



# Place and Resources Scrutiny Committee

**Date:** Tuesday, 29 September 2020  
**Time:** 10.00 am  
**Venue:** A link to the meeting can be found on the front page of the agenda.

## Membership: (Quorum 3)

Shane Bartlett (Chairman), Andy Canning (Vice-Chairman), Rod Adkins, Brian Heatley, Mike Parkes, Mark Roberts, Maria Roe, David Shortell, David Tooke and Bill Tritte

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**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 on 01305 252209 / [lindsey.watson@dorsetcouncil.gov.uk](mailto:lindsey.watson@dorsetcouncil.gov.uk)**

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Due to the current coronavirus pandemic the Council has reviewed its approach to holding committee meetings. Members of the public are welcome to attend this meeting and listen to the debate either online by using the following link: [Link to livestream of meeting](#)

**Members of the public wishing to view the meeting from an iPhone, iPad or Android phone will need to download 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.

Dorset Council is committed to being open and transparent in the way it carries out its business whenever possible. A recording of the meeting will be available on the council's website after the event.

# A G E N D A

Page No.

## 1 APOLOGIES

To receive any apologies for absence.

## 2 MINUTES OF FORMER SCRUTINY COMMITTEES - FOR INFORMATION ONLY

To note the minutes of the Place Scrutiny Committee held on 23 July 2020 and Resources Scrutiny Committee held on 19 August 2020.

[Place Scrutiny Committee 23 July 2020](#)

[Resources Scrutiny Committee 19 August 2020](#)

*Please note that links to these minutes are included for information only and not for the purpose of confirming as a correct record.*

## 3 DECLARATIONS OF INTEREST

To receive any declarations of interest.

## 4 CHAIRMAN'S UPDATE

To receive any updates from the Chairman of the Place and Resources Scrutiny Committee and to note the committee's terms of reference as set out below:

The Scrutiny Committees shall:

- (i) Challenge, review or scrutinise the decisions or actions taken by the Cabinet.
- (ii) Through the Call to Account process:-
  - Scrutinize and review decisions made or actions taken in connection with the discharge of any of the executive functions of the Council.
  - Consider petitions made in accordance with the Council's Petitions Scheme requiring senior officers to be called to account at a public meeting of the Council.
- (iii) Through the Call-In process consider executive decisions.
- (iv) Provide clear focus upon the scrutiny of matters in relation to:-
  - The Council's strategic approach to Dorset-wide objectives and the Corporate Plan
  - Budget plans
  - Transformation plans

- The effectiveness of partnership arrangements
- (v) Consider matters referred through the Councillor Call for Action.

## **5 PUBLIC PARTICIPATION**

To receive questions or statements on the business of the committee from town and parish councils and members of the public.

Public speaking has been suspended for virtual committee meetings during the Covid-19 crisis and public participation will be dealt with through written submissions only.

Members of the public who live, work or represent an organisation within the Dorset Council area, may submit up to two questions or a statement of up to a maximum of 450 words. All submissions must be sent electronically to [lindsey.watson@dorsetcouncil.gov.uk](mailto:lindsey.watson@dorsetcouncil.gov.uk) by the deadline set out below. When submitting a question please indicate who the question is for and include your name, address and contact details. Questions and statements received in line with the council's rules for public participation will be published as a supplement to the agenda.

Questions will be read out by an officer of the council and a response given by the appropriate Portfolio Holder or officer at the meeting. All questions, statements and responses will be published in full within the minutes of the meeting.

**The deadline for submission of the full text of a question or statement is 8.30am on Thursday 24 September 2020.**

## **6 PROPERTY STRATEGY AND ASSET MANAGEMENT METHODOLOGY REPORT**

5 - 22

To consider a report of the Corporate Director for Property and Assets. The committee have the opportunity to raise any comments which will be forwarded to Cabinet for their information.

## **7 REVIEW OF CABINET REPORT - APPROACH TO VALUE FOR MONEY**

23 - 26

The Place and Resources Scrutiny Committee is invited to review the report, 'Approach to Value for Money', which will be considered by Cabinet on 6 October 2020. Comments made by the committee will be fed through to Cabinet

A copy of the report which will be considered by Cabinet on 6 October 2020 is included on this agenda.

**8 CORPORATE COMPLAINTS 27 - 36**

To note the complaints performance during 2019/20 and quarter one of 2020/21 and consider how the committee can use complaint data to assist in its scrutiny role.

**9 DRAFT PLACE AND RESOURCES SCRUTINY COMMITTEE FORWARD PLAN 37 - 42**

To review a draft forward plan for the Place and Resources Scrutiny Committee.

**10 CABINET FORWARD PLAN AND DECISIONS 43 - 72**

To review the Cabinet Forward Plan and decisions taken at recent meetings.

**11 URGENT ITEMS**

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

**12 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 x 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.

There is no exempt business.

## **Place & Resources Scrutiny Committee 29<sup>th</sup> September 2020 Property Strategy & Asset Management Methodology Report**

### **For Recommendation to Cabinet**

**Portfolio Holder:** Cllr T Ferrari, Economic Growth, Assets & Property

**Local Councillor(s):** Cllr

**Executive Director:** J Sellgren, Executive Director of Place

Report Author: Dave Thompson  
Title: Corporate Director of Property & Assets  
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**Report Status:** Public

**Recommendation:** That the Scrutiny Committee:-

1. Support the approach and methodology to be used as the basis for the review of assets and the basis for determining the future shape and size of the estate

**Reason for Recommendation:**

Like a number of Local Authorities throughout the Country the Council faces significant financial challenges coupled with pressures on its services, particularly, as the population ages and the demand for housing (particularly affordable housing) increases.

The property portfolio is extremely diverse and multi-faceted comprising a wide variety of assets split between those that fall within the following:-

- Operational Assets (including any heritage and community assets) which are used for the provision of services
- Commercial Assets from which the Council earns an income from third parties

The use of property not only impacts on every aspect of the Council's activities and as such is an inherent part of the Council's plan and a key component in

ensuring the Council achieves its goals. As such it is essential that the Council takes a holistic view of its asset base and 'adopts a one council' co-ordinated approach to its management to ensure that it is effectively, efficiently and safety managed, it is fit for purpose and able to meet the needs of its service users whilst at the same time ensuring that the value/potential value of the estate is fully realised.

The effective use of the asset base will help enable the Council to meet its social and financial challenges through asset disposals, generation of capital receipts, savings in costs through the reduction, rationalisation and improved efficiency of the estate and more importantly the generation of value through income generation and the repurposing, redirecting and reuse of land and buildings for housing, schools and other essential service needs

The Property Strategy & Asset Management Plan is a key component of the Council's transformation strategy in order to help services meet their changing service needs and assisting the Council in meeting its statutory obligations, its social and economic aspirations whilst at the same time making a significant contribution to overcoming the financial challenges that it faces.

In order to determine the future shape of its operational estate and provide 'value for money' it is essential that a clear approach and methodology is applied to determine best use of the assets both in the short, medium and longer term coupled with a defined governance process.

This report sets out the principles and mechanisms by which the future use of individual and classes of assets within the operational portfolio will be considered.

## **1. Executive Summary**

The Council has a wide and diverse variety of property interests geographically spread throughout and across the County.

The Council Plan identifies that the effective utilisation of the Council's property assets forms one of the six transformational programmes that the Council is undertaking.

The Council's primary aims are to:-

- Rationalise the property estate, reduce costs and identify assets that are suitable for disposal or redevelopment
- To improve the condition of the Estate, ensure the Estate is compliant with statutory and regulatory codes and reduce its environmental impact
- Adapt the Council's office accommodation in order to alter its estate and modernise its workspace to meet the needs of future agile working and the aims of the Dorset Workplace

- To seek to maximise the value of the estate by creating income generation opportunities, disposing of or repurposing poor performing assets in order to create greater social, commercial and economic value

In addition, the Council aims to build on the principles of 'One Public Estate' programme and work in collaboration with other public sector partners to utilise assets to:-

- Create economic growth (new homes and jobs)
- Deliver more integrated customer focused services through joint provision
- Generate efficiencies through capital receipts and reduced running costs

As one of the largest land and property owners within the County it is recognised that the Council is in a unique position to work with partners to lead and deliver strategic regeneration and the potential that exists within its property base can be used to help meet the County's housing targets and the financial challenges and pressures the Council faces, in particular, from an ageing population.

However, in order both to achieve its wider goals and in the face of continual financial pressures the Council needs to review the size and efficiency of occupation of its estate and have a clear mechanism, rationale and process for determining property need, the best use of property and ensuring best value from it either through disposal or re-development.

There are a number of sites that have been identified as surplus to requirement, sold subject to planning and are in the process of disposal and a number of others that are currently vacant awaiting a decision to be made as to usage and the most appropriate way to realise value. It is anticipated that the review of the property portfolio will identify further sites that will be considered surplus.

## **2. Financial Implications**

Through the rationalisation of the property estate and the re-provisioning of existing assets the Council will be able to generate not only efficiency savings and capital receipts but also generate income and value through the repurposing and the redirection of the Estate to meet the Council's social, economic and financial needs and aims.

## **3. Climate implications**

The Council has declared a climate and ecological emergency and is committed to taking direct action to reduce the negative environmental impact of our services.

Included within the Council's Draft Climate & Ecological Emergency Strategy is a Buildings & Built Assets Detailed Technical Paper which has established a series of objectives for the estate namely:-

- Ensure Dorset Council's estate becomes zero carbon by no earlier than 2035
- Ensure all new Council developments are zero carbon
- Decarbonise heating in housing and community, public and commercial buildings
- Improve energy efficiency of current housing stock
- Improve energy efficiency of the organisation's buildings
- Increase building's resilience to climate change

The Property Strategy and Asset Management Plan recognises the above objectives and will develop a programme of how these will be met.

#### **4 Other Implications**

The implementation of the Dorset Workplace together with any possible office closures, depot relocations or other changes together with the implementation of new or different ways of working may require employee and Trade Union consultation.

In addition certain changes particular those that may affect or impact on service or other public provision may also require public consultation.

#### **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**

It is envisaged that there will be a series of individual projects that will emanate from the review of assets. As individual projects are developed and brought forward for approval a separate EQIA will be prepared for each.

#### **7. Appendices**

Appendix 1 Dorset Council Estate Categories

#### **8. Background Papers**

- The Dorset Council Plan 2020-2024
- Blueprint for Change
- Draft Climate & Ecological Emergency Strategy
- Draft Economic Growth Strategy
- Building Better Lives
- Local Waste Plan

#### **9. Background**

- 9.1 In 2019 Avison Young were commissioned following Local Government Reorganisation (LGR) to undertake a review of the Estate.

- 9.2 They identified that the Authority owned or leased 1,409 property assets distributed across 22 locations throughout the County. These are identified at Appendix 1.
- 9.3 The Council owns a total of 608 sites which has buildings on them for which it is responsible (excluding schools).
- 9.4 The Council's gross property costs as reported in its 2019/20 accounts are £19.6m and net after allowing for income etc is £3.6m. These figures do not include for those residential property costs incurred by Adults or Children's Services for permanent and temporary accommodation as part of commissioned services
- 9.5 The Council's estimated backlog maintenance costs for its estate in total are in the region of £37m of which c65% is schools related.
- 9.6 The property portfolio can be broken down into two main elements namely Commercial Assets of which there are 355 from which it earns income from third parties and Operational Assets (including any heritage and community assets) for the provision of services which consists of 1,054 assets.
- 9.7 Avison Young broke these two groups down further into the following four sub portfolio's or groups:-
- Assets supporting locality based direct service delivery or access to services. The Council has c217 assets that fall into this category namely administrative offices, leisure buildings, libraries, community centres, youth centres, adult learning centres, family centres, day centres, residential homes and public conveniences.
  - Assets supporting specialist council services namely housing, depots, cemeteries and crematoria, archives, outdoor education centres of which there are c200 assets
  - Assets serving market and or coastal towns and the economy. The council has in excess of 400 land based assets that play an important role in supporting the economic health of Dorset's market and coastal towns serving shoppers, visitors and tourists and directly supporting employment with a particular focus on agriculture. These include 133 car parks, harbours, recreational facilities, 48 County farms, 118 industrial Units, 61 Hotels and 34 retail and Commercial Units.
  - Other Assets including 116 land parcels, 4 Gypsy and Traveller sites, 25 Infrastructure assets, 32 Garages, 5 Access Rights and 13 miscellaneous assets.

