



Dorchester Town Council

Council Offices, 19 North Square, Dorchester, Dorset. DT1 1JF
Telephone: (01305) 266861

For information about this agenda contact Adrian Stuart
a.stuart@dorchester-tc.gov.uk

16 November 2016

Agenda for the meeting of the **Policy Committee** which will be held in the **Council Chamber, Municipal Buildings, Dorchester** on **Tuesday 22 November 2016** at **7.00pm**.

Adrian Stuart
Town Clerk

Public Speaking at the Meeting

The Chairman has discretion to allow members of the public to speak at the meeting. If you wish to speak please ask the Chairman before the meeting starts. We ask speakers to confine their comments to the matter in hand and to be as brief as is reasonably possible.

Member Code of Conduct: Declaration of Interests

Members are reminded that it is their responsibility to disclose pecuniary or non-pecuniary interests where appropriate. A Member who declares a pecuniary interest must leave the room unless a suitable dispensation has been granted. A Member who declares a non-pecuniary interest may take part in the meeting and vote.

Membership of the Committee

Mayor T. Harries and Councillors B. Armstrong-Marshall, R. Biggs, A. Chisholm, S. Hosford, G. Jones (Chairman), T. Jones and P. Stein.

1. Apologies, Declarations of Interest & Signing of Minutes

To sign the Minutes of the meeting of 20 September 2016, adopted by Council on 27 September 2016.

2. Financial Report 2016-17

A

3. Corporate Plan Six Month Update

B

4. National Park for Dorchester

C

5. Risk Register

D

6. Public Bodies (Admission to Meetings) Act 1960

To resolve "That in view of the fact that publicity would be prejudicial to the public interest by reason of the confidential nature of the following matters the public and representatives of the press be excluded from this meeting during their discussion".

6. Staff Pay and Work Practices

Separate report

DORCHESTER TOWN COUNCIL
POLICY COMMITTEE – 22 NOVEMBER 2016
FINANCE REPORT AT 31 OCTOBER 2016

1. Summary of Current Position

- Month 7 spend v. profile at Appendix 1 indicates underspend of £23,000
- Minor overspends on staffing due to long term sickness and additional summertime projects, offset by savings on Office supplies and Events
- List of Revisions to 2016-17 Budget at Appendix 2 (£30,000 net reduction)

2. Cash Position at 31 October 2016

- Lloyds Bank £1,701,000 0.00% interest
- Total Cash £1,701,000 (30 June 2016 £1,461,000)
- £1.0M is to be transferred to Payden & Rygel Fund during November

3. Debtors & Payments

- Debts outstanding over 30 days at 31 October 2016 total £980, related to 7 debtors (31 August £187 related to 4 debtors)
- A list of payments made 1 September – 31 October 2016 is available on our website. Supporting vouchers can be inspected during normal office hours
- **RECOMMENDED** that the Payments list, totalling £468,250.06 is approved

4. Audit Reports

- External Audit report signed off 7 September, no issues arising (copy of certificate can be inspected during normal office hours)
 - **RECOMMENDED TO COUNCIL** that the Annual Return for 2015/16, including the certificate of BDO, is approved
- First Internal Audit report for 2016/17 is attached at Appendix 3
 - **RECOMMENDED** that the Internal Audit report and our response is noted

5. Business Rates Revaluation – potential budget increase of £28,000pa

- Current year spend is £40,298 across 6 properties, primarily Municipal Buildings and Lods Mill depot
- New Rateable Values, to be implemented from 1 April 2017, increase the annual cost to £56,000, but transitional arrangements may mean the increase is not felt immediately
- Additionally Weymouth Avenue Cricket Pavilion has been given a rating assessment, with a potential bill of £11,500 a year. This has been challenged
- A strategy will be implemented as follows:-
 - Review, with consultants, which assessments to appeal – a fixed fee quote has been requested
 - Continue discussions to transfer Weymouth Avenue Cricket Pavilion to Dorchester Cricket Club, on the basis that they would receive min. 80% Business Rate Relief

Adrian Stuart
Town Clerk

MANAGEMENT REPORT TO 31 OCTOBER 2016

By Spend Type	Budget £000	Profile £000	Actual £000	-Under/Over £000
Staff	639	373	377	4
Capital Financing	58	47	47	0
Other Payments	526	333	305	-28
To Specific Reserves	135	135	135	0
Income	-212	-117	-116	1
Net Budget	1,146	771	748	-23

By Service	Budget £000	Profile £000	Actual £000	-Under/Over £000
Allotments	-5	1	1	-0
Parks & Open Spaces	151	108	107	-1
Cemeteries	6	19	18	-1
Corp. & Dem. Manage.	37	21	19	-2
Cultural & Twinning	54	39	33	-6
Municipal Buildings	87	68	69	1
Other Services	56	45	38	-7
Office Team	345	212	198	-13
Outdoor Services	415	258	265	7
Net Budget	1,146	771	748	-23

Earmarked Reserves with budgeted Expenditure In Year	Budget £000	Profile £000	Actual £000	-Under/Over £000
Borough Gardens	25	25	3	-22
Municipal Buildings	5	3	3	0
Play Equipment	25	25	0	-25
Vehicles & Equipment	10	10	14	4
Depot Loan Reserve	200	200	200	0
Dorchester West	10	10	0	-10
Maumbury Rings s106	14	14	1	-13
Walks Resurfacing	30	30	30	0
Energy & Operational Efficiency	40	40	37	-3
Net Budget	359	357	288	-69

