affordable housing needs, which development can go some way towards meeting. Development can help to sustain existing facilities, and is an opportunity to provide new ones. Growth at Dorchester will also help to support the town centre and existing businesses and services.

We have identified brownfield sites across the area and these are included in our plans, but there are not enough brownfield sites in a rural area like Dorset to meet all the housing needs.

Development viability is indeed a key factor to be considered through the plan, as we have to be able to demonstrate that development can be achieved. We will be carrying out detailed work on development viability during the next stage of plan preparation and this will be tested during the independent examination.

Question 5**Submitted by: Peter Bowyer Chair of Dorset CPRE**

Will the portfolio holder for planning confirm that the draft Dorset Local Plan will be based on central government targets which are 47% above the housing levels in existing Local Plans in Dorset?

Response by Councillor David Walsh

The draft Dorset Council Local Plan consultation document includes housing figures based on the current national standard methodology. This results in a requirement of 1,793 dwellings per annum. Current local plans for the area (including the shortly-to-be-adopted Purbeck local plan) set out figures that add up to 1,682 per annum. The current national methodology figures therefore represent a 6.6% increase in the previous housing levels for the Dorset Council area.

National policy states that the Government's standard methodology should be used to calculate housing needs, unless exceptional circumstances justify an alternative approach which also reflects current and future demographic trends and market signals.

The standard methodology is being revised, as proposed through recent government consultations, and so the numbers for our area will change during the course of plan preparation. The consultation draft of the local plan seeks to make provision for the housing required under the current standard methodology whilst also giving some flexibility to respond to changes in this methodology, to respond to the consultation and to respond to the delivery of sites over the plan period.

Question 6**Submitted by: Peter Bowyer Chair of Dorset CPRE**

Will the portfolio holder for planning confirm that the government housing target for Dorset is "in excess of sensible forecasts of local housing need". These words in quotations relate to the conclusions of an important independent report for Dorset CPRE which has been made available to every member of the Dorset Council as well as leading officers.

Response by Councillor David Walsh

As set out in the answer to the question above, the housing requirement figures for the Dorset Council area derived from the national standard methodology are not significantly higher than those in current local plans and are not considered to be in excess of sensible forecasts. It is important to be aware that we are required to meet the needs of all sectors of the housing market, not only those derived from current local residents.

The current standard methodology does however result in a very high figure for the adjoining Bournemouth, Christchurch and Poole area, which BCP Council is certainly unlikely to be able to meet within its area.

Local plans need to consider the extent to which they can meet the unmet needs of surrounding council areas as well as their own, so this would put additional pressure on the numbers to be provided within the Dorset Council area. However the proposed changes to the standard methodology, published for consultation this summer, would result in a significantly lower figure for the BCP Council area, which is much more likely to be met within that council area.

**Full Council
10 December 2020
Councillor Questions and Responses**

Question 1
Submitted by Cllr Paul Kimber

The empty shell of the building known as the Hardy Block Castletown, Portland, been an eyesore and a danger to the Portland community without being resolved for years. From the photograph submitted young people climbing on the building is clearly a massive danger to them and the community.

Given the dangers regarding this building what stronger action does the council intend to take in respect of completely clearing the site or the consideration of a compulsory purchase?

Response by Cllr David Walsh

Thank you for your question. I share your frustrations in wanting to see a solution to this long-standing situation.

Prince Andrew House is part of the former naval base which has the benefit of an extant planning permission for 554 residential units, involving a mix of new-build and conversion. The approved plans would see the conversion of the 'Hardy Block' into 157 units. However, this is a difficult and expensive site to develop and viability has proved to be a key stumbling block, in spite of a previous award of money through the Government's Housing Infrastructure Fund. Unfortunately this was still not sufficient to make the scheme viable and so the money could not be drawn down. In the absence of a substantial capital injection, completion of the scheme is therefore likely require a significant change in market conditions.

On the issue of safety, the building itself is structurally sound and not a dangerous structure under the provisions of the Building Act. The Council's Environmental Protection Officers have previously investigated reports of people accessing the site and at the time were satisfied that the company had secured the site as far as reasonably practicable and introduced appropriate monitoring procedures. This will be monitored but it is relevant to note that unauthorised access to private land is a responsibility for the owner and potentially a police matter.

Turning to the question of compulsory purchase, this requires ministerial approval and acquiring authorities should only use such powers where there is a compelling case in the public interest, and must demonstrate that they have taken reasonable steps to acquire all of the land and rights included in the Order by agreement. A number of steps are therefore required. In any event Dorset Council would need to be prepared to shoulder the financial cost (and subsequent risk) in taking such action, including any potential compensation liabilities under the provisions of the Compulsory Purchase Act. I would advise Council that now is not the appropriate time to be taking on such risks and the balance of public interest currently would not lie with embarking upon the acquisition via CPO of this site.

Question 2
Submitted by Cllr Bill Trite

Of all planning applications upon which a decision has been made by Dorset Council since the Council's inception, what percentage were determined under delegated powers without passing through a convened planning committee meeting, and what percentage were determined through the total number of convened meetings of the Council's planning committees?

Response by Cllr David Walsh

98% of planning decisions issued since 1 April 2019 have been determined under delegated powers, and 2% have been determined by the Council's planning committees.

Number of decisions are included in the table below:

Dorset Council			
	Delegated	Committee	Total
Apps	6837	140	6977
%	98	2	

Question 3
Submitted by Cllr Kelvin Clayton

Last week the PM vowed to cut CO₂ emissions by 68% by 2030 based on 1990 levels. In response, one of the UK's leading climate scientists, Prof. Sir Brian Hoskins, told the BBC that the PM's target "is ambitious", but added that "we need action to back it up, right now"! Bearing in mind the need for urgent action, what will be the process, method and timetable for reviewing responses to the consultation and finalising our CEE Strategy and Action Plan?

Response by Cllr Ray Bryan

Targeted promotion of the consultation opportunity is being undertaken by the Communications Team to ensure the maximum number of responses.

Statistical analysis of the responses is provided by the software system and the results are being monitored throughout the consultation period.

It is intended that the programme following the close of the consultation on the 20th January is as follows:

- The Closing date for the consultation is 20th January 2020.
- Results analysed and discussed together with suggested amendments to the strategy with the Climate & Ecological emergency EAP in February
- A paper setting out the findings of the consultation and a suggested revised strategy will be reported to Place and Resources Scrutiny 25th March
- Report presented to Cabinet on 6th April
- It is intended that the final strategy and action plan are signed off by Full Council 15th April 2021

The Sustainability Team have continued to develop areas for action throughout the consultation period to ensure that following final approval Dorset Council is as best placed as possible to deliver the actions identified in the Strategy and associated Action Plans.

Question 4

Submitted by Cllr Matt Hall

Dorset Council employs a number of agency staff. Please could the Portfolio Holder confirm what financial impact that has on the various budgets compared to an alternative system where Dorset Council only employed Council contracted Staff?

Response by Cllr Peter Wharf

The Council uses agency staff for operational reasons. Many of our services would not be able to properly function and deliver important services to the public without this flexibility. For example when vacancies arise, and before replacements can be recruited, resource levels have to be maintained otherwise service performance would be effected. Some front line services include the use of agency workers in their workforce strategies.

There are also national skills shortages in a number of occupational areas, for example social care, planning, engineering and legal services. Sometimes use is made of agency workers to cover those gaps.

At the moment we have 220 agency workers in place, this constitutes around 5% of the total workforce.

For the reasons I have explained some use of agency workers is unavoidable if we are to deliver good quality services to the public. The impact on budgets is mixed. In service areas where it is known that agency workers will be used then this is built in. In areas where it is less likely then the cost would normally be met, at least in part, from the underspend accruing from the vacancy being covered. Although the cost of agency workers is often higher than employees, that is not always that case.

Question 5

Submitted by Cllr Matt Hall

Why are not all Dorset Council jobs posted on the Council's website?

Response by Cllr Peter Wharf

It is in the gift of the recruiting manager to decide, or for certain senior posts it is for the Portfolio Holder. We regularly advertise posts internally only.

When vacancies arise, an assessment is carried out to determine the best approach to advertising. Factors that are taken into account include the likelihood of there being internal candidates, the chance to provide opportunities for our own employees career development, the state of the current external job market, the number of vacancies (when there is more than one) and the potential benefit to bring in new people to the organisation.

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Recommendation to Full Council

From Harbours Committee – 9 December 2020

Harbour Budget and Fees and Charges 2021-22

For Recommendation to Council

Portfolio Holder: Cllr R Bryan, Highways, Travel and Environment

Local Councillor(s): Cllr Mark Roberts, Chairman - Harbours Committee

Executive Director: John Sellgren, Executive Director of Place

Report Status: Public

Recommendation:

That the following related to budget requirements for the Harbours' Budgets for 2021/22 be approved, including:

1. The Weymouth Harbour Budget for 2021/22;
2. The fees and charges for 2021/22 for Weymouth Harbour;
3. The Asset Management Plan Improvements for 2021/22 for Weymouth Harbour subject to a mid-year review;
4. The budget request for Bridport Harbour for 2021/22;
5. The budget request for Lyme Regis Harbour for 2021/22; and
6. The fees and charges for 2021/22 for Bridport and Lyme Regis Harbours.

Reason for Recommendation:

The Harbours Committee has the responsibility for the harbours' finances including budget setting, budget monitoring and the final outturn at the year end.

Appendices

Appendix 1 – Report to Harbours Committee 9 December 2020

Background Papers

None

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Harbours Committee

9 December 2020

Harbours Budget and Fees and Charges 2021/22

For Decision

Portfolio Holder: Cllr R Bryan, Highways, Travel and Environment

Local Councillor(s): Cllr M Roberts, Harbours Committee Chair

Executive Director: J Sellgren, Executive Director of Place

Report Author: Jamie Joyce (Weymouth), James Radcliffe (Bridport and Lyme Regis)

Title: Harbour Masters

Tel: 01305 838386; 01308 423222

Email: Jamie.joyce@dorsetcouncil.gov.uk; james.radcliffe@dorsetcouncil.gov.uk

Report Status: Public

Recommendation: To approve the following related to budget requirements for the Harbours' Budgets for 2021/22 including:

1. Recommending the budget for 2021/22 to Full Council for Weymouth Harbour.
2. Approving the Fees and Charges for 2021/22 for Weymouth Harbour.
3. Approving the Asset Management Plan Improvements for 2021/22 for Weymouth Harbour subject to a mid-year review.
4. Recommending to Full Council the budget request for Bridport Harbour for 2021/22.
5. Recommending to Full Council the budget request for Lyme Regis Harbour for 2021/22.
6. Approving the Fees and Charges for 2021/22 for Bridport and Lyme Regis Harbours

Reason for Recommendation:

The Harbours Committee has the responsibility for the harbours' finances including budget setting, budget monitoring and the final outturn at the year end.

1. Executive Summary

The purpose of the report is to set out the budget requirement for the Harbour Revenue Budgets for Weymouth, Bridport and Lyme Regis Harbours for 2021/22 and beyond. This requirement includes fees and charges for all harbours and the Asset Management Plan Improvements for Weymouth

2. Financial Implications

The report covers the harbours' budgets.

3. Well-being and Health Implications

The Harbours' Budgets fund items that have implications for voluntary organisations, community safety and physical activity. It is recognised that looking after the Harbour infrastructure is vital for the safe and efficient use of the harbour for these purposes. The implications are considered for individual items when funding commitment is being approved.

Climate implications

The Harbours' Budget funds items that have implications for sustainability and climate change. In utilising future budgets every effort will be made where possible to consider how carbon output can be minimised and operations more sustainable.

4. Other Implications

Harbour issues are subject to regular consultation with customers, the Harbour Consultative Groups and the Harbours Committee.

The harbours' accounts form part of the Council's overall Statement of Accounts, which is considered and approved by the Audit Committee

5. Risk Assessment

Having considered the risks associated with this decision, the level of risk has been identified as:

Current Risk:	Medium
Residual Risk:	Medium

The Harbours' Budget Monitoring and regular reporting to the Harbours Committee helps manage the risks of under or overspending the budget.

Many items of expenditure have a link to safety of customers and the general public.

6. Equalities Impact Assessment

There are no equalities implications arising from this report

7. Weymouth Harbour Budget 2021/22:

7.1 The 2021/22 budgets have been set based on current business reflecting mainly operational status quo. 2021 and beyond will see many welcomed significant operational changes for Weymouth. The key areas listed below have not been included in this current round of budget estimates but they will impact on future budget planning:

- A new harbours strategy for all 3 harbours is currently being considered and prepared. This will guide the future use of budgets, predict potential changes in income and refocus priorities for the future.
- The Quayside Regeneration Project will impact on many aspects of the harbour budget; these will become clearer as the project matures and evolves.
- Additional revenue and expenses linked to the areas defined by the Harbour Revision Order will come through to the respective harbour budgets. The financial management and detail of this is still being considered but is anticipated to be resolved for next financial year.

7.2 It is recognised that expenditure is greater than income and relies on the harbour reserve which is not sustainable. Careful consideration of the Asset Management Plan will be key to the financial success of the harbour. There will be a full review of the long-term plan with an intention to review how assets are being used, maximise the life of items, review the priorities and update budget estimates. An update will be reported back to this Committee.

7.3 Covid-19 has had a serious impact on the current budgets, there is a financial risk should Covid affect operations again in the 2021 season.

8. Weymouth Harbour Fees and Charges 2021/2022

8.1 The recommendation for 2021/22 fees and charges is to increase by 3% on the majority of prices from last year's rates to encompass rise in service costs and ensure continuous improvement in facilities.

- 8.2 Weymouth harbour fees are still competitively low, and the offer is a good value flexible berthing package. In general infrastructure and facilities require investment.

9. Bridport Harbour Budget 2021/2022

- Inflationary increases have been applied across all budget lines.
- The Supplies and Services budget has been increased to cover increased outer harbour dredging cost. £25k is still required to go to reserves for inner harbour dredging.
- Premises budget has been increased to cover Crown Estate and premises cleaning costs.

10. Lyme Regis Harbour Budget 2021/2022

- Inflationary increases have been applied across all budget lines.
- The Supplies and Services budget has increased to cover the additional dredging cost from £25k to £35k
- Premises budget has been increased to cover Crown Estate and premises cleaning cost.

- 10.1 For Weymouth, Bridport and Lyme Regis Harbours, the proposed budgets do not include any income or expenditure linked to land and buildings currently defined as, or likely to be defined as harbour assets in forthcoming Harbour Revision Orders planned for the harbours. Financial management of this additional income to the harbours is currently being considered by Dorset Council and will be reported at the next Harbours Committee.

11. Bridport and Lyme Regis Harbours Fees and Charges 2021/2022

The recommendation for 2021/22 fees and charges is to increase by 3% on the majority of prices from last year's rates to encompass the rise in service costs and contribute to improvements in harbour facilities at both Bridport and Lyme Regis. It is proposed to increase commercial fees by 10% as charges have remained comparatively low over the last few years.

12. Appendices

Appendix 1: Budget Summary 2021/22 for Weymouth

Appendix 2: Asset Plan for Weymouth Harbour

Appendix 3: Fees and Charges 2021/22 Weymouth.

Appendix 4: Budget Summary 2021/22 for Bridport Harbour

Appendix 5: Budget Summary 2021/22 for Lyme Regis Harbour

Appendix 6: Fees and Charges 2021/22 Bridport and Lyme Regis Harbours

13. Background Papers

None

Footnote:

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

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	2020/21	2020/21 Predicted	2021/22
	£	£	£
Summary of Revenue Budget:			
Expenditure:			
Employees	440,929	431,367	445,216
Premises	170,660	159,197	174,642
Transport	1,116	608	949
Supplies and Services	151,930	148,598	170,389
Asset Management: Improvements	483,570	240,092	487,000
Service Recharges (Non-controllable)	229,000	229,000	229,000
Total Expenditure	1,477,205	1,208,862	1,507,196
Income:			
Rents and Licences	168,997	149,295	163,162
Recoverables	22,122	18,640	21,671
Commercial Activities	185,018	150,735	178,255
Leisure Activities	787,899	731,674	853,378
Total Income	1,164,036	1,050,344	1,216,466
Controllable Surplus / (Deficit)	(313,169)	(158,518)	(290,730)

	2020/21 Harbour Reserves General	2020/21 Harbour Reserves General Predicted	2021/22 Harbour Reserves General
Harbour Reserves Summary			
Balance b/f Surplus / (Deficit)	1,390,775	1,390,775	1,132,257
Peninsula Quayside Regeneration Project		(100,000)	
Controllable Surplus/Deficit	(313,169)	(158,518)	(290,730)
Total of Harbour Reserves	1,077,606	1,132,257	841,527
Asset Management Requirement	1,165,958	1,165,958	1,221,806
Current Funding Gap Surplus / (Deficit)	(88,352)	(33,701)	(380,279)

Independent Reserves (IR) & Capital Schemes (CS)

Harbour Walls Remediation Works (CS)	£
Original Budget	1,955,000
Opening Budget balance for FY19/20	1,872,643
Spend to date 19/20	(1,147,643)
Committed Spend	(191,000)
Budget remaining	534,000
Pleasure Pier Structural Maintenance Reserves (IR)	£
Balance b/f	66,551
2019/20 Contribution	0
Expected carry forward	66,551
Terminal Building Demolition	£
Balance b/f	250,000
Committed Spend	(230,000)
Budget remaining	20,000

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Appendix 2 - Asset Plan for Weymouth Harbour 2021/22

The asset plan and associated costs for 2021/22 are listed below.

No.	Project	Comments	Budget 2020/21
19-001	Replace Pilot Boat	Deferred from 19/20 and 20/21. To be reviewed in 2021 and reported to HC.	£120,000
19-002	Replace Pilot Boat engine	Deferred from 19/20 and 20/21. To be reviewed in 2021 and reported to HC.	£10,000
19-003	Replace Pilot Boat gearbox	Deferred from 19/20 and 20/21. To be reviewed in 2021 and reported to HC.	£2,000
21-001	Replace Regis (with engine)		£20,000
20-002	Replace Dory	Deferred from 20/21. To be reviewed in 2021 and reported to HC	£15,000
18-001	Replace Dory engine	Deferred from 19/20 and 20/21. To be reviewed in 2021 and reported to HC.	£6,500
21-002	Replace Regis Road Trailer		£2,000
21-101-104	Replacement electrical bollards	Annual rolling programme to replace electrical bollards	£9,000
21-107	Replace WWRd Gate Entry System		£3,500
19-201	Replace X Arm on Westwey Road pontoons	Refurbishment works were carried out in 2004 to extend the life by 4 years, further works carried out in 2018 to extend life and consider replacement in 2019. Deferred from 19/20 and 20/21. To be reviewed in 2021 and reported to HC.	£50,000
21-403	Improvement works to Harbour Buildings		£30,000
21-404	North Quay Toilets and Showers Replacement		£50,000
21-405	Harbour Office Toilets and Showers Replacement		£100,000
21-408	Replace Harbour Office Boilers		£20,000
21-409 - 413	Refurbishment of railings	A rolling programme of works to re-paint and refurbish sections of the railings on an annual basis	£9,000
20-416	Replace harbour oil containment boom	Deferred from 20/21. To be reviewed in 2021 and reported to HC.	£20,000
20-701	Replace Cargo Stage crane	Dependent on Quayside Regeneration project. Deferred in 20/21 due to expected provision of new Fish Landing Quay on the Peninsula with new cranes.	£20,000
	Totals		£487,000

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DORSET COUNCIL
FEES AND CHARGES 2020/21 WEYMOUTH HARBOUR inclusive of VAT
Per metre or part metre (unless stated other wise)
Please see full set of Fees and Charges for full Terms and Conditions

Appendix 3

(Rounded up to nearest 5p)

Moorings Westwey and North Quay Marina Berths (annual berthing unless otherwise stated)		Current	Proposed
Marina berths	Twin berths charged at 80% of the rate	£356.11	£366.80
Marina berths for residents not available to new or returning customers	Twin berths charged at 80% of the rate	£341.86	£359.45
Marina berths charity rate	20% discount	£284.88	£293.45
Chain and sinkers: vessels up to 3m	DT3/4/5 Residents only	£19.56	£20.15
Chain and sinker: vessels 3m and over (max 6.5m)	DT3/4/5 Residents only	£78.60	£81.00
PWC dock berth provided by Dorset Council	Complete price for the dock	£1,400.00	£1,450.00
PWC dock provided and fitted by berth holder		£356.11	£366.80
Marina berths temporary 1 April - 30 September	up to 5 weeks	£12.18	£12.55
	5 - 9 weeks	£9.72	£10.00
	9 - 13 weeks	£7.32	£7.55
Marina berths: winter berthing 1 October - 31 March		£132.92	£136.90
Key fob refundable deposit	Per fob	£15.00	£15.00
Electricity smartcard refundable deposit	Per smart card	£5.00	£5.00

Electricity smartcard standing charge	Per annum	£20.00	£20.00
Rate per unit (subject to change if supply price changes)		£0.19	£0.19
Berths reserved for customers are subject to a £100 deposit			
Commercial Berthing: (annual berthing unless otherwise stated)		Current	Proposed
Quayside berths		£145.38	£149.75
North Quay floating pontoon facility		£145.38	£149.75
Visiting commercial vessels under 100 gross tonne	Per 24 hours	£2.95	£3.05
Visiting commercial vessels over 100 and under 500 gross tonne	Per gross tonne, per 24 hours	£0.41	£0.42
Visiting commercial vessels over 500 gross tonne	Per gross tonne, per 24 hours	£0.27	£0.28
20% surcharge on visiting fishing vessels unloading			
Launching Fees and Permits:		Current	Proposed
Launch and recover per day		£11.00	£11.35
Parking of trailers per day		£7.00	£7.25
Launch and recover + trailer park combined			£18.00
Annual permit (does not include trailer park)		£150.00	£155.00
Unauthorised used of slipway, penalty charge		£75.00	£77.25
Permit for motorised watersports (PWCs (or jet-skis), water skis etc	Daily permit	£10.00	£10.30

	2 day permit (consecutive days)	£15.00	£15.45
	Weekly permit	£30.00	£30.90
	Annual permit - RYA PWC Certificate holder or equivalent	£75.00	£77.25
	Annual permit -not certificated	£100.00	£103.00
Visiting Leisure Vessels		Current	Proposed
Overnight stays (up to 24 hours)	April - September	£2.95	£3.05
	October - March	£2.25	£2.35
Short Stay (up to 4 hours)	Vessels up to 8m LOA	£7.00	£7.25
	Vessels 8m - 12m LOA	£9.00	£9.30
	Vessels over 12m LOA	£11.00	£11.35
Overnight stays (up to 24 hours) for registered charities	Not available in July and August	£2.35	£2.45
Overnight stays (up to 24 hours) for Dorset Council Marina berth holders	Not available in July and August	£2.65	£2.75
Overnight stays (up to 24 hours) for Weymouth Boatfolk annual berth holders	Not available in July and August	£2.65	£2.75
Regular visitor loyalty scheme - overnight and short stays	Free night must be part of a second visit in July and August	Collect 4 stamps and get the 5th night free	
Plug-in charge for electricity	16 amp supply	£2.50	£2.50
	32 amp supply	£5.00	£5.00
	63 amp supply	£10.00	£10.00

Winter Berthing - 1 October - 31 March		Current	Proposed
Marina berths		£132.92	£136.95
Winter berthing - outer harbour	With occasional access to vessel	£83.16	£85.65
Winter storage afloat - outer harbour berths	Storage only, use of vessel not permitted	£75.60	£77.90
Electricity charges	Refundable deposit	£25.00	£25.00
	Standing charge	£15.00	£15.00
	Rate per unit (subject to chage if supply price changes	£0.19	£0.19
Extended stay	1 - 30 April	£2.60	£2.70
Use of Boat Compound and other Landing Areas. Placing of boats shore for:		Current	Proposed
Storage, painting and / or repairs: first 4 weeks		£4.80	£4.95
Storage, painting and / or repairs: after 4 weeks		£3.24	£3.35
After 4 weeks: Discounted rate for Dorset Council annual berth holders		£2.16	£2.25
Use of emergency lift out area after 4 weeks without permission		£23.29	£24.00
Commercial Area/ Use of Berth 1		Current	Proposed
Hire of forklift	Per hour or part hour.	£71.66	£73.85
Hire of workboat and driver including towing	Per hour or part hour.	£71.66	£73.85
Use of Commercial Area for contracted lift out / approved work	Per 24 hours	£120.00	£123.60

Fishing gear storage at Commercial Area	per pallet per month up to 12 pallets	£1.86	£1.92
Fishing gear storage at Commercial Area	per pallet per month over 12 pallets	£3.72	£3.85
Miscellaneous:		Current	Proposed
Use of grid per day	Dorser Council berth holders FOC	£45.00	£46.35
Use of grid per day	if not pre-booked and pre-paid	£90.00	£92.70
Refundable deposit for electricity cable and key		£10.00	£10.00
Refundable deposit for water hose		£10.00	£10.00
Licencing of pleasure boats	Pleasure boats maximum 12 passengers	£107.50	£110.75
	Small boats, canoes, pedaloes or similar craft	£25.00	£25.75
Watermans licence	Initial Licence	£63.31	£65.25
	Renewal of Licence	£13.16	£13.55
Boat on trailer storage	per week or part of	£2.46	£2.55
Provision and recovery or beach bouyed channels	Per occasion or by negotiation	£100.00	£100.00
Events: Hire of quayside display area - no 4 berth	Single event up to 72 hours or by negotiation	£480.00	£480.00
Events: Hire of quayside display area - cargo stage	Single event up to 72 hours or by negotiation	£720.00	£720.00
Events: electricity, water and other services	as metered or estimated		
Arrest of vessels		£113.47	£116.90

Water - connection charge		£21.50	£22.15
Water (non Peninsula)	per cubic meter (including 10% admin)	£2.53	£2.65
Water and sewage (Peninsula charge)	per cubic meter (including 10% admin)	£3.98	£4.10
Port waste charge	Cargo and other Vessels per visit or week	£70.89	£73.05
	Sail Training vessels per visit or week	£21.27	£21.95
Pilotage: Vessels Navigating in Weymouth CHA Pilotage District		Current	Proposed
From Seaward limits of district to Weymouth Harbour or vice-versa			
Per Act of Pilotage		£114.69	£118.15
		+6.0p per GRT	+6.1p per GRT
Subject to a minimum charge		£130.00	£133.90
Pilot boat and landing Charges	Calculated as a percentage of Act of Pilot	40%	40%
Vessels navigating within Weymouth CHA Pilotage District with a valid exemption certificate	Proportion of Pilotage Dues including Boat and Landing Charges	20%	20%
Subject to a minimum charge		£70.00	£72.10
Use of Pilot Boat within Licensed Area	Per hour or part hour	£152.89	£157.50
Pilots travel expenses will be included in Pilotage			
Pilotage Exemption Certificates (PEC)	Issue of PEC by examination	£245.00	£252.35

