



Dorchester Town Council

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12 September 2018

Agenda for the meeting of the **Policy Committee** which will be held in the **Council Chamber, Municipal Buildings, Dorchester** on **Tuesday 18 September 2018** 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 D. Taylor and Councillors B. Armstrong-Marshall, R. Biggs, A. Chisholm, T. Harries, S. Hosford, G. Jones (Chairman), T. Jones and P. Stein.

1. Apologies, Declarations of Interest & Signing of Minutes
To sign Minutes of the meeting of 17 July 2018, adopted by Council on 24 July 2018.
2. Financial Update at 30 August 2018 **A**
3. Corporate Plan Update at 30 August 2018 **B**
4. Local Government Reorganisation and Transfer of Services **C**
5. Public Realm Improvements **D**
6. Heritage Tourism Strategy Development **E**
7. Governance Arrangements for the new Council **F**



DORCHESTER TOWN COUNCIL
POLICY COMMITTEE – 18 SEPTEMBER 2018
FINANCE REPORT AT 31 AUGUST 2018

1. Summary of Current Position

- Month 5 spend (Appendix 1) £40k below profile – underspend likely to increase through the year
 - £15k saving on Outdoor Services staff salaries
 - Below profile spends on Outdoor maintenance and Equipment maintenance

2. Cash Position at 31 August 2018

	£000	
• Lloyds Bank	369	Nil interest
• Payden Global	1,000	c. 0.50% return
• National Savings and Investments	5	0.70% interest
• Total Cash	1,374	(30 Jun £1,623k)

3. Debtors & Payments

- Debt over 30 days = £638, 2 debtors (30 Jun £386, 1 debtor)
 - Payments list 1 July – 31 August 2018 on website. Supporting vouchers can be inspected during normal office hours
- RECOMMENDED** that the Payments list, totalling £303.364.46 is approved

4. Other Matters Arising

- **Christmas Lights**
 - WDDC have confirmed they will not give a grant of £3,000 towards Christmas Lights this year
 - **RECOMMENDED** that our budget is increased by £1,500 and that Dorchester BID are requested to increase their budget by £1,500
- **Dorchester Town Community FC Cash Flow loan**
 - Total loan of £60,000 was advanced in June 2018
 - Construction was completed July 2018 and final payments made to the contractor
 - VAT return submitted by DTCFC on 3 September, awaiting refund so that our loan can be discharged
 - DTCFC are likely to deposit their Pitch Replacement Fund with the Town Council

Adrian Stuart
Town Clerk

MANAGEMENT REPORT AT 31 AUGUST 2018

By Spend Type	Budget £000	Profile £000	Actual £000	-Under/Over £000
Staff	701	292	277	-15
Capital Financing	46	17	17	0
Other Payments	474	233	210	-23
To Specific Reserves	163	163	164	1
Income	-173	-70	-73	-3
Net Budget	1,211	635	595	-40

By Service	Budget £000	Profile £000	Actual £000	-Under/Over £000
Allotments	-5	2	1	-1
Parks & Open Spaces	135	106	94	-12
Cemeteries	-13	7	4	-3
Corp. & Dem. Manage.	35	16	16	-0
Cultural & Twinning	41	20	15	-5
Municipal Buildings	145	106	112	7
Other Services	91	28	25	-3
Office Team	375	170	165	-5
Outdoor Services	406	180	162	-18
Net Budget	1,211	635	595	-40

Earmarked Reserves with budgeted Expenditure In Year	Budget £000	Profile £000	Actual £000	-Under/Over £000
Borough Gardens	29	29	29	0
Municipal Buildings	0	0	0	0
Play Equipment	8	8	0	-8
Vehicles and Equipment	15	0	0	0
Cemeteries	205	5	3	-2
Walks, Trees & Public Realm	75	0	0	0
Art Festival	7	7	10	3
Corporate Projects	319	200	200	0
Net Budget	658	249	242	-7

DORCHESTER TOWN COUNCIL**POLICY COMMITTEE – 18 SEPTEMBER 2018****CORPORATE PLAN UPDATE AT 31 AUGUST 2018**

1. The Corporate Plan is in its final year of delivery prior to a new Council setting a new direction. The Milestones have been reviewed and reset to take account of the priorities over the remaining 12 months of the Council (Appendix 1)
2. Some milestones are covered by reports elsewhere on the agenda
 - Local Government Reorganisation – transfer of services and assets
 - Public Realm/Highway Improvements
 - Heritage Tourism Strategy development
 - Review of Governance ahead of May 2019 elections