Budget Changes approved by Policy Committee 2016-17

	Original £	Revision £	New £	Minute
Revenue Budget				
16/17 Original Budget		1,176,893		
Parks & Open Spaces				
Water	13,000 -	5,000	8,000	15/48a
Municipal Buildings				
Room Hire	-	8,500	8,500	15/48a
Cultural & Twinning				
Dorchester Arts	8,500 -	8,500	-	15/48a
WW1 Commemorations	2,000	3,000	5,000	15/48a
Cemeteries				
Burial & ERB Fees	- 25,000 -	5,000 -	30,000	15/48a
Grass Cutting	16,000 -	2,000	14,000	15/48a
Skip Hire	-	1,020	1,020	15/48a
Outdoor Services				
Salaries	254,224 -	5,552	248,672	15/48a
NI	18,134 -	379	17,755	15/48a
Pension	43,432 -	5,169	38,263	15/48a
Vehicles & Equipment	19,200 -	4,000	15,200	15/48a
Waste Collection	12,800	2,980	15,780	15/48a
Other Services				
Community Development	35,000 -	35,000	-	15/48a
Youth Centre Support	0	23,000	23,000	15/36
Local Area Partnership	3,500 -	3,500	-	15/48a
Additional Pension Catch up	19,000 -	5,000	14,000	15/48a
Treasury - Pensions cashflow	- 7,000 -	3,000 -	10,000	15/48a
Market Income	- 50,000	5,000 -	45,000	15/48a
Apprentices	15,000 -	7,500	7,500	15/48a
Offices				
Salaries	189,591	15,126	204,717	15/48a
NI	17,973	223	18,196	15/48a
Pension	31,448	1,801	33,249	15/48a
Photocopier	6,000 -	1,500	4,500	16/8b
Total Changes		- 30,450		
Revised Revenue Budget		1,146,443		
Changes to Use of Earmarked Reserves				
Play Equipment, Giant Boulder		15,000		15/48d
Municipal Buildings, Survey		5,000		15/48e
Capital Projectes, County Museum		25,000		16/3
The Walks Resurfacing	-	70,000		16/9
South Street Paving (17/18)		70,000		16/9
		45,000		

Darkin Miller Chartered Accountants
2016/17 INTERNAL AUDIT OF DORCHESTER TOWN COUNCIL - DRAFT REPORT VISIT 1 OF 3: 3rd OCTOBER 2016
Appendix 1 – Recommendations and Action Plan

Recommendation number	Detail	Pr	Management Response	Resp Off	Due Date
3.1 – Formal minute of specific recommendations from Panel	The Community Activities Panel recommended the award of a donation to two bodies at its meeting on 1 June 2016. The minutes of the Panel were approved by a resolution of the Management Committee on 12 July 2016, but no formal resolution regarding the recommended donations was made. It is recommended that items for recommendation made by the Panel are formally resolved and their approval specifically minuted in order to ensure that formal approval has been properly resolved.	M	Agreed. Will be done in future	SN	1/11/16
5.1 – Formal communication with tenant on lease changes	The Council lets out a flat in Borough Gardens House. Annual rent increases have been applied in accordance with the increases applied to sheltered and supported housing, but no formal rent review letter has been provided to the tenant since 2014. It is recommended that the Council formally writes to its tenant when changing any terms and conditions including the annual rental, in order to ensure that the lease terms and conditions are clear.	M	Further info – we did review it and decided neither to increase or decrease the rent, hence no letter to tenant.	SN	-
5.2 – Tennis fob database	The Council maintains a database for the issue of tennis fobs. The database, which is provided by a third party, does not provide management reports or enable the Council to automatically notify users of upcoming renewals. Consequently, the Finance Officer has been forced to maintain a spreadsheet to identify when renewals are due. The lack of automation of the renewals process has greatly increased administrative time spent managing the scheme. Officers have explored moving to a new database but the cost has been deemed prohibitive at this time. It is recommended that officers monitor the additional time spent on manual tasks associated with the issue of tennis fobs and formally assess whether it would be cheaper in the long run to change databases.	L	The point is accepted but unlikely to become a priority. No further action.	NH	31/3/17
5.3 – Update discount schedule for free use	The Council provides free meeting space to the First Dorset Credit Union for its Management Board and Consultative Meetings. This arrangement is not currently reflected on the Regular Hirers Discounts schedule which was presented to the Management Committee on 15 March 2016. It is recommended that a note is made on the Regular Hirers Discount of all bodies that receive free use of the Municipal Buildings for community purposes when the schedule is next updated in order to ensure transparency over charging.	L	Agreed	NH	1/11/16

5.4 – Confirm PRS fees for regular hirers	<p>The Council levies a charge on behalf of the Performing Rights Society where hirers use music during their booking. The charge applied to one regular hirer is based on a price quoted by PRS in May 2014. The price is noted as applying for periods ending 5 January 2015. According to officers, PRS no longer provide quotations in this format so no subsequent advice has been received. As such it is not possible to confirm that the Council is levying the correct charge for PRS fees for this hirer. Note that the sums involved are small - the PRS fee is £2.10 gross per session. It is recommended that officers confirm with PRS that the fee levied for this and other regular hirers is correct.</p>	L	The point is accepted but is not a priority.	NH	31/3/17
5.5 – Charging of Council-agreed hire fees	<p>During the year one of the Council's regular hirers paid an invoice in advance. They paid £3.42 less than the amount that was due when the invoice was raised. The invoice was credited and a new invoice was subsequently raised for the lower amount. Net hiring fees for this customer vary from £114.80 to £143.50 per month (depending on the number of weeks). A scan of the customer account indicates this was an isolated incident. It is recommended that hirers are required to pay hire fees in accordance with the prices agreed by the Council.</p>	L	Hirers do routinely pay fees in accordance with the prices agreed. On this occasion it was judged to be more efficient not to pursue the difference.	AS	-
5.6 – Increase in session rates	<p>The session rate for one of the Council's regular hirers increased during the year following the application of new charges for Borough Gardens House and the Weymouth Avenue Pavilion. I have calculated the increase that should have been applied (based on last year's sessions rates and the percentage increase in the standard charge). The rates that should have been charged in accordance with the standard fee increase were £29.52 and £29.71 per session (based on Tuesday and Friday hirings). The actual rate applied for both sessions is £29.16. It is not clear how the £29.16 was calculated. It is recommended that the hiring fees for regular hirers of Borough Gardens House and Weymouth Avenue Pavilion are reviewed to ensure that they have been calculated correctly in accordance with the overall fee increase for these buildings, and the Regular Hirers' Discount schedule approved by Management Committee on 15 March 2016, in order to ensure that the correct prices are being applied.</p>	M	Agreed	NH	1/11/16
5.7 – Check prices charged for cemetery services	<p>During the year a fee of £25 was incorrectly charged for a scattering of ashes which should have been charged at £55. The error was identified by officers, but a decision made not to pursue the remainder of the fee due to the nature of the service provided.</p>	M	Mistakes happen. The correct decision was taken on this occasion.	AS	-