- 9.8 Currently there are seven buildings that have been declared surplus, vacant and not allocated to schemes together with two schools sites.
- 9.9 As part of the work to develop the Property Strategy and Asset Management Plan, further and more detailed work has and is being undertaken looking at the individual categories within the above portfolios and considering future use in accordance with the framework below:-

## **10 Approach to Developing the Strategy & Plan**

### Information Collection

- 10.1 A significant amount of work was undertaken at the time of LGR consolidating assets and pulling these together into a single Asset Register. This data was reviewed as part of the work undertaken by Avison Young and is being subsequently cleansed and re-profiled/re-categorised as part of the property review that forms the basis of the plan.
- 10.2 The former County Council had been using property and asset management software from Technology Forge who have been a supplier of software systems to Central and Local Government as well as other public sector bodies for over 20 years helping manage over £50 billion of property assets. Following LGR it was decided to upgrade the Technology Forge system and to consolidate all the management information from the former Districts into it. Some work is still ongoing in terms of validating and cleansing of data.
- 10.3 Access to accurate and effective management information is an essential component in ensuring that the property portfolio is proactively managed and also to highlight repair and maintenance issues including the requirement for 'non-discretionary' (eg health and safety and statutory requirements) and 'discretionary' (eg refurbishment) capital expenditure which will improve asset value, prolong asset life, generate increase income or identify excessive and significant long term problems/issues with the asset.
- 10.4 As a result of being able to capture the performance and cost information a series of benchmarks will be able to be established such as gross property running costs (£ per sq ft), net property running costs (£per sq ft excluding business rates), maintenance backlog, energy rating, premises utilisation, future costs which will help establish both internal and external benchmarks and long term viability of the assets. These benchmarks are not necessarily applicable for all asset classes and need to be reviewed accordingly.

### Strategies, Service Plans & Service Requirements

- 10.5 The Property Strategy & Asset Management Plan has sought to align

itself to the Council's Draft Economic Growth Strategy, Draft Climate and Ecological Emergency Strategy together with the draft Local Plan, Waste Local Plan, Housing Strategy and key service strategies namely Children's 'Blueprint for Change' and Adult Services 'Building Better Lives'.

- 10.6 Individual Service Plans and strategies will set out the needs and requirements for each function and the model of delivery which will then help determine the asset base required in order to ensure successful delivery.
- 10.7 Blueprint for Change together with the Adult Services strategy has a desire to operate its services and have the properties from which it operates these services closer to the communities to which they serve is an important element and the creation of a regional office network is seen as an important aspect of their strategy.
- 10.8 The sharing of premises with other public sector bodies is also desirable and in line with the principles of the 'one public estate' although it should be noted there are number of locations where the Council's Adult Care Services and the NHS co-locate currently.
- 10.9 Any such properties need to be an effective use of resource (capital and revenue), available for public sector service delivery for a significant element of the week and be well utilised. The buildings must be accessible to the public both in terms of physical design and location and endeavour to provide a range of public sector functions.
- 10.10 A key determining factor, therefore, in determining the size and shape of the estate is ensuring that there is sufficient assets of the right type available to meet service needs subject to ensuring that the assets are well used, cost effective and whether greater value can be created through re-purposing or disposal.

#### Office Occupancy, Cost to Serve and Cost of Alternatives

- 10.11 The Council employs around 4,500 people (excluding schools based staff) of which c3,000 work from office environments either for all or part of their time. The majority of these staff are located in Dorchester and this is where the bulk of the desk capacity is currently located.
- 10.12 The Asset Register and the Avison Young study shows that the Council owns and leases 64 offices and administration buildings. A further analysis reveals, however, that of these assets 7 have been identified as surplus to requirements, 16 are leased entirely to third parties, 17 are leased/licensed from other NHS bodies at no cost as space is

reciprocated within Council buildings, 9 occupied by a single service within the Council, 14 are multi-functional offices occupied by the Council and there is 1 office on a long lease. The Council's primary focus is to rationalise and consolidate and reduce further the 25 offices which it currently occupies.

- 10.13. It should be noted that within these numbers County Hall is made up of three sites (County Hall, South annexe and East Annex), the History Centre is also counted as an office location given it has a limited amount of office accommodation and that the 3 Harbour Authority offices have been included (Weymouth, Lyme Regis and West Bay).
- 10.14. Prior to Covid the focus predominately within offices has been on occupancy rates and the cost of occupancy with the desk per employee ratio being of paramount importance. The concepts of 'agile working' and 'hot desking' have been introduced into a number of organisations in recent years. Within Dorset Council the office estate was functioning on an average of a 7 to 10 desk ratio (7 desks for every 10 staff).
- 10.15 Changes to technology and access to information has allowed for work to be done differently and more flexibly. More recently the necessary response of employers to the Covid 19 pandemic have accelerated and accentuated this and has presented the need to work remotely and in different ways. This has brought about change at a rate that previously could not have been imagined, both in working practices and to attitudes staff and managers had about working remotely.
- 10.16 Recent staff feedback from surveys and various forums has shown that many staff can and would like to continue working from home for part of their working week which will impact on the amount of office space required. Senior Managers have also confirmed that this fits with the future requirements of their service.
- 10.17 Post Covid Senior Managers estimate the proportion of their teams requiring to work from an office at any one time varies from 20% to 50%. The variation is reflective of the different types of service delivery required across the organisation but demonstrates that a desk ratio of 5 to 10 or 4 to 10 is achievable. As a result it is envisaged that the number of offices will decrease as changes to working practices are introduced.
- 10.18 Changes in location will impact upon the numbers of individuals located in a particular office but will not require an increase in the number of offices. At this moment in time there is a possible lack of office space within the Bridport area.
- 10.19 Prior to Covid following LGR work had already commenced on a review

of the office estate and the leases at Allenview in Wimborne and Princes House in Dorchester will be terminated in 2021 in accordance with the lease break provisions. In addition a review of South Walks House is currently being undertaken with exploratory discussions being undertaken with Dorset Police amongst others. Given that there is a surplus number of offices within the area staff and services would be relocated to another location wholly owned by the Council.

- 10.20 A number of individual cross functional working groups have also been established consisting of representatives from relevant Service Areas to look at and review a number of categories within the portfolio including Administrative offices.
- 10.21 Where appropriate these groups have been supported by independent external consultants to provide additional capacity, market knowledge professional expertise and increased rigour. In this respect consultants from Knight Frank's Capital Markets and development Division supported by colleagues in their planning, residential and commercial teams have been commissioned to review the options with regard to County Hall on a similar basis to a recent study commissioned on behalf of the Royal Borough of Kensington & Chelsea (which included for the cost of re-provisioning)
- 10.22 Property formed one of the workstreams within the Dorset Workplace and the review and work undertaken by the Administrative Offices team informed a major element of the paper being presented to Cabinet in October on the Dorset Workplace.

#### Operational Capacity

- 10.23 It is recognised that changes in population, the number of households and the demographics of Dorset will increase the demand for services in the future.
- 10.24 There are currently 65 operational facilities situated throughout the Borough consisting of depots, workshops and a variety of waste collection, waste processing, recycling facilities and highways facilities.
- 10.25 A number of the sites are small land parcels providing a storage Capacity for asphalt and chippings.
- 10.26 A working group has been established consisting of officers from Property and the various operational functions throughout the Place Directorate including predominantly Highways and Waste with representation from other Services to review the operational assets.

10.27 The Council has also commissioned Eunomia a leading waste and logistics consultancy to support this activity. As part of this review consideration is being given to the Local Waste Plan and to other studies that have been commissioned,

#### Other Studies & Reviews

10.28 In order to inform the review of the property estate a number of other working groups and studies have been established and commissioned looking at Leisure, Land parcels and garages together with aspects of the commercial estate such as hotels. In addition reference and consideration of studies and reviews undertaken by individual Services.

#### Spatial Planning & Other Information

10.29 In order to understand the background and context to the plan work previously undertaken with regard to master planning exercises in Weymouth, Dorchester and Ferndown have been considered. In addition data collated as part of Strategic Housing Market Assessment exercises across the County has helped identify housing needs and provide a flavour for the priorities and pressures the Council faces.

10.30 A spatial approach will be taken to identifying those assets within potential redevelopment areas. Where assets fall within such areas assets will need to be assessed to determine how best they might be utilised to deliver any priority outcomes taking into account regeneration and housing opportunities and how they might be delivered together with the model of delivery. In such instances consideration will be given to whether the Council is a majority or minority landowner, level of risk etc.

#### Health & Safety

10.31 The Council has a substantial corporate property portfolio and a responsibility under law for ensuring that it's Health and Safety responsibilities are properly managed and complied with for which the Directors are responsible.

10.32 The Health & Safety at Work Act 1974 (also referred to as HSWA. HSW Act, the 1974 Act or HASAWA) is the primary piece of legislation covering occupational health and safety in Great Britain. Failure to comply with these requirements can have serious consequences for both organisations and delivery. Under the Corporate Manslaughter and Corporate Homicide Act 2007 an offence will be committed where failings by an organisation's senior management can constitute a gross breach of the duty of care leading to unlimited fines and prosecution.

10.33 Post Grenfell, Health & Safety concerns and the need for improved diligence and management have been further highlighted.

10.34 The assessment of the Health & Safety status of any building/asset and the associated costs for rectification, remediation or replacement forms a key component in any review of the Estate.

#### Maintenance & Building Cost Data

10.35 The Council has a team of surveyors responsible for management of Buildings and reviewing the condition of buildings and other assets supported by external specialists/consultants providing advice with regard to fire safety, asbestos, legionella etc that it calls on as necessary.

10.36 As part of this process it is essential to understand the current and projected costs associated with individual and classes of buildings taking into account their age, projected life expectancy, use and current and projected condition over a 5 to 10 year period.

10.37 As mentioned previously the Council's total backlog maintenance costs are estimated to be in the region of £37m of which c£19m are within categories C&D with a priority rating of 1 and 2 as explained below. Of this amount approximately £12m relates to schools and £3m for offices (of which £1.2m is estimated for window replacement at County Hall) with the remainder spread across the rest of the estate.

10.38 The estimated backlog maintenance costs are currently subject to review given their historical nature (dating back to pre LGR) and the condition surveys being undertaken as part of the Property Strategy and Asset

Management Plan. As such priority is being given to works within schools and essential HSE works for which the majority of the £13.5m capital budget for 2020/21 and 2021/22 is being targeted. As mentioned, above a fresh set of condition surveys are being undertaken for Council owned buildings with the aim that these will be complete between April and June 2021.

10.39 Currently buildings are evaluated based on a condition rating of A-D as follows:-

- Grade A-Good, performing as intended and operating efficiently
- Grade B-Satisfactory, performing as intended, minor deterioration
- Grade C-Poor exhibiting major defects or not operating as intended
- Grade D-Bad, Life expired and/or serious risk of imminent failure

10.40 Once an assessment of condition is made buildings are then given a priority grading in the context of a five year planning period as follows:-

- Priority 1-urgent work required that will prevent immediate closure of premises and/or address an immediate risk to health and safety of occupation and or remedy a serious breach of legislation
- Priority 2-essential work required within 2 years that will prevent serious deterioration of the fabric or services and or address a medium risk to the health and safety of occupants and/or remedy a less serious breach of regulation
- Priority 3-desirable work required within 3-5 years that will prevent deterioration of the fabric or services and or address a low risk to the health and safety of occupants and/or remedy a small breach of legislation
- Priority 4-long term worked required outside the 5 year planning period that will prevent deterioration of the fabric and services.

10.41 Cost estimates are then prepared for each of the buildings to determine the level of liabilities and budget requirements going forward. These costs are then considered as part of the strategic evaluation and planning of and for the estate.

10.42 Where either a building is considered fundamentally unsafe or financially unsustainable alternative provision and the costs of alternative provision will be calculated as part of the modelling process.

#### Other Costs

10.43 In order to assess a site fully all other costs will be included in the review including council tax or business rates, utilities and support services.

#### Third Party Leases

10.44 The Council has inherited as part of LGR a number of leases that had been entered into by predecessor Councils for buildings for which a rent is being paid some of which are not insignificant.