Dorset County Museum – occupancy of 19 North Square

3. Since the last meeting of the Committee one of the projects that the Council has allocated significant funding and support to has taken a major step forward, in part driven by circumstance.
4. In late July the Town Clerk was approached by the Museum regarding the potential to rent office space at 19 North Square. The Museum needed to move quickly to fully vacate their building by October, to remove complication from the order in which its construction works would take place, and hence make tenders more cost-efficient.
5. The Town Council has been a key supporter of the Museum in its plans for a £14M redevelopment
 - The Council advanced two loans of £30,000, secured against Museum reserves, to support cashflow during the early application phases for large scale funding
 - We eventually awarded total grant of £25,000 toward the scheme, one of the first organisations to both make and pay over its award
 - The Clerk identified significant section 106 funding opportunities from the Poundbury Phase 3/4 development and created a mechanism to unlock these
 - The Council has funded three apprenticeships, with a fourth on its way, related to developing the Museum team's capacity to manage larger projects and events
 - The Town Clerk has written a number of letters of support and participated in events with key funders to advocate on behalf of the Museum
6. In August the Museum requested use of the second floor of 19 North Square, previously used for storage and the Mayor's Parlour. This space has been unused for a number of years, is in poor decorative condition, has limited facilities, and has little commercial lettings potential. Based on our previous positive support the Town Clerk has taken the view that provided the Council is not worse off financially, it should support the Museum in any way possible. Consequently the Museum will pay for minor remedial works and

additional utilities, but not pay an annual rent for the premises. Given the urgency of the request there was not time available to discuss the issue with the Committee.

7. The Museum will house c.6 staff from the Collections and Education team on the second floor, with the Thomas Hardy Society also being based on site. Most staff are part time and likely to be offsite for much of the two year construction period. The Museum have also secured office space in Acland Road and are renting units for storage elsewhere in Dorchester.
8. The relocation does not compromise the Council's ability to accommodate new staff resulting from local government reorganisation (we still have ground and first floor capacity) and it is unlikely that the Museum's presence for up to two years will compromise the Council should it wish to leave 19 North Square.

Adrian Stuart
Town Clerk

CORPORATE PLAN MILESTONES WORKING WITH PARTNERS

APPENDIX 1

Project	Cttee	Anticipated Outcome	Milestone	Current Progress	Success ?
Local Economy Explore opportunities to improve Market operations	Pol/ DMJP	Vibrant Market contributing to town’s attractiveness & retail offer	Determine future of Market governance Sep 18	Awaiting Dorset Council Shadow Executive review of WDDC proposals	☺
	Pol/ HerJ	Support from wider Heritage & Business Community	<i>Project Plan in place</i> Dec 18	See separate report	☺
Traffic and Parking Influence delivery of Traffic and Parking Strategy	Pol/ DTEP	Improved parking and traffic management through agreed joint approach to strategy	Presentation to Informal Council meeting Jun 18 Prepare plan for partners to implement Mar 19	Completed -	☺ -
Housing Develop Trinity St site with Dorchester CLT	Pol	20 x 1bed flats for sale to young workers	<i>Submit Dev Control application</i> Dec 18	Archaeology survey completed, focus on planning application	☺
	Pol	Strategy focused on identifying other options for delivering Affordable Housing	Draft ideas in place Dec 18	11 members interested in taking part in a Review. October date to be set for meeting	-
Recreation Support delivery of Great Field recreation development	Man	Destination public park	Development Control application submitted Dec 18	Duchy developing application	☺