	It is recommended that fees are double-checked before being notified to customers in order to ensure that the correct prices are charged.				
7.1 – Recoding of offices staff costs	<p>Each month the Finance Officer posts a journal based on the payroll bureau analysis of staff costs. The journal allocates the costs across budget headings. I sample tested the posting for August 2016 and confirmed that the majority of coding was correct. I identified one error where a new member of offices staff had been accidentally coded against the outdoor services budget. The Finance Officer had already identified and corrected a similar error in September, and requested a change to be made to the standing data so that future payroll reports will correctly analyse the costs. However, the August error has not yet been adjusted.</p> <p>It is recommended that the cost relating to the member of staff is transferred out of outdoor services and into offices in order to ensure costs are shown against the correct budget.</p>	L	Agreed	NH	3/10/16

DORCHESTER TOWN COUNCIL

POLICY COMMITTEE – 22 NOVEMBER 2016

CORPORATE PLAN – SIX MONTHLY REVIEW OF PROGRESS AGAINST STRATEGIC AND OPERATIONAL MILESTONES

1. The last full update on all projects took place at the 17 May Policy Committee, with summary updates at the July and September Committees. Appendix 1 identifies performance against each milestone, with key developments since September listed below.

1. WORK WITH DEVELOPERS

- Met with Duchy of Cornwall 2 November re St Georges
 - Discussed their proposed development of c. 90 properties on 4 sites
 - Considered ideas for enhanced recreational provision for eastern Dorchester
 - Meeting re planning for the Great Field scheduled for 9 December
- 2 meetings with Brewery Square Limited to discuss development of The Maltings
 - £25,000 funding in place to commission Architectural study of the site, with budget being established to review draft operational plan – see Appendix 4
 - Outline funding plan established, based on £7.0M capital spend, which will lead to requests for funding from s106, WDDC, DTC and ACE, as well as non-public sources

2. WORK WITH PARTNERS TO DEVELOP AND DELIVER A HERITAGE TOURISM STRATEGY

- Second Heritage Tourism Forum meeting has taken place on 3 October 2016
- Following preliminary discussions it was decided not to bid to HLF Great Places Fund
- Reviewed Heritage Townscape Initiative as requested – focus is on regeneration of deprived towns, which is not Dorchester. Seeking opportunity to meet HLF local officer to discuss whether it is relevant
- With partners, investigating HLF Kick the Dust initiative, focused on engaging young people with heritage
- Submitted bid to Dorset Southern Local Action Group (LAG) for funding for new tourism signage project. Also in discussion with WDDC
- Informal discussions with Dorset County Museum about a long term strategy for tourist information provision in the town

3. AFFORDABLE HOUSING

- Public meeting regarding the creation of a Community Land Trust to be held on 30 November. Supported by Wessex CLT Project, who will handhold potential Trustees through the process of creating the CLT. Wessex CLT Project will be funded by a government grant

4. SUPPORT DTEP PROJECT AND TRAFFIC & PARKING STRATEGY

- Town Clerk has received first draft Strategy report from Parkers Brinkerhoff. Following feedback, final report will be released to members of DTEP Steering Group in January
- South St Paving – See Appendix 2

5. AUDIT OF COMMUNITY FACILITIES AND SECTION 106 RECREATIONAL MONIES

- West Dorset DC has set up a 17 member panel to advise on the allocation of monies
- Second briefing session for West Dorset DC Dorchester members took place 10 September
- Currently working with three projects (The Maltings, Great Field and Avenue Stadium 3G) to develop their business plans – would the Committee like a presentation from them?

6. DEVELOP A COMMUNITY PLAN

- Community Development Officer (Emma Scott) in place early August
- Update report at Appendix 3
- Supported three grant applications for partners involved in Corporate Plan projects, to the DCC Community Innovation Fund, deadline 12 September – none successful but two have led to other discussions with DCC
- £6,000 received from West Dorset DC towards our costs, possibly for one year only

7. DORCHESTER YOUTH CENTRE

- Trust is leasing building and employing staff wef September, so is operationally active
- Key post of Youth Centre Leader/Manager/Fundraiser appointed, plus Administrator
- DYCC believe they have matched our first year contribution
- Focus now moving to longer term issues of sustainability and service development

8. REFURBISHING AND TRANSFERRING THE WALKS TO DORSET COUNTY COUNCIL

- Operational savings have been delivered, which are covered in the report on South St paving at Appendix 2
- Planning work will commence on Phase 2 in late 2017, once South St Paving has been completed, aiming to start on site in spring 2018 with a budget of c. £50,000

9. CAPITAL GRANTS FOR CULTURAL FACILITIES

- The Maltings - See notes 1 and 5 above and Appendix 4

10. RED COW FARM ALLOTMENTS SITE

- Awaiting meeting with Duchy and Transition Town Dorchester re development of the Garden Plots site

11. COUNTYWIDE GOVERNANCE REVIEW

- The Chairman and Town Clerk to give a verbal update on discussions within the Town and Parish tier and with WDDC.

