

# MANAGEMENT COMMITTEE

Members of Management Committee are invited to attend this meeting at Commercial Road, Weymouth, Dorset in the to consider the items listed on the following page.



Matt Prosser  
Chief Executive

**Date:** Tuesday, 7 February 2017  
**Time:** 9.30 am  
**Venue:** Council Chamber

**Members of Committee:**

J Cant (Chair), K Brookes (Vice-Chair), A Blackwood, F Drake, J Farquharson, C Huckle, C James, R Nowak, J Osborne and G Taylor

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## USEFUL INFORMATION

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# A G E N D A

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## 1 APOLOGIES

To receive apologies for absence.

## 2 MINUTES

To confirm the minutes of the meetings held on 13 December 2016 and 17 January 2017. (Previously circulated)

## 3 CODE OF CONDUCT

Members are required to comply with the requirements of the Localism Act 2011 and the Council's Code of Conduct regarding disclosable pecuniary and other interests.

- Check if there is an item of business on this agenda in which the member or other relevant person has a disclosable pecuniary or the disclosable interest.
- Check that the interest has been notified to the Monitoring Officer (in writing) and entered in the Register (if not this must be done within 28 days).
- Disclose the interest at the meeting (in accordance with the Council's Code of Conduct) and in the absence of dispensation to speak and/or vote, withdraw from any consideration of the item where appropriate. If the interest is non-pecuniary you may be able to stay in the room, take part and vote.

## 4 PUBLIC PARTICIPATION

30 minutes will be set aside to allow members of the public to ask questions relating to the work of the Council. 3 minutes will be allowed per speaker. The order of speakers is at the discretion of the Chair and is normally taken in the order of agenda items, questions must relate to a report which is on the agenda for consideration. Notice is not required if you wish to speak at the meeting but if you require an answer to a question it is advisable to submit this in advance by contacting a member of the Democratic Services team or alternatively, by emailing [kcritchell@dorset.gov.uk](mailto:kcritchell@dorset.gov.uk).

<b>5</b>	<b>QUESTIONS BY COUNCILLORS</b>	
	To receive questions from councillors in accordance with procedure rule 12.	
<b>6</b>	<b>MANAGEMENT COMMITTEE ACTION PLAN</b>	<b>5 - 22</b>
	To consider the Management Committee Action Plan.	
<b>7</b>	<b>BUDGET UPDATE</b>	<b>23 - 38</b>
	To consider a report by the Strategic Director.	
<b>8</b>	<b>QUARTER 3 BUSINESS REVIEW</b>	<b>39 - 90</b>
	To consider a report by the Strategic Director.	
<b>9</b>	<b>COMMUNITY GOVERNANCE REVIEW FOR THE CREATION OF A TOWN COUNCIL FOR WEYMOUTH</b>	<b>91 - 98</b>
	To consider a report of the Corporate Manager, Democratic and Electoral Services.	
<b>10</b>	<b>ACCELERATING HOUSING DEVELOPMENT PROGRAMME</b>	<b>99 - 110</b>
	To consider a report of the Strategic Director.	
<b>11</b>	<b>NHS DORSET CLINICAL COMMISSIONING GROUP - CLINICAL SERVICES REVIEW</b>	<b>111 - 122</b>
	To consider a report by the Head of Community Protection.	
<b>12</b>	<b>2017/18 TREASURY MANAGEMENT STRATEGY STATEMENT AND ANNUAL INVESTMENT STRATEGY</b>	<b>123 - 146</b>
	To consider a report by the Financial Resources Manager.	
<b>13</b>	<b>APPOINTMENT OF EXTERNAL AUDITORS</b>	<b>147 - 150</b>
	To consider a report of the Strategic Director.	
<b>14</b>	<b>CALENDAR OF MEETINGS 2017/18</b>	<b>151 - 162</b>
	To consider a report by the Democratic Services Officer.	

**15 URGENT BUSINESS**

To consider any items of business which the Chair 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 specified in the minutes.

**16 4 MONTH FORWARD PLAN**

163 - 170

To consider the 4 monthly Forward Plan.

**17 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 of schedule 12A to the Local Government Act 1972 (as amended)

There are no exempt items.

Project and lead officer	Councillor champion	Decision points & who makes decision	Anticipated delivery date	Funding & Source	Progress Update
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**1. Community Facilities - ANDY BLACKWOOD**

Allotments, Cemeteries and Crematorium, Clubs, Community Centres, Parks and Open Spaces, Leisure Centres, Sports Grounds, Swimming Pool, Chalets, Play Areas, Local Plans and Infrastructure, Public Conveniences

Greenhill Chalets future management and renovation <b>David Brown</b>	<b>Andy Blackwood</b>	Management Committee	Oct 2016	NA	Awaiting a Business Case from the community association. Alternative options under consideration.
Weymouth Swimming Pool <b>Nick Thornley</b>	<b>Andy Blackwood</b>	Management Committee agreed option D in the Business Plan	March 2017	NA	Agreement in principle reached which will eliminate the present Council subsidy for 2016/2017
Review of running track and adjacent land, The Marsh <b>Nick Thornley / Tony Hurley</b>	<b>Andy Blackwood</b>	Management Committee	February 2017	NA	

Project and lead officer	Councillor champion	Decision points & who makes decision	Anticipated delivery date	Funding & Source	Progress Update
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## 2. Community Safety - FRANCIS DRAKE

CCTV, Community Safety, Crime and Disorder, Emergency Planning, Environmental Health, Licensing, Police and Crime Commissioner, Police and Crime Panel

Pan-Dorset CCTV proposals <b>Graham Duggan</b>	<b>Francis Drake</b>	Report to Management Committee with business case March 2017	April 2018	Office of Police & Crime Commissioner / Dorset Police / DCC / WPBC	Jan 2017 – Consultant appointed to produce procurement specification
Environmental Enforcement Pilot <b>Graham Duggan</b>	<b>Francis Drake</b>	Management Comm with 6 month review July 2017	January 2017	Self-Funding through fixed-penalty notice income	Jan 2017 – 3GS (contractor) recruiting and training officers
Licensing issues and the enforcement of street trading activity and preventing drink-fuelled disorder <b>Graham Duggan</b>	<b>Francis Drake</b>	Management Committee  Scrutiny Committee	March 2017	<b>NA</b>	Street enforcement project starts Jan 17. Consultation on new public space controls Spring 17. Report suggested to Scrutiny Committee to review effectiveness of current alcohol licensing controls

Project and lead officer	Councillor champion	Decision points & who makes decision	Anticipated delivery date	Funding & Source	Progress Update
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### 3. Corporate Affairs and Continuous Improvement - KEVIN BROOKES

Democracy, Elections, Policy, Member Services, Risk Management Services, Legal Services, Public Relations and Publicity, Audit, Performance and Improvement, Personnel, Shared Services Project, Local Strategic Partnership, Weymouth & Portland Partnership, Relationships External to the Borough, Twinning, Relationship with Portland Town Council

Steps required to establish Town Council <b>Stuart Caundle</b>	<b>Kevin Brookes</b>	Report explaining the procedure to September Management Committee.	February/ March 2016	NA	Awaiting the outcome of the Unitary Authority decision. Management Cttee to review after the January Full Council decision
Aligning Constitutions across DCP <b>Rob Firth</b>	<b>Kevin Brookes</b>	Agreed by full Council		NA	KB to discuss with R Firth on his return from holiday
Combined Authority <b>Stephen Hill</b>	<b>Jeff Cant</b>	Delegated to CEO/Leader	Autumn 2016	NA	Case submitted to DCLG. DCLG to submit Combined Authority proposals alongside LGR proposals (subject to decisions of All Council's meetings held in Jan 2017)
Local Government Reorganisation <b>Matt Prosser</b>	<b>Jeff Cant/ Kevin Brookes</b>	Council January 2016	DCLG decision February SoS March Order October	NA	Consultation completed. Decision on the proposed option for Unitary status to Councils January 2016

**WEYMOUTH AND PORTLAND BC – MANAGEMENT COMMITTEE ACTION PLAN JANUARY 2017**

Project and lead officer	Councillor champion	Decision points & who makes decision	Anticipated delivery date	Funding & Source	Progress Update
Scrutiny review of performance measurement and reporting <b>Jason Vaughan</b>	<b>Kevin Brookes</b>	Scrutiny then to Management Committee	2017	<b>NA</b>	Referred to Scrutiny awaiting their timetable for delivery
Protocol for members to communicate with the press on behalf of the Council <b>Matt Prosser</b>	<b>Kevin Brookes</b>	Policy then to Management Committee	2017	<b>NA</b>	Referred to Policy awaiting their timetable for delivery



Project and lead officer	Councillor champion	Decision points & who makes decision	Anticipated delivery date	Funding & Source	Progress Update
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**4. Economic Development - JAMES FARQUHARSON**  
 Economic Regeneration, Employment Sites, Inward Investment, Market, Business Development and Promotion, Local Shopping Centres, Town Centre.

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Support development of Brewers Quay complex and reach agreement for relocation of Weymouth Museum within it <b>Stephen Hill</b>	<b>James Farquharson</b>	Planning Committee / Management Committee  The current aim is to bring this application before WPBC Planning committee on 8 <sup>th</sup> February 2017	Update at March 2017 Management Committee	Already set-aside WPBC funding to cover legal fees and some moving costs. Other funding met privately	Since the issue of the outline approval on Brewers Quay the Council has received a detailed application for approval of outstanding reserved matters. The current scheme proposes 18 residential units with car parking spaces and covered cycle spaces.
Western Dorset Growth Corridor, development plan for economic growth <b>Martin Hamilton</b>	<b>James Farquharson</b>	Councillor briefing and feedback to DCC	21 <sup>st</sup> September 2016	DCC, WDDC, WPBC, LEP	Strategy approved at December Management Committee; strategy also approved by DCC, WDDC and NDDC.  Detailed action plan in development.

**WEYMOUTH AND PORTLAND BC – MANAGEMENT COMMITTEE ACTION PLAN JANUARY 2017**

Project and lead officer	Councillor champion	Decision points & who makes decision	Anticipated delivery date	Funding & Source	Progress Update
Weymouth Football Club relocation <b>Stephen Hill</b>	<b>James Farquharson/ Andy Blackwood</b>	Management Committee	March 2017	<b>NA</b>	Presentation given to several Members on 15/11/2016. Further presentation of proposals to be given to Leader/Deputy Leader & Ward Members Jan/Feb 2017 (tbc)
Stage an Economic Development event at Weymouth & Portland <b>Martin Hamilton</b>	<b>James Farquharson/ Jeff Cant</b>	Management Committee to agree after opening discussions with BID and WPCC	April 2017	<b>TBA</b>	Meeting with BID and WPCC agreed a jointly supported event. Report being drafted to identify issues to be addressed in order to make such an event successful.
Liaison group with BID and WPCC to be set up <b>Martin Hamilton</b>	<b>James Farquharson/ Jeff Cant</b>	Management Committee	Group established; updates will be provided to MC at appropriate intervals.	Possibly joint funding	Initial meeting held and agreement in principle to work collaboratively; officers now working up proposals for a Town Centre Manager
Business Incubator <b>Martin Hamilton</b>	<b>James Farquharson</b>	Management Committee	February 2017	<b>TBA</b>	Research into the most appropriate model for a Business Incubator in this area has been jointly commissioned with WDDC and DCC

Project and lead officer	Councillor champion	Decision points & who makes decision	Anticipated delivery date	Funding & Source	Progress Update
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**5. Environment and Sustainability - RAY NOWAK**  
 Building Control, Cleansing, Coast Protection and Policy, Conservation, Development Control, Environmental Education and Initiatives, Forward Planning, Flooding, Local Development Plan, Recycling and Refuse Collection, Sea Defences, Sustainable Development, World Heritage

Early review of Local Plans; <b>Hilary Jordan</b>	<b>Ray Nowak</b>	Full Council Jan 2017	First consultation February 2017: final adoption late 2019	NA	<p>Issues and Options consultation document for the Local Plan Review was agreed by the Committee in December 2016. It now goes forward to Full Council in January 2017 with an 8-week consultation due to start in February 2017.</p> <p>We are not currently meeting the 5 year land supply target for the whole local plan area, and the 4.9 year supply has been tested recently at an appeal inquiry, the results of which are awaited. The five year supply will be recalculated in spring 2017 following a survey of completions and new consents / commitments in April.</p>
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**WEYMOUTH AND PORTLAND BC – MANAGEMENT COMMITTEE ACTION PLAN JANUARY 2017**

<b>Project and lead officer</b>	<b>Councillor champion</b>	<b>Decision points &amp; who makes decision</b>	<b>Anticipated delivery date</b>	<b>Funding &amp; Source</b>	<b>Progress Update</b>
Development Services Improvement Plan <b>Jean Marshall</b>	<b>Ray Nowak</b>	Management Committee	By the end of 2017	NA	Development Control recovery plan in place. Member update sessions in progress see above. WPBC has been advised at risk of Designation
First Phase Flood Defences <b>Martin Hamilton</b>	<b>Jeff Cant / Ray Nowak</b>	Management Committee subject to LEP bid	Autumn 2016	Subject to an £11m LEP bid	Awaiting outcome of Growth Deal 3 Bids
Listed Building and Conservation Area process and policy review <b>Hilary Jordan</b>	<b>Ray Nowak</b>	Refer to Scrutiny Committee	Awaiting Scrutiny Committee programme timetable, but first scoping meeting taking place on 17 January.	NA	The listed building requirements are perceived as seriously inhibiting town centre regeneration.
Gypsy and Traveller DPD <b>Stephen Hill</b>	<b>Ray Nowak</b>	Dorset County Council		NA	Consultants are re-assessing the need for accommodation in the light of changes to national policy. An updated needs assessment is expected in early 2017. All partner councils have agreed to take forward the DPD using in-house resources. Work will start on this once the updated needs assessment has been finalised.

**WEYMOUTH AND PORTLAND BC – MANAGEMENT COMMITTEE ACTION PLAN JANUARY 2017**

Project and lead officer	Councillor champion	Decision points & who makes decision	Anticipated delivery date	Funding & Source	Progress Update
Fast track planning <b>Jean Marshall</b>	<b>Ray Nowak</b>	Management Committee		NA	Part of the Development Control recovery plan. All Member update sessions have been provided and also monthly written updates
5 year land supply <b>Hilary Jordan</b>	<b>Ray Nowak/ Andy Blackwood</b>	Submission to DCLG	September 2016	NA	Nov 2016 - the 4.9 years supply for the whole Local Plan. The five year supply will be recalculated following a survey of completions and new consents / commitments and revised information will be published by December 2017 at the latest. Land supply tested at Ryme Road appeal inquiry. The Inspector's decision, which could reduce the supply further, is awaited.

Project and lead officer	Councillor champion	Decision points & who makes decision	Anticipated delivery date	Funding & Source	Progress Update
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## 6. Finance and Assets - JEFF CANT

Budget Control, Corporate Property, Council Offices, Finance Consultation, Fees and Charges, Treasury Management, Procurement, Depot, Long Term Asset Management, Property Services, Collection of Local Taxes, Leasing, Regeneration

Better income generation from Treasury Funds <b>Jason Vaughan/Martin Hamilton</b>	<b>Jeff Cant</b>	Management Committee	Proposals to March 17 Management Committee	Treasury Funds	This is being linked with a number of projects particularly the Peninsula regeneration programme <b>Zone 1</b> .
Sale of North Quay <b>David Brown</b>	<b>Jeff Cant</b>	Management Committee decision to dispose of the site with a report back at a later date for information	August 2016	Capital receipt of c£4.5m expected on completion	Contracts exchanged and awaiting final completion. Change of use notification rejected appeal in progress
Town Centre Regeneration <b>Martin Hamilton</b>	<b>Jeff Cant</b>	Management Committee	Overall project by 2019 but phased First proposal September 2016 ONGOING UPDATE AT EACH MGT CTTEE	Consortium with possible Council participation	<b>Five Zones identified.</b> Pproposals for <b>Zone 1 Peninsula</b> all year leisure development approved. <b>£200,000</b> agreed for detailed proposal at December meeting <b>Zone 2 Commercial Rd</b> to the December Cttee for decision in principle.

**WEYMOUTH AND PORTLAND BC – MANAGEMENT COMMITTEE ACTION PLAN JANUARY 2017**

Project and lead officer	Councillor champion	Decision points & who makes decision	Anticipated delivery date	Funding & Source	Progress Update
Property Asset Management Plan <b>David Brown</b>	<b>Jeff Cant</b>	Detailed work programme to Management Committee	February 2017		Initial analysis produced phased reports on surplus property expected to be phased from February 17 Management Committee
Review of WC Estate <b>David Brown</b>	<b>Jeff Cant</b>	Management Committee	February 2017	NA	Scoping of this work is underway.
Pavilion external makeover <b>Martin Hamilton</b>	<b>Jeff Cant</b>	Management Committee	February 2017	Expected to be funded from capital receipts from the sale of North Quays	Have asked Phil Say to work with Martin Hamilton to submit a proposal to restore the external appearance of the Pavilion Theatre.

Project and lead officer	Councillor champion	Decision points & who makes decision	Anticipated delivery date	Funding & Source	Progress Update
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## 7. Housing - GILL TAYLOR

Affordable Housing, Homelessness, Housing Advice, Housing Benefit, Private Sector Leasing Scheme, Housing Assistance and Improvements through Grants, Loans, Advice and Enforcement

<b>Melcombe Regis Board</b> Improving Melcombe Regis as a place to live and work <b>Graham Duggan</b>	<b>Gill Taylor/ Francis Drake/ Jeff Cant</b>	Paper to MC re funding from housing reserve Management Committee	Action Plan expected November 2016	Joint funding from the participating bodies	Board preparing strategic plan for publication Spring 2017
<b>Resourcing the Housing Work of the Melcombe Regis Board</b> Survey of houses in multiple occupation <b>Geoff Joy</b>	<b>Gill Taylor</b>	Management Committee	February 2017	NA	Report came to Management Committee on 8 <sup>th</sup> Nov 2016. Release of funding from the Housing reserve to support the work of addressing housing issues by the Melcombe Regis Strategic Board was approved. Release of £20k from the Housing reserve to fund essential data analysis work, options appraisal and feasibility study into the most appropriate intervention to address housing related inequalities in the Ward to be specifically approved. Work programmed to commence Feb 2017.



**WEYMOUTH AND PORTLAND BC – MANAGEMENT COMMITTEE ACTION PLAN JANUARY 2017**

Project and lead officer	Councillor champion	Decision points & who makes decision	Anticipated delivery date	Funding & Source	Progress Update
Dorset Homelessness Strategy <b>Clive Milone</b>	<b>Gill Taylor</b>	Report to Management Committee	March 2017	NA	Dorset Homelessness Strategy Annual Consultation and update Member briefing early 2017
Accelerating Home Building strategy with the objective to increase number and pace of housing building. Housing Strategy required bringing together Council and Housing Associations <b>Stephen Hill</b>	<b>Gill Taylor/ Jeff Cant</b>	Report to Management Cttee	March 2017		Housing Finance Institute visiting W&P 18 <sup>th</sup> Jan 2017 Report to Management Committee 7 <sup>th</sup> Feb 2017

Project and lead officer	Councillor champion	Decision points & who makes decision	Anticipated delivery date	Funding & Source	Progress Update
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**8. Social Inclusion - CHRISTINE JAMES**

Social Inclusion, Customer Contact Centre, Localism Project, Community Regeneration and Development, People with Special Needs and Exclusions, People element of Bereavement Service etc., Safeguarding/vulnerable adults, Health service, Public health, Health & Wellbeing Board, Voluntary Bodies and Groups

Making W&P a Dementia Friendly Council <b>Graham Duggan</b>	<b>Christine James</b>	All Members	2017	<b>NA</b>	Member seminar to be arranged early in 2017
Supporting local community and youth development engagement <b>Jane Nicklen</b>	<b>Christine James</b>	Management Committee	March 2017	<b>TBA</b>	Review links with partnership organisations in the Borough, aligning Action Plan priorities and considering appropriate level of support and representation

Project and lead officer	Councillor champion	Decision points & who makes decision	Anticipated delivery date	Funding & Source	Progress Update
<b>9. Tourism and Culture (including Harbour) - JASON OSBORNE</b>					
Arts, Attractions, Beach, Beach Cleaning, Culture, Esplanade, Events and Festivals, Museums, Pavilion, Tourism Publicity, Tourism Development (moved from 4), Tourist Information Centre, Seafront Management					
Development of arts strategy for the council <b>Tony Hurley</b>	<b>Jeff Cant</b>	Report to Mgt Comm December 2016	March revised report	Combination of Council and Arts body funding under review	December Mgt Cttee agreed to develop community art and public art proposals.
Review signage within the Borough <b>Nick Thornley; Graham Duggan; Trevor Hedger</b>	<b>Jason Osborne/ Tia Roos</b>	This is a BID lead project	Date not known due to application for funding	Coastal Community Fund	BID have made an application to the Coastal Community Fund for visitor signage for 200k. This now to be part of the new BID/WPCC liaison group
Business case for illuminations on the Esplanade <b>Nick Thornley/David Brown</b>	<b>Jason Osborne</b>	Report to Management December 2016	The date is not known due to the application for funding	Coastal Community Fund	A report is in progress
Harbour income generation <b>Keith Howarth</b>	<b>Jason Osborne/ Ian Bruce</b>	Management Committee	April 2017		Budget agreed without a deficit 2016/2017 and beyond. Opportunities for new income being progressed with external support.

**WEYMOUTH AND PORTLAND BC – MANAGEMENT COMMITTEE ACTION PLAN JANUARY 2017**

Project and lead officer	Councillor champion	Decision points & who makes decision	Anticipated delivery date	Funding & Source	Progress Update
Weymouth Harbour Walls <b>David Brown</b>	<b>Jason Osborne</b>	Future report to Mgt Committee on costs of work to wall D and options to external funding	Autumn 2017	WPBC	Design and value engineering work is ongoing to determine the most suitable design solution in this sensitive area
Seagull removal Esplanade <b>Graham Duggan</b>	<b>Jason Osborne</b>	Management Committee	March 2017	<b>TBA</b>	Report to Management Committee required

Project and lead officer	Councillor champion	Decision points & who makes decision	Anticipated delivery date	Funding & Source	Progress Update
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**10. Transport and Infrastructure - COLIN HUCKLE**  
 Highways and Traffic Management, Parking Policy and Enforcement incl. fees and charges, Public Transport, Taxis and Private Hire incl. fees and charges, Cycle Network, Footpaths and Rights of Way, Liaison with Utility Companies

<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 21</p>	<p>New Car Parking Policy  <b>Jack Creeber</b></p>	<p><b>Colin Huckle</b></p>	<p>New Car Parking Policy considered at Policy Committee in August. Consulted with The Bid, DCC and Chamber of Commerce. Final Report to be approved by Management Committee</p>	<p>August 2016                       13 Dec 2016</p>	<p>Report coming to MC in March 2017</p>
	<p>Achieve 6 more Car Park Marks in addition to 8 already achieved.  <b>Jack Creeber</b></p>	<p><b>Colin Huckle</b></p>	<p>Report to Management Committee</p>	<p>March 2017</p>	
	<p>Install new car parking machines and destination signage. Trial in Park Street and Harbour Side car parks July.  <b>Jack Creeber</b></p>	<p><b>Colin Huckle</b></p>	<p>Approved by Management Committee</p>	<p>July 2017</p>	<p>£300k was agreed by Management Committee to be taken from Reserves</p>

**WEYMOUTH AND PORTLAND BC – MANAGEMENT COMMITTEE ACTION PLAN JANUARY 2017**

Project and lead officer	Councillor champion	Decision points & who makes decision	Anticipated delivery date	Funding & Source	Progress Update
Destination signage in consultation with The Bid & DCC. Establish small working group. <b>David Brown/Nick Thornley</b>	<b>Colin Huckle</b>	To be approved by Management Cttee	March 2017		See Town Centre consultation group
Review charges for 2017/18 following guidance from Finance Team. <b>Jack Creeber/Julie Strange</b>	<b>Colin Huckle</b>	Management Committee	February 2017	Part of the proposals for the 2017/2018 Budget	Deferred by Management Committee for further information. Report to include proposals for concessions for Zone residents and Town Centre traders.
Comprehensive review of all car parks to identify loss making sites and surplus assets <b>Jack Creeber</b>	<b>Colin Huckle/Jeff Cant</b>	Referred back to officers by Management Committee from October report	February 2017		This will be part of the charges review report Review to include the DCC Park and Ride
New Traffic management programme for the Town Centre to include pedestrianisation proposals and events road closures	<b>Colin Huckle</b>	Management Committee	March 2017		Includes review of DCC road closures for events. Early wins wanted such as pedestrianisation during peak hours

## **Management Committee 7 February 2017 Budget Update**

### **For Recommendation To Council**

#### **Brief Holder**

Cllr Jeff Cant – Finance & Assets

#### **Senior Leadership Team Contact:**

J Vaughan, Strategic Director

#### **Report Author: J Vaughan, Strategic Director**

#### **Statutory Authority**

Local Government Acts 1972, 1988, 1992 and 2003

#### **Purpose of Report**

- 1 To set out the revenue and capital budget proposals for the 2017/18 financial year including the level of council tax and reserves. To outline the Medium Term Financial Forecast for future years.

#### **Officer Recommendations**

- 2 That the Committee receives a report on the level of once-off funding available and potential bids at its next meeting.
- 3 That the Committee recommends to Council the following:-
  - a. That the funding for community-led housing developments is put into an earmarked reserve and that an action plan on its use is produced
  - b. That the proposals for balancing the 2017/18 revenue budget set out in Appendix 3 are approved
  - c. That the 2017/18 Capital Programme in Appendix 4 is approved
  - d. That the formal resolutions in respect of the 2017/18 Budget and Council Tax including details of the council tax levels for Dorset County Council, Dorset Police & Crime Commissioner and Fire & Rescue Authority and Town Council are included in the Budget Report to the 23 February Council meeting

#### **Reason for Decision**

- 4 To enable the Council to balance the 2017/18 budget.

#### **Background and Reason Decision Needed**

- 5 The Budget report in February 2016 set out the financial forecast for the next 3 financial years with estimated budget gaps of £1.808m in 2017/18,

£1.218m in 2018/19 and £1.105m in 2019/20. Against this background the Council's Financial Strategy focused upon three strategic options, those being:-

- Plan A – Unitary Council
- Plan B – Single 'super District' Council
- Plan C – Stay as a stand-alone Council

6. Given the uncertainty over the longer term direction the strategy for the development of the 2017/18 budget has been to focus upon it as a single year and produce a balanced budget which allows all three strategic options to be considered.

## **Budget Changes**

### **Revenue Support Grant**

7. Following on from the Comprehensive Spending Review (CSR2015) announced by the Chancellor on 25 November 2015, the Council received the details of its funding for the next 4 years. Having details of the likely funding for the next 4 years was very welcome as it makes financial planning considerably easier. However the reductions in funding are significantly quicker and larger than anybody was expecting.
8. The finance settlement shows that the Revenue Support Grant (RSG) was reduced to £743,000 for 2016/17 and further reduced down to £203,000 for 2017/18. There is no RSG in 2018/19 or 2019/20. In addition the government has also taken into account the Council's ability to increase council tax and calculated a 'negative' RSG payment of £487,000 in 2019/20. As it is not possible for there to be 'negative' RSG, the Council will have to pay the government this funding through a 'tariff adjustment'.

### **Business Rates**

9. The current system of providing funding to the Council through some of the Business Rates that they collect came into effect in 2013/14. The government still sets the pence in the pound national multiplier and the Valuation Office still determine the rateable value. The government assessed how much Business Rates would be collected in the Borough and set up a system for the funding to be split between the government, the Council, Dorset County Council and the Fire Authority. The idea behind the scheme is to incentivise the Council to 'grow' the amount of business rates in its area and that it would be able to keep 50% of this additional income. There is also a 'safety net' mechanism to ensure a minimum funding level for councils.
10. There has been a national revaluation of business rates which comes into effect from April 2017. This process should be cost neutral for the Council in that it should receive the same level of funding after the revaluation as it would have done before the revaluation. However, in practice this is unlikely to happen. It is also very hard to predict the number of businesses that will successfully appeal against the new ratings valuation. Therefore for budgetary purposes it is prudent to set the 2017/18 budget based upon the safety net. This means the funding that the Council is building into the 2017/18 budget for Business Rates is £1,726,287.



11. The Chancellor has already announced the intention to introduce a 100% business rates scheme and there has been some initial consultations on this. The new scheme could be introduced in 2019/20 or 2020/21 and will mean that at the national level, Councils will retain 100% of the business rates that they collect. It is important to point out that this does not mean that individual councils will retain all of the business rates they collect. The new funding being given through the 100% business rates scheme will not be additional funding for local government but will be funding for councils to take on new additional responsibilities. The precise details of how this will work are still being developed and will be subject to further consultation.

### **New Homes Bonus**

12. The New Homes Bonus (NHB) scheme commenced in April 2011. Up until 2016/17, the amount of NHB that each authority received was dependent on two elements:
- a. The council tax band of each additional property built, multiplied by the national average council tax level from the preceding year i.e. the 2016/17 allocations were based upon the average Band D council tax set in 2015/16 at £1,484.
  - b. A payment of £350 for each affordable home.
13. The scheme originally made payments for six years. This meant that an authority received its 2011/12 allocation each year between 2011/12 and 2016/17.
14. The consultation paper, "New Homes Bonus: Sharpening the Incentive", was published in December 2015 and closed in February 2016. The results were announced in December 2016 with the government making significant changes to the New Homes Bonus Scheme, which are reflected in the 2017/18 allocations. A list of the changes made/planned are as follows:
- A move to 5-year payments for both existing and future NHB allocations in 2017/18 and then to 4 years from 2018/19.
  - The introduction of a national baseline of 0.4%, for 2017/18, below which allocations will not be made. This is higher than the baseline of 0.25% discussed in the consultation paper.
  - The government will also retain the option of making adjustments to the baseline in future years to reflect significant and unexpected housing growth.
  - It will not introduce the proposals to withhold payments for areas without a local plan in 2017/18; however, it will revisit this issue for 2018/19.
  - It will also consider withholding payments for homes that are built following an appeal (and the Minister mentioned in his statement that further consultation will take place in this area).
  - The allocations will continue to be an un-ring-fenced grant.

15. Nationally the funding for New Homes Bonus in 2017/18 was reduced from £1,493m to £1,252m, a reduction of £241m. The £241m has been used to fund a new grant, the “Adult Social Care Support Grant”, which is a grant for 2017/18 only to be paid based on the Adult Social Care Relative Need Formula to authorities providing Social Care. For 2017/18, the rate of payment for the scheme is:
- £1,530 per Band D Dwelling equivalent
  - £350 per affordable home
16. The impact of changes to the New Homes Bonus scheme upon the funding that the council receives is set out in Appendix 1.

### **Community-led Housing Developments**

17. The Government announced a £60 million fund to support community-led housing developments in areas where the impact of second homes is particularly acute. The fund will enable local community groups deliver affordable housing units of mixed tenure on sites which are likely to be of little interest to mainstream housebuilders and will thereby contribute to the overall national effort to boost housing supply. The fund will also help build collaboration, skills and supply chains at a local level to promote the sustainability of this approach to housebuilding. The fund will enable capital investment, technical support and revenue to be provided to make more schemes viable and significantly increase community groups’ current delivery pipelines. The funding is allocated between local authorities proportionate to the number of holiday homes in the local area and taking account of the affordability of housing to local people.
18. The funding we have been allocated is £430,315 and we have received 50% of the allocation. We are required to produce an action plan in order to receive the final 50%. It is therefore proposed to ring-fence this funding by putting it into an earmarked reserve and an action plan for its use is produced.

### **Staffing**

19. The pay for staff is to increase by 1% for 2017/18 as part of the national pay bargaining agreed last year. Dorset County Council administers pensions on behalf of all the councils in Dorset and the pensions fund is reviewed every 3 years. As a result of the review, employer pension’s costs have increased from 12.4% in the current year to 15.3% for the next 3 years. This is partly offset by a reduction in backfunding but means an additional cost pressure of £30,000 for 2017/18 and this takes the total employers pensions budget to £1,276,308.

### **Inflation**

20. An uplift of 3% has been applied to amount that the council has to pay on business rates. Where the Council has contracts in place which set out inflationary increases these have been built into the budget but there is no allowance for general inflation.

## **Revenue Budget Proposals**

### **Budget Gap & Financial Forecast**

21. All of the changes to the budget are summarised in Appendix 2 which also sets out the financial forecast until 2019/20. It shows that the budget gap for 2017/18 is £1.198million before any action is taken, with further gaps of £933,000 in 2018/19 and £935,000 in 2019/20.

### **Council Tax**

22. As the billing authority the Council is responsible for sending out the bills and collecting council tax on behalf of the County Council, Police & Crime Commissioner, Fire Authority and for Portland Town Council. Each of these bodies is responsible for setting their own level of council tax. The latest estimate is that there is a surplus on the current years collection fund with the councils share being £147,643 which will be added to reserves.
23. As part of the 4 year finance settlement the Government has for the first time taken into account the Council's ability to raise funding through council tax. It has assumed that Council increase their council tax over the next 4 years of the finance settlement.
24. Although council tax is determined by the Council the government limits the amount of any increase to below 2% or £5 per year, whichever is the greater. The final finance settlement confirmed that this arrangement is in place throughout the settlement period. If the Council wanted to increase the council tax by more than this then it is required to undertake a public referendum.
25. The budget proposals for 2017/18 assume an increase in number of Band D equivalent properties of 153.4 (0.7%) to 20,721.3 and an in year collection rate of 96.5%. The proposal is to increase council tax by 1.99% per year for a Band D property.