Support delivery of improved Arts offer in the town	Pol/ Man	New Arts facility in the town, preferably at The Maltings	Decision taken re continued support for The Maltings Sep 18	Maltings Arts continue to investigate partner funding support	☹️
Support Community Plan	Pol	Several new community initiatives delivered	5 initiatives supported Mar 19	New initiatives include a Women's Vote event and young people Mental Health drop in sessions	☹️
Environmental & Heritage					
Replace tourism signage	Man/ Her	Legible signage scheme in town	<i>Commence scheme rollout</i> Oct 18	Final design completed. DCC H'ways confirming exact locations. Roll out likely from Nov 18	☹️
Refurbish the Town Walks • Ph2 South Walks • Ph3 North/West Walks	Pol	Improved appearance of The Walks -	South Walks delivered Jun 18 Grove/N'hay delivered Mar 19	Surfacing completed. Surfacing completed. Benches and Bins being replaced.	☺️ ☺️↑ ☺️↑
Refurbish public spaces in South Street • Design for Town Pump area	Pol	Improved accessibility and visual appearance of town centre	<i>Draft design in place</i> Dec 18	DCC completed road assessment, need to commission designers.	☹️
• Design for Southgate area	Pol		Preliminary ideas collected Mar 19	DCC to replace cobbles at lower end of South St in Sept.	☹️
Carry out Informal heritage sites audit	Pol/ HerJ	Local Heritage documented	<i>Auditor appointed</i> Sep 18 <i>Audit completed</i> Mar 19	Delayed for discussion with Steering Group, but will now progress independently	☹️

CORPORATE PLAN MILESTONES WORKING ON OUR OWN SERVICES

Project	Cttee	Anticipated Outcome	Milestone	Current Progress	Success ?
Municipal Buildings Improve Council Chamber Lighting and Heating	Man	Warm, well-lit Chamber	New lighting scheme agreed, heating in place Oct 18	Orders for work placed	☺
Cemeteries Complete Poundbury Cemetery Infrastructure	Man	All Cemetery infrastructure in place	External walls and internal roads underway Sep 18	Works commenced Sept.	☺↑
Culture, Twinning & Other Co-ordinate WW1 Commemorations	Man	Dorchester's role in WW1 commemorated	Centenary Park dedicated and Trail in place Sep 18 Sculpture on South Walks Road in place Nov 18	Centenary field (Holmead) dedicated. Trail commissioned Sculpture and plinth commissioned	☺ ☺
Governance & Admin. Engage in Local Government Reorganisation discussions	Pol	Some assets and services transferred to DTC	Agree assets and services transfer list Sep 18	See separate report	☺
Develop CIL Projects list	Pol	List of future CIL projects in place	Develop process for the new Council to identify CIL priorities Mar 19	-	-
Respond to WDWP Local Plan Review	P&E	Adopted Local Plan reflects concerns about need for appropriate development	Respond to Local Plan Review Sep 18	P&E to recommend approach to Sep Council	☺↑

Prepare for 2019 Elections and new Council	Pol	Plan to support new Council in place	Respond to LGBCE review	Completed	☺
				Aug 18	
			Review governance arrangements	See separate report	☺
			Jan 19		
		Create training programme	-	-	-
			Mar 19		

☺ Positive progress
 ↑ Major Step Forward
 missed

☹ No tangible progress
 ↓ Major Step Backward

⊗ Project has a problem likely to result in missing objective
This milestone has been reset, the previous target having been

DORCHESTER TOWN COUNCIL**POLICY COMMITTEE – 18 SEPTEMBER 2018****LOCAL GOVERNMENT REORGANISATION AND CUTS TO SERVICES****SERVICE AND ASSET TRANSFERS BY WEST DORSET DC**

1. Discussions have continued with West Dorset DC regarding the potential for transferring assets and services to the Town Council prior to reorganisation. WDDC determined its position at a Strategy Committee on 20 August (Appendix 1).
2. Due to the slow pace with which discussions have developed, however, the decision has now been forwarded to the Shadow Dorset Council Executive Committee for ratification. The Shadow Executive meets on 17 September.
3. A **RECOMMENDATION** will be framed once the Shadow Executive's position is known.