12. WDDC LOCAL PLAN AND THE POTENTIAL GROWTH OF DORCHESTER

- Future Housing allocations in the Dorchester area – WDDC presenting to P&E 5 December
- Town Clerk will also outline the options available for this Council, including the employment of specialist planning advisors and support for the development of the Neighbourhood Plan, for which £40,000 is currently reserved

Adrian Stuart
Town Clerk

KEY DEVELOPMENTS WITH PARTNERS OVER THE NEXT 12 MONTHS

Appendix 1

Field	Project	Milestone	Anticipated Outcome	Current Position
Local Economy	Work proactively with developers	Quarterly meetings	Better understanding of emerging issues	Yes – Duchy, City Country Partly – BSL re Maltings
	Develop Heritage Tourism Strategy	Process for developing strategy agreed with partners Mar 17	Partnership in place prior to new Heritage venues opening	Second Forum held, Steering Group established
	Build partnership with Business Community	Quarterly meetings	Better understanding of emerging issues	Bi-monthly meetings with BID. Occasional contact with Chamber, mainly on specific event basis
	Embed Apprenticeships	Appoint Apprentices Nov 16	c. 6 new opportunities for apprentices	Funding made available to partners. Some may not take up due to budget constraints. New partnering proposal made to WDDC to link to their new targets
Housing	Trinity St Affordable Housing site	Planning applic'n Mar 17	Application to build units submitted	CLT event 30 Nov. Background work on site underway
Traffic & Highways	Support DTEP project	Environmental works agreed Sep 16	Plans ready to improve lower South St/High W St	Main works agreed. See Update re Upper South St
	Seek to influence emerging Traffic and Parking Strategy development	Strategy exercise commenced Sep 16	Coherent strategy for cars in Dorchester being developed	Awaiting first drafts from DCC
Community Wellbeing, and Cultural	Carry out an audit of community facilities	Completed Mar 17	All available facilities logged	Not commenced yet
	Develop a Community Plan	Staff appointed Jul 16 Plan adopted Mar 17	Staff in place Clear Plan in place	Completed Update report at Appendix 3

	Work with Dorchester Youth Centre MC to safeguard the future of the Centre	Plan & funding in place Sep 16	Youth Centre continues to operate	Operational. Good progress on year 1 match funding
Environmental & Heritage	Refurbish the Town Walks	Completed Dec 16	Walks from Hardy statue to Trinity St adopted	Completed. Unexpected positive budget impact being negotiated
	Engage with Heritage and Business partners to create a shared tourism vision	See Local Economy		
	Audit of informal heritage sites	Completed Mar 17	Heritage assets listed	Not yet commenced
	Replace tourism signage	Plan in place Mar 17	Plan for replacement signage agreed	Application for LAG funding submitted
	Provide one-off grant support to introduce new Cultural facilities	First award made Sep 16	Decisions re Dorset County Museum & Dorchester Arts	£33,400 of £50,000 allocated. Developing other requests

OUR OWN SERVICES - WHAT STEPS WILL WE TAKE OVER THE NEXT 12 MONTHS?

Service	Project	Milestone	Anticipated Outcome	Current Position
Allotments	Review Water fees	Completed Sep 16	Fairer fee structure))Report to Management)Committee 15 November
	Review Green Waste service	Options developed Dec 16	Reduced net cost	
	Develop Red Cow site	Site handed over Sep 16	Site ready for use	Ongoing discussions with TTD and Duchy re infrastructure
Parks & Open Spaces	Tennis Courts on Bowling Green	Design agreed Jun 16 Completed Oct 16	Project plan agreed	Completed Geophysical survey undertaken. SAM consent applied for Revised start date Spring 2017

	Skate Park Upgrade and Refurbishment	Completed	Jun 16	Site upgraded	Completed
	Borough Gardens Borehole	Completed	May 16	Reduced water bills	Completed
	Maumbury Rings Heritage refurbishment	Completed	Sep 16	Steps and Notice Boards in place	Sam consent rec'd. Awaiting contractor estimate. Aiming for early 2017 completion Maps commissioned
	Data map project	Completed	Mar 17	Databases and maps of all infrastructure available	
	Assist develop of D. Cricket Club capacity	Agreement	May 16	DCC able to let out Pavilion in evenings and weekends	Completed. Bar/lettings generated c. £2,500 for DCC in summer 2016. Report to Management Cttee 15 Nov
Cemeteries	Data map project	Completed	Sep 16	All Cemeteries mapped with databases	80% completed, Fordington under way
	Complete Memorials testing	Completed	Mar 17	All memorials tested, action taken where required	50% completed
Municipal Buildings	Full site survey & repairs	Plan in place	Mar 17	Full site survey with report to Policy re long term funding needs	Survey work completed, report due November 2016
Culture, Twinning & Other Services	Co-ordinate the town's WW1 Commemorations	Completed	Mar 17	Kut Day plus other events as agreed	Kut completed Centenary plaques/field project underway
	Market contractual arrangements and refurbishment	Plan in place	Jun 16	Agreed plan for improvement of market with appropriate contract in place	Ongoing discussions with Market operator
Democracy, Govern. & Admin.	Adopt Corporate Plan after consultation	Adopted	May 16	Agreed plan in place with mechanism for monitoring and review	Completed

