

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, 5 June 2018
Time: 9.30 am
Venue: Council Chamber

Members of Committee:

J Cant (Chair), R Kosior (Vice-Chair), M Byatt, C Huckle, R Nickinson, R Nowak, J Orrell, A Reed, G Taylor and K Wheller

USEFUL INFORMATION

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Members of the public are welcome to attend this meeting with the exception of any items listed in the exempt part of this agenda. **Please note** that if you attend a committee meeting and make oral representations to the committee your name, together with a summary of your comments will be recorded in the minutes of the meeting. The minutes, which are the formal record of the meeting, will be available to view in electronic and paper format, as a matter of public record, for a minimum of 6 years following the date of the meeting.



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The council is committed to being open and transparent in the way it carries out its business whenever possible. Anyone can film, audio-record, take photographs, and use social media such as tweeting and blogging to report the meeting when it is open to the public, so long as they conform to the Council's protocol, a copy of which can be obtained from the Democratic Services Team.

A G E N D A

Page No.

1 APOLOGIES

To receive apologies for absence.

2 MINUTES

To confirm the minutes of the meeting held on 17 April and 17 May 2018.

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.

5 QUESTIONS BY COUNCILLORS

To receive questions from Councillors in accordance with procedure rule 12.

6 TIMING OF MEETINGS FOR 2018/2019

To confirm the times that the meeting will take place during the 2018/19 municipal year.

7 TO APPOINT BRIEFHOLDERS AND RESPONSIBILITIES 5 - 8

To appoint Brief holders and Responsibilities for 2018 – 2019.

8 BUSINESS REVIEW OUTTURN REPORT 9 - 82

To consider a report of the Financial Performance Manager.

9 DIGITAL STRATEGY & DORSETFORYOU UPDATE 83 - 126

To consider a report of the Project Officer.

10 DORSET INFORMATION SHARING CHARTER (DISC) 127 - 140

To consider a report of the Information Services Team Leader.

11 COUNCILLOR MEMBERSHIP OF INTERNAL WORKING GROUPS AND APPOINTMENT TO OUTSIDE BODIES 141 - 150

To consider a report of the Senior Democratic Services Officer.

12 MANAGEMENT COMMITTEE ACTION PLAN 151 - 172

To consider the Management Committee Action Plan and received an update on Community Safety in Melcombe Regis

13 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.

14 4 MONTH FORWARD PLAN 173 - 180

To consider the 4 monthly Forward Plan.

15 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

Management Committee 5 June 2018 Brief holder Appointments and Responsibilities

For Decision

Purpose of Report

To agree the allocation of briefs to members of the Management Committee at the first meeting of the committee in the 2018-19 municipal year.

Recommendations

- 1 That the Brief holder responsibilities be confirmed as set out in the appendix for the 2018-19 municipal year.
- 2 That each member of the Management Committee be appointed to the role of Brief holder with special responsibility for a specified area(s) of the council's work.

Portfolio Holder(s)/ Briefholder

Corporate Affairs and Continuous Improvement

Senior Leadership Team Contact:

S Caundle, Assistant Chief Executive

Report Author:

Kate Critchel, Senior Democratic Services Officer

Statutory Authority

The scheme of Management and Article 7 of the Constitution

Background and Reason Decision Needed

- 3 It is a requirement of the constitution that specific responsibilities for brief holders will be determined by the Management Committee at the start of each municipal year.
- 4 The current list of brief holder responsibilities is attached at appendix 1 to the report

Implications

Corporate Plan

5. The briefs are linked to the Council's Corporate Plan priorities.

Financial

6. The allocation of briefs does not have any revenue or capital cost implications.

Consultation and Engagement

7. Political Group Leaders

Appendices

8. Current list of Brief holder responsibilities – appendix 1

Background Papers

9. 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

Date: 14 May 2018

BRIEF HOLDER RESPONSIBILITIES OF THE MANAGEMENT COMMITTEE**Community Facilities**

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

Community Safety

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

Corporate Affairs and Continuous Improvement

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

Economic Development

Economic Regeneration, Employment Sites, Inward Investment, Market, Business Development and Promotion, Local Shopping Centres, Town Centre, Tourism Development

Environment and Sustainability

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

Finance and Assets

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

Housing

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

Social Inclusion

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

Tourism, Culture and Harbour

Arts, Attractions, Beach, Beach Cleaning, Culture, Esplanade, Events and Festivals, Museums, Pavilion, Tourism Publicity, Tourist Information Centre, Seafront Management

Transport and Infrastructure

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

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Management Committee **5th June 2018** **Business Review – Outturn 2017/18**

For Decision

Briefholder

Cllr Jeff Cant – Finance & Assets

Cllr Alison Reed – Risk Management / Performance & Improvement

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 30th June and the Audit Committee by 30th September each year.

1. Purpose of Report

- 1.1 To set out the Council's performance, revenue and capital spend for the year ending March 2018.

2. Recommendations

- 2.1 (a) Note the outturn which will be incorporated into the accounts in 2017/18.

(b) Approve the capital carry forward requests set out in Appendix 3

3. Reason for Decision

- 3.1 For Management Committee to consider carry forward requests before the Accounts are signed off by the Chief Finance Officer.

4. Background and Reason Decision Needed

- 4.1 The outturn report sets out the final year end position for the 2017/18 financial year. The figures contained in the report are then incorporated into the Council's annual Statement of Accounts that the Council is required to produce using a prescribed format. The accounts give electors, members, employees and other interested parties, clear information about the Council's finances. Audit Committee has responsibility for reviewing and approving the accounts with the Management Committee having a strategic overview responsibility for finance.

- 4.2 In June, the accounts have to be reviewed and signed by the Strategic Director in his role as Chief Financial Officer. They are then subject to review by KPMG, the Council's External Auditor. The External Auditor's report and the Statement of Accounts are considered by Audit Committee at the September 2018 meeting.

5. Revenue Outturn

- 5.1 When the Council set its budget for 2017/18 the total expenditure for the year was estimated to be £54,229,283. The Council has been working on a medium term approach of reducing costs and increasing income. This approach has resulted in savings being achieved ahead of time during the financial year and resulting in an under spend of £941,971 for the year. There are however a number of areas where projects have been delayed for various reasons and after taking these into consideration the actual net spend for the year resulted in an under spend of £712,022. This balance will be added to the General Reserve and is available to support once off expenditure.
- 5.2 Within the overall favourable outturn variance, the good news is that a number of savings have been achieved early in 2017/18. A number of these savings have already been built into the 2018/19 budgets. There are vacancies throughout the 12 services, Heads of Service / Corporate Managers have actively managed these vacancies pending restructures and service reviews. Services have still been delivered amongst this back drop of less staff and the increasing financial pressure.

Harbour Board

- 5.3 The Harbour Board has reported a £300,107 under spend on the revenue budget in 2017/18. This has arisen because of prudent management of supplies, repairs and contracts, employing Berthing Officer in-house rather than via agency. There are under spends on staffing and increases in income due to new schemes being implemented. The favourable balance for 2017/18 will be transferred to the Harbour Reserve.

Revenue Reserves

- 5.4 After allowing for the carry forward requests the uncommitted balance on the General Reserves at the minimum risk level based assessment of reserves of £1,205,700 and a maximum level of £2,411,400.

Capital Outturn

- 5.5 The capital outturn statement in appendix 3 shows that the Council spent £152,858 on capital projects in 2017/18 against a budget of £2,383,202. The main under spend is due to a delay on the works for the Harbour Walls Remediation works. The unspent balance £2,230,344 is requested to be carried forward in order to complete these schemes.

Corporate Performance

- 5.6 Appendix 2 shows full year performance of the key performance indicators (KPIs). Performance has been reported quarterly in the Business Review and to the Joint Overview & Scrutiny Committee.

6. Corporate Plan

- 6.1 Finance forms part of the Developing Successful Partnerships – Creating a leaner more focussed organisation to protect the delivery of local services.

7. Financial Implications

- 7.1 As set out in the report and associated appendices.

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 Council's performance system (QPR).

9. Appendices

- 9.1 Appendix 1 – Graph showing the revenue outturn position of the 12 services.
Appendix 2 – Service overviews of the revenue, risk and performance outturn.
Appendix 3 – Capital outturn & carry forward requests
Appendix 4 – Treasury Management outturn

10. Background Papers

- 10.1 The Council's financial information system
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

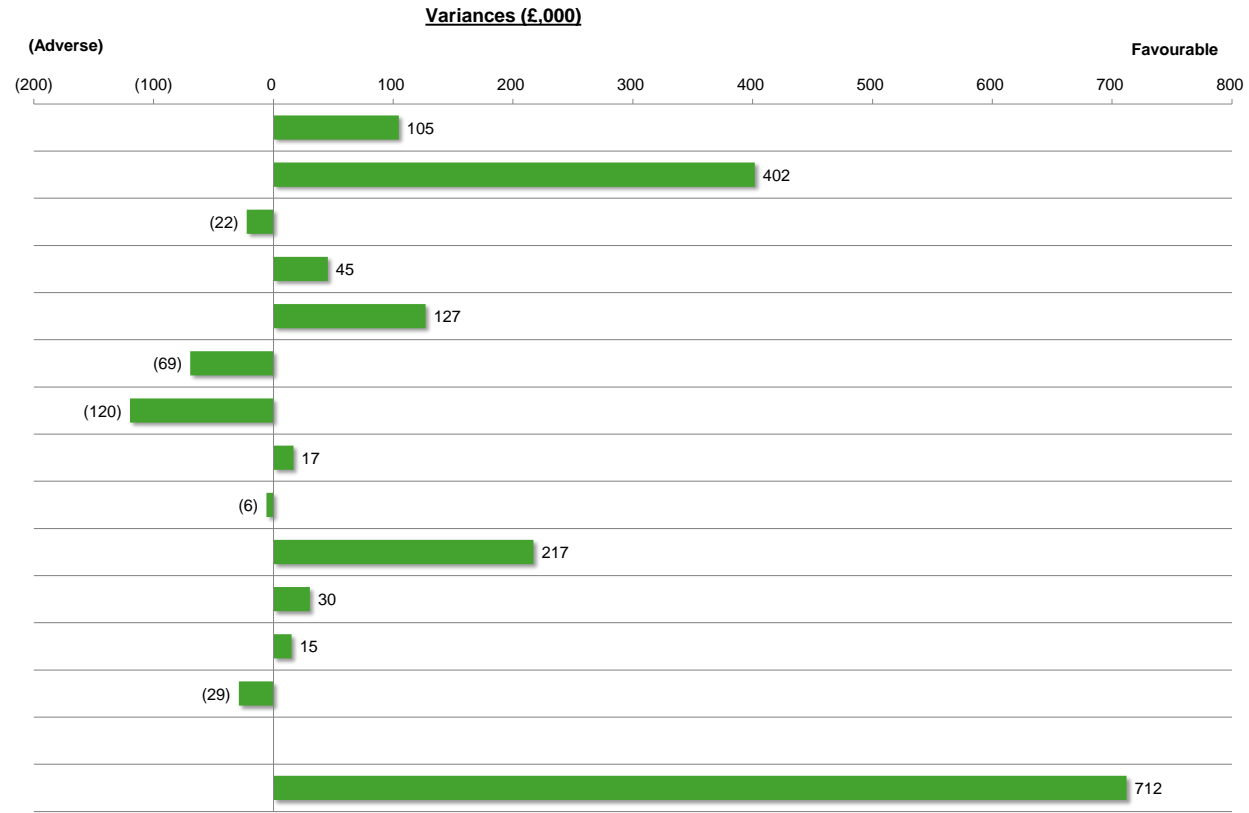
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WPBC Budget Monitoring - Quarter 4 2017/18

Appendix 1



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Business Review

Weymouth & Portland Borough Council

Period: **Outturn 2017/18**

Service	Actual Variance (£)	Head of Service/ Corporate Manager
Financial Services	104,610 (F)	Julie Strange
Corporate Finance	401,713 (F)	Julie Strange
Revenues & Benefits	22,305 (A)	Stuart Dawson
Business Improvement	45,390 (F)	Penny Mell
Community Protection	126,979 (F)	Graham Duggan
Housing	69,443 (A)	Clive Milone
Planning Development Management & Building Control	119,744 (A)	Jean Marshall
Community & Policy Development	16,745 (F)	Hilary Jordan
Economy, Leisure & Tourism	5,792 (A)	Nick Thornley
Assets & Infrastructure	217,078 (F)	David Brown
Democratic Services & Elections	30,460 (F)	Jacqui Andrews
Human Resources & Organisational Development	15,223 (F)	Bobbie Bragg
Legal Services	28,892 (A)	Robert Firth

Overall variance	£712,022 (F)
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(F) = Favourable variance
(A) = Adverse variance

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 (Finance & Assets), Cllr Alison Reed (Risk Management / Performance & Improvement)

Revenue summary – Financial Services

Subjective analysis	Full Year Current Budget 2017/18 (£)	Comments / actions
Employees	419,576	£54,000 of in year savings from staff turnover. Efficiency savings of £50,000 made following the procurement of a new insurance contract.
Transport	2,475	
Supplies & Services	179,650	
Income	(29,564)	
Net expenditure	572,137	
Actual variance	104,610 (F)	
Q3 Predicted variance	35,000 (F)	
Q2 Predicted variance	20,000 (F)	
Q1 Predicted variance	0	

Revenue summary – Corporate Finance

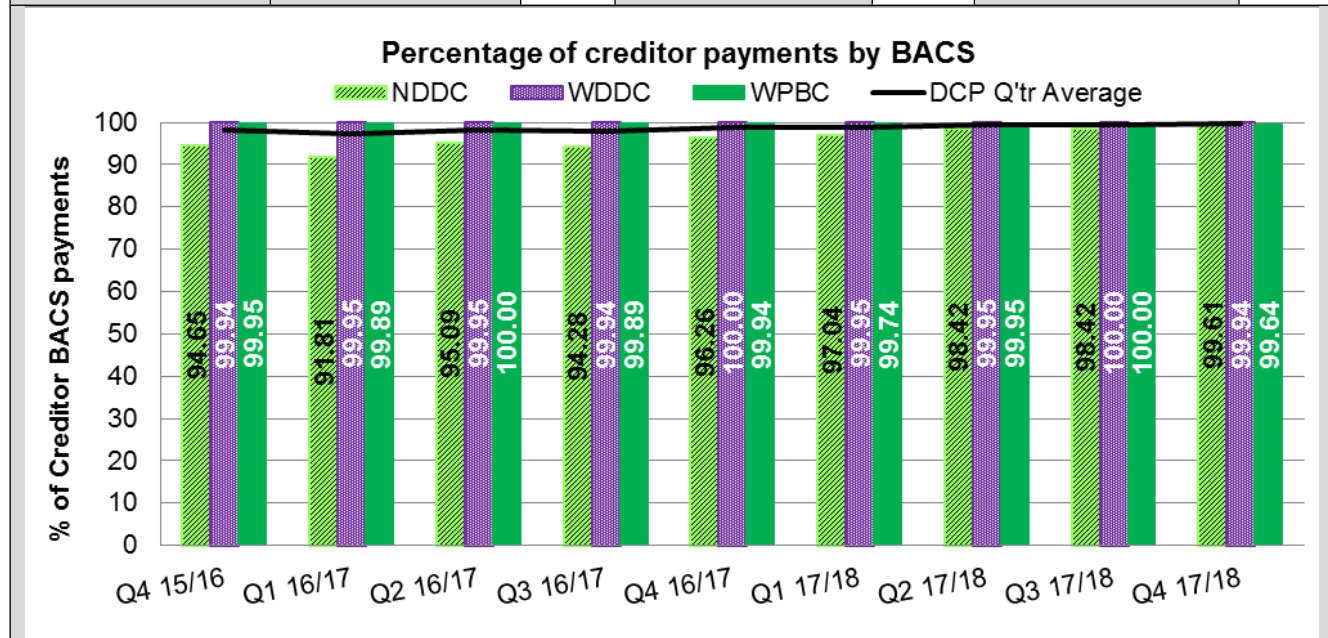
Subjective analysis	Full Year Current Budget 2017/18 (£)	Comments / action
Employees	1,244,965	Unused contingency budget (£171,000) and additional grants received (£94,000). Partnership savings delivered by services ahead of the 2018/19 budget (£52,000), and reductions in External Audit Fees of (£33,000)
Premises	(174,531)	
Transport	3,654	
Supplies & Services	2,100,550	
Interest	(1,159,387)	
Income	(722,596)	
Grants	(9,012,719)	
Net expenditure	(7,720,064)	
Actual variance	401,713 (F)	
Q3 Predicted variance	43,450 (A)	
Q2 Predicted variance	40,070 (F)	
Q1 Predicted variance	0	