10.45 As a matter of principle and wherever possible and at the earliest opportunity the Council will seek to terminate such leases on the provision that dependent on need has other suitable properties available within its portfolio.

## **11 4 Box Model**

11.1 Following a review of an estate, assets can usually be categorised and fall within one of four boxes:-

- Retain & Maintain

- Retain & Develop
- Acquire
- Dispose

11.2 It is envisaged that the number of corporate/operational facilities that the Council retains and maintains will decrease overtime as the office base and other sites are rationalised going forward and either sold or repurposed

11.3 It is also recognised that the Council may always have a need to acquire other assets particularly where there is nothing in the portfolio that can meet a particular need although it is envisaged that these will be 'few and far between'.

### **Feasibility, Viability, Valuation & Disposal**

#### Valuation & Disposal Methodology

12.1 All operational assets should be valued based on a 'red book valuation' if not already done so. A 'red book' valuation are those that meet the criteria as set out by the Royal Institution of Chartered Surveyors (RICS). The 'Red Book' is the name given to the RICS's Valuation Professional Standards which is published every 2-3 years and sets out the mandatory rules and guidelines for RICS Registered Valuers to follow when they are undertaking valuations. Red Book valuations are the recognised industry standard and specified by institutional lenders such as Banks and mortgage providers and as such are IFRS and CIPFA. The CIPFA Code of Practice on Local Authority Accounting requires that valuations of operational assets are on the special assumption of Existing Use Value.

12.2 When land or buildings become surplus there are a number of options arise including redevelopment or disposal. Dependent on use if land or buildings are disposed of this could be either at market levels or at less than market value. In such instance depending on the value and type of land (eg school sites) Secretary of State approval may need to be obtained.

12.3 Where it is proposed to repurpose the building or site and change its use an options appraisal, feasibility and viability study should be undertaken in order to gauge the value of any development and the potential revised land value in order to provide a 'benchmark should a disposal be pursued.'

#### Methods of Disposal

12.4 In the event that the Council seeks to dispose of its assets there are a number of options open to it from freehold sale, leasehold sale to short term tenancy arrangements all of which might be suitable

depending on the asset, market conditions etc.

- 12.5 There are also a number of different ways that it can dispose of its assets from auction to tenders, being a public sector body, however, any process must be open and transparent with a clear audit trail.
- 12.6 A wide variety of bidding methods exist from an unconditional sale, subject to planning, outline planning or with full planning consent all of which will attract different values with the process taking varying amounts of time.
- 12.7 The Council have traditionally adopted a process of agreeing a sale on a subject to planning basis. An analysis has shown that the process tends to take longer and the full value is not necessarily achieved as a result of planning issues. Going forward it is proposed that in the event of the Council wishing to dispose of its assets it will take greater control over the process and seek either outline or full planning consent prior to disposal. Any costs incurred will be recovered from the additional proceeds received.

#### Holding Costs & Procedures

- 12.8 Over the period between a building becoming empty and it being redeveloped or sold the assets remain the responsibility of the Council and during this period the Council incurs holding costs associated with security, council tax/business rates etc.
- 12.9 At the point of time of the building or land becoming vacant the Council should seek to secure the buildings and access to them and the site. In addition where necessary consideration should be given to any additional security arrangements required such as permanent guarding or roving security. In some instances the use of 'Property Guardians' may be considered.
- 12.10 Depending on the building condition and the projected period of time when the building will be vacant demolition may be considered although this has a cost and planning permission is required.

#### Market Conditions & Grant Funding

- 12.11 The current economic climate has meant that companies are more prudent with regard to investment and development and in certain sectors such as Leisure guarded when considering investing in and designing, building and operating/managing projects.
- 12.12 Market conditions will vary by asset type and the timing of the economic cycle and as such any proposed disposals cognisant of

this fact.

- 12.13 There are a number of potential grant funding opportunities available. The level and availability of grant funding cannot necessarily be guaranteed and is subject to a bid application and approval process. In view of this a number of Local Authorities are looking for re-development projects to be self-funding wherever possible with the award of any grants seen as a bonus.

#### Comparisons & Reviews

- 12.14 In reviewing the various approaches to Property and Asset Management consideration has been given to the different approaches taken by other Local Authorities particularly with regard to the 'Corporate Landlord' model and the approach to housing development.
- 12.15 A number of Local Authorities have adopted 'Corporate Landlord' models in accordance with CIPFA recommendations and guidance. In particular the approach adopted by Enfield recently was reviewed in detail.
- 12.16 Such reviews help crystallise the thinking and approach with regard to the approach and use of property assets

### **13 Governance Proposals**

- 13.1 A review of the Property Estate following the above methodology will identify those sites to be retained, redeveloped or disposed of in accordance with the 4 Box Model.
- 13.2 Once a site is determined as being surplus it will be valued, an options appraisal undertaken and a site feasibility and viability appraisal completed to determine its redevelopment potential and value and provide a baseline in terms of 'value for money'
- 13.3 At this point a decision can then be made as to whether the site is to be redeveloped or disposed of and the approach for doing so.

### **14 Summary & Conclusion**

- 14.1 The Council Plan identifies that effective utilisation of the Council's property assets form one of the six transformational programmes that the Council is undertaking.
- 14.2 A review of the property portfolio and any asset within it will need to consider its current purpose, how well that purpose is being served, future need, the current and future condition of the building or asset, the costs of providing the building, alternative

use provision and the potential social and commercial value that can be achieved.

14.3 The use of such criteria and approach informs the Property Strategy & Asset Management Plan which will set out how the Council can utilise its assets to unlock opportunities for housing, provide opportunities for economic growth and regeneration, support community initiatives, generate savings and income to protect services and deliver greater financial and social return.

14.4 The needs of the Council and conditions within Property markets are continuously changing and evolving and as such any such plans should be seen as dynamic and subject to constant review.

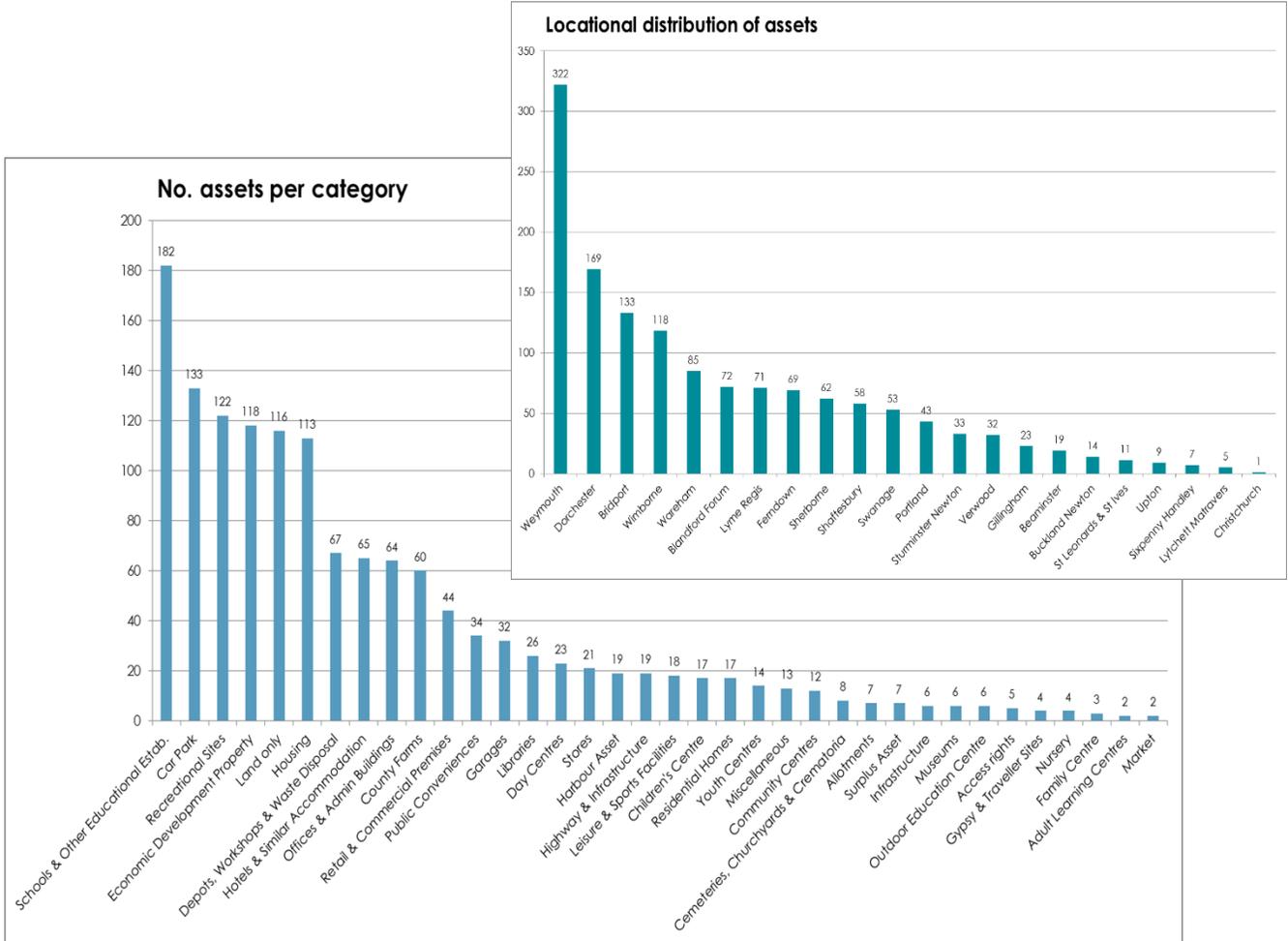
**Footnote:**

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.

# Dorset Council Estate

1409 Dorset Council assets



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## Cabinet 6 October 2020 Approach to value for money

### For Decision

**Portfolio Holder:** Cllr P Wharf, Corporate Development and Change

**Local Councillor(s):** All

**Executive Director:** Aidan Dunn, Executive Director, Corporate Development

Report Author: Bridget Downton  
Title: Head of Business Insight and Corporate Communications  
Tel: 01929 557268  
Email: [bridget.downton@dorsetcouncil.gov.uk](mailto:bridget.downton@dorsetcouncil.gov.uk)

**Report Status:** Public

#### **Recommendation:**

Cabinet develop a value for money framework and timeline setting out how it will implement value for money benchmarking of all services to feed into a prioritisation exercise for conducting fundamental value for money reviews of the all the council's services.

#### **Reason for Recommendation:**

To ensure that the council is delivering value for money in all its services.

- 1. Executive Summary.** Before local government review, a range of arrangements were in place across the predecessor councils. Work is now needed to implement an effective and systematic review of the value for money across all of the council's services. Work has been delayed on progressing this as a result of the current pandemic but the current financial challenges mean that this work now needs to be prioritised. At its 10<sup>th</sup> August meeting, Audit and Governance Committee recommended this report to cabinet.
- 2. Financial Implications:** With scarce resources, it is essential that the council ensures that it secures best value for all of its expenditure and that it reports VfM performance systematically and accurately.

3. **Climate implications:** no specific implications from this report although value for money reviews will need to take account of climate impacts.
4. **Other Implications:** None in relation to this report
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

6. **Equalities Impact Assessment:** The fundamental service reviews will need to include equalities impact assessments where changes to services are proposed as a result of the reviews.
7. **Appendices:** None
8. **Background Papers:** None

## 9. Further information

### What is value for money?

- 9.1 Value for money is the relationship between economy, efficiency and effectiveness. These are defined as:
  - **Economy** – : minimising the cost of resources used or required (inputs) – **spending less**
  - **Efficiency:** the relationship between the output from goods or services and the resources to produce them – **spending well**
  - **Effectiveness:** the relationship between the intended and actual results of public spending (outcomes) – **spending wisely.**
- 9.2 In addition to the traditional three “E”s, a fourth “E” is applied in some places:
  - **Equity:** the extent to which services are available to and reach all people that they are intended to – **spending fairly.** Some people may receive differing levels of service for reasons other than differences in their levels of need.
- 9.3 A range of approaches existed in the predecessor councils and some activity has been carried forward into Dorset Council. Previous internal and external reviews will provide useful insight into the strengths and weaknesses of these approaches to enable Dorset Council to develop a comprehensive approach to VfM. In an ideal world, more work would have

been done on this ahead of local government reorganisation but there was not time for this – councillors will remember that the focus was on safe and legal for day one. Diversion of resources into responding to the coronavirus pandemic has also impacted on progress with this work. Ironically, the financial impacts of the pandemic mean that this work takes on a renewed importance.