DISCRETIONARY SERVICES PROVIDED BY DORSET'S DISTRICT AND BOROUGH COUNCILS

4. There is a very real risk of a significant reduction in the level of discretionary services enjoyed by Dorchester residents as the new Unitary Council begins to take shape, due to:
 - The overall drive to protect mandatory services, particularly Adult and Children Services, against a background of reducing central government grant
 - A move towards a lowest common level of discretionary services across the county
 - Any move towards targeting discretionary spend towards areas of greatest need
5. By conducting interviews with Clerks from other Districts the Town Clerk has produced his best assessment at the varying level of discretionary service provision currently being enjoyed across Dorset. Service (Budget) provision has been categorised as of Gold, Silver, Bronze or No (Red) standard (Appendix 2).
6. As previously identified the level of discretionary service enjoyed in West Dorset and in Dorchester appears to be generally much higher than in other Districts/Boroughs, i.e. the risk of reduction is far greater in West Dorset/Dorchester than in towns outside West Dorset. The opportunity to protect those levels of service has now largely disappeared.
7. The Town Council's budget for the last three years has been driven by the need to prepare to support the community to take on at risk services. While the Medium Term Financial Strategy anticipates this Council will need to make decisions to support services from April 2019, it is now anticipated that the new Unitary Council will take stock before taking difficult decisions to cut services from 2020 onwards.
8. Notwithstanding this, the budget strategy that the Council has adopted, to create revenue capacity to support at risk services, leaves this Council in a strong position to step in whenever the time comes.

Adrian Stuart
Town Clerk

ASSET TRANSFER AND SERVICE OPTIONS BEING CONSIDERED BY WEST DORSET DISTRICT COUNCIL

DECISION OF WEST DORSET DISTRICT COUNCIL STRATEGY COMMITTEE 20 AUGUST 2018

Subject to the decisions of the Shadow Executive planned for 17 September 2018, with respect only to those assets with an estimated value:

- (a) That a number of potential service/asset transfers to local councils, as described in the report be agreed;
- (b) That the Strategic Director be given delegated authority to implement the transfers, in consultation with the lead WDDC member for the transfer of services/assets programme;
- (c) To allocate up to the remainder of the set aside £1.3m to facilitate the transfer;
- (d) To agree to waive the council's Contract Procedural Rules, to award Service Concession Contracts, to operate the public conveniences to the local councils.

EXTRACT OF TABLE 2: SUMMARY OF PROPOSED TRANSFER PACKAGES

Council	Public Conveniences Costs	TIC Costs	Total Costs	Current Annual Income from Assets to be transferred	Refurbishment Contribution	Estimated Annual Costs for T/P Council To Resolve	2 Years Cash Contribution	2 Years Cash Contribution Plus Refurb
Beaminster	£11,070	£0	£11,070	£0	£20,000	£11,070	£22,140	£42,140
Bridport	£117,953	£0	£117,953	£85,918	£98,000	£32,035	£64,070	£162,070
Chickerell	£0	£0	£0	£0	£0	£0	£0	£0
Dorchester Option 2 (indicative)	£75,131	£0	£75,131	£70,445	£80,000	£4,686	£9,372	£89,372

WHAT DOES THIS MEAN IN PRACTICE?

At its widest interpretation Option 2 involves the Town Council

- Taking on the following Public Conveniences
 - Charles Street, below Waitrose
 - Trinity Street
 - Top o' Town Car Park
 - Dorchester Market (Maumbury Road)
- Enjoying all incomes previously enjoyed by the Dorchester Markets Joint Panel
 - Wednesday Market and Sunday Car Boot Sale, Corn Hill Market, Occasional
 - Market Café and Cornmarket building
 - A sum equivalent to 2/3 of net parking income using a formula fixed in 2005, based on the 1984 agreement

APPENDIX 2

DISCRETIONARY SERVICE PROVISION BY DORSET'S DISTRICT AND BOROUGH COUNCILS

Service	East	Purbeck	North	West	Weymouth & Portland
Annual grants to Arts organisations	Events only Provide properties	No	ArtsReach £11k	£120k+ 4 orgs	Yes , varies annually
Annual grants to Museums	Priest Hse £70k & maintenance	Some in kind No cash	No	£70k+ 3 orgs	Some in kind support & one off cash
Annual grant support for CABx	£77k 2 orgs	£62k 2 orgs	£50k 1 org	£240k 2/3 orgs	£68k 1 org
Discretionary Rate Relief top ups above mandatory reliefs	Yes	Limited support	?	£100k? 60 orgs?	Limited support
Grant scheme for local one off Projects	No, not any more	Yes	Treads £7k pa	£80k? 30 grants?	Yes
Public Conveniences	2, in Wimborne Possibly others	Today yes Tomorrow no	No, transferred or closed	£500k? 30 PCs?	Yes Circa 18 PC's
Tourism Promotion	Possible Visit Dorset	Visit Dorset	Visit Dorset	Visit Dorset	Visit Dorset
Tourist Information Centres	Priest Hse £25k	Purbeck TIC in Wareham only	No, tfr'd to volunteer grps. Some in kind.	£200k? 3 sites. Brid tfr'd	Transferred to BID
Parks, Play Areas, Sports Pitches	Verwood yes Otherwise ltd	No	Ranger Service across open spaces	No	Yes
Harbour Management	No	Limited to byelaws	No	Yes LR & WB (B)	Yes
Community Development, Planning and Advice	Yes	Limited, with 1 or 2 staff fulfilling all roles	Limited	Yes, £30k grants Several staff	Yes via partnership
Cultural & Sports Development Planning and Advice	Yes		Limited	Yes Several staff	As above
Economic Development	Yes		Limited	Yes Several staff	As above