Key performance data

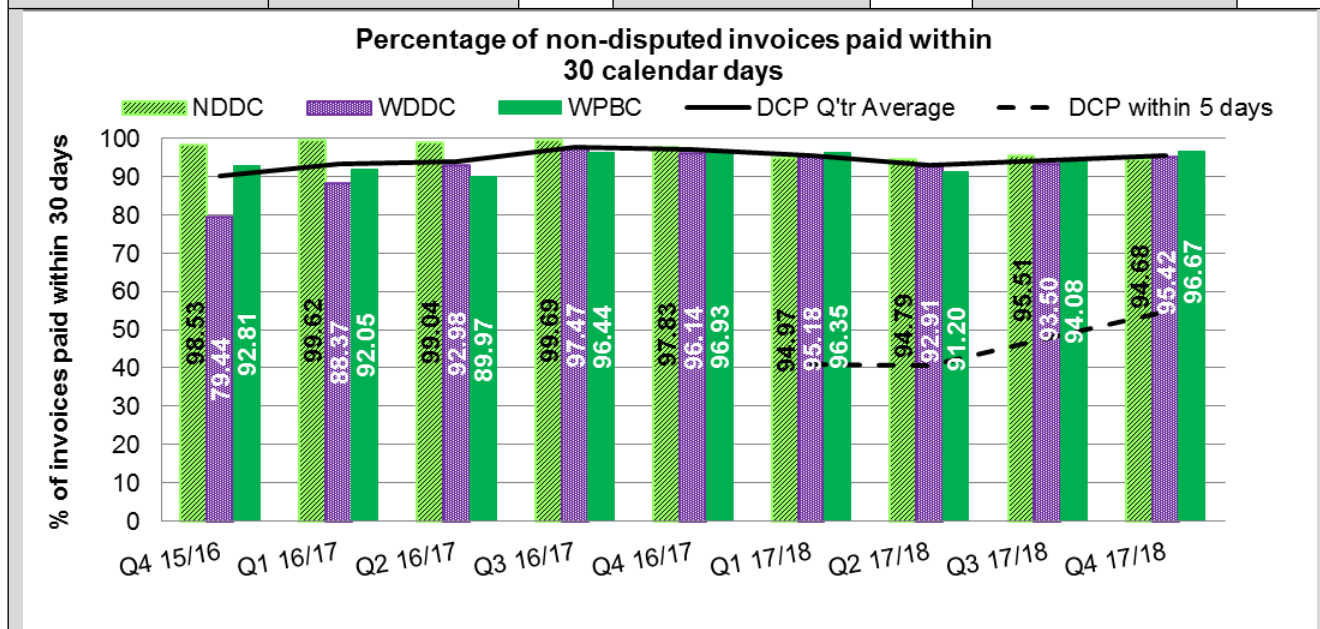
Exception Report from Head of Service

The payment of invoices within 30 calendar days in the early part of the year dropped below the target level, but following additional support from the Finance Team it is pleasing to see the Quarter 4 performance significantly improve. All 3 months within the quarter showed performance above the target. This has resulted in the final position for the year being at target. In addition, the performance of invoices paid within 5 working days in Quarter 4 were also positive - NDDC 45%, WDDC 69%, WPBC 50%

Percentage of creditor payments by BACS					Aim	↑
Corporate Plan Priority: Developing Successful Partnerships						
Authority	North Dorset		West Dorset		Weymouth & Portland	
Q4 2017/18 Actual	99.61%	✔	99.94%	✔	99.64%	✔
Q4 2017/18 Target	95%		95%			
FY 2017/18 Actual	98.25%		99.96%		99.83%	
FY 2017/18 Target	95%		95%		95%	
FY 2016/17 Actual	94.26%		99.96%		99.94%	



Percentage of non-disputed invoices paid within 30 calendar days (creditor payments)			Aim	↑
Corporate Plan Priority: Building a Stronger Local Economy				
Authority	North Dorset	West Dorset	Weymouth & Portland	
Q4 2017/18 Actual	95%	95%	97%	
Q4 2017/18 Target	95%	95%	95%	
FY 2017/18 Actual	94.97%	94.21%	94.57%	
FY 2017/18 Target	95%	95%	95%	
FY 2016/17 Actual	99.04%	93.52%	93.62%	



Overall General Fund predicted variances per Quarter (Favourable/Adverse)			
Authority	North Dorset	West Dorset	Weymouth & Portland
Q4 2017/18 Actual	£646,493 (F)	£783,861 (F)	£712,022 (F)
Q3 2017/18	£397,090 (F)	£558,492 (F)	£588,213 (F)
Q2 2017/18	£335,557 (F)	£453,825 (F)	£387,971 (F)
Q1 2017/18	£56,340 (F)	£109,929 (F)	£61,331(F)

Service Plan Update
<p>A Stronger Local Economy</p> <p>The roll out of the Intelligent Scanning process has been completed across the Partnership which leads to invoices being paid to suppliers quicker.</p>
<p>Actions outside of Corporate Plan</p> <p>The 2018/19 budget setting process is complete with each Council setting balanced budgets. Standard key control internal audits are at draft stage but show Substantial Assurance being given.</p> <p>The harmonisation of cash receipting software for North Dorset is also complete. Work on implementing the GDPR module is underway.</p> <p>The Team were awarded the CIPFA Public Finance Innovation Award for Innovation in Treasury Management at the 2018 awards.</p>

Key risk areas

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

Very High Risks	0
High Risks	0
Medium Risks	2
Low Risks	6

Revenues & Benefits

Head of Service – **Stuart Dawson**

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

Lead Brief Holder – **Cllr Jeff Cant** (Finance & Assets)

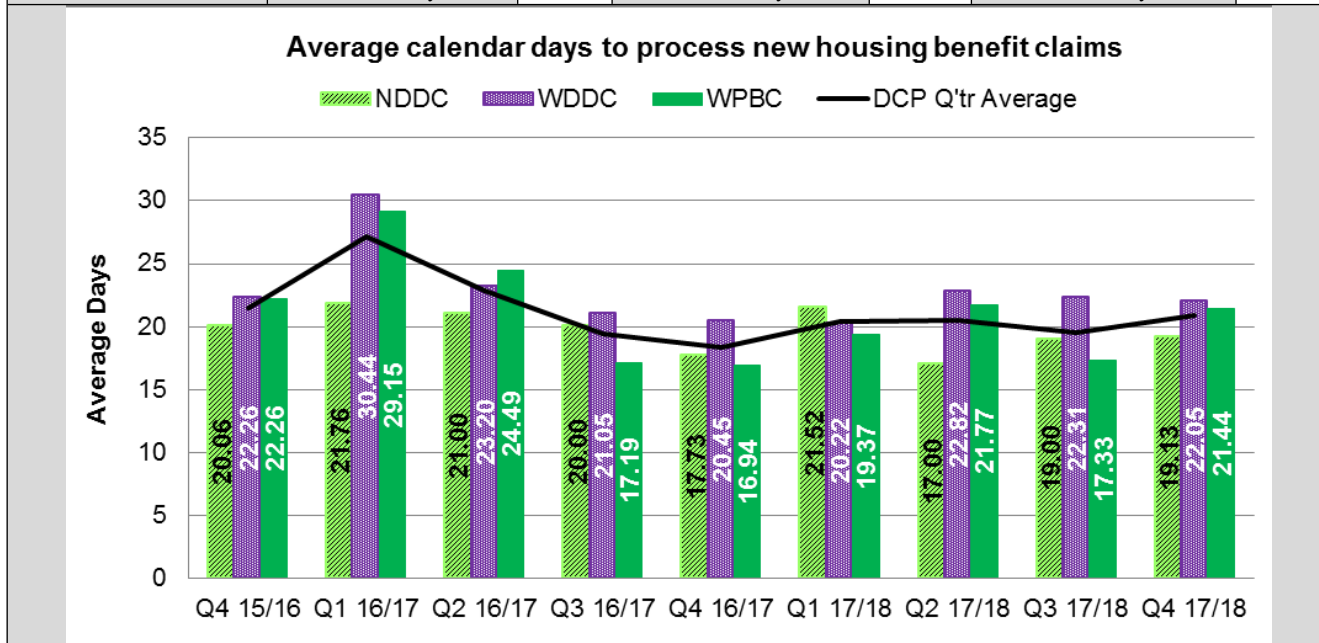
Revenue summary

Subjective analysis	Full Year Current Budget 2017/18 (£)	Comments / actions
Employees	900,393	The adverse variance is primarily due to a reduction in court fees and costs being recovered against original estimates.
Transport	9,020	
Supplies & Services	339,260	
Payments to clients	30,620,000	
Income	(31,887,838)	
Net expenditure	(19,165)	
Actual variance	22,305 (A)	
Q3 Predicted variance	30,000 (A)	
Q2 Predicted variance	0	
Q1 Predicted variance	648 (A)	

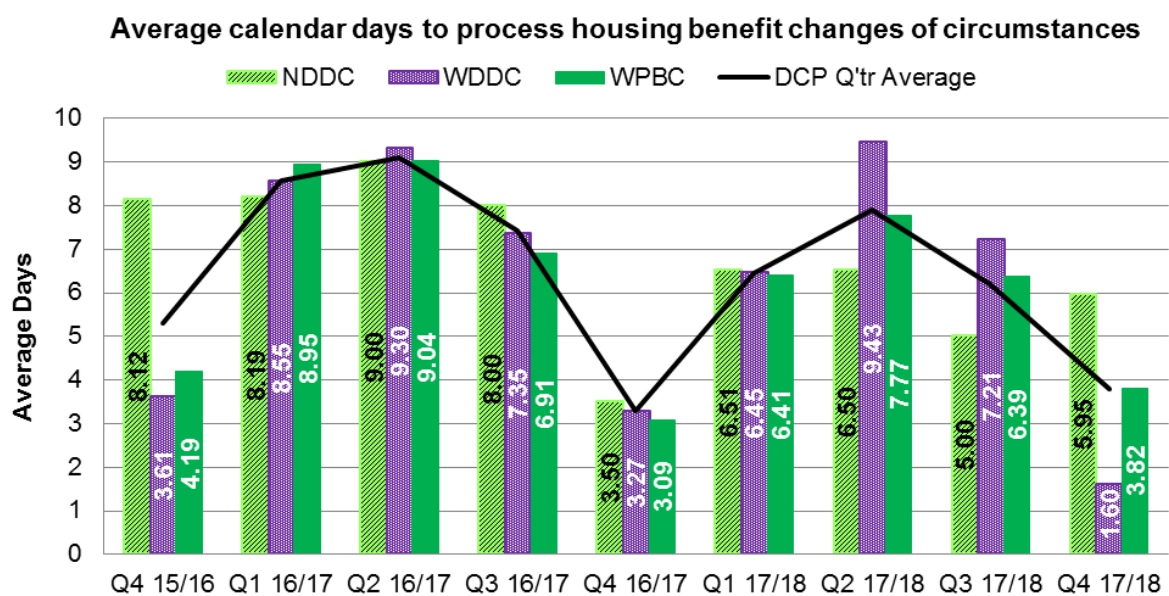
Key performance data

<p>Exception Report from Head of Service</p> <p>North Dorset (SVPP) Processing of benefit claims and account collection has met or exceeded targets for year.</p> <p>WDDC and WPBC New benefit claims performance in Q4 was affected by the wider roll-out of Universal Credit in December 2017. This has led to an increase and complexity of workload. We are having to provide resources supporting customers who are now claiming UC and also dealing with the many complex issues resulting from the transition.</p> <p>Collection of Council Tax and Rates have been affected by a number of factors including that customers are now able to spread instalments over 12, rather than 10 months and final payments not being received until April 2018.</p>
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Average calendar days to process new housing benefit claims				Aim	↓
Corporate Plan Priority: Developing Successful Partnerships					
Authority	North Dorset		West Dorset		Weymouth & Portland
Q4 2017/18 Actual	19 days		22 days		21 days
Q4 2017/18 Target	19 days		19 days		19 days
FY 2017/18 Actual	18.90 days		21.84 days		19.73 days
FY 2017/18 Target	19 days		19 days		19 days
FY 2016/17 Actual	19.76 days		23.70 days		21.62 days

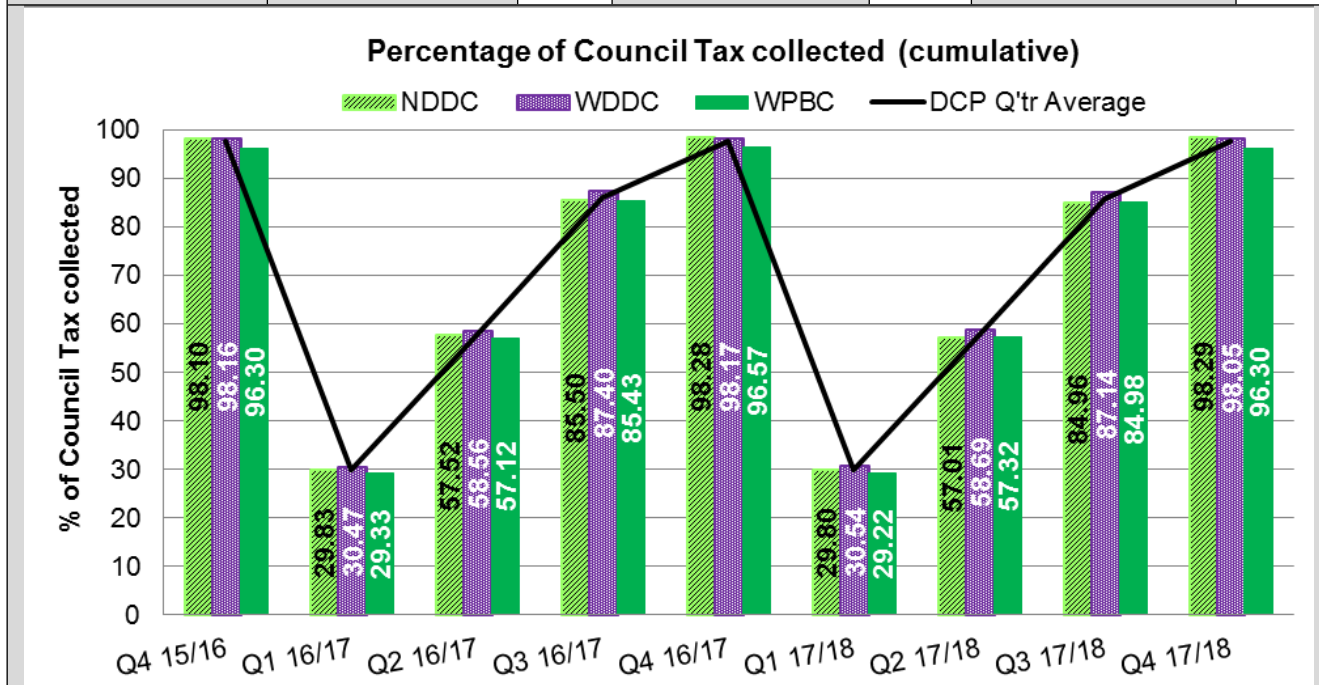


Average calendar days to process housing benefit changes of circumstances				Aim	↓
Corporate Plan Priority: Developing Successful Partnerships					
Authority	North Dorset		West Dorset		Weymouth & Portland
Q4 2017/18 Actual	6 days		2 days		4 days
Q4 2017/18 Target	10 days		7 days		7 days
FY 2017/18 Actual	5.65 days	✓	4.53 days	✓	5.30 days
FY 2017/18 Target	10 days		7 days		7 days
FY 2016/17 Actual	7.06 days		6.24 days		6.29 days