- 9.4** A range of activity contributes to ensuring that Dorset Council delivers value for money but more needs to be done to demonstrate this more clearly.
- 9.5** Significant savings were delivered as part of local government reorganisation. Value for money considerations are implicit in a range of routine council activity such as budget setting, budget monitoring and contract management. In the autumn, the council will be considering a new procurement strategy which will be a key component of securing value for money.

### **Proposed approach**

- 9.6** The council is in the process of developing and implementing a robust approach to performance monitoring and management. This work has been delayed because of resources being diverted into dealing with the coronavirus pandemic but work has recently restarted including the recent agreement of the council's performance management framework. Regular performance reporting is now underway. The Portfolio Holder for Corporate Development and Change will be chairing a monthly meeting of portfolio holders and executive directors which will examine service performance alongside budget performance. The next logical step will be to review these alongside the value for money of the council's services. The council does not currently have all the information needed to do this.
- 9.7** The proposal is to develop a value for money framework and timeline setting out how to implement value for money benchmarking of all services to feed into a prioritisation exercise for conducting fundamental value for money reviews of all the council's services. The fundamental service reviews will need to include activity around:
- Comparing ourselves to the best in terms of both performance, cost and value for money.
  - Challenging whether Dorset Council is best placed to provide the service and also the best way to provide the service including different ways of working; different service delivery options; and exploring commercial market options. This could also include reviewing any currently outsourced services.
  - Consulting our customers (be they internal or external) to find out what they want from the service.

- 9.8** A key piece of work will be a systematic benchmarking exercise across all of the council's services to identify strong and weak areas of performance and cost. This will enable a prioritisation exercise to deliver a timeline for fundamental service review.
- 9.9** The approach to fundamental service review will be overseen by the Portfolio Holder for Corporate Development and the council's Corporate Leadership Team. It will be worked up by officers from finance; business intelligence & performance; and digital & change.
- 9.10** As part of local government reorganisation, the Dorset Council restructured its corporate support services. This resulted in business partners being set up to support the frontline business teams. Business partners are in place to provide support to frontline services in relation to the following corporate functions:
- Business Intelligence and Performance
  - Communications
  - Digital and Change
  - Finance
  - HR
  - Procurement
- 9.11** The business partner role is a new one. They are there to:
- influence strategy and business outcomes,
  - collaborate with managers to further policy goals,
  - offer expert analysis and interpretation,
  - present options to resolve problems and exploit opportunities,
  - develop understand and inform decision making:
- 9.12** The business partners will be key to providing data, information, support and challenge through the fundamental service review process.

**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.

## Place and Resources Scrutiny Committee 29 September 2020 Corporate Complaints

### For Decision

**Portfolio Holder:** Cllr S Flower, Leader of the Council

**Local Councillor(s):**

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

Report Author: Marc Eyre

Title: Service Manager for Assurance

Tel: 01305 224358

Email: marc.eyre@dorsetcouncil.gov.uk

**Report Status:** Public

**Recommendation:** To note the complaints performance during 2019/20 and quarter one of 2020/21 and consider how the Committee can use complaint data to assist in its scrutiny role.

**Reason for Recommendation:** To assist the Committee in its scrutiny role.

#### 1. Executive Summary

Dorset Council has a Corporate Complaints Team as part of its Assurance Service within Legal and Democratic Services. A key priority of this service is not only to ensure that complaints are managed fairly, appropriately and within timescales, but also to ensure that there is organisational learning from complaints that can lead to service improvement.

Under the revised committee structure within the constitution, both Overview Committees will receive the Annual Report on Complaints together with a quarterly update. It is important to ensure that there is a clarity of role across the committees and no overlap, however it is recognised that there is a benefit on the Scrutiny function also being sighted on current complaint trends.

The enclosure with this report is the extract from the Annual Report that includes the current complaints key performance indicators for Place Directorate. Corporate Services numbers are low volume and not currently reported separately, but this will be addressed.

## **2. Financial Implications**

Local Government Ombudsman findings can have financial consequences (fines; remedial actions etc).

## **3. Climate implications**

None

## **4. Other Implications**

None

## **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**

None. The Corporate Complaints policy has been subject to an EQIA

## **7. Appendices**

Summary of Place Complaints – 2019/20

Summary of Place Complaints – 2020/21 Quarter One

## **8. 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.

# dorsetcomplaints

2019/20

		Q1	Q2	Q3	Q4	
	Number of FORMAL complaints	44	54	52	30	In 2019-20 we received and responded to 178 formal complaints through the formal complaints process.
	Number of INFORMAL complaints	46	49	34	63	In 2019-20 we received and responded to 192 informal complaints.
	Upheld approaches to the LGSCO Ombudsman compared to total received	0/0	0/8	1/2	0/1	In 2019-20 there were 11 approaches to the LGSCO. One of these was upheld.
	Timescales (overdue)	4%	18%	9%	6%	In 2019-20 9% of complaints were over the 20 working day deadline.
	% fully justified complaints	3%	6%	12%	5%	In 2019-20 7% of complaints were considered to be fully justified.
	% part justified complaints	2%	6%	14%	22%	In 2019-20 11% of complaints were considered partially justified.
	Compliments	34	28	39	53	In 2019-20 we received an encouraging 154 compliments.
	Learnings	2	14	34	7	In 2019-20 57 learning points were identified by managers.

**Place - total complaints = 370**

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# dorsetcomplaints

2020/21

		Q1	Q2	Q3	Q4	
	<b>Number of FORMAL complaints</b>	23				In Q1 we received and responded to 23 complaints through the formal complaints process.
	<b>Number of INFORMAL complaints</b>	79				In Q1 we received and responded to 70 informal complaints, showing that the informal approach works in the majority of cases.
	<b>Upheld approaches to the LGSCO Ombudsman compared to total received</b>	0/0				The LGSCO was closed during Q1 to support local authorities in dealing with the Covid-19 situation.
	<b>Timescales (overdue)</b>	10%				In Q1 10% of complaints exceeded the 20 working day deadline.
	<b>% fully justified complaints</b>	5%				Only 5% of the complaints received in Q1 were considered fully justified.
	<b>% part justified complaints</b>	5%				Only 5% of the complaints received in Q1 were considered partially justified.
	<b>Compliments</b>	117				In Q1 we received an impressive 117 compliments.
	<b>Learnings</b>	6				Only six complaints in Q1 brought forth learning points. Covid-19 was undoubtedly a factor.

**Place - Q1 total complaints = 102**

performance

## Summary of Q1 Complaints

### **Quarter 1 Total 102 Complaints**

Complaints handling staff have received **102** communications for Quarter 1, compared to 93 in Q4 2019-20. **79** were dealt with informally, and just **23** formally through Dorset Council's Whole Authority complaints process. The Ombudsman was closed in Q1 to support the authority in the Covid19 pandemic.

It should be noted that Place were under extreme pressure as they provided frontline services during the emergency, and the Complaints Team were largely redeployed to assist Adult Services. This report therefore is less detailed than normal, and the reduction in organisational learnings was understandable

<b>2020/21</b>	
Total Communications to Complaints	<b>102</b>
Total Formal Complaints	<b>23</b>
Total Informal Representations	<b>79</b>
LGSCO	<b>0</b>

## Main Theme -Service Provision

Some complaints have more than 1 theme depending on complexity. However, the majority of cases fall under 'Service Provision' with a perceived lack of, delay to, of dissatisfaction with, service levels.

### **Complaint Themes Breakdown %**

Communication	3%
Disagreement with Decision	12%
Service Provision – Attitude of Staff	5%
Service Provision - Delay in providing services	3%
Service Provision - Failure to provide service	3%
Service Provision - Inadequate Service	3%
Service Provision - Quality of Service	16%
Service Provision - Professional Practice of Staff	15%
Service Provision - unspecified	40%

## Timescales

Place complaints & concerns should be investigated and responded to within 20 working days under normal circumstances. Even in the face of a worldwide pandemic, 90% of the timescales were met in Quarter 1. Quite remarkable

<b>Timescales</b>	<b>2020/21</b>
Responses within 20 days	90%
Responses Overdue	10%

### Complaints by Team

Former DCP and DCC software will not be fully aligned until later in the new financial year and the priorities of Covid19 took precedence in Q1. Here is a snapshot of volumes by team

<b>Team</b>	<b>No. of Complaints</b>	<b>Nature of Complaint Example</b>	<b>% Full/Part Justified</b>
PLACE - Customer Services & Libraries	<b>1</b>	Communication - Breakdown in communication	0%
PLACE - Highways (General)	<b>24</b>	Service Provision - Quality of Service	5%
PLACE - Highways Parking	<b>10</b>	Available Spaces for Weymouth permit holders	0%
PLACE - Environment & Wellbeing	<b>20</b>	Neighbour disagreements. Probably due to confinement	5%
PLACE - Planning	<b>24</b>	Disagreement with Decision	10%
PLACE - Estate & Assets	<b>9</b>	Disagreement with Decision	0%
PLACE - Waste	<b>6</b>	Service Provision - Quality of Service	16%
Unspecified of various	<b>8</b>		
<b>TOTAL</b>	<b>102</b>		

### **Learning from Complaints**

The Complaints team are very pleased to report 6 learning points and actions arising from complaints. This significant dip is a reflection on the priorities of frontline services, specifically reacting to the Covid-19 crisis. Again it should be noted that Place were under extreme pressure as they provided frontline services during the emergency, and the Complaints Team were largely

redeployed to assist Adult Services. This report therefore is less detailed than normal, and the reduction in organisational learnings was understandable

### **Compliments**

We have collected 117 compliments across the directorate in Q1.

*What people are saying:*

I visited the Bridport recycling centre today for the first time in recent weeks. My expectations were low - but in fact it is a model of good organisation and clarity. Sensible but not unreasonable measures in place and minimal queuing. Well done!

On behalf of the team, a huge thank you to you and your colleagues for making a dying man's wish come true.

I have now been out into Beaminster today for the first time since this 'lockdown' started. I just wanted to say how good the roads are now since being resurfaced. Through this email I, for one, would like to thank you for getting this task completed without much inconvenience to the population. I would be most grateful if you can please pass on my thanks to everyone involved with the work.

Just want to send a thank you to your Dorchester and Ferndown registration services. Every single contact I've had from our original wedding date back in 2018, to giving notice in 2019, to postponing this year to next year, has been dealt with promptly by friendly, efficient members of staff. You must be inundated with queries etc at the moment so wanted to make sure you came across a message to show some appreciation to the hard working staff of Dorset.

Thank you very much for all your hard work on our Planning Application. It is much appreciated.

Very impressed with Dorset Council. A few days ago I reported, online, two potholes in Woodley Lane (a road running from the north end of the village to the Farnham Road) and someone has been up already and marked them with white spray paint. Most impressed.

Thank you so much for your phone messages and advice - an excellent service in all respects.

I would like to commend our bin men for their helpful and cheerful service in very difficult circumstances.

We are Dorchester residents who have been unable and unwilling to visit the coast due to fears of crowds and lack of toilet facilities. Following a walk yesterday with a friend I was surprised and delighted to find the toilet facilities at West Bexington open and an extremely quiet beach. We therefore visited the beach today and spent an enjoyable time there. Yesterday I chatted to the rubbish collection staff who were very pleasant and today your staff member who was cleaning the toilet facilities. This gentleman was lovely and should be congratulated for his chatty polite disposition despite the job he was undertaking. The toilet facilities were very clean and hygienic. Thank you for all the work your staff undertaking in difficult times.

I visited Dorchester tip last Sunday and wanted to say that every single member of staff was fantastic - from traffic control in the road, through the gate and the guys around the bins, every single one

was happy, polite, helpful and made effort to be such.  
It was a pleasure to see and they should be proud of how they carry themselves. Well done!