	Re-examination for a PEC	£75.00	£77.25
	Annual renewal of PEC	£75.00	£77.25
Wharfage and Cargo Handling Charges payable in respect of Goods and other items shipped, unshipped or Transhipped in the Harbour		Current	Proposed
Rehandling all cargo	per tonne	£1.97	£2.03
Loading rates inclusive of handling per tonne sand	per tonne Sand	£5.74	£5.91
Mooring gang: unmooring included in mooring except call back after lying over - 50% of fee	Vessels up to 1000 GT/GRT	£74.06	£76.28
	Vessels over 1000 GT/GRT	£148.11	£152.55
	Vessel with Linkspan	£298.61	£307.57
	Midnight to 6am	Plus 100%	Plus 100%
Per passenger embarking and disembarking		£0.80	£0.82
Hire of gangway	Per day	£53.75	£55.36
	Per week	£203.06	£209.15

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Appendix 4

Bridport Harbour Budget Requirement 2021-22

	2020/21 Full Yr Budget £	2021/22 Draft Budget £	Variance Year on Year £	
Summary of Revenue Budget:				
Expenditure:				
Employees	123,231	127,500	(4,269)	(A)
Premises	9,772	11,600	(1,828)	(A)
Transport	3,856	3,800	56	(F)
Supplies and Services	115,742	134,600	(18,858)	(A)
Service Recharges (Non-controllable)	74,817	74,817	0	(-)
Third Party Payments (Contractors)	30,081	30,100	(19)	(A)
Total Expenditure	357,499	382,417	(24,918)	(A)
Income:				
Rents and Licences & Other Income Activities	(195,291)	(227,100)	31,809	(F)
Total Income	(195,291)	(227,100)	31,809	(F)
Reserve Movements:				
To Reserves – Inner Harbour Dredging	25,300	25,300	0	
Total Reserve Movements	25,300	25,300	0	
Net Budget (surplus) / deficit	187,508	180,617	6,891	(F)

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Appendix 5

Lyme Regis Harbour Budget Requirement 2021-22

	2020/21 Full Yr Budget £	2021/22 Draft Budget £	*Variance Year on Year £	
Summary of Revenue Budget:				
Expenditure:				
Employees	101,201	105,900	(4,699)	(A)
Premises	24,747	29,600	(4,853)	(A)
Transport	11,074	11,100	(26)	(A)
Supplies and Services	48,880	131,800	(82,920)	(A)
Service Recharges (Non-controllable)	74,686	74,686	0	(-)
Third Party Payments (Contractors)	11,560	11,600	(40)	(A)
Total Expenditure	272,148	364,686	(92,538)	(A)
Income:				
Rents and Licences & Other Income Activities	(163,998)	(173,700)	9,702	(F)
EA Grant Funding		(66,000)	66,000	(F)
Total Income	(163,998)	(239,700)	75,702	(F)
				(-)
				(-)
Net Budget (surplus) / deficit	108,150	124,986	(16,836)	(A)

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DORSET COUNCIL**PROPOSED HARBOUR DUES AND CHARGES 2021/22****Bridport & Lyme Regis Harbours**

Moorings per metre		Current 20/21
Private (April to September)		£86.50
Note: This may be extended outside of the summer season at the discretion of the Harbour Master, per month per metre		£14.50
Commercial (April to March)		£79.00
Temporary (April to September) per month		£22.00
Tender Outhaul		£79.00
Tender Rack Per Space		£80.00

Storage per metre		
Weekly		£40.50
Annually		£107.50
Summer		£94.00
	Trailers	£94.00
Winter		£60.50
Kayaks	(includes Licence)- Per space Summer/Winter	£80.00
Sailing Club and Sea School Members per space		

Commercial visiting craft fees		
Registered Fishing Vessels - overnight		£45.00
Landing catch - per landing		£45.00

Note: Both fees payable if vessel does both

Launching fees - All sizes		
Day launch for motorised vessels		£19.00
Day launch for sailing/ non- motorised vessels		£10.50
Day launch for sailing club members 20% discount		£5.50
Launch & moor (2 days + 1 night)		£48.50
Additional day & night		£29.50

Overnight fees pontoons - All sizes		
Season ticket holders - 1 night temp mooring		£10.50
Mooring holders - 1 night temp mooring		£10.50

Mooring holders that spend a minimum of 10 nights on the pontoon will receive 2 free

Slipway Launch Season Tickets		
General public season ticket		£182.00
Season launch for sailing/ non- motorised vessels		
Approved Gig Club season ticket		£160.00
Approved Lyme Regis Power Boat Club members season ticket (for use at Lyme Regis only)		£122.00
Approved Sailing Club members (dinghy up to 5.25m)		£50.00

Private visiting craft fees		
Overnight	Up to 10 meters	£21.00
	10-15 metres	£26.50

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Recommendation to Full Council 16 February 2021

From Cabinet of 19 January 2021

Budget Strategy

For Decision

Portfolio Holder: Cllr G Suttle, Finance, Commercial & Capital Strategy

Local Councillor(s): All

Executive Director: [A Dunn, Executive Director, Corporate Development](#)

Report Author: Jim McManus
Title: Corporate Director Finance & Commercial
Tel: 01305 221235
Email: jim.mcmanus@dorsetcouncil.gov.uk

Report Status: [Public](#)

Recommendation: To approve:

1. the revenue budget summarised in Appendix 1;
2. the increase in general council tax of 1.997%, to levy 2.995% (3%) as the social care precept, providing a band D council tax figure for Dorset Council of £1,779.39 and to approve the full council tax recommendation at Appendix 2;
3. the capital strategy set out in Appendix 3 and the capital programme set out in Appendix 4;
4. the treasury management strategy set out in Appendix 5;
5. the assumptions used to develop the budget strategy and Medium-Term Financial Plan (MTFP) as set out throughout this report and summarised in Appendix 6;
6. the recommended balances on earmarked reserves and on general funds, including the minimum level of the general fund;
7. in making these recommendations Council is requested to consider and agree the responses to the recommendations and comments made as part of the budget scrutiny process (Appendix 7).

Reason for Recommendation:

The Council is required to set a balanced revenue budget, and to approve a level of council tax as an integral part of this. A balanced budget is essentially one where expenditure is funded by income without unsustainable use of one-off, or short-term sources of finance.

The Council is also required to approve a capital strategy, a capital programme and budget, and a treasury management strategy, each of which are included with this report.

The draft budget proposals have been considered (and endorsed) by the Place and Resources Scrutiny Committee and by the People and Health Scrutiny Committee.

Appendices

Appendix 1 - Report to Cabinet 19 January 2021 - Budget Strategy

Appendices within the Cabinet report:

(referred to in the recommendation above)

1. High-level revenue budget summary;
2. Council tax resolution (for the Council report only);
3. Capital strategy 2021-2026;
4. Capital programme budget summary and financing;
5. Treasury management strategy 2021/22;
6. Summary of financial planning assumptions;
7. Response to the issues raised by the Scrutiny committees.

Background papers

Budget strategy report 2020/21

Quarterly financial management reports to Cabinet; July & November 2020 and January 2021

Budget Strategy report for Scrutiny Committees December 2020

Cabinet

19 January 2021

Budget strategy report

For Decision

Portfolio Holder: Cllr G Suttle, Finance, Commercial & Capital Strategy
Local Councillor(s): Cllr
Executive Director: A Dunn, Executive Director, Corporate Development

Report Author: Jim McManus
Title: Budget strategy
Tel: 01305 221235
Email: jim.mcmanus@dorsetcouncil.gov.uk

Report status: Public

Recommendation:

Cabinet is asked to agree and to recommend to Council:

1. the revenue budget summarised in Appendix 1;
2. the increase in general council tax of 1.997% and to levy 2.995% (3%) as the social care precept, providing a band D council tax figure for Dorset Council of £1,779.39;
3. the capital strategy set out in Appendix 3 and the capital programme set out in Appendix 4;
4. the treasury management strategy set out in Appendix 5;
5. the assumptions used to develop the budget strategy and Medium-Term Financial Plan (MTFP) as set out throughout this report and summarised in Appendix 6;
6. the recommended balances on earmarked reserves and on general funds, including the minimum level of the general fund;
7. in making these recommendations Cabinet is requested to consider and agree the responses to the recommendations and comments made as part of the budget scrutiny process (Appendix 7).

Reason for recommendation:

The Council is required to set a balanced revenue budget, and to approve a level of council tax as an integral part of this. A balanced budget is essentially one

where expenditure is funded by income without unsustainable use of one-off, or short-term sources of finance.

The Council is also required to approve a capital strategy, a capital programme and budget, and a treasury management strategy, each of which are included with this report.

The draft budget proposals have been considered (and endorsed) by the Place and Resources Scrutiny Committee and by the People and Health Scrutiny Committee.

1. Executive summary

This report sets out proposals for Dorset Council's 2021/22 revenue and capital budgets and summarises the medium-term financial plan (MTFP) which covers the following four years to 2025/26. The report also includes the capital strategy and treasury management strategy.

The budget proposals are built around the priorities identified in the Dorset Council Plan and were considered by the Dorset Council Scrutiny Committees on 11 December 2020. This paper contains details of Cabinet's responses to the matters raised by those Scrutiny Committees.

This budget reflects a continuation of the theme of previous Dorset Council budgets, to redirect resources from support services into front line services wherever possible.

2. Financial implications

Financial information and impact are set out throughout this report and its appendices.

3. Well-being and health implications

None specific.

4. Climate implications

Since declaring a climate and ecological emergency at its first meeting in May 2019, the Council has given careful consideration to the declaration in all its business. The strategy and action plan are currently out for public consultation.

The Council is mindful of the impact of its work, and in making decisions it is required to consider climate and ecological concerns.

However, this report is concerned with financial strategy which will enable continued debate around the Council's priorities within a balanced budget framework rather than driving or delivering climate and ecological policy itself.

The majority of the Council's climate and ecological actions require significant capital investment and will need specific funding from Government to deliver. Whilst councils are in a unique position to lead this work, it is not something that they can deliver on their own.

However, the Council also has established governance arrangements around the capital programme and a number of bids that would help deliver the climate

change action plan are being progressed through that route and will come to Cabinet for consideration, in due course. Many parts of the revenue budget proposals carried forward are already actively delivering on climate and carbon reduction objectives. However, there is no additional revenue budget identified at this time proposals at this time.

5. Other implications

None specific.

6. Risk assessment

Having considered the risks associated with this decision, the level of risk has been identified as:

Current Risk: High

Residual Risk: High

Significant additional resources have been incorporated into the budgets for people services being delivered to Dorset Council's residents. However, the unpredictability and volatility of demand and the price sensitivity of some of the complex services provided means that the budget can be significantly impacted by small changes to (for example) the numbers of looked-after-children or the numbers of adults needing support to live well at home.

On top of these risks, we continue to manage our way through the Covid-19 pandemic, the single biggest risk to this Council's financial performance and position in memory. More detail on the pandemic's impact is set out below and in other papers prepared for Cabinet during 2020/21.

The short-term nature of the Spending Review 2020 (SR20), the local government finance settlement and continuing uncertainty around the impact of the UK's exit from the European Union are further, significant risks to the Council's budget.

There is a well-developed risk-management process which will continue to frame our financial monitoring and corporate plan reporting during the year.

7. Equalities impact assessment

The budget is a framework for the Council to achieve its priorities and the requirement to achieve a balanced budget is delivered through a number of key assumptions and the delivery of programmes of transformational change.

The overall budget framework has not been the subject of a separate equality impact assessment but the programmes and changes upon which delivery of the budget will depend will themselves be assessed.

8. Appendices

1. High-level revenue budget summary;
2. Council tax resolution (for the Council report only);
3. Capital strategy 2021-2026;

4. Capital programme budget summary and financing;
5. Treasury management strategy 2021/22;
6. Summary of financial planning assumptions;
7. Response to the issues raised by the Scrutiny committees.

9. Background papers

Budget strategy report 2020/21

Quarterly financial management reports to Cabinet; July & November 2020 and January 2021

Budget strategy report for Scrutiny Committees December 2020

10. Budget priorities and background to budget development

10.1 Dorset Council adopted the Dorset Council Plan 2020-24 in February 2020. The priorities for Dorset set out in that plan are:

- economic growth - we will deliver sustainable economic growth, increasing productivity and the number of high-quality jobs in Dorset, creating great places to live, work and visit;
- unique environment - we will help to deliver sustainable development while protecting and enhancing Dorset's environment;
- suitable housing - we will work with registered housing providers, community land trusts and local housing partners to deliver affordable, suitable and decent housing;
- strong, healthy communities - we will work with residents and partners to build and maintain strong communities where people get the best start and lead fulfilling lives;
- staying safe and well - we will work with all of our residents to have a good quality of life.

10.2 Aligned to the Dorset Council Plan, Cabinet approved the Transformation Plan, which described the approach that the Council would take to redesign services, so that the Council's priorities can be met with the funding available.

10.3 Significant progress has been made in delivering on these priorities. However, the Covid-19 pandemic has been a huge challenge. The Council has risen to this challenge, in providing urgent support to vulnerable residents in the wake of the lockdown and shielding restrictions. Looking forward to the recovery phase has brought into focus the importance of making sure our priorities as a council are going to help Dorset and its residents move forward, rather than returning to the way things were.

10.4 The impact of Covid-19 on the Council's financial position continues to be dramatic as income levels have fallen significantly whilst expenditure has increased. There is still a substantial amount of risk and volatility around

- our assumptions, but our current forecast for 2020/21 is improving and the recent Spending Review 2020 (SR20) announced some additional funding for councils that might provide further financial support to the package of measures already being implemented. These could improve financial prospects further for 2020/21 and for 2021/22. More detail is provided further on in this report.
- 10.5 It is also worth reminding ourselves of the financial efficiency from becoming a unitary council, saving £10m from the pay bill alone when compared with predecessor councils. Further convergence savings are still being realised in the budget 21/22 process, but despite cost reductions, efficiency and council tax increases, the sustained growth in demand and costs of delivering services remains extremely challenging.
- 10.6 The challenge for 2021/22 and beyond is clear; for the Council to balance the budget whilst continuing to provide high quality services for the residents of Dorset. The challenge is amplified by the uncertainties caused by the effects of the pandemic on Dorset and the wider national economy, and the UK's exit from the European Union. These are extremely challenging times.
- 11 Local and national contexts, the impact of Covid-19, SR20 and the provisional local government finance settlement**
- 11.1 This budget has been prepared against a backdrop of unprecedented levels of uncertainty and risk. There are hugely influential matters in progress which will impact not just on Dorset Council, but globally.
- 11.2 The challenges facing councils around demand, funding and transformation continue and are well rehearsed. Against that backdrop, we also have the complexity of a pandemic and the challenges inherent in building a budget based on a current cost base which is complicated by the difficulty in assessing "pure-Covid-19" costs and assessing whether they should be included.
- 11.3 Nationally, £1.55bn has been made available for the early months of 2021/22 to fund Covid-19 pressures. Dorset Council's share of this is £8.6m. This is not included in the budget and will be added to contingency to allocate against specific costs as and when these arise. There is no flexibility to support existing costs within that allocation and risk that it might need to be returned to Government if it is not required for the purposes intended.
- 11.4 The Spending Review 2020 (SR20) was broadly in line with expectations and the detail of the provisional local government finance settlement appears still to support initial thoughts that it was more positive for Councils than some had been anticipating. However, the spending review was still for a single year rather than a multi-year deal, so a significant amount of risk rolls forward into future funding levels in the MTFP. We are also still waiting for confirmation of some other significant grants which are

announced outside of the settlement process, often by other government departments.

- 11.5 This is an unprecedented year, and this is borne out by the potential volatility in our financial planning assumptions. Many of these have moved quite significantly during the months of budget development. The latest budget assumptions are shown in Appendix 6 and generate the budget gap over the five-year period of the MTFP as shown in the table, below.

Medium Term Financial Plan summary					
	MTFP Yr1	MTFP Yr2	MTFP Yr3	MTFS Yr4	MTFP Yr5
	2021-22	2022-23	2023-24	2024-25	2025-26
	£m	£m	£m	£m	£m
Council tax	263.905	271.197	278.691	286.392	294.303
Business rates (NDR funding)	44.312	44.534	44.756	44.980	45.205
Other grants treated as general funding	4.177	3.515	2.475	2.475	2.475
Total funding	312.394	319.245	325.923	333.847	341.983
Budget requirement	312.394	328.199	345.100	362.984	381.416
Budget gap (cumulative)	0.000	(8.954)	(19.177)	(29.137)	(39.434)

- 11.6 Clearly, while the gap for the current year has been closed, there is still work to do around future projections and we will continue to keep the model up to date and report frequently to Cabinet. Work also continues to deliver the tactical and transformational savings required to balance the budget. Delivery of these is key to future financial sustainability and resilience.
- 11.7 During 2020/21, councils have received a number of packages of support from Government. Most of those are set out in the Q3 financial management report and are not repeated here. However, it is worth mentioning two areas in particular where support will continue into 2021/22, namely the sales, fees and charges scheme and the tax income guarantee scheme. We are still waiting for exact details of how the schemes will work but they will both offer some support to next year's budget.
- 11.8 There are also a number of grants in our funding for 2021/22 which are not yet baselined and are therefore at risk in future spending reviews.

These include, for example, the improved better care fund and the social care support grant; the latter of these having been increased by £0.3bn national, although only £426k of that came to Dorset as much of the funding was applied to “equalisation”. This approach reinforces the point made elsewhere that councils with relatively high council tax are forced to raise it further still (through the social care precept) because they do not get a proportionate or equitable share of additional grant.

12 2020/21 performance and context

- 12.1 The budget has been built using experience of 2020/21, so it is important to understand this before moving forward. There are several strands of financial performance to address when considering the current year.
- 12.2 The budget for 2020/21 set a number of financial targets which would be possible for the converging councils. We targeted savings from further convergence of systems, processes and structures, increased income from commercial sources and critically, £3m of savings from transformation and a further £3m from improved supplier and contract management, and procurement.
- 12.3 It is pleasing to be able to report that many of the cost reductions from reorganisation that were built into the budget are being achieved. These include (amongst other things) reduced internal and external audit costs, reduced councillors’ expenses and, most significantly, employee cost reductions from the convergence of support services. However, the impact of Covid-19 has meant many of our resources have been redeployed to support response and recovery work, and although our transformation programme is being refreshed and energised, planned savings from transformation and better supplier management cannot be delivered in the current financial year (2020/21).
- 12.4 Despite the good work already completed and still in progress in 2020/21, this has been a year of further pressure on the revenue budget with an overspend still likely this year. We have done our best to analyse this between the impact of Covid-19 and other causes, but this is not a straightforward task for every line of income or expenditure. The position being forecast for 2020/21 is an overspend of £18.6m. More detail on this is set out in the Q3 financial management report that is on the same agenda as this report, so that detail is not repeated here.
- 12.5 It should be noted that there is still volatility and risk in the forecast for this year and some of this inevitably rolls into next year, so we must manage risks proportionately and monitor performance closely. However, we should remind ourselves that this will be the case in any year; 2021/22 is not unique in being a year where this Council, or its predecessors have faced significant risks. Since 2009, Councils have been required to deliver large-scale annual savings from their revenue budgets and Dorset Council’s predecessors are no exception, having saved well over £100m from their annual budgets in the last decade.

- 12.6 The Council will continue to transform to deliver services sustainably within budget. But transformation takes time and while residents of Dorset need services to be delivered in the meantime, this Council will use reserves prudently during the current year to support additional demand as it develops new and innovative solutions to deal with a level of demand which outpaces funding currently available. We are also investing in transformation, with a £5m fund being deployed to support transformation.

13 Budget and MTFP development

- 13.1 The budget and MTFP approved in February 2020 presented a total budget gap, including planned savings, of £31m from 2021/22 to 2025/26, of which £7.4m arose in 2021/22.
- 13.2 However, revisiting our assumptions and the financial impact of Covid-19, caused the budget gap to increase, as set out in the report to Cabinet on 6 October 2020.

	£k
Budget gap from 2020/21 MTFP	7,434
Reduction in tax base growth	1,924
Reduction in business rates yield	1,000
Change in inflation assumptions on pay, non-pay & income	1,324
Adult Services & Housing 2020/21 continuing budget pressures	6,584
Children's Services 2020/21 continuing budget pressures	625
Place Directorate 2020/21 continuing budget pressures	2,208
Corporate Services 2020/21 continuing budget pressures	294
Corporate savings not achieved in 2020/21 *	6,392
Adult Services & Housing new budget pressures	1,955
Children's Services new budget pressures	7,142
Place Directorate new budget pressures	2,730
Corporate Services new budget pressures	2,287
Revised budget gap	<u>41,899</u>

* corporate savings that the Council was unable to deliver due to resources required to be diverted to the Covid-19 pandemic.

- 13.3 It was clear that Covid-19 was having a dramatic impact on the MTFP, increasing the budget gap to £71.4m over the five-year MTFP period, with a revised gap of £41.9m in the first year. Cabinet gave a clear steer to officers that they should work with portfolio holders and lead members to identify a range of transformational options and tactical savings that would help to close this budget gap over the autumn.
- 13.4 The approach to setting a balanced budget in 2021/22 was underpinned by eight principles:
- i) the budget should be driven by the Dorset Council Plan and priorities

- ii) front line services should be protected
 - iii) where possible, 'back office' costs should be reduced
 - iv) maximise the savings from becoming a unitary council
 - v) accelerate our transformation programmes
 - vi) take a more commercial approach
 - vii) mitigate the impact on jobs where possible
 - viii) be open to investment to save opportunities.
- 13.5 Using the principles listed above, along with continuing to keep the MTFP up to date with new information, the budget gap was closed as set out in the budget report presented to Scrutiny Committees on 11 December 2020.
- 13.6 More detail on budget movements is shown in the appendices to this paper and these should be read alongside the directorate updates, below.

14 Directorate plans and budgets

- 14.1 Overall budget information is set out in Appendix 1. More detail on individual directorates' budget pressures, savings was also included in the report prepared for Scrutiny Committees on 11 December 2020. That detail is not reported again in order to make the volume manageable.

Adult Services and Housing

- 14.2 The Directorate's financial pressures were set out in the detail at appendix 1 to the scrutiny report. There will continue to be underlying increases in demand for services and cost pressures for providers due to Covid-19.
- 14.3 After ten years of funding constraints, efficiency is becoming increasingly challenging. Health budgets are strained as never before, and limited funds are passported to social care to support the acute health sector.
- 14.4 Increases in unemployment and numbers accessing benefits will cause increased poverty and homelessness, and families and individuals in distress will lead to higher demand for emergency accommodation and support.
- 14.5 Longer-term impacts of Covid-19, such as delays in treatment in the health system are likely to lead to more people in crisis arriving at the Adult Social Care 'front door', requiring more intense and expensive support. We are already seeing people being discharged from hospital earlier in their recovery, with increasing complexity of care need. There is also now in place a mandatory seven-days-a-week service to support the Health Service.

14.6 The Directorate's priorities are to recover from the immediate impact of the pandemic and deliver a balanced budget in 2021/22 through the following actions:

- the five locality teams returning to strength-based conversations to ensure that care is appropriate and maximises long-term independence
- commissioners strategically supporting a fragile care market back to stability and to be prepared for the changing needs of Dorset residents. Working with communities to make the most of Dorset's strengths and assets, and to increase opportunities for people to live a better life
- working together with Health to rebalance costs in the system to sustainable levels, removing ineligible Covid-19-related costs (self-funders) and negotiating with our providers
- moving on from emergency housing arrangements and helping people move from bed and breakfast to more stable housing arrangements.

Public Health

14.7 Public Health Dorset is a shared service established to provide public health functions to the two unitary authorities; Dorset Council and BCP Council. In order to fulfil statutory duties to improve health and wellbeing, and reduce inequalities in health, both Councils receive a ring-fenced grant from the Department of Health and Social Care. This is passed to councils via the Ministry for Housing, Communities and Local Government. The grant must be used to provide mandated public health services, but it can also be used to support wider interventions to improve health and wellbeing.

14.8 Each of the Councils retains part of the grant to deliver services outside the scope of the shared service agreement, but still within grant conditions. In previous years, savings and efficiencies in the shared service have been passed back to the Councils using a population-based allocation formula.

14.9 The Joint Public Health Board agreed a new partnership agreement for the shared service in November 2020. This will consider using the budget in a new way, with contributions to the shared service agreed in advance. The budget will be considered in February 2021 by the Joint Board, leaving the Councils to invest any remainder outside of the shared service but within the grant conditions.

14.10 It is likely that around £0.5m will be passed back to each Council for underspend that is accruing during 2020/21, using a formula based on the proportions of grant contributed to the partnership. The budget assumes that Public Health Dorset can deliver a similar outcome for 2021/22.

Children's Services

- 14.11 These proposals set out an increased budget of almost £3.7m for Children's Services. This reflects the pressures seen in the current year of approximately £8m, largely due to children in care numbers and placements, and significantly affected by the Covid-19 pandemic. The budget also includes tactical savings of just over £3m and transformation savings of almost £1.9m. The cost of staff salary increments has also been funded, at almost £0.6m.
- 14.12 The budget aligns with the aims of the new three-year strategy; the Children, Young People and Families plan. The six strands of that strategy are not explored here, but the document is available online.
- 14.13 The budget is of course being set against a background of the Covid-19 pandemic. The implications for Children's Services are:
- increasing complexity of demand, including parental mental health, substance misuse, and domestic abuse;
 - increasing financial hardship for families;
 - loss of access to education and therapy services;
 - reduced availability of care placements;
 - loss of respite provision, meaning more family stress;
 - limited opportunities for the employment of young people.
- 14.14 The savings focus on decreasing the numbers of children in care and the unit cost of placements, and only delivering good care provision. We aspire to bring our numbers in line with statistical neighbours by better planning across our new localities, new processes, and refreshed oversight and focus on the right permanence plans. We will establish a new provision in Weymouth called The Harbour. Unregistered provision will be eliminated.

Place

- 14.15 In Place-Based Services the largest budget pressures are a result of increasing volumes of household waste and market conditions impacting on waste disposal contracts, though next year significant pressures will also arise across all services due to loss of income due to Covid-19 this year. Savings will be generated largely from income generation across harbours, country parks, fleet maintenance, registration and bereavement services. There will also be more income generated from trade waste and garden waste to cover service costs, and further savings as a result of waste behavioural campaigns and convergence in seasonal street cleansing and regulatory services.
- 14.16 In Economic Growth and Infrastructure, the focus of the service is through the transformation of the planning system and implementing professional charges, refocusing the operating model within Dorset Travel and providing consistency of parking charges across Dorset. Next year

significant pressures will also arise across all services due to loss of income due to Covid-19 this year.