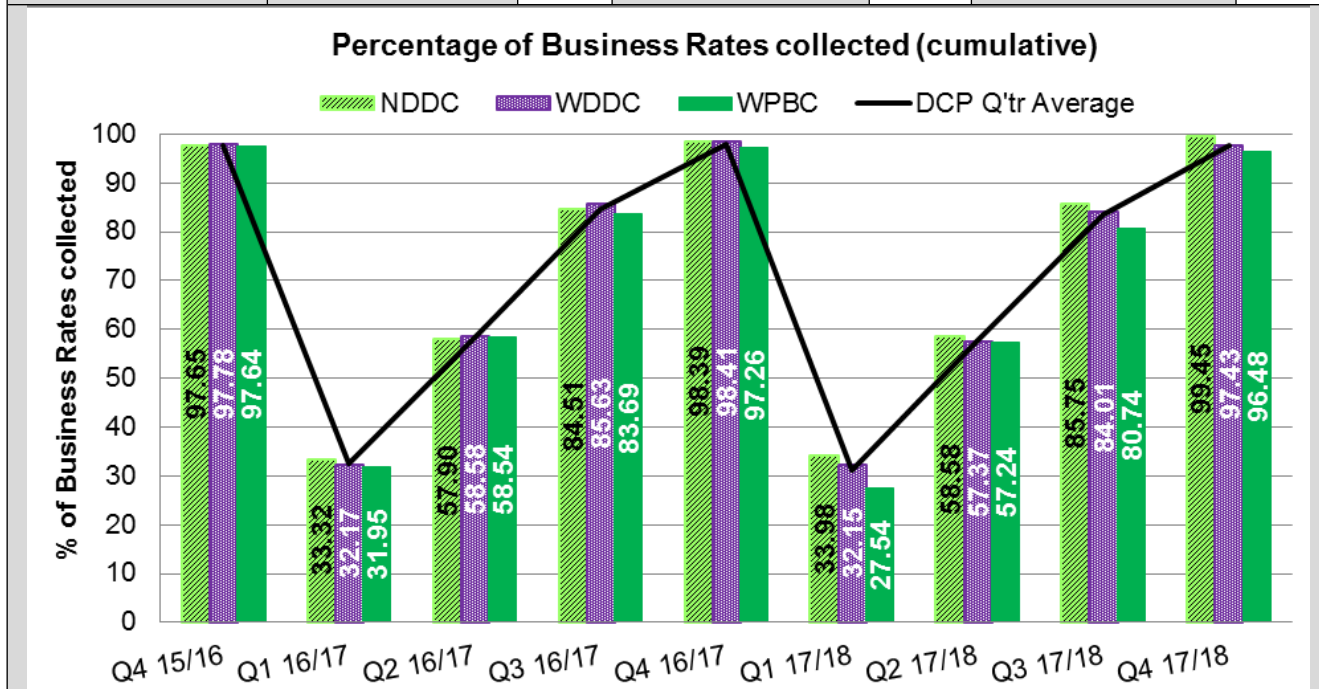


Number of Housing Benefit New Claims and Changes			
Authority	North Dorset	West Dorset	Weymouth & Portland
Q4 2017/18 Actual	5,565	10,486	7,114
Q3 2017/18 Actual	3,568	2,743	3,086
Q2 2017/18 Actual	4,162	3,202	3,431
Q1 2017/18 Actual	5,095	4,136	5,605
Q4 2016/17 Actual	6,478	8,551	8,945
Q3 2016/17 Actual	3,606	2,834	3,396
Q2 2016/17 Actual	4,508	4,047	4,714
Q1 2016/17 Actual	4,695	4,770	5,420
Q4 2015/16 Actual	n/a	7,965	8,246

Percentage of Council Tax collected (cumulative)					Aim	↑
Corporate Plan Priority: Developing Successful Partnerships						
Authority	North Dorset		West Dorset		Weymouth & Portland	
FY 2017/18 Actual	98%	✓	98%	✓	96%	✓
FY 2017/18 Target	98%		98%		96%	
FY 2016/17 Actual	98.28%		98.17%		96.57%	



Percentage of Business Rates collected (cumulative)					Aim	↑
Corporate Plan Priority: Developing Successful Partnerships						
Authority	North Dorset		West Dorset		Weymouth & Portland	
FY 2017/18 Actual	99%	✓	97%	⚠	96%	⚠
FY 2017/18 Target	98%		98%		97%	
FY 2016/17 Actual	98.39%		98.41%		97.26%	



Service Plan Update

<p>A Stronger Local Economy</p> <ul style="list-style-type: none"> Implemented a number of new government funded rate relief schemes including awarding discretionary relief to those local businesses faced with large rates increase. <p>Improving Quality of Life</p> <ul style="list-style-type: none"> Ongoing review of information leaflets. Updated leaflets are edited to PEC standards (excludes NDDC as dealt with by SVPP). Supporting customers who are affected by the introduction of Universal Credit (funded Advisor posts with CAB designed to assist customers through the claim process). Continue to improve e-access to services (e.g. e-billing take up, txt messaging, etc.). <p>Developing Successful Partnerships</p> <ul style="list-style-type: none"> Business case for a Pan Dorset Revs & Bens service is being finalised a report on findings will be submitted to the Shadow Executives for consideration and feedback. <p>Actions outside of Corporate Plan</p> <ul style="list-style-type: none"> Database server replaced early January 2018. Review of disaster recovery arrangements will subsequently take place. Action to achieve efficiency savings is ongoing. A number of initiatives undertaken, targeted at developing our people and providing them with transferable skills. (Work undertaken in this area was recognised by the Institute of Revenues, Rating and Valuation [IRRV] in October 2017). Service was successful in achieving the Investors in People Silver level award in March 2018.
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Key risk areas

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

Very High Risks	0
High Risks	0
Medium Risks	1
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 Alison Reed** (Corporate Affairs and Continuous Improvement),

Cllr Christine James (Social Inclusion)

Revenue summary

Subjective analysis	Full Year Current Budget 2017/18 (£)	Comments / actions
Employees	771,152	As reported throughout the year to date, the favourable outturn is largely attributable to vacancies in particular within IT and Customer Services which has experienced a number of staffing changes within the year.
Premises	13,046	
Transport	3,658	Within the IT service, a strategy of rationalising the underlying infrastructure and software applications has meant that the operational leads for this service have been able to make significant savings and reduce the on-going costs of running the service. This area of work has included closing two legacy data centres this year. This strategy has delivered savings year on year for the Partnership and created some capacity to continue to invest in IT to improve the way in which services are delivered to residents, visitors and businesses.
Supplies & Services	723,887	
Income	(83,941)	
Net expenditure	1,427,802	
Actual variance	45,390 (F)	
Q3 Predicted variance	5,563 (F)	
Q2 Predicted variance	28,583 (F)	
Q1 Predicted variance	1,124 (F)	

Key performance data

Exception Report from Head of Service

During the fourth quarter Customer Services have seen team members move on to new opportunities and this has meant that the team was under resourced by 3 FTE's. The Customer Services Team Leader post was also vacant for a period of time. This post has now been recruited; however there has been a transitional period. As a result of the impact to resourcing there has been a rise in abandoned calls, particularly in the busy period month of March. Two new members of staff and an apprentice will be joining the team through April and May.

Complaints

The Customer Service Team Leader is reviewing the resources available for processing Corporate Complaints with a view to increasing the amount of resource available to help improve performance as well as compliance.

Number of phone calls received by Customer Services			
Authority	North Dorset	West Dorset	Weymouth & Portland
Q4 2017/18 Actual	3,105	7,890	12,067
Q3 2017/18 Actual	2,501	8,323	11,884
Q2 2017/18 Actual	3,119	9,437	12,945
Q1 2017/18 Actual	3,179	10,145	12,027
Q4 2016/17 Actual	4,142	8,213	8,640
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

Breakdown of phone calls received by Customer Services during quarter 4:

Please note: The figures below do not include the large proportion of calls taken by the revenues and benefits team:-

January Total: 8,387

Housing Advice: 22%, CRM: 17%, General: 15%, NDDC [General]: 13%, Planning and Duty Planner: 14%, Remainder: 18%

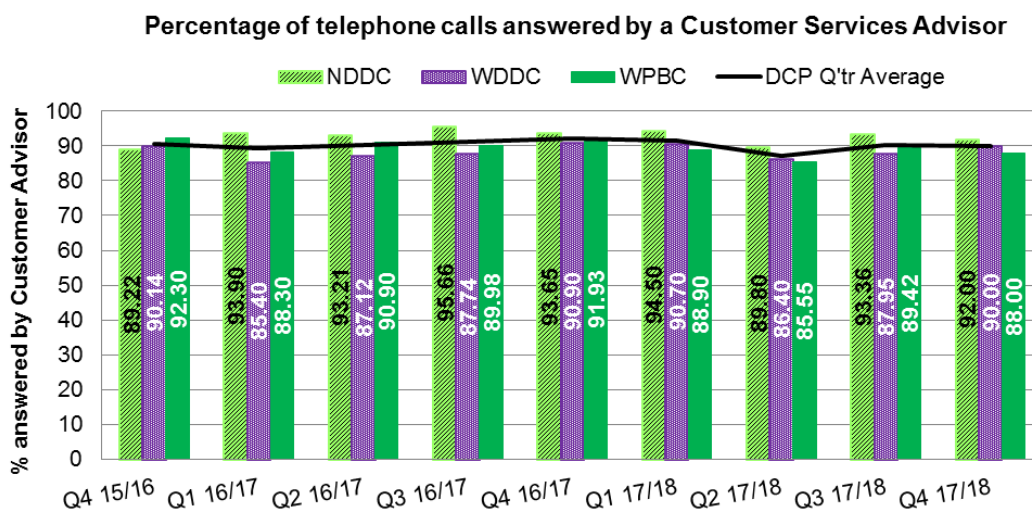
February Total: 7,181

Housing Advice: 22%, CRM: 17%, General: 14%, NDDC [General]: 13%, Planning and Duty Planner: 15%, Remainder: 19%

March Total: 7,494

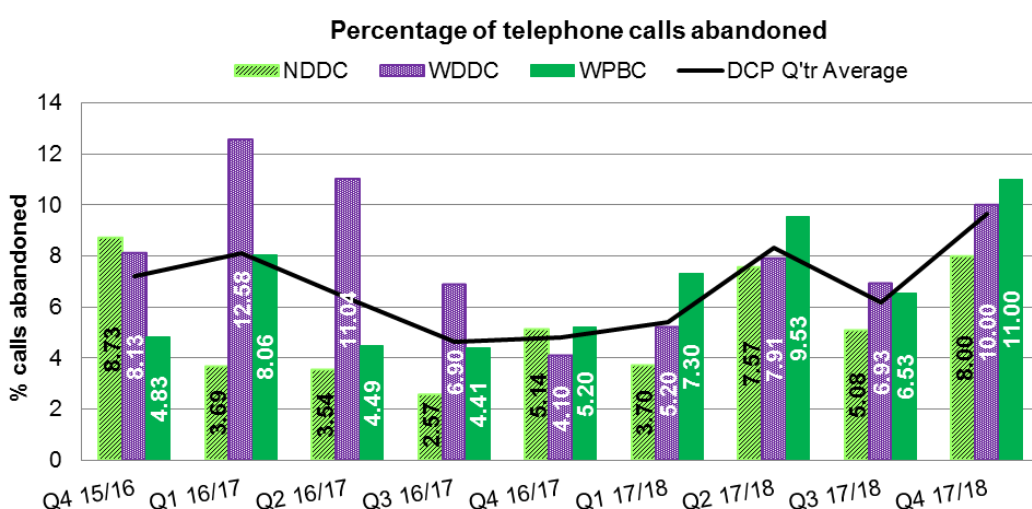
Housing Advice: 21%, CRM: 16%, General: 15%, NDDC [General]: 14%, Planning and Duty Planner: 15%, Remainder: 19%

Percentage of telephone calls answered by a Customer Services Advisor				Aim	↑
Corporate Plan Priority: Developing Successful Partnerships					
Authority	North Dorset		West Dorset		Weymouth & Portland
Q4 2017/18 Actual	92%	✔	90%	⚠	88%
Q4 2017/18 Target	92%		92%		92%
FY 2017/18 Actual	94%		93%		91%
FY 2017/18 Target	92%		92%		92%
FY 2016/17 Actual	94%		88%		90%



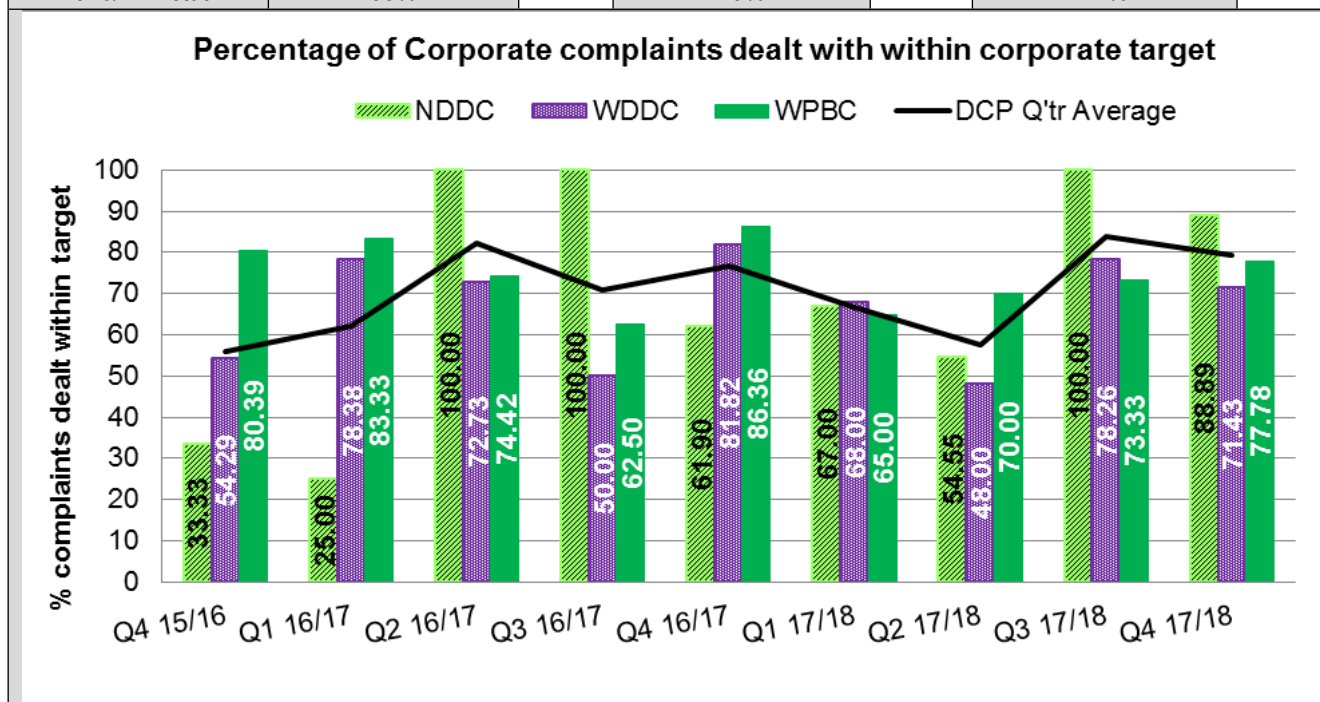
The average speed that a call was answered in the quarter was 49 seconds.

Percentage of telephone calls abandoned				Aim	↓
Corporate Plan Priority: Developing Successful Partnerships					
Authority	North Dorset		West Dorset		Weymouth & Portland
Q4 2017/18 Actual	8%	✘	10%	✘	11%
Q4 2017/18 Target	6%		6%		6%
FY 2017/18 Actual	6%		7%		9%
FY 2017/18 Target	6%		6%		6%
FY 2016/17 Actual	4%		9%		6%



The average abandoned time in the quarter was 2 minutes 27 seconds.