### **Savings & Increased Income**

26. The Council has been very effective in managing its finances over the longer term and putting in place the Stronger Together Transformation Programme to address the reduction in resources. This programme has already successfully delivered significant savings and a further £1,271,000 can be built into 2017/18.
27. There are a number of further saving and increased income options that are required in order to produce a balanced budget for 2017/18. These have been developed by managers and were detailed in the September report to the Committee and have been reviewed by Scrutiny. They are set out in Appendix 3 and total £128,000.

### **Capital Budget**

28. The Council now has an up to date Asset Management Plan which is a key document for future planning. It helps clarify the future costs of maintaining the current assets. There has also been considerable work over the last 6 months on the underlying data held on all of the councils assets.
29. The Capital Programme for 2017/18 is set out in Appendix 4.

### **Reserves**

30. The Council holds reserves which are funding that has been set aside for a particular purpose. In effect they are the Council's equivalent of savings accounts but it should be remembered that they are once off sources of funding and when they have been spent they are gone.
31. General Reserves are funding that is set aside to cover unforeseen circumstances. There is a legal duty for the Chief Finance Officer (Section 151 Officer) to provide members with assurance that the level of reserves are adequate. In order to help provide this assurance, a risk based assessment of the minimum amount of general reserves is undertaken and has been set as £1,205,700.
32. The other type of reserves are called Earmarked Reserves which are funds that the Council has set aside for a particular purpose.
33. As part of developing the budget proposals a number of bids for once off funding have been identified and it is proposed that these are considered at the next Committee alongside a detailed review of all once-off funding available that could be utilised to support them.

#### **Section 151 Officer**

34. As the legally appointed Chief Finance Officer (Section 151 Officer) I have a legal duty to the Council to ensure that the budget proposals are robust and that there is a balanced budget for 2017/18. I am able to provide a positive assurance statement that the current proposed budget for 2017/18 is a balanced budget and also that the level of reserves are at an adequate level based upon the current proposals.

## **Implications**

### **Corporate Plan**

The budget allocates the financial resources of the councils and therefore directly impacts upon the delivery of the corporate plan.

### **Financial**

As set out in the report.

### **Equalities**

None directly from this report.

### **Environmental**

None directly from this report.

### **Economic Development**

None directly from this report.

### **Risk Management (including Health & Safety)**

The budget process should ensure that the 2017/18 budget estimates are robust. The council has general reserves to cover any unforeseen circumstances and the level of the reserves is assessed using a risk based methodology.

## **Human Resources**

There are some the savings that have already been agreed involve changes to some staffing structures. There is an agree HR process for making these changes which will be followed.

## **Consultation and Engagement**

The budget proposals have been subject to review by Scrutiny. In addition there have been various member and staff briefings on the budget.

## **Appendices**

Appendix 1 – New Homes Bonus  
Appendix 2 – High Level Financial  
Appendix 3 – Budget options  
Appendix 4 – Capital Programme

## **Background Papers**

Budget Report February 2016

## **Footnote**

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

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**New Homes Bonus Modelling - WPBC**

	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Year 1 Allocation - confirmed	180,638			
Year 2 Allocation - confirmed	214,167			
Year 3 Allocation - confirmed	94,265	94,265		
Year 4 Allocation - confirmed	329,054	329,054		
Year 5 Allocation - confirmed	221,214	221,214	221,214	
Year 6 Allocation - confirmed	175,800	175,800	175,800	175,800
Year 7 Allocation - Provisional		145,876	145,876	145,876
Year 8 Estimate			50,000	50,000
Year 9 Estimate				50,000
<b>Total Received</b>	<b>1,215,138</b>	<b>966,209</b>	<b>592,890</b>	<b>421,676</b>
Reduction in Funding		248,929	373,319	171,214

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## High Level Summary of Medium Term Financial Forecast

Updated - January 2017

Weymouth and Portland

This is the central case estimate of the changes to the Council's Finances over the next 3 years. This forecast will continually be updated for known changes and best estimates.

Budget Item	Annual Change		
	2017/18 £'000	2018/19 £'000	2019/20 £'000
<b>Budget Changes</b>			
Revenue Support Grant Reduction	540	203	
Tariff Adjustment			487
New Homes Bonus - net effect	249	374	171
Reduction in HB Admin Grant	28	30	30
Reduction in LCTS Admin Grant	3	5	5
Business Rates	(35)	(57)	(65)
Inflation on Non Pay Budgets	96	138	141
Changes to staffing costs	134	138	99
Land Charges		65	36
Waste Partnership		39	31
Berth 3 cost of borrowing	180		
CCTV Utilities	6		
Gross Gap if no action taken	1,198	933	935
Cumulative Gap assuming budgets balanced each year	1,198	2,132	3,067
<b>Actions to address budget gap</b>			
Council Tax	(118)	(121)	(123)
Increase in taxbase	(45)	(25)	(25)
Options for Consideration by Members	(128)		
Savings already agreed	(1,271)		
Once Off contribution to reserves	364	(363)	
Total of actions	(1,198)	(509)	(148)
Cumulative of Actions	(1,198)	(1,708)	(1,856)
Annual Remaining Gap	0	424	787
Remaining Cumulative Gap	0	424	1,212

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### Budget Options for Member Approval

These options relate to decisions which require Member approval

<b>Option</b>	<b>£'000s</b>
Increase council tax by 1.99%, as included within the Government Finance Settlement	118
Use CIL admin charges to fund staff costs operating CIL	31
Use of funds from the Temporary Accommodation scheme used to fund staffing costs of scheme	28
Additional price increases from Bereavement Services	30
Staffing redesign and the creation of Dorset Coastal Partnership	35
Charge Weymouth BID for Levy Collection	4
<b>Total Budget Options for Members Approval</b>	<b>246</b>

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## Capital Programme 2016/17 - 2017/18

Scheme	2016/17	2017/18	Total	Funded By					
				Capital Receipts	Harbour Walls Reserve	General Reserve	Earmarked Reserves	Capital Grant	Total Funding
	£	£	£	£	£	£	£	£	£
Harbour Walls - C and D	977,500	977,500	1,955,000	1,195,891	487,969	271,140			1,955,000
Disabled Facilities Grants	54,058		54,058				54,058		54,058
Weymouth Bay Coastal Study	9,564		9,564					9,564	9,564
Chesil Sea Wall	14,675		14,675					14,675	14,675
Chesil Sea Wall Study	110,000		110,000					110,000	110,000
Commercial Road Office	155,417		155,417				155,417		155,417
Purchase of 11 High St Portland	250,000		250,000				250,000		250,000
									0
	1,571,214	977,500	2,548,714	1,195,891	487,969	271,140	459,475	134,239	2,548,714
The following schemes are proposed following the capital receipt from the sale of North Quay being received									
Flooding / Harbour Walls	3,000,000		3,000,000	3,000,000					3,000,000
Pavilion Improvements	250,000		250,000	250,000					250,000

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## **Management Committee 7<sup>th</sup> February 2017 Business Review – Quarter 3 2016/17**

### **For Decision**

#### **Briefholder**

Cllr Jeff Cant – Finance & Assets

#### **Senior Leadership Team Contact:**

J Vaughan, Strategic Director

#### **Report Author:**

Christian Evans – Financial Performance Manager

#### **Statutory Authority**

The accounts must be approved by the Chief Finance Officer by 30<sup>th</sup> June and the Audit & Governance Committee by 30<sup>th</sup> September each year.

### **1. Purpose of Report**

- 1.1 To provide the strategic overview of the Council's performance, risk, revenue and capital expenditure and income as at the end of December 2016, and the projected outturn for the 2016/17 financial year.

### **2. Officer Recommendations**

That members:-

- 2.1 (a) Note the latest position and the projected outturn for the year in respect of the 2016/17 revenue and capital budgets.  
  
(b) Approve the use of £20,000 from the projected Democratic Services underspend to provide legal support as detailed in paragraph 5.3.  
  
(c) Approve the carry forward requests as detailed in appendix 3.

### **3. Reason for Decision**

- 3.1 The report contains the strategic position of the Council's finances combined with Corporate Performance statistics. Members have a responsibility under the Local Government Act to regularly review the Council's financial position and this report fulfils this requirement.

## 4. Background and Reason Decision Needed

- 4.1 The budgets shown in Appendix 2 are 'controllable costs'. This is expenditure / income where the Heads of Service has influence. Capital charges (depreciation) and service charges are not shown. A comparison of the profiled budget against the actual expenditure and income to date has been made by the budget holders with assistance from Financial Services. The budget holder has then made an assessment of the likely outturn for the financial year, which has been compared to the budget to identify any potential outturn variances. If there is a projected variance, then the budget holder has to provide a comment explaining the reason and outline what corrective action is being taken.

## 5. Report

- 5.1 The predicted outturn on the revenue budget monitoring report is estimated to show a £230,565 favourable variance. This is a total variance of 2.7% against the 2016/17 budget requirement of £8,622,310.
- 5.2 The revenue predictions above do not include variances for the Harbour activities, as this now falls under the remit of the Harbour Board. The current predicted year-end position for the Harbour budget is on budget.
- 5.3 Legal services continue to manage several unforeseen staffing absences. As at the end of December the additional costs of agency and locum staff to cover these absences is projected to be £20,000 per authority. This situation will continue to be monitored closely. If the recommendation is agreed, the amount will reduce the projected favourable variance for Democratic Services at the year end.

### Key Revenue / Performance issues to date

- Car parking income is well above budget mainly due to additional events during the summer period. A number of projects are planned for car parking including new machines and resurfacing works. These will be funded from the increased income rather than using reserves.
- Salaries – Generally throughout the 12 services vacancy management by Heads of Service / Corporate Managers has led to a number of savings.
- Revenues & Benefits – Performance in the past had not been reaching the required targets, however performance has now improved. Targets are now being met.
- Property – Continual recruitment issues for qualified property staff has led to the need to employ a number of agency staff.
- Planning Development Management – The improvement plan is in full flow and performance has increased considerably in the last quarter.

### Current / Future issues

- Affordable Housing – It is unlikely that the target for 2016/17 will be met. Longer term there is a high risk that the overall affordable housing needs will be met.



- Building Control – Income in this area continues to be an issue with increased competition from the private sector and less developments coming forward.
- A new corporate complaints procedure should enable complaints to be dealt with quicker as performance is currently not reaching the target.

## Capital

- Weymouth Harbour Walls Remediation Project – The design and application for consents & preparation of tender documents are progressing. Construction will potentially begin during the Autumn 2017.
  - The compulsory purchase order scheme for a property on Portland has begun. This scheme will eventually bring the land back into housing use.
- 5.4 The predicted overall scheme variance showing on the Capital Budget Monitoring appendix 4 is £9,652 favourable against a total scheme budget of £4,692,574.
- 5.5 Appendix 1 shows the current predicted revenue budget variances for each of the Council's services in graph format.
- 5.6 Appendix 2 sets out for each service, the significant favourable and adverse revenue variances projected for the year, together with the budget holder's comments and actions being taken to address them. It also provides an assessment of the key performance areas for each service and operational risks. All high risks are shown in greater detail.
- 5.7 Appendix 3 shows the revenue carry forward requests submitted by Heads of Service.
- 5.8 Appendix 4 shows the latest capital budget monitoring position.
- 5.9 Appendix 5 provides the current treasury management position compared to the position at 31 March 2016. It shows the average interest rates achieved both on the debt and investments of the Council and their total values.

## 6. Corporate Plan

- 6.1 Finance currently appears under the Developing Successful Partnerships aim as being a well managed Council.

## 7. Financial Implications

- 7.1 The projected favourable variance of £230,565 against the revenue budget would increase the level of the General Reserve.

## 8. Risk Management (including Health & Safety)

- 8.1 High and very high risks are reported in detail in Appendix 2. Service risk registers can be found in the Councils performance system (QPR).

8.2 There is a risk the Council will overspend its budget for the year.

## **9. Appendices**

- 9.1 Appendix 1 – Graph showing the predicted outturn position of the twelve services  
Appendix 2 – Overall service reviews of the revenue, performance & risk  
Appendix 3 – Revenue carry forward requests  
Appendix 4 – Capital budget monitoring  
Appendix 5 – Treasury management update

## **10. Background Papers**

- 10.1 The Council's financial information system  
10.2 The Council's corporate performance system (QPR)

## **11. Footnote**

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

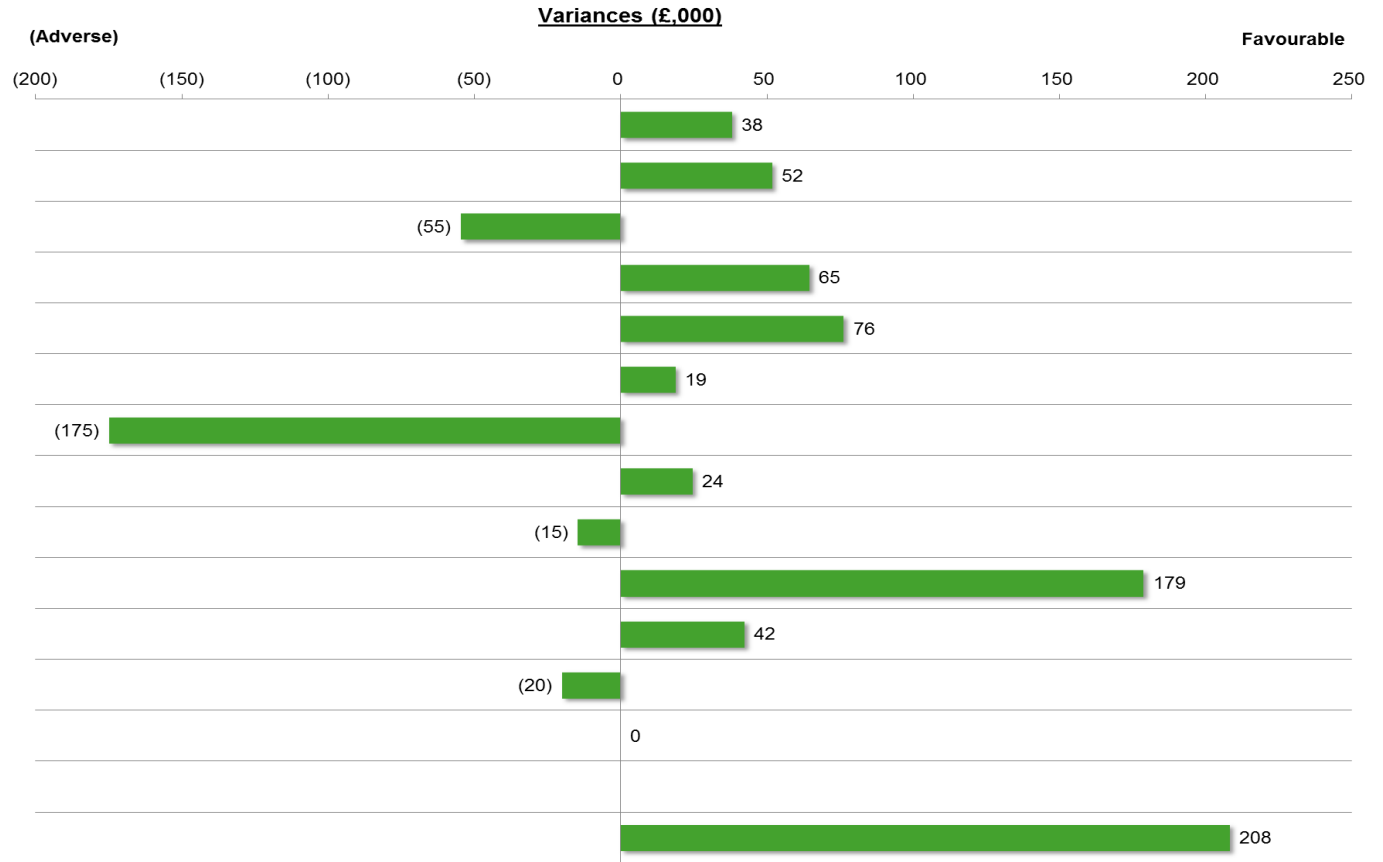
**Report Author:** Christian Evans – Financial Performance Manager

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**WPBC Budget Monitoring - Quarter 3 2016/17**

**Appendix 1**



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# Business Review

## Weymouth & Portland Borough Council

Period: **Quarter 3 (1<sup>st</sup> October to 31<sup>st</sup> December 2016)**

Service	Prediction (£)	Head of Service/ Corporate Manager
Financial Services	89,700 (F)	Julie Strange
Revenues & Benefits	54,592 (A)	Stuart Dawson
Business Improvement	64,535 (F)	Penny Mell
Community Protection	76,237 (F)	Graham Duggan
Housing	18,700 (F)	Clive Milone
Planning Development Management & Building Control	174,970 (A)	Jean Marshall
Community & Policy Development	24,489 (F)	Hilary Jordan
Economy, Leisure & Tourism	14,661 (A)	Nick Thornley
Assets & Infrastructure	178,772 (F)	David Brown
Democratic Services & Elections	42,355 (F)	Jacqui Andrews
Human Resources & Organisational Development	0	Bobbie Bragg
Legal Services	20,000 (A)	Robert Firth

<b>Overall predicted variance</b>	<b>230,565 (F)</b>
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(F) = Favourable variance prediction

(A) = Adverse variance prediction

## Financial Services

Head of Service – Julie Strange

(Accountancy, Audit, Exchequer, Corporate Planning & Performance, Corporate Procurement, Risk Management and Insurance)

Lead Brief holder – Cllr Jeff Cant

### Revenue summary – Financial Services

Subjective analysis	Full Year Current Budget 2016/17 (£)	Comments / actions
Employees	433,183	There are vacancies in accountancy leading to a predicted £18,000 favourable variance. Internal audit fees are shared amongst the 3 authorities leading to a £20,000 favourable variance.
Transport	2,475	
Supplies & Services	110,425	
Income	(3,675)	
<b>Net expenditure</b>	<b>542,408</b>	
<b>Q3 Predicted variance</b>	<b>38,000 (F)</b>	
Q2 Predicted variance	0	
Q1 Predicted variance	0	

### Revenue summary – Corporate Finance

Subjective analysis	Full Year Current Budget 2016/17 (£)	Comments / action
Employees	1,266,854	External audit fees are set nationally; there has been a reduction in the cost overall, leading to a £20,000 favourable variance. Currently there is a vacant post and a reduction in the pension added years cost. A salary saving of £7,700 has been achieved in Senior Leadership Team.
Premises	(273,489)	
Transport	3,803	
Supplies & Services	(458,415)	
Interest	(578,320)	
Grants	(10,239,540)	
<b>Net expenditure</b>	<b>(10,279,107)</b>	
<b>Q3 Predicted variance</b>	<b>51,700 (F)</b>	
Q2 Predicted variance	0	
Q1 Predicted variance	0	

Key performance data

Percentage of creditor payments by BACS					Aim	↑
Authority	North Dorset		West Dorset		Weymouth & Portland	
Q3 2016/17 Actual	94%	⚠	100%	✔	100%	✔
Q3 2016/17 Target	95%		95%			
FY 2016/17 Target	95%		95%			
FY 2015/16 Actual	90.62%		99.85%		99.83%	

[NDDC] 560 out of the 594 creditor payments have been made by BACS during Q3. There is still a number of cheques being processed but as the teams merge there will be a joint process. This will reduce the amount of cheques issued.

[WDDC] 1,780 out of the 1,781 creditor payments have been made by BACS during Q3.

[WPBC] 1,849 out of the 1,851 creditor payments have been made by BACS during Q3.

Quarter	NDDC	WDDC	WPBC
Q3 15/16	91.85	99.30	99.90
Q4 15/16	94.83	98.94	99.95
Q1 16/17	91.81	99.55	99.89
Q2 16/17	95.09	99.35	100.00
Q3 16/17	94.28	98.94	99.89

Percentage of non-disputed invoices paid within 30 calendar days (creditor payments)					Aim	↑
Authority	North Dorset		West Dorset		Weymouth & Portland	
Q3 2016/17 Actual	100%	✔	97%	✔	96%	✔
Q3 2016/17 Target	95%		95%			
FY 2016/17 Target	95%		95%			
FY 2015/16 Actual	98.87%		87.20%		94.53%	

[NDDC] 649 out of 651 non-disputed invoices to date were paid within 30 days during Q3.

[WDDC] 1,736 out of 1,781 non-disputed invoices to date were paid within 30 days during Q3.

[WPBC] 1,786 out of 1,852 non-disputed invoices to date were paid within 30 days during Q3.

Services continue to show improvements in processing times which will be helped further when the Intelligent Scanning module is implemented in late January. Ahead of this the Creditors team are going to be meeting with administrative officers to demonstrate the processes involved and ensure teams are prepared for when the module goes live.

Quarter	NDDC	WDDC	WPBC
Q3 15/16	98.21	92.71	94.33
Q4 15/16	98.53	79.44	92.81
Q1 16/17	98.62	88.37	92.05
Q2 16/17	98.04	92.98	89.97
Q3 16/17	98.63	97.47	96.44

Overall General Fund predicted variances per Quarter (Favourable/Adverse)			
Authority	North Dorset	West Dorset	Weymouth & Portland
Q3 2016/17 Actual	£465,594 (F)	£234,885 (F)	£230,565 (F)
Q2 2016/17 Actual	£373,136 (F)	£410,068 (F)	£20,442 (F)
Q1 2016/17 Actual	£121,779 (F)	£80,234 (F)	£101,607 (A)

### Key risk areas

7 Service operational risks have been identified for Financial Services:-

Very High Risks	0
High Risks	0
Medium Risks	1
Low Risks	6



## Revenues & Benefits

Head of Service – Stuart Dawson

(Council Tax, Business Rates, Housing Benefit, Fraud)

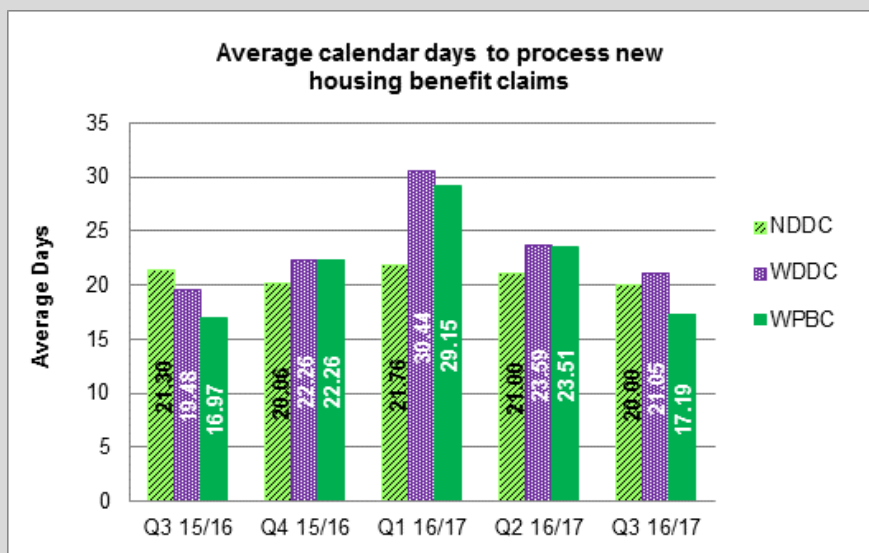
Lead Brief holder – Cllr Jeff Cant

### Revenue summary

Subjective analysis	Full Year Current Budget 2016/17 (£)	Comments / actions
Employees	862,189	Housing benefit is predicted to be significantly adverse due to a larger amount of benefit being paid in relation to emergency bed & breakfast accommodation. This element of Benefit doesn't attract as much subsidy (only £114 per week can be reclaimed) so any housing benefit paid in excess of this is a cost to the authority.
Transport	100	
Supplies & Services	430,138	
Payments to clients	30,620,000	
Income	(31,759,959)	
<b>Net expenditure</b>	<b>152,468</b>	
<b>Q3 Predicted variance</b>	<b>54,592 (A)</b>	
Q2 Predicted variance	45,000 (A)	
Q1 Predicted variance	56,411 (A)	

### Key performance data

Average calendar days to process new housing benefit claims					Aim	↓
Authority	North Dorset		West Dorset		Weymouth & Portland	
Q3 2016/17 Actual	20 days		21.05 days		17.19 days	
Q3 2016/17 Target	19 days		18 days		18 days	
FY 2016/17 Target	19 days		18 days		18 days	
FY 2015/16 Actual	23.50 days		23.84 days		21.91 days	



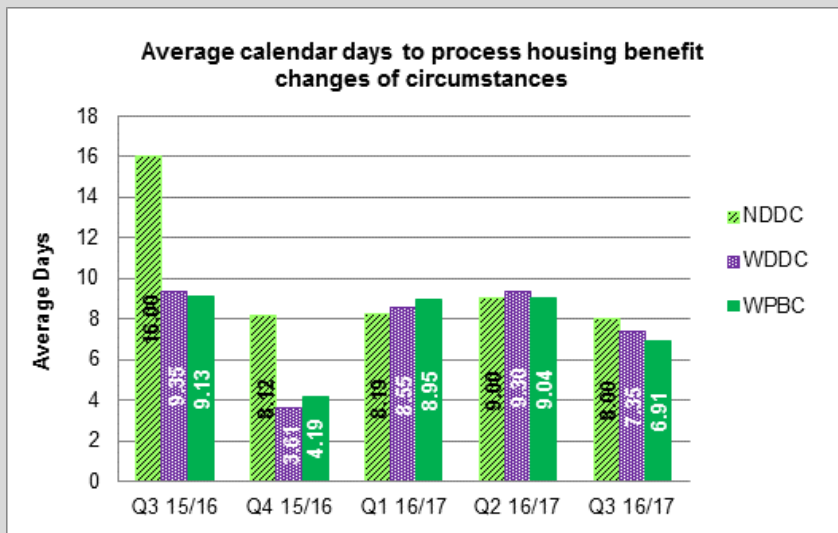
[NDDC] Actual number of new Housing Benefit claims processed is unavailable at this time.

[WDDC] 305 new Housing Benefit claims were processed during this period.

[WPBC] 376 new Housing Benefit claims were processed during this period.

As a result of a number of factors, a backlog of work developed in Q1. A recovery plan was subsequently designed and implemented which has led to ongoing improvements in Q2 and Q3. It is projected that these improvements will continue into Q4.

Average calendar days to process housing benefit changes of circumstances				Aim	↓
Authority	<b>North Dorset</b>		<b>West Dorset</b>		<b>Weymouth &amp; Portland</b>
Q3 2016/17 Actual	<b>8 days</b>	✔	<b>7.35 days</b>	⚠	<b>6.91 days</b>
Q3 2016/17 Target	10 days		7 days		7 days
FY 2016/17 Target	10 days		7 days		7 days
FY 2015/16 Actual	13.06 days		6.82 days		7.38 days



[NDDC] Actual number of Housing Benefit change of circumstances processed is unavailable at this time..  
 [WDDC] 2,529 Housing Benefit change of circumstances were processed during this period.  
 [WPBC] 3,020 Housing Benefit change of circumstances were processed during this period.

As a result of a number of factors, a backlog of work developed in Q1. A recovery plan was subsequently designed and implemented which has led to ongoing improvements in Q2 and Q3. It is projected that these improvements will continue into Q4.

Number of Housing Benefit New Claims and Changes			
Authority	<b>North Dorset</b>	<b>West Dorset</b>	<b>Weymouth &amp; Portland</b>
Q3 2016/17 Actual	Awaiting data	<b>2,834</b>	<b>3,396</b>
Q2 2016/17 Actual	Awaiting data	4,047	4,714
Q1 2016/17 Actual	2,494	4,770	5,420
Q4 2015/16 Actual	n/a	7,965	8,246
Q3 2015/16 Actual	n/a	3,083	3,432
Q2 2015/16 Actual	n/a	3,814	4,118

Percentage of Council Tax collected (cumulative)					Aim	↑
Authority	North Dorset		West Dorset		Weymouth & Portland	
Q3 2016/17 Actual	85.50%	⚠	87.40%	⚠	85.43%	✔
Q3 2016/17 Target	85.91%		87.42%		85.26%	
FY 2016/17 Target	98.10%		98.16%		96.30%	
FY 2015/16 Actual	98.10%		98.16%		96.30%	

**[NDDC] Awaiting data from SVPP.**

[WDDC] £63,974,980 collected out of £73,201,725 as at 31/12/16.

[WPBC] £33,169,499 collected out of £38,826,349 as at 31/12/16.

Collection has been affected by a number of factors including that customers are now able to spread instalments over 12, rather than 10 months.

Please note this KPI is cumulative throughout the year.

Quarter	NDDC	WDDC	WPBC
Q3 15/16	85.91	87.42	85.26
Q4 15/16	98.10	98.16	96.30
Q1 16/17	29.83	30.47	29.33
Q2 16/17	57.52	58.56	57.12
Q3 16/17	85.91	87.42	85.43

Percentage of Business Rates collected (cumulative)					Aim	↑
Authority	North Dorset		West Dorset		Weymouth & Portland	
Q3 2016/17 Actual	84.50%	⚠	85.63%	⚠	83.69%	⚠
Q3 2016/17 Target	84.71%		85.94%		86.15%	
FY 2016/17 Target	97.65%		97.78%		97.64%	
FY 2015/16 Actual	97.65%		97.78%		97.64%	

**[NDDC] Awaiting data from SVPP.**

[WDDC] £27,418,761 collected out of £32,018,280 as at 31/12/16.

[WPBC] £15,440,991 collected out of £18,449,251 as at 31/12/16.

Collection has been affected by a number of factors including that customers are now able to spread instalments over 12, rather than 10 months.

Please note this KPI is cumulative throughout the year.

Quarter	NDDC	WDDC	WPBC
Q3 15/16	84.71	85.63	86.15
Q4 15/16	97.65	97.78	97.64
Q1 16/17	33.32	32.17	31.95
Q2 16/17	57.90	58.58	58.54
Q3 16/17	84.71	85.63	83.69

**Key risk areas**

6 Service operational risks have been identified for Revenues & Benefits:-

Very High Risks	0
High Risks	0
Medium Risks	0
Low Risks	6

## Business Improvement

Head of Service – Penny Mell

(Change Management implementation, Business Transformation, Customer Services, Communications, dorsetforyou.com, Graphic design & Printing, Consultation, IT Support, IT Development)

Lead Brief holders – **Cllr Kevin Brookes, Cllr Christine James**

### Revenue summary

Subjective analysis	Full Year Current Budget 2016/17 (£)	Comments / actions
Employees	747,135	<p>A £20,000 telecoms saving has been achieved through the continued rationalisation of telephone lines and usage together with a £20,000 underspend in salaries due to vacancies. It is likely that the purchase of the new Dorsetforyou system will be concluded in the next financial year, a carry forward request has been made in the main report together with a carry forward request to support IT Project Delivery. Savings of £14,000 have been achieved by reducing the publications of the 'Guide to Services' and this will be captured as part of the implementation of savings as agreed within the Communications Service.</p>
Premises	7,272	
Transport	3,558	
Supplies & Services	822,984	
Income	(84,941)	
<b>Net expenditure</b>	<b>1,496,008</b>	
<b>Q3 Predicted variance</b>	<b>64,535 (F)</b>	
Q2 Predicted variance	10,000 (F)	
Q1 Predicted variance	10,000 (F)	

### Key performance data

Percentage of telephone calls answered by a Customer Services Advisor				Aim	↑
Authority	North Dorset	West Dorset	Weymouth & Portland		
Q3 2016/17 Actual	<b>96%</b>	<b>88%</b>	<b>90%</b>		
Q3 2016/17 Target	92%	92%	92%	✓	⚠
FY 2016/17 Target	92%	92%	92%		
FY 2015/16 Actual	n/a	93.32%	89.05%		

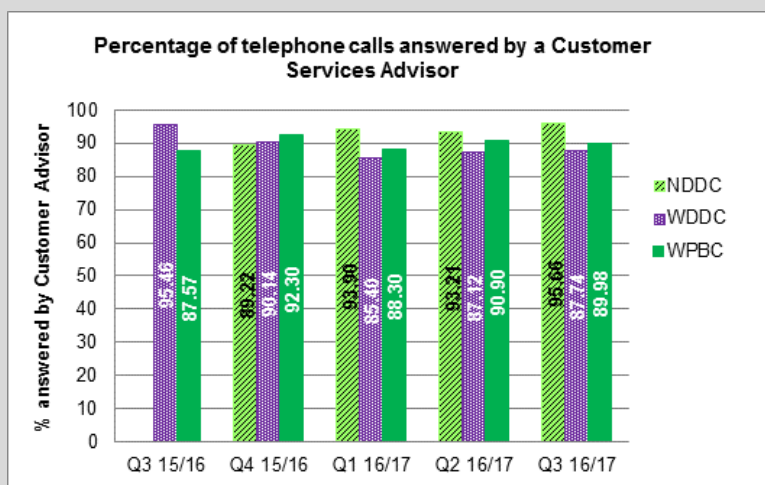
[NDDC] 3,349 out of the 3,501 calls made were answered by a Customer Advisor during Q3.

[WDDC] 6,920 out of the 7,887 calls made were answered by a Customer Advisor during Q3.