**Compliments are being promoted and we hope locality teams will make use of the new address in an effort towards producing a more balanced report:  
[Compliments@dorsetcouncil.gov.uk](mailto:Compliments@dorsetcouncil.gov.uk)**

### **Local Government Social Care Ombudsman -(LGSCO)**

The Ombudsman had closed its doors in Q1 to support the local authority in managing Covid19

#### **Ombudsman Link:**

**<https://content.govdelivery.com/accounts/UKLGO/bulletins/2204c0b>**

#### **A look forward....**

The Complaints Team, like many, have faced challenges in the face of Covid-19, with some of the team being redeployed to aid frontline services at this unprecedented time. The focus at this time has to be on staying safe and supporting managers the best we can, whilst continuing to prioritise high risk cases. There is no doubt that the initial good will of the residents of Dorset has been tested now, and we are seeing an increase in unreasonable behaviours as the public begin to return to a new normal. Challenging months ahead

#### **Tony Bygrave**

Senior Assurance Officer– Complaints Team  
Governance and Assurance Services  
Chief Executive’s Department  
(01305) 225011  
710 5011 (internal)

Complaints Page – Find out more

<https://dorsetcc.sharepoint.com/sites/intranet/find-out-about/information-management/complaints#cat-termName>

Complaints Team Home Page

<https://dorsetcc.sharepoint.com/sites/intranet/howwework/teams/Pages/Compliments-and-Complaints.aspx>

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## Place and Resources Scrutiny Committee – DRAFT Forward Plan

Items brought forward from former Place Scrutiny Committee and Resources Scrutiny Committee already scheduled

Item	Report due	Portfolio Holder/s / other relevant councillors	Officer contact (Lead)
Asset Management Methodology – the methodology behind the report to Cabinet in October ‘Asset Management Plan for Dorset Council 2020 – 2023’	29 September 2020	Portfolio Holder for Economic Growth, Assets and Property	Dave Thompson - Corporate Director for Property and Assets
Approach to Value for Money – review of report to be considered by Cabinet on 6 October 2020	29 September 2020	Portfolio Holder for Corporate Development and Change	Bridget Downton – Head of Business Insight and Corporate Communications
Corporate Complaints	29 September 2020	Leader of Council	Marc Eyre – Service Manager for Assurance
Budget Scrutiny	November 2020 - tbc	Portfolio Holder for Finance, Commercial & Capital Strategy	Aidan Dunn – Executive Director – Corporate Development

Cont. over...

**Items brought forward from former Place Scrutiny Committee - not scheduled**

<b>Item</b>	<b>Portfolio Holder/s / other relevant councillors</b>	<b>Officer contact (Lead)</b>
<p>Review of Place Enforcement Activities – to work with officers to develop a project plan to be shared with committee.</p> <p>Gaining an understanding of the issues in this area.</p>	<p>Portfolio Holder for Customer and Community Services</p> <p>Portfolio Holder for Planning</p> <p>Portfolio Holder for Highways, Travel &amp; Environment</p>	<p>Karyn Punchard - Corporate Director for Place Services</p> <p>Matthew Piles – Corporate Director for Economic Growth &amp; Infrastructure</p>
<p>Review of Green space issues, covering:</p> <ul style="list-style-type: none"> <li>• Land and Property Policy</li> <li>• Supplementary planning guidance</li> <li>• Highways</li> </ul> <p>Single issue meeting?</p>	<p>Portfolio Holder for Customer &amp; Community Services</p> <p>Portfolio Holder for Highways, Travel &amp; Environment</p> <p>Portfolio Holder for Planning</p>	<p>Karyn Punchard - Corporate Director for Place Services</p> <p>Matthew Piles – Corporate Director for Economic Growth &amp; Infrastructure</p>
<p>Waste and Cleansing</p> <p><i>Note: Awaiting outcome of Government Waste and Resources Strategy</i></p> <p>To gain an understanding of the issues in this area and focus on potential areas for future review</p>	<p>Portfolio Holder for Customer and Community Services</p>	<p>Karyn Punchard - Corporate Director for Place Services</p>

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<b>Item</b>	<b>Portfolio Holder/s / other relevant councillors</b>	<b>Officer contact (Lead)</b>
Local Transport Plan - (including Car Parking)  To gain an understanding of issues in this area	Portfolio Holder for Highways, Travel & Environment	Matthew Piles – Corporate Director for Economic Growth & Infrastructure  Paul Hutton – Service Manager for Parking Services

Cont. over...

**Items from former Resources Scrutiny Committee - not scheduled**

<b>Item</b>	<b>Portfolio Holder/s / other relevant councillors</b>	<b>Officer contact (Lead)</b>
Future Revenue & Benefits Service for Dorset	Portfolio Holder for Finance, Commercial & Capital Strategy	Aidan Dunn - Executive Director – Corporate Development, Dorset Council Paul Hudson – Head of Stour Valley & Poole Partnership
Transformation Plans  <i>Note - Transformation Programme Annual Update to Cabinet in November 2020</i>	Portfolio Holder for Corporate Development & Change	Deborah Smart – Corporate Director for Digital and Change
Informal working: Covid-19 business grants and relationship between council and Stour Valley and Poole Partnership- Cllrs Brown, Somper, Bartlett & Ezzard  Work ongoing – will be report to committee at some point	Portfolio Holder for Finance, Commercial & Capital Strategy	Katie Hale – Head of Revenues and Benefits

**Executive Advisory Panels – areas covered will inform whether report to Place and Resources ‘Overview’ or ‘Scrutiny’ Committee**

Climate & Ecological Emergency Executive Advisory Panel	Portfolio Holder for Highways, Travel and Environment Lead Officer - John Sellgren - Executive Director of Place
Dorset Environment Executive Advisory Panel	Councillor Mike Dyer Portfolio Holder for Customer and Community Services, Highways, Travel and Environment Lead Officer - John Sellgren - Executive Director of Place
Dorset Local Plan Executive Advisory Panel	Portfolio Holder for Planning Lead Officer - John Sellgren - Executive Director of Place
Engaging with Town & Parish Councils Executive Advisory Panel	Portfolio Holder for Customer and Community Services Lead Officer - John Sellgren – Executive Director of Place
Highways Executive Advisory Panel	Portfolio Holder for Highways, Travel and Environment Lead Officer - John Sellgren - Executive Director of Place
Economic Development Executive Advisory Panel	Portfolio Holder for Economic Growth, Assets and Property Lead Officer - David Walsh – Service Manager for Growth & Economic Regeneration

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Rural Access to Services Executive Advisory Panel	Portfolio Holder for Highways, Travel & Environment, Customer and Community Services, Adult Social Care & Health and Children, Education & Early Help  Lead Officers - John Sellgren - Executive Director of Place and Matthew Piles – Corporate Director – Economic Growth & Infrastructure
ICT and Digital Executive Advisory Panel	Portfolio Holder for Corporate Development & Change  Lead Officer – Deborah Smart – Corporate Director for Digital and Change



**The Cabinet Forward Plan - October 2020**  
**For the period 8 SEPTEMBER 2020 to 31 JANUARY 2021**  
**(Publication date – 8 SEPTEMBER 2020)**

**Explanatory Note:**

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

**Definition of Key Decisions**

Key decisions are defined in Dorset Council's Constitution as decisions of the Cabinet which are likely to -

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

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

**Cabinet Portfolio Holders 2020/21**

<b>Spencer Flower</b>	Leader / Governance, Performance and Communications
<b>Peter Wharf</b>	Deputy Leader / Corporate Development and Change
<b>Gary Suttle</b>	Finance, Commercial and Capital Strategy
<b>Ray Bryan</b>	Highways, Travel and Environment
<b>Tony Ferrari</b>	Economic Growth, Assets & Property
<b>David Walsh</b>	Planning
<b>Jill Haynes</b>	Customer and Community Services
<b>Andrew Parry</b>	Children, Education, Skills and Early Help
<b>Laura Miller</b>	Adult Social Care and Health
<b>Graham Carr-Jones</b>	Housing and Community Safety

Subject / Decision	Decision Maker	Decision Due Date	Other Committee Date	Portfolio Holder	Officer Contact
<p><b>Initial, high-level, draft budget information for 2021/22 and MTFP for 2023-2026</b></p> <p>Key Decision - <b>Yes</b> Public Access - <b>Open</b></p>	Dorset Council - Cabinet	6 Oct 2020		Portfolio Holder for Finance, Commercial and Capital Strategy	<p><i>Jim McManus, Corporate Director - Finance and Commercial</i>  <i>J.McManus@dorsetcc.gov.uk</i>  <i>Executive Director, Corporate Development - Section 151 Officer (Aidan Dunn)</i></p>
<p><b>Major Highway Improvement Schemes - Dinah's Hollow, Melbury Abbas</b></p> <p>Key Decision - <b>Yes</b> Public Access - <b>Part exempt</b></p>	Dorset Council - Cabinet	6 Oct 2020		Portfolio Holder for Highways, Travel and Environment	<p><i>Kate Tunks, Service Manager for Infrastructure and Assets</i>  <i>kate.tunks@dorsetcouncil.gov.uk</i>  <i>Executive Director, Place (John Sellgren)</i></p>
<p><b>Dorset Workplace</b></p> <p>Key Decision - <b>Yes</b> Public Access - <b>Open</b></p>	Dorset Council - Cabinet	6 Oct 2020		Deputy Leader - Corporate Development and Change	<p><i>Deborah Smart, Designate Corporate Director – Digital &amp; Change</i>  <i>deborah.smart@dorsetcouncil.gov.uk</i>  <i>Corporate Director of Human Resources &amp; Organisational Development (David McIntosh)</i></p>
<p><b>Dorset Council Climate and Ecological Emergency Strategy Delivery plan (Draft)</b></p> <p>Key Decision - <b>Yes</b> Public Access - <b>Open</b></p>	Dorset Council - Cabinet	6 Oct 2020	Climate and Ecological Emergency Executive Advisory Panel Before 6 Oct 2020	Portfolio Holder for Highways, Travel and Environment	<p><i>Antony Littlechild, Community Energy Manager</i>  <i>antony.littlechild@dorsetcouncil.gov.uk</i>  <i>Executive Director, Place (John Sellgren)</i></p>

<b>Subject / Decision</b>	<b>Decision Maker</b>	<b>Decision Due Date</b>	<b>Other Committee Date</b>	<b>Portfolio Holder</b>	<b>Officer Contact</b>
<b>Asset Management Plan for Dorset Council 2020- 2023</b>  Key Decision - <b>Yes</b> Public Access - <b>Open</b>	Dorset Council - Cabinet	6 Oct 2020		Portfolio Holder for Finance, Commercial and Capital Strategy	<i>Dave Thompson, Corporate Director for Property &amp; Assets</i> <i>dave.thompson.dorsetcouncil.gov.uk@dorsetcouncil.gov.uk</i> <i>Executive Director, Place (John Sellgren)</i>
<b>Results of Public Consultation on the proposed dog-related Public Spaces Protection Order</b>  Key Decision - <b>Yes</b> Public Access - <b>Open</b>	Dorset Council - Cabinet	6 Oct 2020	Dorset Council - Place and Resources Overview Committee 21 Sep 2020	Portfolio Holder for Customer and Community Services	<i>Graham Duggan, Head of Community &amp; Public Protection</i> <i>graham.duggan@dorsetcouncil.gov.uk</i> <i>Executive Director, Place (John Sellgren)</i>
<b>Discretionary Services Review</b>  Key Decision - <b>Yes</b> Public Access - <b>Fully exempt</b>	Dorset Council - Cabinet	6 Oct 2020	Dorset Council - Place Scrutiny Committee 10 Mar 2020	Portfolio Holder for Customer and Community Services	<i>Paul Rutter, Service Manager for Leisure Services</i> <i>paul.rutter@dorsetcouncil.gov.uk</i> <i>Executive Director, Place (John Sellgren)</i>
<b>'Planning for the Future' consultation response</b>  Key Decision - <b>Yes</b> Public Access - <b>Open</b>	Dorset Council - Cabinet	6 Oct 2020		Portfolio Holder for Planning	<i>Hilary Jordan, Service Manager for Spatial Planning</i> <i>hilary.jordan@dorsetcouncil.gov.uk</i> <i>Executive Director, Place (John Sellgren)</i>
<b>Approach to Value for Money</b>  Key Decision - <b>No</b> Public Access - <b>Open</b>	Dorset Council - Cabinet	6 Oct 2020	Dorset Council - Audit and Governance Committee 10 Aug 2020	Deputy Leader - Corporate Development and Change	<i>Bridget Downton, Head of Business Insight and Corporate Communications</i> <i>Executive Director, Corporate Development - Section 151 Officer (Aidan</i>