Percentage of corporate complaints dealt with within corporate target (Stage One: 10 working days, Stage Two: 15 working days)				Aim	↑
Corporate Plan Priority: Empowering Thriving and Inclusive Communities					
Authority	North Dorset		West Dorset		Weymouth & Portland
Q4 2017/18 Actual	89%	✓	71%	✗	78%
Q4 2017/18 Target	80%		80%		80%
FY 2017/18 Actual	79%		76%		75%
FY 2017/18 Target	80%		80%		80%
FY 2016/17 Actual	63%		70%		77%



Quarter 4 complaints base data:

North Dorset

9 complaints received, 8 responded to within target response time = 89% within target response time

West Dorset

7 complaints received, 5 responded to within target response time = 71% within target response time

Weymouth & Portland

9 complaints received, 7 complaints responded to within target response time = 78% within target response time

Service Plan Update

Developing Successful Partnerships

Business Improvement has continued to deliver a number of key priorities this quarter some of which have now successfully completed. Examples include:

- **Nordon Hub** – teams across Business Improvement have worked together with colleagues in property services and elsewhere to design and deliver the new Nordon Hub. The Hub opened as planned 15th February. General customer access services are provided by the Stour Valley and Poole Partnership under a Service Level Agreement with the Partnership's Customer Access Team.
- **Smart Working Programme** – in the last quarter the Smart Working Programme has concluded. This programme included a number of activities e.g. making changes to South Walks House, designing Nordon Hub and refreshing the Partnership's Smart Working Protocols. These changes have been implemented to maximise the use of real estate space, create efficiencies and provide opportunities for teams and colleagues to reduce waste and maximise the use of time.
- **Digital transformation** - a draft DCP Digital Strategy including digital ideas campaign has been developed. Google Digital Garage and Government Digital Service events were both a success; with an inaugural "Dorset Digital Network" event planned to take place on 23rd May at Dorchester Library for people working in Digital from public services across Dorset.
- **Income generation and commercialisation** – a complex project within Assets and Infrastructure has recently concluded. Achievements have included a reconciled listing of all assets within one management system with naming conventions and financials aligned to budget reporting. This project also helped reconcile and identify accumulated backdated revenue across WPBC and WDDC.
- **Customer access** – a key focus for the Customer Access Team has been on recruitment this quarter. A new Team Leader is now in post and has conducted a successful recruitment campaign and we are looking forward to welcoming three new colleagues to the Partnership in the coming weeks. The Team Leader is also reviewing the resources available for processing FOI, SAR and Corporate Complaints with a view to increasing the amount of resource available to help improve performance as well as compliance.
- **IT** – The IT service has continued its focus on Information Governance and Security rolling out on-line learning for colleagues across the Partnership and providing training for colleagues and Members on GDPR. The Team continue their work to roll out O365 to ensure the best opportunities for colleagues to collaborate particularly across organisations as we come together under LGR. Work continues to ensure compliance with external regimes such as PSN. Work also continues to rationalise our underlying infrastructure and applications as well as digitalise access to services.
- **Communications** – the Team continues to flex to meet the changing priorities of services across the Partnership and our role within the Local Government Reorganisation programme. Indeed, the Communications and Customer Services Manager has been seconded to the LGR Programme Office. The account manager roles are in place to ensure services have a point of contact and so communications officers can build specialist knowledge in their areas. Supporting of the LGR/DAJC communications programmes has been a continuing high priority. This work is being carried out with councils from the Dorset area. In addition, the Communications team has been supporting key corporate priority projects such as the Pavilion Peninsular redevelopment, Dorchester Town Centre redevelopment and Opening Doors campaign to tackle the housing crisis in west Dorset, north Dorset and Weymouth and Portland.

Over the coming months, Business Improvement will be working towards the conclusion of the partnerships priority projects and supporting delivery against the requirements of LGR, ensuring that the right activities are commissioned for the partnership and its Services in preparation of transitional arrangements under LGR.

Future Issues

GDPR compliance will remain a key for the Partnership in the months ahead. Like many organisations, we are focussed on meeting the requirements of GDPR. Where required, we will be contacting customers and suppliers about GDPR and any changes required to ensure that the Partnership complies with the new regulations.

As we progress towards LGR, we will also need to ensure that we have sufficient resources to support the change process whilst continuing operate day to day services. This will include ensuring that we can communicate effectively with customers and staff about LGR and what the proposed changes mean for them.

Key risk areas

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

Very High Risks	0
High Risks	1
Medium Risks	7
Low Risks	2

General Data Protection Regulation (GDPR) - Failure to comply with the new Data Protection reforms coming in force on 25th May 2018				
CURRENT SCORE		Planned risk reduction initiatives	TARGET SCORE	
Impact	4		Dedicated Data Protection officer starting in post shortly and awareness training has been carried out across the Partnership backed by a communications campaign to promote compliance. Completion of Corporate Information asset register and retention schedule. Review current arrangements for GDPR compliance e.g. review contract clauses, breach detection and notification procedures, review privacy notices and consent gathering mechanisms. Carry data flow mapping to understand the flow of personal data, conduct privacy impact assessments to review personal data risks and develop adequate mitigating actions, encrypt personal data and develop mechanisms for secure transfer of personal data where there is a requirement to do so.	Impact
Likelihood	4	Likelihood		3
Risk Score	16	Risk Score		12
Risk Rating	High		Risk Rating	MEDIUM

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** (Community Safety), **Cllr Ray Nowak** (Environment and Sustainability),

Cllr Kate Wheller (Community Facilities)

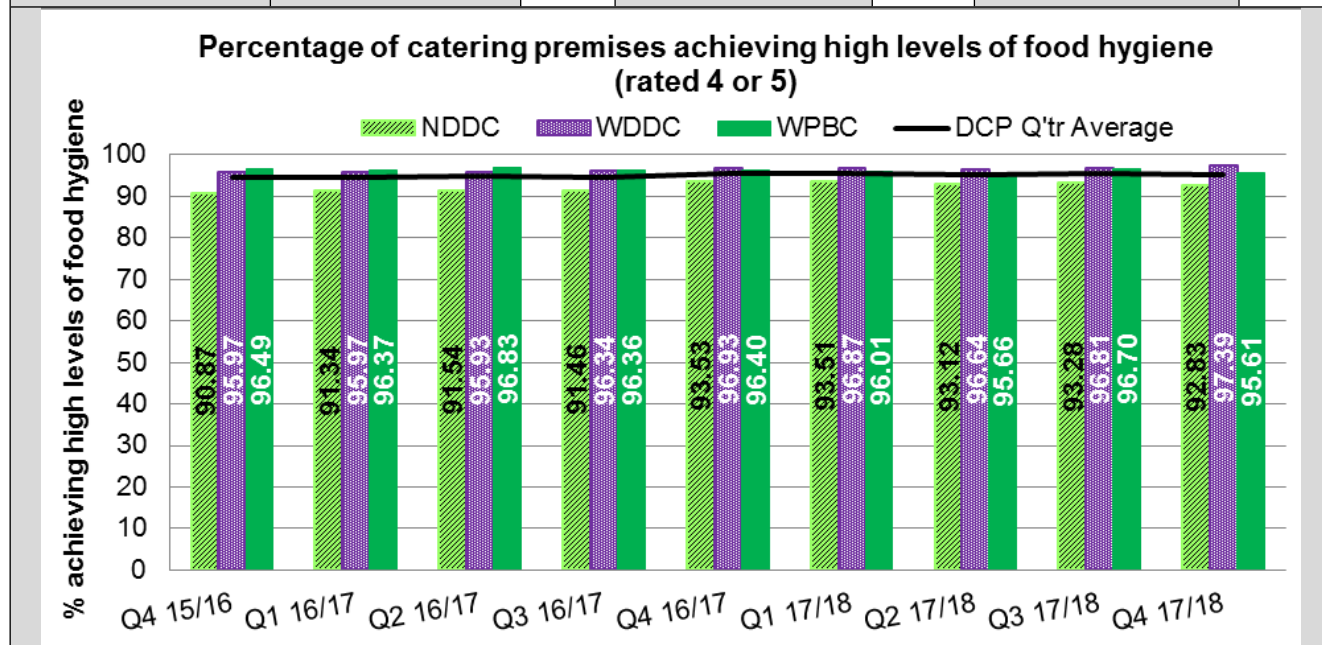
Revenue summary

Subjective analysis	Full Year Current Budget 2017/18 (£)	Comments / actions
Employees	1,612,349	<p>Business Licensing - Salary savings due to vacant post ahead of service re-structure (now completed and being recruited to). Increased income partly due to change in licence term for Hackney & Private Hire operators/drivers.</p> <p>Business Regulation - Salary savings due to vacant posts ahead of service re-structure (now completed and being recruited to). Increased income from chargeable services and the Port Health Authority (WPBC) for services provided.</p> <p>Community Safety - CCTV performed well during the year limiting spend on repair/replacement ahead of re-location of the control room to Dorchester in 2018.</p> <p>Open Spaces & Bereavement - Increased maintenance work in Open Spaces (especially cemetery paths), projects being progressed and equipment replacement led to some overspend compensated for by staff vacancy and fuel cost savings and increased income.</p> <p>Income in Bereavement Services was down but was partly offset by reductions in business rates and utilities.</p> <p>Public Health - Salary savings due to vacant post ahead of service re-structure (now completed and being recruited to). Income from chargeable services up and better than expected cost recovery from public health funerals.</p> <p>Waste and Cleansing - Dorset Waste Partnership has made refunds on contributions paid by partners for 2017-18. The savings have mainly resulted from better than expected recycle disposal costs/income and a reduction in waste tonnages for disposal.</p>
Premises	300,292	
Transport	204,086	
Supplies & Services	2,880,289	
Payments to clients	32,249	
Income	(2,318,403)	
Net expenditure	2,710,862	
Actual variance	126,979 (F)	
Q3 Predicted variance	43,900 (F)	
Q2 Predicted variance	88,200 (F)	
Q1 Predicted variance	94,155 (F)	

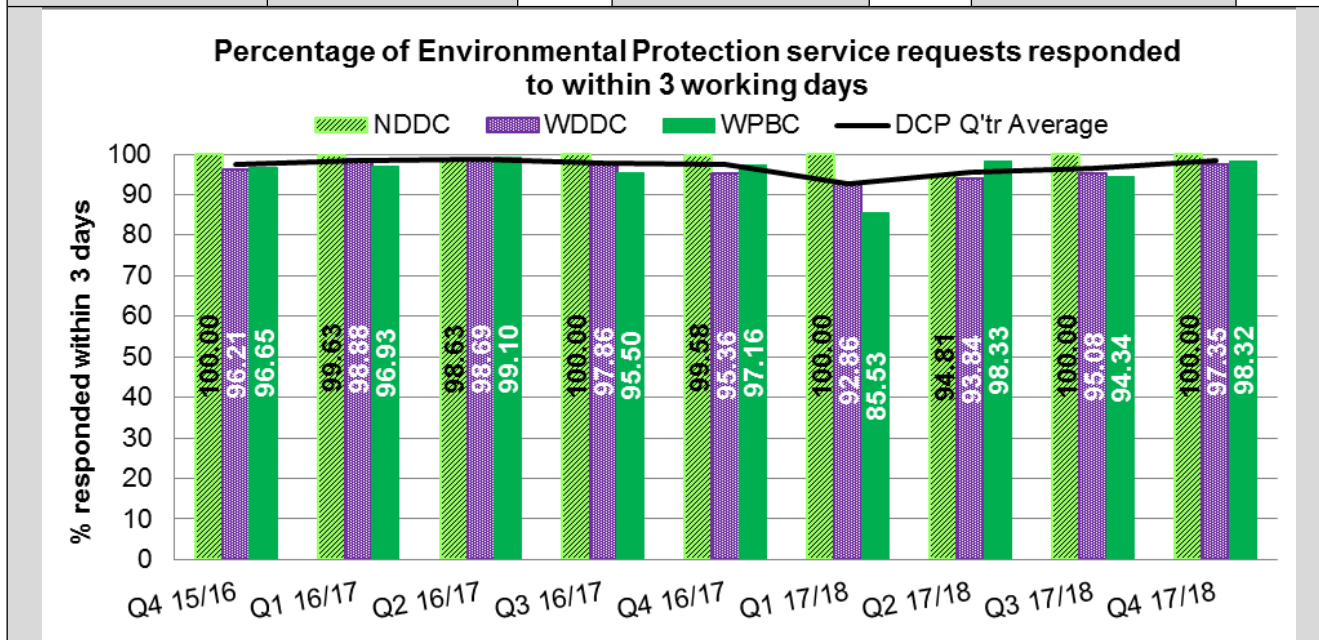
Key performance data

Exception Report from Head of Service	
Food Safety	The food premises inspection programme is behind target due to the implementation of a new IT system and vacant posts which, following a service re-structure, are now being recruited to. However, food standards remain high.
Environmental Protection	The private water supply inspection programme (West Dorset) is also behind target due to the same reasons and the same action is being taken. WDDC Members will be appraised separately about the situation.
Dorset Waste Partnership	The level of residual waste at West Dorset has dropped significantly and the reason for this is being investigated (may be a recording issue). The recycling rate at WBPC is good when compared nationally but is lower than partner councils. Missed collections at NDDC have seen a sustained upward trend and your officer is investigating this with DWP.
Bereavement Services	During Q4 the Crematorium Chapel was refurbished to remedy the defective floor structure and improve the facilities for the bereaved and funeral directors. The work was completed with minimum disruption, on time and within budget.
CCTV re-location project	This project will see the service re-located from Weymouth Peninsula to Dorchester Colliton Campus. Work is progressing well and the re-location should be achieved in 2018.