- 14.17 For the Assets and Property Service, the focus in the coming financial year is on delivering the Property Strategy & Asset Management Plan in order to improve the management of the Council's property portfolio and deliver the transformational benefits envisaged within the Council Plan whereby social, commercial and economic benefits will be delivered through rationalisation and re-purposing of the Council's property estate and the disposal - where appropriate - of surplus assets.
- 14.18 In Libraries, Archives and Customer Services and also in Economic Development, savings will be achieved substantially through service efficiency costs by the removal of vacant posts. A number of budget lines not adequately provided for in the budgets from the predecessor authorities have also been corrected as pressures.

Corporate Services

- 14.19 The corporate Services team consists of the Corporate Development Directorate combined with the Business Insight, intelligence and communications team and the Legal and Democratic teams.
- 14.20 The role of Corporate Services is threefold:
- to provide direct support and services to residents (eg the Revenues and Benefits team and the Land Charges Service);
 - to support colleagues in the Place Directorate, in Childrens Services and in the Adults and Housing Directorate so they can provide the best services they can within financial and legal constraints;
 - to provide those essential corporate services required of an organisation of our size and scale.
- 14.21 Corporate Services was launched in January 2020 following an extensive staffing restructure which was required to bring six Councils into one. Through that process the corporate services budget was rebased, contributing to savings of over £10m per year. During 2020/21 the department has continued to establish itself whilst providing crucial services which have enabled the Council to continue to function throughout the Covid-19 pandemic.
- 14.22 The budget proposals for 2021/22 have identified a further net reduction of £1.5M (4.9%). The majority of these savings come from reductions in contract spend, further convergence opportunities and reductions in staffing budgets as the Council continues to benefit from becoming a unitary authority.

Central budgets & funding

- 14.23 Central budgets include capital financing, interest payable on borrowing, interest receivable on treasury management activities, repair and

maintenance of assets, grants receivable and a contingency fund. Funding from council tax, business rates, and grants treated as general funding are also centrally held budgets.

- 14.24 There has been a net increase in central budgets for 2021/22, most notably due to £6m of savings from transformation and better procurement/contract management that were not achieved. This is because resources required to deliver these savings needed to be deployed to support the organisation to deal with the reaction to the Covid-19 pandemic, as mentioned earlier in this report.
- 14.25 Other net changes largely offset each other and include changes to capital financing following LGR and the predecessor councils coming together and other adjustments to the contingency fund.

Dedicated Schools Grant (DSG)

- 14.26 Members may recall that in previous financial reports, mention has been made of the overspend on the High Needs Block (HNB) of the DSG. The Local Authorities (Capital Finance and Accounting) (England) (Amendment) Regulations 2020 prescribed accounting treatment for DSG overspends that were accruing to an increasing number of Councils at that stage.
- 14.27 The Regulations require that the overspend be shown as a negative reserve and that this is not the responsibility of the Council. However, this is only for a time-limited period and after three years, any residual deficit on the DSG overspend will revert to the Council.
- 14.28 Dorset Council has a deficit reduction strategy and continues to develop this with schools and other partners. In recent weeks, work has also started with representatives from the Department for Education who are supporting the deficit reduction work whilst developing the sufficiency strategy and SEND capital strategy work. Cabinet will be updated on progress.

15 Council tax strategy, recommendations and Local Council Tax Support Scheme (LCTS)

- 15.1 The Chancellor of the Exchequer presented the Government's one-year spending review on 25 November 2020. Councillors have been briefed on the details - and more on this and the local government finance settlement is set out elsewhere in this report.
- 15.2 The Chancellor announced that the social care precept would continue for 2021/22 and that this could be up to 3%. The referendum limit for increases to council tax (excluding the social care precept) was also confirmed at 2%. Due to historic, low levels of funding from Government, it is necessary for Dorset Council to implement both of these increases and Cabinet is asked to agree – and to recommend to Council - increases of 1.9967% in core council tax and 2.9951% for the social care precept; a

4.9918% increase overall. The council tax charges proposed for each property band, for Dorset Council only, are set out in the table below.

2021/22	Band A	Band B	Band C	Band D	Band E	Band F	Band G	Band H
Core	£1,062.72	£1,239.84	£1,416.96	£1,594.08	£1,948.32	£2,302.56	£2,656.80	£3,188.16
Social Care Precept	£123.54	£144.13	£164.72	£185.31	£226.49	£267.67	£308.85	£370.62
Total	£1,186.26	£1,383.97	£1,581.68	£1,779.39	£2,174.81	£2,570.23	£2,965.65	£3,558.78

- 15.3 This increase will enable the Council to balance the budget against a backdrop of significant cost and volume pressures, whilst delivering tactical and transformation savings of £18.6m and £9.1m respectively.
- 15.4 As well as the increases in the headline rates of council tax and the social care precept, there is also a change (generally an increase) in the tax base each year. There are many factors involved in the calculation of the tax base, the most significant usually being the increase in the housing supply from newly built homes that are required to pay council tax for the first time.
- 15.5 However, the calculation also includes changes in reliefs and discounts, and in 2020/21 these changes have been significant (and impact negatively on growth) as residents' circumstances have been impacted by Covid-19, meaning many have found it more difficult to pay and have accessed support and discounts. This, and a slightly lower expected collection rate mean we are predicting a very small contraction of the tax base for 2021/22, from 148,410.8 to 148,319.7 band D equivalent properties (0.06%).
- 15.6 Last year, Cabinet also approved policy changes around council tax charges for empty properties that were facilitated initially by the Local Government Finance Act 2012 and which were intended to encourage owners of long-term empty properties to return these homes to use. No further changes are required to that policy, but it is worth reminding Cabinet of the premiums that are charged on empty, unfurnished properties, in each case as a premium on top of core council tax:
- 100% for properties empty and unfurnished for at least two years;
 - 200% for properties empty and unfurnished for at least five years;
 - 300% for properties empty and unfurnished for at least ten years.
- 15.7 The last banding will be implemented from 1 April 2021, the others are already in place.

Local council tax support scheme

- 15.8 Dorset Council was established on 1 April 2019 and since then, has applied a 90% local council tax support scheme (LCTS) as agreed by the Shadow Executive and Shadow Council.
- 15.9 In preparing this budget strategy report, consideration has been given to the current scheme to assess if it is still fit for purpose. Officers have

reviewed the scheme and propose no changes for 2021/22. We have given full consideration to the effectiveness of the scheme and the impact of Covid-19 on our customers and are satisfied that no proposals for change should be made at this time.

- 15.10 We will keep evaluation of the scheme in our work programme and when we have more data for 2021/22, we can reconsider the policy to ensure it remains effective and affordable.

16 Risk and mitigations

- 16.1 There is risk in any budget proposal. We are facing a future where we are unclear how the impact of Covid-19 will play out. Like every council – and Government itself - we are facing a number of potential scenarios each of which carry varying levels of volatility and uncertainty in our planning assumptions.
- 16.2 We are limited in what we can do at this stage to mitigate that, but we will remain focused on delivery of the work programmes required to support services to Dorset's residents, within the budget we have available. Continuous monitoring of the agreed budget will be key to ensuring we keep abreast of the operating environment and make important, well-informed, timely decisions about our activities and their consequences.
- 16.3 Dorset Council is fortunate in that local government reorganisation meant it has reduced its cost base and has adequate reserves to see it through 2020/21 – and there are indicators that our financial position is improving slightly. But reserves are not a sustainable source of finance; we can only spend them once and doing so reduces our capacity to mitigate the risks that reserves provide for, as well as reducing resilience against unknown future events.
- 16.4 Even without the impact of Covid-19, there is considerable risk around our planning assumptions for growth in demand and price-sensitivity in the market, especially where providers are small and are operating on the fringes of viability. The budget gap quoted in this paper is after allowing for reasonable forecasts of growth in demand for Adults' Services and Children's Services but, both locally and nationally, demand for people services continues to challenge capacity and budgets. This will become even more pressing if the impact of national or local measures to contain the impact of Covid-19 mean that councils are required to deliver more or different services to safeguard residents. Some funding for Covid-19 support for the early months of 2021/22 has already been announced and is referenced elsewhere in this report.

17 Capital programme, capital strategy and budget

- 17.1 The total capital programme approved for 2020/21 was £66.1m. Slippage from 2019/20 and increases in external funding after the budget date added £67.2m bringing the total programme to £133.3m. £70.8m of this is

externally financed with the remainder coming from the Council's own resources.

- 17.2 The 2021/22 programme as currently defined is set out in Appendix 4. It should be noted that £15m has been included at this stage and is financed in the revenue budget, but the detail of this programme is still being refined and is progressing through the Council's Capital Strategy and Asset Management Group (CSAMG) before recommendations come separately, to Cabinet for consideration.
- 17.3 The proposals also include a £2m capital contingency fund and a small capital works budget of £500k. Experience since 1 April 2019 is that there are a number of relatively minor capital projects that need to be carried out each year, ranging from physical access improvements to library equipment and a separate fund, which can be managed through CSAMG, will remove the need for more cumbersome governance arrangements for relatively small amounts to be approved. Amounts of up to £50k will be approved through a mechanism to be agreed by CSAMG (most cost centre managers already have authority to spend this money within our scheme of financial management) and the capital contingency fund will be administered in the same way as the revenue contingency fund, by approval of the S151 Officer, upon referral from CSAMG with amounts above £500k still being subject to Cabinet approval.
- 17.4 The programme continues to be analysed according to the sources of funding. This involves classification of the programme into three categories:
- projects that are fully funded from external sources eg Department for Transport (DfT) grant. These projects received a relatively lighter-touch review to ensure funds were being spent in accordance with the grant conditions and were spent on highest priority projects, giving best value and outcomes.
 - Projects that were partially funded from external sources e.g. partial grant funding, S106 agreements etc. These projects received an intermediate level of scrutiny to ensure that the Council was still getting best value from the contribution made from its own resources as well as securing optimum levels of external contribution for the projects chosen.
 - Projects that are fully funded from the Council's own resources. These projects received detailed scrutiny and challenge to ensure they were giving best value, were affordable and were still aligned to the emerging Dorset Council corporate plan, themes and objectives.
- 17.5 At this stage it is not clear how much of the capital programme will slip from 2020/21 into 2021/22 but the base budget provides for the financing of that programme. Any programme slippage will deliver a saving in the

capital financing budget as we are seeing in the current year's forecast position set out in the Q3 financial management report.

18 Other factors affecting planning and budget strategy

- 18.1 The Council's Transformation Plan has been refreshed and was approved at the November Cabinet meeting. We will need to make sure that spend to save opportunities continue to be integrated into the financial planning process to ensure investment comes at the right time to ease pressure on the revenue budget. We should also be mindful of the impact that the pandemic has had on our previous plans and how the diversion of resources to support residents and businesses through the response and recovery meant that the Council was unable to deliver the programme of work that would have generated savings in our cost base.
- 18.2 The *Asset Management Strategy* was also approved at the November Cabinet Meeting, detailing the opportunities and approach that the Council will take to right-size its estate after convergence of the predecessor councils' property portfolios. The plan describes the options to acquire, retain and divest property that will help us deliver transformed services, generate capital receipts, reduce running costs and help the Council operate in a modern and efficient way
- 18.3 The Asset Management Strategy dovetails with the *Dorset Workplace Strategy* which was adopted in October and which enables the Council to deliver better services more flexibly in a range of ways to meet Dorset residents' needs.
- 18.4 The requirement to alter the Council's estate and modernise workspace to meet the future needs of agile working and the aims of the Dorset Workplace is referenced in Dorset Council's Property Strategy & Asset Management Plan. The Council's response to the Covid 19 pandemic has accelerated the organisation's transformation to new, more agile ways of working.
- 18.5 As such it is proposed to undertake a process of consolidation of office buildings commencing in the fourth quarter of 2020/21 which will result in fewer, better office properties, thereby releasing properties in locations where there is more than one multifunctional office and thus generate revenue savings, capital receipts or potential income.
- 18.6 Within the 2021/22 budget is a saving provision for office property costs of £672k which includes for the consolidation of staff within County Hall from offices in Dorchester including South Walks House and Princes House together with the termination of leases at Allenview House and Lynch Lane. A paper on the Dorchester office estate and options for future use is due to be considered by Cabinet in April 2021.
- 18.7 Delivering better value will also be the aim of our emerging *Commercial Strategy*. Cabinet has recently approved a new *Procurement Strategy* and we now look to strengthen our commercial approach further – not just

through better procurement and contract management, but also through more effective income management and better relationships with our customers and our supply chain.

- 18.8 Dorset Council's *climate and ecological emergency strategy and delivery plan* is currently being consulted upon. Delivery could involve significant investment over the MTFP period and beyond and the results will need careful consideration. At this stage nothing is built into the budget or MTFP, and capital funding will be required for whatever level of investment is agreed. Bids are currently being considered by CSAMG as well as being the subject of a bid to Government.

19 Treasury management strategy

- 19.1 The treasury management strategy is attached at Appendix 5 for Cabinet's approval and recommendation to Council. As well as this strategy, a mid-year update and an outturn report for treasury management are seen by the Audit & Governance Committee.
- 19.2 Many of the treasury gains available through convergence of predecessor councils have already been taken in previous budget rounds. However, the Council continues to work with its adviser, Arlingclose, to review and monitor opportunities to improve its performance and position.
- 19.3 During 2020/21 the Council continues to implement its arrangement for a single provider of banking services. Moving to a single banking provider, is likely to deliver cost reductions close to £200k and these are built into the budget and MTFP.

20 Reserves, balances, contingency and resilience

- 20.1 The balance of Dorset Council's general fund closed at £28.2m on 31 March 2020 (still subject to audit confirmation). The projected overspend in the current year will impact on that balance unless it is financed via the use of other reserves.
- 20.2 In 2018 the shadow Council commissioned an independent report from the Chartered Institute of Public Finance and Accountancy (CIPFA) which recommended that the Council should retain as a minimum, 5% of its budget requirement as a general fund reserve. Cabinet is therefore recommended to agree a minimum level for the general fund of £15.7m.
- 20.3 However, as in previous years, prudence would suggest that it would be better to hold a higher level of general reserves to provide for risks which are not mitigated through specific earmarked, reserves. Cabinet is therefore recommended to set a level of general reserve at double the value of the minimum level (£31.5m) and that the operating range be set at £20m to £30m. The operating range is the level at which intervention would be required to lower or raise the general fund balance.
- 20.4 As well as the general fund, the Council has other earmarked reserves which are set aside to mitigate against risks that may arise during the

- year. These reserves cannot be repurposed without impacting on the risk profile of the organisation, but it is possible that once we are safely through the 2019/20 audit, some further release of reserves might be possible.
- 20.5 It is prudent for any organisation to set a contingency budget to provide for unforeseeable circumstances arising during the year. The key is to set the contingency budget as accurately as possible, so it strikes a good balance between allowing the organisation to manage risk whilst not causing a diversion of material funds away from front line services where there are clearly continuing pressures.
- 20.6 The level of the general fund balance, the raising of the lower limit, the additional funding being put into directorate budgets and the review and consolidation of the Council's reserves will all strengthen the organisation's resilience. Work is also ongoing as part of the review of the Council's resilience indicators as published by CIPFA.
- 21 Consultation, communication and equality**
- 21.1 Dorset Council's 2020/21 budget was approved by Full Council in February 2020. Members have been updated on the Council's financial performance throughout 2020/21 through quarterly finance reports to Cabinet, and through regular updates at all-member seminars. An all-day budget seminar for all members was held in December 2020.
- 21.2 In October 2020 Cabinet received a paper outlining the initial, high-level budget assumptions for 2021/22, and these assumptions have continued to be refined as the budget setting process has developed through the autumn.
- 21.3 The 2021/22 budget proposals are driven by the Dorset Council Plan. The Plan was agreed by Council in February 2020 following wide consultation with partners, the public, local businesses, Town and Parish Councils, employees and other stakeholders throughout Dorset. More than 1,600 responses were received through the consultation, and these were used to shape - and continue to shape - the new Council's priorities, as reflected in the Budget proposals.

22 S151 Officer assurance

- 22.1 Part 2 of the Local Government Act 2003 requires officers with responsibilities under s151 of the Local Government Act 1972 to make a statement regarding the robustness of estimates and the adequacy of reserves at the time the budget is set.
- 22.2 There are other safeguards aimed at ensuring local authorities do not over-commit themselves financially. These include:
- the Chief Financial Officer's powers under section 114 of the Local Government Act 1988, which requires a report to the Cabinet and to all

members of the local authority if there is or is likely to be unlawful expenditure or an unbalanced budget;

- the Local Government Finance Act 1992, which requires a local authority to calculate its budget requirement for each financial year, including the revenue costs which flow from capital financing decisions. The Act also requires an authority to budget to meet its expenditure after taking into account other sources of income. This is known as the *balanced budget requirement*;
- the Prudential Code, introduced under the Local Government Act 2003, which has applied to capital financing and treasury management decisions;
- the assessment of the financial performance and standing of the authority by the external auditors, who give their opinion on the council and the value for money it provides as part of their annual report to those charged with governance.

- 22.3 The robustness of the budget critically depends on the maintenance of a sound financial control environment including effective financial management in each of the Council's service directorates. Dorset Council's scheme of financial management sets out the responsibilities of all those involved in managing budgets and incurring commitments on behalf of the Council.
- 22.4 Whilst financial projections are based on realistic assumptions, known demand and well-formed models, some budgets are subject to a degree of estimating error as actual expenditure can be determined by factors outside the Council's control, for example demand for provision for adults with complex needs. Some activity is also subject to much more volatility and things can change very quickly and unexpectedly.
- 22.5 It is also generally not appropriate or affordable to increase budgets simply to reflect overspends in current or previous years. A reasonable degree of challenge to manage within the resources available is necessary and monitoring of expenditure, in order to take corrective action if necessary, is particularly important during a time of budget reductions.
- 22.6 The Council has well-developed arrangements for financial monitoring during the year. Budget performance is reported quarterly through the Cabinet and scrutinised by a number of other committees, including Audit & Governance Committee. There is also a well-defined model of finance staff working as business partners alongside service managers to support financial management and control. The Council's financial management system also operates on a self-service basis, enabling all officers to interrogate financial information at any point in time. Finance business partners routinely report to directorate leadership teams each month and the S151 Officer meets weekly with the Lead Member for Finance, Commercial and Capital Strategy.

- 22.7 Member involvement in budget development has been exercised, particularly through meetings of the Performance Leadership Board, regular update reports to the Lead Member, Leader and Deputy Leader, the wider Cabinet and in all-member briefings. There was also a significant programme of induction and training for all Councillors following the elections in May 2019.
- 22.8 The budget itself has also been subjected to all-councillor scrutiny, firstly through an all-day briefing session, led by Portfolio Holders and Executive Directors, then more formally through the Place and Resources, and People and Health Scrutiny Committees which were both held on 11 December 2020.
- 22.9 These budget proposals have been developed by the Council's officer group, led by the Executive Directors with significant input from members, and co-ordination by the finance team.
- 22.10 In order to gain further assurance about the affordability of the Council's strategy and plans, each Executive Director is taking personal responsibility for their budget through a formal sign-off process which will also form part of their performance assessment during the year.
- 22.11 Taking all these factors into consideration, I consider that the estimates prepared in line with the strategy explained in this report are robust. I also consider the levels of reserves to be adequate as set out earlier in this report.
- 22.12 Despite the steps taken to gain assurance and the processes, controls and monitoring that the Council has in place, the challenge and complexity of managing activity and associated expenditure within these estimates should not be underestimated. Against the backdrop of Covid-19 and our inability to be more certain over funding arrangements beyond the first year of our MTFP, the future will therefore remain challenging and balancing future years' budgets will require sustained transformation. Close monitoring will be required during the year and prompt action will be needed if performance and forecasts vary materially from budget.

23 Summary and conclusions

- 23.1 The financial climate remains extremely challenging, though the Spending Review and settlement were perhaps slightly more positive than we had been anticipating. There are challenges ahead meaning the Council started planning for 2021/22 early to develop and implement robust plans to fit within our assumed budget envelope.
- 23.2 Despite an overspend in 2019/20 and another being predicted for 2021/22, the Council's predecessors' decision to reorganise and become a unitary council mean that savings were generated in advance of the pandemic and further efficiency and cost reductions continue to be implemented this year and in the budget. Consolidating our risks and

reserves has also given us a better starting point than we would have had as individual councils.

- 23.3 Despite this, there is still significant risk and volatility ahead. The 2020/21 budget provides further strengthening of people services budgets, both for adults and children. The data in Appendix 1 show that both of these budgets are proposed to increase by more than 5%. Against this, Place budgets have contracted by 7.87% and Corporate by 4.89%.
- 23.4 Members of the two scrutiny committees have considered these budget proposals and their input to the process is set out at appendix 7, with proposed responses for Cabinet to agree alongside the other recommendations in this paper.

Aidan Dunn

Executive Director, Corporate Development

Footnote:

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

Appendix 1 – Summary Budget 2021/22

Appendix 1a – Subjective analysis

	Original Budget		2021-22			
	£'000 Pay	£'000 Non-Pay	£'000 Fees & Charges	£'000 Grants / Funding	£'000 Movement in Balances	£'000 Net Budget (2021-22)
People Services - Adults	23,045	152,534	(41,104)	(6,082)	0	128,394
Service user related	0	133,598	(30,191)	(865)	0	102,542
Adult Care Ops	16,368	1,371	(4,715)	(107)	0	13,516
Commissioning	2,441	10,747	(3,199)	(3,798)	0	6,191
Director Office	631	2,005	0	0	0	2,636
Housing	3,005	4,815	(2,939)	(1,311)	0	3,510
Corporate Development	23,319	80,692	(10,957)	(69,276)	0	23,778
Finance & Commercial	8,711	75,062	(7,778)	(69,048)	0	6,946
Human Resources	4,630	319	(2,123)	0	0	2,826
Digital & Change	1,814	114	(20)	0	0	1,903
ICT Ops	4,627	4,073	(1,030)	0	0	7,670
Director	187	(442)	0	0	0	(255)
BI & Performance	1,048	11	0	0	0	1,059
Comms & Engagement	377	189	(6)	0	0	1,160
Community Grants	169	379	0	0	0	1,148
Superfast Broadband	395	38	0	(228)	0	205
Chief Executive Office	762	172	0	0	0	934
Dorset Care Record	0	177	0	0	0	177
Place	51,955	73,006	(57,105)	(4,183)	(605)	63,068
Economy, Infrastructure, Growth	16,764	30,522	(24,232)	(3,161)	(425)	13,407
Place	25,904	33,578	(22,718)	(644)	(231)	35,868
Customer Services, Libraries, Archiv	5,439	2,236	(864)	(333)	0	6,478
Growth & Economic Regeneration	609	429	(471)	0	51	619
Directors Office	501	91	0	0	0	592
Assets & Property	2,739	6,150	(8,761)	(44)	0	84
People - Children	39,397	47,367	(6,981)	(3,142)	0	76,641
Care & Protection	16,166	36,837	(1,182)	(612)	0	51,208
Commissioning & Partnerships	6,935	2,893	27	(393)	0	9,462
Education & Learning	13,671	7,635	(3,995)	(1,846)	0	15,465
Director's	2,626	3	(750)	(231)	0	1,587
Schools	0	0	0	0	0	0
DSG Recharge	0	0	(1,080)	0	0	(1,080)
Children's control	0	0	0	0	0	0
Legal & Democratic	4,248	2,739	(1,168)	0	0	5,819
Assurance	787	504	(14)	0	0	1,278
Democratic & Electoral	958	2,034	(104)	0	0	2,887
Land Charges	261	19	(849)	0	0	(569)
Legal	2,242	182	(201)	0	0	2,223
Public Health	3,432	25,440	(15,417)	(13,455)	0	0
Public Health	3,432	25,440	(15,417)	(13,455)	0	0
Central Finance	1,705	19,046	(4,197)	(21,821)	19,362	14,634
General funding	0	6,073	(197)	(21,709)	0	(15,833)
Capital financing	0	3,560	(4,000)	0	10,391	15,951
Contingency	0	0	0	0	3,570	3,570
R&M	0	2,655	0	0	0	2,655
Precepts	0	738	0	(112)	0	626
Capital	0	0	0	0	0	0
Control	0	0	0	0	(0)	(0)
Retirement Costs	1,705	19	0	0	0	1,725
DC-wide savings	0	0	0	0	0	0
Total Budget	147,102	400,824	(136,930)	(117,958)	19,357	312,394
Business Rates Top Up						(44,312)
Council Tax Surplus						(263,905)
New Homes Bonus						(1,702)
Rural Services Delivery Grant						(2,475)
						(312,394)

Appendix 1b – Cost Type Analysis

Cost Type	Original Budget £'000
Internal Charges (Expenditure)	7,429
Authority (Democratic) Costs	1,763
Pay Related Costs	147,102
Premises Related Costs	20,029
Transport Related Costs	20,468
Supplies and Services	101,723
Transfer Payments	111,938
Levies & Precepts	738
Third Party (Contracted Out) Payments	135,857
Net Schools Budget	878
Contingency and movement in reserves	19,357
Gross Expenditure	567,282

Government Grants (Specific)	(117,958)
Income, Fees & Charges	(136,930)
Gross Income	(254,888)

Budget Requirement	312,394
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Council Tax	263,905
Business Rates	44,312
New Homes Bonus	1,702
Rural Services Delivery Grant	2,475
Total Funding	312,394

Appendix 1c – Changes in Budget from 2020/21 to 2021/22

	2021/21 Base Budget	Changes	2021/22 Base Budget	% change
People - Adults & Housing	£122,253,222	£6,141,032	£128,394,254	5.02%
Corporate Development & Legal	£31,120,112	(£1,523,072)	£29,597,040	(4.89%)
Place	£68,456,066	(£5,387,801)	£63,068,265	(7.87%)
People - Children's	£72,978,419	£3,662,292	£76,640,711	5.02%
Contingency, capital financing & central	£9,412,263	£5,281,646	£14,693,909	56.11%
Total	£304,220,082	£8,174,097	£312,394,179	2.69%
Funding	(£304,220,082)	(£8,174,097)	(£312,394,179)	2.69%

Appendix 1d – Adult Services

	£
Opening Base Budget 20/21	122,253,222
Extra cost of Care and Operations	7,449,000
Cost of Increments	295,000
Inflation on sales, fees & charges	(395,622)
Pathways to employment	11,000
Housing benefits in excess of Govt cap	1,000,000
Adult Care packages	5,208,076
Building Better Lives	355,000
Respite Care	600,000
Introduction of assistive technology	(375,000)
Increased income from self-funders	(31,000)
Less reliance on contracted care (current arrangements)	(833,500)
Reduction of Learning and Development budget @10%	(45,000)
Flexible and remote working - less travel	(30,000)
More efficient brokerage pathways and digitising of routine tasks	(60,000)
Administrative savings	(25,000)
Reduction in housing benefit costs through capital investment	(400,000)
Fewer people going into residential and nursing care	(3,700,000)
Helping people do more for themselves, less reliance on home care	(1,181,922)
Development of more flexible and responsive menu of day opportunities	(500,000)
Realignment of long-term health and care costs within the system	(1,200,000)
Proposed 2021/22 budget	<u>128,394,254</u>