[WPBC] 7,267 out of the 8,076 calls made were answered by a Customer Advisor during Q3.

[WPBC/WDDC] The average speed at which calls are answered remains good at 19.36 seconds for West Dorset and 20.52 seconds for Weymouth and Portland.

Customer Services no longer take benefits or council tax calls however data for the Revs & Bens service indicates that during Q3: 16,760 calls were answered from 21,309 received = 78.65%



Percentage of telephone calls abandoned				Aim	↓
Authority	North Dorset	West Dorset	Weymouth & Portland		
Q3 2016/17 Actual	3%	7%	4%		
Q3 2016/17 Target	6%	6%	6%	✓	✓
FY 2016/17 Target	6%	6%	6%	✗	✓
FY 2015/16 Actual	n/a	5.43%	3.57%		

[NDDC] 90 out of the 3,501 calls made were abandoned during Q3.

[WDDC] 544 out of the 7,887 calls made were abandoned during Q3.

[WPBC] 356 out of the 8,076 calls made were abandoned during Q3.

[WPBC/WDDC] Over the last 3 month reporting period, the average time at which a West Dorset customer abandons their call is 32 seconds. Over the same reporting period, the average time at which a Weymouth and Portland customer abandons their call is 1 minute 22 seconds. To help reduce our abandoned call rate further, we have shortened the initial automated message that customers hear when calling the general numbers. This set of data will be available in the Q4 report.

Quarter	NDDC	WDDC	WPBC
Q3 15/16	3.43	3.34	3.34
Q4 15/16	8.73	8.13	4.83
Q1 16/17	3.70	12.60	8.10
Q2 16/17	3.54	11.04	4.49
Q3 16/17	2.87	6.80	4.41

Number of phone calls received by Customer Services			
Authority	North Dorset	West Dorset	Weymouth & Portland
Q3 2016/17 Actual	3,501	7,887	8,076
Q2 2016/17 Actual	4,494	10,644	9,659
Q1 2016/17 Actual	5,100	12,802	11,607
Q4 2015/16 Actual	5,501	10,164	8,752
Q3 2015/16 Actual	n/a	9,580	10,545
Q2 2015/16 Actual	10,057	11,404	14,612

Percentage of Corporate complaints dealt with within Corporate target (Stage 1: 10 working days, Stage 2 and 3: 15 working days)					Aim	↑																								
Authority	North Dorset		West Dorset		Weymouth & Portland																									
Q3 2016/17 Actual	100%	✓	50%	✗	63%																									
Q3 2016/17 Target	80%		80%		80%																									
FY 2016/17 Target	80%		80%		80%																									
FY 2015/16 Actual	n/a		66.22%		81.86%																									
<p>[NDDC] 4 out of the 4 corporate complaints (excl DCC complaints) dealt with within Q3 were completed within corporate targets.</p> <p>[WDDC] 16 out of the 32 corporate complaints dealt with within Q3 were completed within corporate targets.</p> <p>[WPBC] 20 out of the 32 corporate complaints dealt with within Q3 were completed within corporate targets.</p> <p>We have recently introduced a new corporate complaints procedure for Dorset Councils Partnership, under the guidance of the Local Government Ombudsman. The new procedure is designed to improve customer satisfaction by ensuring that most complaints are resolved at first point of contact, efficiently and effectively. Then, only the most serious complaints are subject to further review. This will allow the Councils to deal with complaints quickly. The new Corporate Complaints procedure was implemented on Monday 28<sup>th</sup> November. The first set of data relating to this new procedure will be included in the Q4 report.</p>																														
<p style="text-align: center;"><b>Percentage of Corporate complaints dealt with within corporate target</b></p> <table border="1"> <caption>Data for Percentage of Corporate complaints dealt with within corporate target</caption> <thead> <tr> <th>Quarter</th> <th>NDDC (%)</th> <th>WDDC (%)</th> <th>WPBC (%)</th> </tr> </thead> <tbody> <tr> <td>Q3 15/16</td> <td>60.00</td> <td>75.35</td> <td>92.72</td> </tr> <tr> <td>Q4 15/16</td> <td>33.33</td> <td>54.29</td> <td>80.39</td> </tr> <tr> <td>Q1 16/17</td> <td>25.00</td> <td>72.00</td> <td>83.00</td> </tr> <tr> <td>Q2 16/17</td> <td>100.00</td> <td>72.73</td> <td>74.42</td> </tr> <tr> <td>Q3 16/17</td> <td>100.00</td> <td>50.00</td> <td>62.50</td> </tr> </tbody> </table>							Quarter	NDDC (%)	WDDC (%)	WPBC (%)	Q3 15/16	60.00	75.35	92.72	Q4 15/16	33.33	54.29	80.39	Q1 16/17	25.00	72.00	83.00	Q2 16/17	100.00	72.73	74.42	Q3 16/17	100.00	50.00	62.50
Quarter	NDDC (%)	WDDC (%)	WPBC (%)																											
Q3 15/16	60.00	75.35	92.72																											
Q4 15/16	33.33	54.29	80.39																											
Q1 16/17	25.00	72.00	83.00																											
Q2 16/17	100.00	72.73	74.42																											
Q3 16/17	100.00	50.00	62.50																											

## Key risk areas

23 Service operational risks have been identified for Business Improvement:-

Very High Risks	0
High Risks	3
Medium Risks	6
Low Risks	6

Stronger Together team capacity and capability is inadequate to manage and implement change programme with learning from change programmes not reviewed and shared				
CURRENT SCORE		Planned risk reduction initiatives  As service business requirements are identified and defined, additional temporary resources to be procured where necessary to effectively deliver change. Skills matrix to identify current skillset against desired competencies, personal and team development plans to inform training programme. Ensure approach to achievements and lessons learnt are carried through during life and end of programme.	TARGET SCORE	
Impact	4		Impact	3
Likelihood	4		Likelihood	3
Risk Score	16		Risk Score	9
Risk Rating	<b>HIGH</b>		Risk Rating	<b>MEDIUM</b>

Loss of IT Network & Systems				
CURRENT SCORE		Planned risk reduction initiatives  Implement local recovery centre. Test DR/BC plan at least annually. Ensure restoration priorities are established and understood by the organisation. Services to have local fail over arrangements.	TARGET SCORE	
Impact	5		Impact	2
Likelihood	2		Likelihood	2
Risk Score	10		Risk Score	4
Risk Rating	<b>HIGH</b>		Risk Rating	<b>LOW</b>

Loss, disruption or interception of electronic data				
CURRENT SCORE		Planned risk reduction initiatives  A range of technical solutions are in place within the IT infrastructure to help secure the Partnership's data and prevent data loss. As a PSN organisation, the Partnership is also subject to annual PSN compliance regime including PEN testing. As well as these technical measures, work is underway to improve the Partnership's Information Governance arrangements under the leadership of the Partnership's Information Governance Officer. As the Partnership progresses, particularly with SMART working, IT users and their role within maintaining data security is critical and within Business Improvement work is currently underway to review these arrangements. This work is being supported by the Cyber Security Audit which has just completed.	TARGET SCORE	
Impact	5		Impact	3
Likelihood	3		Likelihood	1
Risk Score	15		Risk Score	3
Risk Rating	<b>HIGH</b>		Risk Rating	<b>LOW</b>



## Community Protection

Head of Service – Graham Duggan

(Environmental Health, Licensing, Community Safety, CCTV, Parks & Open Spaces, Bereavement Services, Waste & Cleansing – Client role)

Lead Brief holders – Cllr Francis Drake, Cllr Ray Nowak, Cllr Andy Blackwood

### Revenue summary

Subjective analysis	Full Year Current Budget 2016/17 (£)	Comments / actions
Employees	1,561,957	Parks & Open Spaces has achieved additional income of £43,000 and a saving of £25,000 is likely due to a reduction in vehicle costs and salary saving from a vacant post..
Premises	201,432	
Transport	200,063	Bereavement Services income is higher than anticipated. Public Health has a salary savings due to a vacant post.
Supplies & Services	3,253,052	
Payments to clients	32,249	
Income	(1,802,425)	
<b>Net expenditure</b>	<b>3,446,328</b>	
<b>Q3 Predicted variance</b>	<b>76,237 (F)</b>	
Q2 Predicted variance	16,540 (A)	
Q1 Predicted variance	57,540 (A)	

### Key performance data

Percentage of catering premises achieving high levels of food hygiene (rated 4 or 5)				Aim	↑
Authority	North Dorset		West Dorset		Weymouth & Portland
Q3 2016/17 Actual	92%	✓	96%	✓	96%
Q3 2016/17 Target	90%		90%		90%
FY 2016/17 Target	90%		90%		90%
FY 2015/16 Actual	90.87%		95.97%		96.49%

[NDDC] 418 out of 457 catering premises are rated 4 or 5 under the National Food Hygiene Rating Scheme.

[WDDC] 1,001 out of 1,039 catering premises are rated 4 or 5.

[WPBC] 423 out of 439 catering premises are rated 4 or 5.

The service continues to focus on improving poor performers to raise standards even further in the DCP.

Quarter	NDDC	WDDC	WPBC
Q3 15/16	88.83	95.47	95.67
Q4 15/16	90.87	95.97	96.49
Q1 16/17	91.34	95.97	96.37
Q2 16/17	91.34	95.93	96.83
Q3 16/17	91.46	96.34	96.36

Percentage of Environmental Protection service requests responded to within 3 working days					Aim	↑
Authority	North Dorset		West Dorset		Weymouth & Portland	
Q3 2016/17 Actual	100%	✔	98%	✔	96%	
Q3 2016/17 Target	95%		95%		95%	
FY 2016/17 Target	95%		95%		95%	
FY 2015/16 Actual	100%		97.64%		97.28%	

[NDDC] 167 out of 167 Environmental Protection service requests were responded to within 3 working days during Q3.

[WDDC] 594 out of 607 Environmental Protection service requests were responded to within 3 working days.

[WPBC] 297 out of 311 Environmental Protection service requests were responded to within 3 working days.

Quarter	NDDC	WDDC	WPBC
Q3 15/16	100.00	98.28	97.35
Q4 15/16	100.00	96.21	97.18
Q1 16/17	99.63	98.88	96.93
Q2 16/17	98.63	98.69	99.10
Q3 16/17	100.00	97.86	95.50

Kilograms of household waste (landfill and recycling) collected per household (cumulative)					Aim	↓
Authority	North Dorset		West Dorset		Weymouth & Portland	
Q2 2016/17 Actual	353 Kg/hh	✔	337 Kg/hh	✔	316 Kg/hh	
Q2 2016/17 Target	355 Kg/hh		355 Kg/hh		310 Kg/hh	
FY 2016/17 Target	640 Kg/hh		640 Kg/hh		640 Kg/hh	
FY 2015/16 Actual	692 Kg/hh		605 Kg/hh		612 Kg/hh	

This is a revised KPI for 16-17 to make the set of KPI's more comparable and challenging targets have been set. Household waste arising's can vary with the economic situation and DWP has limited influence.

WDDC & NDDC targets have been reverted to the 15-16 values and will be reviewed for 2017-18.

Please note this KPI is cumulative throughout the year.

**Q2 2016/17 is the latest data available from the Dorset Waste Partnership.**

Quarter	NDDC	WDDC	WPBC
Q2 15/16	353.47	307.17	306.36
Q3 15/16	523.88	455.23	461.17
Q4 15/16	691.88	604.71	612.42
Q1 16/17	178.13	165.23	149.47
Q2 16/17	353.24	337.08	316.21

Kilograms of residual (landfill) household waste per household (cumulative)					Aim	↓	
Authority	North Dorset		West Dorset		Weymouth & Portland		
Q2 2016/17 Actual	139 Kg/hh	✔	164 Kg/hh	✔	149 Kg/hh		✔
Q2 2016/17 Target	140 Kg/hh		168 Kg/hh		156 Kg/hh		
FY 2016/17 Target	280 Kg/hh		340 Kg/hh		310 Kg/hh		
FY 2015/16 Actual	281 Kg/hh		276 Kg/hh		298 Kg/hh		

This is a revised target and will help show where re-use and recycling initiatives need to be focused.

WDDC & WPBC targets have been reverted to the 15-16 values and will be reviewed for 2017-18.

Please note this KPI is cumulative throughout the year.

**Q2 2016/17 is the latest data available from the Dorset Waste Partnership.**

Quarter	NDDC	WDDC	WPBC
Q2 15/16	141.32	149.63	149.73
Q3 15/16	209.45	203.77	226.45
Q4 15/16	281.13	275.92	298.21
Q1 16/17	70.08	79.32	66.67
Q2 16/17	139.22	164.03	148.71

Percentage of household waste sent to re-use, recycling and composting					Aim	↑	
Authority	North Dorset		West Dorset		Weymouth & Portland		
Q2 2016/17 Actual	61%	✔	51%	✔	51%		✔
Q2 2016/17 Target	60%		50%		50%		
FY 2016/17 Target	60%		50%		50%		
FY 2015/16 Actual	59%		54%		51%		

Recycling rates are amongst the best in the UK. DWP is refreshing its recycling campaign in areas where performance has reduced.

**Q2 2016/17 is the latest data available from the Dorset Waste Partnership.**

Quarter	NDDC	WDDC	WPBC
Q2 15/16	58.47	51.35	50.94
Q3 15/16	60.36	63.58	50.44
Q4 15/16	57.39	51.73	52.56
Q1 16/17	60.67	51.69	55.40
Q2 16/17	60.50	51.88	50.80

Number of missed household waste collections			Aim	↓
Authority	North Dorset	West Dorset	Weymouth & Portland	
Q3 2016/17 Actual	911	789	1,120	
Q2 2016/17 Actual	916	1,058	1,406	
Q1 2016/17 Actual	750	1,076	1,216	
Q4 2015/16 Actual	642	1,208	1,485	
Q3 2015/16 Actual	579	1,660	1,517	
Q2 2015/16 Actual	548	992	3,240	
Q1 2015/16 Actual	674	1,072	3,410	

Performance in the DCP area is comparable to other partner councils. In 2017-18 data will also be shown as a % of total number of collections. Performance good in comparison to other waste partnerships.

### Key risk areas

8 Service operational risks have been identified for Community Protection:-

Very High Risks	0
High Risks	0
Medium Risks	3
Low Risks	5

## Housing

Head of Service – Clive Milone

(Strategic Housing, Homelessness Prevention, Housing Advice & Support, Housing Allocation, Private Sector Housing, Empty Homes, Home Improvement Agency, Supported Housing)

Lead Brief holder – Cllr Gill Taylor

### Revenue summary

Subjective analysis	Full Year Current Budget 2016/17 (£)	Comments / actions
Employees	549,101	There has been a number of savings from salaries leading up to the service review; this has partially been offset by redundancy costs. The net cost from bed & breakfast has been less than anticipated leading to a saving.
Premises	312,300	
Transport	7,069	
Supplies & Services	456,074	
Income	(500,794)	
<b>Net expenditure</b>	<b>823,750</b>	
<b>Q3 Predicted variance</b>	<b>18,700 (F)</b>	
Q2 Predicted variance	34,000 (F)	
Q1 Predicted variance	5,900 (F)	

### Key performance data

Total number of households on the Housing Register			
Authority	North Dorset	West Dorset	Weymouth & Portland
Q3 2016/17 Actual	791	1,384	1,381
Q2 2016/17 Actual	720	1,320	1,321
Q1 2016/17 Actual	692	1,246	1,272
Q4 2015/16 Actual	695	1,152	1,265
Q3 2015/16 Actual	628	1,015	1,134

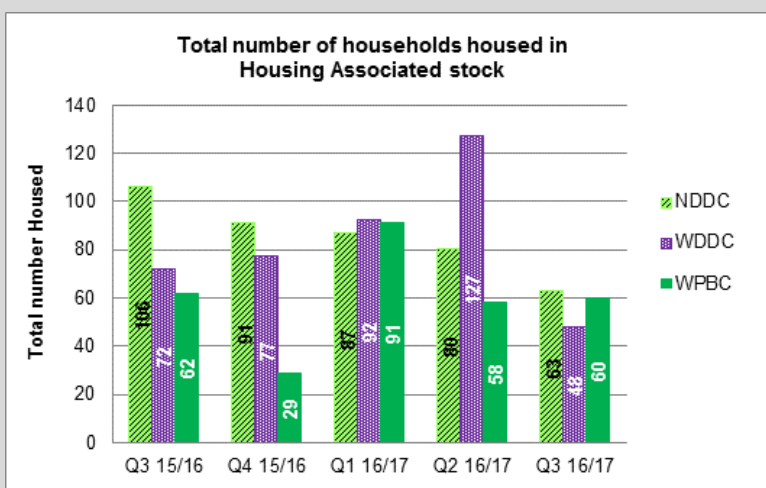
All three registers continue to grow slowly. This is expected with no overriding cause for concern, as demand for social housing exceeds supply.

**Total number of households on the Housing Register**

Quarter	NDDC	WDDC	WPBC
Q3 15/16	628	1,015	1,134
Q4 15/16	695	1,152	1,265
Q1 16/17	692	1,246	1,272
Q2 16/17	720	1,320	1,321
Q3 16/17	791	1,384	1,381

Total number of households housed in Housing Associated stock			
Authority	North Dorset	West Dorset	Weymouth & Portland
Q3 2016/17 Actual	63	48	60
Q2 2016/17 Actual	80	127	58
Q1 2016/17 Actual	87	92	91
Q4 2015/16 Actual	91	77	29
Q3 2015/16 Actual	106	72	62

The numbers of applicants housed within the three authorities reflect a decrease for WDDC, but we have no control over the number properties void and ready to be advertised. Some properties although advertised, are not ready for occupation until the following quarter which could reflect previous high numbers.

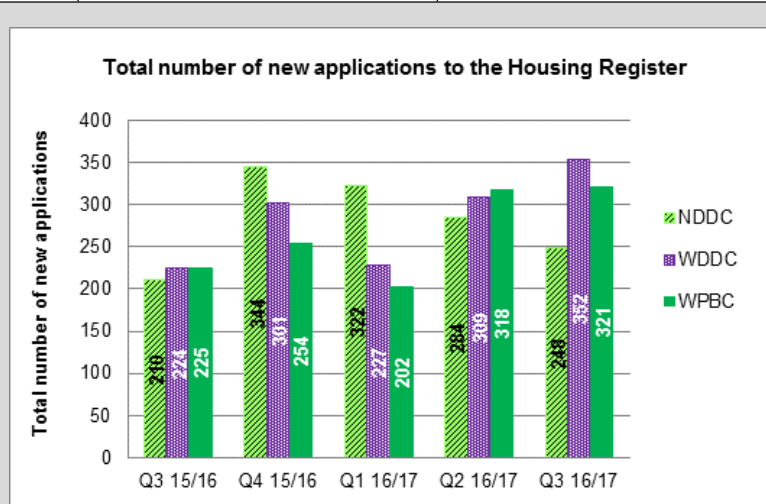


Total number of new applications to the Housing Register			
Authority	North Dorset	West Dorset	Weymouth & Portland
Q3 2016/17 Actual	248	352	321
Q2 2016/17 Actual	284	309	318
Q1 2016/17 Actual	322	227	202
Q4 2015/16 Actual	344	301	254
Q3 2015/16 Actual	210	224	225

The average of new applications to the housing register is steadily increasing, which is reflected in the number of households on the housing register.

The sharp increase in the housing applications for WDWP is a more accurate reflection of the work being done by the staff.

The figures across the partnership are now being collected in a consistent manner.



Number of homelessness decisions made			
Authority	North Dorset	West Dorset	Weymouth & Portland
Q3 2016/17 Actual	21	19	31
Q2 2016/17 Actual	20	17	32
Q1 2016/17 Actual	18	19	26
Q4 2015/16 Actual	22	16	25
Q3 2015/16 Actual	20	11	36

[NDDC] There has been no marked increase in the number of homelessness cases for NDDC. The increase in acceptances for the quarter is down to the 33 working days an officer has to make a decision with some cases being worked over two quarters.

[WDDC/WPBC] The number of homeless cases taken over the year for WDWP remains fairly steady with acceptances still quite low.

It is expected with the continued impact of welfare reform that affordable housing is going to become harder to find and the rate of homeless applications and acceptances are likely to increase across the partnership.

The homeless cases accepted during the 3rd quarter of 2016/17 were:

Period	NDDC	WDDC	WPBC
Q3 16/17	13	10	12
Q2 16/17	20	12	32
Q1 16/17	14	6	10

### Key risk areas

14 Service operational risks have been identified for Housing:-

Very High Risks	0
High Risks	1
Medium Risks	6
Low Risks	7

Loss of Homelessness Prevention Grant				
CURRENT SCORE		Planned risk reduction initiatives	TARGET SCORE	
Impact	4	Loss of Government grant to fund initiatives to prevent/limit homelessness. This is worth approximately £250,000 to the Partnership, with the loss of the grant applicable from April 2016. Replacement funding in WPBC must be sought from the General Reserve. Without this, certain prevention initiatives would have to cease.	Impact	4
Likelihood	4		Likelihood	3
Risk Score	16		Risk Score	12
Risk Rating	<b>HIGH</b>		Risk Rating	<b>MEDIUM</b>

**Planning Development Management & Building Control**

Head of Service – Jean Marshall

(Major Projects &amp; Developments, Listed Building and Conservation, Trees, Planning Enforcement, Building Control)

Lead Brief holder – Cllr Ray Nowak

**Revenue summary**

Subjective analysis	Full Year Current Budget 2016/17 (£)	Comments / actions
Employees	582,517	A significant downturn in planning applications with no major developments coming forward at the present time has resulted in a predicted £130,000 shortfall in income. Vacancy savings and implementation of the new structure has led to £27,000 savings.
Transport	9,671	
Supplies & Services	42,979	
Income	(498,330)	
<b>Net expenditure</b>	<b>136,837</b>	
<b>Q3 Predicted variance</b>	<b>174,970 (A)</b>	Increased competition in the Building Control sector and a significant reduction of large building schemes leaves an adverse income variance of £37,000. Vacancies have led to a £6,000 favourable variance.
Q2 Predicted variance	25,413 (A)	
Q1 Predicted variance	31,024 (A)	

**Key performance data**

Number of valid applications received – by application type – North Dorset					
Month	Major	Minor	Other	Misc*	TOTAL
December	0	16	39	61	<b>116</b>
November	1	18	47	123	<b>189</b>
October	0	35	48	108	<b>191</b>
September	2	26	32	129	189
August	1	25	52	112	190
July	2	25	39	116	182
June	5	32	70	104	211
May	4	29	54	74	161
April	1	27	72	112	212

\*Misc includes Pre-apps and PDs  
Levels of applications have dropped during Q3. Although there is often a fall off in December the numbers are considerably lower than anticipated particularly for smaller scale miscellaneous applications. This has had an impact on fees received, see below.



Number of valid applications received – by application type – <b>West Dorset</b>					
Month	Major	Minor	Other	Misc*	TOTAL
December	2	12	35	62	111
November	6	40	86	102	234
October	5	36	98	102	241
September	6	23	67	60	162
August	6	43	84	70	203
July	5	41	91	69	206
June	2	39	82	65	188
May	3	43	93	84	223
April	6	34	109	68	217

\*Misc includes Pre-apps and PDs  
Levels of applications have dropped during Q3. Although there is often a fall off in December the numbers are considerably lower than anticipated across all application types. This has had a significant impact on fees received see below.

Number of valid applications received – by application type – <b>Weymouth &amp; Portland</b>					
Month	Major	Minor	Other	Misc*	TOTAL
December	0	6	19	18	43
November	2	9	38	29	78
October	1	9	27	29	66
September	0	6	12	22	40
August	2	13	25	16	56
July	0	16	23	23	62
June	2	11	38	34	85
May	3	14	35	18	70
April	1	17	23	23	64

\*Misc includes Pre-apps and PDs  
Levels of applications have dropped during Q3. Although there is often a fall off in December the numbers are considerably lower than anticipated particularly for smaller scale householder (others) and miscellaneous applications. This has had an impact on fee income, see below.

Fee Income Q3			
Type of Fee	North Dorset	West Dorset	Weymouth & Portland
Condition Fee	£3,067	£3,828	£1,580
Non Material Amendment	£1,087	£3,483	£669
Permitted Development Case Fee	£0	£2,193	£612.20
Planning applications	£53,263.50	£165,349.50	£343,09
Pre-App	£5,497.52	£6,865	£3,938
Enforcement Case Appeals / Fees	£0	£350	£0
<b>TOTAL</b>	<b>£62,915.02</b>	<b>£182,068.50</b>	<b>£41,108.20</b>

The above figures are significantly lower in terms of income than predicted and reflect the falling off of applications during December and the nature and type of applications being received. It should be noted that applications resubmitted after a refusal do not pay a fee providing the proposal is of the same character and description and therefore whilst numbers remain reasonably level (excluding the dip in December) the associated income derived from those applications has been less. This is particularly noticeable this quarter in North Dorset and West Dorset where income is about 2/3 of the Q2 income in these authorities.

Percentage of 'Major' planning applications determined within 13 weeks or agreed extension of time					Aim	↑
Authority	North Dorset		West Dorset		Weymouth & Portland	
Q3 2016/17 Actual	100% (4 of 4)	✓	85%	✓	33% (1 of 3)	✗
Q3 2016/17 Target	70%	✓	70%	✓	70%	✗
2FY (rolling) Actual	71%	✓	65%	✓	60%	✓
2FY (rolling) Target	50%	✓	50%	✓	50%	✓
FY 2015/16 Actual	56.52%		65.71%		75.00%	

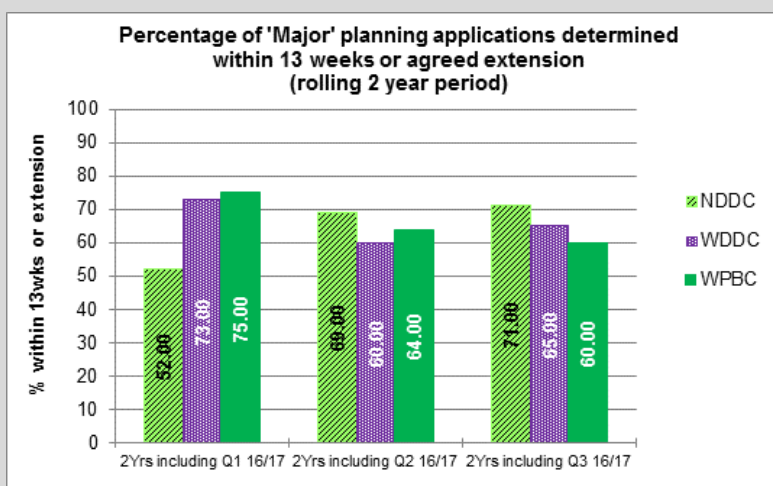
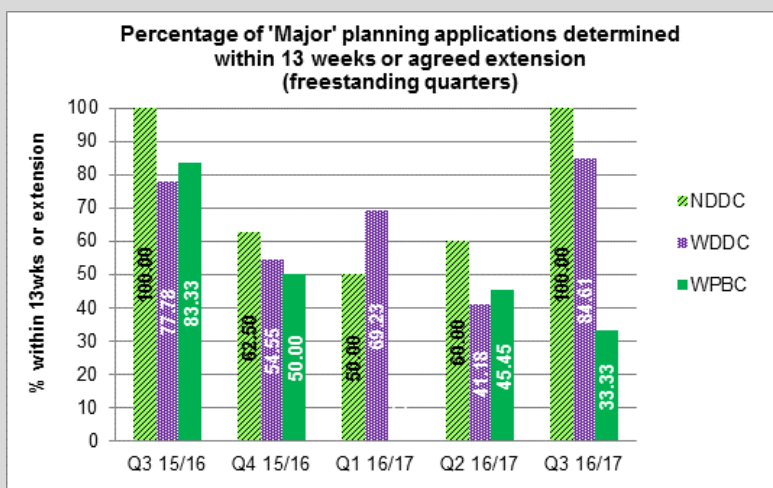
[NDDC] 4 out of 4 major planning applications have been processed within 13 weeks or agreed time extension during Q3.










[WDDC] 11 out of 13 major planning applications have been processed within 13 weeks or agreed time extension during Q3.

[WPBC] 1 out of 3 major planning applications have been processed within 13 weeks or agreed time extension during Q3.

Targets now reflect DSIP (Development Services Improvement Plan) agreed targets. (NB the national target is lower at 60%). National requirement is also that the average over the previous 2 year period (rolling) should not fall below an average of 50%. Currently this rolling national target only applies to Major applications. New national targets are likely to be introduced from April which will need to be reflected in next year's KPIs

Please note that the above figures include the clearing of the majority of outstanding "backlog cases" in WDDC.



Percentage of 'Minor' planning applications determined within 8 weeks or agreed extension				Aim	↑
Authority	North Dorset	West Dorset	Weymouth & Portland		
Q3 2016/17 Actual	84% 	75% 	73% 		
Q3 2016/17 Target	60% 	60% 	60% 		
2FY (rolling) Actual	60% 	58% 	61% 		
2FY (rolling) Target	65%	65%	65%		
FY 2015/16 Actual	60.06%	57.07%	63.87%		

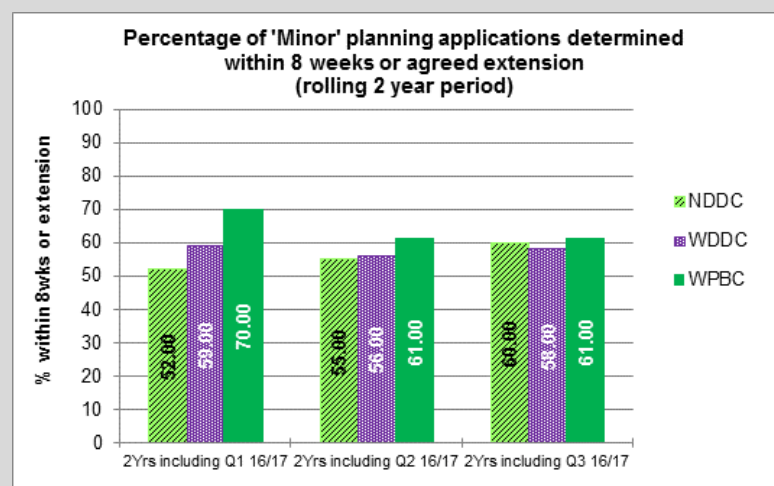
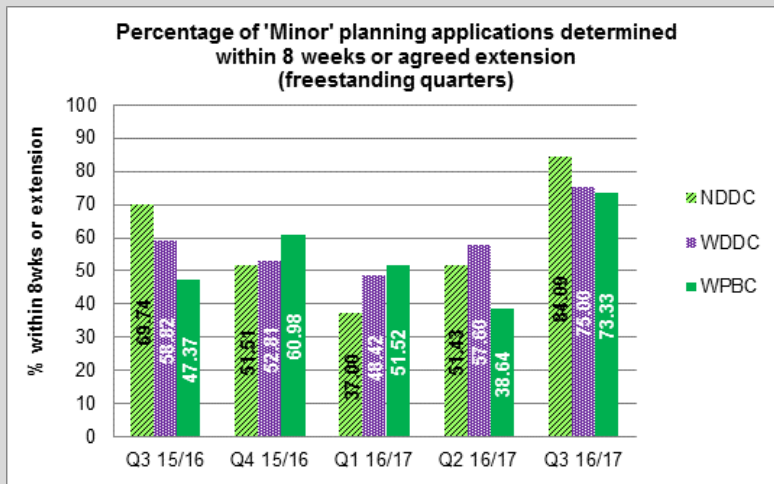
[NDDC] 74 out of 88 minor planning applications have been processed within 8 weeks or agreed time extension during Q3.

[WDDC] 102 out of 136 minor planning applications have been processed within 8 weeks or agreed time extension during Q3.

[WPBC] 33 out of 45 minor planning applications have been processed within 8 weeks or agreed time extension during Q3.

Targets now reflect DSIP agreed target. (NB National target is currently set at 65%). Government has indicated that new targets and a similar rolling indicator over a 2 year period is likely to be introduced for Minors/Others (but not necessarily the whole of these categories). New national targets are likely to be introduced later this month which will need to be reflected in next year's KPIs. The targets therefore have yet to be updated pending that announcement and have been held as at previous Q2 targets.

Please note that the above figures include the clearing of the majority of outstanding "backlog cases" in WDDC.