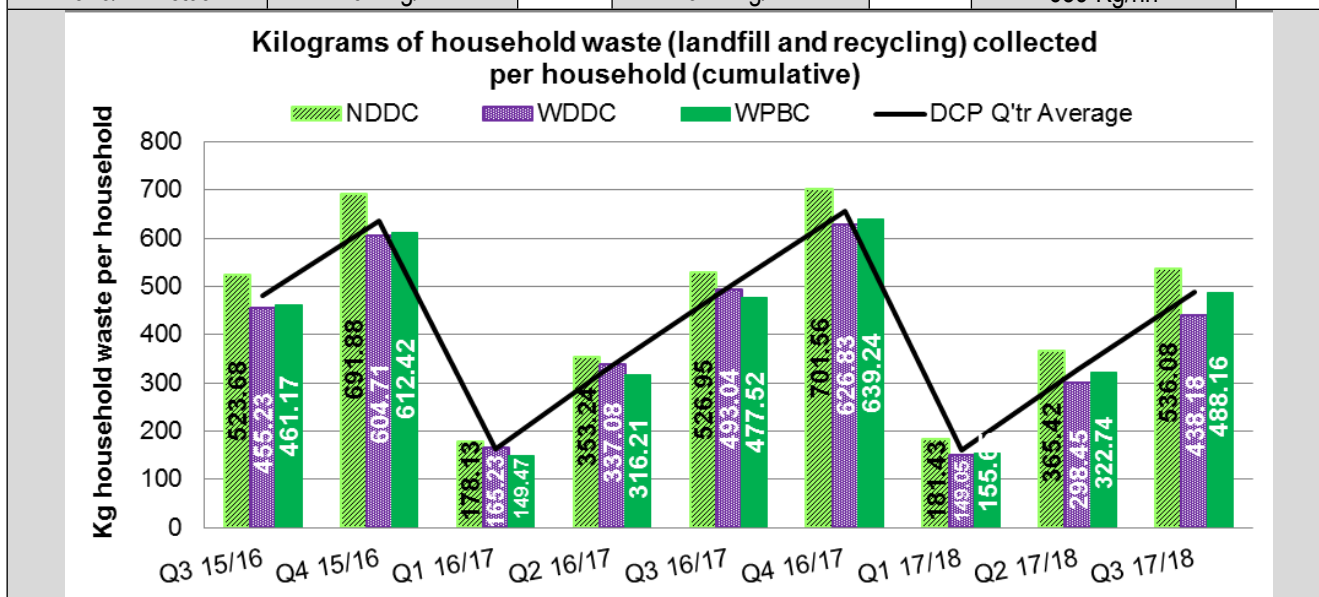
Percentage of catering premises achieving high levels of food hygiene (rated 4 or 5)						Aim	↑
Corporate Plan Priority: Building a Stronger Local Economy							
Authority	North Dorset		West Dorset		Weymouth & Portland		
Q4 2017/18 Actual	93%		97%		96%		
Q4 2017/18 Target	90%		90%		90%		
FY 2017/18 Actual	93.2%		96.9%		96.0%		✓
FY 2017/18 Target	90%		90%		90%		
FY 2016/17 Actual	93.5%		96.9%		96.4%		



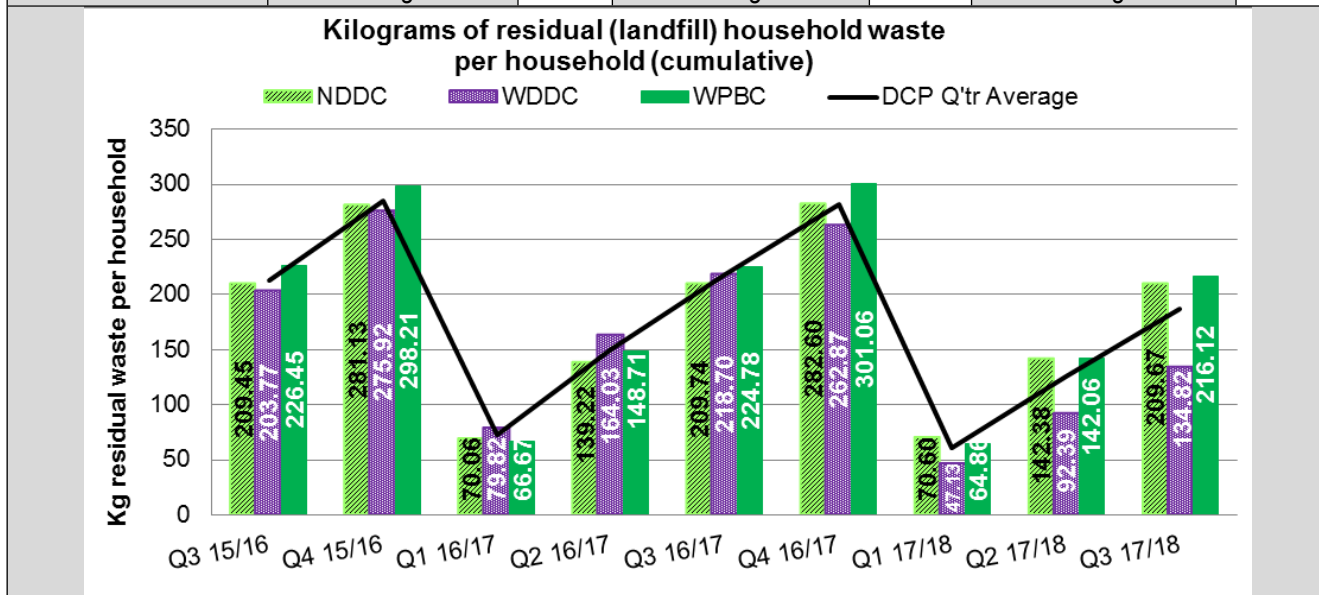
Percentage of Environmental Protection service requests responded to within 3 working days				Aim	↑
Corporate Plan Priority: Improving Quality of Life					
Authority	North Dorset		West Dorset		Weymouth & Portland
Q4 2017/18 Actual	100%		97%		98%
Q4 2017/18 Target	95%		95%		95%
FY 2017/18 Actual	98%	✓	96%	✓	93%
FY 2017/18 Target	95%		95%		95%
FY 2016/17 Actual	99.6%		95.4%		97.2%



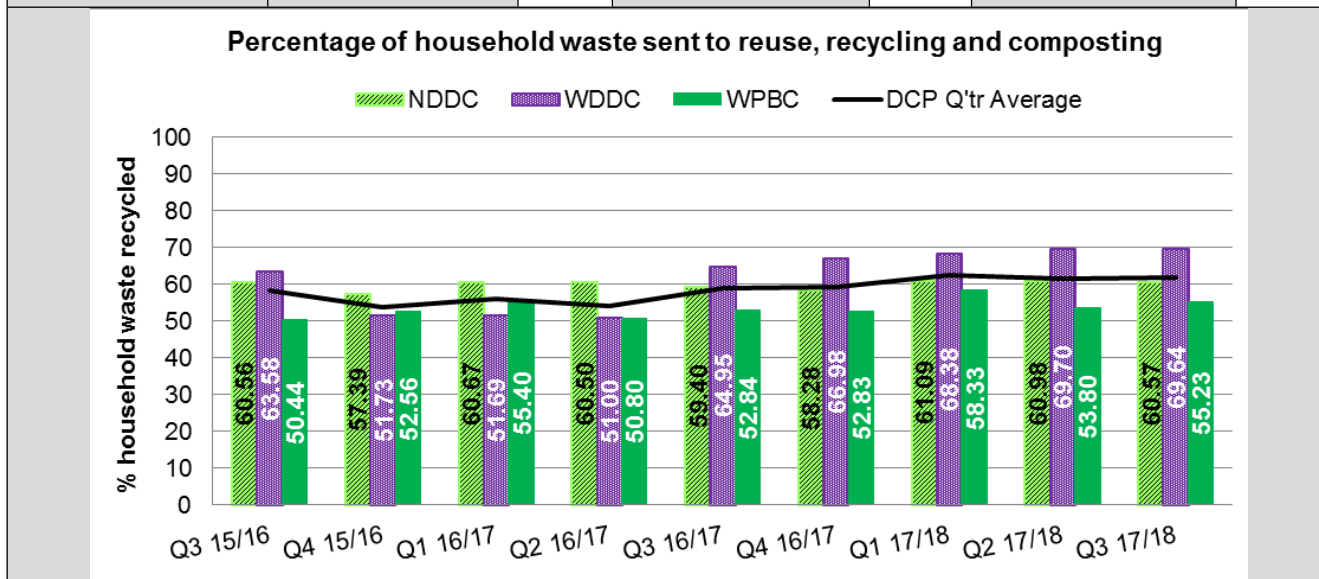
Kilograms of household waste (landfill and recycling) collected per household (cumulative)				Aim	↓
Corporate Plan Priority: Improving Quality of Life					
Latest available data is for Q3					
Authority	North Dorset		West Dorset		Weymouth & Portland
Q3 2017/18 Actual	536 Kg/hh		438 Kg/hh		488 Kg/hh
Q3 2017/18 Target	493 Kg/hh		493 Kg/hh		493 Kg/hh
FY 2017/18 Actual	Pending Q4 data	✗	Pending Q4 data	✓	Pending Q4 data
FY 2017/18 Target	627 Kg/hh		627 Kg/hh		627 Kg/hh
FY 2016/17 Actual	702 Kg/hh		627 Kg/hh		639 Kg/hh



Kilograms of residual (landfill) household waste per household (cumulative)				Aim	↓
Corporate Plan Priority: Improving Quality of Life					
Latest available data is for Q3					
Authority	North Dorset	West Dorset	Weymouth & Portland		
Q3 2017/18 Actual	210 Kg/hh	135 Kg/hh	216 Kg/hh		
Q3 2017/18 Target	219 Kg/hh	219 Kg/hh	219 Kg/hh		
FY 2017/18 Actual	Pending Q4 data	Pending Q4 data	Pending Q4 data	✓	✓
FY 2017/18 Target	263 Kg/hh	263 Kg/hh	263 Kg/hh		
FY 2016/17 Actual	283 Kg/hh	263 Kg/hh	301 Kg/hh		



Percentage of household waste sent to re-use, recycling and composting				Aim	↑
Corporate Plan Priority: Improving Quality of Life					
Latest available data is for Q3					
Authority	North Dorset	West Dorset	Weymouth & Portland		
Q3 2017/18 Actual	61%	70%	55%		
Q3 2017/18 Target	60%	60%	60%		
FY 2017/18 Actual	Pending Q4 data	Pending Q4 data	Pending Q4 data	✓	✗
FY 2017/18 Target	60%	60%	60%		
FY 2016/17 Actual	58%	67%	53%		



Number of (justified) missed household waste collections (absolute number)				Aim	↓
Corporate Plan Priority: Improving Quality of Life					
Authority	North Dorset	West Dorset	Weymouth & Portland		
Q4 2017/18 Actual	1,190	801	865		
Q3 2017/18 Actual	918	672	936		
Q2 2017/18 Actual	968	667	1,152		
Q1 2017/18 Actual	926	733	856		
Q4 2016/17 Actual	1,090	873	963		
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		

Justified missed bin collections as a proportion of all collections – Q4 2017/18			
Corporate Plan Priority: Improving Quality of Life			
Authority	Number of Justified missed household waste collections	Total Collections	Percentage of missed collections
North Dorset	1,190	1,114,168	0.11%
West Dorset	801	1,619,652	0.05%
Weymouth & Portland	865	1,157,474	0.07%

Service Plan Update

A Stronger Local Economy

- A new DCP Licensing Policy is being developed which will help businesses navigate this complex regulatory area and resolve inconsistencies between our councils. At the same time, licensing IT is being consolidated into one system to gain efficiencies and improve our response to business customers.
- Purple Flag accreditation for Weymouth is now being led by the Town Centre Manager in conjunction with the Night-time Economy Group.

Thriving and Inclusive Communities

- The Melcombe Regis Board has progressed work to introduce a selective licensing scheme for the private rented sector which if approved, will bring benefits to tenants and landlords alike and improve community cohesion. A Community Safety Accreditation Scheme will be running in Weymouth from this summer to improve community safety for residents; businesses and visitors to the town centre.
- Following Groundwork South's withdrawal from the Tumbledown Farm project (Weymouth), DCC Coast & Countryside service has partnered up and a project plan will be available soon. The project will centre on the proposal for a trading community care farm.

Improving Quality of Life

- Successful stage 1 Heritage Lottery Fund bid announced in December 2017 for the development of a £1.4M investment in Radipole Park Gardens, Weymouth. The stage 2 (final stage) is now being progressed to ensure that this investment comes to Weymouth. Announcement around December 18.
- ASB Public Space Protection Orders now approved for West Dorset and Weymouth & Portland. Dog-related PSPO for North Dorset will be approved this summer.
- Contracted environmental enforcement project (Weymouth & Portland) now extended beyond pilot phase for 2-years.

Developing Successful Partnerships

- West Dorset has approved the funding for the recruitment of a health locality officer to progress health & wellbeing work with its communities.
- Dorset County Council; Dorset Police and the Police & Crime Commissioner working with us to upgrade and re-locate the CCTV service from Weymouth Peninsula to DCC Colliton Campus. Project completion by Dec. 2018.

Future Issues

Dorset Waste Partnership - China has imposed restrictions on the quality of recyclate it will accept and this is now having an adverse budgetary impact. If the restrictions continue (expected), there will be significant pressure on future budgets.

Key risk areas

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

Very High Risks	0
High Risks	1
Medium Risks	4
Low Risks	6

CURRENT SCORE		Planned risk reduction initiatives	TARGET SCORE	
Impact	3		This is due to China's restrictions on quality of raw recyclate. There will be cost control measures put in place as well as being monitored through DWP Joint Committee and through DWP's risk register.	Impact
Likelihood	5	Likelihood		4
Risk Score	15	Risk Score		12
Risk Rating	High	Risk Rating		MEDIUM

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 (Housing)

Revenue summary

Subjective analysis	Full Year Current Budget 2017/18 (£)	Comments / actions
Employees	423,483	Most budgets are as forecast. Some underspends have arisen. Staffing costs have been below budget due to the existence of some vacancies during the year. Net expenditure on bed and breakfast has been well below budget. Efficient management of the council's rent deposit/rent in advance scheme continues to deliver better than anticipated financial outcomes. Rough Sleeper outreach service have been corrected, leading to an over spend on this budget. A further variance to the budget has occurred due to a bad debt provision which was larger than anticipated and had to be accounted for.
Premises	302,300	
Transport	7,069	
Supplies & Services	273,248	
Income	(631,194)	
Net expenditure	374,906	
Actual variance	69,443 (A)	
Q3 Predicted variance	7,000 (F)	
Q2 Predicted variance	43,300 (F)	
Q1 Predicted variance	8,300 (A)	

Key performance data

Exception Report from Head of Service

Total number of households on the Housing Register

There has been a small dip in the number of households on the Housing Register in North Dorset, and a small increase in West Dorset and Weymouth and Portland.

Total number of households housed in Housing Association stock

Numbers housed are fairly consistent with the previous quarter in all three areas.

Total number of new applications to the Housing Register

All three councils have seen a significant rise in new applications to the Housing Register in Q4; with January numbers double what was submitted in December. This tends to happen every year.

Number of homelessness DECISIONS made

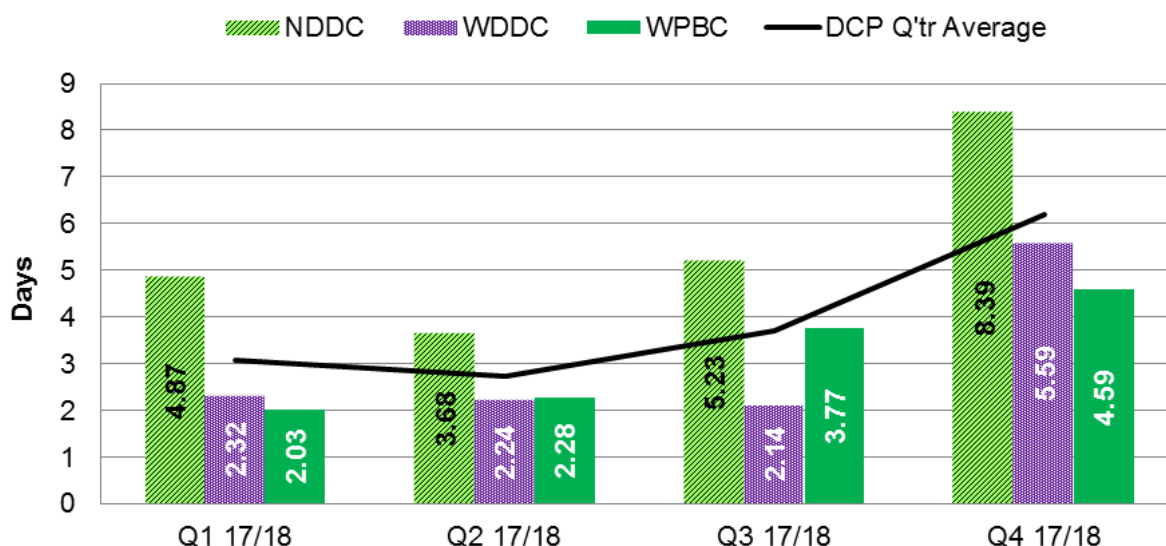
Whilst there were small increases in homeless decisions in North and West Dorset in Q4 from the previous quarter, there was a significant fall in Weymouth and Portland. It is too early to say whether or not this is a welcome trend.

Number of homelessness ACCEPTANCES

Whilst there were increases in homeless acceptances in North and West Dorset in Q4 from the previous quarter, there was a significant fall in Weymouth and Portland. Again, it is too soon to say whether this is a welcome trend.