South Street Paving Scheme

1. At its September meeting Council confirmed the allocation of a further £70,000 for works in upper South Street, to supplement the c. £650,000 to be allocated to lower South Street.
2. DCC Highways have provided quotes for three possible sets of works:-
 - Remedial replacement of missing and broken slabs in numerous sites– c. £10 - £15,000 based on 100-150 m² at £100 per m²
 - Replacing the surfaces of four focal points at Barclays, Tudor Arcade entrance, Antelope Walk entrance and Town Pump, with high quality material to echo the focal points in lower South Street - £54,000
 - Extending the paving around “The Hook” at the lower end of South Street - £34,000
3. It is **RECOMMENDED** that the Remedial works and Focal Point works are included in the programme of works to commence from April 2017, the detail to be developed with DCC Highways Team
4. An unforeseen, positive outcome from the discussions regarding The Walks is the transfer of some maintenance and cleaning obligations to Dorset County Council and West Dorset District Council, potentially reducing the Revenue budget by c. £17-£20,000 a year, starting from October 2016. As part of the negotiations surrounding this issue the Town Clerk has indicated a willingness, for the next 3 years, to commit the savings realised to improve the public realm on The Walks and in South Street.
5. If the Council is willing to endorse this offer it would free up c. £50-£60,000 in total to be used for new bins and benches, tidier groundworks, planters and signage in the town centre. Other alternatives would be to use the savings to provide unrelated services elsewhere or lower the Council Tax, but these alternatives are difficult to explain to partners who are being obliged to take on new costs at a time when their budgets are under pressure.
6. It is **RECOMMENDED to Council** that up to £60,000 of savings arising from transferred responsibilities associated with maintaining and cleaning The Walks are used to improve the public realm on The Walks and in South Street.
7. If the recommendation is accepted officers will commence an audit of public realm in the area to identify potential improvements and prepare a report back to Committee.

Community Plan – Progress Report

Action	When
Meet organisations/representatives with broad range of interests in Dorchester. Discuss their priorities for Dorchester. c. 50 meetings in total	Sep – Dec '16
Review priorities from previous Community Plan, West Dorset Plan, DCC Corporate plan and DTC Corporate plan and compare themes	Sep – Dec '16
Create a comprehensive database of individuals/organisations living or working in Dorchester (currently holds around 350 contacts)	Ongoing
Consider relationship between Community Plan and Neighbourhood Plan	Dec '16
First community networking meeting in December	16 Dec 16
Collate feedback and develop first draft for Policy Committee	10 Jan 17
Consult more widely on draft Community Plan On line survey plus second networking event	Jan – Mar '17
Second draft for Policy Committee	16 Mar 17
Integrate Community Plan with a potential Neighbourhood Plan	To be developed

The Maltings Project

1. Working with West Dorset District Council the Town Council has arranged £25,000 of funding to commission an architectural feasibility study of The Maltings building on the Brewery site. Funding has come from the following sources: -

	£
• West Dorset District Council	11,600
• Dorchester Town Council	8,400
• Section 106 money form Poundbury	5,000

2. Maltings Arts, who will be the main beneficiary of the works, is currently not trading. Staff and Trustees of Dorchester Arts have therefore led the process of identifying a specialist Architect and sub-contractor team, selecting Haworth Tompkins based on their unique reputation for developing Arts and Theatre space across the country. As yet no contract has been signed.
3. As all of the funding has come from the public sector discussions have taken place regarding which Council is best positioned to commission the works. West Dorset District Council is the main funder and also hold the s106 funding at present, but their procurement rules are more onerous than those of the Town Council. They are considering how they might make an appointment within their tender regulations.
4. Dorchester Town Council's Financial Regulations state: -

10.2 Every contract shall comply with these financial regulations, and no exceptions shall be made otherwise than in an emergency provided that this regulation need not apply to contracts which relate to the items below:

** for specialist services such as are provided by solicitors, accountants, surveyors and planning consultants;*

If required our Financial Regulations permit Dorchester Town Council to commission the works from Haworth Tompkins (£15,000), Charcoal Blue (£5,000) plus QS, Building Survey and Structural Engineer sub-contractors (£5,000 for 3 companies).

5. In the event that the feasibility studies support the engagement of Architects to develop the project further then The Maltings Trust will need to develop its own tender process for commissioning Architectural and other specialist works that might total as much as £1.0 Million, and will need to comply with any relevant procurement regulations at that time. At that point the Town Council would need to make any studies that it commissions freely available to The Maltings Arts Trust.
6. It is **RECOMMENDED** that, in the event that West Dorset District Council are unable to commission the Architectural Feasibility Study (known as Stage AB works), Dorchester Town Council engages the Architect and sub-contractors.

DORCHESTER TOWN COUNCIL**POLICY COMMITTEE – 22 NOVEMBER 2016****NATIONAL PARK FOR DORSET**

1. Since the early 2010s a group of individuals have worked as a team to promote the creation of a National Park for Dorset and East Devon, based on a wide strip of existing AONB areas from Arne in the Purbecks to the mouth of the River Exe in the west, plus an area of heathland based around Hardy's Egdon Heath. Dorchester is outside the proposed area, which connects directly to our boundary to the west and south.
2. At its meeting of 19 September the Dorchester Heritage Committee received a presentation from members of the National Park Team, following which they resolved that West Dorset District Council, Dorset County Council and Dorchester Town Council be invited to examine the benefits / disadvantages of Dorchester being within the proposed new National Park. In preparing this report the Town Clerk has evaluated material made available by the National Park Team in support of the creation of a National Park.
3. The NP would become the statutory planning authority, taking on both the Local Planning and Development Control functions within the NP, the AONB designation would be strengthened, and the NP would take a key lead/support role in current local government services such as Rights of Way, Tourism Promotion, Economic Development and Environmental/Countryside management.
4. The main benefits of creating a National Park are considered to be:-
 - Significantly improved marketing of the area to higher value (inter)national tourism audiences
 - Improved marketing to some economic sectors looking to develop businesses opportunities, particularly in the tourism and creative industries sector
 - New revenue funding direct from central Government, 90% of which will be invested in the local economy through partnership and project funding, recirculating both within the National Park and the area immediately outside
 - Focused attention on fostering economic and social benefits within the Park, for example in encouraging the development and retention of affordable housing for local people
 - Greater focus on the environment and support for farming, conservation and biodiversity, with the potential to access/safeguard funding
 - An opportunity to access a well-established governance model with a proven track record of delivery and a strong nationwide network at a time of uncertainty for local government
5. There are also potential negatives of a National Park
 - Any organisation that takes on some of the roles of existing local government inevitably risks reducing the strength of the residual local authority.