Appendix 1e – Corporate Development & Legal Services

	£
Opening base budget 20/21	31,120,112
Cost of Increments	320,199
Inflation on sales, fees & charges	(48,741)
Pathways to employment	11,000
Trade Union Seconded	140,000
McFarlane telephone, cyber security	205,000
Hive - staff survey	48,000
Licences for Power Business Intelligence	50,000
Treasury Management	50,000
Lost income for Dorset Magazine	50,000
Legal Services - case management software	50,000
Members allowances	89,315
Finance & Commercial Convergence savings	(608,000)
Finance & Commercial Establishment savings	(247,000)
Finance & Commercial other savings	(38,000)
ICT operations efficiency savings	(449,150)
ICT operations savings	(48,400)
ICT Operations establishment savings	(176,624)
HR and OD Convergence savings	(30,000)
HR and OD efficiency savings	(63,000)
HR and OD establishment savings	(102,000)
Assurance Convergence savings	(26,500)
Assurance efficiency savings	(51,000)
Assurance other savings and audit fee savings	(211,561)
Assurance training and travel savings	(4,000)
Democratic & Electoral convergence savings	(144,400)
Democratic & Electoral efficiency savings	(122,500)
Democratic & Electoral establishment savings	(13,000)
Democratic & Electoral training and travel savings	(6,600)
Legal convergence savings	(13,900)
Legal efficiency savings	(3,400)
Legal other savings and audit fee reduction	(27,000)
Legal training and travel savings	(6,000)
Business Intelligence efficiency savings	(5,000)
Business Intelligence training and travel savings	(13,000)
Communications efficiency savings	(5,000)
Communications training and travel savings	(2,590)
Chief Executive Office convergence savings	(36,550)
Chief Executive Office efficiency savings	(2,700)
Chief Executive training and travel savings	(28,220)
Community grants - efficiency savings	(750)
Community Grants - training and travel savings	(2,000)
Proposed 2021/22 budget	<u>29,597,040</u>

Appendix 1f – Place

	£
Opening base budget 20/21	68,456,066
Cost of Increments	810,216
2020/21 existing budget pressures in Place	1,850,000
Transfer of SEN Travel Team to Place	123,718
Inflation on sales, fees & charges	(642,195)
Move Waste Asset Financing to Central Finance	(3,570,527)
Pathways to employment	11,000
Unfunded TIC's	60,000
Increase in property costs	200,000
Gully clearance	400,000
Increase in school transport costs	750,000
Waste pressures	796,000
CCTV replacement programme	25,000
Harbour base budget adjustment	65,000
Loss of café income at Durlston	20,000
Harbour dredging	85,000
Streetlighting contract prices	400,000
Service redesign of Property and Assets Service	(850,000)
Ex RCCO Revenue Maintenance Budget	(187,500)
Dorset Innovation Park-Insource CBRE Services	(64,000)
Increased income Housing Support	(50,000)
Reduction in property costs	(672,000)
Reprofile support to Dorset LEP	(52,500)
Community economic development (formerly North Dorset DC)	(12,144)
Delete currently vacant positions - Economic Growth	(57,344)
Service efficiencies across the Parking Service	(136,590)
Car Parking Phase 1 Project	(788,800)
Street Lighting LED energy savings	(160,000)
Service efficiencies across the Highways Service	(4,000)
Change of operating model for Fleet Services (Dorset Travel)	(880,000)
Service efficiencies across Dorset Travel	(163,935)
Increase in Commercial Income across Harbours, Coast and Greenspace and Fleet Maintenance	(245,000)
Managed reduction in transport costs	(20,000)
Income generation for listed building and EPC pack	(25,000)
Income generation for Neighbourhood Plan support service	(15,000)
Income generation for discretionary planning services (pre-app and Planning Performance Agreements)	(250,000)
Planning transformation	(490,000)
Behavioural change - Right Stuff Right Bin Campaign	(187,250)
Trade Waste - increased income	(100,000)
Garden Waste - increased income	(330,000)
Convergence of service budgets	(43,353)
Waste disposal technical consultancy budget reduction	(25,000)
Reduction of vacant posts and running costs of Customer Services	(244,254)
Service efficiencies in Libraries	(155,000)
Service redesign of the remaining TIC's	(52,000)
Leisure centres - reduce casual and zero hours staff with revised service offer 21/22	(115,000)
Service efficiencies across the Outdoor Education Service	(80,000)
Increased income across the Regulation Service	(152,500)
Regulatory convergence and transformation	(70,000)
Reduction in travel budget - 30%	(55,843)
Reduction in training budget - 20%	(37,000)
Proposed 2021/22 budget	<u>63,068,265</u>

Appendix 1g – Children’s Services

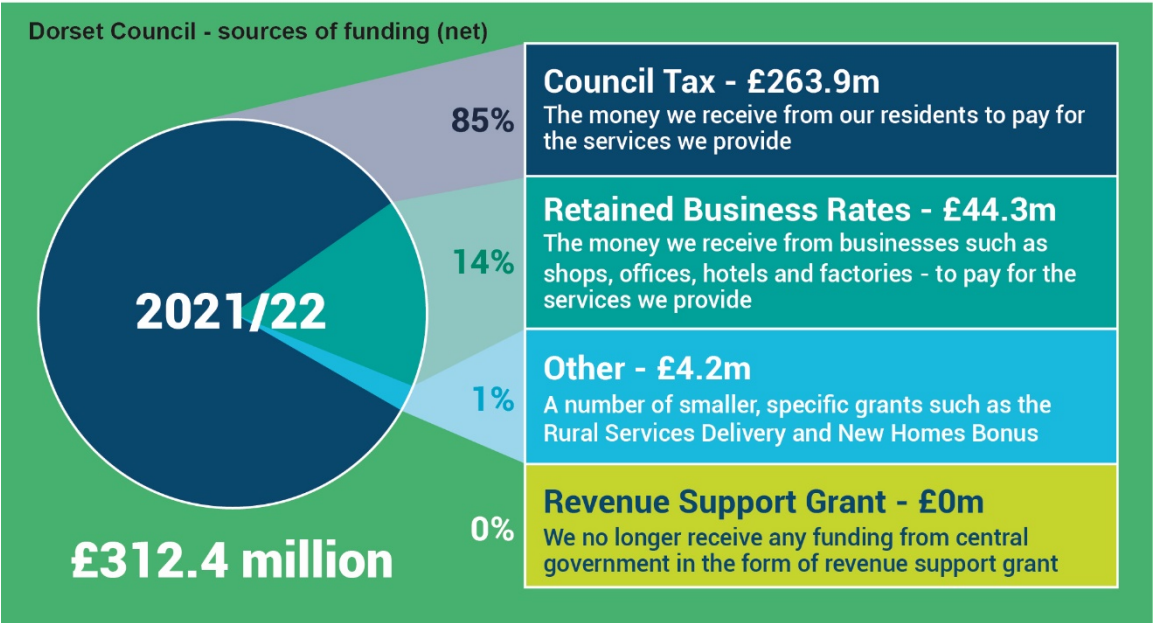
	£
Opening base budget 20/21	72,978,419
Cost of Increments	550,000
Add in additional pressures from overspend	625,000
Transfer of SEN Travel to Place	(123,718)
Inflation on sales, fees & charges	(36,983)
Pathways to employment	11,000
Increase in no. and costs of external Placements	6,171,293
SEND Transport	1,000,000
Weymouth residential home project staffing	345,000
Blueprint for Change pay protection	(8,300)
MASH savings - relocation and redesign of front door operations	(100,000)
Review Short Breaks programme and increase wraparound offer	(125,000)
Reduce staff travel budgets by 10%	(132,000)
Remove 15% from all training budgets	(64,000)
Increase trading charges by 10% in targeted areas	(100,000)
Review and reduce subscription spend	(30,000)
Review and decrease external room usage	(50,000)
Review Early Years sector qualification support	(150,000)
Reduction in recharges to Dedicated Schools Grant (DSG)	(1,000,000)
Review information, advice and guidance delivery model	(400,000)
Redesign of Family Contact delivery model	(150,000)
Additional contributions from Health and Education to Placements	(500,000)
Review support packages for families with SGO and Troubled Families arrangements	(200,000)
Review of existing CIC internal and external placements	(1,470,000)
Development of Family Hubs	(400,000)
Proposed 2021/22 budget	<u>76,640,711</u>

Appendix 1h - Capital Finance, Contingency and Repairs & Maintenance

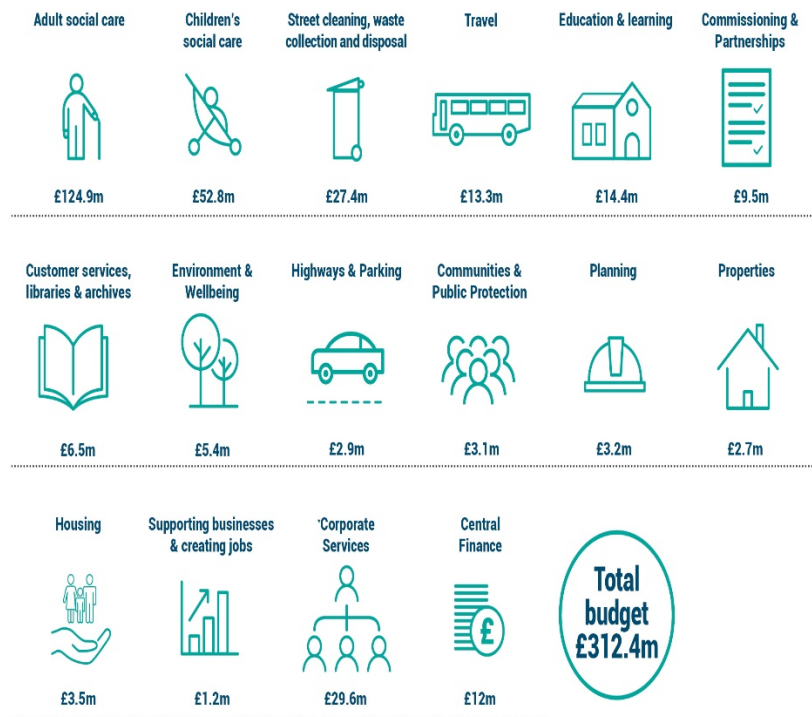
	£
Opening base budget 20/21	9,412,263
Shortfall in savings 20/21	6,000,000
Cost of funding increments from contingency	(1,975,415)
Waste Asset Financing transfer to Capital Finance	3,570,527
Increase in cost pressures held in contingency	1,504,534
Allocation of inflation held in contingency	2,000,000
Increase in R&M costs	268,000
Increase in MRP calculation	250,000
Increase in Pension costs	252,000
Increase in grant funding	(588,000)
Reduction in overall asset financing	(3,000,000)
Public Health adjustment	(500,000)
Reduction of contingency budget	<u>(2,500,000)</u>
Proposed 2021/22 budget	<u>14,693,909</u>

Appendix 1i. Sources of funding

Lorem ipsum



Appendix 1j. How the budget is spent



*Includes Revenues & Benefits, Finance, Procurement, Human Resources, IT, Legal and Democratic Services.

Appendix 2

Council tax resolution

(Council paper only, blank for Cabinet paper)

Appendix 3

Capital Strategy 2021-2026

1. Introduction

- 1.1. This capital strategy gives a high-level overview of how capital expenditure, capital financing and treasury management activity contribute to the provision of local public services along with an overview of how associated risk is managed and the implications for future financial sustainability.
- 1.2. Decisions made this year on capital and treasury management will have financial consequences for the Council for many years to come. They are therefore subject to both a national regulatory framework and a local policy framework, summarised in this report.

2. Capital expenditure and financing

- 2.1. Capital expenditure is where the Council spends money on assets, such as property or vehicles, that will be used for more than one year. In local government this includes spending on assets owned by other bodies, and loans and grants to other bodies enabling them to buy assets. The Council has some limited discretion on what is treated as capital expenditure, for example, land and building assets costing less than £25k are generally not capitalised and are instead charged to revenue in the year of purchase.
- 2.2. In 2021/22, the Council is planning capital expenditure of £63m as detailed in Appendix 4 and summarised below.

Table 1: Prudential Indicator: Estimates of Capital Expenditure in £m

	2020/21 Forecast	2021/22 Budget	2022/23 Budget	2023/24 Budget
Projects with full external funding	54	15	0	0
Projects with partial external funding	32	9	3	0
Projects with no external funding	48	39	12	15
TOTAL	134	63	15	15

- 2.3. The introduction of International Financial Reporting Standard 16 (IFRS16) *Leases* for the 2022/23 financial year, requires all 'right of use' assets to be shown on the balance sheet. The impact of this change in accounting treatment is currently being formulated.
- 2.4. Capital investments include loans and shares made for service purposes and property to be held primarily for financial return in line with the definition in the CIPFA Treasury Management Code.
- 2.5. Service managers bid annually for approval of capital projects. A sum of £15m has been set aside in the capital programme as an investment fund against which new bids can be submitted. This amount is affordable within the capital financing budget.

- 2.6. Bids are collated by the Finance Policy & Compliance team who calculate the financing cost (which can be net nil if the project is fully externally financed). The Capital Strategy and Asset Management Group (CSAMG) appraises all bids based on a comparison of service priorities against financing costs and makes proposals to Cabinet. The final capital programme is then presented to Cabinet and then to Council for approval.
- 2.7. Capital projects with the most beneficial impact on the revenue budget will be prioritised. The Council also intends to repurpose assets for better service delivery.
- 2.8. All capital expenditure must be financed, either from external sources (government grants and other contributions), the Council's own resources (revenue, reserves and capital receipts) or debt (borrowing, leasing and Private Finance Initiative). The planned financing of the above expenditure is summarised below:

Table 2: Capital financing in £ millions

	2020/21 Forecast	2021/22 Budget	2022/23 Budget	2023/24 Budget
Grants and contributions	72	19	0	0
Capital receipts applied	0	0	0	0
Reserves	0	0	0	0
Minimum Revenue Provision (MRP)	9	10	10	10
Other revenue contributions	0	0	0	0
Debt	53	34	5	5
TOTAL	134	63	15	15

- 2.9. Debt is only a temporary source of finance, since loans and leases must be repaid, and this is therefore replaced over time by other financing, usually from revenue which is known as minimum revenue provision (MRP). Alternatively, proceeds from selling capital assets (known as capital receipts) may be used to replace debt finance.
- 2.10. The Council's cumulative outstanding amount of debt finance is measured by the capital financing requirement (CFR). This increases with new debt-financed capital expenditure and reduces with MRP and capital receipts used to replace debt. The CFR is expected to increase by £53m during 2021/22. Based on the above figures for expenditure and financing, the Council's estimated CFR is as follows:

Table 3: Prudential Indicator: Estimates of Capital Financing Requirement in £m

	31-Mar-20 Actual	31-Mar-21 Forecast	31-Mar-22 Budget	31-Mar-23 Budget	31-Mar-24 Budget
Capital Financing Requirement	320	373	407	412	417

- 2.11. When a capital asset is no longer needed, it may be sold so that the proceeds, known as capital receipts, can be spent on new assets or to repay debt. The Council is currently also permitted to spend capital receipts on service transformation projects until 2022/23. The Council forecasts that £2m of capital receipts will be received in 2020/21.

Table 4: Capital receipts receivable in £m

	2020/21 Forecast	2021/22 Budget	2022/23 Budget	2023/24 Budget
Asset sales	2	0	0	0

- 2.12. The capital programme does not assume any capital receipts as financing beyond 2019/20, though clearly where the asset management strategy indicates that a property is surplus and disposal is the correct option, the asset will be disposed of in the best way. A decision about the use of any capital receipts that do accrue will be taken by Cabinet in 2020/21 as they can either be used to finance new capital expenditure, or flexibly to finance revenue transformation costs.

3. Treasury Management

- 3.1. Treasury management is concerned with keeping sufficient but not excessive cash available to meet the Authority's spending needs, while managing the risks involved. Surplus cash is invested until required, while a shortage of cash will be met by borrowing, to avoid excessive credit balances or overdrafts in the bank current account.

Borrowing strategy

- 3.2. The Council's main objective when borrowing is to achieve a low and certain cost of finance while retaining flexibility should plans change in future. These objectives are often conflicting, and the Council therefore seeks to strike a balance between relatively inexpensive short-term loans (currently available at annual interest rates of approximately 0.2%-0.5%) and long-term, fixed-rate loans where the future cost is known but higher (currently available at annual interest rates of approximately 2% to 3%).
- 3.3. Projected levels of the Council's total outstanding debt (which comprises borrowing, PFI liabilities, leases and transferred debt) are shown below, compared with the capital financing requirement. Clearly these are subject to change as the Council's capital programme for the future develops.

Table 5: Prudential Indicator: Capital Financing Requirement and Gross Debt in £m

	31-Mar 2020 Actual	31-Mar 2021 Forecast	31-Mar 2022 Budget	31-Mar 2023 Budget	31-Mar 2024 Budget
Capital Financing Requirement	320	373	407	412	417
External Debt (incl. PFI & leases):					
External borrowing	216	239	283	298	313
Long-Term PFI Liabilities	24	23	22	21	20
Obligations under Finance Leases	3	3	3	3	3
Total Debt	243	265	308	322	336
Internal Borrowing	77	108	99	90	81

- 3.4. Statutory guidance is that debt should remain below the capital financing requirement, except in the short-term. The Council expects to comply with this requirement in the medium-term, as shown in the table above.
- 3.5. To compare the Council's actual borrowing against an alternative strategy, a 'liability benchmark' has been calculated based on the lowest possible level of borrowing. This assumes that cash and investment balances are kept to a minimum level of £20m at each year-end and may not be possible to implement in practice due to constraints on the Council's ability to repay existing borrowing.

Table 6: Borrowing and the Liability Benchmark in £m

	31-Mar 2020 Actual	31-Mar 2021 Forecast	31-Mar 2022 Budget	31-Mar 2023 Budget	31-Mar 2024 Budget
Outstanding borrowing	216	239	283	298	313
Liability benchmark	128	149	198	213	228
Difference	88	90	85	85	85

- 3.6. The table above shows that the Council expects to remain borrowed above its liability benchmark by approximately £90m over the medium-term.
- 3.7. The Council is legally obliged to set an affordable borrowing limit (also termed the "authorised limit" for external debt) each year, and to keep it under review. In line with statutory guidance, a lower "operational boundary" is also set as a warning level should debt approach the authorised limit. The Council's total operational boundary has been set at £25m above the CFR, with the total authorised limits a further £25m higher.

Table 7: Prudential Indicators: Authorised limit and operational boundary for external debt in £m

	2020/21 Forecast	2021/22 Budget	2022/23 Budget	2023/24 Budget
Authorised Limits:				
Borrowing	386	421	427	433
PFI and leases	37	36	35	34
Total External Debt	423	457	462	467
Operational Boundary:				
Borrowing	366	401	407	413
PFI and leases	32	31	30	29
Total External Debt	398	432	437	442

- 3.8. The authorised limit and operational boundary for 2022/23 and subsequent years may need to be reviewed when the impact of the changes in accounting for leases under IFRS 16 are more fully understood.

Treasury investments strategy

- 3.9. Treasury investments arise from receiving cash before it is paid out again. Investments made for service or commercial reasons are not generally considered to be part of treasury management (see paragraphs 4 and 5 below).
- 3.10. The Council's policy on treasury investments is to prioritise security and liquidity over yield, that is to focus on minimising risk rather than maximising returns. Cash that is likely to be spent in the near term is invested securely, for example with the Government, other local authorities or selected high-quality banks, to minimise the risk of loss. Money that will be held for longer terms is invested more widely, including in bonds, shares and property, to balance the risk of loss against the risk of receiving returns below inflation.
- 3.11. Both near-term and longer-term investments may be held in pooled funds, where an external fund manager makes decisions on which particular investments to buy and the Council may request its money back at short notice.

Table 8: Cash and treasury investments in £m

	31-Mar 2020 Actual	31-Mar 2021 Forecast	31-Mar 2022 Budget	31-Mar 2023 Budget	31-Mar 2024 Budget
Cash & cash equivalents	31.5	35	30	30	30
Treasury investments	76.1	75	75	75	75
Total Investments	107.6	110	105	105	105

- 3.12. The effective management and control of risk are prime objectives of the Council's treasury management activities. The treasury management

strategy therefore sets out various indicators and limits to constrain the risk of unexpected losses.

- 3.13. Decisions on treasury management investment and borrowing are made daily and are therefore delegated to the Section 151 Officer and staff, who must act in line with the treasury management strategy approved by Council each year. The Audit and Governance Committee is responsible for scrutinising treasury management decisions, and regular reports on treasury management activity are presented to this committee.
- 3.14. The Council's treasury management strategy includes further details of the Council's borrowing and treasury investments.

4. Investments for Service Purposes

- 4.1. The Council may make investments to assist local public services, including making loans to or investing in local service providers, including its own subsidiaries. In light of the public service objective, the Council may be willing to take more risk than with treasury investments, however it still plans for such investments to break even after all costs.
- 4.2. Decisions on service investments must be made in line with the criteria and limits laid down in the investment strategy to be approved by Council.

5. Commercial Activities

- 5.1. The Council may invest in property or other commercial activities purely or mainly for financial gain. As financial return is the main objective, the Council may accept a higher level of risk on commercial investments than with treasury investments. The value and risks of commercial investments must remain proportionate to the size of the Council, and contingency plans must be put in place should expected yields not materialise.

6. Revenue Budget Implications

- 6.1. Although capital expenditure is not charged directly to the revenue budget, interest payable on loans and MRP are charged to revenue, offset by any investment income receivable. Estimated financing costs are summarised in the table below.

Table 9: Estimated financing costs in £m

	2020/21 Forecast	2021/22 Budget	2022/23 Budget	2023/24 Budget
Interest Payable	8.3	8.3	9.5	9.8
Minimum Revenue Provision (MRP)	9.0	10.0	10.0	10.0
Gross Financing Costs	17.3	18.3	19.5	19.8
Less Investment Income	-3.6	-3.8	-3.8	-3.8
Net Financing Costs	13.7	14.5	15.7	16.0

- 6.2. The table below compares estimated financing costs to the Council's estimated net revenue stream i.e. the amount funded from council tax, business rates and general government grants.

Table 10: Prudential Indicator: Proportion of financing costs to net revenue stream

	2020/21 Forecast	2021/22 Budget	2022/23 Budget	2023/24 Budget
Net financing costs (£m)	14	15	16	16
Proportion of net revenue stream	4.5%	4.6%	4.9%	4.9%

- 6.3. MRP is calculated with regard to the Ministry of Housing, Communities and Local Government's *Guidance on Minimum Revenue Provision* (the MHCLG Guidance), most recently issued in 2018. In accordance with this guidance, where capital expenditure was incurred before 1 April 2008, MRP will be charged at 4% of the outstanding capital financing requirement, and for capital expenditure incurred on or after 1 April 2008, MRP will be charged based on the expected useful life of the assets funded from this borrowing.
- 6.4. Financing costs for 2022/23 and subsequent years will need to be reviewed when the impact of the changes in accounting for leases under IFRS 16 are more fully understood.
- 6.5. Due to the very long-term nature of capital expenditure and financing, the revenue budget implications of expenditure incurred in the next few years may extend many years into the future. The Section 151 Officer is satisfied that the proposed capital programme is prudent, affordable and sustainable.

7. Knowledge and skills

- 7.1. The Council employs professionally qualified and experienced staff in senior positions with responsibility for making capital expenditure, borrowing and investment decisions. The Council supports junior staff to study towards relevant professional qualifications.
- 7.2. Where Council staff do not have the knowledge and skills required, use is made of external advisers and consultants that are specialists in their field. This approach is more cost effective than employing such staff directly and ensures that the Council has access to knowledge and skills commensurate with its risk appetite. Arlingclose are employed as the Council's treasury management advisers.

Appendix 4

Capital programme budget summary and financing

						21/22-25/26
Part I - projects with full external funding						Total
	2021/22	2022/23	2023/24	2024/25	2025/26	£000
	£000	£000	£000	£000	£000	£000
Funding source						
Capital grant DfT/DfE/other	(15,101)					(15,101)
Total funding	(15,101)	0	0	0	0	(15,101)
Projects						
Local Transport Plan programme of works	15,101					15,101
Total spend	15,101	0	0	0	0	15,101
Net expenditure	0	0	0	0	0	0
Part II - projects with partial external funding						21/22-25/26
	2021/22	2022/23	2023/24	2024/25	2025/26	Total
	£000	£000	£000	£000	£000	£000
Funding source						
Section 106 Agreements/Contributions/Growth Deal						0
Contribution from MHCLG (Blandford)						0
Total funding	(3,891)	0	0	0	0	(3,891)
Projects						
Dorset History Centre original bid	2,334	165				2,499
DWP Infrastructure - Blandford site	1,948	2,902				4,850
Schools Basic Need programme	4,491					4,491
Total spend	8,773	3,067	0	0	0	11,840
Net expenditure	4,882	3,067	0	0	0	7,949
Part III - projects with no external funding						21/22-25/26
	2021/22	2022/23	2023/24	2024/25	2025/26	Total
	£000	£000	£000	£000	£000	£000
Projects						
Schools Access Initiative	200	200	200	200	200	1,000
Property Improvements Programme	6,000	6,000	6,000	6,000	6,000	30,000
Dorset Council Fleet Replacement Programme	4,781	2,983	6,024	5,770	4,890	24,448
Weymouth Peninsula including Harbour Walls (W&PBC)	4,946					4,946
ICT minor capital works and projects	2,000	2,000	2,000	2,000	2,000	10,000
ITS replacement programme	200	200	200	200	200	1,000
Acquisition of temporary accommodation	1,650					1,650
Healthy homes Dorset	75	75	75			225
Compulsory purchase of long-term empty property	489					489
Residential sufficiency in Weymouth	1,072					1,072
Minor capital works	500					500
Capital contingency	2,000					2,000
Investment fund	15,000					15,000
Total spend	38,913	11,458	14,499	14,170	13,290	92,330
Net expenditure	38,913	11,458	14,499	14,170	13,290	92,330
Summary of net expenditure and funding						21/22-25/26
	2021/22	2022/23	2023/24	2024/25	2025/26	Total
	£000	£000	£000	£000	£000	£000
Total expenditure	62,787	14,525	14,499	14,170	13,290	119,271
Full external funding	(15,101)	0	0	0	0	(15,101)
Partial external funding	(3,891)	0	0	0	0	(3,891)
Dorset Council part funding (borrowing)	(4,882)	(3,067)	0	0	0	(7,949)
Dorset Council funding (borrowing)	(29,013)	(1,308)	(4,099)	(3,520)	(2,390)	(40,330)
Dorset Council funding (reserves)	0	0	0	0	0	0
Dorset Council funding (capital receipts)	0	0	0	0	0	0
Minimum Revenue Provision	(9,900)	(10,150)	(10,400)	(10,650)	(10,900)	(52,000)
Total funding	(62,787)	(14,525)	(14,499)	(14,170)	(13,290)	(119,271)

Appendix 5

Treasury management strategy

1 Introduction

- 1.1 Treasury management is the management of the Council's cash flows, borrowing and investments, and the associated risks. The Council has borrowed and invested substantial sums of money and is therefore exposed to financial risks including the loss of invested funds and the revenue effect of changing interest rates. The successful identification, monitoring and control of financial risk are therefore central to the Council's prudent financial management.
- 1.2 Treasury risk management at the Council is conducted within the framework of the Chartered Institute of Public Finance and Accountancy's *Treasury Management in the Public Services: Code of Practice 2017 Edition* (the CIPFA Code) which requires the Council to approve a treasury management strategy before the start of each financial year. This report fulfils the Council's legal obligation under the *Local Government Act 2003* to have regard to the CIPFA Code.