<b>Subject / Decision</b>	<b>Decision Maker</b>	<b>Decision Due Date</b>	<b>Other Committee Date</b>	<b>Portfolio Holder</b>	<b>Officer Contact</b>
					<i>Dunn)</i>
<b>Children's Services Provision</b> Key Decision - <b>Yes</b> Public Access - <b>Open</b>	Dorset Council - Cabinet	6 Oct 2020		Portfolio Holder for Children, Education, Skills and Early Help	<i>Stuart Riddle, Senior Manager            Stuart.Riddle@dorsetcouncil.gov.uk            Executive Director, People - Children (Theresa Leavy)</i>
<b>Weymouth harbour and Esplanade flood and coastal erosion risk management Strategy</b> Key Decision - <b>Yes</b> Public Access - <b>Open</b>	Dorset Council - Cabinet	6 Oct 2020		Portfolio Holder for Finance, Commercial and Capital Strategy, Portfolio Holder for Highways, Travel and Environment	<i>Matthew Penny, Project Engineer            matthew.penny@dorsetcouncil.gov.uk            Executive Director, Place (John Sellgren)</i>
<b>Dorset Special Educational Needs and Disabilities Information, Advice and Support Service (SENDIASS)</b> Key Decision - <b>Yes</b> Public Access - <b>Open</b>	Dorset Council - Cabinet	6 Oct 2020		Portfolio Holder for Children, Education, Skills and Early Help	<i>Tom Smith, Commissioning &amp; Marketing Development Manager            tom.smith@dorsetcouncil.gov.uk, Deborah Gill, Senior Education Psychologist            deborah.gill@dorsetcouncil.gov.uk            Executive Director, People - Children (Theresa Leavy)</i>
<b>Grants to the Voluntary and Community Sector</b> Key Decision - <b>Yes</b> Public Access - <b>Open</b>	Dorset Council - Cabinet	6 Oct 2020		Portfolio Holder for Customer and Community Services	<i>Laura Cornette, Corporate Policy &amp; Performance Officer            Laura.cornette@dorsetcouncil.gov.uk            Executive Director, Corporate Development - Section 151 Officer (Aidan Dunn)</i>
<b>Children and Young People and</b>	Dorset Council	15 Oct 2020	Dorset Council - Cabinet	Portfolio Holder for	<i>Claire Shiels, Assistant</i>

Subject / Decision	Decision Maker	Decision Due Date	Other Committee Date	Portfolio Holder	Officer Contact
<b>Families' Plan 2020 - 2023</b> Key Decision - <b>Yes</b> Public Access - <b>Open</b>			Dorset Council - People Scrutiny Committee 6 Oct 2020 20 Jul 2020	Children, Education, Skills and Early Help	<i>Director for Commissioning and Partnerships            claire.shiels@dorsetcouncil.gov.uk            Executive Director, People - Children (Theresa Leavy)</i>
<b>Community Safety Plan 2020-2023</b> Key Decision - <b>Yes</b> Public Access - <b>Open</b>	Dorset Council	15 Oct 2020	Dorset Council - Cabinet 30 Jun 2020	Portfolio Holder for Housing and Community Safety	<i>Andy Frost, Community Safety and Drug Action Manager            andy.frost@dorsetcouncil.gov.uk            Executive Director, People - Adults (Mathew Kendall)</i>
<b>Youth Justice Plan</b> Key Decision - <b>Yes</b> Public Access - <b>Open</b>	Dorset Council	15 Oct 2020	Dorset Council - Cabinet Dorset Council - People Scrutiny Committee 28 Jul 2020 20 Jul 2020	Portfolio Holder for Children, Education, Skills and Early Help	<i>David Webb, Service Manager - Dorset Combined Youth Offending Service            david.webb@bcpcouncil.gov.uk            Executive Director, People - Children (Theresa Leavy)</i>
<b>Building Better Lives - Purbeck Gateway: Design Brief</b> Key Decision - <b>Yes</b> Public Access - <b>Open</b>	Dorset Council - Cabinet	3 Nov 2020		Portfolio Holder for Housing and Community Safety, Portfolio Holder for Adult Social Care and Health	<i>Rosie Dilke, Project Manager            rosie.dilke@dorsetcc.gov.uk            Executive Director, People - Adults (Mathew Kendall)</i>
<b>Private Sector Housing Assistance Policy</b> Key Decision - <b>Yes</b> Public Access - <b>Open</b>	Dorset Council - Cabinet	3 Nov 2020		Portfolio Holder for Housing and Community Safety	<i>Richard Conway, Service Manager for Housing Standards            richard.conway@dorsetcouncil.gov.uk            Executive Director, People - Adults (Mathew Kendall)</i>

<b>Subject / Decision</b>	<b>Decision Maker</b>	<b>Decision Due Date</b>	<b>Other Committee Date</b>	<b>Portfolio Holder</b>	<b>Officer Contact</b>
<b>Housing Allocations Policy</b>  Key Decision - <b>Yes</b> Public Access - <b>Open</b>	Dorset Council - Cabinet	3 Nov 2020		Portfolio Holder for Housing and Community Safety	<i>Rebecca Kirk, Corporate Director of Housing, Dorset Council</i> <i>Rebecca.Kirk@dorsetcouncil.gov.uk</i> <i>Executive Director, People - Adults (Mathew Kendall)</i>
<b>Housing Standards Enforcement Policy and Statement of Principles for determining Financial Penalties 2020-2025</b>  Key Decision - <b>Yes</b> Public Access - <b>Open</b>	Dorset Council - Cabinet	3 Nov 2020		Portfolio Holder for Housing and Community Safety	<i>Rebecca Kirk, Corporate Director of Housing, Dorset Council</i> <i>Rebecca.Kirk@dorsetcouncil.gov.uk</i> <i>Executive Director, People - Adults (Mathew Kendall)</i>
<b>Dorset Council Budget - Quarterly Performance Report - Q2</b>  Key Decision - <b>No</b> Public Access - <b>Open</b>	Dorset Council - Cabinet	3 Nov 2020		Portfolio Holder for Finance, Commercial and Capital Strategy	<i>Jim McManus, Corporate Director - Finance and Commercial</i> <i>J.McManus@dorsetcc.gov.uk</i> <i>Corporate Director, Legal and Democratic Services - Monitoring Officer (Jonathan Mair)</i>
<b>Dorset Council Plan- Quarterly Performance Report Q2</b>  Key Decision - <b>No</b> Public Access - <b>Open</b>	Dorset Council - Cabinet	3 Nov 2020		Deputy Leader - Corporate Development and Change	<i>Bridget Downton, Head of Business Insight and Corporate Communications</i> <i>Chief Executive (Matt Prosser)</i>
<b>Annual Self Evaluation of Children's Services</b>  Key Decision - <b>Yes</b>	Dorset Council - Cabinet	3 Nov 2020		Portfolio Holder for Children, Education, Skills and Early Help	<i>Claire Shiels, Assistant Director for Commissioning and Partnerships</i> <i>claire.shiels@dorsetcouncil.</i>

<b>Subject / Decision</b>	<b>Decision Maker</b>	<b>Decision Due Date</b>	<b>Other Committee Date</b>	<b>Portfolio Holder</b>	<b>Officer Contact</b>
Public Access - <b>Open</b>					<i>gov.uk Executive Director, People - Children (Theresa Leavy)</i>
<b>Annual Adoption Report- Aspire</b>  Key Decision - <b>Yes</b> Public Access - <b>Open</b>	Dorset Council - Cabinet	3 Nov 2020		Portfolio Holder for Children, Education, Skills and Early Help	<i>Sarah Jane Smedmor, Corporate Director - Care &amp; Protection sarah-jane.smedmor@dorsetcouncil.gov.uk Executive Director, People - Children (Theresa Leavy)</i>
<b>Transformation Programme Annual Report</b>  Key Decision - <b>Yes</b> Public Access - <b>Open</b>	Dorset Council - Cabinet	3 Nov 2020		Deputy Leader - Corporate Development and Change	<i>Deborah Smart, Designate Corporate Director – Digital &amp; Change deborah.smart@dorsetcouncil.gov.uk Executive Director, Corporate Development - Section 151 Officer (Aidan Dunn)</i>
<b>Final version of the Statement of Gambling Licensing Policy</b>  Key Decision - <b>Yes</b> Public Access - <b>Open</b>	Dorset Council	10 Dec 2020	Dorset Council - Cabinet Dorset Council - Licensing Committee Dorset Council - Place and Resources Overview 3 Nov 2020 22 Oct 2020 19 Oct 2020	Portfolio Holder for Customer and Community Services	<i>John Newcombe, Service Manager, Licensing &amp; Community Safety john.newcombe@dorsetcouncil.gov.uk Executive Director, Place (John Sellgren)</i>
<b>Final Version of the Statement of Licensing Policy</b>  Key Decision - <b>Yes</b> Public Access - <b>Open</b>	Dorset Council	10 Dec 2020	Dorset Council - Cabinet Dorset Council - Licensing Committee Dorset Council - Place and Resources Overview 3 Nov 2020	Portfolio Holder for Customer and Community Services	<i>John Newcombe, Service Manager, Licensing &amp; Community Safety john.newcombe@dorsetcouncil.gov.uk Executive Director, Place (John Sellgren)</i>

Subject / Decision	Decision Maker	Decision Due Date	Other Committee Date	Portfolio Holder	Officer Contact
			22 Oct 2020 19 Oct 2020		
<b>Budget Strategy Report</b>  Key Decision - <b>Yes</b> Public Access - <b>Open</b>	Dorset Council - Cabinet	12 Jan 2021	Dorset Council - Health Scrutiny Committee Dorset Council - People Scrutiny Committee Dorset Council - Place Scrutiny Committee	Portfolio Holder for Finance, Commercial and Capital Strategy	<i>Executive Director, Corporate Development - Section 151 Officer (Aidan Dunn)</i>
<del>Dorset Council Budget - Quarterly Performance Report - Q3</del>  Key Decision - <b>No</b> Public Access - <b>Open</b>	Dorset Council - Cabinet	12 Jan 2021	Dorset Council - Audit and Governance Committee 22 Feb 2021	Portfolio Holder for Finance, Commercial and Capital Strategy	<i>Jim McManus, Corporate Director - Finance and Commercial J.McManus@dorsetcc.gov.uk Executive Director, Corporate Development - Section 151 Officer (Aidan Dunn)</i>
<b>Dorset Council Plan Quarterly Performance Report - Q3</b>  Key Decision - <b>No</b> Public Access - <b>Open</b>	Dorset Council - Cabinet	12 Jan 2021	Dorset Council - Audit and Governance Committee 22 Feb 2021	Deputy Leader - Corporate Development and Change	<i>Bridget Downton, Head of Business Insight and Corporate Communications, Rebecca Forrester, Business Intelligence &amp; Performance rebecca.forrester@dorsetcouncil.gov.uk Chief Executive (Matt Prosser)</i>

### **Private/Exempt Items for Decision**

Each item in the plan above marked as 'private' will refer to one of the following paragraphs.

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

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Date of committee: 8 September 2020

Date published: 8 September 2020

Date of implementation: 15 September 2020

**DECISIONS OF THE DORSET COUNCIL - CABINET  
8 SEPTEMBER 2020**

The following decisions were made by the Cabinet on 8 September 2020 and will come into force and may be implemented on unless the decision is called in for scrutiny.

In accordance with the council's constitution, any six members of the same relevant Overview and Scrutiny Committee may request the Monitoring Officer to 'call-in' a decision for scrutiny. The Monitoring Officer will be provided with written notice that will identify the decision to be called-in and the ground for the call-in when the request is made. If satisfied that there are reasonable grounds for the proposed call-in, the Monitoring Officer will notify the decision-maker of the call-in within 5 clear working days. The deadline for this request is **Monday 14 September 2020**.

The full call-in procedure is set out in the Constitution or for further information and advice please telephone Kate Critchel on 01305 252234

## **6 DORSET COUNCIL PROCUREMENT STRATEGY 2020 - 2022**

Decision

That the Corporate Procurement Strategy (set out in Appendix 1 to the report) be adopted.

## **7 DORSET COUNCIL PLAN: PERFORMANCE UPDATE**

Decision

That the progress against the Council's Plan be received and noted.