- The NP is an additional tier of governance, not a replacement tier, complicating rather than simplifying existing relationships
- A stronger planning framework for the NP could create a greater pressure for development on land not included in the NP. In West Dorset 70% of the area would be within the NP.
- Government funding is never certain. In particular the creation of new NPs is unlikely to create extra government funding overall
- The governance structure of a NP is less transparent than that of local government, being a mix of appointed local authority councillors (risking both a two tier status for elected councillors and placing a duty on those appointed to prioritise the NP's needs) plus suitably experienced applicants appointed by the Secretary of State

None of the above negatives are critical, but they do require extra effort to be put in to making relationships work at a time when capacity to do so is increasingly scarce.

6. The Committee is invited to consider whether it wishes to support the creation of a National Park for Dorset and East Devon and also whether it wishes to request that consideration is given to Dorchester being included within the boundary of the National Park, and make a suitable **RECOMMENDATION** to Council.

Adrian Stuart
Town Clerk

DORCHESTER TOWN COUNCIL

POLICY COMMITTEE – 22 NOVEMBER 2016

STRATEGIC AND OPERATIONAL RISK REGISTERS – ANNUAL REPORT

1. The Council, last year, agreed that the Risk & Resources Panel be discontinued with an annual risk review report being presented directly to this Committee for consideration.
2. The Council's adopted Risk Management Policy is attached at Appendix 1. This policy gives detail regarding the methodology used to assess the risks being faced by the Council. Any comments or suggested changes to the policy are welcomed.
3. The Council's Risk Registers currently hold ninety four risks assessed in accordance with the adopted Risk Policy. Twelve of those risks are classified as high, forty seven are medium and thirty five are low.
4. Appendix 1 to this report identifies, for review, the twelve highest strategic and operational risks being faced by the Council. Any Member wishing to see the whole register is welcome to do so prior to the meeting by contacting me.
5. As well as reviewing the highest risks the Committee is asked to consider and score any new risks it feels should be included within the Registers.
6. The flip side to risk is opportunity and the register has historically held a section on this which mainly identified how savings could be made, these have now all been acted upon. The Council does have an opportunity to decide how it wishes to target its resources and this is considered through the annual budget process and through the Council's Corporate Plan which will, in turn, inform the Opportunity Register.
7. It is **RECOMMENDED TO COUNCIL**
 - i) That the assessed high level strategic and operation risks be approved
 - ii) That any new risks identified at the Committee be included within the registers.
 - iii) That the strategic, operational and opportunity risk registers, as a whole, be approved.

Steve Newman
Deputy Town Clerk

1. INTRODUCTION

Risk can be defined as the 'uncertainty of an outcome', whether a positive opportunity or a negative threat to business plans or activities. The effective management of risk is a key issue for the success of any organisation or activity, for in many cases it is only by taking risks that progress is made. The importance is to understand the risks that are inherent in a decision. A structured approach to risk management can achieve this by enabling the decision to be made against a background of better information about the potential outcome of a particular course of action. The Town Council has decided to adopt a structured approach to Risk Management.

2. AUDIENCE

This Policy is intended as the primary guidance to the Council and senior management but it will be made available to all employees.

3. STAKEHOLDERS

It is important to involve stakeholders in the risk management process as this will give access to the widest possible range of views about the potential threats and opportunities affecting the Council and its services. A stakeholder in this context is an organisation or individual who can affect, or is affected by decisions of the Council. Stakeholders will change depending on whether the risk is project-related or more general, but Councillors and senior management will always be involved.

4. AIMS & BENEFITS

The aim of this policy is to develop an awareness of the benefits of risk management within the Council. It also encourages everyone involved to adopt an open and structured approach to risk management. The Council hopes that effective risk management will help to deliver -

- Increased certainty and fewer surprises.
- Better management of threats to cost, time and performance, leading to improved service delivery.
- Better grasping of opportunities to improve our services.
- More effective management of change.
- Better management at all levels through improved decision making.
- Clear ownership and accountability for risk and its management.
- Better value for money for the Council Taxpayer.
- Easier achievement of Key Performance Indicators by enabling effort to be targeted.

5. PROCESS

The overall process for the management of risk is set out at Annex A.

6. OWNERSHIP

The Risk Policy is owned by the Council and implemented through the offices of the Town Clerk.

7. ASSESSMENT OF RISK

Each risk will be assessed in terms of its probability of occurrence and the potential impact on the Council. The following are the criteria by which each risk will be assessed:

Probability of Occurrence:

Category	Probability	Possible Indicators
Almost Certain (4)	>90% ¹	Frequent Occurrence
Likely (3)	>60%	Regular Occurrence
Possible (2)	>10%	Occasional Occurrence
Unlikely (1)	<10%	Has Never Occurred

¹Any risk assessed as greater than 90% is almost certain to happen and should be addressed as an issue.