2 Treasury Management Advisers

- 2.1 The Council employs professionally qualified and experienced staff with responsibility for making borrowing and investment decisions. Officers are supported by external advisers who are specialists in their fields. The Council currently employs Arlingclose Limited as treasury management advisers.
- 2.2 This approach ensures that the Council has access to a wide pool of relevant market intelligence, knowledge and skills, that would be very difficult and costly to replicate internally. However, whilst advisers provide support to the internal treasury function, final decisions on treasury matters always remain with the Council.

3 External Context (Economic Background and Outlook)

- 3.1 Treasury management decisions made by the Council must take into consideration external factors, particularly the wider economic backdrop and the outlook for financial markets and interest rates.
- 3.2 Arlingclose are forecasting that Bank of England Bank Rate will remain at 0.1% until the end of 2023. A detailed economic commentary and interest rate forecast produced by Arlingclose is provided in Annex 1.

4 Local Context

- 4.1 Each of Dorset Council's six predecessor councils had different balance sheets and different capital programmes, and each had therefore developed different treasury management strategies to suit their individual circumstances. Dorset Council continues to develop its own strategy to meet the needs of its combined balance sheet and capital programme.

Existing borrowing and investment positions will continue to be reviewed to achieve an appropriate balance between cost and risk.

- 4.2 The Council's balance sheet summary and forecast are shown in table 1 below.

Table 1: Balance Sheet summary in £ millions

	31-Mar 2020 Actual	31-Mar 2021 Forecast	31-Mar 2022 Budget	31-Mar 2023 Budget	31-Mar 2024 Budget
Capital Financing Requirement	320	373	407	412	417
External Debt (incl. PFI & leases):					
External borrowing	216	239	283	298	313
Long-Term PFI Liabilities	24	23	22	21	20
Obligations under Finance Leases	3	3	3	3	3
Total External Debt	243	265	308	322	336
Internal Borrowing	77	108	99	90	81
Cash & cash equivalents	31.5	35	30	30	30
Treasury investments	76.1	75	75	75	75
Total Cash and Investments	107.6	110	105	105	105

- 4.3 The underlying need to borrow for capital purposes is measured by the Capital Financing Requirement (CFR), while usable reserves and working capital are the underlying resources available for investment. The Council's current strategy is to maintain borrowing and investments below their underlying levels, sometimes known as internal borrowing.
- 4.4 CIPFA's *Prudential Code for Capital Finance in Local Authorities* recommends that the Council's total debt should be lower than its highest forecast CFR over the next three years. Table 1 shows that the Council expects to comply with this recommendation over the medium term.
- 4.5 To compare the Council's actual borrowing against an alternative strategy, a liability benchmark has been calculated showing the lowest risk level of borrowing. This assumes the same forecasts as table 1 above, but that cash and investment balances are kept to a minimum level of £20m at each year-end to maintain sufficient liquidity but minimise credit risk.

Table 2: Borrowing and the Liability Benchmark in £ millions

	31-Mar 2020 Actual	31-Mar 2021 Forecast	31-Mar 2022 Budget	31-Mar 2023 Budget	31-Mar 2024 Budget
Outstanding borrowing	216	239	283	298	313
Liability benchmark	128	149	198	213	228
Difference	88	90	85	85	85

5 Borrowing Strategy

- 5.1 As at 31 December 2020, the Council held £210.5 million of loans as part of its strategy for funding this year's and previous years' capital programmes. External borrowing as at 31 December 2020 is summarised in Table 3 below.

Table 3 External borrowing as at 31 December 2020

	31.12.20 Balance £m	31.12.20 Average Rate %	31.12.20 Average Maturity (years)
Public Works Loan Board	84.4	4.0	17.7
Banks (fixed-term)	25.6	4.7	57.1
Banks (LOBO)	11.0	4.6	56.6
Local authorities (long-term)	15.0	4.4	39.7
Local authorities (short-term)	10.0	0.5	0.5
Other lenders (fixed-term)	45.0	3.3	45.7
Other lenders (LOBO)	19.5	2.6	12.6
Total External Borrowing	210.5	3.7	28.3

- 5.2 The chief objective of the Council (and its predecessors) when borrowing has been to strike an appropriately low risk balance between securing low interest costs and achieving cost certainty over the period for which funds are required. The flexibility to renegotiate loans should long-term plans change is a secondary objective.
- 5.3 The Council's borrowing strategy continues to address the key issue of affordability without compromising the longer-term stability of the debt portfolio. With short-term interest rates remaining much lower than long-term rates, it is likely to be more cost effective in the short term to use internal resources or borrow short-term loans rather than long term loans.
- 5.4 This strategy has enabled the Council to reduce net borrowing costs (despite foregone investment income) and to reduce overall treasury risk. The benefits of internal and/or short-term borrowing will be monitored regularly against the potential for incurring additional costs by deferring borrowing into future years when long-term borrowing rates are forecast to rise modestly. Arlingclose will assist the Council with this 'cost of carry' and breakeven analysis.
- 5.5 The predecessor councils had previously raised a significant proportion of their long-term borrowing from the PWLB but the Council will also consider long-term loans from other sources including banks, pension funds and other local authorities, and will investigate the possibility of issuing bonds and similar instruments, in order to lower interest costs and reduce over-reliance on one source of funding in line with the CIPFA Code.

- 5.6 Alternatively, the Council may arrange forward starting loans, where the interest rate is fixed in advance, but the cash is received in later years. This would enable certainty of cost to be achieved without suffering a cost of carry in the intervening period. In addition, the Council may borrow short-term loans to cover unplanned cash flow shortages.
- 5.7 The Council's approved sources of long-term and short-term borrowing are:
- HM Treasury's PWLB lending facility (formerly the Public Works Loan Board) and any successor body
 - any institution approved for investments (see below)
 - any other bank or building society authorised to operate in the UK
 - any other UK public sector body
 - UK public and private sector pension funds (including the Dorset County Pension Fund)
 - capital market bond investors, and
 - UK Municipal Bonds Agency plc and other special purpose companies created to enable local Council bond issues.
- 5.8 In addition, capital finance may be raised by the following methods that are not borrowing, but may be classed as other debt liabilities:
- leasing
 - hire purchase
 - Private Finance Initiative
 - sale and leaseback.
- 5.9 UK Municipal Bonds Agency plc was established in 2014 by the Local Government Association as an alternative to the PWLB. It issues bonds on the capital markets and lend the proceeds to local authorities. This is a more complicated source of finance than the PWLB for two reasons: borrowing authorities will be required to provide bond investors with a guarantee to refund their investment in the event that the agency is unable to for any reason; and there will be a lead time of several months between committing to borrow and knowing the interest rate payable. Any decision to borrow from the Agency will therefore be the subject of a separate report.
- 5.10 The Council holds £30.5m of Lender's Option Borrower's Option (LOBO) loans where the lender has the option to propose an increase in the interest rate at set dates, following which the Council has the option to either accept the new rate or to repay the loan at no additional cost. £11m of these LOBOs have options during 2021/22, and although the Council believes that lenders are unlikely to exercise their options in the current low interest rate environment, there remains an element of refinancing

risk. The Council will take the option to repay LOBO loans at no cost if it has the opportunity to do so.

- 5.11 Short-term and variable rate loans leave the Council exposed to the risk of short-term interest rate rises and are therefore subject to the interest rate exposure limits in the treasury management indicators below. Financial derivatives may be used to manage this interest rate risk (see section below).
- 5.12 The PWLB allows authorities to repay loans before maturity and either pay a premium or receive a discount according to a set formula based on current interest rates. Other lenders may also be prepared to negotiate premature redemption terms. The Council may take advantage of this and replace some loans with new loans, or repay loans without replacement, where this is expected to lead to an overall cost saving or a reduction in risk.

6 Treasury Investment Strategy

- 6.1 The Council holds significant levels of invested funds, representing income received in advance of expenditure plus balances and reserves held. Cash, cash equivalents and investments held on 31 December 2020 are summarised in Table 4 below.

Table 4: Cash and Treasury Investments

	31.12.20 Balance £m
Cash and Cash Equivalents:	
Banks (unsecured)	26.2
Building Societies (unsecured)	0.0
Money Market Funds	89.5
Less Dorset LEP Balances*	-28.9
Total Cash and Cash Equivalents	86.8
Investments:	
Short-dated bond funds	2.9
Strategic bond funds	10.4
Equity income funds	38.7
Property funds	20.4
Multi asset income funds	6.0
Real Estate Investment Trusts (REITS)	0.0
Total Investments	78.4
Total Cash and Investments	165.2

**The Dorset Local Enterprise Partnership's bank balances are held in the same NatWest Bank interest group as Dorset Council's bank balances. Interest is only charged if this interest group as a whole is overdrawn.*

- 6.2 **Objectives:** The CIPFA Code requires the Council to invest its treasury funds prudently, and to have regard to the security and liquidity of its investments before seeking the highest rate of return, or yield. The Council's objective when investing money is to strike an appropriate balance between risk and return, minimising the risk of incurring losses from defaults and the risk of receiving unsuitably low investment income. Where balances are expected to be invested for more than one year, the Council will aim to achieve a total return that is equal or higher than the prevailing rate of inflation, in order to maintain the spending power of the sum invested.
- 6.3 **Negative interest rates:** The COVID-19 pandemic has increased the risk that the Bank of England will set its Bank Rate at or below zero, which is likely to feed through to negative interest rates on all low risk, short-term investment options. Since investments cannot pay negative income, negative rates will be applied by reducing the value of investments. In this event, security will be measured as receiving the contractually agreed amount at maturity, even though this may be less than the amount originally invested.
- 6.4 **Strategy:** Given the increasing risk and very low returns from short-term unsecured bank investments, the Council aims to continue to diversify into more secure and/or higher yielding asset classes during 2021/22.
- 6.5 The Council has investments of approximately £80m in externally managed strategic pooled investment vehicles (bond, equity, multi-asset and property funds) where short-term security and liquidity are lesser considerations, and the objectives instead are regular revenue income and long-term price stability.
- 6.6 These funds have no defined maturity date, but are available for withdrawal after a notice period, and their performance and continued suitability in meeting the Council's investment objectives are regularly reviewed. Strategic fund investments are made in the knowledge that capital values will move both up and down on months, quarters and even years; but with the expectation that over a three to five-year period total returns should exceed cash interest rates.
- 6.7 **Business models:** Under International Financial Reporting Standard (IFRS) 9, the accounting treatment for certain investments depends on the Council's "business model" for managing them. The Council aims to achieve value from its internally managed treasury investments by a business model of collecting the contractual cash flows and therefore, where other criteria are also met, these investments will continue to be accounted for at amortised cost.
- 6.8 **Approved counterparties:** The Council may invest its surplus funds with any of the counterparty types in table 5 below, subject to the cash limits (per counterparty) and the time limits shown.

Table 5 Treasury investment counterparties and limits

Sector	Time limit	Counterparty limit	Sector limit
The UK Government	50 years	Unlimited	n/a
Local authorities & other government entities	25 years	£30m	Unlimited
Secured investments *	25 years	£30m	Unlimited
Banks (unsecured) *	12 months	£15m	Unlimited
Building societies (unsecured) *	12 months	£15m	£30m
Registered providers (unsecured) *	5 years	£15m	£30m
Money market funds *	n/a	£30m	Unlimited
Strategic pooled funds	n/a	£20m	£150m
Real estate investment trusts	n/a	£20m	£100m
Other investments *	5 years	£15m	£30m

6.9 This table must be read in conjunction with the notes below.

6.10 ***Minimum credit rating:** Treasury investments in the sectors marked with an asterisk will only be made with entities whose lowest published long-term credit rating is no lower than A-. Where available, the credit rating relevant to the specific investment or class of investment is used, otherwise the counterparty credit rating is used. However, investment decisions are never made solely based on credit ratings, and all other relevant factors including external advice will be taken into account. For entities without published credit ratings, investments may be made either where external advice indicates the entity to be of similar credit quality.

6.11 **Government:** Loans, bonds and bills issued or guaranteed by national governments, regional and local authorities and multilateral development banks. These investments are not subject to bail-in, and there is generally a lower risk of insolvency, although they are not zero risk. Investments with the UK Central Government are deemed to be zero credit risk due to its ability to create additional currency and therefore may be made in unlimited amounts for up to 50 years.

6.12 **Secured investments:** Investments secured on the borrower's assets, which limits the potential losses in the event of insolvency. The amount and quality of the security will be a key factor in the investment decision. Covered bonds and reverse repurchase agreements with banks and building societies are exempt from bail-in. Where there is no investment

- specific credit rating, but the collateral upon which the investment is secured has a credit rating, the higher of the collateral credit rating and the counterparty credit rating will be used. The combined secured and unsecured investments with any one counterparty will not exceed the cash limit for secured investments.
- 6.13 **Banks and building societies (unsecured):** Accounts, deposits, certificates of deposit and senior unsecured bonds with banks and building societies, other than multilateral development banks. These investments are subject to the risk of credit loss via a bail-in should the regulator determine that the bank is failing or likely to fail. See below for arrangements relating to operational bank accounts.
- 6.14 **Registered providers (unsecured):** Loans and bonds issued by, guaranteed by or secured on the assets of registered providers of social housing and registered social landlords, formerly known as housing associations. These bodies are regulated by the Regulator of Social Housing (in England), the Scottish Housing Regulator, the Welsh Government and the Department for Communities (in Northern Ireland). As providers of public services, they retain the likelihood of receiving government support if needed.
- 6.15 **Money market funds:** Pooled funds that offer same-day or short notice liquidity and very low or no price volatility by investing in short-term money markets. They have the advantage over bank accounts of providing wide diversification of investment risks, coupled with the services of a professional fund manager in return for a small fee. Although no sector limit applies to money market funds, the Council will take care to diversify its liquid investments over a variety of providers to ensure access to cash at all times.
- 6.16 **Strategic pooled funds:** Bond, equity and property funds offer enhanced returns over the longer term but are more volatile in the short term. These allow the Council to diversify into asset classes other than cash without the need to own and manage the underlying investments. These funds have no defined maturity date, but are available for withdrawal after a notice period, therefore their performance and continued suitability in meeting the Council's investment objectives will be monitored regularly.
- 6.17 **Real estate investment trusts (REITs):** Shares in companies that invest mainly in real estate and pay the majority of their rental income to investors in a similar manner to pooled property funds. As with property funds, REITs offer enhanced returns over the longer term, but are more volatile especially as the share price reflects changing demand for the shares as well as changes in the value of the underlying properties.
- 6.18 **Other investments:** This category covers treasury investments not listed above, for example unsecured corporate bonds and company loans. Non-bank companies cannot be bailed-in but can become insolvent placing the Council's investment at risk.

- 6.19 **Operational bank accounts:** The Council may incur operational exposures, for example through current accounts, collection accounts and merchant acquiring services, to any UK bank with credit ratings no lower than BBB- and with assets greater than £25 billion. These are not classed as investments but are still subject to the risk of a bank bail-in, and balances will therefore be kept below £10m per bank. The Bank of England has stated that in the event of failure, banks with assets greater than £25 billion are more likely to be bailed-in than made insolvent, increasing the chance of the Council maintaining operational continuity.
- 6.20 **Risk assessment and credit ratings:** Credit ratings are obtained and monitored by the Council's treasury advisers, who will notify changes in ratings as they occur. Where an entity has its credit rating downgraded so that it fails to meet the approved investment criteria then:
- no new investments will be made,
 - any existing investments that can be recalled or sold at no cost will be, and
 - full consideration will be given to the recall or sale of all other existing investments with the affected counterparty.
- 6.21 Where a credit rating agency announces that a credit rating is on review for possible downgrade (also known as "rating watch negative" or "credit watch negative") so that it may fall below the approved rating criteria, then only investments that can be withdrawn on the next working day will be made with that organisation until the outcome of the review is announced. This policy will not apply to negative outlooks, which indicate a long-term direction of travel rather than an imminent change of rating.
- 6.22 **Other information on the security of investments:** The Council understands that credit ratings are good, but not perfect, predictors of investment default. Full regard will therefore be given to other available information on the credit quality of the organisations in which it invests, including credit default swap prices, financial statements, information on potential government support, reports in the quality financial press and analysis and advice from the Council's treasury management adviser. No investments will be made with an organisation if there are substantive doubts about its credit quality, even though it may otherwise meet the above criteria.
- 6.23 When deteriorating financial market conditions affect the creditworthiness of all organisations, as happened in 2008 and 2020, this is not generally reflected in credit ratings, but can be seen in other market measures. In these circumstances, the Council will restrict its investments to those organisations of higher credit quality and reduce the maximum duration of its investments to maintain the required level of security. The extent of these restrictions will be in line with prevailing financial market conditions. If these restrictions mean that insufficient commercial organisations of

high credit quality are available to invest the Council's cash balances, then the surplus will be deposited with the UK Government or with other local authorities. This will cause investment returns to fall but will protect the principal sum invested.

- 6.24 **Investment limits:** the maximum that will be lent to any one organisation (other than the UK Government) will be £30 million. A group of entities under the same ownership will be treated as a single organisation for limit purposes. Credit risk exposures arising from non-treasury investments, financial derivatives and balances greater than £10 million in operational bank accounts count against the relevant investment limits.
- 6.25 Limits will also be placed on fund managers, investments in brokers' nominee accounts, foreign countries and industry sectors as below. Investments in pooled funds and multilateral development banks do not count against the limit for any single foreign country, since the risk is diversified over many countries.

Table 6 Additional investment limits

	Cash limit
Any group of pooled funds under the same management	£50m per manager
Negotiable instruments held in a broker's nominee account	£50m per broker
Foreign countries	£25m per country

- 6.26 **Liquidity management:** The Council monitors its cash flow forecasting on a daily basis to determine the maximum period for which funds may prudently be committed. The forecast is compiled on a prudent basis to minimise the risk of the Council being forced to borrow on unfavourable terms to meet its financial commitments. Limits on long-term investments are set by reference to the Council's medium-term financial plan and cash flow forecast. The Council will spread its liquid cash over at least three providers (e.g. bank accounts and money market funds) to ensure that access to cash is maintained in the event of operational difficulties at any one provider.

7 Treasury Management Indicators

- 7.1 The Council measures and manages its exposures to treasury management risks using the following indicators.
- 7.2 **Security:** The Council has adopted a voluntary measure of its exposure to credit risk by monitoring the value-weighted average credit score of its investment portfolio. Arlingclose calculate the credit score by applying a score to each investment (AAA = 1, AA+ = 2 etc.) and taking the average, weighted by the size of each investment. Unrated investments are assigned a score based on their perceived risk.
- 7.3 The target for the portfolio average credit score is 6.0.

- 7.4 **Liquidity:** The Council has adopted a voluntary measure of its exposure to liquidity risk by monitoring the amount of cash available to meet unexpected payments within a rolling three-month period.
- 7.5 The target level of cash available within three months is £30m. In addition, the Council aims to hold a minimum of £10m readily available in same day access bank accounts and Money Market Funds.
- 7.6 **Interest rate exposure:** This indicator is set to control the Council's exposure to interest rate risk. The impact of a change in interest rates is calculated on the assumption that maturing loans and investments will be replaced at current rates. The upper limits on the one-year revenue impact of a 1% rise or fall in interest rates will be £1m.
- 7.7 **Principal sums invested for longer than a year:** The purpose of this indicator is to control the Council's exposure to the risk of incurring losses by seeking early repayment of its investments. The limits on the long-term principal sum invested to final maturities beyond the period end will be:

Table 7 Limits on principal invested beyond year end

	2021/22	2022/23	2023/24
Limit on principal invested beyond year end	£20m	£15m	£10m

- 7.8 **Maturity structure of borrowing:** This indicator is set to control the Council's exposure to refinancing risk. The upper and lower limits on the maturity structure of borrowing will be:

Table 8 Maturity structure of borrowing

	Upper Limit	Lower Limit	Complied Yes/No
Under 12 months	25%	0%	Yes
12 Months to 2 Years	25%	0%	Yes
2 Years to 5 Years	25%	0%	Yes
5 Years to 10 Years	35%	0%	Yes
10 Years to 15 Years	35%	0%	Yes
15 Years to 20 Years	35%	0%	Yes
20 Years to 25 Years	45%	0%	Yes
25 Years to 30 Years	45%	0%	Yes
30 Years to 35 Years	45%	0%	Yes
35 Years to 40 Years	45%	0%	Yes
40 Years to 45 Years	45%	0%	Yes
45 Years to 50 Years	45%	0%	Yes
50 Years and above	75%	0%	Yes

- 7.9 Time periods start on the first day of each financial year, so borrowing maturing “under 12 months” is all borrowing that may mature before the end of this financial year. The maturity date used is the earliest date on which the lender can demand repayment, or the borrower has the option to repay without penalty. The next option dates on LOBOs have therefore been treated as the potential repayment date.

8 Financial Derivatives

- 8.1 Local authorities have previously made use of financial derivatives embedded into loans and investments both to reduce interest rate risk (e.g. interest rate collars and forward deals) and to reduce costs or increase income at the expense of greater risk (e.g. LOBO loans and callable deposits). The general power of competence in Section 1 of the *Localism Act 2011* removes much of the uncertainty over local authorities’ use of standalone financial derivatives (i.e. those that are not embedded into a loan or investment).
- 8.2 The Council will only use standalone financial derivatives (such as swaps, forwards, futures and options) where they can be clearly demonstrated to reduce the overall level of the financial risks that the Council is exposed to. Additional risks presented, such as credit exposure to derivative counterparties, will be taken into account when determining the overall level of risk. Embedded derivatives, including those present in pooled funds and forward starting transactions, will not be subject to this policy, although the risks they present will be managed in line with the overall treasury risk management strategy.
- 8.3 Financial derivative transactions may be arranged with any organisation that meets the approved investment criteria, assessed using the appropriate credit rating for derivative exposures. The current value of any amount due from a derivative counterparty will count against the counterparty credit limit and the relevant foreign country limit.
- 8.4 In line with the CIPFA Code, the Council will seek external advice and will consider that advice before entering into financial derivatives to ensure that it fully understands the implications.

9 Markets in Financial Instruments Directive (MiFID)

- 9.1 The Council has opted up to professional client status with its providers of financial services, including advisers, banks, brokers and fund managers, allowing it access to a greater range of services but without the greater regulatory protections afforded to individuals and small companies. Given the size and range of the Council’s treasury management activities, the Section 151 Officer believes this to be the most appropriate status.

10 Member and Officer Training

- 10.1 The high level of risk inherent in treasury management means officers need to be adequately experienced and qualified. Officers attend national treasury management events and training courses, and have regular strategy and review meetings with advisers, as well as regular telephone contact.
- 10.2 On 23 January 2020 a training session for all Dorset Council's elected members was provided by officers and advisers to explain the responsibilities that members have in relation to treasury management. Further training will also be provided from time to time as necessary.

11 Other Options Considered

- 11.1 The CIPFA Code does not prescribe any particular treasury management strategy for local authorities to adopt. The Section 151 Officer believes that the above strategy represents an appropriate balance between risk management and cost effectiveness. Some alternative strategies, with their financial and risk management implications, are listed below.

Alternative	Impact on income and expenditure	Impact on risk management
Invest in a narrower range of counterparties and/or for shorter times	Interest income will be lower	Lower chance of losses from credit related defaults, but any such losses may be greater
Invest in a wider range of counterparties and/or for longer times	Interest income will be higher	Increased risk of losses from credit related defaults, but any such losses may be smaller
Borrow additional sums at long-term fixed interest rates	Debt interest costs will rise; this is unlikely to be offset by higher investment income	Higher investment balance leading to a higher impact in the event of a default; however long-term interest costs may be more certain
Borrow short-term or variable loans instead of long-term fixed rates	Debt interest costs will initially be lower	Increases in debt interest costs will be broadly offset by rising investment income in the medium term, but long-term costs may be less certain
Reduce level of borrowing	Saving on debt interest is likely to exceed lost investment income	Reduced investment balance leading to a lower impact in the event of a default; however long-term interest costs may be less certain

Annex 1

Economic and Interest Rate Forecast (Arlingclose December 2020)

Economic background: The impact on the UK from coronavirus, together with its exit from the European Union and future trading arrangements with the bloc, will remain a major influence on the Council's treasury management strategy for 2021/22.

The Bank of England (BoE) maintained Bank Rate at 0.10% in November 2020 and also extended its Quantitative Easing programme by £150 billion to £895 billion. The Monetary Policy Committee voted unanimously for both, but no mention was made of the potential future use of negative interest rates. Within the latest forecasts, the Bank expects the UK economy to shrink -2% in Q4 2020 before growing by 7.25% in 2021, lower than the previous forecast of 9%. The BoE also forecasts the economy will now take until Q1 2022 to reach its pre-pandemic level rather than the end of 2021 as previously forecast.

UK Consumer Price Inflation (CPI) for September 2020 registered 0.5% year on year, up from 0.2% in the previous month. Core inflation, which excludes the more volatile components, rose to 1.3% from 0.9%. The most recent labour market data for the three months to August 2020 showed the unemployment rate rose to 4.5% while the employment rate fell to 75.6%. Both measures are expected to deteriorate further due to the ongoing impact of coronavirus on the jobs market, particularly when the various government job retention schemes start to be unwound in 2021, with the BoE forecasting unemployment will peak at 7.75% in Q2 2021. In August, the headline 3-month average annual growth rate for wages were 0% for total pay and 0.8% for regular pay. In real terms, after adjusting for inflation, total pay growth fell by -0.8% while regular pay was up 0.1%.

GDP growth fell by -19.8% in the second quarter of 2020, a much sharper contraction from -2.0% in the previous three months, with the annual rate falling -21.5% from -1.6%. All sectors fell quarter-on-quarter, with dramatic declines in construction (-35.7%), services (-19.2%) and production (-16.3%), and a more modest fall in agriculture (-5.9%). Monthly GDP estimates have shown the economy is recovering but remains well below its pre-pandemic peak. Looking ahead, the BoE's November Monetary Policy Report forecasts economic growth will rise in 2021 with GDP reaching 11% in Q4 2021, 3.1% in Q4 2022 and 1.6% in Q4 2023.