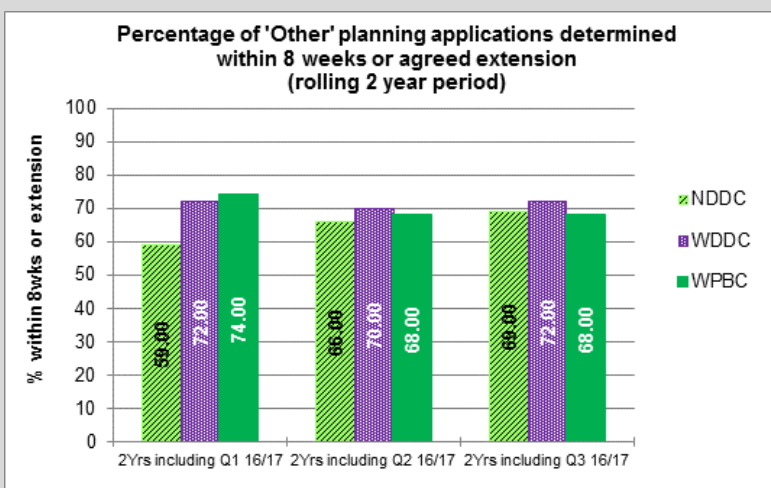
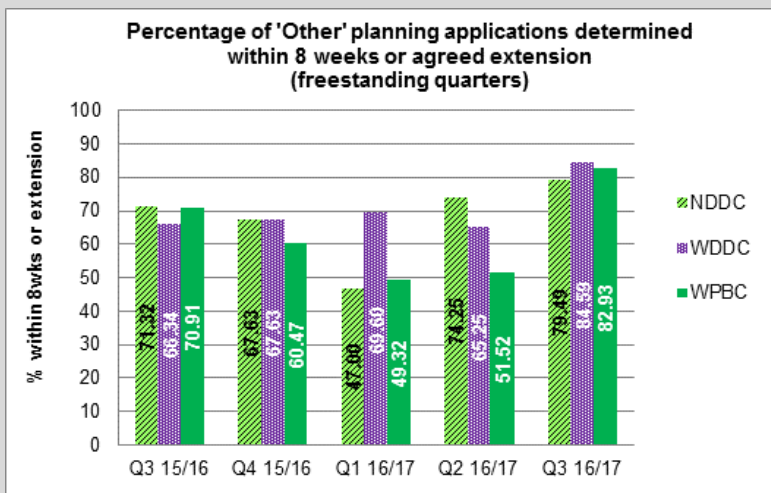
Percentage of 'Other' planning applications determined within 8 weeks or agreed extension				Aim	↑
Authority	North Dorset	West Dorset	Weymouth & Portland		
Q3 2016/17 Actual	79%	85%	83%		✓
Q3 2016/17 Target	80%	80%	80%	⚠	✓
2FY (rolling) Actual	69%	72%	68%	✗	✗
2FY (rolling) Target	80%	80%	80%	✗	✗
FY 2015/16 Actual	68.26%	71.41%	69.23%		

[NDDC] 93 out of 117 other planning applications have been processed within 8 weeks or agreed time extension during Q3.

[WDDC] 225 out of 266 other planning applications have been processed within 8 weeks or agreed time extension during Q3.

[WPBC] 68 out of 82 other planning applications have been processed within 8 weeks or agreed time extension during Q3.

Targets now reflect DSIP agreed target. (NB National target is currently set at 65%). Government has indicated that new targets and a similar rolling indicator over a 2 year period is likely to be introduced for Minors/Others (but not necessarily the whole of these categories). New national targets are likely to be introduced later this month which will need to be reflected in next year's KPIs. The targets therefore have yet to be updated pending that announcement and have been held as at previous Q2 targets.



Total number of appeals submitted			
Authority	North Dorset	West Dorset	Weymouth & Portland
Q3 2016/17 Actual	16	9	3
Q2 2016/17 Actual	7	7	2
Q1 2016/17 Actual	7	7	3
Q4 2015/16 Actual	5	21	6
Q3 2015/16 Actual	3	11	5
Q2 2015/16 Actual	4	7	2

Percentage of all appeals allowed against the authority's decision to refuse planning applications					Aim	↓
Authority	North Dorset		West Dorset		Weymouth & Portland	
Q3 2016/17 All Apps. Actual	<b>86%</b> (6 of 7)	✘	<b>27%</b> (3 of 11)	✘	<b>0%</b> (0 of 4)	✔
Q3 2016/17 All Apps. Target	20%		20%		20%	
FY 2015/16 Actual	35.71%		35.29%		13.33%	

[NDDC] 6 out of 7 appeals have been wholly or partially allowed against refused planning applications during Q3, of which 0 allowed was a major application. Of those allowed 0 was an overturn of officer recommendation at committee. Please note this also includes Qty x 3 Tree Works allowed at Appeal.

[WDDC] 3 out of 11 appeals have been wholly or partially allowed against refused planning applications during Q3, of which 0 allowed was a major application. Of those allowed 1 was an overturn of officer recommendation at committee.

[WPBC] 0 out of 4 appeals have been wholly or partially allowed against refused planning applications during Q3.

**Percentage of appeals wholly or partially allowed against the authority's decision to refuse planning applications (freestanding quarters)**

Quarter	NDDC (%)	WDDC (%)	WPBC (%)
Q3 15/16	33.33	18.18	0.00
Q4 15/16	60.00	36.36	16.67
Q1 16/17	13.33	27.27	66.67
Q2 16/17	13.33	18.18	0.00
Q3 16/17	85.71	22.73	0.00

Percentage of appeals allowed against the authority's decision to refuse Major planning applications (2 Year Rolling period)					Aim	↓
Authority	North Dorset		West Dorset		Weymouth & Portland	
2FY (rolling) Majors Actual	<b>0%</b> (0 of 1)	✔	<b>44%</b> (4 of 9)	✘	<b>33%</b> (1 of 3)	✘
2FY (rolling) Majors Target	20%		20%		20%	

[NDDC] the 0% statistic within 2 years represents 0 of 1 majors appealed.

[WDDC] the 44% statistic within 2 years represents 4 of 9 majors appealed.

[WPBC] the 33% statistic within 2 years is 1 application overturned of 3 majors appealed.

National requirement is that the average over the previous 2 year period (rolling) should not be greater than 20% of Major applications overturned at appeal (overturns of minors and other applications are not measured nationally). The Government has indicated that it is proposing to introduce different targets and to also measure performance in the future for appeal on all application types but until these are introduced current targets for majors only has been reported.

**Percentage of 'Major' appeals wholly or partially allowed against the authority's decision to refuse planning applications (rolling 2 year period)**

Rolling Period	NDDC (%)	WDDC (%)	WPBC (%)
2Yrs including Q1 16/17	0.00	18.00	14.00
2Yrs including Q2 16/17	0.00	44.00	100.00
2Yrs including Q3 16/17	0.00	44.00	33.00

Enforcement – Number of cases received			
Authority	North Dorset	West Dorset	Weymouth & Portland
Q3 2016/17 Actual	68	69	34
Q2 2016/17 Actual	71	83	55
Q1 2016/17 Actual	42	85	62
Q4 2015/16 Actual	33	75	47
Q3 2015/16 Actual	43	77	62
Q2 2015/16 Actual	46	98	32
Q1 2015/16 Actual	59	99	63

[NDDC] 72 cases were signed off or completed within the Q3 period.  
[WDDC] 107 cases were signed off or completed within the Q3 period.  
[WPBC] 84 cases were signed off or completed within the Q3 period.

Please note most cases are not signed off within the quarter in which they were received. The number of cases closed has exceeded those opened this quarter but this needs to be carefully monitored to ensure workloads can be managed.

At present the number of enforcement enquiries received appears to be remaining at a high level. In order to look at the nature and type of cases being opened and investigated a new system of recording data, to give a greater understanding of the types of cases being opened and closed will be set up during Q4 so it may be possible to record partial data at the end of the year with a view to subsequently reporting more accurately on the types of enforcement case types. The amendments require alterations to the current ICT database.

## Key risk areas

5 Service operational risks have been identified for Planning Development Management & Building Control:-

Very High Risks	0
High Risks	0
Medium Risks	3
Low Risks	2

## Future issues

The Development Management Service has an agreed Draft Service Improvement Plan to look at improving the whole service through staff restructure, process changes including greater digitalisation and considering a single ICT system in acknowledgement of performance issues. Whilst the new staff structure and processes are being reviewed and new systems embedded together with clearing of a backlog there will inevitably be some impact on performance but will result in a more stable and consolidated service for the future. It is anticipated that there will be improvement in performance shown by Quarter 3.

## Community & Policy Development

Corporate Manager – Hilary Jordan

(Spatial planning, Urban design, Landscape & Sustainability, Community Planning, Community Development, Housing Enabling, Planning Obligations)

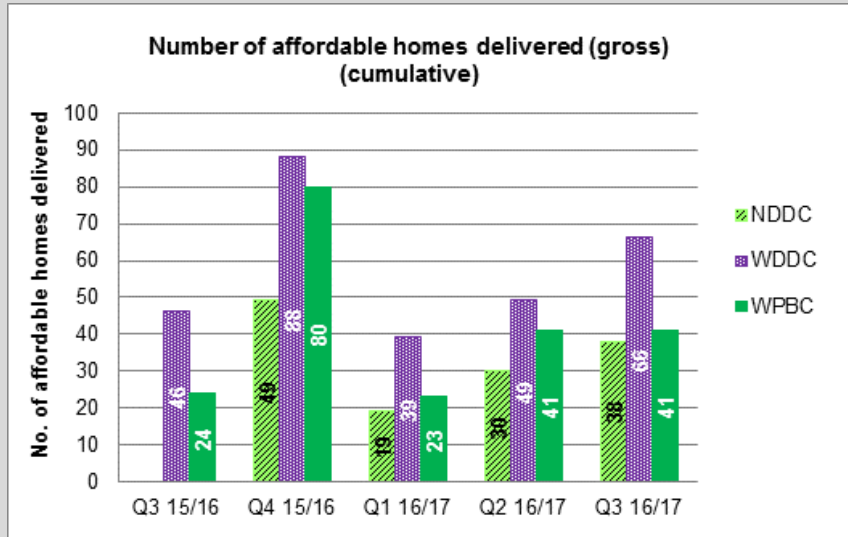
Lead Brief holders – Cllr Ray Nowak, Cllr Christine James

### Revenue summary

Subjective analysis	Full Year Current Budget 2016/17 (£)	Comments / actions
Employees	316,454	There are salary savings in Community & Policy Development. A £6,000 favourable variance has been created due to self build and custom housing register grant plus Section 106 admin fees.
Premises	1,039	
Transport	1,601	
Supplies & Services	121,559	
Payments to Clients	4,000	
Income	(20,000)	
<b>Net expenditure</b>	<b>424,653</b>	
<b>Q3 Predicted variance</b>	<b>24,489 (F)</b>	
Q2 Predicted variance	49,049 (F)	
Q1 Predicted variance	14,193 (F)	

**Key performance data**

Number of affordable homes (gross) delivered (cumulative)					Aim	↑
Authority	North Dorset		West Dorset		Weymouth & Portland	
Q3 2016/17 Actual	38	✘	66	✘	41	✘
Projected Year End	50		80		41	
FY 2016/17 Target	68		100		65	
FY 2015/16 Actual	49		88		80	



[NDDC] Rented: 25, Intermediate: 13, Total: 38. Affordable homes were completed in Blandford and Charlton Marshall in this quarter. A further 12 affordable homes are due to complete by the end of the year in Okeford Fitzpaine.

[WDDC] Rented: 20, Intermediate: 46, Total: 66. This quarter affordable homes were completed in Charmouth and Chickerell. In the last quarter of this year affordable homes are due to be completed in Tolpuddle and Poundbury.

[WPBC] Rented: 18, Intermediate: 23, Total: 41. There have been no new affordable homes completed in Weymouth and Portland this quarter. New affordable homes are being developed at the Pemberley site in Littlemoor but these will not be complete until next year. Affordable homes will also be developed as part of the Curtis Field development.



Five Year Supply of Housing		
<p>This is a national requirement that has a significant impact on planning decisions.</p> <ul style="list-style-type: none"> <li>West Dorset and Weymouth &amp; Portland have a joint one, as they have a joint local plan;</li> <li>The formula for calculating it includes factoring in any shortfalls from previous years, so the target is adjusted each time the supply is assessed</li> <li>The base date is 1 April each year, however there is a time lag due to the processing involved to calculate the target and outturn, so the latest figures are not available until a few months later.</li> </ul> <p>April 2016 figures have now been published for West Dorset, Weymouth &amp; Portland. North Dorset's 2016 figures will be published at the end of the year and so 2015 figures are still referred to this quarter.</p>		
	Target	Actual
North Dorset	1,723	<b>2,333</b>
West Dorset and Weymouth & Portland Combined	6,240 (shared with Weymouth & Portland)	<b>6,177 (shared with Weymouth &amp; Portland)</b>
<p>This data indicates that West Dorset, Weymouth &amp; Portland no longer have a five year land supply (4.9 years) but that North Dorset still meets the target.</p>		

## Key risk areas

10 Service operational risks have been identified for Planning Community & Policy Development:-

Very High Risks	1
High Risks	0
Medium Risks	5
Low Risks	4

Council has inadequate supply of development land and so risks losing planning applications on appeal				
CURRENT SCORE		Planned risk reduction initiatives Five year land supply is monitored annually, and falling below target is always a risk if development sites fail to come forward. If we are without a five year supply then decisions must be based on national policy and we will have less local control. This will potentially increase the supply. In the longer term the local plan reviews provide an opportunity to increase the supply.	TARGET SCORE	
Impact	<b>4</b>		Impact	3
Likelihood	<b>5</b>		Likelihood	2
Risk Score	<b>20</b>		Risk Score	6
Risk Rating	<b>VERY HIGH</b>	Risk Rating	<b>LOW</b>	

## Economy, Leisure & Tourism

Head of Service – Nick Thornley

(Economic Regeneration, Business Support, Tourism & Visitor management, Leisure & Cultural Development and Facilities, Events Management, Beach Management, Harbour Management)

Lead Brief holders – Cllr Jason Osborne, Cllr Andy Blackwood, Cllr James Farquharson

### Revenue summary (Excluding Harbour budget & prediction)

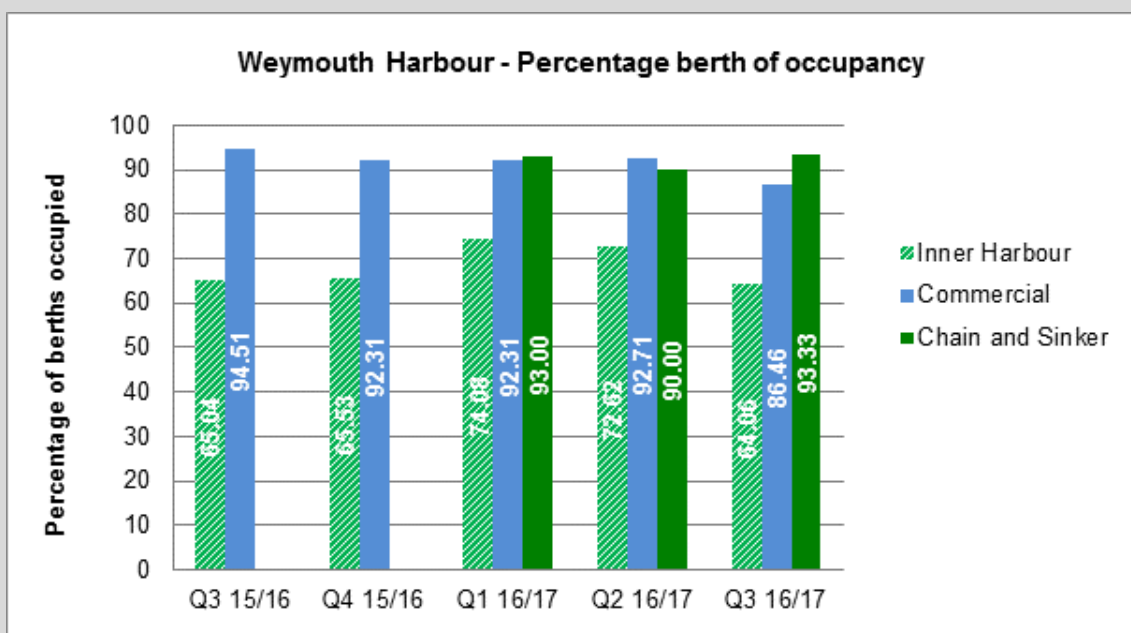
Subjective analysis	Full Year Current Budget 2016/17 (£)	Comments / actions
Employees	443,172	Deckchair operations will be £4,500 adverse due to an increase in agency staff costs. Festivals & Events are predicting a £4,000 adverse variance due to a reduction in income. Museums & Heritage is predicting a £6,000 adverse variance due to additional external legal advice with regard to the museum development agreement at Brewers Quay.
Premises	229,037	
Transport	2,411	
Supplies & Services	749,640	
Payments to clients	199,646	
Income	(855,145)	
<b>Net expenditure</b>	<b>768,761</b>	
<b>Q3 Predicted variance</b>	<b>14,661 (A)</b>	
Q2 Predicted variance	20,006 (F)	
Q1 Predicted variance	1,248 (A)	

### Revenue summary (Weymouth Harbour) – Reference only

Subjective analysis	Full Year Current Budget 2016/17 (£)	Comments / actions
Employees	384,620	Additional income received in relation to filming in the Harbour during the summer. Rates bills are being re assessed in relation to the Ferry terminal buildings to reflect current occupation and use. A continued effort to ensure all end users are recharged for energy and a new more efficient system for charging electricity used in the Marina.
Premises	472,210	
Transport	644	
Supplies & Services	221,512	
Income	(1,066,440)	
<b>Net expenditure</b>	<b>12,546</b>	
<b>Q3 Predicted variance</b>	<b>139,440 (F)</b>	
Q2 Predicted variance	130,371 (F)	
Q1 Predicted variance	0	

Key performance data

Weymouth Harbour - Percentage of berth occupancy				Aim	↑
Authority	Weymouth & Portland				
Type of Berth	Inner Harbour Marinas		Commercial Berths		Chain and Sinker Moorings
Q3 2016/17 Actual	64%	✘	86%	✔	93%
Q3 2016/17 Target	80%		80%		80%
FY 2016/17 Target	80%		80%		80%
FY 2015/16 Actual	65.53%		92.31%		n/a



[Inner Harbour] 262 out of 409 moorings in the Inner Harbour Marinas are currently occupied.

This is the lowest point of occupancy as customers have taken their boats out of the water for the winter and preparations for the next season have not begun. It is hoped an advertising campaign will generate greater numbers for 2017.

[Commercial Berths] 83 out of 96 Commercial Berths are currently occupied. A number of commercial boats have changed hands and some left the harbour due to commercial pressures in the industry. It is hoped for a recovery as the season start draws nearer.

[Chain and Sinker] 28 out of 30 Chain and Sinker moorings are currently occupied. The chain and sinker moorings are popular with locals and so maintain their occupancy.

Number of visiting yachts/powerboat nights (cumulative)		Aim	↑
Authority	Weymouth & Portland		
Q3 2016/17 Actual	4,866		
FY 2015/16 Actual	5,249		

Visitors' numbers have been consistently lower than 2015/16. This may be due to the weather or the financial climate. Other harbours on South Coast have experienced the same.

Please note this is cumulative throughout the year. This is a volume indicator so there is no target.

Quarter	2015/16	2016/17
Q1	1,929	1,672
Q2	4,836	4,535
Q3	5,077	4,866
Q4	5,249	-

Number of visits to VisitDorset.com (cumulative)		Aim	↑
Authority	Dorset Council's Partnership (DCP)		
Q3 2016/17 Actual	1,552,070		
Q3 2016/17 Target	1,465,000		
FY 2016/17 Target	1,900,000		
FY 2015/16 Actual	1,901,774		

Quarter	2014/15	2015/16	2016/17
Q1	590,210	531,629	576,541
Q2	1,316,613	1,152,338	1,305,043
Q3	1,688,434	1,489,340	1,552,070
Q4	2,203,317	1,901,774	-

The visit-dorset.com website is a partnership site and promotes all Dorset boroughs and districts excluding Bournemouth and Poole.

## Key risk areas

14 Service operational risks have been identified for Economy, Leisure & Tourism:-

Very High Risks	0
High Risks	0
Medium Risks	3
Low Risks	11

## Assets & Infrastructure

Head of Service – David Brown

(Harbour & Coastal Infrastructure, Land Drainage, Emergency Planning, Capital Works, Property Development, Property & Facilities Management, Parking, Transport & Fleet Management)

Lead Brief holders – Cllr Colin Huckle, Cllr Ray Nowak, Cllr Jeff Cant

### Revenue summary

Subjective analysis	Full Year Current Budget 2016/17 (£)	Comments / actions
Employees	780,510	Car parking income is predicted to be over £200,000 favourable due to a number of additional events during last summer. Carry forward requests have been made for new car parking machines and resurfacing works. Hotels is likely to be £90,000 favourable due to an increase in income and a saving on maintenance costs. There is a predicted £60,000 underspend on commercial asset maintenance costs. There is a £30,000 underspend on planned maintenance on the new council offices. Additional income of £20,000 has been received from Chalets and beach bungalows. Vacancies within the Assets & Infrastructure team will save £47,000. The mild weather is predicted to save £10,000 in Engineering infrastructure.
Premises	2,425,302	
Transport	22,091	
Supplies & Services	663,448	
Income	(4,174,323)	
<b>Net expenditure</b>	<b>(282,972)</b>	
<b>Q3 Predicted variance</b>	<b>178,772 (F)</b>	
Q2 Predicted variance	5,753 (F)	
Q1 Predicted variance	22,523 (F)	

### Key performance data

Percentage of operational council property in terms of floor area that is empty				Aim	↓
Authority	North Dorset	West Dorset	Weymouth & Portland		
Q3 2016/17 Actual	5%	0%	0%		
Q3 2016/17 Target	No target	0.25%	1.75%	✓	✓
FY 2016/17 Target	No target	0.25%	1.75%		
FY 2015/16 Actual	5%	0.00%	8.04%		



  

[NDDC] Nordon Offices approx. only.

[WDDC] 0m<sup>2</sup> out of 10,696m<sup>2</sup> of operational floor space is currently empty.

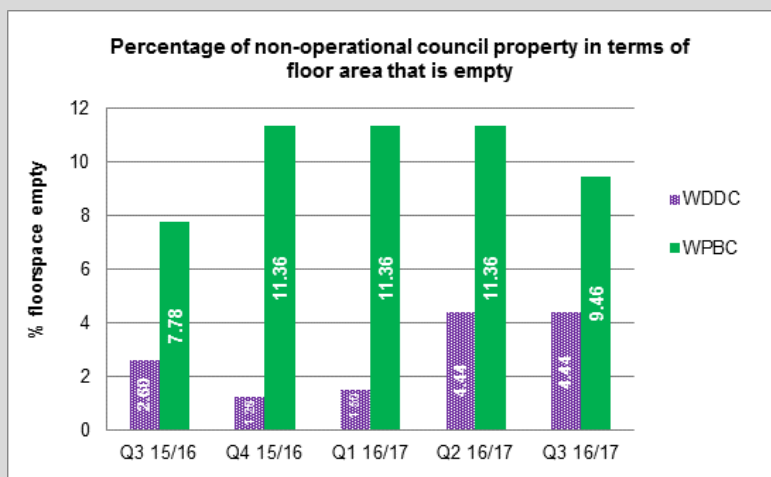
[WPBC] 0m<sup>2</sup> out of 3,432m<sup>2</sup> of operational floor space is currently empty. Both the North Quay property and the Portland Council Offices are now classed as Assets for Disposal and are removed from the calculation for this performance indicator.

Quarter	NDDC (%)	WDDC (%)	WPBC (%)
Q3 15/16	5.00	0.00	8.67
Q4 15/16	5.00	0.00	8.04
Q1 16/17	5.00	0.00	0.00
Q2 16/17	5.00	0.00	0.00
Q3 16/17	5.00	0.00	0.00

Percentage of non-operational council property in terms of floor area that is empty			Aim	↓
Authority	<b>West Dorset</b>	<b>Weymouth &amp; Portland</b>		
Q3 2016/17 Actual	4%		9%	
Q3 2016/17 Target	5%		6%	
FY 2016/17 Target	5%		6%	
FY 2015/16 Actual	1.26%		11.36%	

[WDDC] 790m<sup>2</sup> out of 17,774m<sup>2</sup> of non-operational floor space is currently empty. Empty properties at Marabout Industrial Estate and Burraton Yard Units.

[WPBC] 3,105m<sup>2</sup> out of 32,830m<sup>2</sup> of non-operational floor space is currently empty. The Harbour Provedore Store and part of the Ferry Terminal Offices has now been let. The remaining vacant space is mainly Ferry Port buildings that are vacant following the departure of Condor. Marketing on these buildings is ongoing for a two year let.



### Key risk areas

17 Service operational risks have been identified for Assets & Infrastructure:-

Very High Risks	0
High Risks	0
Medium Risks	7
Low Risks	7

## Democratic Services & Elections

Corporate Manager – Jacqui Andrews

(Democratic Support, Electoral Registration &amp; Elections)

Lead Brief holder – Cllr Kevin Brookes

### Revenue summary

Subjective analysis	Full Year Current Budget 2016/17 (£)	Comments / actions
Employees	207,340	A new printing contract has led to a saving of £10,500. There is a vacancy in Democratic Services leading to a £11,000 saving. Savings have also been made on implementing the 'Mod Gov' system. Elections is predicted to be £23,000 favourable due to claiming funding back for undertaking election duties.
Transport	11,026	
Supplies & Services	435,066	
Income	(36,961)	
<b>Net expenditure</b>	<b>616,471</b>	
<b>Q3 Predicted variance</b>	<b>42,355 (F)</b>	
Q2 Predicted variance	2,862 (F)	
Q1 Predicted variance	8,000 (A)	

### Key performance data

No KPI or volumetrics are currently reported by Democratic Services &amp; Elections.

### Key risk areas

7 service operational risks have been identified for Democratic Services &amp; Elections:-

Very High Risks	0
High Risks	0
Medium Risks	0
Low Risks	7




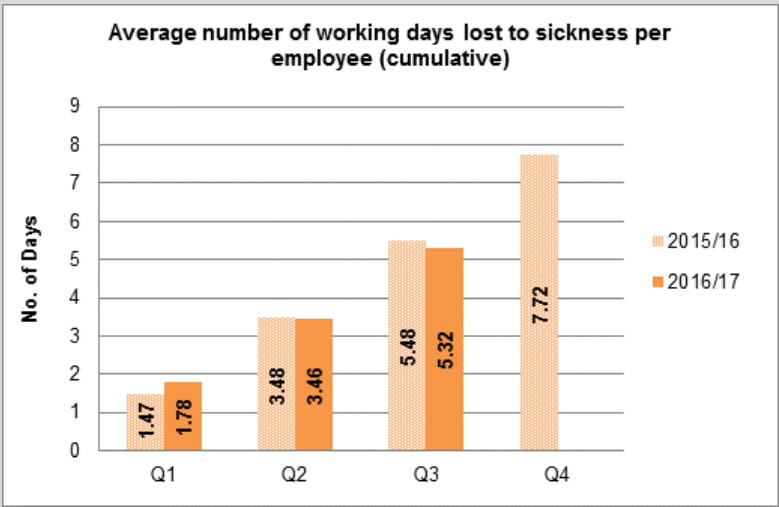
**Human Resources & Organisational Development**Corporate Manager – **Bobbie Bragg**

(HR Policy, Recruitment, Workforce Planning, Staff Performance, Health &amp; Safety)

Lead Brief holder – **Cllr Kevin Brookes****Revenue summary**

Subjective analysis	Full Year Current Budget 2016/17 (£)	Comments / actions
Employees	215,102	This budget is currently predicted to be on target.
Transport	1,707	
Supplies & Services	26,919	
<b>Net expenditure</b>	<b>243,728</b>	
<b>Q3 Predicted variance</b>	<b>0</b>	
Q2 Predicted variance	4,725 (F)	
Q1 Predicted variance	0	

**Key performance data**

Average number of working days lost to sickness per employee (cumulative)		Aim	↓
Authority	<b>Dorset Council's Partnership (DCP)</b>		
Q3 2016/17 Actual	<b>5.32 days</b>		
Q3 2016/17 Target	5.25 days		
FY 2016/17 Target	7.00 Days		
FY 2015/16 Actual	7.72 Days		
<p>Average FTE figure is based on a comparison of data supplied for the ONS Quarterly surveys as at March and December 2016.</p> <p>[DCP] The Q3 figure of 5.31 days per FTE employee compares with a corresponding figure of 5.48 days for last year. The proportion of days lost for long term absence fell from 60% to 40% whilst days lost for short term absence increased from 40% to 60%.</p> <p>Please note this KPI is cumulative throughout the year.</p>			

**Key risk areas**

6 Service operational risks have been identified for Human Resources &amp; Organisational Development:-

Very High Risks	0
High Risks	0
Medium Risks	2
Low Risks	4

## Legal Services

Corporate Manager – Robert Firth

(Legal, Deputy Monitoring Officer, Land Charges)

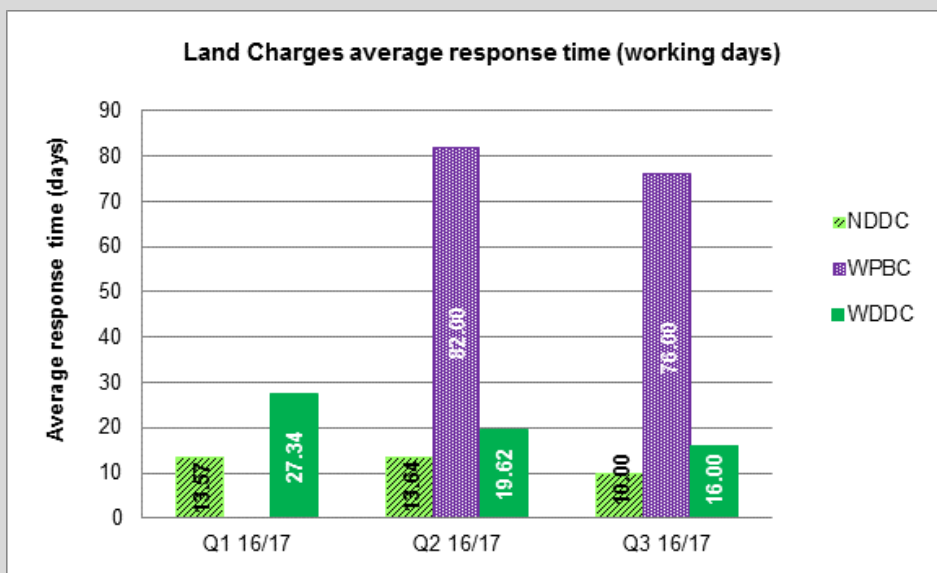
Lead Brief holder – Cllr Kevin Brookes

### Revenue summary

Subjective analysis	Full Year Current Budget 2016/17 (£)	Comments / actions
Employees	258,821	Additional agency staff and locum requirements in Legal Services has led to a predicted £20,000 adverse variance. Land Charges is predicted to be on target.
Transport	788	
Supplies & Services	51,332	
Income	(144,714)	
<b>Net expenditure</b>	<b>166,227</b>	
<b>Q3 Predicted variance</b>	<b>20,000 (A)</b>	
Q2 Predicted variance	19,000 (A)	
Q1 Predicted variance	0	

## Key performance data

Average days to process Land Charge searches (working days)					Aim	↓
Authority	North Dorset		West Dorset		Weymouth & Portland	
Q3 2016/17 Actual	10 Days		76 Days		16 Days	
Q3 2016/17 Target	15 Days		15 Days		15 Days	
FY 2016/17 Target	15 Days		15 Days		15 Days	
FY 2015/16 Actual	n/a		n/a		n/a	



[NDDC] 398 Land Charges searches were processed during Q3. NDDC staff continue to provide assistance to the other land charges teams, although, targets remain well within acceptable levels. Over the next two quarters NDDC land charges staff are likely to face a number of additional challenges including gradual migration over to SWH and consequential changes to IT. It is very likely that this will have an impact on search turnarounds; however, every effort will be made to minimise potential disruption.

[WDDC] 771 Land Charges searches were processed during Q3. Whilst the overall turnaround times clearly remain unacceptably high, progress in reducing the backlog continues and provided this can be sustained then this will gradually filter through into turnaround times. During Quarter 3 delivery of various projects to help address the backlog slowed materially due to the loss of internal project support as a result of secondments and the inability to secure interim managerial support pending service redesign. As from the beginning of January this interim support has now started and consequently there is reason to be optimistic that projects can now progress more expeditiously. Equally positive is that momentum is now starting to build in respect of progressing what is now being identified as a corporate initiative to improve data quality. Improving data capture and retrieval has been identified as a key element to resolving West Dorset land charges challenges for a number of years. However, timing in relation to this is critical and on-going short term funding for limited data cleansing in relation to land charges searches may still be needed whilst the project gradually takes shape.

[WPBC] 476 Land Charges searches were processed during Q3, representing approximately a 10% increase on the previous quarter. Following identification of issues during Q1 regarding turnaround times for Weymouth searches, measures introduced to address this have continued to produce results. Whilst Q3 overall outturns produce an average turnaround just outside target, monthly data returns identify that as at 23<sup>rd</sup> December the date of the oldest search was down to 8 working days. Whilst the latest figures are therefore well within target, underlying challenges which were previously identified do still remain and will gradually be tackled as part of service redesign e.g. progressing training of newer land charges staff and the effect of staff taking leave / being ill on what is currently still a small team. For now the aim will be to gradually phase out the short term measures that were introduced to resolve the backlog issue; this will also require careful monitoring.

## Key risk areas

6 Service operational risks have been identified for Legal Services:-

Very High Risks	0
High Risks	1
Medium Risks	1
Low Risks	4

Issues arising from lack of resilience / staffing issues / process issues - both historic issues and on-going				
CURRENT SCORE		Planned risk reduction initiatives Continuing implementation of action plan and on-going review of outcomes, this remains on track. Regular discussions with staff via Huddles and Team meetings. Likely to change with gradual improvements to backlog.	TARGET SCORE	
Impact	3		Impact	3
Likelihood	5		Likelihood	2
Risk Score	15		Risk Score	6
Risk Rating	HIGH		Risk Rating	LOW

## Future issues

Legal: the need to maintain and secure a resilient service particularly in the provision of property related legal matters is already and is likely to remain a key challenge. To the extent that this cannot be achieved by way of recruitment which is exceptionally challenging due to current market conditions, then alternative but more expensive options (e.g. locums) are already being explored.