Service	East	Purbeck	North	West	Weymouth & Portland
Planning & Licencing above Stat min.	Reducing	Limited discretionary activities	Limited and reduced	Reducing towards statutory	Reducing towards statutory
Environmental Heath (Dogs, ASB, Safety)	Some	Yes	Limited	Limited & reducing	Limited & reducing
Street Sweeping (above any statutory minimum)	Some extra	Minimum extra	No	Yes Signific, esp seafront	Yes Signific esp TC and Seafront
Leisure Centres	QE & Ferndown	Purbeck LC	Some support in Blandford/Gillingham	THS, Gryphon, WD in Bridport	Weymouth via operator Osprey via trust Redlands Wey Coll
Profit Making Services					
Car Parks	Limited	Limited	Some	Yes	Yes
Commercial Property	Limited	Limited	Limited	Yes	Yes, inc. seafront
Markets	No Town/Private	No Town	No Town	Dorch Yes Brid tfr'd	Limited
Crematorium	No	No	No	No	Yes

Service Level

Gold	Silver	Bronze	None
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NB: The document results from conversations between the Town Clerk and colleagues. The analysis is solely the work of the Dorchester Town Clerk.

DORCHESTER TOWN COUNCIL
POLICY COMMITTEE – 18 SEPTEMBER 2018
PUBLIC REALM IMPROVEMENTS

1. This report covers a number of related public realm projects that have taken a step forward over the summer, some planned, some opportunistic.

THE WALKS REFURBISHMENT PROGRAMME

2. Following on from the completion of the works at South Walks, colleagues at Dorset County Council made a proposal to accelerate Phase 3 of the programme, covering Thomas Hardy Statue – Hangman’s Cottage. These works were subsequently completed in August, a year ahead of when they were scheduled to be funded from Reserves. This will necessitate some changes to our budget in the short term, but will ultimately speed up the point at which contributions to The Walks Reserve can be reduced.
3. As a result of the above works we have also accelerated the replacement of benches and bins on The Grove/Northernhay stretch, which in turn will also result in the earlier than anticipated replacement of bins on the rest of The Walks.
4. There is now only one phase left of the resurfacing programme, Phase 4 Salisbury Fields – Icen Way. While this is the shortest pathway it is also potentially the most complicated, as the slope running into to Icen Way is in poor condition and may also need to be remodelled due to safety issues. Preliminary discussions will take place with DCC Highways shortly.

HIGHWAY IMPROVEMENTS WITH ENVIRONMENTAL BENEFITS

5. In July DCC Highways advised us they wished to fund a small project at the lower end of South Street to replace the cobbles on South Street itself (as opposed to those running up past Coffee#1 to Trinity Street). The primary reason for DCC was to remove cobbles which have become loose and were proving a maintenance liability. Both Councils have agreed to limit the works at this point in order to leave as much opportunity for a more comprehensively designed scheme for South Gate at a later date. The works commenced 10 September, using the material palette already introduced elsewhere in South Street.
6. I have now been approached by Dorset Highways regarding the junction at Albert Road/Princes Street. This junction is characterised by a very wide crossing for pedestrians and poor footpaths approaching Borough Gardens. It also means the entrance to the Borough Gardens has very little presence.
7. Dorset Highways are considering implementing a scheme to narrow the junction considerably, along with raising the road to a table, both interventions reducing risk to pedestrians. They have designed two schemes
 - a primarily highways solution, which delivers pedestrian safety benefits (which they have identified funding for)
 - an upgraded scheme which uses some of the materials now being used in South

Street to improve the visual appearance of the area (which adds c.£10,000 to the solution)

8. Members are invited to consider allocating £10,000 from The Walks/Public Realm budget to introduce quality materials that will enhance a functional highways project.
9. Some practicalities relating to access to the Gardens still need to be considered.