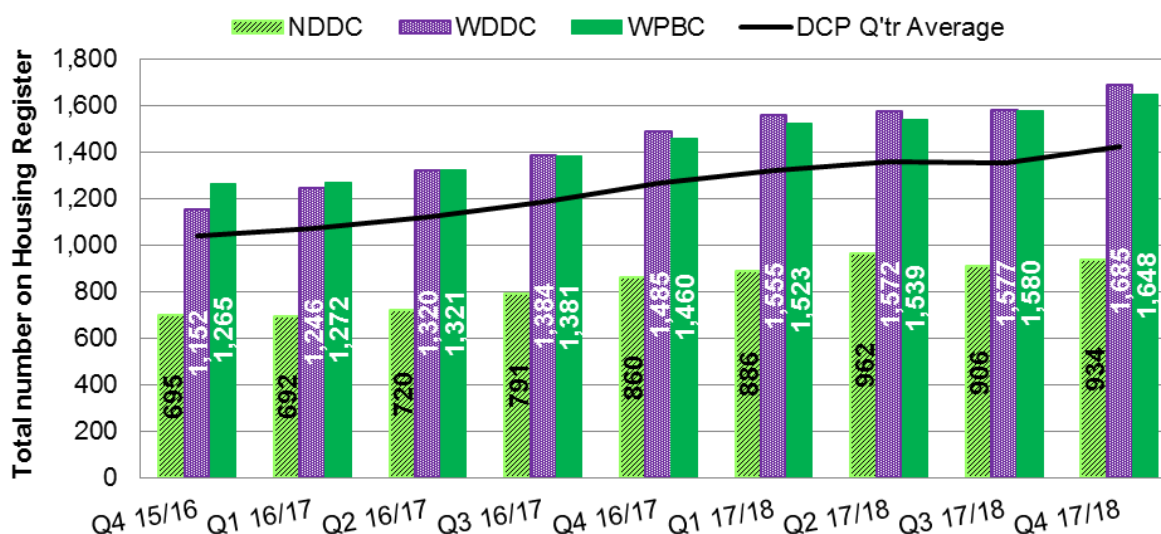
Average number of working days to process Housing Register applications				Aim	↓
Corporate Plan Priority: Empowering Thriving and Inclusive Communities					
Authority	North Dorset	West Dorset	Weymouth & Portland		
Q4 2017/18 Actual	8.39 days	5.59 days	4.59 days		
Q4 2017/18 Target	9 days	9 days	9 days		
FY 2017/18 Actual	5.83 days	3.23 days	3.13 days		
FY 2017/18 Target	9 days	9 days	9 days		
FY 2016/17 Actual	N/A, new KPI	N/A, new KPI	N/A, new KPI		

Average number of days taken to process Housing Register applications

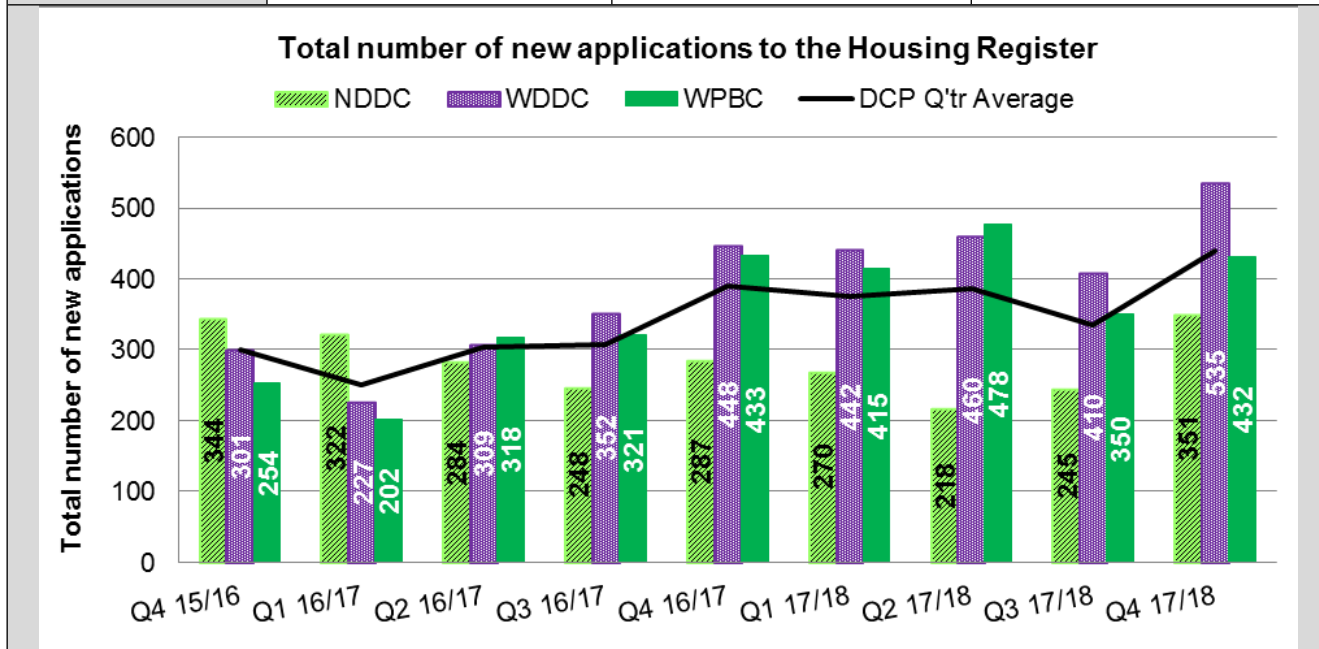


Total number of households on the Housing Register			
Corporate Plan Priority: Empowering Thriving and Inclusive Communities			
Authority	North Dorset	West Dorset	Weymouth & Portland
Q4 2017/18 Actual	934	1,685	1,648
Q3 2017/18 Actual	906	1,577	1,580
Q2 2017/18 Actual	962	1,572	1,539
Q1 2017/18 Actual	886	1,555	1,523

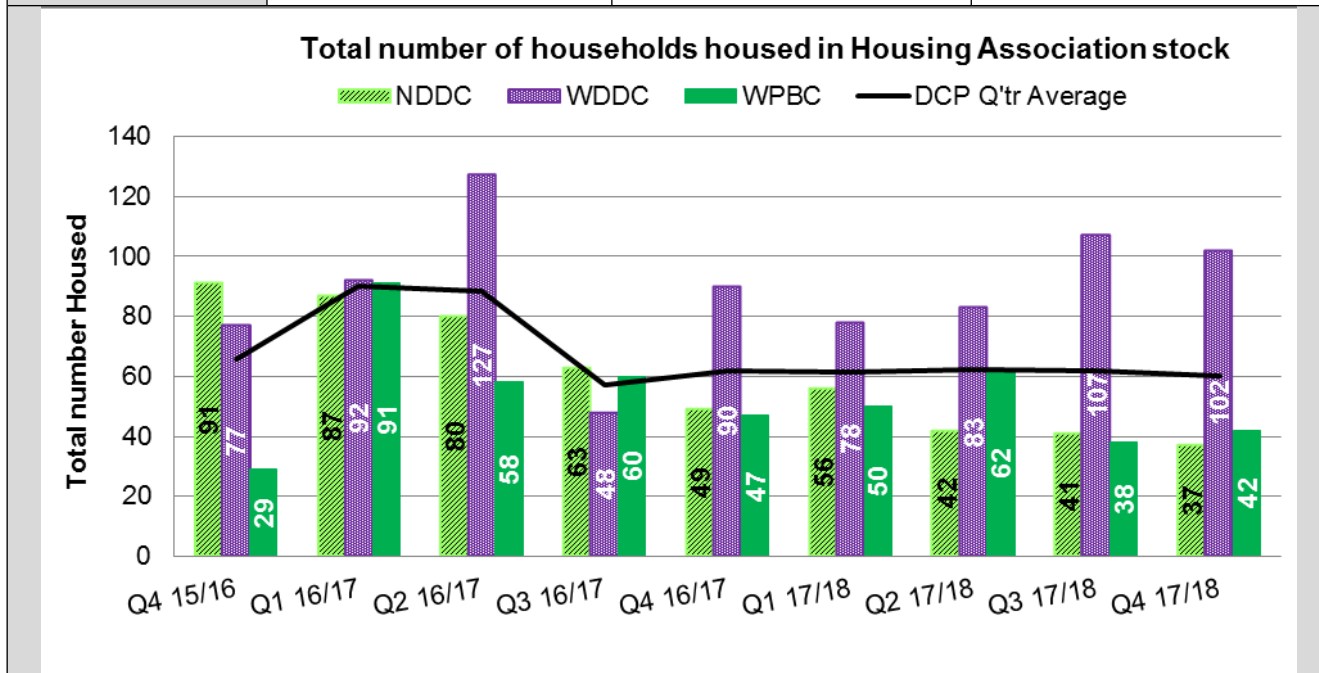
Total number of households on the Housing Register



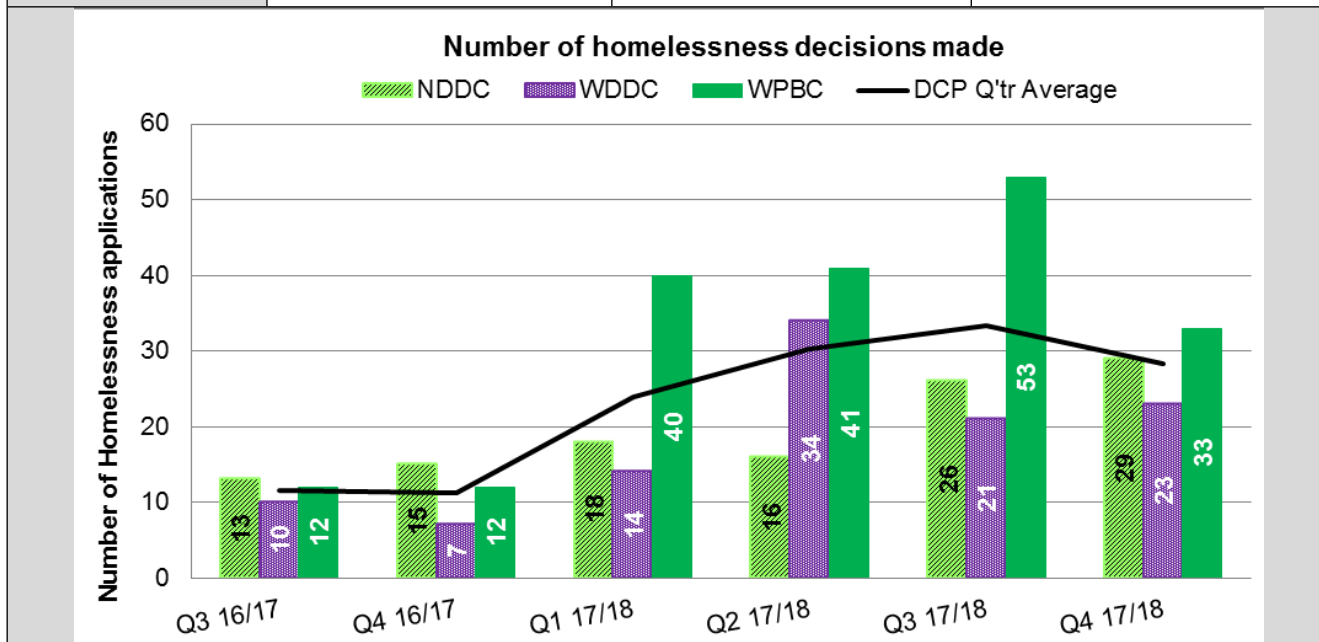
Total number of new applications to the Housing Register			
Corporate Plan Priority: Empowering Thriving and Inclusive Communities			
Authority	North Dorset	West Dorset	Weymouth & Portland
Q4 2017/18 Actual	351	535	432
Q3 2017/18 Actual	245	410	350
Q2 2017/18 Actual	218	460	478
Q1 2017/18 Actual	270	442	415



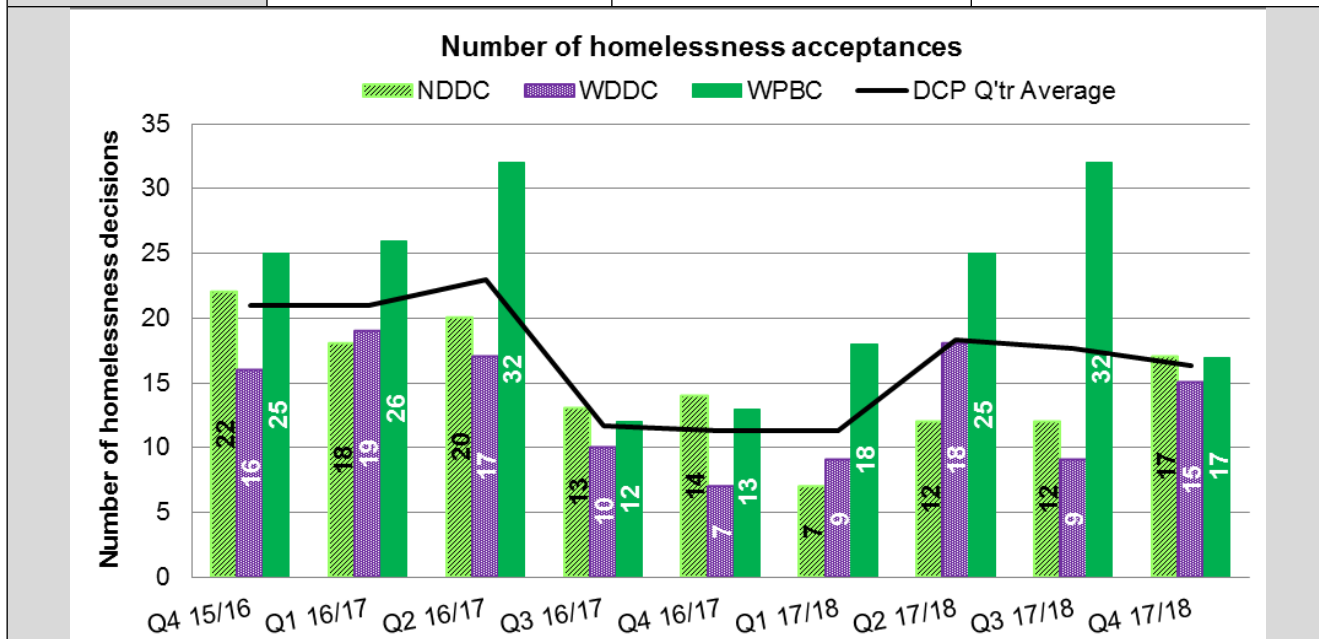
Total number of households housed in Housing Association stock			
Corporate Plan Priority: Empowering Thriving and Inclusive Communities			
Authority	North Dorset	West Dorset	Weymouth & Portland
Q4 2017/18 Actual	37	102	42
Q3 2017/18 Actual	41	107	38
Q2 2017/18 Actual	42	83	62
Q1 2017/18 Actual	56	78	50