Land Charges: Measures implemented to address emerging challenges relating to this Weymouth and Portland function appear to have had a beneficial effect and current data supports a view of a continuing positive improvement despite having to also tackle other issues outside the control of the unit, including in particular the national introduction of the new CON29 forms (Standard forms used for submitting a Land Charges search). The convergence of the land charges units across the partnership will also have an impact on service but in the future is likely to make a positive contribution to issues of resilience.

WPBC Revenue Budget Carry Forward requests 2016/17

Appendix 3

Service	Section	Purpose / Project	Description	Authority: WPBC / Shared	Amount
Assets & Infrastructure	Car Parks	Parkeon (Pay & Display machines)	Legal contract entered into and Parking Manager is hoping that this will be invoiced and paid for before end of financial year.	WPBC	£160,000
Assets & Infrastructure	Car Parks	Resurfacing works	Resurfacing works to various car parks – work on a tendering exercise is currently underway but this may well be required to be carried forward.	WPBC	£100,000
Economy, Leisure & Tourism	Leisure & Commissioning: Arts Development	Implementation of arts projects	A favourable variance of approximately £8,000 is anticipated for budget. This should be carried forward to 2017-18 to enable the implementation of arts projects as requested by Management Committee at its meeting in December 2016.	WPBC	£8,000
Economy, Leisure & Tourism	Leisure & Commissioning: Weymouth Swimming Pool	Essential repairs to the building and other improvements	Underspend on Weymouth Pool. It is likely that there will be an underspend on utility costs however, the council is engaged in making essential repairs to the building and other improvements as part of the process of securing a new lease for the centre and moving away from the need for the payment of a management fee to SLM. The underspend will be about £15,000 and this is the value of the carry forward that I am requesting.	WPBC	£15,000
Business Improvement	IT	New D4U computer system	Dorsetforyou software system is likely to be concluded after the current financial year end, therefore it is requested that the budget within the 2016/17 accounts for WPBC's contribution to the procurement is carried forward to 2017/18.	WPBC (Shared)	£22,250
Business Improvement	IT	Smart Working	Use underspends on Projects and Equipment to cover the expected significant increase in demand for this budget.	WPBC (Shared)	£40,000
Business Improvement	Communications	LGR consultaion and customer access staffing	Requested that the public consultation budget which will be unspent this year is carried forward to next financial year to put towards LGR consultaion and customer access staffing cost pressures in 2017/18.	WPBC (Shared)	£5,000
Legal	Land Charges	Purchase Software & Data Migration	In 2016/17 a total of £25k (per council) was allocated to Land Charges to allow for new IT software and data migration. Progression on this has been delayed to ensure that the process can form a part of a larger tender for Planning software across all 3 councils. Request is to carry forward both the WDDC and WPBC allocations to 17/18 to cover eventual costs. Note - NDDC may need to seek funding once the tender process begins.	WPBC (Shared)	£25,000
<b>Total</b>					<b>£375,250</b>

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**Weymouth & Portland Borough Council - Capital position**

Appendix 4

Overall scheme budget					Current year budget			Commentary
Scheme	Budget Holder	Total Scheme Budget	Predicted Total Expenditure	Estimated Scheme Variance	2016/17 Budget	Current Year Expenditure to 31/12/16	Predicted 2016/17 Variance	
		£	£	£	£	£	£	
<b>Environment and Sustainability - Cllr R Nowak</b>								
Weymouth Bay Coastal Processes Study	D Brown	323,038	323,038	0	9,564	9,564	0	The Weymouth Bay Coastal Processes Study is programmed to be delivered in Spring 2017. There have been a number of technical queries with the modelling stage and these have been referred back to the Consultants for further review. On completion the report will help guide the direction that flood defences are going to take in the future (i.e. flood wall defence heights and whether we need a Tidal Barrier in future) and what funding will be required.
Weymouth Harbour Walls Remediation Project	D Brown	1,955,000	1,955,000	0	1,947,704	75	1,947,629	The design and application for consents and preparation of tender invitation documents for replacement of Wall D is actively progressing and we hope to begin construction in Autumn 2017 but this may extend to Spring 2018 due to slow responses from the Consultants. Wall C will be a separate contract but various preparation works will be started soon eg historical report, ground and ground penetrating radar surveys.
Chesil Sea Wall	D Brown	300,000	300,000	0	14,675	0	14,675	All 'post storm' works completed but monitoring scheme is being put in place for establishing future works.
Chesil Sea Wall Study	D Brown	110,000	110,000	0	110,000	779	109,221	Match funding for larger EA joint funded scheme, intend to spend £49,000 in 17/18 and then £7,000 pa for next three financial years
Portland Harbour North Shore	D Brown	6,300	6,300	0	6,300	0	6,300	Monitoring equipment installed previously, intend to spend £2,000 pa for next three years on surveys/monitoring to determine if there is any ground movement.

Overall scheme budget					Current year budget			Appendix 4 Commentary
Scheme	Budget Holder	Total Scheme Budget	Predicted Total Expenditure	Estimated Scheme Variance	2016/17 Budget	Current Year Expenditure to 31/12/16	Predicted 2016/17 Variance	
		£	£	£	£	£	£	
<b>Corporate Affairs &amp; Continuous Improvement - Cllr K Brookes / Finance &amp; Assets - Cllr J Cant</b>								
North Quay Redevelopment / Relocation	D Brown	1,072,868	1,063,216	9,652	155,417	98,929	56,488	This project is to renovate premises and relocate staff from NQ. Staff have moved out of NQ and the Commercial Road and Crookhill offices are now operational. Currently projections show there is likely to be a small underspend - approximately 1% of the budget. This allows for monies set aside to assist DCC with the relocation of Surestart which they have not claimed yet.
11 High St, Portland	D Brown	250,000	250,000	0	250,000	5,916	244,084	This is a compulsory purchase order scheme, the land will eventually used to support housing.
Disabled Facilities Grant	C Milone	459,629	459,629	0	54,058	54,058	0	The council's Home Improvement Agency ceased to operate from 31/3/2015. All remaining DFG funds have now transferred to Dorset County Council, which administers the new Dorset Accessible Homes Scheme (DAHS). The councils each continue to fund DAHS to the tune of c£30,000 of revenue costs a year.
Private Sector Renewal Fund Loan Scheme	C Milone	225,391	225,391	0	106,676	106,676	0	This funding was originally provided to fund an equity loans scheme for private sector householders. Loans are now being repaid. The council now has a loan pot with Wessex CIC who will be raising an invoice to enable transfer of these funds.
<b>WPBC Totals</b>		<b>4,702,226</b>	<b>4,692,574</b>	<b>9,652</b>	<b>2,654,394</b>	<b>275,996</b>	<b>2,378,398</b>	



31 <sup>st</sup> Mar 2016	Average Rate (%)	Current Portfolio	31 <sup>st</sup> Dec 2016	Average Rate (%)
£ 27,000,000	4.58	<b>Debt</b> LOBO (2) (Lenders Option Borrowers Option)	£ 17,000,000	4.46
-	-	Fixed Rate Loan (converted LOBO)	10,000,000	4.79
27,000,000	4.58	<b>Total Debt</b>	27,000,000	4.58
		<b><u>Current Investments</u></b>		
		<b>Property Funds</b>		
5,000,000	5.88	CCLA Property Fund	5,000,000	5.68
		<b>Unit Funds</b>		
1,000,000	3.39	Elite Charteris Premium Income Fund	1,000,000	5.03
3,000,000	0.77	Payden Sterling Reserve Fund	3,000,000	0.78
2,500,000	3.77	UBS Multi Asset Income Fund	2,500,000	3.87
1,000,000	1.25	City Financial Diversified Fixed Interest Fd*	1,000,000	4.92
2,000,000	7.51	Schroders Income Maximiser Fund	2,000,000	7.06
2,500,000	3.04	M&G Global Dividend Fund	2,500,000	3.96
		<b>Corporate Bonds</b>		
1,000,000	1.12	GE Capital UK Funding FRN (9/5/16)	-	-
		<b>Covered Bonds</b>		
2,226,844	2.12	Leeds Build. Society 4.25% (17/12/18)	2,226,844	2.12
2,211,666	2.13	Yorkshire BS 4.75% (12/04/18)	2,211,666	2.13
2,003,000	0.98	Leeds Build. Society FRN (01/10/19)	2,003,000	0.97
		<b>Deposits</b>		
1,000,000	0.35	HSBC instant access account	1,000,000	0.25
1,500,000	0.43	Handelsbanken liquidity account	1,500,000	0.32
-	-	Barclays Bank (20/02/17)	1,500,000	0.29
-	-	Lloyds Bank (09/02/17)	1,500,000	0.88
		<b>Money Market Funds</b>		
1,222,000	0.46	Standard Life MMF (formerly Ignis)	2,721,000	0.25
1,032,000	0.43	Deutsche Bank MMF	2,523,000	0.23
1,031,000	0.41	Blackrock MMF	2,523,000	0.20
1,031,000	0.43	Aberdeen MMF (formerly Scottish Widows)	2,523,000	0.22
1,185,000	0.52	Federated Investors MMF	2,722,000	0.31
32,442,510		<b>Total Investments</b>	41,953,510	
5,442,510		<b>Net (Debt)/Investments</b>	14,953,510	

\*Transferred from City Financial Defensive Global Bond Fund.

There has been no movement in the Council's total debt position this year. Investments have been made in accordance with the Treasury Strategy Statement and there is no major variance from the original budget 2016/17 to the projected actual expenditure 2016/17.

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## **Management Committee 7 February 2017 Community Governance Review for the creation of a Town Council**

### **For Decision**

#### **Briefholder**

Cllr Kevin Brookes

#### **Senior Leadership Team Contact:**

S Caundle, Assistant Chief Executive

#### **Report Author:**

Jacqui Andrews, Corporate Manager, Democratic & Electoral Services

#### **Statutory Authority**

Local Government and Public Involvement in Health Act 2007 (“the 2007 Act”)

#### **Purpose of Report**

1. To advise Members of the Community Governance Review process required to create a Town Council for Weymouth.

#### **Officer Recommendations**

2. To recommend to Full Council that a Community Governance Review (CGR) be undertaken to consider the creation of a new Parish Council(s) covering the Weymouth & Portland Borough Council area with a view to a new Parish Council(s) being established at the same time as any new Unitary Council for Dorset.
3. To recommend to Full Council that the Steering Group for Democratic Improvement oversees the CGR process, and reports to Management Committee with regard to proposals for terms of reference for the review, proposals for consultation, any amendments to proposals after the public consultation, and the implementation of the final Review recommendations.

#### **Reason for Decision**

4. To ensure that steps are in place to undertake a Community Governance Review to consider the creation of a Parish Council(s) for the Weymouth & Portland Borough Council area should the decision of the Dorset Councils be to ask the Department for Communities and Local Government to create 2 Unitary authorities across Dorset.

## **Background and Reason Decision Needed**

5. From February 2008, principal councils have had responsibility for undertaking community governance reviews and have been able to decide whether to give effect to recommendations made in those reviews. In making such a decision, Councillors are required to take account of the views of local people ensuring that governance arrangements continue to reflect local identities and facilitate effective and convenient local government.
6. The Local Government and Public Involvement in Health Act 2007 (“the 2007 Act”) requires that principal councils have regard to the guidance issued by the Secretary of State and the Local Government Boundary Commission for England.
7. In January 2017, the 9 Councils in Dorset will be considering a report for the reorganisation of local government in Dorset. Should the recommendation of the majority of the Councils in Dorset be to request that the Department for Communities and Local Government (DCLG) makes an order to create 2 Unitary Councils in Dorset, this will result in the abolition of Weymouth & Portland Borough Council, and Members will be invited to consider undertaking a Community Governance Review which is the mechanism to create a Parish Council for Weymouth. It should be noted that throughout this report reference is made to a Parish Council as this is the legal terminology for a local council. The name of any new Parish Council created would form part of the Community Governance Review (“CGR”).
8. At the time of the Management Committee meeting, the decision of all nine Councils across Dorset with regard to Local Government Reorganisation will be known, and whether there is a need to consider commencing a Community Governance Review will become clear.

## **Community Governance Review Process**

9. Section 93 of the 2007 Act allows principal councils to decide how to undertake a CGR, provided that they comply with certain duties in that Act including details set out relating to consultation, the need to ensure any proposals reflect the identities and interests of the community in that area and is effective and convenient, and the publication of recommendations. The manner in which the Council consults with its local residents is not prescribed.
10. A CGR is a review of the whole or part of the borough to consider the creation of a new Parish/es:
  - Terms of reference for CGR must specify the area under review and set out clearly the matters on which a CGR is to focus, and these terms of reference must be published.
  - Consultees are set out in the Act and Guidance, and include the County Council, Members of Parliament, local councils, local people, local businesses and voluntary organisations, and their

representations must be taken into account when finalising the detail of the review.

- The review must take into account the impact of community governance arrangements on community cohesion and the size, population and boundaries of a local community or parish. There is more detail on both of these factors in guidance published by The Local Boundary Commission for England.
- The review must consider electoral arrangements and, if creating a large Parish, whether or not this should be warded. Careful consideration must also be given to any Ward boundaries as these can have consequential effects on the boundaries for other tiers of local government.
- More detailed information in respect of the CGR process can be found in the Local Government Boundary Commission for England's "Guidance on community governance reviews" at [http://www.lgbce.org.uk/\\_data/assets/pdf\\_file/0019/10387/community-governance-review-guidance.pdf](http://www.lgbce.org.uk/_data/assets/pdf_file/0019/10387/community-governance-review-guidance.pdf)
- Any Review should be concluded within 12 months of the agreement and publication of the Terms of Reference, and the outcomes of the Review are implemented by a Reorganisation Order. This Order may also include provisions with respect to the transfer and management or custody of property and/or provision with respect to the transfer of functions, property, rights and liabilities.

## **Terms of Reference of the Review**

11. The guidance expects terms of reference to set out clearly the matters on which a CGR is to focus, and the local knowledge and experience of Borough Councillors will help to frame suitable terms of reference which should be appropriate to local people and reflect the specific needs of the community. It is recommended that the Steering Group for Democratic Improvement be invited to draft Terms of Reference to be considered by Management Committee and then a special meeting of Full Council at the end of March.
12. Ordinarily, principal councils should avoid starting a CGR if a review of borough arrangements is being, or is about to be undertaken. This is so that the LGBCE can take into account any parish boundary changes that are made. In the event that Unitary Councils are agreed across Dorset, it is likely that these would be based on the recently revised Dorset County Council Division boundaries. If Members decide that a CGR should be undertaken, it would be appropriate to consider any recommended Warding pattern for the new Parish Council using the assumption of any new Unitary following the recently revised Dorset County Council Division boundaries.

## Electoral Arrangements

13. Electoral arrangements in relation to a proposed parish need to be considered and cover:
  - Ordinary year of election
  - Council size – the number of Councillors
  - Parish Warding – whether the parish should be divided in to Wards for the purposes of electing Councillors.
14. Parish council elections should normally take place every four years at the same time as the elections for the borough ward. If Members agree to undertake a CGR, the aim would be to schedule the first elections to the new Parish Council in 2019 to coincide with the elections to any new Unitary authority and other Parish elections in the County. The principal council must consult on the proposed electoral arrangements.
15. Parish councils vary enormously in size and in the type of activities and services they provide and can represent populations ranging from less than 100 to up to 70,000. The LGBCE guidance suggests that they continue to have 2 main roles: community representation and local administration, and for both these roles it is suggested that it's desirable that a parish council "should reflect a distinctive and recognisable community of place with its own sense of identity" and that the "views of local communities and inhabitants are of central importance".
16. The number of Councillors elected to a parish is referred to as "Council Size" and the Local Government Act 1972 specifies that each parish council must have at least five Councillors – there is no maximum number.
17. The LGBCE advises that there is a wide variation of council size between parish councils, influenced by population. Research undertaken in 1992 found that typically councils representing a population of over 20,000 had between 13 and 31 Councillors, and there is no evidence to suggest that this had altered significantly since the research was conducted.

## Parish Warding

18. Parish warding includes the number and boundaries of any wards, the number of Councillors to be elected for any ward and the names of wards. The 2007 Act requires that consideration be given to whether:
  - The number, or distribution of the local government electors for the parish would make a single election of councillors impracticable or inconvenient, and
  - It is desirable that any area or areas of the parish should be separately represented.
19. The boundaries for Weymouth & Portland Borough Council were last reviewed in 2002, and whilst this was 15 years ago, officers are not aware of any significant migration of people or large scale developments in the Borough area since the review. Members will be invited to take a view on this and consider whether or not the current ward boundaries for the

Borough Council might be appropriate for any new parish council(s) that might be recommended.

## **Implementation**

20. If the Council chooses to accept the final recommendations of the Review, concluded after public consultation, then it needs to draw up a Reorganisation Order and publish this together with the reasons for the changes, making maps available for public inspection. There are also various bodies that must be notified of the changes including the Local Government Boundary Committee for England. The Reorganisation Order will also cover other issues including transfer of property, rights and liabilities and the budget requirement for the Parish Council for 2019/20.

## **Other considerations**

21. As well as the Community Governance Review to consider the creation of a new parish(es), it is recommended that an officer working group works in tandem to look at the preliminary work needed to create the Town Council. This might include areas such as governance, accommodation, staffing, powers and duties of any new local council(s), transfer of assets etc.

## **Implications**

### **Financial**

22. There are no financial implications associated directly with this report. However, there is a bid for funding in the sum of £150,000 for work associated with the creation of a new parish(es) council(s).

## **Consultation and Engagement**

23. There has been no consultation in respect of this initial report but a consultation plan will be drafted to cover the community governance review.

## **Background Papers**

Local Government and Public Involvement in Health Act 2007  
The Local Government Boundary Commission for England – Guidance on community governance reviews.

## **Footnote**

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

**Report Author:** Jacqui Andrews, Corporate Manager, Democratic & Electoral Services  
**Telephone:** 01258 484325  
**Date:** 19 January 2017  
**Email:** jandrews@dorset.gov.uk

## COMMUNITY GOVERNANCE REVIEW FOR THE CREATION OF A PARISH COUNCIL FOR WEYMOUTH

### INDICATIVE TIMETABLE

#### Timetable for the Review

Publication of the Terms of Reference formally begins the Review, and the Review must be completed within 12 months. The timetable set out below is indicative only and is based on an assumption of agreement of Terms of Reference at a Special meeting of Full Council on 23 March 2017

Report to Full Council	<b>23 March 2017</b>	Council approves the Terms of Reference for the Community Governance Review (CGR)
Publish Terms of Reference	<b>23 March 2017</b> The CGR must be completed within 12 months of the date of publication.	Publish terms of reference and notify stakeholders of the commencement of the review.
Steering Group for Democratic Improvement to prepare draft proposals for consultation to be adopted by Full Council (9 weeks)	<b>Steering Group report to Management Committee 23 May 2017 with a report to Full Council 1 June 2017</b>	Council approves the initial proposals regarding the creation of a new parish(es) and the Consultation Plan
Commence consultation on draft proposals and invite initial submissions	<b>5 June 2017 (Closes 31 July – 8 weeks)</b>	Initial submissions invited: Consult with: Portland Town Council Town and Borough Councillors Dorset County Council Member of Parliament Local groups and interested parties such as local businesses, local residents' associations, local public and voluntary organisations such as schools or health bodies. Publish proposals on Dorsetforyou.
Consider submissions and draft revised recommendations if appropriate (9 weeks)	<b>Steering Group to report to Management Committee 19 September 2017 with a report to Full Council 12 October 2017</b>	Consider any submissions/representations and prepare report of draft recommendations for Full Council.
Publish draft recommendations	<b>16 October 2017 (Closes 11 December 2017 – 8 weeks)</b>	Publish draft recommendations for further consultation with: All local government electors Portland Town Council Town and Borough Councillors



		Dorset County Council Member of Parliament Local groups and interested parties Publish draft recommendations on Dorsetforyou
Make final recommendations (7 weeks)	<b>Steering Group to report to Management Committee 6 February followed by Full Council 22 February 2018</b>	Consider any further submissions/representations and prepare final recommendations for report to Full Council.
Publish final recommendations	<b>March 2018</b>	Publish final recommendations and make Reorganisation Order.
Draft Reorganisation Order	<b>Steering Group to report to Management Committee followed by Full Council Spring 2018</b>	
Make Reorganisation Order		Reorganisation Order to be sealed once approval received from Full Council
Any new Parish Councils created in temporary format with existing Borough Councillors	<b>1 April 2019</b>	Borough Councillors appointed to set precept for 2019-20
Elections to new Weymouth Parish Council	<b>2<sup>nd</sup> May 2019</b>	

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## **Management Committee 7 February 2017**

### **Weymouth & Portland: Accelerating Home Building Programme**

#### **For Decision**

##### **Briefholder**

Cllr G Taylor, Housing

##### **Senior Leadership Team Contact:**

**S Hill, Strategic Director**

##### **Report Author:**

S Hill, Strategic Director

##### **Statutory Authority**

LGA 1974

#### **Purpose of Report**

- 1 To describe the proposed Accelerating Home Building programme for Weymouth & Portland Borough Council and for Management Committee to consider establishing the programme.

#### **Officer Recommendations**

- 2 That Management Committee establishes an Accelerating Home Building programme in Weymouth & Portland.
- 3 That Management Committee supports the programme through to 31 March 2019 and considers the draft and finalises the Action Plan, with or without additional financial resources available to the programme.
- 4 That Management Committee agrees to establishing a Member Working Group to lead on the Accelerating Home Building programme, and in turn for the Working Group to report progress to the Western Dorset Growth Strategy Member board.
- 5 That Management Committee refers the Accelerating Home Building programme to Scrutiny & Performance Committee including scrutinising the proposed Council actions arising from the Housing Finance Institute Business Ready Review.

## Reason for Decision

- 6 This paper recommends establishing the Weymouth & Portland Borough Council Accelerating Home Building Programme with a focus which is either directly or indirectly related to almost all of the Council's Corporate Plan outcomes, including increasing the number of new homes built within the borough.
- 7 The Council has recently reassessed its 5-year land supply and concluded that the pace of housing development across the Local Plan area (West Dorset and Weymouth & Portland) is currently just below 5-years.
- 8 The existing Member Western Dorset Growth Strategy Board will provide overall Member governance of the Programme, demonstrating progress against its objective of providing an additional 20,000 new homes including affordable by 2033.
- 9 In addition to accelerating housing delivery to support land supply and the community benefits that housing derives; the programme also includes development of affordable housing types and the tenure mix with an aim of reducing the housing affordability gap and providing homes for specific groups (young, local, working age, vulnerable and elderly); and also where opportunities exist to improve income to councils.
- 10 For a number of reasons, housing supply is seen as a national priority coinciding with for example the recent announcement of a £3bn HCA Home Building Fund (loan); Larger Site funding; Affordable Housing programme; Accelerated Construction; garden villages; garden towns; support for community land trusts; and Starter Homes. At the time of writing, the Housing White Paper is also planned to be published in February 2017, "with further significant measures all helping us towards our ambition for a million new homes by 2020". The Accelerating House Building Programme will be adapted to ensure consistency between WPBC and Government objectives. More is announced alongside the Autumn Statement.

## Background and Reason Decision Needed

- 11 Some other councils nationally are at various stages of implementing similar programmes and the Government highlights housing as a priority. To date, Members and officers have attended South West Housing Forum and visited Eastleigh BC (including presentations from Keith House<sup>10</sup>) and East Cambridgeshire DC. Leaders and planning portfolio holders have also been provided with the background paper<sup>1</sup> and also schedules<sup>2</sup> describing the various planning stages of housing development sites.
- 12 This proposed Accelerating Home Building programme has also been proposed to West Dorset District Council and North Dorset District Council (in December 2016 and February 2017), with the recommendation to also establish a programme. Indeed, much of work and governance could be mutually beneficial across Dorset Councils Partnership (DCP).

In the years leading up to the recession, UK housebuilding failed to deliver the homes needed for our country. Government has made the building of new homes a priority. The planning system has been extensively reformed, infrastructure guarantees have been devised to support housebuilding, financial support has been given to housebuilding and to housing providers. The roles and responsibilities of councils have been transformed. Much has been achieved.

The Elphicke-House Review was established in the context of new roles and opportunities for councils. To look at what councils do, and what councils can do. To see if more could be done by councils to boost housebuilding and to create strong and sustainable communities, to support growth and prosperity. We believe that councils could achieve much more by taking a more central role in providing new homes.

The key recommendation is that councils change: from being statutory providers to being Housing Delivery Enablers. A Housing & Finance Institute (HFI) should be established to promote and support the sharing of ideas and drive innovation in housing finance.

- 13 The Housing Finance Institute (HFI) has been commissioned to undertake a Housing Business Ready Review for the Council. This commenced with a site visit from the HFI on 18 January 2017 and will be completed by Spring 2017. Similarly HFI Reviews have been commissioned for West Dorset District Council and North Dorset District Council.
- 14 A draft Action Plan has been prepared (Appendix 1), which is based on the feedback already received from the HFI. This draft will be developed as the HFI continues its work with the Councils. In addition, this report Recommends taking the draft Action Plan through scrutiny.
- 15 There are several projects included on the draft Corporate Projects list that Senior Leadership Team is preparing, which are development related and would be included within this single Accelerating Home Building Programme: eg, Brewery Square, Gillingham Strategic Site Allocation, Littlemoor, Vearse Farm, Markham & Little Francis and St Michael's Trading Estate.
- 16 Schedules of sites have been drafted which include allocated land without application; sites with extant permission where construction has not started or is only part complete; and those applications in the development management system: (i) applications received at 1 April but not yet permitted; and (ii) applications with resolution to grant at 1 April, but awaiting 106 negotiation/sign-off. The Schedules identify housing numbers.
- 17 The Accelerating Home Building programme will describe, against each application/site, the activities that the DCP is already progressing, that demonstrates the positive actions DCP is taking. That has been prepared in draft and provided to the HFI as information to inform its Review.
- 18 The programme is then likely to consider prioritising the schedules of sites and review and determining what further actions and interventions could be taken by councils, including for example working with the Homes and Communities Agency (HCA), Registered Providers (RPs) and developers/landowners. There are likely

to be some sites that require different interventions than others and not ruling out the DCP councils investing time and money to promote development.

- 19 There are likely to be a range of interventions that the Councils and others could pursue for allocated and proposed development sites, eg working together differently with landowner/developer and agents; upfront funding of infrastructure; providing cash flow; land purchase; sourcing funding of housing for vulnerable groups; working with the HCA; partnerships and working together with RPs; joint venture with public or private sector partners (eg in partnership with recently established Private Sector Partnership); and jointly owned scaleable Council housing company. The report prepared May 2015 describes a range of options<sup>7</sup>.

Eastbourne BC has entered a Housing & Economic Development Partnership (HEDP), with Eastbourne Homes and is delivering a programme of new housing, regeneration, community and economic development. The main aim is to provide good quality housing and develop vibrant sustainable communities with local people at the heart of the regeneration process<sup>5</sup>.

- 20 In addition, councils can look beyond currently identified development allocations and planning permissions to other opportunities that support the economy and housing.
- 21 The West Dorset and Weymouth & Portland Local Plan early review has commenced and the Issues and Options consultation stage has been to Full Councils for consideration. Similarly, the early review of the North Dorset Local Plan has commenced.
- 22 The Programme is not predominately concerned with Council assets but can include use of Council assets. Co-ordination with the Councils' Asset Management Groups will be needed in those instances, using the Asset Registers to accelerate construction on public land. An Expression of Interest to the Government's Accelerated Construction fund by 28 February 2017 is being considered. In addition DCP Councils are at various stages working to formalise the arrangement with PSP and this could provide opportunities for council land/assets but also other development allocations/sites.
- 23 Dorset Councils work to promote development via a range of officer and Member groups including the Dorset wide Member Strategic Planning Forum, officer Planning Policy Managers and Strategic Housing Group.
- 24 The Accelerating Home Building programme provides a good opportunity to work together (for example, DCP councils, DCC and Registered Providers) on a strategic and important matter that requires multi-agency input. That co-ordination should assist Dorset Councils to promote a range of housing development options in particular with a focus on the vulnerable and Health Prevention at Scale; housing that might otherwise not be provided by the private sector.
- 25 DCC has been accepted as a pilot area for One Public Estate programme and has secured £25k of funding to develop the programme. It is recognisable that Dorset has not to date made the most of multi-agency opportunities as they have arisen and that the officer led Dorset Joint Asset Management Board has, in the past, provided a focus. Both should have enabled Dorset to promote development and

including using local authority and other public assets. Some work has been done in Dorset, but more could have been achieved and at a quicker pace.

- 26 Coupled with an Accelerating Home Building programme, combined working with DCC or other Government agencies (such as the NHS, Dorset Clinical Commissioning Group, Highways England and Environment Agency) may help to identify the best options per site/application and together achieve the right balance of development and infrastructure.
- 27 The Housing and Finance Initiative (HFI)<sup>9</sup> has offered to work with WPBC to support its ambitions to increase the volume and pace of housing delivery, to explore creative ways to employ the Council's position as housing and planning authority to show leadership in the housing market and a commercial approach. WPBC Briefholder informally agreed to the appointment of the HFI from Housing budget. WDDC met with the HFI on 1 December 2016 and its interim report is now available and the NDDC Housing Portfolio holder has given informal approval.

## **Implications**

### **Corporate Plan**

- 28 Establishing the Accelerating Home Building Programme can be done by Management Committee. It is recommended that the programme is governed by a Member Working Group. The existing Member Western Dorset Growth Strategy Board will provide overall Member governance of the Programme, demonstrating progress against its objective of providing an additional 20,000 new homes including affordable by 2033.
- 29 Officers are already meeting monthly to implement the programme and make progress on promoting housing (and other) development that supports the economy, environment and health in the DCP areas, which demonstrates our actions to bolster land supply, whilst deriving income for the councils.
- 30 Making timely and efficient and strategic decisions will be a challenge for Dorset councils and any individual council; something that the HFI could perhaps advise upon, including decisions at SLT, formal committees and using agenda urgent items.
- 31 This report Recommends to Management Committee that a Member Working Group is established to lead on the Accelerated House Building Programme which in turn reports to the Member Western Dorset Growth Strategy. For example, the Briefholders for Housing and Planning and the Leader could constitute the Working Group.

### **Financial**

- 32 Management Committee is recommended to continue to support initial work of Members and officers to help develop the Accelerating Home Building Programme including establishing the skills and team required, reviewing the draft schedule of interventions and implementing interventions options. This work would directly benefit WPBC but may also inform other councils.

- 33 There is an appetite amongst Members to make progress including reviewing the proposed interventions strategically and per site; obtaining the right skills and resources to implement the interventions.
- 34 To bolster in-house resources and make more and better progress, skills are likely to be needed by councils, from project management, consultants specialising in housing and commercial property development, legal, financial and delivery vehicles. It is likely that consultants will be needed rather than being direct employees (given for example difficulties in recruitment and salary) or a team of consultants, or multi-disciplinary consultancy team. Those consultants would provide advice generally and specifically to each intervention or site. Job Descriptions, commissioning options and specifications will be sourced, including from other councils. The HFI, Housing Business Ready review may indicate the skills and resources needed to be commissioned by the Council.
- 35 Traditionally, funding to support development of affordable housing has come via the HCA and RPs. This has changed with less HCA grant for housing per unit and loans and less RP funding. For example, Government funding eg via Starter Homes, Home Builder Fund<sup>6</sup> are announced from time to time, in some cases without detail following. There are other differently funded options like Rentplus and investors eg Cheyne Capital.
- 36 Financial returns of any council investment (which would be in addition to the project skills support) will be evaluated on a case by case basis recognising that income from housing development may be little, long term and at risk but development is likely to deliver against other objectives and community benefits. Individual business cases will be prepared before council investment decisions are made, which will be made individually by the Council, without delegation.
- 37 In reviewing the interventions they may provide opportunities for income generation through financial investment and effective asset management.
- 38 Council financial investment in development opportunities will be evaluated and determined on a case by case, development opportunity basis, using the constitutional decision making arrangements, which includes decision making by Management Committee. Each council will need to determine the level of financial investment, funding source on a site by site opportunity basis.

East Cambridgeshire DC has set aside a £5m fund for development opportunities appointed a team of 5no. advisors; it is focusing at present on 2 housing development sites.

## **Equalities**

- 39 Accelerating Home Builder is likely to have positive implications providing community and economic benefits. Home building brings with it an element of affordable housing (in all its various forms and tenure types), housing for the vulnerable and in an attempt to minimise the housing affordability gap.



- 40 The programme will be co-ordinated with the Service Transformation Plan (STP) for example to enable quality and type of housing to contribute to improving health outcomes (Prevention at Scale).

### **Environmental**

- 41 The programme will use the range of planning policy environmental constraints to safeguard the environment whilst balanced against the advantages of housing development.

### **Economic Development**

- 42 There is proven link between housing development supporting economic growth: draft report Supporting Dorset's Economic Growth – Future Housing Provision (DLEP)<sup>4</sup> and in particular the future options/recommendations.
- 43 The Dorset Local Enterprise Partnership (LEP) operates the Dorset LEP Housing Group and has recently decided to appoint a fixed term Partnership Housing Policy Manager to work across Dorset to promote housing development<sup>3</sup>.
- 44 Dorset wide strategic planning and strategic housing should be implemented coherently with individual council's decisions being made in the context of Dorset's strategic housing need and planning. The advantages of housing development are focused on both economic and health outcome.