GDP growth in the euro zone rebounded by 12.7% in Q3 2020 after contracting by -3.7% and -11.8% in the first and second quarters, respectively. Headline inflation, however, remains extremely weak, registering -0.3% year-on-year in October, the third successive month of deflation. Core inflation registered 0.2% y/y, well below the European Central Bank's (ECB) target of 'below, but close to 2%'. The ECB is expected to continue holding its main interest rate of 0% and deposit facility rate of -0.5% for some time with further monetary stimulus expected later in 2020.

The US economy contracted at an annualised rate of 31.7% in Q2 2020 and then rebounded by 33.1% in Q3. The Federal Reserve maintained the Fed Funds rate at between 0% and 0.25% and announced a change to its inflation targeting regime to a more flexible form of average targeting. The Fed also provided strong indications that interest rates are unlikely to change from current levels over the next three years.

Former vice-president Joe Biden won the 2020 US presidential election. Mr Biden is making tackling coronavirus his immediate priority and will also be reversing several executive orders signed by his predecessor and take the US back into the Paris climate accord and the World Health Organization.

Credit outlook: After spiking in late March as coronavirus became a global pandemic, credit default swap (CDS) prices for the larger UK banks have steadily fallen back to almost pre-pandemic levels. Although uncertainty around COVID-19 related loan defaults lead to banks provisioning billions for potential losses in the first half of 2020, drastically reducing profits, reported impairments for Q3 were much reduced in some institutions. However, general bank profitability in 2020 is likely to be significantly lower than in previous years.

The credit ratings for many UK institutions were downgraded on the back of downgrades to the sovereign rating. Credit conditions more generally though in banks and building societies have tended to be relatively benign, despite the impact of the pandemic.

Looking forward, the potential for bank losses to be greater than expected when government and central bank support starts to be removed remains a risk, as does the UK not achieving a Brexit deal, suggesting a cautious approach to bank deposits in 2021/22 remains advisable.

Interest rate forecast: The Council's treasury management adviser Arlingclose is forecasting that BoE Bank Rate will remain at 0.1% until at least the end of 2023. The risks to this forecast are judged to be to the downside as the BoE and UK government continue to react to the coronavirus pandemic and the Brexit transition period ends. The BoE extended its asset purchase programme to £895 billion in November while keeping Bank Rate on hold. However, further interest rate cuts to zero, or possibly negative, cannot yet be ruled out but this is not part of the Arlingclose central forecast.

Gilt yields are expected to remain very low in the medium-term while short-term yields are likely remain below or at zero until such time as the BoE expressly rules out the chance of negative interest rates or growth/inflation prospects improve. The central case is for 10-year and 20-year to rise to around 0.5% and 0.75% respectively over the time horizon. The risks around the gilt yield forecasts are judged to be broadly balanced between upside and downside risks, but there will almost certainly be short-term volatility due to economic and political uncertainty and events.

Underlying assumptions:

- The medium-term global economic outlook remains weak. Second waves of Covid cases have prompted more restrictive measures and further lockdowns in Europe and the UK. This ebb and flow of restrictions on normal activity will continue for the foreseeable future, at least until an effective vaccine is produced and importantly, distributed.
- The global central bank and government responses have been significant and are in many cases on-going, maintaining more stable financial, economic and social conditions than otherwise.
- Although these measures supported a sizeable economic recovery in Q3, the imposition of a second national lockdown in England during November will set growth back and likely lead to a fall in GDP in Q4.
- Signs of a slowing economic recovery were already evident in UK monthly GDP and PMI data, even before the latest restrictions. Despite some extension to fiscal support measures, unemployment is expected to rise when these eventually come to an end in mid-2021.
- This situation will result in central banks maintaining low interest rates for the medium term. In the UK, Brexit is a further complication. Bank Rate is therefore likely to remain at low levels for a very long time, with a distinct possibility of being cut to zero. Money markets continue to price in a chance of negative Bank Rate.
- Longer-term yields will also remain depressed, anchored by low central bank policy rates, expectations for potentially even lower rates and insipid inflation expectations. There is a chance yields may follow a slightly different path in the medium term, depending on investor perceptions of growth and inflation, the development of a vaccine or if the UK leaves the EU without a deal.

Forecast:

- Arlingclose expects Bank Rate to remain at the current 0.10% level.
- Additional monetary loosening through increased financial asset purchases was delivered as we expected. Our central case for Bank Rate is no change, but further cuts to zero, or perhaps even into negative territory, cannot be completely ruled out.
- Gilt yields will remain low in the medium term. Shorter term gilt yields are currently negative and will remain around zero or below until either the Bank expressly rules out negative Bank Rate or growth/inflation prospects improve.
- Downside risks remain in the near term, as the government continues to react to the escalation in infection rates and the Brexit transition period comes to an end.

	Dec-20	Mar-21	Jun-21	Sep-21	Dec-21	Mar-22	Jun-22	Sep-22	Dec-22	Mar-23	Jun-23	Sep-23	Dec-23
Official Bank Rate													
Upside risk	0.00	0.00	0.00	0.15	0.15	0.15	0.15	0.30	0.30	0.30	0.30	0.30	0.30
Arlingclose Central Case	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10
Downside risk	-0.10	-0.20	-0.50	-0.50	-0.50	-0.50	-0.50	-0.50	-0.50	-0.50	-0.50	-0.50	-0.50
3-month money market rate													
Upside risk	0.05	0.05	0.05	0.10	0.10	0.15	0.20	0.30	0.30	0.30	0.30	0.30	0.30
Arlingclose Central Case	0.10	0.10	0.15	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.20
Downside risk	-0.40	-0.40	-0.45	-0.50	-0.50	-0.50	-0.50	-0.50	-0.50	-0.50	-0.50	-0.50	-0.50
5yr gilt yield													
Upside risk	0.40	0.40	0.40	0.45	0.45	0.50	0.50	0.55	0.60	0.60	0.65	0.65	0.70
Arlingclose Central Case	0.00	0.00	0.05	0.10	0.15	0.15	0.20	0.20	0.25	0.25	0.25	0.25	0.25
Downside risk	-0.30	-0.40	-0.50	-0.55	-0.60	-0.60	-0.60	-0.60	-0.60	-0.60	-0.60	-0.60	-0.60
10yr gilt yield													
Upside risk	0.40	0.40	0.40	0.45	0.45	0.50	0.50	0.55	0.60	0.60	0.65	0.65	0.70
Arlingclose Central Case	0.30	0.30	0.35	0.40	0.40	0.45	0.45	0.50	0.50	0.55	0.55	0.55	0.55
Downside risk	-0.30	-0.40	-0.50	-0.55	-0.50	-0.50	-0.50	-0.50	-0.50	-0.50	-0.50	-0.50	-0.50
20yr gilt yield													
Upside risk	0.40	0.40	0.40	0.45	0.45	0.50	0.50	0.55	0.60	0.60	0.65	0.65	0.70
Arlingclose Central Case	0.70	0.70	0.70	0.75	0.75	0.75	0.80	0.80	0.85	0.85	0.85	0.85	0.85
Downside risk	-0.20	-0.20	-0.25	-0.30	-0.30	-0.30	-0.30	-0.30	-0.30	-0.30	-0.30	-0.30	-0.30
50yr gilt yield													
Upside risk	0.40	0.40	0.40	0.45	0.45	0.50	0.50	0.55	0.60	0.60	0.65	0.65	0.70
Arlingclose Central Case	0.60	0.60	0.60	0.65	0.65	0.65	0.70	0.70	0.75	0.75	0.75	0.75	0.75
Downside risk	-0.20	-0.20	-0.25	-0.30	-0.30	-0.30	-0.30	-0.30	-0.30	-0.30	-0.30	-0.30	-0.30

PWLB Certainty Rate (Maturity Loans) = Gilt yield + 0.80%

PWLB Local Infrastructure Rate (Maturity Loans) = Gilt yield + 0.60%

Appendix 6

Summary of financial planning assumptions

The latest budget assumptions are shown in the table below compared with those originally used.

	Original assumption 2021/22	Updated assumption 2021/22
Council tax increase	<2%	<2%
Council tax base growth	0.75%	-0.02%
Social Care Precept	0%	3%
Business rates growth	0%	-5%
Pay award	2.50%	0%
General inflation	2.25%	0.65%
Supplier/contract price uplifts	2.25%	0%
Increase in fees & charges	2.25%	1.50%
Employer pension contribution	0% +£252k	0% +£252k

Appendix 7

Matters raised by Scrutiny Committees

At their meetings on the 11th December 2020, the members of the People and Health Scrutiny Committee and the Place and Resources Scrutiny Committee reviewed the draft proposals for the 2021/22 revenue budget and the assumptions used in developing them. There was also an overview of the proposed transformation and tactical efficiencies to be made during the year.

Each of the Committees endorsed the draft budget proposals, but also raised a series of issues for Cabinet to consider prior to finalising the budget. The table below summarises the issues raised and provides a response to the consideration given.

People & Health Scrutiny Committee

Question/issue raised	Response
Adult Social Care and Housing Directorate	
Whether the funding was split right?	Getting the “right” resource balance between services is always challenging and is informed by (amongst other things) specific funding streams, demand pressures, transformation opportunities and priorities in the Dorset Council Plan. Resourcing is kept under continuous review.
The budget flagged the demographic risks for DC around rising numbers of residents over 80 (higher than the national average) and high numbers of self-funders.	<p>The approach to managing these demands is to further enhance, through the ‘A Better Life’ transformation programme, supporting people at an early stage, ensuring people are supported with the right intervention at the right time, in their local communities. This is through:</p> <ul style="list-style-type: none">• Providing accessible advice, information, guidance and signposting to identify informal support• Early advice to help self-funders to make their money go further• Work with communities to develop sustainable informal support in localities• Provide more reablement at the right time to improve individual’s independence• Taking a strength-based approach to assessment and support planning (identifying family and community networks of support so the statutory

	<p>services only provide support for peoples' more complex needs</p> <ul style="list-style-type: none"> • Outcome based commissioning with providers • Moving to Personal Budgets being the default offer for individuals needing Adult Social Care support <p>Sections 6 and 16 of the budget report cover risks and mitigations. There is always risk in delivering the Council's plans but officers are as confident as they can be that the best approach has been adopted and that close monitoring of the position during the year, as set out in section 6 will highlight any matters needing to be brought to members' attention.</p> <p>Adult Social Care & Housing will continue to promote a whole council approach to meeting the needs of people over 85 by promotion of positive lifestyle initiatives, housing options that support independent living, digital and equipment solutions that can enable people to help themselves, and the right care in the right place to support them when they need more complex care later in their lives.</p>
The closure of care homes.	<p>Nationally there has not been, to date, a significant number of care home closures. It is appropriate for some to close for example when they are not positioned correctly to support their communities' needs.</p> <p>There is also currently over-provision of residential care. Some care homes were closing by choice rather than for financial reasons, some due to Covid-19 and some were not providing the right level of care for residents. People are also now choosing not to enter care homes until later in their lives when their needs are more complex. This provides an opportunity to look at the situation strategically to get the right care homes in the right places.</p>
The basis for assumptions behind the significant saving of £3.7m in Appendix 1 and whether	<p>Further information explaining the savings profile has been provided.</p>

<p>there was a trade off of less residential and nursing care needed and increased numbers of care packages</p>	<p>There is a place for residential and nursing care but there is also a history of placing people in residential care before it is necessary, thereby reducing their independence. The <i>Home First</i> programme will ensure people receive interim care, reablement or rehabilitation and are able to return home, maximising their independence and having better outcomes. This means increasing numbers of people will need care in their own homes so resources will be required for this.</p> <p>Investment of this kind is important to enable earlier intervention, before a crisis occurs, requiring more expensive and long-term interventions.</p> <p>Residents are also being encouraged to take up direct payments to employ local support where this is appropriate and can deliver better outcomes.</p>
<p>Financial support received from elsewhere: could the money released by people leaving hospital sooner be added to adult social care budget?</p>	<p>The <i>Home First</i> Programme is being developed with partners to get the right system and right funding in place to maximise support for residents and to share any risk and address financial inequalities.</p> <p>Conversations with health partners are ongoing about the fair price for care, to ensure organisations were acting legally in providing an adult social care response, and that the Council is not paying for clinical interventions.</p> <p>A fair balance of health and social care funding is needed and discussions with the Dorset Clinical Commissioning Group are happening regarding joint health budgets, continuing healthcare and a fair share approach for those coming out of mental health, long stay hospitals and for those with significant complex needs.</p>
<p>A lot of care was provided by volunteers, community groups, friends and relatives. What support was available to them?</p>	<p>Working with communities to enable them to provide support at an early stage and increase resilience continues to be vital. The Council also needs to respond when individuals need help by having the budget to provide this in the right way so that carers can continue caring and by putting them in touch with other carers. Currently the majority of spend is in providing packages of</p>

	<p>care when there needs to be a shift towards earlier intervention and prevention to free up the budget to move support to those who needed it and to do this in the best way possible.</p> <p>As data improves the Council will be able to support groups and communities in different ways. Developing partnerships is not always about funding but delivery in a different way.</p>
It is important for people coming out of hospital to have wrap around care available and that this should be consistent across Dorset.	<p>The <i>Home First</i> approach is about getting the right support for people who have had an acute episode so that they can manage at home with support. Work with the integrated care system and primary care providers is under way to ensure the right health and care support is available in the community to support people to live at home. There is increasing emphasis on this approach and the pandemic had accelerated this work.</p> <p>The challenge is how money can be moved from the acute to primary care and community health services to support this. This is being explored.</p>
Digital help should be used more. It would be an investment to save in the longer term.	<p>All the transformation programmes focus on technological solutions to enable people to manage without intervention of a carer or support. There are many different digital devices available which can support customers' needs. The need for these has escalated during the pandemic. They also support independence. People are gaining greater access to advice and information in order manage their own care choices.</p>
The Council had to do the best it could within the resources available.	<p>Improved data regarding future population needs will support the transformation of care in Dorset in order to ensure that the right care is available, in the right place at the right time. This will be achieved by maximising the use of existing universal/community services and assets and supporting the care provider market to develop, in conjunction with assistive technology and digital solutions, models of care that improve and/or maintain people's ability to live as independently as possible in their own home for as long as possible.</p>

<p>The recent changes to integrated health and social services discharge processes (the Single Point of Access (SPA) and One Team approach) have been a significant step forward</p>	<p>Home First and Discharge to Assess have driven a greater level of integration across the health and care system in Dorset. The focus for Adult Social Care & Housing is to ensure that the focus of the ICS on hospital discharge is balanced against community-based care in order to prevent escalation of health & care needs and additional demands upon acute health services.</p> <p>These arrangements have enabled a joined-up approach to individuals needs when they are ready for discharge and also enables us to more effectively identify gaps in support or services that we can commission</p>
<p>There was a recognition that previously in Dorset people have moved into care homes at an earlier stage in their lives.</p>	<p>Even prior to the Covid crisis the council was seeing circa a 5% reduction in demand for traditional residential care. Conversely there was a noted increase in demand for dementia and nursing residential care. There still remains a trend for people who self-fund their own care to enter in to residential care prematurely which can mean, as they will tend to have a longer length of stay, that they become financially eligible for council funded social care support when their personal assets become depleted. Adult Social Care & Housing are proactively working to ensure that the right information, advice and guidance is available to self-funders and all residents so that the broader accommodation, support and care offers can be considered prior to deciding on a residential home placement.</p> <p>The provider market is being supported to look at how business models may need to change in order to meet the higher levels of need that present when people do need residential based care.</p>
<p>Cuts to Adult Social Care budgets would mean we would need to refocus our support.</p>	<p>The council continues, along with the Care Quality Commission, to monitor the quality and safety of all services commissioned. The Dorset area has a higher than the National average level of care providers rated as 'Good' or 'Outstanding' by the Care Quality Commission.</p> <p>The Adult Social Care Quality Improvement Team monitor all CQC registered and unregulated care and support providers and</p>

	<p>delivers an active program of interventions that support providers to maintain and improve the levels of care that they provide.</p> <p>Where services fail to meet the appropriate level of quality the Council works with other partners to support improvement. Where quality continues to be an issue the Council will, in appropriate cases, look to decommission and re-provide services through alternative means.</p> <p>Reduction to funding, however, can impact on the Council's ability to support the transformation of services in order to meet future need. Increasing demand and complexity means that the care workforce for the future will need a higher level of skill and training to meet the challenge.</p> <p>Essentially this would mean we would not be able to focus more of our resources on early intervention and preventative services (invest to save) and would have to prioritise those in greatest need. This would not deal with the long-term pressures arising from the increasing demand as outlined above</p>
<p>The Council should be lobbying for a better national settlement and a better settlement for adult social care.</p>	<p>The Council continues to lobby Government for extra funding and works with partners like CCN, SCT, LGA and others to press the case.</p> <p>Dorset's MPs are also advocating for increased Council funding and together we have an effective voice. However, the harsh economic reality of the pandemic against a backdrop of ten years of austerity mean Government budgets themselves are tight.</p> <p>However, transformation is needed regardless of budget pressures because it is the right thing to do to improve outcomes.</p> <p>The council is actively working to promote the needs of social care through both regional and national networks and highlighting the specific needs of Dorset.</p> <p>We regularly meet and brief Dorset MPs on the challenges faced.</p>

	<p>The future funding of social care is a national issue and Dorset inputs regularly into this agenda through the Association of Directors of Adult Social Services and the Local Government Association.</p>
<p>Children's Services Directorate</p>	
<p>It was difficult to predict the numbers of children coming into care and the costs of placements. Would more funding be requested at a later date?</p>	<p>Children should not generally come into care without being known to the Council. There have been some recent success in finding placements for three or four sibling groups together and there were families wanting to adopt four or more children from the same family. More of this is really needed.</p> <p>Currently there are older children who have been in care for longer than would have been hoped.</p> <p>Their plans are being reviewed sensitively and where they live a long way from home, the Council looks to bring them home as soon as possible.</p>
<p>The importance of early years and early intervention which would save money in the longer term. Was the review supporting qualifications and training for early years? Whilst it was acknowledged that savings needed to be made, was there an innovative way of making sure this qualification support continued?</p>	<p>This was one of the savings targets under review. A small amount of top up was paid but this needed to be fair and transparent. The review had just been signed off. Early years work was essential, for SEND children too, many of the families were under financial pressure and any support should be provided fairly and transparently. This point will be taken into consideration.</p>
<p>Information, advice and guidance. Teenagers would need support now more than ever because of higher unemployment, increased mental health issues and low self-esteem. How would the review impact on those young people not in</p>	<p>Efforts focus on what the Council is required to do and there is a need to use investment in a different way. Changes to information for carers has been delivered and the focus would be more on prevention of those who might become NEETs and more at risk.</p> <p>Current numbers of NEETs could be provided outside of the meeting. There had been a slight increase as a result of the pandemic. There</p>

education, employment and training (NEETs)?	would be a focus on post 16 apprenticeships and routes for them.
Hidden NEETs should not be forgotten.	We are working to ensure we are proactively looking for young people at risk of falling out of provision as a response to having been out of school due to continual Covid lockdown measures.

Place & Resources Scrutiny Committee

Issues raised by the Place and Resources Scrutiny Committee	Response
Consideration to be given to developing an approach to increase car parking fees by 5% across the board. This to be flagged up as a direction of travel for officers to undertake more detailed work on.	Noted.
There is a need for careful funding plans for any future transition of libraries or tourist information centres.	Noted.
Concern with regard to the availability of budget/resources for work identified in the Dorset Council Climate and Ecological Emergency Strategy action plan and the potential issues this may have on the climate and the reputation of the council. The committee wishes to support the Leader of the Council in the continued lobbying of the government for a fairer funding deal for local government and the	Please also see comments elsewhere about continued lobbying for funding. The Council also continues to bid separately to Government for funding to support its Climate and Ecological Emergency strategy Section 6 of the budget report confirms that the majority of our strategy implementation cannot be delivered by councils on their own and significant funding is needed from Government. However, proposals are also coming through the CSAMG officer group and will be referred to Cabinet in due course.

exploration of additional funding from government.	
Councillors appointed as Dorset Council representatives on outside bodies are encouraged to resist requests for increases in funding for these bodies at this time.	Noted.
Concern over the level of resource available for planning enforcement activities.	This area is due to be reviewed by the Place and Resources Scrutiny Committee at its January 2021 meeting.
<p>There is a need to review the impact of proposed reductions to staff training budgets. The example raised at committee was within the Place budget and a reduction of 20%.</p> <p>As a post meeting note, the Executive Director of Place notes that this review may need to go wider than Place as it is thought that the council is proposing reductions across the board – therefore this may need to be dealt with as a corporate issue.</p>	<p>Care has been taken with budget reviews to make sure training budgets are not seen as an easy source for savings. Part of being an employer of choice is to continue to invest in human resources and the Council is keen that this continues.</p> <p>A significant element of the reduction in training budgets is due to more training being accessed online and through the apprenticeship route. The Council already pays significant sums as the levy on all employers with a payroll of a certain size, so it is important that we access what we have paid in and direct training through that avenue where appropriate.</p>
There is a requirement for increased capacity in the Democratic Services Team with particular reference to support to overview and scrutiny functions, if resources are available in the budget.	Savings elsewhere will be required to make resources available to support this request. This is not included within the budget proposals, but Officers will review the position and report back.
A concern is raised in respect of capacity within the Legal Services Team in order to ensure that the	The need for legal support is dictated by the priorities and needs of the council and is met by the core in-house team or is commissioned through them. Capacity and the need for any additional legal

council can conduct its business requirements.	support will be discussed between directorates and the Head of Legal Services.
Concern raised with regard to the proposed level of council tax increase for residents linked to the current situation with Covid-19 and EU exit and the impact that this may have on the council's collection rates.	<p>Noted. Due to Dorset's historically low level of funding from Government, council tax has had to be kept relatively high compared with other Councils.</p> <p>This Council continues to press Government for additional funds and also contributes actively to the debate around future models for funding to ensure a better deal for Dorset.</p> <p>Locally, the impact on the collection funds is monitored monthly and shared with the Portfolio Holder and through the quarterly Cabinet financial management reports. Government has also announced support for collection funds in 2020/21 and in 2021/22.</p>
The impact on the council of delays in the valuing of banding for new properties needs to be kept under review.	Noted. A briefing on council tax has been prepared for members and the process for properties becoming liable for council tax can be clarified.
A request is made to include scrutiny of the Base Budget in next year's budget scrutiny process.	Officers will bring forward plans to review base budgets for services which members may want to focus specific attention on. This will need to be done in advance of the budget setting/scrutiny process so that resource allocation next year can take place against a good knowledge of the current budget.
Additional information is requested to be included in the appendices provided with the budget report – additional columns are requested in order to set out the current budget for each area and the variance between the current budget and the proposal for the next year's budget.	Officers will work on this approach for the next budget round. It can be tied-in to the base budget review work mentioned in the preceding point.

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Recommendation to Full Council

From Harbours Committee – 9 December 2020

Renewal of Weymouth Gig Rowing Club Lease

For Recommendation to Council

Portfolio Holder: Cllr R Bryan, Highways, Travel and Environment

Local Councillor(s): Cllr Mark Roberts, Chairman - Harbours Committee

Executive Director: John Sellgren, Executive Director of Place

Report Status: Public

Recommendation:

1. That the lease for the Weymouth Rowing Club be renewed for an interim period of 3 years from 25 March 2020.
2. That the Harbours Committee be given delegated authority to determine further interim renewals of the lease if necessary.
3. That the Harbours Committee be given delegated authority to determine whether to grant a full lease for a period of 25 years from 25 March 2020 once the Harbour Revision Order has been approved.

Reason for Recommendation:

The Gig Rowing Club continues to be an integral part of the harbour and have an active membership. The renewal is a short-term temporary arrangement until a longer term lease can be considered once the Harbour Revision Order has been approved.

Appendices

Appendix 1 – Report to Harbours Committee 9 December 2020

Background Papers

None

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Harbours Committee

9 December 2020

Renewal of Weymouth Gig Rowing Club Lease

For Recommendation to Council

Portfolio Holder: Cllr R Bryan, Highways, Travel and Environment

Local Councillor(s): Cllr M Roberts, Harbours Committee Chair

Executive Director: J Sellgren, Executive Director of Place

Report Author: Jamie Joyce

Title: Weymouth Harbour Master

Tel: 01305 838386 Email: Jamie.joyce@dorsetcouncil.gov.uk

Report Status: Exempt/Confidential

Appendix 2 is not for publication by virtue of paragraph 3 of Schedule 12A, Part 1 of the Local Government Act 1972, as amended. The public interest in maintaining the exemption, outweighs the public interest in disclosing it.

Recommendation:

1. To recommend to Full Council that the lease for the Weymouth Rowing Club be renewed for an interim period of 3 years from 25 March 2020.
2. To recommend to Full Council that the Harbours Committee be given delegated authority to determine further interim renewals of the lease if necessary.
3. To recommend to Full Council that the Harbours Committee be given delegated authority to determine whether to grant a full lease for a period of 25 years from 25 March 2020 once the Harbour Revision Order has been approved.

Reason for Recommendation: The Gig Rowing Club continue to be an integral part of the harbour and have an active membership. The renewal is a short-term temporary arrangement until a longer term lease can be considered once the Harbour Revision Order has been approved.

1. **Executive Summary** The purpose of the report is to seek the agreement of the Harbours Committee to recommend to Full Council that the lease for the Weymouth Gig Rowing Club be renewed for an interim 3-year period and such other interim periods as may be required. In addition, to recommend to Full Council that the Harbours Committee be given delegated authority to determine whether to grant a lease for a full term of 25 years. This interim lease is based on a proposed full lease for 25 years. The terms of the lease have been agreed with the Rowing Club on a subject to contract basis.
2. **Financial Implications** The financial implications of the lease are detailed in the confidential Appendix 2.
3. **Well-being and Health Implications** The Gig Rowing Club has a strong membership and is a frequent user of harbour waters. The support and activities provided to the Community by the Club impact positively on the well-being and health of its members.
4. **Climate implications** Gig rowing is a sport that has minimal impact on the climate
5. **Other Implications** There are no direct implications arising from this report
6. **Risk Assessment** Having considered the risks associated with this decision, the level of risk has been identified as:

Current Risk: Low
Residual Risk: Low
7. **Equalities Impact Assessment** There are no equalities implications arising from this report
8. The Rowing Club have a clubhouse and boat shed on the south shore of the harbour on Nothe Parade, a property that is under the jurisdiction of the Statutory Harbour Authority. The land is not required for any other harbour purposes. The rent belongs to the Statutory Harbour Authority and will be applied for harbour purposes.
9. Authority was given by the Statutory Harbour Authority (Full Council) on 22nd February 2018 to prepare and submit a Harbour Revision Order (HRO) to the Marine Management Organisation (MMO) in order to modernise and consolidate the current dated legislation relating to the Harbour operations. The latest estimate for approval of the HRO is January/February 2021 as there have been some further delays due to the

MMO raising additional queries. Once these have been resolved the approval will be dependent on when it can be laid before Parliament.