TOWN PUMP ENVIRONMENTAL IMPROVEMENTS

10. Dorset County Council have now mapped large vehicle access requirements into South Street from High Street. In theory this identifies how much space might be available for exclusive use by pedestrians.
11. The design process will be further complicated by the current abuse of the space, primarily by A-boards and parked/moving vehicles. There would be little point in improving the layout of the space without also addressing how it can be used in the future. Preliminary talks will therefore take place with Dorchester BID, local traders and regulatory authorities about how competing needs for the space can be managed.
12. Once invoices have been received for The Walks resurfacing etc, the Town Clerk will identify the current budget available for this project.
13. Discussions have taken place with Feria Urbanism, who have been commissioned by West Dorset DC to undertake consultation on a masterplan for the town centre, the second phase of which will start in the autumn. It would be beneficial to see how the public responds to the consultation on the Town Centre masterplan before moving to the next step of commissioning a designer for this key site.
14. In short there has been a lot of positive movement in the right direction but it now makes sense to dovetail our net steps into the process that West Dorset are leading.

Adrian Stuart
Town Clerk

DORCHESTER TOWN COUNCIL**POLICY COMMITTEE 18 SEPTEMBER 2018****HERITAGE TOURISM STRATEGY DEVELOPMENT**

1. At the July Committee Members considered a draft brief for the development of a Heritage Tourism Strategy and agreed to receive a revised document at its September meeting. Subsequent to the Committee meeting an updated draft was considered by the Joint Heritage Committee.
2. The revised document, which has been circulated to the Steering Group, is attached at Appendix 1. One of the key points of feedback was that the range of tasks on offer might not be available from one individual; the services on offer from a tourism strategist would need to be backed up by a local resource operating in a project management capacity.
3. The Town Clerk recently had the benefit of a conversation with a leading advisor to the tourism sector, who has recently been working with the Dorset Tourism Association. The advisor made some very strong points regarding the critical success factors that are underpinning a renaissance in a number of market towns, and outlined an approach that would assist the Steering Group to assemble some ideas which could then be shared with the wider community.
4. At present there are therefore two needs that underpin moving the project forward:-
 - The Steering Group needs some high quality expertise to get some initial thoughts down on paper, delivered on a contract basis
 - A project management resource, delivered on either a contract or employee basis, to support the process and deliver an Action Plan once agreed
5. The Town Clerk wishes to discuss the options available to the Council in developing the project.

Adrian Stuart
Town Clerk

**BRIEF FOR A DORCHESTER (HERITAGE) TOURISM STRATEGY
SPECIFICATION****BACKGROUND**

Dorchester Town Council, working with partners from the local Heritage and Tourism sectors, wishes to develop a Tourism Strategy and Action Plan to promote awareness of the town as it continues to invest in and grow its Heritage and Tourism infrastructure.

Dorchester, the administrative and county town for rural Dorset, has a population of 20,000. It has 17,000 jobs, over half of which are in the public sector, with key local employers being Dorset County Hospital and the Dorset Clinical Commissioning Group, Dorset County and West Dorset District Councils, plus a well-developed state school sector serving a wide rural hinterland. Its manufacturing and commercial sectors are relatively modest, while the town's retail sector has traditionally met local needs rather than being a destination for shopping. Unemployment levels are very low and the town is reliant on commuters to fill 60% of its jobs.

Its tourism sector has traditionally been understated, but recent years have seen growth driven by the Brewery Square and Poundbury developments, with lottery/local government investment in key heritage assets. The attached table documents ongoing changes and future ambitions.

Although the town centre is well-defined the town itself is growing rapidly and now incorporates Poundbury, with a range of independent shops. The town's heritage and tourism offer naturally spills out of the town's administrative boundaries to include immediately adjacent Maiden Castle, Hardy's Cottage and Max Gate (both National Trust) and Kingston Maurward Gardens.