## **8 DIGITAL PLATFORM**

Decision

- (a) That the procurement process be completed;
- (b) That the making of any contract award be delegated to the Portfolio Holder for Corporate Development and Change, in consultation with the Executive Director for Corporate Development.

## **9 EXTENSION TO LOW CARBON DORSET PROGRAMME**

Decision

That an extension of the Low Carbon Dorset programme using European Regional Development Funding, pending contract, be approved.

## **10 SUB-NATIONAL PARTNERSHIPS**

Decision

- (a) That the continuation of Dorset Council's membership of the Western Gateway Sub-National Transport Body, be approved;
- (b) That the submission of an expression of interest from Dorset Council with BCP Council to join the Western Gateway Powerhouse be approved and that authority be delegated to the Executive Director of Place to negotiate detailed terms.

## **11 REVISED LOCAL DEVELOPMENT SCHEME**

Decision

That the revised Local Development Scheme, as set out in the Appendix to the report, be agreed for publication.

## **12 SCREENING REVIEW OF THE BOURNEMOUTH, DORSET AND POOLE MINERALS STRATEGY 2014**

## Decision

- (a) It be noted that following Screening of the Bournemouth, Dorset and Poole Minerals Strategy 2014 for Review, a full or partial Review of the Minerals Strategy will not be undertaken this year. *Officers would continue monitoring the Minerals Strategy 2014 and it would be screened again in 2021.*
- (b) That the Dorset Council Local Development Scheme be updated accordingly to reflect these actions.
- (c) That the 2020 Review of the Bournemouth, Dorset and Poole Minerals Strategy 2014 , as set out in the Appendix to this report, be made publicly available.

### **13 CAPITAL FUNDING REQUEST TO SUPPORT HOUSING PROJECTS**

- (a) That the allocation of £3.13m in the 20/21 capital programme and a further £1.65m in the 21/22 capital programme for the purchase and refurbishment of accommodation to support homeless and rough sleeper households, be approved;
- (b) That authority be delegated to the Corporate Director of Housing, in consultation with the Portfolio Holder for Housing and Community Safety and the Section 151 Officer, the ability to purchase 1-bedroom properties for use as temporary accommodation;
- (c) That authority be delegated to the Corporate Director for Property and Assets, in consultation with the Portfolio Holder for Housing and Community Safety, the Section 151 Officer, and Corporate Director of Housing the ability to purchase properties for use as hostel accommodation.

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Date of committee: 28 July 2020  
Date published 20 July 2020  
Date of implementation: 10 August 2020

**DECISIONS OF THE DORSET COUNCIL - CABINET  
28 JULY 2020**

The following decisions were made by the Cabinet on 28 July 2020 and will come into force and may be implemented on 10 August 2020 unless the decision is called in for scrutiny.

In accordance with the council's constitution, any six members of the same relevant Overview and Scrutiny Committee may request the Monitoring Officer to 'call-in' a decision for scrutiny. The Monitoring Officer will be provided with written notice that will identify the decision to be called-in and the ground for the call-in when the request is made. If satisfied that there are reasonable grounds for the proposed call-in, the Monitoring Officer will notify the decision-maker of the call-in within 5 clear working days. The deadline for this request is **7 August 2020**

The full call-in procedure is set out in the Constitution or for further information and advice please telephone Kate Critchel on 01305 252234

## **6 DIGITAL INFRASTRUCTURE PROJECTS TO ACCELERATE ECONOMIC RECOVERY FROM THE IMPACT OF THE CORONAVIRUS PANDEMIC**

### Decision

- (a) That the creation of a full business case to accelerate the deployment of full fibre and wireless / mobile connectivity predominately in the rural parts of the Dorset Council area, be supported;
- (b) That the Dorset Council budgetary commitment of up to £1m capital (from the Ringfenced Superfast Broadband budget) and revenue implementation commitment of £285k (funded from the Dorset Council Transformation fund) to leverage in external capital and commercial investment of up to £8.9m, be agreed;
- (c) That the commencement of the required public procurements be agreed;
- (d) That authority be delegated to the portfolio holder for Corporate Development, in consultation with the Executive Director of Place, to submit a full business case, procure and award services and enter into the necessary grant agreements to deliver this programme of activity;
- (d) That the unusually short timescales involved in developing these proposals, and the importance of responding and mobilising quickly to meet delivery deadlines to facilitate economic recovery from the impacts of the Coronavirus pandemic be noted.

### Reason for the Decision

To enable the business case process to be submitted, complete due diligence and to facilitate the quickest possible deployment by March 2022.

## **7 TRANSPORT INFRASTRUCTURE INVESTMENT FUND**

### Decision

That the proposed spend allocation of the Transport Infrastructure Investment Fund be approved.

### Reason for the Decision

That we can invest the Transport Infrastructure Investment Fund in accordance with Department for Transport (DfT) guidelines, to improve road condition, reducing the number of potholes, and to kick start the construction industry and wider economy. This is also intended to assist our recovery from the impacts of Covid 19 and flooding issues arising from the winter.

## **8 APPROVAL OF YOUTH JUSTICE PLAN 2020-21**

### Recommendation to Council

## **9 DORSET COUNCIL ECONOMIC GROWTH STRATEGY**

Decision

- (a) That the draft Dorset Council Economic Growth Strategy be approved.
- (b) That authority be delegated to the Portfolio Holder of Economic Development and Skills to make any further, minor amendments required following consideration by Cabinet.

Reason for the Decision

One of the priorities in the Dorset Council Plan 2020-2024 is to 'deliver sustainable economic growth, increasing productivity and the number of high-quality jobs in Dorset, creating great places to live, work and visit.' A prosperous and inclusive local economy is vital to achieving the strategic priorities of the Council. The Economic Growth Strategy explains how the Council will seek to deliver this priority and will be accompanied in due course by a detailed action plan.

## **10 REDUNDANCY MULTIPLIER**

Decision

That the current 1.75 redundancy multiplier be extended until 31<sup>st</sup> March 2021, to ensure parity between those that have already been subject to organisational change and those due to be at risk of redundancy as Dorset Council moves through the remainder of the financial year.

Reason for Decision

This would reintroduce alignment with the additional protection arrangements and the review of terms and conditions. Consultation would take place before 31 March 2021 on the intention of reducing the multiplier thereafter.

## **11 DORSET COUNCIL BUDGET - QUARTER 1 FINANCIAL MANAGEMENT REPORT**

Decision

- (a) That the outturn position for 2019/20 and the impact this had on reserves be noted;
- (b) That the Senior Leadership Team's forecast for Dorset Council's position at the end of Quarter 1 be noted;
- (c) That the position on the capital programme be noted and the projects recommend by officers (as set out in Appendix 1 of the report) be approved;
- (d) That the key milestones lifted from the draft timetable for budget/Medium Term Financial Plan (MTFP) for 2021/22 be agreed (as set out in Appendix 2 of the report);

- (e) That the inherited and revised draft budget assumptions to allow development of the first iteration of the five-year MTFP be noted (as set out in Appendix 3 of the report);

#### Reason for the Decision

The Council has responsibilities to deliver against its 2019-20 Revenue Budget and 2019-20 Capital Programme and maintain adequate reserves. These recommendations and accompanying report demonstrate the Council's performance in delivering against these responsibilities.

Cabinet need to understand the significant financial impact and consequences of the Council's response to the Covid-19 pandemic.

Understanding the financial position at the start of the planning process is key to adopting the most appropriate assumptions in the development of the MTFP. Agreeing an initial set of assumptions will allow officers to develop the first iteration of the MTFP and budget for 2021/22 for consideration and conduct sensitivity testing.

Governance of the financial strategy will be critical as we build the next MTFP and agreeing key milestones for the work and member review/challenge are important at this stage to ensure maximum engagement.

## **12 ADDITIONAL PROCUREMENT FORWARD PLAN REPORT - OVER £500K (2020-21)**

Cabinet agreed:-

- (a) To start each of the procurement processes as listed in Appendix 1 to the report the report to Cabinet of 28 July 2020;
- (b) That in each instance the further step of making any contract award be delegated to the relevant Cabinet portfolio holder, in consultation with the relevant Executive Director.

#### Reason for Decision

Cabinet is required to approve all key decisions with financial consequences of £500k or more. It is also good governance to provide Cabinet with a summary of all proposed procurements prior to them formally commencing.

## **13 DORSET COUNCIL - COMMUNITY INFRASTRUCTURE LEVY GOVERNANCE ARRANGEMENTS**

#### Decision

1. That the following specific arrangements be agreed:-
  - (a) To spend CIL monies within the same geographical charging

area from which they were levied, pre and post 31/8/19.

- (b) The CIL infrastructure spending priorities pre 1/9/19, as laid out in appendix C.
  - (c) The mechanism for prioritisation and spend of CIL funded infrastructure pre and post 31/8/19, as set out in the amended appendix A.
2. That the Terms of Reference for Property Management Group (PMG), be amended, to enable it to scrutinise & prioritise infrastructure projects seeking funding from the Community Infrastructure Levy and provide recommendations to Capital Strategy and Asset Management Group (CSAMG) / the Executive Director of Place regarding which projects should receive such funding.
  3. That authority be delegated to the Executive Director of Place in consultation with the Portfolio Holder Planning, the approval of the prioritisation, of CIL spend on behalf of the Council as reported to CSAMG.

Reason for Decision:

- i) To provide clarity, transparency and consistency in the allocation and spending of CIL receipts.
- ii) To set out the relationship between the Council as charging authority and key stakeholders and infrastructure providers (internal and external).
- iii) To ensure CIL receipts are spent on infrastructure required to support development, in accordance with the CIL Regulations 2010 specifically as amended in September 2019 ('the CIL Regulations').
- iv) To ensure CIL serves its purpose of supporting the delivery of the infrastructure necessary to support the development in Dorset.

## **14 DRAFT DORSET COUNCIL CLIMATE AND ECOLOGICAL EMERGENCY STRATEGY FOR PUBLIC CONSULTATION**

Decision

That the DRAFT Dorset Council climate and ecological emergency strategy be approved for consultation with the public following the development of a costed delivery plan.

Reason for Decision

Dorset Council have declared a climate & ecological emergency and established a councillor led Executive Advisory Panel (EAP) responsible for gathering information and working with officers to make recommendations to Dorset Council's Cabinet on actions that will help mitigate against climate change.

## **17 EXEMPT BUSINESS**

Decision

The following item was closed to the press and public 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).

## **18 DEFENCE INNOVATION CENTRE - DORSET INNOVATION PARK**

Decision

That the recommendations set out in the exempt report of 28 July 2020 be approved.

Reason for Recommendation

One of the priorities in the Dorset Council Plan 2020-2024 is to 'deliver sustainable economic growth, increasing productivity and the number of high-quality jobs in Dorset, creating great places to live, work and visit.'

Date of committee: 30 June 2020  
Date published: 2 July 2020  
Date of implementation: 13 July 2020

**DECISIONS OF THE DORSET COUNCIL - CABINET  
30 JUNE 2020**

The following decisions were made by the Cabinet on 30 June 2020 and will come into force and may be implemented on 13 July 2020 unless the decision is called in for scrutiny.

In accordance with the council's constitution, any six members of the same relevant Overview and Scrutiny Committee may request the Monitoring Officer to 'call-in' a decision for scrutiny. The Monitoring Officer will be provided with written notice that will identify the decision to be called-in and the ground for the call-in when the request is made. If satisfied that there are reasonable grounds for the proposed call-in, the Monitoring Officer will notify the decision-maker of the call-in within 5 clear working days. The deadline for this request is **10 July 2020**.

The full call-in procedure is set out in the Constitution or for further information and advice please telephone Kate Critchel on 01305 252234

## 7 UPDATE ON DORSET COUNCIL'S RESPONSE TO COVID-19

### Decision

- (a) That the continued COVID-19 emergency response in relation to the organisational reset and planned incident recovery be noted;
- (b) That a review of the Dorset Council Plan is considered in light of the organisational reset and recovery;
- (c) That the report be referred to the next meeting of Resources Scrutiny Committee for consideration.

**Reason for Recommendation:** To ensure that Cabinet is aware of the impact of COVID-19 on Dorset's vulnerable communities and responds accordingly.