10. The Rowing Club have over recent years liaised with the Harbour Authority and Weymouth Sailing Club to refine the water access to the slipway and their pontoons, increasing the safety in the area.
11. Apart from the financial and other business details (such as rent, pontoon arrangements, use of slipways, restrictions on use and upkeep arrangements) which are set out in the confidential Appendix 2, the key points of the interim lease are as follows:

Rowing Club Lease Key Points	
1. CIO	Weymouth Rowing Club is a registered Charitable Incorporated Organisation with Company number CE006504 and with Charity number 1166755.
2. Term	The term is for 3 years from 25 March 2020.
3. Plan at Appendix 1	The land and buildings known as Weymouth Rowing Club buildings, Nothe Parade, Weymouth, Dorset, DT4 8TX are shown edged red on the plan.

12. Appendices

Appendix 1: Proposed plan of land to be leased

Appendix 2: Exempt Appendix 2 sets out financial and other business details proposed for the interim lease and full lease.

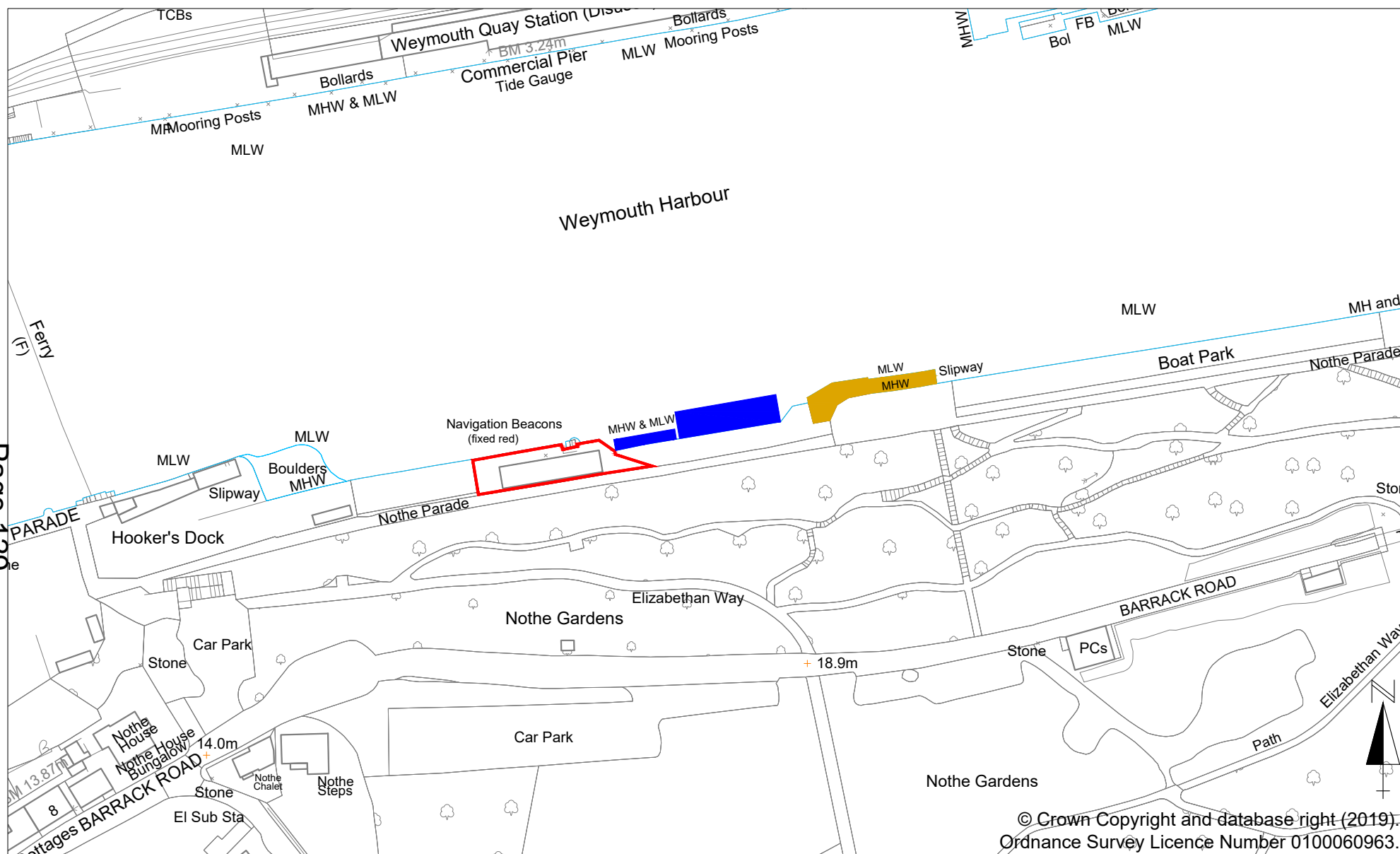
13. Background Papers

None.

Footnote:

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

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South Walks House,
South Walks Road,
DORCHESTER,
Dorset.
DT1 1UZ
Tel: 01305 251010

Weymouth
Land to be leased & use of adjoining water
by Weymouth Rowing Club

Date : 01-10-19

Scale 1 : 1250 @ A4

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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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Full Council 16 February 2021 Appointment of Co-Opted Independent Member of the Harbours Committee

For Decision

Portfolio Holder: Cllr R Bryan, Highways, Travel and Environment
Local Councillor(s): Cllr M Roberts, Chairman of Harbours Committee
Executive Director: J Sellgren, Executive Director of Place

Report Author: Ken Buchan
Title: Head of Environment and Wellbeing
Tel: 01305 225132
Email: Ken.Buchan@Dorsetcouncil.gov.uk

Report Status: Public

Recommendation: To approve the nomination of the Harbours Committee's Appointments Panel for a new Co-opted Independent Member, Mr William Ellwood.

Reason for Recommendation: To ensure that the membership of the Harbours Committee is in accordance with the Dorset Council Constitution and industry best practice

1. Executive Summary

A vacancy existed following the resignation of one of the four Co-opted Independent Members of the Harbours Committee that was subsequently advertised in the usual way.

An officer supported selection panel consisting of 3 members of the Harbours Committee, including Cllr Mark Roberts (Chairman of Harbours Committee), Cllr Rob Hughes (Vice-Chairman of the Harbours Committee) name} and Cllr Mary Penfold interviewed three candidates on 8th December 2020.

The Panel concluded that William Ellwood should be recommended to Full Council as a Co-opted Independent Member of the Harbours Committee.

Mr Ellwood lives in the Dorchester area and has extensive experience at sea including working as a Lifeboat Coxswain and more recently being responsible for the training, competency and verification of sea going Lifeboat crew.

2. Financial Implications

Co-opted Independent Members receive an allowance of £350 per annum plus expenses for attending meetings which is covered by the Harbours' budgets.

3. Well-being and Health Implications

There are no wellbeing and health implications arising from this report.

4. Climate implications

There are no climate implications arising from this report.

5. Other Implications

There are no other implications arising from this report.

6. Risk Assessment

Having considered the risks associated with this decision, the level of risk has been identified as:

Current Risk: LOW

Residual Risk: LOW

7. Equalities Impact Assessment

There are no equalities implications arising from this report.

8. Appendices

None

9. Background Papers

Dorset Council Constitution

Footnote:

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

Full Council 16 February 2021 Pay Policy Statement 2021/22

For Recommendation to Council

Portfolio Holder: Cllr P Wharf, Corporate Development and Change

Local Councillor(s): Not applicable

Executive Director: Matt Prosser, Chief Executive

Report Author: Sam Dewar/Hannah Godwin
Title: OD Consultant/OD Co-ordinator
Tel: (01305) 221128/224128
Email: sam.dewar@dorsetcouncil.gov.uk

Report Status: Public

Recommendation:

It is recommended that the Full Council:

- (i) Note the provisions of the Localism Act and content of the Pay Policy Statement for the 2021/22 financial year.
- (ii) Approve the Pay Policy Statement for 2021/22

Reason for Recommendation:

The Full Council is responsible for approval of the annual pay policy statement

1. Executive Summary

As required by the Localism Act 2011, the attached report sets out the Pay Policy Statement for Dorset Council for the financial year 2021/22.

The Act places a requirement on local authorities to produce a statement on an annual basis, setting out their policies on the remuneration of their Chief Officers, and the relationship between the remuneration of its Chief Officers and non Chief Officers.

2. Financial Implications

None arising directly from this report.

3. Well-being and Health Implications

None arising directly from this report.

4. Climate implications

None arising directly from this report.

5. Other Implications

None arising directly from this report.

6. Risk Assessment

Having considered the risks associated with this decision, the level of risk has been identified as:

Current Risk: LOW

Residual Risk: LOW

7. Equalities Impact Assessment

The Localism Act was subject to consideration in terms of compatibility with the European Convention on Human Rights and contains a statement by the then Secretary of State that the provisions are compatible with equalities legislation. The Pay Policy Statement is now part of a wider transparency and equality framework alongside gender pay gap reporting requirements.

8. Appendices

Appendix 1: Pay Policy Statement

Appendix A1: Schedule of Chief Officers Remuneration

Appendix A2: Overview Table of Policies Relating to Remuneration for the Chief Officers

Appendix B1: Schedule of Partnerships Chief Officers Remuneration

Appendix B2: Overview Table of Policies Relating to Remuneration for Partnership arrangements for Public Health Chief Officers

9. Background Papers

None.

1. Introduction

- 1.1 The Localism Act, Part 1, Chapter 8 under the heading 'Pay Accountability' places a requirement on local authorities to produce and publish a Pay Policy Statement on an annual basis.
- 1.2 This report sets out the main requirements of the Localism Act and details the scope of the Council's Pay Policy Statement for the financial year 2021/22.

2. Pay Policy Statement 2021/22

- 2.1 The Pay Policy Statement for 2021/22 is attached at Appendix 1 setting out Council policies for the financial year relating to:
 - a. the remuneration of its Chief Officers,
 - b. the remuneration of its lowest paid employees, and
 - c. the relationship between the remuneration of its Chief Officers and the remuneration of its employees who are not Chief Officers.
- 2.2 The Pay Policy Statement refers to overview tables setting out the general policies relating to the remuneration of the Council's Chief Officers.
- 2.3 The Pay Policy Statement also provides clear details of the Council's partnership arrangements which are in place and work towards improving efficiency in local government. The Council currently has a jointly funded partnership arrangement for Public Health. The Pay Policy Statement separates these partnership positions.

3. Requirements of the Localism Act

- 3.1 In preparing the Pay Policy Statement for the 2021/22 financial year, it is recommended that the Full Council note the following in respect of the Act's requirements.
- 3.2 Chief Officers
 - 3.2.1 The Act defines Chief Officers by reference to various sections of the Local Government and Housing Act 1989. For the purposes of this Pay Policy Statement and in terms of the Council's structures the definition of Chief Officers incorporates the Chief Executive, Executive Directors (includes Section 151 Officer), Corporate Directors (includes Monitoring Officer), Director of Public Health, Assistant Directors of Public Health & Public Health Consultants.
 - 3.2.2 The details for Chief Officers (Appendices A1 and B1) reflect the position as at 1 January 2021 and, in respect of the partnership arrangements, indicates Dorset Council's contribution to the remuneration packages.
 - 3.2.3 The Council also engages via contracts for service through third party organisations, which have been assessed as IR35 compliant (and fall outside of the IR35 legislation).

3.3 Definition of Lowest Paid Employees

- 3.3.1 The Council has defined its lowest paid employees as those on the lowest Green Book spinal column point.
- 3.3.2 For both Chief Officers and the lowest paid employees, the Council adopts all relevant national agreements and the associated national pay bargaining arrangements. As a result, any pay awards negotiated by the National Employers will be contained within the appendices as required.

3.4 Relationship between Chief Officers and non-Chief Officers

- 3.4.1 The relationship between Chief Officer remuneration and non-Chief Officer remuneration is normally calculated as the ratio between the highest paid officer's earnings and the median earnings of employees.
- 3.4.2 In calculating the pay multiple based on total taxable earnings for the 2019/20 tax year (including benefits in kind and elements such as pension contributions) the ratio of the Chief Executive's earnings to the median earnings of employees was 9.12:1 (this is the first year of reporting this ratio).
- 3.4.3 In calculating the pay multiple based on FTE salaries (excluding allowances and enhancements) as at 1 January 2021 the ratio of the Chief Executive's salary to the median FTE salary of employees was 6.94:1. This is slightly lower than last year.

4. **Next Steps**

- 4.1 Once agreed, and in advance of 31 March 2021, the Pay Policy Statement will be published on the Council's website.
- 4.2 Prior to its publication, Privacy Notices will be issued to each of the Chief Officers detailed in the Schedule (Appendices A1 and B1).

Matt Prosser, Chief Executive

16 February 2021

Footnote:

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

DORSET COUNCIL PAY POLICY STATEMENT 2021/22

1. Purpose

- 1.1 Dorset Council (DC) was created on 1 April 2019 and replaced the previous County Council (Dorset County Council) and district and borough councils (East Dorset, North Dorset, Purbeck, West Dorset, Weymouth and Portland).
- 1.2 This Pay Policy Statement is required under Part 1, Chapter 8 'Pay Accountability' of the Localism Act 2011 and as such does not form part of an employee's contract of employment and does not create any contractual rights.
- 1.3 The Pay Policy Statement has been approved by resolution of the full Council.
- 1.4 The Pay Policy Statement, along with appendices, is published on the Council's Website - www.dorsetcouncil.gov.uk.
- 1.5 A glossary of terms used in the Pay Policy Statement can be found at the end of the document.
- 1.6 In addition to the Pay Policy Statement the Council publishes an annual Financial Statement which includes details of the remuneration of senior staff and exit packages and termination payments.

2. Context of Dorset Council

- 2.1 The Council employs 4512 staff and provides a wide range of services managed through the Chief Executive's services and four Directorates:
- 2.2 The Chief Executive is the lead adviser to elected members and the head of paid service.
- 2.3 Corporate Services includes Assurance; Business Insight & Corporate Communications; Democratic & Electoral Services; Digital & Change; Finance & Commercial; Human Resources & Organisational Development; ICT operations; Legal & Land Charges.
- 2.4 People - Adults includes Housing; Adult Care Operations; Commissioning.
- 2.5 People – Childrens includes Commissioning & Partnerships; Education & Learning Services; Care & Protection.
- 2.6 Place – includes Customer Services, Libraries & Archives. Economic Growth & Infrastructure (Planning, Highways, Dorset Travel). Place based services (Environment & Wellbeing, Community & Public Protection, Waste Operations, Waste Commercial & Strategy); Assets & Property and Growth & Economic Regeneration.

3. Partnership arrangements

- 3.1 By working together with other public sector organisations, the Council can provide high quality services more efficiently and cost effectively resulting in the better use of resources.
- 3.2 Meaningful and productive partnerships are established from time to time which provides joint funding for services, with each partner contributing an agreed percentage towards costs, including remuneration.
- 3.3 The Council currently has jointly funded partnership arrangements for Public Health.
- 3.4 The following provides details of Dorset Councils estimated contribution to the remuneration package (*this is subject to formal board sign off). These percentages are subject to periodic review.

Partnership	DC Contribution to remuneration package
Public Health Dorset Council is the host employer and provides Public Health services for Dorset in partnership with BCP Council (Bournemouth, Christchurch & Poole).	42%* *Proposed but not yet agreed

4. Contracts for Service Arrangements

- 4.1 In addition the Council may, in exceptional circumstances, engage non-specific individuals via a contract for services through third party organisations. This allows the Council to engage under a contract for service for a specific project or in specialised areas where there is no ongoing requirement for a specific role within the Council. These contracts for service have been assessed as IR35 compliant (and fall outside of the IR35 legislation).

5. Requirements of the Localism Act

- 5.1 In accordance with the Localism Act, the Pay Policy Statement outlines the Council's policies relating to:
- The remuneration of its Chief Officers
 - The remuneration of its lowest-paid employees, and
 - The relationship between the remuneration of its Chief Officers and the remuneration of its employees who are not Chief Officers.
- 5.2 The Pay Policy Statement applies to Dorset Council employees excluding schools. This is in line with the Secretary of State's "Openness and Accountability in Local Pay: Guidance under section 40 of the Localism Act" (February 2012) and Supplementary Guidance (February 2013).
- 5.3 Although the Council is the ultimate employer for employees in some Dorset schools, each school has a separate Pay Policy with a reporting line to the Governing Body

and it is the school that ultimately determines the terms and conditions for its employees.

5.4 The Pay Policy Statement excludes Apprentices engaged on contracts for training.

5.5 The Pay Policy Statement reflects the terms and conditions offered by Dorset Council. As a result of the creation of Dorset Council on 1 April 2020 there are a large number of Dorset Council employees on various TUPE protected terms and conditions. As these are TUPE protected terms and conditions they are not covered in the Pay Policy Statement. Any new appointments to Dorset Council roles will be offered on Dorset Council terms as detailed in this Pay Policy statement.

6. Remuneration of Chief Officers

6.1 The Localism Act defines Chief Officers by reference to various sections of the Local Government and Housing Act 1989. For the purposes of this Pay Policy Statement and in terms of the Council's structures the definition of Chief Officers incorporates the Chief Executive, Executive Directors (includes Section 151 Officer), Corporate Directors (includes Monitoring Officer), Director of Public Health, Assistant Directors of Public Health & Public Health Consultants.

6.2 Chief Officers are employed under either the Joint Negotiating Committee (JNC) for Chief Executives of Local Authorities, the JNC for Chief Officers of Local Authorities. Public Health Chief Officers (other than the Director) are employed under the National Health Service (NHS) terms and conditions.

6.3 A schedule of Chief Officers' post specific remuneration is contained at Appendices A1 and B1. These detail:

- Position Title
- Overview Table Category (Appendices A2 and B2)
- Terms and Conditions of Service
- FTE Salary Range
- Grade
- Number of Posts

6.4 Overview Tables detailing terms and conditions have been produced. Appendix A2 details those policies relating to remuneration which are not post specific and refers to Chief Officers. Appendix B2 details those policies relating to remuneration which are not post specific and refers to Public Health Chief Officers.

6.5 The Chief Executive is the appointed Returning Officer and receives a fee for running local, Police and Crime Commissioner and Parliamentary Elections. This role is separate from that of Chief Executive and carries with it personal accountabilities. The fee for undertaking this role varies from year to year and is not subject to this policy and therefore not included in the overview tables.

6.6 The salary ranges for Dorset Council chief officers are approved by the Full Council. Other salary ranges for non-chief officers are either approved by the Chief Executive as part of delegated powers or are set as part of national terms and conditions of employment.

7. Remuneration of Lowest Paid Employees

- 7.1 The Localism Act requires the Pay Policy Statement to define the Lowest Paid Employees. The Local Government Association, Localism Act: Pay Policy Statements Guidance for Local Authority Chief Executives” (November 2011) suggests that the simplest and most easily understood definition of lowest paid employees might be those employees on the lowest pay point in use by the authority.
- 7.2 In line with the above, DC define this as those employed on the minimum of Grade 1 (NJC Green Book terms and conditions of service).
- 7.3 Roles at this grade may include:
- Catering/Facilities Assistant
 - Delivery/Collection Driver
 - General Assistant
 - School Crossing Patrol
- 7.4 The salary scale for Dorset Grade 1 is £17,842pa (FTE).

8. Overview Tables

- 8.1 Appendix A2 details the policies relating to the remuneration of Chief Officers. Policies relating to the remuneration of Public Health Chief Officers are outlined in Appendix B2. It should be noted that the tables reflect only those key elements of each policy relating to remuneration.
- 8.2 For the purposes of the Overview Tables, terms and conditions groups have been structured under the following headings:
- Chief Officer: Chief Executive and Executive Directors
 - Chief Officer: Corporate Directors
 - Public Health Medical Staff
 - Public Health Non-Medical Staff
- 8.3 The policies relating to remuneration details shown in both appendices have been grouped under 5 main headings that mirror the requirement of the Localism Act 2011:
- Elements of Remuneration
 - Remuneration on Recruitment
 - Increases and Additions to Remuneration
 - Performance Related Pay
 - Payments on Ceasing to Hold Office
- 8.4 Elements of Remuneration

The Council applies a number of elements that could form the total remuneration package for Chief Officers. Details of these can be found under the following headings within the Overview Tables:

Appendix A

Pay Policy Statement 2021/22

- Basic Salary Range
- Weekend Working
- Night Enhancement
- Standby Allowance
- Standby Callout
- Overtime
- Public Holiday Enhancement
- Sleeping In Allowance
- First Aid Allowance
- Retainer Payments

In addition to the above elements, there may be occasions when the Council makes payments that are considered to be a benefit in kind. The following should not be considered an exhaustive list, but provides a flavour of the types of benefits in kind that may be payable to employees and regarded as taxable by HMRC when certain circumstances dictate:

- Relocation/Removal Expenses over £8,000
- Relocation Mileage (in cases of forced change of centre of duty)

8.5 Remuneration on Recruitment

Details of the Council's policy on remuneration on appointment can be found in the Overview Tables under the following headings:

- Starting Salaries
- Recruitment and Retention Payments
- Relocation Scheme

8.6 Increases and Additions to Remuneration

In certain circumstances, the Council may apply increases/additions to remuneration. Details of these can be found under the following headings within the Overview Tables:

- Payments for Additional Duties
- Cost of Living Pay Increases
- Salary Protection

8.7 Performance Related Pay

The Council does not make bonus payments, unless they form part of the TUPE protected provisions. Some elements of pay are performance related. Details of the following performance related elements of pay, and how they are applied, can be found within the Overview Tables:

- Incremental/Scale Progression
- Merit Increments

8.8 Payments on Ceasing to Hold Office

The Council applies a number of payments/provisions in the event of an employee ceasing to hold office. An outline of the following payments can be found within the Overview Tables:

- Notice Period
- Redundancy Provisions

9. Relationship between Chief Officer and Non Chief Officer

- 9.1 The Localism Act requires the Council to set out the relationship between the remuneration of its Chief Officers and the remuneration of its employees who are not Chief Officers. In determining the relationship, regard has been given to Hutton's Review of Fair Pay in the Public Sector (Final report dated March 2011), the Secretary of State's guidance and Local Government Association (LGA) guidance. These reference sources define the relationship in terms of a pay multiple calculation.
- 9.2 In line with the above reports and guidance documentation, pay multiples have been calculated as the ratio between the Chief Executive's earnings and the median average earnings of employees.
- 9.3 The LGA guidance indicates that the pay multiple could be calculated based upon total taxable earnings or FTE salaries. For the purpose of this statement the Council provides both.
- 9.4 In calculating the pay multiple based on total taxable earnings for the 2019/20 tax year (including benefits in kind and elements such as pension contributions*) the ratio of the Chief Executive's earnings to the median earnings of employees was 9.12:1.
- 9.5 In calculating the pay multiple based on FTE salaries (excluding allowances and enhancements*) as at 1 January 2021 the ratio of the Chief Executive's salary to the median FTE salary of employees was 6.94:1. This is slightly lower than last year.
- 9.6 The pay multiple for the previously published Pay Policy is as follows:

Financial year Pay Policy Statement	Pay multiple Taxable earnings	Pay multiple FTE salary
2020/21	Not applicable (as first year of the new Council)	7.06:1

* Excluding school employees and apprentices

10. Conclusion

- 10.1 These documents are considered to be an accurate reflection at the time of publishing.

Glossary of terms

Basic Pay is the core element of salary payable before enhancements or additions.

Directorate/service is the name given to one of the main departments/divisions of the Council. Dorset Council has the following directorates/services: Chief Executive's Services, Corporate Development, People – Adults, People – Childrens, Place and Public Health.

DC – Dorset Council.

Elected Members are Councillors elected through local elections to represent their communities in local government.

FTE is Full Time Equivalent. For the Council this is 37 hours per week.

Green Book is the name given to the document containing the National Agreements on pay and conditions of service for Local Government Services. This agreement includes the full, current details of the National Joint Council (NJC) for Local Government Services. Known as the Single Status Agreement, the Green Book covers the pay and conditions for a range of local authority employees.

HMRC – Her Majesty's Revenue and Customs.

Incremental Progression is the process of moving up through a salary scale range.

Joint Negotiating Committee (JNC) is the body which sets the national framework used to pay certain groups of employees. The function of the JNC is to negotiate with Trade Unions on nationally determined terms and conditions of service and any yearly cost of living pay increase.

Median is found by arranging all values in order from the lowest to the highest and selecting the middle value.

National Joint Council (NJC) – refer to JNC above.

Spinal Column Point (Pay Point) is the name given to a particular point on a salary range/grade.

Appendix A1 – Schedule of Chief Officer Remuneration					
Position Title	Overview Table Category (Appendix A2)	Terms and Conditions of Service	FTE Salary Range £ per annum	Grade	Number of Posts
Chief Executive	Chief Officer (JNC Terms and Conditions)	JNC for Chief Executives of Local Authorities	£169,983	Chief Executive	1
Executive Director	Chief Officer (JNC Terms and Conditions)	JNC for Chief Officers of Local Authorities	£125,766 - £141,487	Executive Director	4 (includes Section 151 Officer)
Corporate Director	Chief Officer (JNC Terms and Conditions)	JNC for Chief Officers of Local Authorities	£89,084 - £115,286	Corporate Director	13 (includes Monitoring Officer)

Appendix A2 - Overview Table of Policies Relating to Remuneration for the Chief Officers		
	<u>Chief Officer</u> Chief Executive & Executive Directors (JNC Terms and Conditions)	<u>Chief Officers</u> Corporate Directors (JNC Terms and Conditions)
Elements of Remuneration		
Basic Salary Range	See Appendix A1	
Weekend Working	Not applicable. The full time working week for this post is 37 hours. However due to the nature and seniority of the post there is a requirement to work longer hours as necessary. No additional payment/enhancement for any hours worked in excess of 37 hours per week or hours undertaken outside of normal office hours are applicable.	
Night Enhancement	Not applicable. The full time working week for this post is 37 hours. However due to the nature and seniority of the post there is a requirement to work longer hours as necessary. No additional payment/enhancement for any hours worked in excess of 37 hours per week or hours undertaken outside of normal office hours are applicable.	
Standby Allowance	Not applicable. The full time working week for this post is 37 hours. However due to the nature and seniority of the post there is a requirement to work longer hours as necessary. No additional payment/enhancement for any hours worked in excess of 37 hours per week or hours undertaken outside of normal office hours are applicable.	
Standby Callout	Not applicable. The full time working week for this post is 37 hours. However due to the nature and seniority of the post there is a requirement to work longer hours as necessary. No additional payment/enhancement for any hours worked in excess of 37 hours per week or hours undertaken outside of normal office hours are applicable.	
Overtime	Not applicable. The full time working week for this post is 37 hours. However due to the nature and seniority of the posts there is a requirement to work longer hours as necessary. No additional payment/enhancement for any hours worked in excess of 37 hours are applicable.	
Public Holiday Enhancements	Not applicable. The full time working week for this post is 37 hours. However due to the nature and seniority of the post there is a requirement to work longer hours as necessary. No additional payment/enhancement for any hours worked in excess of 37 hours per week or hours undertaken outside of normal office hours are applicable.	
Sleeping In	Not applicable.	
First Aid Allowance	A designated first aider (appointed person) for a place of work is paid a first aid allowance of £22.86 per month (pro rata for part time employees).	
Retainer Payment	Not applicable	
Remuneration on Recruitment		
Starting Salaries	The Chief Executive and Executive Directors are appointed on a fixed spot salary.	Corporate Directors are appointed on a fixed spot salary from within the salary range for the role subject to the following criteria:- - the individual's knowledge, skills, experience and qualifications relating to the requirements of the role; - performance/capability as evidenced during the recruitment process; - existing market forces; - consideration of existing employees performing the same role as matched against the above criteria.