### **Risk Management (including Health & Safety)**

- 45 The HFI will be asked to comment on risks during its Business Ready Review, and the arising action plan is proposed will be subject to Scrutiny. The proposed Member Working Group will be responsible for ensuring that a risk register is prepared and maintained as well as balancing risk within any individual business case.
- 46 This report recommends Management Committee commence the programme, which would otherwise be at risk and may not result in a financial return.
- 47 The fund would support the programme through to May 2019 including programme management.

### **Human Resources**

- 48 There are some skills and resources within DCP staff structure to help interventions including within development services major projects team and also planning policy implementation team.

### **Consultation and Engagement**

- 49 It is recommended that the Accelerating Home Building programme and actions from the Housing Business Ready review be referred to Scrutiny & Performance Committee.

- 50 Normal and statutory consultation will be expected should development proposals emerge including options appraisal public consultation and pre-planning application consultation, in addition to statutory consultation.

## Appendices

### Appendix 1: Draft Action Plan

## Background Papers

1. Housing and Revenue: Housing Delivery Enablers – 12 July 2016 update
2. Schedules of Development sites
3. <https://www1.bournemouth.ac.uk/dorset-local-enterprise-partnership-housing-policy-manager-fixed-term>
4. Supporting Dorset's Economic Growth – Future Housing Provision (DLEP) – draft Three Dragons with SQW and Parkwood Consultancy – September 2016
5. <http://www.eastbourne.gov.uk/news/2016/april/eastbourne-borough-council-partnership-win-uk-housing-award/>
6. <https://www.gov.uk/government/publications/home-building-fund>
7. Options for Asset Development and Alternative Service Delivery Models, WDDC and WPBC; May 2015; Grant Thornton
8. Western Dorset Economic Growth Strategy – draft
9. The Housing and Finance Institute (HFI) has prepared the Housing Business Ready Programme: “Housing Business Ready Programmes are designed to help councils to better articulate their housing strategy, assess opportunities and delivery methods available to them and optimise the speed, value and fit of housing outcomes.” [http://www.thehfi.com/housing\\_business\\_ready\\_programmes](http://www.thehfi.com/housing_business_ready_programmes)
10. The Elphicke / House report (from statutory provider to housing delivery enabler: review in to local authority role is housing supply) was introduced by Keith House (Eastleigh Borough Council).  
[https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/398829/150126\\_LA\\_Housing\\_Review\\_Report\\_FINAL.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/398829/150126_LA_Housing_Review_Report_FINAL.pdf)

## Footnote

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

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	Action	Date	Lead Member	Lead Officer	Comments
1	Establish a Home Ownership Register	May 2017	Gill Taylor	Clive Milone	
2	Promoting new methods of home construction	April 2017	Gill Taylor	Hilary Jordan/Jean Marshall – Andy Galpin/Andrew Martin	
3	Promoting new entrants to the market especially small & medium size developers and self-build (eg via Register)	May 2017	Gill Taylor	Hilary Jordan	
4	<b>Implement a programme of funding for community development trusts</b>	<b>February 2017</b>	<b>Gill Taylor</b>	<b>Hilary Jordan/Paul Derrien</b>	
5	<b>Eol Accelerated Construction</b>	<b>28 February 2017</b>	<b>Jeff Cant</b>	<b>David Brown/Paul Derrien</b>	
6	Regular DCP Member briefings	31 January 2017 and then quarterly	Gill Taylor	Stephen Hill/Clive Milone/Hilary Jordan	
7	<b>Develop relationship with HCA as it re-organises</b>	<b>Upon new HCA organisational arrangements being implemented</b>	<b>Gill Taylor</b>	<b>Stephen Hill/Hilary Jordan</b>	
8	Enhance engagement arrangements with local Registered Providers	February 2017	Gill Taylor	Clive Milone	
9	Enhance engagement arrangements with local developers and new entrants (eg small & medium size developers)	February 2017	Gill Taylor	Hilary Jordan	
10	Implement engagement arrangements with others eg estate agents and letting agents	May 2017	Gill Taylor	Clive Milone	
11	Communications				
11a	Prepare communications strategy and plan	April 2017	Gill Taylor	Fiona Napier	
11b	Develop communications with community – initial campaign informing of the	May 2017	Gill Taylor	Fiona Napier	

	Objectives of Accelerating Home Building				
11c	Introduce communications with home owners – initially introducing Home Ownership Register	May 2017	Gill Taylor	Fiona Napier/Clive Milone	
11d	Prepare promotional material	March 2017	Gill Taylor	Fiona Napier	
11e	Initiate a Housing Fair – initially to describe the range of housing options	July 2017	Gill Taylor	Clive Milone	
11f	Continue to provide regular update briefings to MPs and involve MPs in particular sites	Quarterly meetings and as required	Gill Taylor	Stephen Hill	
12	Consider a mortgage scheme	June 2017	Gill Taylor/Jeff Cant	Clive Milone/Julie Strange	
13	Consider establishing a council led housing development company and/or housing development/regeneration trust	September 2017	Gill Taylor/Jeff Cant	Clive Milone/Julie Strange/Rob Firth	
14	Describe the local housing need and home ownership and align to the policies on development allocations, home size and tenure mix	March 2017	Gill Taylor/Ray Nowak	Hilary Jordan/Clive Milone	
15	Monitor actions (as part of the Western Dorset Growth strategy) on promoting development at strategic allocated sites; sites with planning permission.	At meetings of the Member Western Dorset Growth strategy and also monthly Accelerating Home Building officer group	Gill Taylor/Jeff Cant	Hilary Jordan/Jean Marshall	
16	Implement a programme of identifying land with the aim of adding land value	September 2017	Gill Taylor/Jeff Cant	Hilary Jordan/Julie Strange	
17	Prepare a Dashboard of Housing/Planning related information	February 2017	Gill Taylor/Ray Nowak	Hilary Jordan/Clive Milone	
18	Recruit a Commercial Housing Enabler	June 2017	Gill Taylor	Clive Milone	
19	Appoint a project manager	End February 2017	Gill Taylor	Hilary Jordan/Clive Milone	
20	Establish Member Working	End January 2017	Gill Taylor	Stephen Hill	

Group				

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## **Management Committee 7 February 2017 NHS Dorset Clinical Commissioning Group – Clinical Services Review**

### **For Decision**

#### **Briefholder**

Cllr Christine James – Social Inclusion

#### **Senior Leadership Team Contact:**

S Hill, Strategic Director

#### **Report Author:**

G Duggan, Head of Community Protection

#### **Statutory Authority**

Public consultation by Dorset Clinical Commissioning Group

#### **Purpose of Report**

- 1 For your committee to provide a response to the Dorset Clinical Commissioning Group (CCG) consultation on the Clinical Services Review about the future of clinical healthcare services in Dorset.

#### **Officer Recommendations**

- 2 That the Briefholder for Social Inclusion takes into account comments made by this committee and submits a response on behalf of the council to the CCG Clinical Services Review consultation.

#### **Reason for Decision**

- 3 To allow the councils voice to be heard in this important consultation which will help shape the future provision of clinical healthcare services in the Borough.

#### **Background and Reason Decision Needed**

- 4 The Clinical Services Review (CSR) is being led by NHS Dorset Clinical Commissioning Group which is responsible for planning and securing healthcare in Dorset. A public consultation on review proposals is open for a 12-week period up to 28 February 2017. The council may wish to submit a response.

5 The CCG state that the review is being undertaken because;

- There are unacceptable variations in the quality of care across Dorset
- Staff with the right skills are not always where patients most need them
- The cost of providing healthcare in Dorset is more than the funding available

The CCG believe that if nothing is done the consequences will include more difficulties in getting GP appointments; longer waiting times at A&E; more cancelled operations; insufficient hospital beds; problems in seeing specialists and unplanned service cuts. These would lead to lower safety; worsening health and survival rates.

6 The CCG's vision is *"to change our healthcare system to provide services that meet the needs of local people and deliver better outcomes."* There are 5 key ambitions;

- Services organised around people rather than facilities
- Supporting people to stay well and take better care of themselves
- Delivering more care close to home
- Integrated teams of professionals working together
- Centralising hospital services

The Government has required each of the local health and social care areas (Dorset being one) to produce a Sustainability and Transformation Plan (STP) based around these ambitions and the CCG believe that the proposals in the consultation document will be an important part of delivering the STP in Dorset.

#### Consultation Document

7 The consultation document can be found at;

<https://www.csr.dorsetsvision.nhs.uk/wp-content/uploads/sites/3/2016/11/csr-consultation-document.pdf>

The main themes of the consultation are;

- A substantial expansion of interventions for the prevention of ill health
- A greater focus on self-care so that people have the confidence and support to manage their own health
- Avoiding gaps in services and removing boundaries that exist between primary and community care and services delivered in hospitals
- Groups of GP's leading mixed teams of doctors, nurses and social care professionals so that they can make better use of their skills to meet patients' needs
- A different way of providing urgent and emergency care services that are fit for the future so that more lives can be saved and improve care



These themes are developed in proposals for *Integrated Community Services – Options for Change* and *Proposed Options for Acute Hospitals* the detail of which is contained within the consultation document.

#### Implications for Borough residents

- 8 The draft proposal for Weymouth & Portland includes a community hub with beds at Weymouth Hospital and a community hub without beds at Portland, possibly at a different site to the existing hospital. Westhaven Hospital would not be used as a community hospital hub, but the future of mental health beds at the Linden Unit will be considered as part of a separate review.

It is proposed that the major emergency hospital should be located in the east of the county in either Bournemouth or Poole and that the major planned care hospital with a 24/7 Urgent Care Centre will be located in the other town.

It is proposed that Dorset County Hospital in Dorchester will be a planned care and emergency hospital with 24/7 A&E services, which will help to ensure good access for all of Dorset's population. This would mean that most services provided at Dorset County Hospital would remain largely as they are now.

Points that members may wish to consider in suggesting a response include;

- Additional strain that may be placed on clinical health services through any planned increased housing provision.
- The role of the council in healthy housing provision and healthy lifestyles in preventing ill health.

#### Consultation response

- 9 The consultation questionnaire is attached as Appendix 1 to this report. With respect to integrated community services, there is a section on Weymouth and Portland (page 3). Proposed options for acute hospitals are covered on pages 4-6. It is suggested that following your meeting, a response will be finalised and submitted to Dorset CCG.

Healthwatch Dorset has information about the review at;

<http://www.healthwatchdorset.co.uk/CSR>

## **Implications**

### **Corporate Plan**

- 10 Priorities: Empowering Thriving and Inclusive Communities and Improving Quality of Life

## **Equalities**

- 11 An Equalities Impact Assessment for the consultation has been undertaken by Dorset CCG. Healthwatch Dorset is collecting data about access to the consultation document and questionnaire.

## **Consultation and Engagement**

- 12 The consultation has been circulated to all councillors for any individual responses to be made. There are a series of public engagement events and details of these are on the Dorset CCG website.

## **Appendices**

Appendix 1 – CSR Consultation Questionnaire

## **Background Papers**

Nil

## **Footnote**

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

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# CONSULTATION QUESTIONNAIRE

*Please read the consultation document or go online for information about our proposals. This consultation questionnaire gives you the opportunity to provide your views about the changes proposed to improve local healthcare services across Dorset. The questionnaire may be completed by organisation representatives and individuals, including residents, patients and staff.*

***There is more information online, and also an online version of this questionnaire, which we encourage you to complete. Please visit: [www.dorsetsvision.nhs.uk/feedback](http://www.dorsetsvision.nhs.uk/feedback)***

*Completed questionnaires will be processed by Opinion Research Services (ORS), an independent research company. Questionnaires returned directly to ORS via our FREEPOST address will only be seen by the ORS research team. Feedback from individuals will be completely anonymous, but views from organisations may be published in full. All completed questionnaires should be returned to the FREEPOST address on the back page to arrive by **Tuesday 28 February 2017**.*

## **Integrated community services** → Please read section 5 of the consultation document

*We believe that there is the potential to deliver better care in or closer to people's homes using community teams based at local community hubs. We will continue to provide a wide range of healthcare services at community hospitals, but we do not believe inpatient beds are needed at every one.*

**To what extent do you agree or disagree that our proposal to provide services closer to people's homes using community teams based at local community hubs will deliver better care?**

PLEASE TICK ✓ ONE BOX ONLY

<b>Strongly agree</b> <input type="checkbox"/>	<b>Tend to agree</b> <input type="checkbox"/>	<b>Neither agree nor disagree</b> <input type="checkbox"/>	<b>Tend to disagree</b> <input type="checkbox"/>	<b>Strongly disagree</b> <input type="checkbox"/>	<b>Don't know</b> <input type="checkbox"/>
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*We have held discussions with doctors, health professionals and front-line staff; sought the views of local people; carried out detailed travel time analysis; looked at the number of beds and space needed and considered a number of options for community hospitals.*

***Our preferred option is for 7 community hubs with inpatient beds; and 5 community hubs without inpatient beds but providing a range of outpatient and other services, spread throughout the localities in Dorset.***

**Our draft proposal for NORTH DORSET includes community hubs with beds at Blandford Hospital and at Sherborne Hospital, and a community hub without beds at Shaftesbury, possibly at a different site to the existing hospital. To what extent do you agree or disagree with our draft proposal for NORTH DORSET?**

PLEASE TICK ✓ ONE BOX ONLY

<b>Strongly agree</b> <input type="checkbox"/>	<b>Tend to agree</b> <input type="checkbox"/>	<b>Neither agree nor disagree</b> <input type="checkbox"/>	<b>Tend to disagree</b> <input type="checkbox"/>	<b>Strongly disagree</b> <input type="checkbox"/>	<b>Don't know</b> <input type="checkbox"/>
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**If you have any specific comments about the draft proposal for NORTH DORSET or if there are any alternatives that you think we should consider, please tell us and explain any alternative option.**

PLEASE ANSWER IN THE BOX BELOW AND CONTINUE ON A SEPARATE SHEET IF NECESSARY

**Our draft proposal for MID DORSET includes a community hub at Dorset County Hospital with access to community beds in proposed hubs at Wimborne, Bridport, Sherborne and Weymouth Community Hospitals. To what extent do you agree or disagree with our draft proposal for MID DORSET?**

PLEASE TICK ✓ ONE BOX ONLY

<b>Strongly agree</b> <input type="checkbox"/>	<b>Tend to agree</b> <input type="checkbox"/>	<b>Neither agree nor disagree</b> <input type="checkbox"/>	<b>Tend to disagree</b> <input type="checkbox"/>	<b>Strongly disagree</b> <input type="checkbox"/>	<b>Don't know</b> <input type="checkbox"/>
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**If you have any specific comments about the draft proposal for MID DORSET or if there are any alternatives that you think we should consider, please tell us and explain any alternative option.**

PLEASE ANSWER IN THE BOX BELOW AND CONTINUE ON A SEPARATE SHEET IF NECESSARY

**Our draft proposal for WEST DORSET includes a community hub with beds at Bridport Hospital. To what extent do you agree or disagree with our draft proposal for WEST DORSET?** PLEASE TICK ✓ ONE BOX ONLY

<b>Strongly agree</b> <input type="checkbox"/>	<b>Tend to agree</b> <input type="checkbox"/>	<b>Neither agree nor disagree</b> <input type="checkbox"/>	<b>Tend to disagree</b> <input type="checkbox"/>	<b>Strongly disagree</b> <input type="checkbox"/>	<b>Don't know</b> <input type="checkbox"/>
---	--	---	---	--	---

**If you have any specific comments about the draft proposal for WEST DORSET or if there are any alternatives that you think we should consider, please tell us and explain any alternative option.**

PLEASE ANSWER IN THE BOX BELOW AND CONTINUE ON A SEPARATE SHEET IF NECESSARY

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Our draft proposal for WEYMOUTH & PORTLAND includes a community hub with beds at Weymouth Hospital and a community hub without beds at Portland, possibly at a different site to the existing hospital. Westhaven Hospital would not be used as a community hospital hub, but the future of mental health beds at the Linden Unit will be considered as part of a separate review. To what extent do you agree or disagree with our draft proposal for WEYMOUTH & PORTLAND? PLEASE TICK ✓ ONE BOX ONLY

Strongly agree <input type="checkbox"/>	Tend to agree <input type="checkbox"/>	Neither agree nor disagree <input type="checkbox"/>	Tend to disagree <input type="checkbox"/>	Strongly disagree <input type="checkbox"/>	Don't know <input type="checkbox"/>
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If you have any specific comments about the draft proposal for WEYMOUTH & PORTLAND or if there are any alternatives that you think we should consider, please tell us and explain any alternative option.

PLEASE ANSWER IN THE BOX BELOW AND CONTINUE ON A SEPARATE SHEET IF NECESSARY

Our draft proposal for PURBECK includes a community hub with beds at Swanage Hospital and a community hub without beds at Wareham, possibly at a different site to the existing hospital. To what extent do you agree or disagree with our draft proposal for PURBECK?

PLEASE TICK ✓ ONE BOX ONLY

Strongly agree <input type="checkbox"/>	Tend to agree <input type="checkbox"/>	Neither agree nor disagree <input type="checkbox"/>	Tend to disagree <input type="checkbox"/>	Strongly disagree <input type="checkbox"/>	Don't know <input type="checkbox"/>
--	---	--	--	---	--

If you have any specific comments about the draft proposal for PURBECK or if there are any alternatives that you think we should consider, please tell us and explain any alternative option.

PLEASE ANSWER IN THE BOX BELOW AND CONTINUE ON A SEPARATE SHEET IF NECESSARY

Our draft proposal for EAST DORSET is for a community hub with beds at Wimborne Hospital. St Leonards Hospital would close. To what extent do you agree or disagree with our draft proposal for EAST DORSET? PLEASE TICK ✓ ONE BOX ONLY

Strongly agree <input type="checkbox"/>	Tend to agree <input type="checkbox"/>	Neither agree nor disagree <input type="checkbox"/>	Tend to disagree <input type="checkbox"/>	Strongly disagree <input type="checkbox"/>	Don't know <input type="checkbox"/>
--	---	--	--	---	--

If you have any specific comments about the draft proposal for EAST DORSET or if there are any alternatives that you think we should consider, please tell us and explain any alternative option.

PLEASE ANSWER IN THE BOX BELOW AND CONTINUE ON A SEPARATE SHEET IF NECESSARY

Our draft proposal for the POOLE LOCALITIES includes a community hub with beds at Poole (only if this is the major planned care hospital). Alderney Hospital would not be used as a community hub and proposals for its future would form part of a separate review of dementia services. To what extent do you agree or disagree with our draft proposal for the POOLE LOCALITIES? PLEASE TICK ✓ ONE BOX ONLY

Strongly agree <input type="checkbox"/>	Tend to agree <input type="checkbox"/>	Neither agree nor disagree <input type="checkbox"/>	Tend to disagree <input type="checkbox"/>	Strongly disagree <input type="checkbox"/>	Don't know <input type="checkbox"/>
--	---	--	--	---	--

If you have any specific comments about the draft proposal for the POOLE LOCALITIES or if there are any alternatives that you think we should consider, please tell us and explain any alternative option.

PLEASE ANSWER IN THE BOX BELOW AND CONTINUE ON A SEPARATE SHEET IF NECESSARY

Our draft proposal for the BOURNEMOUTH and CHRISTCHURCH LOCALITIES includes a community hub with short term care home beds at Bournemouth (only if this is the major planned care hospital) and a hub without beds at Christchurch. To what extent do you agree or disagree with our draft proposal for the BOURNEMOUTH and CHRISTCHURCH LOCALITIES? PLEASE TICK ✓ ONE BOX ONLY

Strongly agree <input type="checkbox"/>	Tend to agree <input type="checkbox"/>	Neither agree nor disagree <input type="checkbox"/>	Tend to disagree <input type="checkbox"/>	Strongly disagree <input type="checkbox"/>	Don't know <input type="checkbox"/>
--	---	--	--	---	--

If you have any specific comments about the draft proposal for BOURNEMOUTH and CHRISTCHURCH or if there are any alternatives that you think we should consider, please tell us and explain any alternative option. PLEASE ANSWER IN THE BOX BELOW AND CONTINUE ON A SEPARATE SHEET IF NECESSARY

## Our proposed options for acute hospitals → Please read section 6 of the document

National and international evidence show that more lives are saved if people are treated in specialist centres with senior staff available on site 24 hours a day 7 days a week; however **none** of the hospitals in Dorset currently provide this. Our vision for acute hospital care in Dorset is based on three types of hospitals:

- » **Major emergency hospital with 24/7 A&E** - it would offer consultant-led A&E and emergency surgery, as well as treatment for other higher risk planned care including cancer, high-risk maternity with consultant presence and 24/7 overnight services for children.
- » **Major planned care hospital with a 24/7 urgent care centre** - it would offer planned and day case surgery such as hip replacements, outpatients and tests and scans. It would have a 24/7 Urgent Care Centre (led by GPs with consultant input) with rehabilitation beds, antenatal, postnatal and outpatients and therapies for children, mental health services and an integrated service for frail and elderly patients.
- » **Planned care and emergency hospital with 24/7 A&E** - it would offer consultant-led A&E and other urgent/emergency care services including surgery and medical admissions. It would offer planned and day case surgery such as hip replacements, outpatients and tests and scans. It would have an integrated service for frail and elderly patients, primary and community care services on site and mental health care services; and as a minimum would have enhanced day and evening services for children, midwife-led maternity unit and a special care baby unit.

**To what extent do you agree or disagree with our vision for acute hospital care in Dorset?**

PLEASE TICK ✓ ONE BOX ONLY

Strongly agree <input type="checkbox"/>	Tend to agree <input type="checkbox"/>	Neither agree nor disagree <input type="checkbox"/>	Tend to disagree <input type="checkbox"/>	Strongly disagree <input type="checkbox"/>	Don't know <input type="checkbox"/>
--	---	--	--	---	--

Following extensive discussions with stakeholders and based on detailed population and travel time analysis, we propose that the **major emergency hospital** should be located in the east of the county in either **BOURNEMOUTH or POOLE** and that the **major planned care hospital** with a 24/7 Urgent Care Centre will be located in the other town.

We propose that Dorset County Hospital in **DORCHESTER** will be a **planned care and emergency hospital with 24/7 A&E services**, which will help to ensure good access for all of Dorset's population. This would mean that most services provided at Dorset County Hospital would remain largely as they are now.

**To what extent do you agree or disagree with the proposals to provide a major emergency hospital and a major planned care hospital in the east of the county?** PLEASE TICK ✓ ONE BOX ONLY

Strongly agree <input type="checkbox"/>	Tend to agree <input type="checkbox"/>	Neither agree nor disagree <input type="checkbox"/>	Tend to disagree <input type="checkbox"/>	Strongly disagree <input type="checkbox"/>	Don't know <input type="checkbox"/>
--	---	--	--	---	--

**To what extent do you agree or disagree with the proposals for Dorset County Hospital to be a planned care and emergency hospital?** PLEASE TICK ✓ ONE BOX ONLY

Strongly agree <input type="checkbox"/>	Tend to agree <input type="checkbox"/>	Neither agree nor disagree <input type="checkbox"/>	Tend to disagree <input type="checkbox"/>	Strongly disagree <input type="checkbox"/>	Don't know <input type="checkbox"/>
--	---	--	--	---	--

The CCG wants to provide as many services as possible at the planned care and emergency hospital (Dorchester), but only where it is safe to do so. Clinical advice from the Royal College of Paediatrics and Child Health has identified that consultant-led maternity care and inpatient paediatric services for the sickest children will need to change to meet safety guidelines. We are currently considering two different options which are set out below.

**Which option do you prefer for the delivery of consultant-led maternity care and inpatient paediatric services for the sickest children?** PLEASE TICK ✓ ONE BOX ONLY

<input type="checkbox"/>	<p><b>Option A</b> Providing consultant-led services at the major emergency hospital in the east of Dorset. Plus an integrated service across Dorset County Hospital and Yeovil District Hospital for residents in the west of Dorset (where one hospital would provide consultant-led maternity care and overnight services for children and the other hospital would have a midwife-led maternity service and enhanced day and evening services for children).</p>	Don't know <input type="checkbox"/>
<input type="checkbox"/>	<p><b>Option B</b> Establishing a single specialist centre that covers the whole of Dorset, which would need to be based at the major emergency hospital in the east of Dorset (with midwife-led services and have enhanced day and evening services for children provided at Dorset County Hospital).</p>	
<input type="checkbox"/>	<p><b>Another option:</b> Please give details in the box on the next page.</p>	

If you have any specific comments about the options for consultant-led maternity care and inpatient paediatric services, or if there are any alternative options that you think we should consider, please tell us and explain any alternative option.

PLEASE ANSWER IN THE BOX BELOW AND CONTINUE ON A SEPARATE SHEET IF NECESSARY

Following a detailed and extensive process of appraisal, the CCG has proposed two options. These are set out below. Our preferred option is **OPTION B**: the **major emergency hospital** at the **BOURNEMOUTH Hospital** with the **major planned care hospital** at **POOLE Hospital**. Our main reasons for preferring **OPTION B** are:

- » Bournemouth Hospital offers better emergency access by ambulance for most residents, including people living in West Hampshire;
- » Bournemouth Hospital has lower running costs and would cost significantly less to develop;
- » Because of its town centre location, Poole Hospital is easier for most residents to get to by public transport for planned treatment;
- » Poole Hospital is a better site for community beds given its town centre location.

Which option do you prefer for the major emergency hospital and major planned care hospital in the east of the county? PLEASE TICK ✓ ONE BOX ONLY

<input type="checkbox"/> <b>Option A</b> Major <u>emergency</u> hospital with 24/7 A&E services in <b>POOLE</b> Major <u>planned care</u> hospital with an 24/7 Urgent Care Centre in <b>BOURNEMOUTH</b>	Don't know <input type="checkbox"/>
<input type="checkbox"/> <b>Option B – This is our PREFERRED OPTION</b> Major <u>emergency</u> hospital with 24/7 A&E services in <b>BOURNEMOUTH</b> Major <u>planned care</u> hospital with a 24/7 Urgent Care Centre in <b>POOLE</b>	
<input type="checkbox"/> <b>Another option:</b> Please give details in the box on the next page	

If you have any specific comments about the draft proposals for acute care, or if you disagree with any of them, please tell us. If there is an alternative option that you think we should consider, please explain the alternative option and tell us why you think this would be better.

PLEASE ANSWER IN THE BOX BELOW AND CONTINUE ON A SEPARATE SHEET IF NECESSARY



## Other comments and suggestions

**Are there any further comments that you would like to make about any aspect of our proposals?**

PLEASE ANSWER IN THE BOX BELOW AND CONTINUE ON A SEPARATE SHEET IF NECESSARY

*As a public body, NHS organisations have a duty to take into account the impact of their decisions on human rights, under the Human Rights Act 1998, and also on people with protected characteristics under the Equality Act 2010 (age, disability, gender, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, and sexual orientation).*

**Are there any positive or negative impacts relating to equalities that you believe we should take into account?**

**If so, are you able to provide any supporting evidence and suggest any ways we could reduce or remove any potential negative impact and increase any positive impact?**

PLEASE ANSWER IN THE BOX BELOW AND CONTINUE ON A SEPARATE SHEET IF NECESSARY

# Information about you

## What is your full postcode?

This will help us understand views in different areas

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## If you are responding on behalf of an ORGANISATION, which organisation do you represent?

Please give us the name of the organisation and any specific group or department. Please also tell us who the organisation represents what area the organisation covers and how you gathered the views of members.

PLEASE ANSWER IN THE BOX BELOW AND CONTINUE ON A SEPARATE SHEET IF NECESSARY

## If you are providing your own PERSONAL RESPONSE, please answer the questions below...

We want to make sure that we include all parts of the community in our consultation, but these questions are optional. We will take all consultation responses fully into account when making decisions, regardless of whether you provide your personal details.

PLEASE TICK ✓ ONLY ONE BOX FOR EACH QUESTION

### What was your age on your last birthday?

- |  |                                     |
|--|-------------------------------------|
| <input type="checkbox"/> Under 25          | <input type="checkbox"/> 55 to 64   |
| <input type="checkbox"/> 25 to 34          | <input type="checkbox"/> 65 to 74   |
| <input type="checkbox"/> 35 to 44          | <input type="checkbox"/> 75 to 84   |
| <input type="checkbox"/> 45 to 54          | <input type="checkbox"/> 85 or over |
| <input type="checkbox"/> Prefer not to say |                                     |

### What is your gender?

- Male  
 Female  
 Prefer not to say

### Do you have any dependent children aged under 18?

- Yes – all children aged under 6  
 Yes – all children aged 6 or over  
 Yes – children aged under 6 and 6 or over  
 No  
 Prefer not to say

### Are you currently pregnant or providing maternity care for a new-born baby?

- Yes  
 No  
 Prefer not to say

### What is your ethnic group?

- White  
 Mixed or multiple ethnic groups  
 Asian or Asian British  
 Black, African, Caribbean or Black British  
 Any other ethnic group  
 Prefer not to say

### Do you consider yourself to be disabled?

- Yes  
 No  
 Prefer not to say

### Do you look after, or give any help or support to family members, friends, neighbours or others because of long-term physical or mental ill-health/disability or problems relating to old age?

- Yes  
 No  
 Prefer not to say

### Are you employed by the NHS or any other health or social care service bodies?

- Yes  
 No  
 Prefer not to say

**THANK YOU VERY MUCH FOR YOUR TIME**

Please return the questionnaire to arrive by **Tuesday 28 February 2017** to

**Opinion Research Services** • FREEPOST SS1018 • PO Box 530 • Swansea • SA1 1ZL

## **Management Committee 7 February 2017 Treasury Management Strategy Statement and Investment Strategy 2017/2018**

### **For Recommendation To Council**

#### **Briefholder**

Cllr Cant, Finance and Assets

#### **Senior Leadership Team Contact:**

J Vaughan, Strategic Director

#### **Report Author:**

J Symes, Financial Resources Manager

#### **Statutory Authority**

The Local Government Act 2003 requires the Council to prepare a Treasury Management Strategy Statement, an Annual Investment Strategy and set prudential indicators.

#### **Purpose of Report**

- 1 To consider the Treasury Management Strategy Statement (TMSS) and Annual Investment Strategy for the coming year. To set prudential indicators, and to review the policy on Minimum Revenue Provision.

#### **Officer Recommendations**

- 2 That Members recommend to Council:
  - (i) Approval of the Treasury Management Strategy Statement and Investment Strategy 2017/2018
  - (ii) The Minimum Revenue Provision Policy set out in Appendix C of the Treasury Management Strategy Statement
  - (iii) The Prudential Indicators set out in Appendix C of the Treasury Management Strategy Statement
  - (iv) The 2017/2018 Authorised borrowing limit

#### **Reason for Decision**

- 3 Full Council adopted the CIPFA Treasury Management Code of Practice on 18<sup>th</sup> February 2002, which was updated following the Icelandic banking crisis in November 2009. This requires a Treasury Management Strategy Statement and an Annual Investment Strategy to be approved by Full Council on an annual basis.

## **Treasury Management Strategy**

- 4 The Treasury Management Strategy Statement and an Annual Investment Strategy is rather technical by necessity in order to comply with legislation, regulation and codes of practice. To ensure that this technical area is adequately scrutinised the Council has Treasury Management briefings that meets regularly throughout the year which reviews all treasury activity and is open to all Councillors to attend.
- 5 The Council has a portfolio of both investments and debt resulting from past events such as borrowing for building works and the sale of the housing stock. Due to the historic situation all the Council's debt is at a fixed rate and long term, while the investments are split between fixed and variable interest rates and short to long term in length. The Council cannot afford to repay the historic debt because of the very high penalties attached to it; therefore it has investments which must generate income to reduce the cost of the debts.
- 6 The Treasury Management Strategy Statement details the Council's investment strategy, explains the institutions (counterparties) with whom the Council is permitted to invest and the limits related to the size of investments with institutions.
- 7 The Council uses external Treasury Management Advisors who provide expert advice on all treasury issues and their expertise has been used to develop the strategy for 2017/2018.
- 8 Both the CIPFA Code and the CLG Guidance require the Authority to invest its funds prudently, and to have regard to the security and liquidity of its investments before seeking the highest rate of return, or yield. The Authority's objective when investing money is to strike an appropriate balance between risk and return, minimising the risk of incurring losses from defaults and the risk of receiving unsuitably low investment income. This is undertaken by the Chief Financial Officer (CFO) under delegated powers and reports quarterly to Management Committee.
- 9 The Authority and its advisors, Arlingclose Ltd, regularly update our recommended Sovereign and Counterparty list after analysis and ongoing monitoring of a variety of indicators including credit ratings, share prices and corporate information. A list of approved investment counterparties and limits is included in the TMSS at Table 2.
- 10 Investment advice on duration will always reflect credit developments as well as credit outlook and may often be below the maximum limit within the TMSS.