Evaluation of Impact:

Impact on Performance	Risk Threat
Major (4)	Financial Impact >£25,000 Fatality / disabling injuries to public or staff / Adverse national media attention / external intervention / total service disruption / extensive legal action against the Council
Serious (3)	Financial Impact >£15,000 Adverse local media attention / extensive public complaints / adverse comments by regulators or auditors / significant service disruption / failure to meet key performance targets / service disruptions / injuries to public or staff / legal action against the Council
Significant (2)	Financial Impact >£5,000 Adverse service user complaints / service disruption / minor injuries and near misses to staff and public
Minor (1)	Financial impact less than £5,000 / isolated complaints / minor service disruption

Priority Ranking:

The ranking of an individual risk is calculated by a simple combination of its probability and impact.

Risk Matrix:

The risk, using the above impact and likelihood ratings, can then be plotted onto the risk matrix and its classification identified:

8 – 16 = High Risk 3-6 = Medium Risk 1-2 = Low Risk

Probability	4	4	8	12	16
	3	3	6	9	12
	2	2	4	6	8
	1	1	2	3	4
		1	2	3	4
		Impact			

7(a). ASSESSMENT OF OPPORTUNITY

Each opportunity will be assessed in terms of its likelihood of occurrence and the potential positive impact on the Council. The following are the criteria by which each opportunity will be assessed:

Likelihood:

Category	Probability	Possible Indicators
Very High (4)	>90%	A clear opportunity is already apparent which can easily be achieved
High (3)	>60%	An opportunity that maybe achievable but which will require further work
Possible (2)	>10%	An opportunity that could happen but would need full investigation and a considerable amount of further work
Unlikely (1)	<10%	Opportunity is unlikely to happen and would require excessive work to achieve

Evaluation of Positive Impact:

Impact on Performance	Risk Threat
Exceptional (4)	Income/Savings >£25,000 Exceptional improvement to service and or environment / extensive positive press coverage
Major (3)	Income/Savings >£15,000 Major improvement to service and or environment / positive press coverage
Moderate (2)	Income/Savings >£5,000 Moderate improvement to service and or environment / some positive press coverage
Minor (1)	Income/Savings less than £5,000 / Minor improvement to service and or environment / minor positive press coverage

Priority Ranking:

The ranking of an opportunity is calculated by a simple combination of its probability and impact.

Opportunity Matrix:

The risk, using the above impact and likelihood ratings, can then be plotted onto the risk matrix and its classification identified:

8-16 = High Opportunity, 3-6 = Medium Opportunity, 1-2 = Low Opportunity

Probability	4	4	8	12	16
	3	3	6	9	12
	2	2	4	6	8
	1	1	2	3	4
		1	2	3	4
		Impact			

8. ROLES AND RESPONSIBILITIES

Risk management is only considered to be truly embedded when it functions as part of the Councils day to day operations. In order for this to be achieved it is vital that clarity exists to determine the various roles and responsibilities of individuals involved throughout the Council in the risk management process.

To ensure that this level of clarity exists, the Council has established a structure that depicts how Members, Officers and the various Committees, Panels and individuals contribute to the overall risk management process.

Organisational Structure and Summary of Key Roles

Council	<ul style="list-style-type: none"> • Monitor annual report on risk management activity (via Policy Committee) • Certification of the Council's annual Statement on Internal Control
Policy Committee	<ul style="list-style-type: none"> • Approve risk management policy and strategy and related documents • Approve content of risk registers and proposed risk mitigation plans and monitor implementation via regular monitoring reports • Monitor annual report on risk management activity
Risk Management Panel (from November 2015 – direct to Policy Committee)	<ul style="list-style-type: none"> • General oversight of the Councils risk management process • Receiving regular reports to review/scrutinise/challenge current and proposed risk management procedures and processes • Give initial consideration to the annual report on the Councils risk management activity • To recommend a risk management framework, strategy and process • Identify, analyse and prioritise risks • Determine responsibilities and actions to control risks • Monitor progress on managing risks against action plans • Review implementation of the of the risk management framework, strategy and process
Town Clerk	<ul style="list-style-type: none"> • Report to Members and external stakeholders on the framework, strategy and process • Provide advice and support on risk management matters • Maintain the risk management policy, strategy and framework • Produce an annual report on overall risk management activity • Identifying, analysing and prioritising risks • Determining risk management action plans and delegating responsibility for control • Monitoring progress on the management of risks
Staff and other stakeholders	<ul style="list-style-type: none"> • Maintaining awareness of risks, their impact and costs and feeding these into the formal risk management process • Controlling risks in their every day work • Monitoring progress in managing job related risks

9. RISK REGISTERS

The Council will maintain computer based Strategic and Operational Risk Registers which will be developed further so as to link in with the Council's other corporate documents such as the Performance and Policy Plan.

RISK MANAGEMENT PROCESS

RISK IDENTIFICATION

Risks and opportunities may be identified at any stage and should be included in the Risk Register. Nevertheless, in order to capture as many of the risks and opportunities facing an activity or project methods used for identification could include:

- Brainstorming sessions with individuals, committees or panels and various levels of management. It will be important to include as many stakeholders as possible in these sessions.
- Check lists.
- Questionnaires.
- Learning from other projects, councils and auditors.

As risks are identified they will be recorded in the Risk Register. Each risk must be described in terms of the source of the risk, the consequences if it happens and the effect it would have on the Council's activities or project as the case may be.

RISK OWNERSHIP

Once a risk has been identified, it will be given an owner who is the person best able to manage the risk. The owner will be responsible for all aspects of the management of the risk or opportunity.

RISK EVALUATION

Each risk will be evaluated in accordance with the evaluation rules laid down within this Plan. This information will be entered in the Risk Register and will enable prioritisation of the risks within a certain area.