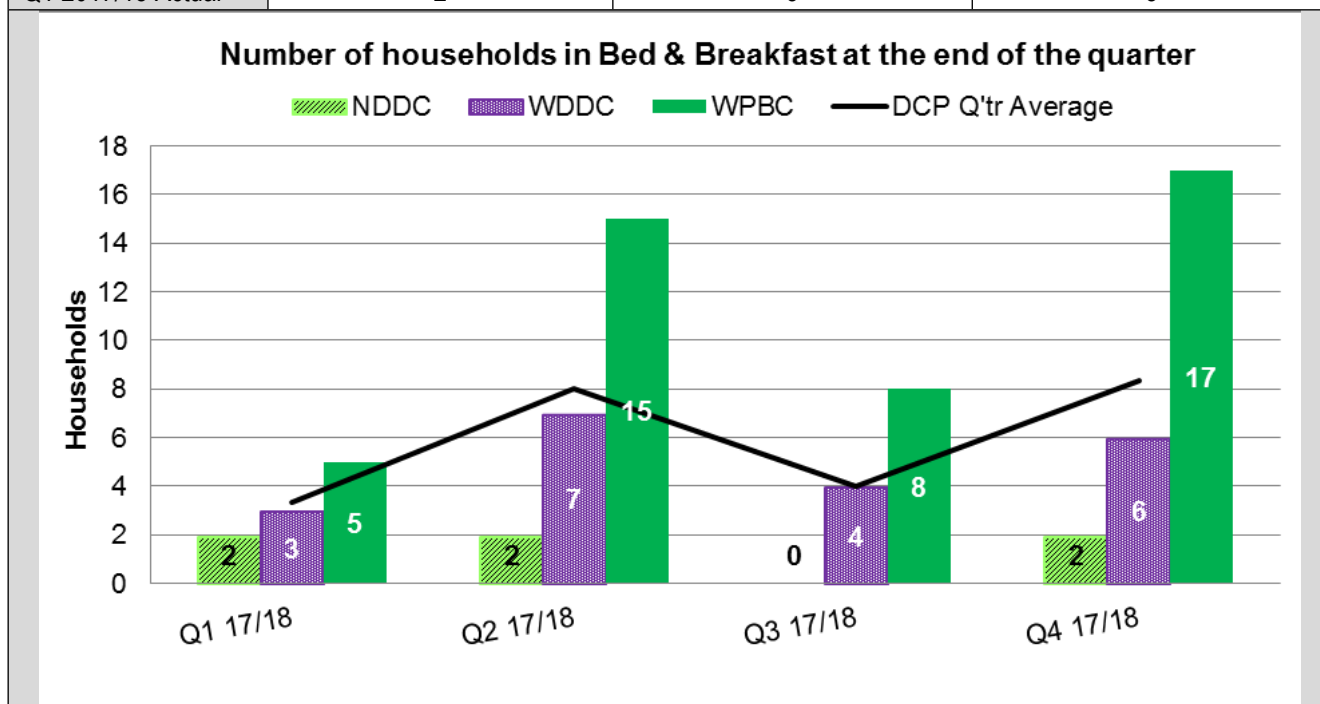
Number of homelessness decisions made			
Corporate Plan Priority: Empowering Thriving and Inclusive Communities			
Authority	North Dorset	West Dorset	Weymouth & Portland
Q4 2017/18 Actual	29	23	33
Q3 2017/18 Actual	26	21	53
Q2 2017/18 Actual	16	34	41
Q1 2017/18 Actual	18	14	40



Number of homelessness acceptances			
Corporate Plan Priority: Empowering Thriving and Inclusive Communities			
Authority	North Dorset	West Dorset	Weymouth & Portland
Q4 2017/18 Actual	17	15	17
Q3 2017/18 Actual	12	9	32
Q2 2017/18 Actual	12	18	25
Q1 2017/18 Actual	7	9	18
Q4 2016/17 Actual	14	7	13
Q3 2016/17 Actual	13	10	12



Number of households in Bed & Breakfast at the end of the quarter			
Corporate Plan Priority: Empowering Thriving and Inclusive Communities			
Authority	North Dorset	West Dorset	Weymouth & Portland
Q4 2017/18 Actual	2	6	17
Q3 2017/18 Actual	0	4	8
Q2 2017/18 Actual	2	7	15
Q1 2017/18 Actual	2	3	5



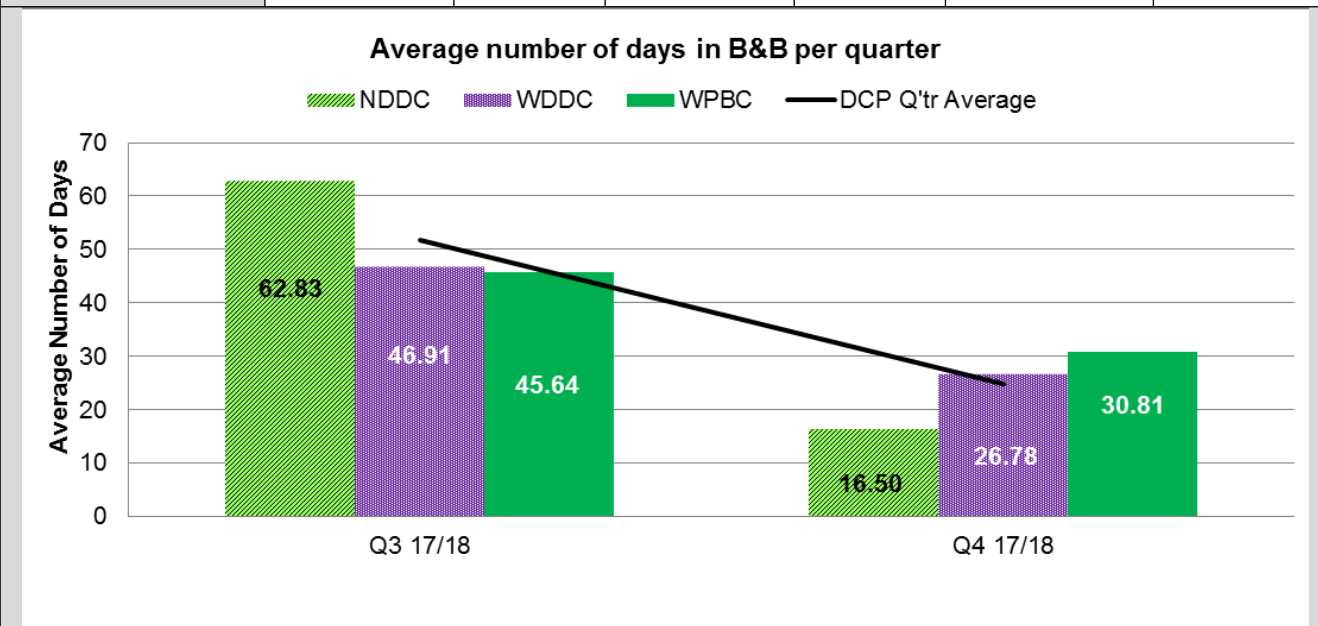
Number of households placed in B&B during each month			
Corporate Plan Priority: Empowering Thriving and Inclusive Communities			
Authority	North Dorset	West Dorset	Weymouth & Portland
March 2017/18	1	5	11
February 2017/18	0	1	4
January 2017/18	3	1	9
December 2017/18	0	4	8
November 2017/18	1	2	10
October 2017/18	3	3	16
September 2017/18	1	5	13
August 2017/18	3	3	6
July 2017/18	1	4	9

Average number of days in B&B per month

Corporate Plan Priority: Empowering Thriving and Inclusive Communities

Calculation method: total calendar days in B&B of those households leaving within the month, divided by the total number of households leaving within the month = Average stay in B&B of leavers per month

Authority	North Dorset		West Dorset		Weymouth & Portland	
	Average Days	Leavers	Average Days	Leavers	Average Days	Leavers
March 2017/18	22	0	18	4	10	15
February 2017/18	0	1	49	1	22	9
January 2017/18	11	1	30	4	44	18
December 2017/18	8	1	60	3	71	10
November 2017/18	93	3	62	3	25	6
October 2017/18	45	2	30	5	24	6



Service Plan Update

A Stronger Local Economy

1. Carry out a review of our approach to identifying and bringing back into use empty properties across the three councils. A DCP-wide service is being created that enables more homes to be brought back into use, thus adding to and enhancing the local housing stock.

Thriving and Inclusive Communities

2. Develop and evaluate options for driving up standards in the private rented sector in the Park District, within the overall Melcombe Regis improvement project. A selective licensing scheme for Melcombe Regis is being developed, and will be taken to the Melcombe Regis Board and subsequently WPBC for approval, prior to public consultation.
3. Develop and implement a revised mandatory licensing scheme for HMOs. A compliant HMO licensing process and fees scheme has been developed, covering a wide range of properties within the private rented sector.

Improving Quality of Life

4. Increase our stock of directly-managed temporary accommodation across the DCP area. At a time of rising homelessness, this can both help us to provide good quality short term housing for often vulnerable people, while delivering better value for money than traditional solutions such as bed and breakfast.

Developing Successful Partnerships

5. Deliver an effective customer focused housing service across the partnership. This will provide DCP with a Housing team that focuses on performance excellence, and which uses smart and agile working methods.
6. Implementation of the Housing Reduction Act from April 2018. DCP will effectively deliver a range of new duties to local people, ensuring that homelessness prevention lies at the heart of what we do.
7. As the move to the new Dorset Council proceeds, ensure that a new Housing service is designed that meets the needs of local people. By working closely with colleagues across the existing councils, we will design a new fully integrated Housing service that can be implemented as soon as possible after the new council is created.
8. Review the Dorset Accessible Homes policy. We will devise a common Dorset-wide policy that matches demand with available resources.

Future Issues

The transition necessary to implement the Homelessness Reduction Act will be the single most important deliverable for Housing in 2018/19. It is expected that there will be a massive impact on workload, while staff will need to adopt markedly different ways of working. Elected members and the general public should be confident that Housing has prepared for this in a detailed and measured way.

Key risk areas

14 Service operational risks have been identified for Housing:-

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

Planning Development Management & Building Control

Head of Service – Jean Marshall

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

Lead Brief Holder – Cllr Ray Nowak (Environment and Sustainability)

Revenue summary

Subjective analysis	Full Year Current Budget 2017/18 (£)	Comments / actions
Employees	542,661	Levels of growth in WPBC have slowed and this is reflected in both planning and BC fee income although the market share of work for BC remains very high.
Transport	9,671	
Supplies & Services	29,391	Overall difficulties in permanent recruitment have resulted in higher cost of agency staff than desirable and there are ongoing issues in permanent recruitment to some posts such as Building Control where there is a national shortage of staff. Short term staff vacancies have also required agency cover.
Income	(498,330)	
Net expenditure	83,393	
Actual variance	119,744 (A)	Legal costs and consultant costs for planning appeals has also been high, particularly in relation to appeals at North Quay, Nottingham and the Judicial review at Corfe Hills and these have affected overall performance against target.
Q3 Predicted variance	75,750 (A)	
Q2 Predicted variance	112,000 (A)	
Q1 Predicted variance	0	

Key performance data

Exception Report from Head of Service

The number of applications peaked slightly in January and then dipped again in March possibly due to the national Fee increases which occurred in February.

There remain delays in validation of applications so the figures are a little skewed although backlog has significantly reduced and overall remains at about 4 weeks although certain application types are being validated considerably quicker. There has been a knock on impact in planning officer caseloads as more cases have been validated and the pressure has thus passed from one part of the team to another.

Even with the above caseload increases performance for determining applications remains high and well above national targets.

Appeals, now being a percentage of all decisions made are negligible against government targets being less than 2% in all authorities against a 10% target. It is therefore intended to stop reporting on % appeal decisions from the end of year (to maintain consistency in reporting throughout the year) although details on number of appeals being received will still be reported upon.

Enforcement tables show the reporting of new live cases and remains similar in WPBC but with a significant increase in cases in Q4 for WDDC and NDDC. This will put additional pressure on both authorities in terms of staff resources to investigate these.

Fee income overall has performed in similar manner to application numbers with income being up in NDDC over the whole year (£193k above target) and in recent quarters, partly due to some key sites coming forward at Gillingham and also speculative developments for residential in the absence of a 5 year land supply. West Dorset income has been on target (£6k above target) and development has stayed steady although there have been some notable costs in relation to appeals which has offset the income. IN WPBC, development has remained somewhat slow all year and is reflected in lower application numbers and resultant lower fees.

Building Control

Nationally figures range from those similar to DCP's right down to around 35% of market share, it is totally dependant upon the competition from Approved Inspectors and the types of development being undertaken and in many cases the level of service received from other council departments

Dorset also benefits from a locally poor road network without any motorway links which makes the area not so attractive to the competition coupled with the lack of large high fee earning schemes, although recently private providers have started to set up local offices within towns such as Weymouth, Blandford and Bridport to service clients which are having an effect upon the percentage of retained work.

The service also benefits from a large number of repeat customers especially local builders which is a key market to retain, coupled with a realistic approach to fee setting & the flexible, polite approach of all staff connected with the service, this can be demonstrated by the number of Partnership applications within the table below.

Locally recently there has also been a slow down in the building industry which can be attributed to the winter months as well as confidence due to Brexit. Competitors are also in some cases heavily discounting in order to gain work and market share, which is not allowable for a Local Authority, although it has to be noted that generally market share has either remained stable or increased especially with North Dorset Council area which has seen an increase of 3.5% compared to last year.

The Local Authority are also unable to refuse any application unlike private providers who can choose their clients, this is leading to an increasing workload regarding unauthorised works and complaints arising from the use of private providers.

Planning Development Management

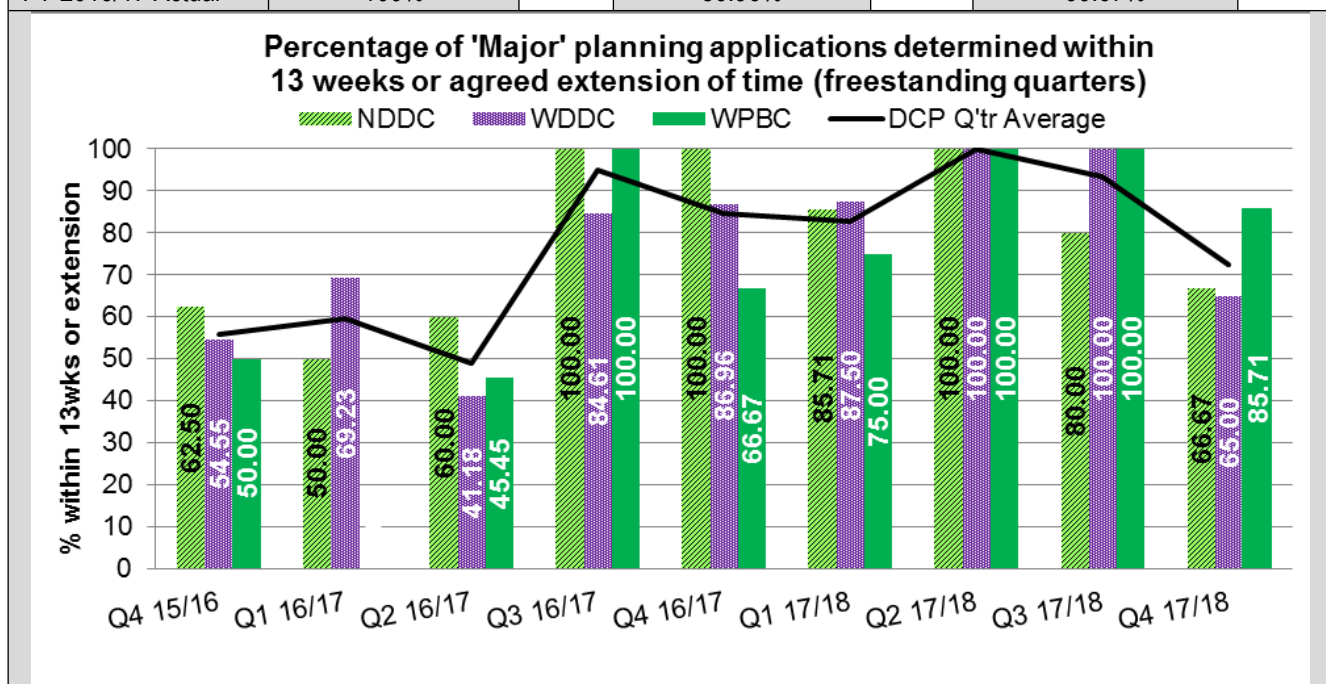
Number of valid applications received – by application type – North Dorset					
Month	Major	Minor	Other	Misc*	TOTAL
March	4	20	21	91	136
February	1	30	37	88	156
January	12	49	43	100	204
December	2	12	19	43	76
November	0	28	34	111	173
October	2	39	51	108	200
September	0	24	36	121	181
August	2	32	40	112	186
July	5	32	41	110	188
June	1	33	38	115	187
May	5	27	44	92	168
April	2	25	39	116	182

Number of valid applications received – by application type – West Dorset					
Month	Major	Minor	Other	Misc*	TOTAL
March	5	11	54	83	153
February	3	31	88	83	205
January	6	16	80	79	181
December	4	33	89	50	179
November	4	45	72	83	204
October	4	37	105	78	224
September	3	41	107	80	231
August	4	42	80	97	223
July	4	39	79	107	229
June	4	31	111	90	236
May	4	37	104	93	238
April	7	44	90	90	231