- 11 In the past 12 months, the Authority's investment balance has ranged between £33.6 and £43.6 million with the fluctuation being due to cashflow balances building in the process of collecting council tax and dropping following the payment of precepts. Interest generated from these investments reduces the cost of the historical debt the Authority holds.
- 12 These balances are linked to the year end balance sheet by calculation of the internally borrowed position (£20.1m) plus usable reserves and working capital (£13.5m). Useable reserves and working capital are the underlying resources available for investment but the calculation assumes an underlying need to borrow of £8.3m and therefore the net investment position is £5.2m.
- 13 Work is ongoing to identify the costs and income associated to the Authority's individual assets e.g. hotels in order to calculate accurate returns and identify actions for improvement of these returns.
- 14 At the last Budget Working group a potential list of once off growth bids was provided, including once off bids, which totalled nearly £8m. This excluded the expected capital receipt from the sale of North Quay.
- 15 The Authority's Treasury Management Strategy Statement sets out the parameters and practices and incorporates the need for diversification. This is therefore aiming to reduce risk by spreading investments widely as security is the utmost priority followed by the liquidity of funds before pursuing the highest yield. Solely seeking the highest yield would be against both the CIPFA Code and CLG guidance.
- 16 Investment benchmarking to the 31 December 2016:

	Weymouth	56 English Non Met Districts Ave	132 LAs Ave
Total Investments – <b>Income</b> Return	2.05%	1.00%	0.82%
Total Investments – <b>Total</b> Return	4.64%	1.22%	0.90%

- 17 Our treasury advisors gave a presentation on the latest treasury management developments and also introduced the changes made to the coming year's strategy statement. The draft strategy was considered by Members at the Treasury Management briefing on 30<sup>th</sup> January 2017.

## Minimum Revenue Provision

- 18 Since 1st April 2008, the Council has had discretion to set a policy on the amounts set aside to repay debt. This is called the Minimum Revenue Provision. It's proposed to continue with the current policy as outlined in Appendix C of the Treasury Management Strategy Statement 2017/2018.

## Implications

The approach the Council takes on managing its debt and investments has a direct impact on the Council's finances in terms of the costs to the Revenue Budget.

### **Risk Management**

Only investing with Counterparties on the approved list seeks to limit the Council's exposure to investment risk. However, this risk cannot be eliminated.

### **Appendices**

Appendix 1 – Treasury Management Strategy Statement and Annual Investment Strategy 2017/2018.

### **Background Papers**

Draft Treasury Management templates supplied by Arlingclose Ltd, Treasury Management Advisors.

All member Treasury Management briefing meeting on 30<sup>th</sup> January 2017.

### **Footnote**

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

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**WEYMOUTH & PORTLAND BOROUGH COUNCIL**  
**Treasury Management Strategy Statement**  
**2017/2018**

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- 5. Investment Strategy**
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- 6. Treasury Management Indicators**
- 7. Other Items**

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- A. Arlingclose Economic & Interest Rate Forecast November 2016**
- B. Existing Investment & Debt Portfolio Position**
- C. Prudential Indicators and Minimum Revenue Provision Statement 2017/2018**

## Treasury Management Strategy Statement 2017/18

### 1. Introduction

In February 2002 the Authority adopted the Chartered Institute of Public Finance and Accountancy's *Treasury Management in the Public Services: Code of Practice 2011 Edition* (the CIPFA Code) which requires the Authority to approve a treasury management strategy before the start of each financial year.

In addition, the Department for Communities and Local Government (CLG) issued revised *Guidance on Local Authority Investments* in March 2010 that requires the Authority to approve an investment strategy before the start of each financial year.

This report fulfils the Authority's legal obligation under the *Local Government Act 2003* to have regard to both the CIPFA Code and the CLG Guidance.

The Authority has borrowed and invested substantial sums of money and is therefore exposed to financial risks including the loss of invested funds and the revenue effect of changing interest rates. The successful identification, monitoring and control of risk are therefore central to the Authority's treasury management strategy.

**Revised strategy:** In accordance with the CLG Guidance, the Authority will be asked to approve a revised Treasury Management Strategy Statement should the assumptions on which this report is based change significantly. Such circumstances would include, for example, a large unexpected change in interest rates, or in the Authority's capital programme or in the level of its investment balance.

### 2. External Context

**Economic background:** The major external influence on the Authority's treasury management strategy for 2017/18 will be the UK's progress in negotiating a smooth exit from the European Union. Financial markets, wrong-footed by the referendum outcome, have since been weighed down by uncertainty over whether leaving the Union also means leaving the single market. Negotiations are expected to start once the UK formally triggers exit in early 2017 and last for at least two years. Uncertainty over future economic prospects will therefore remain throughout 2017/18.

The fall and continuing weakness in sterling and the near doubling in the price of oil in 2016 have combined to drive inflation expectations higher. The Bank of England is forecasting that Consumer Price Inflation will breach its 2% target in 2017, the first time since late 2013, but the Bank is expected to look through inflation overshoots over the course of 2017 when setting interest rates so as to avoid derailing the economy.

Initial post-referendum economic data showed that the feared collapse in business and consumer confidence had not immediately led to lower GDP growth. However, the prospect of a leaving the single market has dented business confidence and resulted in a delay in new business investment and, unless counteracted by higher public spending or retail sales, will weaken economic growth in 2017/18.

Looking overseas, with the US economy and its labour market showing steady improvement, the market has priced in a high probability of the Federal Reserve increasing interest rates in December 2016. The Eurozone meanwhile has continued to struggle with very low inflation and lack of momentum in growth, and the European Central Bank has left the door open for further quantitative easing.



The impact of political risk on financial markets remains significant over the next year. With challenges such as immigration, the rise of populist, anti-establishment parties and negative interest rates resulting in savers being paid nothing for their frugal efforts or even penalised for them, the outcomes of Italy’s referendum on its constitution (December 2016), the French presidential and general elections (April - June 2017) and the German federal elections (August - October 2017) have the potential for upsets.

**Credit outlook:** Markets have expressed concern over the financial viability of a number of European banks recently. Sluggish economies and continuing fines for pre-crisis behaviour have weighed on bank profits, and any future slowdown will exacerbate concerns in this regard.

Bail-in legislation, which ensures that large investors including local authorities will rescue failing banks instead of taxpayers in the future, has now been fully implemented in the European Union, Switzerland and USA, while Australia and Canada are progressing with their own plans. The credit risk associated with making unsecured bank deposits has therefore increased relative to the risk of other investment options available to the Authority; returns from cash deposits however continue to fall.

**Interest rate forecast:** The Authority’s treasury adviser Arlingclose’s central case is for UK Bank Rate to remain at 0.25% during 2017/18. The Bank of England has, however, highlighted that excessive levels of inflation will not be tolerated for sustained periods. Given this view and the current inflation outlook, further falls in the Bank Rate look less likely. Negative Bank Rate is currently perceived by some policymakers to be counterproductive but, although a low probability, cannot be entirely ruled out in the medium term, particularly if the UK enters recession as a result of concerns over leaving the European Union.

Gilt yields have risen sharply, but remain at low levels. The Arlingclose central case is for yields to decline when the government triggers Article 50. Long-term economic fundamentals remain weak, and the quantitative easing (QE) stimulus provided by central banks globally has only delayed the fallout from the build-up of public and private sector debt. The Bank of England has defended QE as a monetary policy tool, and further QE in support of the UK economy in 2017/18 remains a possibility, to keep long-term interest rates low.

A detailed economic and interest rate forecast provided by Arlingclose is attached at **Appendix A**.

### 3. Local Context

On 31st December 2016, the Authority currently held £27m of borrowing and £41.9m of investments. This is set out in further detail at **Appendix B**. Forecast changes in these sums are shown in the balance sheet analysis in table 1 below.

Table 1: Balance Sheet Summary and Forecast

	31.3.16 Actual £m	31.3.17 Estimate £m	31.3.18 Forecast £m	31.3.19 Forecast £m	31.3.20 Forecast £m
CFR	8.3	8.3	8.2	8.1	8.0
Less: External borrowing	(28.4)	(27)	(27)	(27)	(27)
<b>Internal borrowing</b>	<b>(20.1)</b>	<b>(18.7)</b>	<b>(18.8)</b>	<b>(18.9)</b>	<b>(19.0)</b>
Less: Usable reserves	-12.8	-12.6	-11.6	-11.6	-11.6
Less: Working capital	-0.7	-0.7	-0.7	-0.7	-0.7
<b>Investments</b>	<b>33.6</b>	<b>32.0</b>	<b>31.1</b>	<b>31.2</b>	<b>31.3</b>

The underlying need to borrow for capital purposes is measured by the Capital Financing Requirement (CFR), while usable reserves and working capital are the underlying resources available for investment.

#### **4. Borrowing Strategy**

The Authority currently holds £27 million of loans. The balance sheet forecast in table 1 shows that the Authority does not expect to need to borrow in 2017/18. The Authority may however borrow to pre-fund future years' requirements, providing this does not exceed the authorised limit for borrowing of £37 million.

**Objectives:** The Authority's chief objective when borrowing money is to strike an appropriately low risk balance between securing low interest costs and achieving certainty of those costs over the period for which funds are required. The flexibility to renegotiate loans should the Authority's long-term plans change is a secondary objective.

**Strategy:** Given the significant cuts to public expenditure and in particular to local government funding, the Authority's borrowing strategy continues to address the key issue of affordability without compromising the longer-term stability of the debt portfolio. With short-term interest rates currently much lower than long-term rates, it is likely to be more cost effective in the short-term to either use internal resources, or to borrow short-term loans instead.

By doing so, the Authority is able to reduce net borrowing costs (despite foregone investment income) and reduce overall treasury risk. The benefits of internal borrowing will be monitored regularly against the potential for incurring additional costs by deferring borrowing into future years when long-term borrowing rates are forecast to rise modestly. Arlingclose will assist the Authority with this 'cost of carry' and breakeven analysis. Its output may determine whether the Authority borrows additional sums at long-term fixed rates in 2017/18 with a view to keeping future interest costs low, even if this causes additional cost in the short-term.

Alternatively, the Authority may arrange forward starting loans during 2017/18, where the interest rate is fixed in advance, but the cash is received in later years. This would enable certainty of cost to be achieved without suffering a cost of carry in the intervening period.

In addition, the Authority may borrow short-term loans to cover unplanned cash flow shortages.

**Sources:** The approved sources of long-term and short-term borrowing are:

- Public Works Loan Board (PWLB) and any successor body
- any institution approved for investments (see below)
- any other bank or building society authorised to operate in the UK
- UK public and private sector pension funds (except Dorset County Pension Fund)
- capital market bond investors
- UK Municipal Bonds Agency plc and other special purpose companies created to enable local authority bond issues
- UK Local Authorities

In addition, capital finance may be raised by the following methods that are not borrowing, but may be classed as other debt liabilities:

- operating and finance leases
- hire purchase
- Private Finance Initiative
- sale and leaseback

The Authority has previously raised all of its long-term borrowing via LOBO loans (one is now converted to a bank loan) but it continues to investigate other sources of finance, such as local authority loans and bank loans that may be available at more favourable rates.

**Municipal Bond Agency:** UK Municipal Bonds Agency plc was established in 2014 by the Local Government Association as an alternative to the PWLB. It plans to issue bonds on the capital markets and lend the proceeds to local authorities. This will be a more complicated source of finance than the PWLB for two reasons: borrowing authorities will be required to provide bond investors with a joint and several guarantee to refund their investment in the event that the agency is unable to for any reason; and there will be a lead time of several months between committing to borrow and knowing the interest rate payable. Any decision to borrow from the Agency will therefore be the subject of a separate report to Committee.

**LOBOs:** The Authority holds £17m of LOBO (Lender's Option Borrower's Option) loans where the lender has the option to propose an increase in the interest rate as set dates, following which the Authority has the option to either accept the new rate or to repay the loan at no additional cost. £17m of these LOBOS have options during 2017/18, and although the Authority understands that lenders are unlikely to exercise their options in the current low interest rate environment, there remains an element of refinancing risk. The Authority will take the option to repay LOBO loans at no cost if it has the opportunity to do so.

**Short-term and Variable Rate loans:** These loans leave the Authority exposed to the risk of short-term interest rate rises and are therefore subject to the limit on the net exposure to variable interest rates in the treasury management indicators below.

**Debt Rescheduling:** The PWLB allows authorities to repay loans before maturity and either pay a premium or receive a discount according to a set formula based on current interest rates. Other lenders may also be prepared to negotiate premature redemption terms. The Authority may take advantage of this and replace some loans with new loans, or repay loans without replacement, where this is expected to lead to an overall cost saving or a reduction in risk.

## 5. Investment Strategy

The Authority holds significant invested funds, representing income received in advance of expenditure plus balances and reserves held. In the past 12 months, the Authority's investment balance has ranged between £33.4 and £43.6 million, and similar levels are expected to be maintained in the forthcoming year.

**Objectives:** Both the CIPFA Code and the CLG Guidance require the Authority to invest its funds prudently, and to have regard to the security and liquidity of its investments before seeking the highest rate of return, or yield. The Authority's objective when investing money is to strike an appropriate balance between risk and return, minimising the risk of incurring losses from defaults and the risk of receiving unsuitably low investment income. Where balances are expected to be invested for more than one year, the Authority will aim to achieve a total return that is equal or higher than the prevailing rate of inflation, in order to maintain the spending power of the sum invested.

**Negative Interest Rates:** If the UK enters into a recession in 2017/18, there is a small chance that the Bank of England could set its Bank Rate at or below zero, which is likely to feed through to negative interest rates on all low risk, short-term investment options. This situation already exists in many other European countries. In this event, security will be measured as receiving the contractually agreed amount at maturity, even though this may be less than the amount originally invested.

**Strategy:** Given the increasing risk and falling returns from short-term unsecured bank investments, the Authority aims to further diversify into more secure and/or higher yielding asset classes during 2017/18. This is especially the case for sums that are available for longer-term investment. The majority of the Authorities surplus cash i.e. cashflow balances are currently invested in short-term money market funds and unsecured bank deposits. This diversification will represent a continuation of the previous strategies adopted.

**Approved Counterparties:** The Authority may invest its surplus funds with any of the counterparty types in table 2 below, subject to the cash limits (per counterparty) and the time limits shown.

Table 2: Approved Investment Counterparties and Limits

Credit Rating	Banks Unsecured	Banks Secured	Government	Corporates	Registered Providers
UK Govt	n/a	n/a	£ Unlimited 50 years	n/a	n/a
AAA	£1.5m 5 years	£3m 20 years	£3m 50 years	£1.5m 20 years	£1.5m 20 years
AA+	£1.5m 5 years	£3m 10 years	£3m 25 years	£1.5m 10 years	£1.5m 10 years
AA	£1.5m 4 years	£3m 5 years	£3m 15 years	£1.5m 5 years	£1.5m 10 years
AA-	£1.5m 3 years	£3m 4 years	£3m 10 years	£1.5m 4 years	£1.5m 10 years
A+	£1.5m 2 years	£3m 3 years	£1.5m 5 years	£1.5m 3 years	£1.5m 5 years
A	£1.5m 13 months	£3m 2 years	£1.5m 5 years	£1.5m 2 years	£1.5m 5 years
A-	£1.5m 6 months	£3m 13 months	£1.5m 5 years	£1.5m 13 months	£1.5m 5 years
BBB+	£1.0m 100 days	£1.5m 6 months	£1.5m 2 years	£1m 6 months	£1.0m 2 years
None	£1m 6 months	n/a	£3m 25 years	£100,000 5 years	£1.5m 5 years
Pooled funds	£3m per fund (Property £6m)				

This table must be read in conjunction with the notes below

**Credit Rating:** Investment limits are set by reference to the lowest published long-term credit rating from Fitch, Moody's or Standard & Poor's. Where available, the credit rating relevant to the specific investment or class of investment is used, otherwise the counterparty credit rating is used. However, investment decisions are never made solely based on credit ratings, and all other relevant factors including external advice will be taken into account.

**Banks Unsecured:** Accounts, deposits, certificates of deposit and senior unsecured bonds with banks and building societies, other than multilateral development banks. These investments are subject to the risk of credit loss via a bail-in should the regulator determine that the bank is failing or likely to fail.

**Banks Secured:** Covered bonds, reverse repurchase agreements and other collateralised arrangements with banks and building societies. These investments are secured on the bank's assets, which limits the potential losses in the unlikely event of insolvency, and means that they are exempt from bail-in.

Where there is no investment specific credit rating, but the collateral upon which the investment is secured has a credit rating, the higher of the collateral credit rating and the counterparty credit rating will be used to determine cash and time limits. The combined secured and unsecured investments in any one bank will not exceed the cash limit for secured investments.

**Government:** Loans, bonds and bills issued or guaranteed by national governments, regional and local authorities and multilateral development banks. These investments are not subject to bail-in, and there is an insignificant risk of insolvency. Investments with the UK Central Government may be made in unlimited amounts for up to 50 years.

**Corporates:** Loans, bonds and commercial paper issued by companies other than banks and registered providers. These investments are not subject to bail-in, but are exposed to the risk of the company going insolvent. Loans to unrated companies will only be made as part of a diversified pool in order to spread the risk widely.

**Registered Providers:** Loans and bonds issued by, guaranteed by or secured on the assets of Registered Providers of Social Housing, formerly known as Housing Associations. These bodies are tightly regulated by the Homes and Communities Agency and, as providers of public services; they retain the likelihood of receiving government support if needed.

**Pooled Funds:** Shares in diversified investment vehicles consisting of the any of the above investment types, plus equity shares and property. These funds have the advantage of providing wide diversification of investment risks, coupled with the services of a professional fund manager in return for a fee. Short-term Money Market Funds that offer same-day liquidity and very low or no volatility will be used as an alternative to instant access bank accounts, while pooled funds whose value changes with market prices and/or have a notice period will be used for longer investment periods.

Bond, equity and property funds offer enhanced returns over the longer term, but are more volatile in the short term. These allow the Authority to diversify into asset classes other than cash without the need to own and manage the underlying investments. Because these funds have no defined maturity date, but are available for withdrawal after a notice period, their performance and continued suitability in meeting the Authority's investment objectives will be monitored regularly.

**Risk Assessment and Credit Ratings:** Credit ratings are obtained and monitored by the Authority's treasury advisers, who will notify changes in ratings as they occur. Where an entity has its credit rating downgraded so that it fails to meet the approved investment criteria then:

- no new investments will be made,
- any existing investments that can be recalled or sold at no cost will be, and
- full consideration will be given to the recall or sale of all other existing investments with the affected counterparty.

Where a credit rating agency announces that a credit rating is on review for possible downgrade (also known as "rating watch negative" or "credit watch negative") so that it may fall below the approved rating criteria, then only investments that can be withdrawn on the next working day will be made with that organisation until the outcome of the review is announced. This policy will not apply to negative outlooks, which indicate a long-term direction of travel rather than an imminent change of rating.

**Other Information on the Security of Investments:** The Authority understands that credit ratings are good, but not perfect, predictors of investment default. Full regard will therefore be given to other available information on the credit quality of the organisations, in which it invests, including credit default swap prices, financial statements, information on potential government support and reports in

the quality financial press. No investments will be made with an organisation if there are substantive doubts about its credit quality, even though it may meet the credit rating criteria.

When deteriorating financial market conditions affect the creditworthiness of all organisations, as happened in 2008 and 2011, this is not generally reflected in credit ratings, but can be seen in other market measures. In these circumstances, the Authority will restrict its investments to those organisations of higher credit quality and reduce the maximum duration of its investments to maintain the required level of security. The extent of these restrictions will be in line with prevailing financial market conditions. If these restrictions mean that insufficient commercial organisations of high credit quality are available to invest the Authority’s cash balances, then the surplus will be deposited with the UK Government, via the Debt Management Office or invested in government treasury bills for example, or with other local authorities. This will cause a reduction in the level of investment income earned, but will protect the principal sum invested.

**Specified Investments:** The CLG Guidance defines specified investments as those:

- denominated in pound sterling,
- due to be repaid within 12 months of arrangement,
- not defined as capital expenditure by legislation, and
- invested with one of:
  - the UK Government,
  - a UK local authority, parish council or community council, or
  - a body or investment scheme of “high credit quality”.

The Authority defines “high credit quality” organisations and securities as those having a credit rating of A- or higher that are domiciled in the UK or a foreign country with a sovereign rating of AA+ or higher. For money market funds and other pooled funds “high credit quality” is defined as those having a credit rating of A- or higher.

**Non-specified Investments:** Any investment not meeting the definition of a specified investment is classed as non-specified. The Authority does not intend to make any investments denominated in foreign currencies, nor any that are defined as capital expenditure by legislation, such as company shares. Non-specified investments will therefore be limited to long-term investments, i.e. those that are due to mature 12 months or longer from the date of arrangement, and investments with bodies and schemes not meeting the definition on high credit quality. Limits on non-specified investments are shown in table 3 below.

Table 3: Non-Specified Investment Limits

	<b>Cash limit</b>
Total long-term investments	£34m
Total investments without credit ratings or rated below A-	£10m
Total investments (except pooled funds) with institutions domiciled in foreign countries rated below AA+	£5m

**Investment Limits:** The Authority’s revenue reserves available to cover investment losses were £11 million at 31st March 2016. In order that there is no immediate pressure on available reserves in the case of a single default, the maximum that will be lent to any one organisation (other than the UK Government) will be £3 million (£6 million for property funds). A group of banks under the same ownership will be treated as a single organisation for limit purposes. Limits will also be placed on fund managers, investments in brokers’ nominee accounts, foreign countries and industry sectors as below.

Investments in pooled funds and multilateral development banks do not count against the limit for any single foreign country, since the risk is diversified over many countries.

Table 4: Investment Limits

	<b>Cash limit</b>
Any single organisation, except the UK Central Government	£3m each
UK Central Government	unlimited
Property Funds	£6m each
Any group of organisations under the same ownership	£3m per group
Any group of pooled funds under the same management	£7.5m per manager
Negotiable instruments held in a broker's nominee account	£20m per broker
Foreign countries	£6m per country
Registered Providers	£6m in total
Unsecured investments with Building Societies	£6m in total
Loans to unrated corporates	£3m in total
Money Market Funds	£15m in total

**Liquidity Management:** The Authority uses cash flow forecasting spreadsheets to determine the maximum period for which funds may prudently be committed. The forecast is compiled on a prudent basis to minimise the risk of the Authority being forced to borrow on unfavourable terms to meet its financial commitments. Limits on long-term investments are set by reference to the Authority's medium term financial plan and cash flow forecast.

#### **6. Treasury Management Indicators**

The Authority measures and manages its exposures to treasury management risks using the following indicators.

**Security:** The Authority has adopted a voluntary measure of its exposure to credit risk by monitoring the value-weighted average credit score of its investment portfolio. This is calculated by applying a score to each investment (AAA=1, AA+=2, etc.) and taking the arithmetic average, weighted by the size of each investment. Unrated investments are assigned a score based on their perceived risk.

	<b>Target</b>
Portfolio average credit score	6.0

**Liquidity:** The Authority has adopted a voluntary measure of its exposure to liquidity risk by monitoring the amount of cash available to meet unexpected payments within a rolling three month period, without additional borrowing.

	<b>Target</b>
Total cash available within 3 months	£3m

**Interest Rate Exposures:** This indicator is set to control the Authority’s exposure to interest rate risk. The upper limits on fixed and variable rate interest rate exposures, expressed as the proportion of net principal borrowed will be:

	2017/18	2018/19	2019/20
Upper limit on fixed interest rate exposure	100%	100%	100%
Upper limit on variable interest rate exposure	100%	100%	100%

Fixed rate investments and borrowings are those where the rate of interest is fixed for at least 12 months, measured from the start of the financial year or the transaction date if later. All other instruments are classed as variable rate.

**Maturity Structure of Borrowing:** This indicator is set to control the Authority’s exposure to refinancing risk. The upper and lower limits on the maturity structure of fixed rate borrowing will be:

	Upper	Lower
Under 12 months	100%	0%
12 months and within 24 months	100%	0%
24 months and within 5 years	100%	0%
5 years and within 10 years	100%	0%
10 years and above	100%	0%

Time periods start on the first day of each financial year. The maturity date of borrowing is the earliest date on which the lender can demand repayment.

**Principal Sums Invested for Periods Longer than 364 days:** The purpose of this indicator is to control the Authority’s exposure to the risk of incurring losses by seeking early repayment of its investments. The limits on the long-term principal sum invested to final maturities beyond the period end will be:

	2017/18	2018/19	2019/20
Limit on principal invested beyond year end	100%	100%	100%

## 7. Other Items

There are a number of additional items that the Authority is obliged by CIPFA or CLG to include in its Treasury Management Strategy.

**Policy on Use of Financial Derivatives:** Local authorities have previously made use of financial derivatives embedded into loans and investments both to reduce interest rate risk (e.g. interest rate collars and forward deals) and to reduce costs or increase income at the expense of greater risk (e.g. LOBO loans and callable deposits). The general power of competence in Section 1 of the *Localism Act 2011* removes much of the uncertainty over local authorities’ use of standalone financial derivatives (i.e. those that are not embedded into a loan or investment).

The Authority will only use standalone financial derivatives (such as swaps, forwards, futures and options) where they can be clearly demonstrated to reduce the overall level of the financial risks that the Authority is exposed to. Additional risks presented, such as credit exposure to derivative



counterparties, will be taken into account when determining the overall level of risk. Embedded derivatives, including those present in pooled funds and forward starting transactions, will not be subject to this policy, although the risks they present will be managed in line with the overall treasury risk management strategy.

Financial derivative transactions may be arranged with any organisation that meets the approved investment criteria. The current value of any amount due from a derivative counterparty will count against the counterparty credit limit and the relevant foreign country limit.

**Investment Training:** The needs of the Authority’s treasury management staff for training in investment management are assessed as part of the staff appraisal process, and additionally when the responsibilities of individual members of staff change.

Staff regularly attend training courses, seminars and conferences provided by Arlingclose and CIPFA. The Treasury Management briefings include training sessions for Members.

**Investment Advisers:** The Authority has appointed Arlingclose Limited as treasury management advisers and receives specific advice on investment, debt and capital finance issues. The quality of this service is controlled by holding regular meetings and tendering periodically.

**Investment of Money Borrowed in Advance of Need:** The Authority may, from time to time, borrow in advance of need, where this is expected to provide the best long term value for money. Since amounts borrowed will be invested until spent, the Authority is aware that it will be exposed to the risk of loss of the borrowed sums, and the risk that investment and borrowing interest rates may change in the intervening period. These risks will be managed as part of the Authority’s overall management of its treasury risks.

The total amount borrowed will not exceed the authorised borrowing limit of £39 million. The maximum period between borrowing and expenditure is expected to be two years, although the Authority is not required to link particular loans with particular items of expenditure.

### Financial Implications

The budget for investment income in 2017/18 is £0.5 million. The budget for debt interest paid in 2017/18 is £1.3 million. If actual levels of investments and borrowing, and actual interest rates differ from those forecast, performance against budget will be correspondingly different.

### Other Options Considered

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

Alternative	Impact on income and expenditure	Impact on risk management
Invest in a narrower range of counterparties and/or for shorter times	Interest income will be lower	Lower chance of losses from credit related defaults, but any such losses may be greater
Invest in a wider range of counterparties and/or for longer times	Interest income will be higher	Increased risk of losses from credit related defaults, but any such losses may be smaller
Borrow additional sums at long-term fixed interest rates	Debt interest costs will rise; this is unlikely to be offset by	Higher investment balance leading to a higher impact in

	higher investment income	the event of a default; however long-term interest costs may be more certain
Borrow short-term or variable loans instead of long-term fixed rates	Debt interest costs will initially be lower	Increases in debt interest costs will be broadly offset by rising investment income in the medium term, but long term costs may be less certain
Reduce level of borrowing	Saving on debt interest is likely to exceed lost investment income	Reduced investment balance leading to a lower impact in the event of a default; however long-term interest costs may be less certain

## Appendix A - Arlingclose Economic & Interest Rate Forecast November 2016

### Underlying assumptions:

- The medium term outlook for the UK economy is dominated by the negotiations to leave the EU. The long-term position of the UK economy will be largely dependent on the agreements the government is able to secure with the EU and other countries.
- The global environment is also riddled with uncertainty, with repercussions for financial market volatility and long-term interest rates. Donald Trump's victory in the US general election and Brexit are symptomatic of the popular disaffection with globalisation trends. The potential rise in protectionism could dampen global growth prospects and therefore inflation. Financial market volatility will remain the norm for some time.
- However, following significant global fiscal and monetary stimulus, the short term outlook for the global economy is somewhat brighter than earlier in the year. US fiscal stimulus is also a possibility following Trump's victory.
- Recent data present a more positive picture for the post-Referendum UK economy than predicted due to continued strong household spending.
- Over the medium term, economic and political uncertainty will likely dampen investment intentions and tighten credit availability, prompting lower activity levels and potentially a rise in unemployment.
- The currency-led rise in CPI inflation (currently 1.0% year/year) will continue, breaching the target in 2017, which will act to slow real growth in household spending due to a sharp decline in real wage growth.
- The depreciation in sterling will, however, assist the economy to rebalance away from spending. The negative contribution from net trade to GDP growth is likely to diminish, largely due to weaker domestic demand. Export volumes will increase marginally.
- Given the pressure on household spending and business investment, the rise in inflation is highly unlikely to prompt monetary tightening by the Bank of England, with policymakers looking through import-led CPI spikes to the negative effects of Brexit on economic activity and, ultimately, inflation.
- Bank of England policymakers have, however, highlighted that excessive levels of inflation will not be tolerated for sustained periods. Given this view and the current inflation outlook, further monetary loosening looks less likely.

### Forecast:

- Globally, the outlook is uncertain and risks remain weighted to the downside. The UK domestic outlook is uncertain, but likely to be weaker in the short term than previously expected.
- The likely path for Bank Rate is weighted to the downside. The Arlingclose central case is for Bank Rate to remain at 0.25%, but there is a 25% possibility of a drop to close to zero, with a very small chance of a reduction below zero.
- Gilt yields have risen sharply, but remain at low levels. The Arlingclose central case is for yields to decline when the government triggers Article 50.

TMSS 2017/2018 – Weymouth & Portland Borough Council

	Dec-16	Mar-17	Jun-17	Sep-17	Dec-17	Mar-18	Jun-18	Sep-18	Dec-18	Mar-19	Jun-19	Sep-19	Dec-19	Average
Official Bank Rate														
Upside risk	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.25	0.25	0.25	0.25	0.25	0.25	0.12
Arlingclose Central Case	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25
Downside risk	0.25	0.25	0.25	0.25	0.25	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.40
3-month LIBID rate														
Upside risk	0.05	0.05	0.10	0.10	0.10	0.15	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.18
Arlingclose Central Case	0.25	0.25	0.25	0.30	0.30	0.30	0.30	0.30	0.30	0.30	0.30	0.30	0.30	0.29
Downside risk	0.20	0.25	0.25	0.25	0.30	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.34
1-yr LIBID rate														
Upside risk	0.10	0.10	0.15	0.15	0.15	0.20	0.30	0.30	0.30	0.30	0.30	0.30	0.30	0.23
Arlingclose Central Case	0.60	0.50	0.50	0.50	0.50	0.50	0.50	0.60	0.70	0.85	0.90	0.90	0.90	0.65
Downside risk	0.10	0.15	0.15	0.15	0.20	0.30	0.30	0.30	0.30	0.30	0.30	0.30	0.30	0.24
5-yr gilt yield														
Upside risk	0.25	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.39
Arlingclose Central Case	0.50	0.40	0.35	0.35	0.35	0.40	0.40	0.40	0.45	0.50	0.55	0.60	0.65	0.45
Downside risk	0.30	0.45	0.45	0.45	0.45	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.47
10-yr gilt yield														
Upside risk	0.30	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.39
Arlingclose Central Case	1.15	0.95	0.85	0.85	0.85	0.85	0.85	0.90	0.95	1.00	1.05	1.10	1.15	0.96
Downside risk	0.30	0.45	0.45	0.45	0.45	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.47
20-yr gilt yield														
Upside risk	0.25	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.39
Arlingclose Central Case	1.70	1.50	1.40	1.40	1.40	1.40	1.40	1.45	1.50	1.55	1.60	1.65	1.70	1.75
Downside risk	0.40	0.55	0.55	0.55	0.55	0.60	0.60	0.60	0.60	0.60	0.60	0.60	0.60	0.57
50-yr gilt yield														
Upside risk	0.25	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.39
Arlingclose Central Case	1.60	1.40	1.30	1.30	1.30	1.30	1.30	1.35	1.40	1.45	1.50	1.55	1.60	1.41
Downside risk	0.40	0.55	0.55	0.55	0.55	0.60	0.60	0.60	0.60	0.60	0.60	0.60	0.60	0.57

**Appendix B - Existing Investment & Debt Portfolio Position**

	31/12/2016 Actual Portfolio £m
<b>External Borrowing:</b>	
LOBO loans from banks	17
Bank Loan	10
<b>Total External Borrowing</b>	<b>27</b>
<b>Investments:</b>	
Banks & building societies (unsecured)	5.5
Money Market Funds	13.0
Covered bonds (secured)	6.4
Other Pooled Funds	
-Payden Sterling Reserve Fund	3.0
-Elite Charteris Premium Income Fund	1.0
-City Financial Diversified Fund	1.0
-UBS Multi Asset Income Fund	2.5
-Schroders Income Maximiser Fund	2.0
-M&G Global Dividend Fund	2.5
-Local Authorities Property Fund	5.0
<b>Total Investments</b>	<b>41.9</b>
<b>Net Investments</b>	<b>14.9</b>

## Appendix C - Prudential Indicators and MRP Statement 2017/18

### Prudential Indicators 2017/18

The Local Government Act 2003 requires the Authority to have regard to the Chartered Institute of Public Finance and Accountancy's *Prudential Code for Capital Finance in Local Authorities* (the Prudential Code) when determining how much money it can afford to borrow. The objectives of the Prudential Code are to ensure, within a clear framework, that the capital investment plans of local authorities are affordable, prudent and sustainable, and that treasury management decisions are taken in accordance with good professional practice. To demonstrate that the Authority has fulfilled these objectives, the Prudential Code sets out the following indicators that must be set and monitored each year.