PROJECT SCOPE

To work with a small group of operators from tourism related sectors (accommodation, retail, catering, heritage, culture) and local Councils to develop a distinct identity and brand to support the promotion of tourism in and around Dorchester, dovetailing with the wider Dorset tourism offer.

The proposal should explain how the contractor will

- Facilitate workshops of local interested parties, outside of normal hours, focused on Identifying the strengths of, and opportunities to develop, the local tourism offer.
- Advise how to secure buy in for the conclusions from those involved in discussions, then advocating the outcomes from this work with the wider tourism sector
- Identify the most appropriate markets to promote Dorchester to and the most appropriate media channels to use
- Prepare a costed Strategy and Action Plan to develop a distinct image for the town and commence the process of promoting it to new markets
- Identify how any Strategy can be embedded within the Tourism sector for the town in the long term

- Support liaison with other Tourism bodies in Dorset, and to the county wide initiatives Visit Dorset and the Dorset Tourism Association, to create synergy between their wider Tourism work and Strategy and the integration of the approach for Dorchester

GOVERNANCE

- A number of tourism industry consultants will be approached. Selection for interview will be based on evidence of a proven track record, references and a price estimate for the work described in the Project Scope
- Submissions should address method and timetable for completing each task, with an indication of the cost associated with the proposed method
- The successful tender will demonstrate a good understanding of the Tourism sector and how to promote to a range of different audiences. Previous examples of commissions delivered will be explored at interview. A price based on a good understanding of the time required to undertake the project will influence the decision.
- All work will be commissioned by Dorchester Town Council on behalf of an informal Tourism Partnership.

Adrian Stuart

Town Clerk

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DORCHESTER TOWN COUNCIL**POLICY COMMITTEE 18 SEPTEMBER 2018****GOVERNANCE ARRANGEMENTS FOR THE NEW COUNCIL**

1. May 2019 signals the biggest change in Local Government governance in Dorset since 1974, with several related impacts: -
 - There will be a significant reduction in the number of Dorchester councillors directly involved in the activities of the upper tier Councils. Dorchester is almost unique in currently having 10 town councillors, half our complement, with District and/or County roles. The upper limit of Town Councillors involved post May 19 is 5, with no guarantee that all Unitary Councillors will also be town councillors
 - The shake-up will affect service delivery. Services such as the Market and Public Conveniences may transfer into our Committee structure, and it is also likely that other services will become of interest to the Town Council as cuts are implemented, recent examples being Youth Support and Bus Routes
 - The change automatically affects some of the joint arrangements we have with other Councils, with uncertainty regarding the roles of the Joint Heritage Committee, the Joint Markets Panel and the Car Boot Fund Panel
 - There may be a changed, possibly greater demand for Councillor Representatives on Outside Bodies. It could be anticipated that the new Unitary Council will be less inclined to service local requests than West Dorset traditionally has been
 - Added to the above there will be the usual change in councillor personnel. In 2015 there were six new Councillors, 30% of our complement, only one change resulting directly from an election result. New warding arrangements will also be implemented
2. Member governance arrangements are controlled by the Council's constitution and most are not set in stone. Over the last 5 years the Council has
 - Maintained its core Committee structure (Policy, Management, Planning and Environment) largely unchanged in both format and role
 - Removed a large number of Panels, occasionally created Task and Finish Groups and has fixed Site Visits into our calendar
 - Halved the number of Outside Body Representatives, then added some as new issues become relevant
 - Taken a pragmatic approach to the management of Member information, replacing a largely post and paper system with regular e-mail and less paper
 - Reduced The frequency of use of the Mayoral Selection and Selection Committees
 - It should also be noted that there were no declared political groups over the term, leaving Councillors with a responsibility to work together as opposed to the constitution having to be amended to adopt formal processes for allocating roles

All of the above have reduced resource requirements, with time and cash savings put to an alternative use. Members will have their own views on whether the changes have had any marked impact on democratic input.

3. The end of a Council term presents an opportunity to review existing arrangements, implement small operational changes that have modest operational impacts, and phrase recommendations for a new Council to consider in terms of its future governance.
4. The Committee may wish to create a Task and Finish Group to gather ideas regarding current governance arrangements and how a new Council might receive proposals for changes, particularly taking note of the changes that will happen within the upper tiers.

Adrian Stuart
Town Clerk