Recruitment and Retention Payments	Not applicable.	
	Relocation Scheme – this scheme applies to difficult to fill roles only where there is a requirement to relocate to the area and includes:- <ul style="list-style-type: none">• Removal costs (lowest of 3 quotes);• Disturbance expenses of up to £935;• Fees e.g. Stamp Duty, Legal Fees, Estate Agents etc (of up to £6,533) <u>or</u>* Mortgage/rent subsidy payment of £250 per month in Year 1 and £150 per month in Year 2 (*either Fees or Mortgage/rent subsidy is payable)• Separation/two home allowance (Maximum of £97 per week for up to 6 months) (not available for overseas applicants) <p>Additionally, for overseas applicants (in the very limited circumstances where the Councils seeks to recruit from overseas as part of a campaign) may claim:</p> <ul style="list-style-type: none">• The cost of one economy journey (including the employee’s spouse, civil partner and children) to the UK from the country in which the employee was resident immediately prior to employment with DC.• Visa costs, including one-off payments for the Immigration Skills surcharge, and the NHS Health Surcharge• Financial assistance for the deposit to secure rental accommodation, including, where appropriate, an initial one month’s rent in advance, up to the value of £1,500 (for both deposit and one month’s advance)• Where the job role requires the employee to travel in order to effectively carry out their duties, financial assistance up to the value of £2,000 to support the purchase of a vehicle	
	Increases and Additions to Remuneration	
Payments for additional duties	Acting up payment may apply where there is a requirement to undertake additional responsibilities for an extended period (normally over 4 weeks). A full acting up payment is calculated as the difference between the salary of the employee acting up and the minimum point of the grade of the post being covered. When an employee is already paid on a point within the higher grade, the allowance will be calculated based upon the next point within the grade. Where only part of the duties are being undertaken a proportioned (percentage) payment is made.	
	An honorarium payment (usually a one off amount of up to £1000) can be awarded to an employee who has performed exceptionally outside of the normal scope of their duties e.g. work on a complex temporary project.	
Cost of Living Pay Increases	Chief Executive - Cost of living pay increases are agreed by Joint Negotiating Committee for Chief Executives of Local Authorities and for 1 April 2020 was 2.75%. The last cost of living pay increase for the Chief Executive, by personal request, was 1% from 1 April 2020.	
	Executive Directors and Corporate Directors - Cost of living pay increases are agreed by the Joint Negotiating Committee for Chief Officers of Local Authorities. The last cost of living pay increase at 2.75% was awarded from 1 April 2020.	
Salary Protection	18 months’ salary grade protection applicable in cases of redeployment due to redundancy or reorganisation.	
	12 months allowance/enhancement protection applicable in cases of redeployment due to redundancy or reorganisation where certain conditions apply.	
Performance Related Pay		
Incremental/Scale Progression	Chief Executive and Executive Directors are appointed on a fixed spot salary so are not subject to incremental progression.	Corporate Directors are appointed on a spot salary within a range. Normally, the spot salary will not change and as such there is no incremental progression. In exceptional circumstances changes to role/scope may lead to a change in spot salary.
Merit Increments	Not applicable.	
Payments on Ceasing to Hold Office		
Notice Period	Where an appointment is subject to a probationary period it may be terminated by 1 weeks’ notice on either side. Thereafter;	
	Following any probationary period employees in this group are required to give 13 weeks’ notice.	
	Following any probationary period DC is required to give employees in this group 13 weeks’ notice.	
	Following any probationary period the contractual notice requirements go beyond those required by the Employment Rights Act 1996 which provide for 1 weeks’ notice for each year of continuous employment up to a maximum of 12 weeks.	

Redundancy Provisions	<p>For employees who commenced employment with Dorset Council from 1 April 2019 onwards a redundancy multiplier of 1.25 times the statutory redundancy pay formula (based on actual pay) is payable.</p> <p>For employees who TUPE transferred into Dorset Council on 1 April 2019 a redundancy multiplier of 1.75 times the statutory redundancy pay formula (based on actual pay) is payable. The 1.75 multiplier is in place for an initial period until 31 March 2021. The multiplier is currently subject to review with any changes effective from 1 April 2021.</p> <p>Any redundancy payment cannot exceed £95,000 in line with the Exit Pay Cap Legislation introduced by the government in November 2020.</p>
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Appendix B1 – Schedule of Partnership Chief Officer Remuneration						
Position Title	Partnership	Overview Table Category (Appendix A2/B2)	Terms and Conditions of Service	FTE Salary Range £ per annum (#)	Grade	Number of Posts
The Public Health Service is a partnership between Dorset Council and Bournemouth, Christchurch & Poole Council. Dorset Council's contribution to the remuneration package is 42%. Public Health transferred to Local Authorities on 1 April 2013 from the Primary Care Trust (National Health Service) with protected terms and conditions of employment.						
Director of Public Health (for Dorset Council and Bournemouth, Christchurch & Poole Council)	Public Health	Chief Officer: Chief Executive & Directors (JNC Terms and Conditions)	JNC for Chief Officers of Local Authorities	£131,520	Director Public Health	1
Public Health Consultant	Public Health	Statutory Transfer Order Appendix B2 Overview table	Protected terms and conditions under Statutory Transfer Order and TUPE	£76,761 - £103,490	Medical Consultant Pay Scale	2
Assistant Director of Public Health	Public Health	Statutory Transfer Order Appendix B2 Overview table	Protected terms and conditions under Statutory Transfer Order and TUPE	£76,761 - £103,490	Medical Consultant Pay Scale	1
Public Health Consultant	Public Health	Statutory Transfer Order Appendix B2 Overview table~ (~as appointed on comparable terms and conditions)	Appointed on static terms and conditions~ (~comparable to those already on Statutory Transfer Order and TUPE)	£67,247 - £83,258	Agenda for Change Band 8 D	1
Assistant Director of Public Health	Public Health	Statutory Transfer Order Appendix B2 Overview table	Protected terms and conditions under Statutory Transfer Order and TUPE	£67,247 - £83,258	Agenda for Change Band 8 D	2
# The salary ranges quoted reflect the static salary ranges that formed part of the original Statutory Transfer Order. These differ from the rates published in the 2020/21 Pay Policy Statement which incorrectly reflected subsequent pay awards that have not been applied to these roles.						

Appendix B2 - Overview Table of Policies Relating to Remuneration for Partnership arrangements for Public Health chief officers.

	Public Health Statutory Transfer Order protections apply Medical Staff (British Medical Association Consultants Terms & Conditions)	Public Health Statutory Transfer Order protections apply Non Medical Staff (Agenda for Change Terms & Conditions)
Elements of Remuneration		
Basic Salary Range	See Appendix B1	See Appendix B1
Plussage to Basic Grade	Eligible Medical Consultants can apply for a Clinical Excellence Award which recognises and rewards those consultants who contribute most towards the delivery of safe and high quality care to patients and the continuous improvement to NHS Services.	Not Applicable
Weekend and Night Enhancement	Not applicable	All time on Saturday (weekend - midnight to midnight) (night - any weekday after 8pm and before 6am) Pay Band 1 time plus 50% Pay Band 2 time plus 44% Pay Band 3 time plus 37% Pay Band 4 - 9 time plus 30% All time on Sunday (midnight to midnight) Pay Band 1 double time Pay Band 2 time plus 88% Pay Band 3 time plus 74% Pay Band 4 - 9 time plus 60%
Standby Allowance	Not applicable	Not applicable
Standby Callout	Not applicable	
Overtime	Non-emergency work after 7pm and before 7am during weekdays or at weekends will only be scheduled by mutual agreement between the consultant and his or her clinical manager. Consultants will have the right to refuse non-emergency work at such times	Salary Bands 1 - 7 are eligible for overtime payments. Where payment for overtime is authorised by a manager for work above 37.5 hours per week, payment will be at time plus one half based on the employee's basic hourly rate. Double time will be paid for overtime worked on Bank Holidays. Part time employees will receive payment for the additional hours at plain time rate until their hours exceed standard hours of 37.5 hours per week. Staff may request time off in lieu as an alternative to overtime payments. However, where hours are unable to be taken within 3 months, the overtime rate will be applied. Time off in lieu of overtime payments will be at plain time. Senior staff paid in bands 8 or 9 will not be entitled to overtime payments.

Public Holiday Enhancements	Consultants who in the course of their duties are required to be present in hospital or other place of work between the hours of midnight and 9am on statutory or public holidays should receive a day off in lieu.	<p>Equivalent time off in lieu at plain time rates, in addition to the appropriate payment:</p> <p>All time on Public Holidays (midnight to midnight)</p> <p>Pay Band 1 double time</p> <p>Pay Band 2 88%</p> <p>Pay Band 3 74%</p> <p>Pay Band 4 - 9 60%</p>
Remuneration on Recruitment		
Starting Salaries	Upon recruitment, appointment is made to the minimum spinal column point. Discretion to appoint to a higher incremental point is subject to the individual's knowledge, skills, experience and qualifications relating to the requirements of the role together with aggregated service with the NHS.	
Increases and Additions to Remuneration		
Cost of Living Pay Increases	The last cost of living pay increase agreed by the National Health Service Staff Council was awarded in 2017 (pay is currently static)	
Salary Protection	<p>NHS - Bournemouth & Poole</p> <p>Protection applies to staff who commenced employment on or after 1 October 1995 subject to having served a 12 month qualifying period;</p> <p>Short Term Protection - payable up to a maximum of 6 months</p> <p>Long Term Protection - payable up to a maximum of 7 years</p> <p>NHS Dorset</p> <p>Protection applies to staff dependant upon length of service;</p> <p>Short Term Protection - payable up to a maximum of 12 months</p> <p>Long Term Protection - payable up to a maximum of 4 years on a reducing percentage basis</p>	
Performance Related Pay		
Incremental/Scale Progression	<p>Medical Consultants</p> <p>Thresholds are set annually by the NHS Staff Council. The first 4 thresholds are awarded at one yearly intervals with the following 3 thresholds awarded at five yearly intervals based on successfully meeting set criteria.</p>	<p>Incremental Progression - Following an initial foundation (probation period) of up to 12 months, progression to the next point is subject to meeting criteria set under the Knowledge and Skills Framework for the post. Progression to subsequent points is every 12 months thereafter, until a second gateway point is reached and a further assessment against set criteria is undertaken as part of the development review.</p>
Payments on Ceasing to Hold Office		
Notice Period	3 months notice (although a longer / shorter period can be mutually agreed)	<p>Band 1 - 5 one months notice</p> <p>Band 6 + 3 months notice</p>
Redundancy Provisions	Redundancy Payment entitlement after completion of 2 years continuous services is one month's pay for each complete year of service up to a maximum of 24 years reckonable service.	

Full Council 16 February 2021 Calendar of Meetings 2021- 2022

For Decision

Portfolio Holder: Cllr S Flower, Leader of the Council

Local Councillor(s): All Councillors

Executive Director: J Mair, Corporate Director, Legal & Democratic

Report Author: Kate Critchel

Title: Senior Democratic Services Officers

Tel: 01305 252234

Email: kate.critchel@dorsetcouncil.gov.uk

Report Status: Public

Recommendation:

1. That the Calendar of meetings for the period May 2021 to May 2022 be adopted.
2. That authority be delegated to the Corporate Director – Legal and Democratic Services to make any necessary changes, in consultation with the relevant Chairmen and Vice-Chairmen, to ensure effective political management

Reason for Recommendation:

To ensure effective political management, comply with the Dorset Council Procedure Rules and to put into place appropriate arrangements for Council committee meetings.

1. Executive Summary

The draft calendar of meetings for the municipal year 2021 to 2022 is presented to Full Council for formal adoption and is attached at Appendix 1 to this report. Members are asked to note that there have been no significant changes to the calendar in terms of the number or frequency of

committee meetings since the last calendar was approved in September 2020.

2. Financial Implications

Dorset Council will apply its scheme of allowances for the travel requirements for members to attend face to face meetings.

3. Well-being and Health Implications

There are no direct Well-being and Health Implications to report.

4. Climate implications

If and when the Council returns to face to face committee meetings, there will be careful management of the calendar to prevent unnecessary meetings and limit avoidable travel by members of the council.

5. Risk Assessment

Having considered the risks associated with this decision, the level of risk has been identified as:

Current Risk: Low

Residual Risk: Low

6. Equalities Impact Assessment

This report does not contain a new strategy, policy or function and therefore does not require an impact equality assessment.

7. Appendices

Appendix 1 – Calendar of Meetings 2021-2022

8. Background Papers

There were no background papers.

Footnote:

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

DORSET COUNCIL CALENDAR OF MEETINGS

MAY 2021 – MAY 2022

Shaded areas denotes school holidays

*Denotes different day from normal meeting day

(Dates already approved at September 2020 Full council)

Monday 3 May	May Day Bank Holiday	
Tuesday 4 May	People & Health Overview Committee	10.00
Wednesday 5 May	Eastern Area Planning Committee	10.00
Thursday 6 May	Western & Southern Area Planning Committee	10.00
Friday 7 May		

Monday 10 May		
Tuesday 11 May	Place and Resources Scrutiny Committee	10.00
Wednesday 12 May		
Thursday 13 May	Dorset Council Annual Meeting	18:30
Friday 14 May		

Monday 17 May		
Tuesday 18 May	Cabinet	10.00
Wednesday 19 May		
Thursday 20 May		
Friday 21 May		

Monday 24 May		
Tuesday 25 May	Northern Area Planning Committee	14.00
Wednesday 26 May		
Thursday 27 May		
Friday 28 May		

Monday 31 May	Bank Holiday	
Tuesday 1 June	Place & Resources Overview Committee	10.00
Wednesday 2 June	Eastern Area Planning Committee	10.00
Thursday 3 June		
Friday 4 June	Appeals Committee	10.00

Monday 7 June		
Tuesday 8 June	People & Health Scrutiny Committee	10.00
Wednesday 9 June		
Thursday 10 June	Western & Southern Area Planning Committee Corporate Parenting Board (informal)	10.00 17.00
Friday 11 June		

Monday 14 June		
Tuesday 15 June	Licensing Committee Pension Fund Committee	10.00 10.00
Wednesday 16 June	Harbours Committee Dorset & Wiltshire Fire & Rescue Authority (AGM)	10.00 10.00
Thursday 17 June		
Friday 18 June		

Monday 21 June		
Tuesday 22 June	Cabinet	10.00
Wednesday 23 June	Dorset Health & Wellbeing Board Dorchester Markets Informal Panel	14.00 19.00
Thursday 24 June		
Friday 25 June		

Monday 28 June		
Tuesday 29 June	Northern Area Planning	14.00
Wednesday 30 June	Eastern Area Planning Committee	10.00
Thursday 1 July		
Friday 2 July		

Monday 5 July		
Tuesday 6 July	People & Health Overview Committee	10.00
Wednesday 7 July	Police & Crime Panel	10.00
Thursday 8 July	Western & Southern Area Planning Committee	10.00
Friday 9 July	Audit & Governance Committee	10.00

Monday 12 July	Strategic Planning Committee	10.00
Tuesday 13 July	Place and Resources Scrutiny Committee	10.00
Wednesday 14 July		
Thursday 15 July	Dorset Council	18.30
Friday 16 July	Appeals Committee	10.00

Monday 19 July		
Tuesday 20 July		
Wednesday 21 July		
Thursday 22 July	Corporate Parenting Board	17.00
Friday 23 July		

Monday 26 July		
Tuesday 27 July	Cabinet	10.00
Wednesday 28 July	Eastern Area Planning Committee	10.00
Thursday 29 July	*Northern Area Planning Committee	14.00
Friday 30 July		

Monday 2 August		
Tuesday 3 August	People & Health Scrutiny Committee	10.00
Wednesday 4 August		
Thursday 5 August		
Friday 6 August		

Monday 9 August	Audit & Governance Committee	10.00
Tuesday 10 August		
Wednesday 11 August		
Thursday 12 August	Western & Southern Area Planning Committee	10.00
Friday 13 August		

Monday 16 August		
Tuesday 17 August		
Wednesday 18 August		
Thursday 19 August		
Friday 20 August		

Monday 23 August		
Tuesday 24 August	Northern Area Planning Committee	14.00
Wednesday 25 August	Eastern Area Planning Committee	10.00
Thursday 26 August		
Friday 27 August		

Monday 30 August	Bank Holiday	
Tuesday 31 August	Place & Resources Overview Committee	10.00
Weds 1 September		
Thursday 2 September	People & Health Overview Committee	10.00
Friday 3 September		

Monday 6 September	Appeals Committee	10.00
Tuesday 7 September	Cabinet	10.00
Weds 8 September	Pension Fund Committee	10.00
Thursday 9 September	Western & Southern Area Planning Committee	10.00
Friday 10 September		

Monday 13 September		
Tuesday 14 September		
Weds 15 September	Dorset Health & Wellbeing Board	14.00
Thurs 16 September	Corporate Parenting Board (informal)	17.00
Friday 17 September		

Monday 20 September	People & Health Scrutiny Committee	10.00
Tuesday 21 September	Place & Resources Scrutiny Committee	10.00
Wed 22 September	Harbours Committee Dorset Health & Wellbeing Board	10.00 14.00
Thursday 23 September	Police & Crime Panel (Business Meeting)	10.00
Friday 24 September		

Monday 27 September	Audit & Governance Committee	10.00
Tuesday 28 September	Northern Area Planning Committee	14.00
Weds 29 September	Eastern Area Planning Committee	10.00
Thursday 30 September	Dorset & Wiltshire Fire & Rescue Authority	10.00
Friday 1 October		

Monday 4 October	Strategic Planning Committee	10.00
Tuesday 5 October	Cabinet	10.00
Wednesday 6 October		
Thursday 7 October	Western & Southern Area Planning Committee	10.00
Friday 8 October		

Monday 11 October	Corporate Parenting Board	17.00
Tuesday 12 October		
Wednesday 13 October		
Thursday 14 October	Dorset Council	18.30
Friday 15 October	Appeals Committee	10.00

Monday 18 October		
Tuesday 19 October	Place & Resources Overview Committee	10.00
Wednesday 20 October		
Thursday 21 October	Licensing Committee	10.00
Friday 22 October		

Monday 25 October		
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Tuesday 26 October	Northern Area Planning Committee	14.00
Wednesday 27 October	Eastern Area Planning Committee	10.00
Thursday 28 October		
Friday 29 October		

Monday 1 November	People & Health Scrutiny Committee	10.00
Tuesday 2 November	Cabinet	10.00
Wed 3 November		
Thursday 4 November	Western & Southern Area Planning Committee	10.00
Friday 5 November		

Monday 8 November		
Tuesday 9 November	People & Health Overview Committee	10.00
Wed 10 November	Dorset Health & Wellbeing Board	14.00
Thursday 11 November	Corporate Parenting Board (informal)	17.00
Friday 12 November	Appeals Committee	10.00

Monday 15 November	Audit & Governance Committee	10.00
Tuesday 16 November	Place & Resources Scrutiny Committee	10.00
Wed 17 November		
Thursday 18 November	Police & Crime Panel	10.00
Friday 19 November		

Monday 22 November	Strategic Planning Committee	10.00
Tuesday 23 November		
Weds 24 November		
Thursday 25 November		
Friday 26 November	<i>Joint Budget Strategy Day (Reserve date)</i>	

Monday 29 November		
Tuesday 30 November	Pension Fund Committee	10.00
	Northern Area Planning Committee	14.00
Wed 1 December	Eastern Area Planning Committee	10.00
Thursday 2 December	Western & Southern Area Planning Committee	10.00
Friday 3 December		

Monday 6 December	Corporate Parenting Board	17.00
Tuesday 7 December	Cabinet	10.00
Wed 8 December	Harbours Committee	10.00
Thursday 9 December	Police & Crime Panel (Business Meeting)	10.00
Friday 10 December	<i>People & Health Scrutiny Committee (Reserve date)</i>	

	<i>Place & Resources Scrutiny Committee (Reserve date)</i>	
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Monday 13 December		
Tuesday 14 December	*Dorset Council	18.30
Wed 15 December	Dorset & Wiltshire Fire & Rescue Authority	10.00
Thursday 16 December	Place & Resources Overview Committee	10.00
Friday 17 December		

Monday 20 December		
Tuesday 21 December		
Weds 22 December		
Thursday 23 December		
Friday 24 December	Christmas Eve	

Monday 27 December	Bank Holiday (Xmas day substitute)	
Tuesday 28 December	Bank Holiday (Boxing day substitute)	
Weds 29 December		
Thurs 30 December		
Friday 31 December		

January 2022

Monday 3 January	Bank Holiday	
Tuesday 4 January		
Wednesday 5 January	Eastern Area Planning Committee	10.00
Thursday 6 January	Western & Southern Area Planning Committee	10.00
Friday 7 January		

Monday 10 January		
Tuesday 11 January	Northern Area Planning Committee	14.00
Wednesday 12 January		
Thursday 13 January	Police & Crime Panel (Budget Briefing for all PCP Members)	10.00
Friday 14 January		

Monday 17 January	Audit & Governance Committee	10.00
Tuesday 18 January	Cabinet	10.00
Wednesday 19 January		
Thursday 20 January	Corporate Parenting Board (informal)	17.00
Friday 21 January		

Monday 24 January	People & Health Overview Committee	10.00
Tuesday 25 January	Place & Resources Scrutiny Committee	10.00

Wednesday 26 January	Dorchester Market Informal Panel	14.00
Thursday 27 January	Licensing Committee	10.00
Friday 28 January	Appeals Committee	10.00

Monday 31 January	People & Health Scrutiny Committee	10.00
Tuesday 1 February	Western & Southern Area Committee	10.00
Wednesday 2 February	Harbours Committee	10.00
Thursday 3 February	Police & Crime Panel (Precept)	10.00
Friday 4 February		

Monday 7 February	Strategic Planning Committee	10.00
Tuesday 8 February	Northern Area Planning Committee	14.00
Wednesday 9 February	Eastern Area Planning Committee	10.00
	Dorset & Wiltshire Fire & Rescue Authority	10.00
Thursday 10 February	Place & Resources Overview Committee	10.00
Friday 11 February		

Monday 14 February		
Tuesday 15 February	Dorset Council (Budget)	18:30
Wednesday 16 February		
Thursday 17 February	Police & Crime Panel (Reserve Date)	10.00
Friday 18 February		

Monday 21 February	Audit & Governance Committee	10.00
Tuesday 22 February	Dorset Council (Reserve)	18:30
Wednesday 23 February		
Thursday 24 February		
Friday 25 February	Appeals Committee	10.00

Monday 28 February		
Tuesday 1 March	Cabinet	10.00
Wednesday 2 March		
Thursday 3 March	Western & Southern Area Committee	10.00
Friday 4 March		

Monday 7 March		
Tuesday 8 March	Place & Resources Scrutiny Committee	10.00
Wednesday 9 March	Eastern Area Planning Committee	10.00
Thursday 10 March	Corporate Parenting Board	15.00
Friday 11 March		

Monday 14 March	People & Health Scrutiny Committee	10.00
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Tuesday 15 March	Northern Area Planning Committee	14.00
Wednesday 16 March	Harbours Committee Dorset Health & Wellbeing Board	10.00 14.00
Thursday 17 March		
Friday 18 March		

Monday 21 March		
Tuesday 22 March		
Wednesday 23 March		
Thursday 24 March	People & Health Overview Committee	10.00
Friday 25 March	Appeals Committee	10.00

Monday 28 March	Strategic Planning Committee	10.00
Tuesday 29 March		
Wednesday 30 March		
Thursday 31 March		
Friday 1 April	Good Friday	

Monday 4 April	Easter Monday	
Tuesday 5 April	Cabinet	10.00
Wednesday 6 April	Eastern Area Planning Committee	10.00
Thursday 7 April	Western & Southern Area Committee	10.00
Friday 8 April		

Monday 11 April	Strategic Planning Committee	10.00
Tuesday 12 April	Northern Area Planning Committee	14.00
Wednesday 13 April		
Thursday 14 April	Dorset Council	18.30
Friday 15 April		

Monday 18 April	Audit & Governance Committee	10.00
Tuesday 19 April		
Wednesday 20 April		
Thursday 21 April	Place & Resources Overview Committee	10.00
Friday 22 April		

Monday 25 April	Place & Resources Scrutiny Committee	10.00
Tuesday 26 April		
Wednesday 27 April		
Thursday 28 April	Corporate Parenting Board (informal)	17.00
Friday 29 April	Appeals Committee	10.00

Monday 2 May	May Day Bank Holiday	
Tuesday 3 May	People & Health Overview Committee	10.00

Wednesday 4 May	Eastern Area Planning Committee	10.00
Thursday 5 May	Western & Southern Area Planning Committee	10.00
Friday 6 May		

Monday 9 May		
Tuesday 10 May	Northern Area Planning Committee	14.00
Wednesday 11 May		
Thursday 12 May	Dorset Council Annual Meeting	18:30
Friday 13 May		

Monday 16 May		
Tuesday 17 May	Cabinet	10.00
Wednesday 18 May		
Thursday 19 May	People & Health Overview Committee	10.00
Friday 20 May		

Monday 23 May	Appeals Committee	10.00
Tuesday 24 May		
Wednesday 25 May		
Thursday 26 May	Place and Resources Scrutiny Committee	10.00
Friday 27 May		

Monday 30 May	Bank Holiday	
Tuesday 31 May		
Wednesday 1 June	Eastern Area Planning Committee	10.00
Thursday 2 June	Corporate Parenting Board	17.00
Friday 3 June		

Monday 6 June		
Tuesday 7 June	Northern Area Planning Committee	14.00
Wednesday 8 June		
Thursday 9 June	Western & Southern Area Planning Committee	10.00
Friday 10 June		

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