RISK PLANNING

Once each risk has been identified and evaluated actions for dealing with it will be developed. These are known as risk responses and fall into one of four areas:

- Terminate: An action that allows the risk to be avoided.
- Treat: An action that will reduce the impact and/or the probability of a risk.
- Transfer: Is there a stakeholder or another organisation better able to manage the risk?
- Tolerate: Accept the consequences if the risk occurs.

The Risk Register will identify the option selected to deal with each risk together with any actions that might be required.

Once the risk responses have been developed the risk owner must then decide which option to adopt. In reaching decisions as to which response should be used, a cost/benefit comparison should be made. For mitigation activities attracting significant cost (> £5,000) results will need to be recorded. It may be that external help is required to help decide the appropriate course of action, in which case the risk owner should record the date by which a

decision must be made and the potential consequences if the decision is not taken by that date.

Following the decision to adopt a particular risk response, the owner must ensure that:

- The secondary risks associated with implementing the risk response are assessed and recorded.
- Where one exists the project plan is updated to include the activities associated with the risk response.
- Entries are made in the fields on the risk register detailing the predicted probability and impact evaluation, once the response activities are completed.
- A fallback/contingency plan is developed to address the consequences of the risk happening despite the response activities.

Risk owners must monitor the progress and success of their chosen response to risk on a regular basis. They should review all their risks and provide an evaluation of probability and impact on a regular basis.

REVIEW

The highest priority risks are to be reviewed by the Policy Committee. Risk monitoring will be regularly reported to the Policy Committee.

The effectiveness of the process will be reviewed by the Policy Committee periodically.

STRATEGIC RISKS SCORED 'HIGH'

Appendix 2

Risk	Risk No	Responsible Officer	Impact and Effect of Deliverables	Probability	Impact	Total	Controls in Place	Risk Response	Impact Category	Notes
Significant increase in pension fund deficit / contributions.	S030	RFO	Significant demand on resources, Council Tax increase, resources have to be diverted away from services resulting in objectives not met when anticipated.	2	4	8	Actuarial valuations allow for pension fund contributions to be planned for. Officer's to keep up to date with current thinking / direction of pension situation.	Treat / Monitor	Economic	Ensure appropriate level of General Reserve and considered every year as part of budget process. Review risk level again after next Actuary valuation at the end of 2016 early 2017.
Pressure to fund 'top-ups'	S037	TC	Services provided by OLA's reduced resulting in pressure on this Council to top up the service resulting in significant resource and political implications.	4	3	12	Member decision to decide whether or not to top-up.	Tolerate	Political	
Significant re-organisation of Local Government in Dorset	S047	TC	Pressure on the TC to take on additional services and reduced partnership working resulting in significant financial and political implications.	4	3	12	Members to be kept informed. The TC to have as much input as possible into any consultations. Robust Corporate Plan to be put in place.	Treat / Monitor	Political	This risk is also the biggest opportunity to the Council to position itself for the future and have an impact on services not previously within its remit.
An unexpected event of large magnitude and consequence (black swan)	S048	TC	Significant consequence to the Council and / or residents	2	4	8	Members and Officers to be flexible in their thinking trying to avoid confirmation bias and challenge assumptions in thinking when decision making	Treat / Monitor	Political	

OPERATIONAL RISKS SCORED 'HIGH'

Bonfires

Risk	No	Officer	Impact and Effect of Deliverables	Prob	Impact	Total	Controls in Place	Impact Category	Notes
Health and Safety	BON001	TC	Risk of injury resulting in claims against the Council and investigation by Health and Safety Executive.	3	3	9	No organised bonfires	Treat	Monitor and review each year
Personal injury	BON002	TC	Injuries to staff or public resulting in claims against the Council, legal proceedings, loss of reputation.	3	3	9	Any materials placed to be removed if considered dangerous - liaise with Police and Fire Services	Treat	Monitor and review each year
Fire	BON004	TC	Uncontrolled resulting in damage to property and injury.	3	3	9	Liaison with Fire Authority	Treat	
Fireworks	BON005	TC	Uncontrolled resulting in damage to property and injury.	4	4	16	No organised event	Treat	Monitor and review

Municipal Buildings

Increased competition	MB009	TC	Reduced bookings resulting in reduced income.	3	3	9	Charges set for different types of organisation. Charges reviewed yearly to ensure they are competitive. Facilities updated to ensure we provide what the customer wants/needs.	Treat	Charge structure reviewed 2014/15, simpler structure introduced plus exclusive wedding hire days. Review of operation/use to be undertaken with regard to the future once DA move to the Maltings is confirmed.
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Recreational Activity

Football being kicked over the fence at Weymouth Avenue Rec	REC014	TC	Possibility of RTA, injury to passers by. Claim for compensation. Council criticised for insufficient precautions. Reputational damage.	4	3	12	Football teams required to have their own PLI. Tree screen once trees grow – trees now affording reasonable protection.	Treat/ Monit or	Management Committee have been informed of risk score and agreed not to install a higher fence at present.
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Other

Serious incident at Council run outside event	OTH010	TC	Loss of life/injury to public/staff. External criticism. Negative local and national press coverage. Increased insurance premiums.	2	4	8	PLI. Risk assess prior to event. Take note of 'purple book guidance'.	Treat/ Monit or	
Failure to insure or secure (where appropriate) public art/civic assets	OTH011	TC	Loss or damage. Significant unexpected expenditure. Criticism for lack of care/civic pride. Loss of irreplaceable public art.	2	4	8	Assets identified and those in the ownership of the Council to be insured or the Council self insures - Council decision. Additional security measures to some assets.	Treat/ Monit or	