**Estimates of Capital Expenditure:** The Authority's planned capital expenditure and financing may be summarised as follows:

Capital Expenditure and Financing	2016/17 Revised £m	2017/18 Estimate £m	2018/19 Estimate £m	2019/20 Estimate £m
General Fund	0.170	1.796	0.514	0.014
Capital Receipts	0.000	0.695	0.500	-
Government Grants	0.010	0.056	0.014	0.014
Reserves	0.007	0.724	-	-
Revenue	0.153	0.321	-	-
<b>Total Financing</b>	<b>0.170</b>	<b>1.796</b>	<b>0.514</b>	<b>0.014</b>

The above estimates will change as new capital projects are approved.

**Estimates of Capital Financing Requirement:** The Capital Financing Requirement (CFR) measures the Authority's underlying need to borrow for a capital purpose.

Capital Financing Requirement	31.03.17 Revised £m	31.03.18 Estimate £m	31.03.19 Estimate £m	31.03.20 Estimate £m
<b>Total CFR</b>	<b>8.3</b>	<b>8.2</b>	<b>8.1</b>	<b>8.0</b>

The CFR is forecast to fall by £0.3m over the next three years as capital expenditure financed by debt outweighed by resources put aside for debt repayment.

**Gross Debt and the Capital Financing Requirement:** In order to ensure that over the medium term debt will only be for a capital purpose, the Authority should ensure that debt does not, except in the short term, exceed the total of capital financing requirement in the preceding year plus the estimates of any additional capital financing requirement for the current and next two financial years. This is a key indicator of prudence.

Debt	31.03.17 Revised £m	31.03.18 Estimate £m	31.03.19 Estimate £m	31.03.20 Estimate £m
Borrowing	27	27	27	27

Total debt is expected to remain above the CFR during the forecast period.

**Operational Boundary for External Debt:** The operational boundary is based on the Authority's estimate of most likely (i.e. prudent but not worst case) scenario for external debt. It links directly to the Authority's estimates of capital expenditure, the capital financing requirement and cash flow requirements, and is a key management tool for in-year monitoring. Other long-term liabilities comprise finance lease, Private Finance Initiative and other liabilities that are not borrowing but form part of the Authority's debt.

Operational Boundary	2016/17 Revised £m	2017/18 Estimate £m	2018/19 Estimate £m	2019/20 Estimate £m
Borrowing	32	32	32	32

**Authorised Limit for External Debt:** The authorised limit is the affordable borrowing limit determined in compliance with the Local Government Act 2003 It is the maximum amount of debt that the Authority can legally owe. The authorised limit provides headroom over and above the operational boundary for unusual cash movements.

Authorised Limit	2016/17 Revised £m	2017/18 Estimate £m	2018/19 Estimate £m	2019/20 Estimate £m
Borrowing	37	37	37	37

**Ratio of Financing Costs to Net Revenue Stream:** This is an indicator of affordability and highlights the revenue implications of existing and proposed capital expenditure by identifying the proportion of the net revenue budget required to meet financing costs, net of investment income.

Ratio of Financing Costs to Net Revenue Stream	2016/17 Revised %	2017/18 Estimate %	2018/19 Estimate %	2019/20 Estimate %
General Fund	9.7	10.6	10.2	10.8

**Incremental Impact of Capital Investment Decisions:** This is an indicator of affordability that shows the impact of capital investment decisions on Council Tax levels. The capital programme has no incremental impact on Council Tax levels.

**Adoption of the CIPFA Treasury Management Code:** The Authority adopted the Chartered Institute of Public Finance and Accountancy's *Treasury Management in the Public Services: Code of Practice 2011 Edition* in February 2002.



## Annual Minimum Revenue Provision Statement 2017/2018

CLG's Guidance on Minimum Revenue Provision (issued in 2010) places a duty on local authorities to make a prudent provision for debt redemption. Guidance on Minimum Revenue Provision has been issued by the Secretary of State and local authorities are required to "have regard" to such Guidance under section 21(1A) of the Local Government Act 2003.

The broad aim of the CLG Guidance is to ensure that debt is repaid over a period that is either reasonably commensurate with the period over which the capital expenditure which gave rise to the debt provides benefits, or, in the case of borrowing supported by Government Revenue Support Grant, reasonably commensurate with the period implicit in the determination of that grant.

The CLG Guidance requires the Authority to approve an Annual MRP Statement each year, and recommends a number of options for calculating a prudent amount of MRP. Four options for prudent MRP provision are set out in the CLG Guidance. Details of each are set out below:

### **Option 1 - Regulatory Method:**

This method replicates the position that would have existed under the previous Regulatory environment. MRP is charged at 4% of the Authority's underlying need to borrow for capital purposes, however this option allows a historical adjustment to take place that is beneficial to some authorities. This method can only be used for supported expenditure.

### **Option 2 - CFR Method:**

This method simplifies the calculation of MRP by basing the charge solely on the authority's CFR but excludes the technical adjustments included in Option 1. The annual MRP charge is set at 4% of the CFR at the end of the preceding financial year. This method can only be used for supported expenditure.

### **Option 3 - Asset Life Method:**

Under this method MRP is determined by the life of the asset for which the borrowing is undertaken. This can be calculated by either of the following methods:

(a) Equal Instalments: where the principal repayment made is the same in each year,  
or

(b) Annuity: where the principal repayments increase over the life of the asset. The annuity method has the advantage of linking MRP to the benefits arising from capital expenditure, where these benefits are expected to increase over the life of the asset.

### **Option 4 - Depreciation Method:**

The depreciation method is similar to that under Option 3 but MRP is equal to the depreciation provision required in accordance with proper accounting practices to be charged to the Income and Expenditure account.

A MRP statement must be agreed by Council before the start of the 2017/18 financial year; however it can be amended during the year by Full Council.

MRP in respect of leases brought on Balance Sheet under the International Financial Reporting Standards (IFRS) based Accounting Code of Practice will match the annual principal repayment for the associated deferred liability.

MRP in 2017/18: It is proposed that for 2017/18 the Council adopts Option 3 - Asset Life Method. Option 3 enables the calculation of MRP to be aligned with the life of the asset. If it is ever proposed to vary the terms of this MRP Statement during the year, a revised statement will be made to Council at that time.

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## **Management Committee 7 February 2017 External Auditor Appointment For Recommendation To Council**

### **Briefholder:**

Cllr K Brookes - Corporate Affairs and Continuous Improvement

### **Senior Leadership Team Contact:**

J Vaughan, Strategic Director

### **Report Author:**

J Vaughan, Strategic Director

### **Statutory Authority**

Section 7 of the Local Audit and Accountability Act 2014 (the Act) requires a relevant authority to appoint a local auditor to audit its accounts for a financial year not later than 31 December in the preceding year.

### **Purpose of Report**

1. To agree the process for the appointment of external auditors following the closure of the Audit Commission and the end of the transitional arrangements at the conclusion of the 2017/18 audits.

### **Officer Recommendations**

2. That the Committee RECOMMEND to Council that Weymouth & Portland Borough Council opts into the appointing person arrangements made by Public Sector Audit Appointments (PSAA) for the appointment of external auditors.
3. That the Committee RECOMMEND it delegates to the Strategic Director for Finance, responsibility to ensure that the Borough Council is active in supporting delivery of best value for money arrangements in light of LGR arrangements yet to be confirmed.

### **Reason for Decision**

4. To appoint external auditors.

### **Background and Reason Decision Needed**

5. Following the demise of the Audit Commission new arrangements were needed for the appointment of external auditors. The Local Audit and Accountability Act 2014 requires authorities to either opt in to the

appointing person regime or to establish an auditor panel and conduct their own procurement exercise.

6. As part of closing the Audit Commission, the Government novated external audit contracts to Public Sector Audit Appointments (PSAA) on 1 April 2015. The audits were due to expire following conclusion of the audits of the 2016/17 accounts, but could be extended for a period of up to three years by PSAA, subject to approval from the Department for Communities and Local Government.
7. In October 2015 the Secretary of State confirmed that the transitional provisions would be amended to allow an extension of the contracts for a period of one year. This meant that for the audit of the 2018/19 accounts it would be necessary for authorities to either undertake their own procurements or to opt in to the appointed person regime.
8. There was a degree of uncertainty around the appointed person regime until July 2016 when PSAA were specified by the Secretary of State as an appointing person under regulation 3 of the Local Audit (Appointing Person) Regulations 2015. The appointing person is sometimes referred to as the sector led body and PSAA has wide support across most of local government. PSAA was originally established to operate the transitional arrangements following the closure of the Audit Commission and is a company owned by the Local Government Association's Improvement and Development Agency (IDeA).
9. The main advantages of using PSAA are set out in its prospectus and are copied below; these can also be viewed as the disadvantages if the Council was to decide to undertake its own procurement.
10. It is likely that a sector wide procurement conducted by PSAA will produce better outcomes for the Council than any procurement the Council undertakes with a limited number of partners. Use of the PSAA will also be less resource intensive than establishing an auditor panel and conducting our own procurement.
11. Regulation 19 of the Local Audit (Appointing Person) Regulations 2015 requires that a decision to opt in must be made by Full Council (authority meeting as a whole). To comply with this regulation the Management Committee is asked to make the recommendation outlined to Council.
12. The alternative is to establish an auditor panel and conduct the Council's own procurement. This is not recommended as it will be a far more resource intensive process and, without the bulk buying power of the sector led procurement, would be likely to result in a more costly service.

#### **Timescale**

13. A form of notice of acceptance must be sent by the Council before the deadline of 5pm on Thursday 9 March 2017.

#### **Dorset Position**

14. It is likely that the majority of Dorset Authorities will opt into the appointing person arrangements made by Public Sector Audit Appointments (PSAA) for the appointment of external auditors.

## **Implications**

### **Corporate Plan**

None directly from this report.

### **Financial**

If the PSAA route is used there will be no financial implications. If the decision was to undertake our own procurement then there would be some resource implications.

### **Equalities**

None directly from this report.

### **Environmental**

None directly from this report.

### **Economic Development**

None directly from this report.

### **Risk Management (including Health & Safety)**

The option of appointing external auditors using the PSAA route presents little risk to the council.

### **Human Resources**

None directly from this report.

### **Consultation and Engagement**

None.

### **Appendices**

None

### **Background Papers**

None

### **Footnote**

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

**Report Author:** Jason Vaughan

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**Email:** [jvaughan@dorset.gov.uk](mailto:jvaughan@dorset.gov.uk)

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## **Management Committee 7 February 2017 Calendar of Meetings 2017 - 2018**

### **For Recommendation To Council**

#### **Portfolio Holder(s)/ Briefholder**

Cllr K Brookes – Corporate Affairs and Continuous Improvement

#### **Senior Leadership Team Contact:**

S Caundle, Assistant Chief Executive

#### **Report Author:**

K Critchel, Democratic Services Officer

#### **Statutory Authority**

Local Government Act 1972

#### **Purpose of Report**

- 1 To consider the calendar of meetings for 2017 – 2018 municipal year.

#### **Officer Recommendations**

- 2 (a) That the calendar of meetings for the period May 2017 to May 2018 as set out at appendix 1 be approved;
- (b) That authority be delegated to the Corporate Service Manager - Democratic and Electoral Services to make any necessary changes, in consultation with the relevant chairmen and vice-chairmen, to ensure effective political management across the Dorset Councils Partnership.

#### **Reason for Decision**

- 3 To put into place appropriate arrangements for Full Council and committee meetings, to ensure effective political management.

#### **Background and Reason Decision Needed**

- 4 The draft calendar of meetings for 2017- 18 is presented to the Management Committee and Full council for formal adoption and is attached at appendix 1 to this report.
- 5 Due to the nature of its business, it is proposed that the Shared Services Committee meet on an Ad hoc basis. Similarly the Audit Committee will

take place as and when required for sovereign based decision making, apart from in September 2017 when the committee needs to meet to sign off the Council Accounts.

## **Appendices**

6 Appendix 1 – Draft Calendar of Meetings 2017 - 2018

## **Background Papers**

7 There are no background papers

## **Footnote**

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

**Report Author:** Kate Critchel

**Telephone:** 01305 252234

**Email:** [kcritchel@dorset.gov.uk](mailto:kcritchel@dorset.gov.uk)



Joint
North
West
Weymouth

APPENDIX

DORSET COUNCILS CALENDAR OF MEETINGS  
MAY 2017 – MAY 2018

Shaded areas denotes school holidays

\*Denotes different day from normal meeting day and # denotes a different time of day.

Monday 1 May 2017	<b>May Bank Holiday</b>	
Tuesday 2 May		
Wednesday 3 May		
Thursday 4 May		
Friday 5 May		

Monday 8 May		
Tuesday 9 May	<i>Planning Site Meeting</i>	10.00
Wednesday 10 May	Planning Committee	9.00
Thursday 11 May	WDDC Annual Meeting of Council	2.15
Friday 12 May		

Monday 15 May		
Tuesday 16 May		
Wednesday 17 May		
Thursday 18 May	WPBC Mayor Making	7.00
Friday 19 May	NDDC Annual Meeting of Council	10.00

Monday 22 May	<i>Planning Site Meeting</i>	10.00
Tuesday 23 May	Planning Committee	10.00
Wednesday 24 May	Overview and Scrutiny Committee	2.00
Thursday 25 May	Planning Committee	1.00
Friday 26 May		

Monday 29 May	<b>Spring Bank Holiday</b>	
Tuesday 30 May	*Cabinet Strategy Committee	10.00 2.15
Wednesday 31 May		
Thursday 1 June	WPBC Full Council	7.00
Friday 2 June		

Monday 5 June		
Tuesday 6 June	<i>Planning Site Meeting</i> Management Committee	10.00 9.30
Wednesday 7 June	Planning Committee	9.00
Thursday 8 June		
Friday 9 June		

Monday 12 June		
Tuesday 13 June	Overview & Scrutiny Committee	2.15
Wednesday 14 June		
Thursday 15 June	Scrutiny & Performance Committee	6.30
Friday 16 June		

<b>Joint</b>
<b>North</b>
<b>West</b>
<b>Weymouth</b>

Monday 19 June	<i>Planning Site Meeting</i> Policy Development Committee	10.00 6.30
Tuesday 20 June	Planning Committee	10.00
Wednesday 21 June	Dorchester Markets Joint Informal Panel	7.00
Thursday 22 June	Planning Committee	1.00
Friday 23 June		

Monday 26 June	Joint Advisory Accounts & Audit Committee	
Tuesday 27 June		
Wednesday 28 June	Harbour Management Board	3.00
Thursday 29 June	Joint Advisory Overview and Scrutiny	2.15
Friday 30 June		

Monday 3 July	Cabinet	2.00
Tuesday 4 July	<i>Planning Site Meeting</i>	10.00
Wednesday 5 July	Planning Committee	9.00
Thursday 6 July	Licensing Committee	2.00
Friday 7 July		

Monday 10 July		
Tuesday 11 July	Management Committee Licensing Committee Overview & Scrutiny Committee	9.30 10.00 2.15
Wednesday 12 July		
Thursday 13 July	Licensing Committee	2.15
Friday 14 July		

Monday 17 July	<i>Planning Site Meeting</i>	10.00
Tuesday 18 July	Planning Committee Strategy Committee	10.00 2.15
Wednesday 19 July	Overview & Scrutiny Committee	2.00
Thursday 20 July	Planning Committee	1.00
Friday 21 July		

Monday 24 July		
Tuesday 25 July	*WDDC Full Council	2.15
Wednesday 26 July		
Thursday 27 July	WPBC Full Council	7.00
Friday 28 July	NDDC Full Council	10.00

Monday 31 July	Policy Development Committee	6.30
Tuesday 1 August	<i>Planning Site Meeting</i>	10.00
Wednesday 2 August	Planning Committee	9.00
Thursday 3 August		
Friday 4 August		

<b>Joint</b>
<b>North</b>
<b>West</b>
<b>Weymouth</b>

Monday 7 August		
Tuesday 8 August		
Wednesday 9 August		
Thursday 10 August		
Friday 11 August		

Monday 14 August	<i>Planning Site Meeting</i> Cabinet	<i>10.00</i> 2.00
Tuesday 15 August	<b>Management Committee</b> Planning Committee	<b>9.30</b> 10.00
Wednesday 16 August		
Thursday 17 August	<i>Planning Committee</i>	<i>1.00</i>
Friday 18 August		

Monday 21 August		
Tuesday 22 August		
Wednesday 23 August		
Thursday 24 August		
Friday 25 August		

Monday 28 August	<b>Bank Holiday</b>	
Tuesday 29 August	<i>Planning Site Meeting</i>	<i>10.00</i>
Wednesday 30 August		
Thursday 31 August	<b>Scrutiny &amp; Performance Committee</b>	<b>6.30</b>
Friday 1 September		

Monday 4 September		
Tuesday 5 September		
Wednesday 6 September	<b>Planning Committee</b> Overview & Scrutiny Committee	<b>9.00</b> 2.00
Thursday 7 September		
Friday 8 September		

Monday 11 September	<i>Planning Site Meeting</i>	<i>10.00</i>
Tuesday 12 September	Planning Committee <i>Strategy Committee</i>	10.00 <i>2.15</i>
Wednesday 13 September		
Thurs 14 September	<i>Planning Committee</i>	<i>1.00</i>
Friday 15 September		

Monday 18 September	Cabinet	2.00
Tuesday 19 September	<b>Management Committee</b>	<b>9.30</b>
Wednesday 20 September	<i>Gryphon Leisure Centre Management Committee</i>	<i>7.00</i>
Thurs 21 September		
Friday 22 September		

<b>Joint</b>
<b>North</b>
<b>West</b>
<b>Weymouth</b>

Monday 25 September		
Tuesday 26 September	<i>Planning Site Meeting</i>	10.00
	Overview & Scrutiny Committee	2.15
Wednesday 27 September	Harbour Management Board	3.00
Thursday 28 September	Accounts and Audit Committee	10.30
	Audit and Governance Committee	2.15
	Audit Committee	6.30
Friday 29 September		

Monday 2 October	Joint Advisory Accounts & Audit Committee	
Tuesday 3 October		
Wednesday 4 October	Planning Committee	9.00
Thursday 5 October	Scrutiny & Performance Committee	6.30
Friday 6 October		

Monday 9 October	Planning Site meeting	10.00
	Policy Development Committee	6.30
Tuesday 10 October	Planning Committee	10.00
Wednesday 11 October		
Thursday 12 October	Planning Committee	1.00
	WPBC Full Council	7.00
Friday 13 October		

Monday 16 October		
Tuesday 17 October		
Wednesday 18 October	Overview & Scrutiny Committee	2.00
Thursday 19 October	WDDC Full Council	2.15
Friday 20 October	NDDC Full Council	10.00

Monday 23 October		
Tuesday 24 October	<i>Planning Site Meeting</i>	10.00
Wednesday 25 October		
Thursday 26 October		
Friday 27 October		

Monday 30 October	Cabinet	2.00
Tuesday 31 October	Management Committee	9.30
Wednesday 1 November		
Thursday 2 November	*Strategy Committee	2.15
Friday 3 November		

Monday 6 November		
Tuesday 7 November	Planning Committee	10.00
Wednesday 8 November	Planning Committee	9.00
Thursday 9 November		
Friday 10 November		

Monday 13 November	<i>Planning Site Meeting</i>	10.00
Tuesday 14 November	Joint Advisory Overview and Scrutiny	2.15
Wednesday 15 November		
Thursday 16 November	Planning Committee	1.00

<b>Joint</b>
<b>North</b>
<b>West</b>
<b>Weymouth</b>

Friday 17 November		
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Monday 20 November		
Tuesday 21 November	<i>Planning Site Meeting</i>	10.00
	Overview & Scrutiny Committee	2.15
Wednesday 22 November	Overview & Scrutiny Committee	2.00
Thursday 23 November	Licensing Committee	2.15
	Scrutiny & Performance Committee	6.30
Friday 24 November		

Monday 27 November	Policy Development Committee	6.30
Tuesday 28 November	Licensing Committee	10.00
Wednesday 29 November		
Thursday 30 November	Licensing Committee	2.00
Friday 1 December		

Monday 4 December	<i>Planning Site Meeting</i>	10.00
	Joint Advisory Accounts & Audit Committee	
Tuesday 5 December	Planning Committee	10.00
Wednesday 6 December	Harbour Management Board	3.00
Thursday 7 December	Planning Committee	1.00
Friday 8 December		

Monday 11 December		
	Cabinet	2.00
Tuesday 12 December	Management Committee	9.30
Wednesday 13 December	Planning Committee	9.00
Thursday 14 December	*Strategy Committee	2.15
Friday 15 December		

Monday 18 December		
Tuesday 19 December	<i>Planning Site Meeting</i>	10.00
Wednesday 20 December		
Thursday 21 December		
Friday 22 December		

Monday 25 December	<b>Christmas Day</b>	
Tuesday 26 December	<b>Boxing Day</b>	
Wednesday 27 December		
Thursday 28 December		
Friday 29 December		

<b>Joint</b>
<b>North</b>
<b>West</b>
<b>Weymouth</b>

## 2018

Monday 1 January 2018	<b>New Years Day</b>	
Tuesday 2 January	Planning Committee	10.00
Wednesday 3 January		
Thursday 4 January		
Friday 5 January		
Monday 8 January		
Tuesday 9 January		
Wednesday 10 January	Planning Committee	9.00
Thursday 11 January	WDDC Full Council	2.15
Friday 12 January		
Monday 15 January	Planning Site Meeting	10.00
Tuesday 16 January	Planning Site Meeting	10.00
Wednesday 17 January		
Thursday 18 January	Planning Committee WPBC Full Council	1.00 7.00
Friday 19 January		
Monday 22 January		
Tuesday 23 January	Overview & Scrutiny Committee	2.15
Wednesday 24 January	Dorchester Markets Joint Informal Panel	2.15
Thursday 25 January		
Friday 26 January	NDDC Full Council	10.00
Monday 29 January		
Tuesday 30 January	Planning Committee	10.00
Wednesday 31 January		
Thursday 1 February	Joint Advisory Overview and Scrutiny	2.15
Friday 2 February		
Monday 5 February	Cabinet	2.00
Tuesday 6 February	Management Committee	9.30
Wednesday 7 February	Planning Committee Overview and Scrutiny (reserve)	9.00 2.00
Thursday 8 February	*Strategy Committee	2.15
Friday 9 February		
Monday 12 February	Planning Site Meeting	10.00
Tuesday 13 February	Planning Site Meeting	10.00
Wednesday 14 February		
Thursday 15 February	Planning Committee Scrutiny & Performance Committee	1.00 6.30
Friday 16 February		

<b>Joint</b>
<b>North</b>
<b>West</b>
<b>Weymouth</b>

Monday 19 February	Policy Development Committee	6.30
Tuesday 20 February	NDDC Full Council (Budget)*	10.00
Wednesday 21 February	Harbour Management Board	3.00
Thursday 22 February	WPBC Full Council (Budget)	7.00
Friday 23 February		

Monday 26 February		
Tuesday 27 February	Planning Committee *WDDC Full Council (Budget)	10.00 2.15
Wednesday 28 February	Overview & Scrutiny Committee Gryphon Leisure Centre Management Committee	2.00 7.00
Thursday 1 March		
Friday 2 March		

Monday 5 March		
Tuesday 6 March	Management Committee	9.30
Wednesday 7 March	Planning Committee	9.00
Thursday 8 March		
Friday 9 March		

Monday 12 March	Cabinet	2.00
Tuesday 13 March	Planning Site Meeting Strategy Committee	10.00 2.15
Wednesday 14 March		
Thursday 15 March		
Friday 16 March		

Monday 19 March	Planning Site Meeting	10.00
Tuesday 20 March		
Wednesday 21 March		
Thursday 22 March	Planning Committee	1.00
Friday 23 March		

Monday 26 March	Joint Advisory Accounts & Audit Committee	
Tuesday 27 March	Planning Committee Overview & Scrutiny Committee	10.00 2.15
Wednesday 28 March		
Thursday 29 March		
Friday 30 March	Good Friday	

<b>Joint</b>
<b>North</b>
<b>West</b>
<b>Weymouth</b>

Monday 2 April	<b>Easter Monday</b>	
Tuesday 3 April		
Wednesday 4 April		
Thursday 5 April		
Friday 6 April		

Monday 9 April	Policy Development Committee	6.30
Tuesday 10 April	Planning Site Meeting	10.00
Wednesday 11 April	Planning Committee	9.00
Thursday 12 April		
Friday 13 April		

Monday 16 April	Planning Site Meeting	10.00
Tuesday 17 April	Management Committee	9.00
Wednesday 18 April	Overview & Scrutiny Committee	2.00
Thursday 19 April	Planning Committee	1.00
Friday 20 April		

Monday 23 April	Cabinet	2.00
Tuesday 24 April	Planning Committee Strategy Committee	10.00 2.15
Wednesday 25 April		
Thursday 26 April	Scrutiny & Performance Committee	6.30
Friday 27 April		

Monday 30 April		
Tuesday 1 May	Joint Advisory Overview and Scrutiny	2.15
Wednesday 2 May	Planning Committee (reserve)	9.00
Thursday 3 May		
Friday 4 May		

Monday 7 May	<b>May Day Bank Holiday</b>	
Tuesday 8 May	Planning Site Meeting	10.00
Wednesday 9 May		
Thursday 10 May	WDDC Annual Full Council	2.15
Friday 11 May		

Monday 14 May		
Tuesday 15 May		
Wednesday 16 May		
Thursday 17 May	WPBC Mayor Making	7.00
Friday 18 May	NDDC Annual Meeting of Full Council	10.00

Monday 21 May	Planning Site Meeting	10.00
Tuesday 22 May	Planning Committee	10.00
Wednesday 23 May		
Thursday 24 May	Planning Committee	1.00
Friday 25 May		



Joint
North
West
Weymouth

Monday 28 May		
Tuesday 29 May	Strategy Committee	2.15
Wednesday 30 May		
Thursday 31 May	WPBC Full Council	7.00
Friday 1 June		

Monday 4 June	Cabinet	2.00
Tuesday 5 June	Planning Site Meeting Management Committee	10.00 9.30
Wednesday 6 June	Planning Committee	9.00
Thursday 7 June		
Friday 8 June		

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## Management Committee Four Month Forward plan 1 January 2017 To 30 April 2017

This Plan contains the decisions that the Council intends to make over the next 4 months, but will be subject to review at each committee meeting. The Plan does not allow for items that are unanticipated, which may be considered at short notice. It is available for public inspection along with all reports (unless any report is considered to be exempt or confidential). Copies of committee reports, appendices and background documents are available from the council's offices at Council Offices, Commercial Road, Weymouth, DT4 8NG 01305 251010 and will be published on the council's website Dorsetforyou.com 3 working days before the meeting.

**Notice of Intention to hold a meeting in private** - Reports to be considered in private are indicated on the Plan as Exempt. Each item in the plan marked exempt will refer to a paragraph of the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 and these are detailed at the end of this document.

### Brief Holders

- Community Safety - Cllr F Drake
- Corporate Affairs and Continuous Improvement – Cllr K Brookes
- Economic Development – Cllr J Farquharson
- Environment and Sustainability - Cllr R Nowak
- Finance and Assets – Cllr J Cant
- Housing – Cllr G Taylor
- Community Facilities – Cllr A Blackwood
- Tourism, Harbours and Culture – Cllr J Osborne
- Social Inclusion – Cllr C James
- Transport and Infrastructure – C Huckle

KEY DECISIONS

Title of Report	Purpose of Report	Documents	Exempt	Portfolio Holder & Report Author	Decision Date
Community Governance Review for Weymouth	To recommend to Council that members establish a Community Governance review to consider the creation of a Town Council for Weymouth.			WPBC Leader of Council  WPBC Leader of Council Stuart Caundle, Assistant Chief Executive	7 Feb 2017  23 Feb 2017
PROPOSALS Proposals for a review of the lighting scheme on the Esplanade in Weymouth	To consider the current lighting scheme on the Esplanade and set out proposals for a thorough review with the aim of developing costed proposals for improvement.			WPBC Briefholder for Tourism, Culture and Harbour Tony Hurley, Leisure Commissioning Manager, Andrew Galpin, Implementation Team Leader	7 Mar 2017
Costed proposals for an arts programme for the borough council	To approve the proposed programme of arts activities for 2017 onwards and agree the allocation of funding.			WPBC Briefholder for Tourism, Culture and Harbour Tony Hurley, Leisure Commissioning Manager	7 Mar 2017

NON KEY DECISIONS

<b>Title of Report</b>	<b>Purpose of Report</b>	<b>Documents</b>	<b>Exempt</b>	<b>Portfolio Holder &amp; Report Author</b>	<b>Decision Date</b>
Festivals and Events Policy and updated procedures	To consider the adoption of the Festivals and Events Policy and updated procedures.			WPBC Briefholder for Tourism, Culture and Harbour Nick Thornley, Head of Economy, Leisure & Tourism	

Non- Key Decisions

<b>Title of Report</b>	<b>Purpose of Report</b>	<b>Documents</b>	<b>Exempt</b>	<b>Portfolio Holder &amp; Report Author</b>	<b>Decision Date</b>
Accelerating Housing Development Programme	To promote establishing an Accelerating Housing Development Programme reporting to the Western Dorset Growth Strategy and allocate initial funding.			WPBC Briefholder for Housing Stephen Hill, Strategic Director	7 Feb 2017
Appointment of External Auditors	To consider the appointment of External Auditors.			WPBC Briefholder for Finance and Assets Jason Vaughan, Strategic Director	7 Feb 2017
Quarter 3 Business Review	To receive the Quarter 3 report.			WPBC Briefholder for Finance and Assets Julie Strange, Head of Financial Services	7 Feb 2017

NON KEY DECISIONS

Title of Report	Purpose of Report	Documents	Exempt	Portfolio Holder & Report Author	Decision Date
Budget and Financial Strategy 2017-18				WPBC Briefholder for Finance and Assets Jason Vaughan, Strategic Director	7 Feb 2017
2017/18 Treasury Management Strategy Statement and Annual Investment Strategy	To consider the TMSS and Annual Investment Strategy for the coming year. To set prudential indicators and to review the policy on Minimum Revenue Provision (MRP).			WPBC Briefholder for Finance and Assets  Julie Strange, Head of Financial Services	7 Feb 2017  23 Feb 2017
Calendar of Meetings 2017/18	To approve the calendar of meetings for 2017/18.			WPBC Briefholder for Corporate Affairs and Continuous Improvement Kate Critchel, Democratic Services Officer	7 Feb 2017
Future arrangements following the decision of Local Government Reorganisation	To inform members about the next stages of planning following the decision of 9 Dorset Councils on local government reorganisation			WPBC Leader of Council Matt Prosser, Chief Executive	7 Mar 2017

NON KEY DECISIONS

Title of Report	Purpose of Report	Documents	Exempt	Portfolio Holder & Report Author	Decision Date
Review of Deck Chair Pricing Policy	That the current policy of providing free deckchairs for pensioners be reviewed and possibly ended.			WPBC Briefholder for Tourism, Culture and Harbour Nick Thornley, Head of Economy, Leisure & Tourism	7 Mar 2017
Report into various free car parks	To consider a report on free car parks within the Borough.	report of 16 August 2016		WPBC Briefholder for Transport and Infrastructure Jack Creeber, Parking & Transport Manager	7 Mar 2017
Report on the findings of a consultation on the Weymouth & Portland Draft Parking Policy	To consider adopting the new parking policy for Weymouth & Portland.			WPBC Briefholder for Transport and Infrastructure Jack Creeber, Parking & Transport Manager	7 Mar 2017
Management of the Verne Common Nature Reserve and High Angle Battery, Portland	<p><b>To inform members of progress made in respect of the work plan scheduled in the current Higher Level Stewardship Scheme for this land and related budgetary outcomes.</b></p> <p><b>To consider potential options for future land management and approve recommendations.</b></p>			WPBC Briefholder for Finance and Assets, WPBC Briefholder for Community Facilities Greg Northcote, Estates Manager	7 Mar 2017

NON KEY DECISIONS

Title of Report	Purpose of Report	Documents	Exempt	Portfolio Holder & Report Author	Decision Date
Rates Relief	To obtain committees agreement in awarding rates relief, as recommended by council.			WPBC Briefholder for Finance and Assets Stuart C Dawson, Head of Revenues and Benefits	7 Mar 2017
Hotel and Guesthouse Review	To review and agree the policy for dealing with the Council's leased hotels.			WPBC Briefholder for Finance and Assets David Brown, Head of Assets & Infrastructure	18 Apr 2017
Land charges fees for 2017/18	To approve the proposed land charges fees for the district for 2017/18.				



## Private meetings

The following paragraphs define the reason why the public may be excluded from meetings whenever it is likely in view of the nature of the business to be transacted or the nature of the proceedings that exempt information would be disclosed and the public interest in withholding the information outweighs the public interest in disclosing it to the public. Each item in the plan above marked Exempt 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 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 reveal that the authority 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.