## 8 COVID-19: HOW WELL HAS DORSET COUNCIL RESPONDED TO MEETING THE NEEDS OF VULNERABLE GROUPS DURING 'LOCKDOWN'?

### Decision

- (a) That the initial impact of the 'lockdown' phase of COVID-19 on vulnerable groups in Dorset (attached at appendix 1) be noted;
- (b) That the findings of a series of round-table discussions with Councillors as summarised at appendix 2, be noted;
- (c) That the an ongoing assessment of the impact on vulnerable groups through subsequent phases of the pandemic be agreed;
- (d) That the action plan outlined at section 5 of appendix 1 be agreed; and
- (e) That the initial assessment undertaken largely by staff 'released' from core roles to assist with the covid-19 response be noted and the actions set out in section 5 require appropriate resourcing and oversight.
- (f) That the report be referred to People Scrutiny Committee for consideration.

**Reason for Recommendation:** To ensure that Cabinet is aware of the impact of COVID-19 on Dorset's vulnerable communities and responds accordingly.

## 9 STATEMENT OF LICENSING POLICY 2021-2026

### Decision

- (a) That the draft Licensing Policy 2021-2026 (as set out at appendix A to the report) be published for a period of public consultation of not less than 12 weeks.

- (b) That the proposed Cumulative Impact Area, as detailed in Appendix A of the Draft Licensing Policy, be published alongside the Cumulative Impact Assessment and Violent Crime Analysis from Dorset Police as part of the public consultation.
- (c) That, subject to there being no relevant representations, the Service Manager for Licensing & Community Safety in consultation with the Chairman of the Licensing Committee recommends to the Council the adoption of the Draft Licensing Policy.
- (d) Should relevant representations be received, which require consideration of one or more significant amendments to the policy, Officers be instructed to bring a further report to the meeting of the Licensing Committee with the outcomes of the consultation.

### **Reason for Recommendations**

To comply with legislative requirements,  
To ensure openness and transparency in the Council's decision making, and To ensure that those persons affected by the policy are given the opportunity to have an input into it.

## **10 STATEMENT OF GAMBLING LICENSING POLICY 2021-2024**

Decision

- (a) That the draft Gambling Policy 2021-2024, as set out in appendix A, be agreed and published for a period of public consultation of not less than 12 weeks;
- (b) That, subject to there being no relevant representations, the Service Manager for Licensing & Community Safety, in consultation with the Chairman of the Licensing Committee recommends to the Council adoption of the Draft Gambling Licensing Policy;
- (c) Should relevant representations be received, which require consideration of one or more significant amendments to the policy, officers be instructed to bring a further report to the meeting of the Licensing Committee with the outcomes of the consultation.

### **Reason for Recommendations:**

To comply with legislative requirements,  
To ensure openness and transparency in the Council's decision making, and  
To ensure that those persons affected by the policy are given the opportunity to have an input into it.

## **12 OPTIONS FOR PROHIBITING THE USE OF DISPOSABLE BARBEQUES**

Decision

That working with Dorset and Wiltshire Fire and Rescue and other partners Cabinet:-

- (i) Authorise officers to proceed with detailed work to establish an options paper that looks at both the legislative as well as other alternatives available to control or prohibit barbecues and other fire related activities relating to Dorset Council area.
- (ii) Continue to support, until any further formal measures are put in place, the ongoing publicity campaign throughout the summer months in conjunction with partners. This will include the continued use of targeted signage at certain locations as well as supporting a range of social media campaigns

**Reason for Recommendation:**

To protect:

- Dorset's habitat, ecology and wildlife
- Human health
- Dorset Council's and private property
- And to support the safety of Dorset's emergency services and Dorset Council staff

**13 CAPITAL FUNDING OF EMBANKMENT IMPROVEMENTS TO THE RIVER BRIT AT WEST BAY**

Decision

- (a) That the implementation of riverbank improvements to the River Brit to commence in October 2020, be approved;
- (b) That officers be instructed to complete an extension of the lease to the site operator of the Campfield Holiday Park at West Bay until 31st January 2074 on terms described in the confidential appendix which will fund the cost of the project works.

**Reason for Recommendation:**

A decision is required to progress the riverbank reinforcement project to the River Brit in West Bay, to address the risk of river flooding to the Campfield Holiday Park and adjacent properties in Forty Foot Way.

The Council is the freehold owner of the Campfield Holiday Park which is leased to Parkdean Resorts who have been the Council's tenant for 53 years. Parkdean Resorts are prepared to fund the estimated project costs from a capital premium in return for granting a 50 year lease extension that will encourage the tenant to continue to invest in a sustainable business in West Bay.

Date of committee: 5 May 2020

Date published (by email) 6 May 2020

Date of implementation: 15 May 2020

**DECISIONS OF THE DORSET COUNCIL - CABINET  
5 MAY 2020**

The following decisions were made by the Cabinet on 5 May 2020 and will come into force and may be implemented on unless the decision is called in for scrutiny.

In accordance with the council's constitution, any six members of the same relevant Overview and Scrutiny Committee may request the Monitoring Officer to 'call-in' a decision for scrutiny. The Monitoring Officer will be provided with written notice that will identify the decision to be called-in and the ground for the call-in when the request is made. If satisfied that there are reasonable grounds for the proposed call-in, the Monitoring Officer will notify the decision-maker of the call-in within 5 clear working days. The deadline for this request is **14 May 2020**

The full call-in procedure is set out in the Constitution or for further information and advice please telephone Kate Critchel on 01305 252234

## 7 COVID-19 RESPONSE

### Decision

- (a) That the Council's response to the Covid emergency response is noted;
- (b) That all Council staff be thanked for their part in responding to the emergency;
- (c) That this report is referred to the Resources Overview and Scrutiny Committee for members to consider the effectiveness of Dorset Council's response and
- (d) That the focus of the work of the Resources Overview and Scrutiny Committee be to learn from Dorset Council's experience of responding to the Covid-19 emergency and not to scrutinise the effectiveness of other agencies and any decisions which are rightly the responsibility of the Council's partners.

### Reason for the Decision

To ensure that cabinet are fully informed and assured of the way that services have been managed under the Council's response to the COVID-19 pandemic to date.

## 8 APPROVAL FOR THE TRANSFER OF ASSETS TO PORTLAND TOWN COUNCIL

### Decision

- (a) That the assets listed in Appendix A of the report of 5 May 2020 be transferred freehold to Portland Town Council at less than best consideration with no clawback provisions.
- (b) That the assets listed in Appendix B of the report of 5 May 2020 be transferred leasehold to Portland Town Council at less than best consideration with covenants to retain control of future use and ownership.
- (c) That the right to work the minerals be excluded on all transferring assets.
- (d) For Dorset Council to keep control of the Verne Common including areas covered by High Level Stewardship agreement and be able to licence the Town Council to hold suitable events.
- (e) That discussions with the Crown Estate and Portland Town Council progress to relinquish the management of assets currently managed by Dorset Council and owned by the Crown Estate.
- (f) That authority be delegated to the Executive Director for Place in conjunction with the Portfolio Holder for Commercial, Finance and Assets to make changes to the above.

### Reason for the decision

To confirm the assets to be transferred and the basis of transfers to Portland Town Council.

Weymouth & Portland Borough Council carried out services which are more typically that of a Town Council, such as allotments and parks. Prior to the formation of Dorset Council some services and assets were agreed to be transferred to Weymouth & Portland Town Councils. Transfers to Weymouth Town Council were dealt with as part of the formation of Weymouth Town Council. Portland Town Council already existed and therefore the asset transfer process is required to be completed separately.

Member authority is required to transfer assets (some with values reported in excess of £100,000) at less than best consideration, ie at less than market value.

## **9 TRANSFORMING CITIES FUND (TCF) DELIVERY**

Decision

- (a) That, in principle, the proposed three-year delivery programme in line with the TCF Strategic Outline Business Case, already approved by Cabinet, and guidance set out by the DfT in the Assurance Framework, be approved;
- (b) That the proposed Governance Framework be approved and authority be delegated to the Head of Highways in consultation with the Portfolio Holder for Highways, Travel and the Environment through the TCF Council Governance Board (CGB), for approval of future TCF proposals, detailed programme delivery decisions and the detailed design of each element of the programme;
- (c) That the principle of regular TCF update reports going to the CGB and from there to DfT as stipulated within point 8 of the award letter, with consideration of Traffic Regulation Orders (TROs) associated with the programme being considered in line with current Dorset Council approvals, be approved.

### **Reason for Recommendation:**

The delegations are designed to:

- (i) Allow maximum flexibility in meeting the strict DfT timeline for delivery over the next three years, with appropriate Dorset Council approvals in place.
- (ii) To ensure that the authority is best placed to progress scheme delivery at the pace required to meet the funding profiles set by the DfT.

## **10 JURASSIC COAST PARTNERSHIP PLAN 2020 - 2025 AND FUTURE FUNDING AGREEMENT WITH THE JURASSIC COAST TRUST**

Decision

- (a) That the Cabinet Jurassic Coast Partnership Plan 2020 - 2025 be adopted;

- (b) That the current funding contribution made to the Jurassic Coast Trust continue until to March 2023.
- (c) That with the Portfolio Holder for Highways, Travel and Environment, authority be delegated to the Executive Director of Corporate Development (Section 151 Officer) to approve a new funding agreement with the Jurassic Coast Trust.

### **Reason for Decision**

The Jurassic Coast Partnership Plan and Dorset Council's continued support of the Jurassic Coast Trust helps us to deliver a number of actions outlined in the Corporate Plan in an effective and cost efficient way; delivering services that protect our natural, historic and cultural environments, capitalising on Dorset's unique environmental assets to support our priorities and providing an environment that attracts business investment, tourism and a skilled workforce. The partnership plan enables us to meet UNESCO and UK Government requirements with regard to management of the World Heritage Site.

## **11 MAKING OF BRIDPORT NEIGHBOURHOOD PLAN 2020-2036**

### Decision

- (a) That the council make the Bridport Area Neighbourhood Plan (as set out in appendix A of the report to 5 May 2020) part of the statutory development plan for the Bridport Neighbourhood Area;
- (b) That the council offers its congratulations to Bridport Town Council and the Joint Council Committee in producing their neighbourhood plan.

### **Reason for Decision**

To formally adopt the Bridport Area Neighbourhood Plan as part of the statutory development plan for the Bridport Neighbourhood Area. In addition, to recognise the significant amount of work undertaken by the Joint Council Committee in preparing the neighbourhood plan, congratulating them on their success.

## **12 MAKING OF UPPER MARSHWOOD VALE NEIGHBOURHOOD PLAN 2018 TO 2033**

### Decision

- (a) That the council make the Upper Marshwood Vale Neighbourhood Plan (as set out in the appendix A of the report of 5 May 2020) part of the statutory development plan for the Upper Marshwood Vale Neighbourhood Area;
- (b) That the council offers its congratulations to Upper Marshwood Vale Neighbourhood Plan group in producing their neighbourhood plan.

### **Reason for Decision**

To formally adopt the Upper Marshwood Vale Neighbourhood Plan as par of the statutory development plan for the Upper Marshwood Vale Neighbourhood area. In addition, to

recognise the significant amount of work undertaken by the Upper Marshwood Vale Neighbourhood Plan group in preparing the neighbourhood plan, congratulating them on their success.

### **13 MAKING OF THE SUTTON POYNTZ NEIGHBOURHOOD PLAN 2016 TO 2031**

Decision

- (a) That the council make the Sutton Poyntz Neighbourhood Plan (as set out in Appendix A of the report of 5 May 2020) part of the statutory development plan for the Sutton Poyntz Neighbourhood Area;
- (b) That the council offers its congratulations to Weymouth Town Council and the Sutton Poyntz Society in producing their neighbourhood plan.

#### **Reason for Decision**

To formally adopt the Sutton Poyntz Neighbourhood Plan as part of the statutory development plan for the Sutton Poyntz Neighbourhood Area. In addition, to recognise the significant amount of work undertaken by the Sutton Poyntz Society in preparing the neighbourhood plan, congratulating them on their success.

### **16 EXEMPT BUSINESS**

The following items was considered under exempt business

### **17 MAJOR WASTE DISPOSAL CONTRACTS FOLLOWING COMPETITIVE TENDER PROCESS**

Decision

That the award of the residual waste contract be approved.

#### **Reason for Decision**

To allow cost effective management of waste.

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