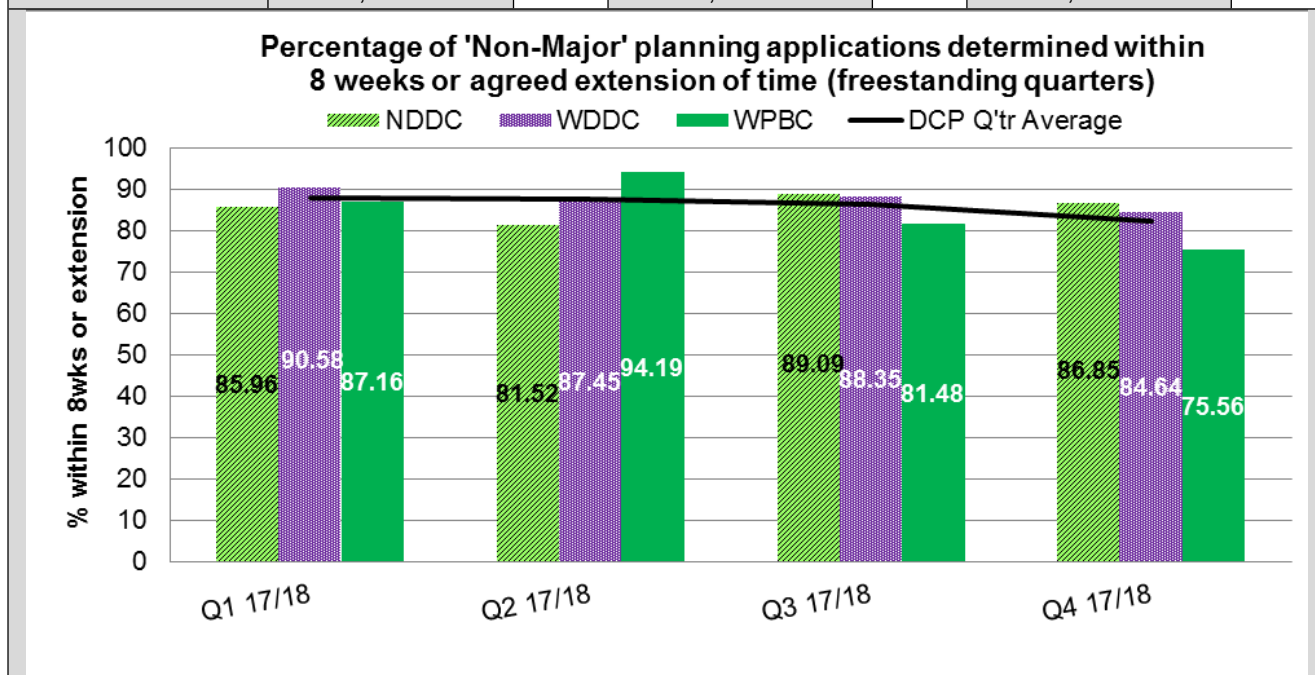
Number of valid applications received – by application type – Weymouth & Portland					
Month	Major	Minor	Other	Misc*	TOTAL
March	0	8	20	22	50
February	2	8	36	32	78
January	3	19	22	33	77
December	5	17	40	24	86
November	3	14	31	26	74
October	4	12	31	28	75
September	3	10	37	25	75
August	2	11	36	25	74
July	1	15	34	26	76
June	0	7	29	24	60
May	0	6	26	32	64
April	3	14	36	25	78
March	2	23	43	45	113
February	0	8	28	26	62
January	1	12	28	27	68

Fee Income Q4			
Corporate Plan Priority: Developing Successful Partnerships			
Type of Fee	North Dorset	West Dorset	Weymouth & Portland
Condition Fee	£2,892.00	£3,868.00	£1,553.00
Non Material Amendment	£370.00	£2,144.00	£2,051.00
Permitted Development Case Fee	£0.00	£1,944.40	£1,071.80
Planning applications	£265,637.50	£193,310.10	£55,391.50
Pre-App	£9,191.68	£10,173.00	£2,304.00
Enforcement Case Appeals / Fees	£0.00	£0.00	£0.00
TOTAL	£278,091.18	£211,439.50	£62,371.30

Percentage of 'Major' planning applications determined within 13 weeks or agreed extension of time				Aim	↑
Corporate Plan Priority: Building a Stronger Local Economy					
Authority	North Dorset	West Dorset	Weymouth & Portland		
Q4 2017/18 Actual	67% (4 of 6)	65% (13 of 20)	86% (6 of 7)		
Q4 2017/18 Target	60%	60%	60%		
FY 2017/18 Actual	82.76%	80.95%	87.50%	✓	✓
FY 2017/18 Target	60%	60%	60%		
FY 2016/17 Actual	100%	86.96%	66.67%		

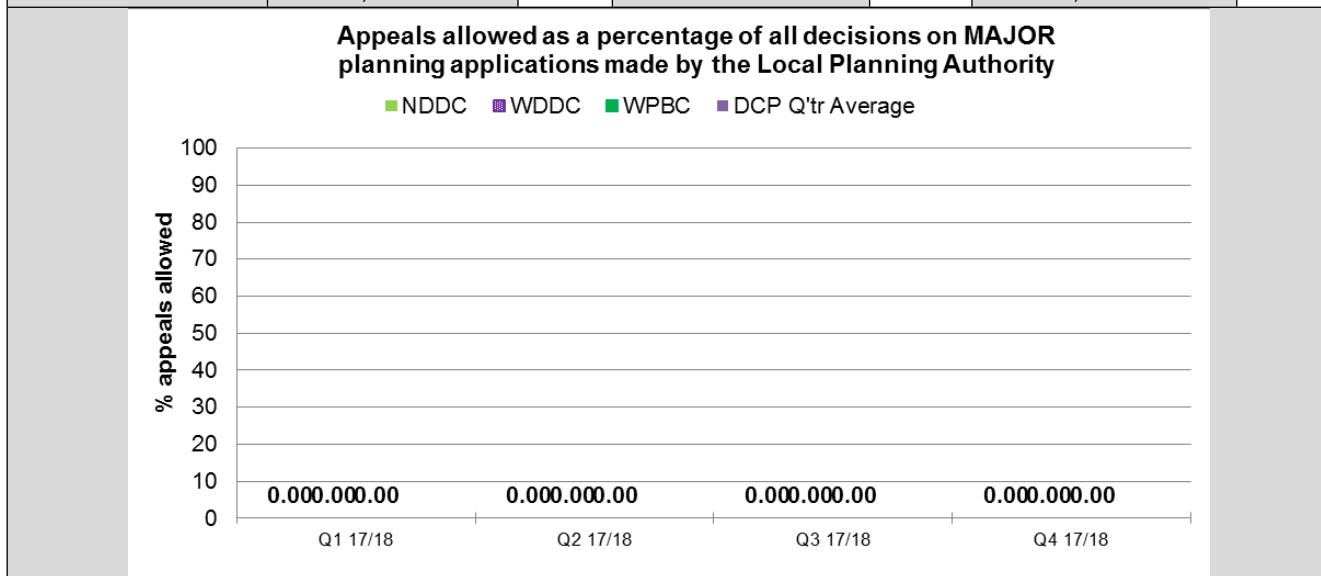


Percentage of 'Non-Major' planning applications determined within 8 weeks or agreed extension of time				Aim	↑
Corporate Plan Priority: Building a Stronger Local Economy					
Authority	North Dorset	West Dorset	Weymouth & Portland		
Q4 2017/18 Actual	87% (218 of 251)	85% (226 of 267)	76% (68 of 90)		
Q4 2017/18 Target	70%	70%	70%		
FY 2017/18 Actual	85.93%	87.86%	84.70%		
FY 2017/18 Target	70%	70%	70%		
FY 2016/17 Actual	N/A, new KPI	N/A, new KPI	N/A, new KPI		

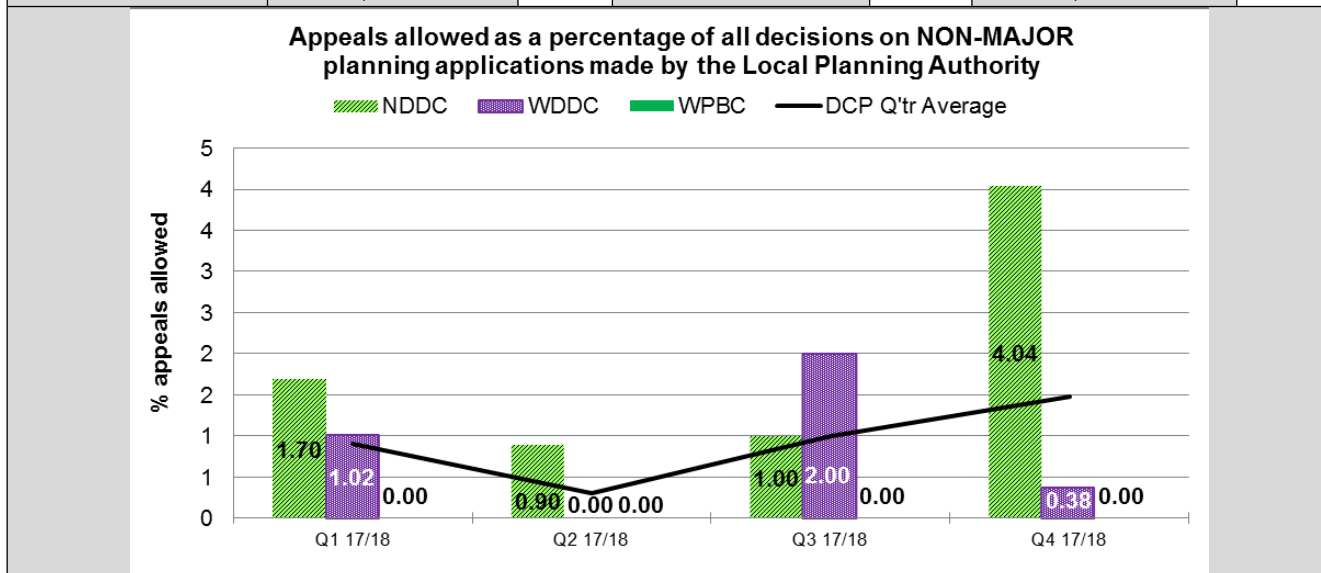


Total number of appeals submitted			
Corporate Plan Priority: Empowering Thriving and Inclusive Communities			
Authority	North Dorset	West Dorset	Weymouth & Portland
Q4 2017/18 Actual	4	7	4
Q3 2017/18 Actual	8	5	3
Q2 2017/18 Actual	7	4	4
Q1 2017/18 Actual	9	2	2
Q4 2016/17 Actual	7	1	1

Appeals allowed as a percentage of all decisions on MAJOR planning applications made by the Local Planning Authority					Aim	↓
Corporate Plan Priority: Empowering Thriving and Inclusive Communities						
Authority	North Dorset		West Dorset		Weymouth & Portland	
Q4 2017/18 Actual	0% (0 of 17)		0% (0 of 20)		0% (0 of 7)	
Q4 2017/18 Target	10%		10%		10%	
FY 2017/18 Actual	0%		0%		0%	
FY 2017/18 Target	10%		10%		10%	
FY 2016/17 Actual	N/A, new KPI		N/A, new KPI		N/A, new KPI	



Appeals allowed as a percentage of all decisions on NON-MAJOR planning applications made by the Local Planning Authority					Aim	↓
Corporate Plan Priority: Empowering Thriving and Inclusive Communities						
Authority	North Dorset		West Dorset		Weymouth & Portland	
Q4 2017/18 Actual	4% (4 of 99)		0.37% (1 of 267)		0% (0 of 90)	
Q4 2017/18 Target	10%		10%		10%	
FY 2017/18 Actual	1.62%		0.86%		0%	
FY 2017/18 Target	10%		10%		10%	
FY 2016/17 Actual	N/A, new KPI		N/A, new KPI		N/A, new KPI	



Enforcement – Number of new live cases									
Corporate Plan Priority: Improving Quality of Life									
Authority	North Dorset			West Dorset			Weymouth & Portland		
Enforcement Level	Priority	Urgent	Non-Urgent	Priority	Urgent	Non-Urgent	Priority	Urgent	Non-Urgent
Q4 2017/18 Actual ADV	0	0	1	0	0	2	0	2	0
Q4 2017/18 Actual DEV	0	2	16	0	10	23	1	8	0
Q4 2017/18 Actual BOC	0	4	3	0	2	10	3	1	0
Q4 2017/18 Actual COU	0	2	11	0	2	6	0	1	0
Q4 2017/18 Actual LBW	5	1	0	3	12	4	2	0	0
Q4 2017/18 Actual SEC	0	0	2	0	3	2	0	0	0
Q4 2017/18 Actual HH	0	0	0	0	0	0	0	0	0
Q4 2017/18 Actual TRE	1	0	0	0	2	0	0	0	0
SUB TOTALS	6	9	33	3	31	47	6	12	0
TOTAL	48			81			18		

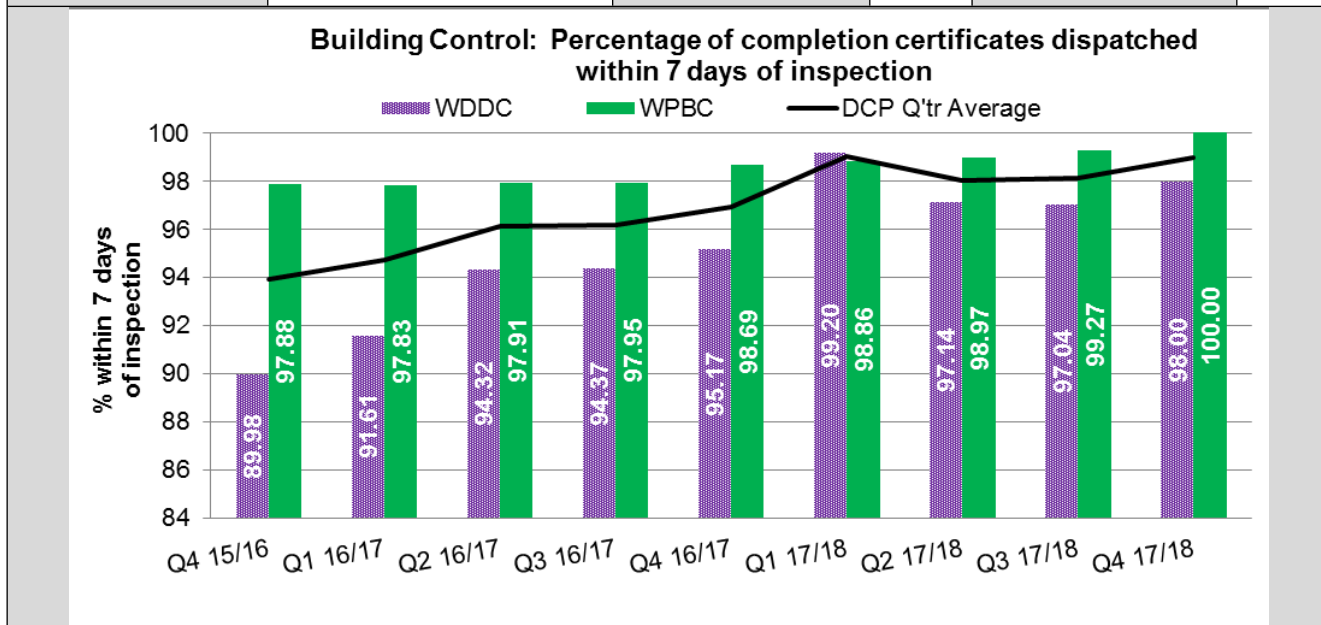
Key:
 ADV: Unauthorised advertisements
 DEV: Development
 BOC: Breach of Condition
 COU: Change of Use
 LBW: Unauthorised works to Listed Building
 SEC: Section 215 - Untidy Land or buildings
 HH: High Hedges
 TRE: Tree complaints

This data is a quarterly update on the number of new live cases per quarter for each of the 8 enforcement categories.

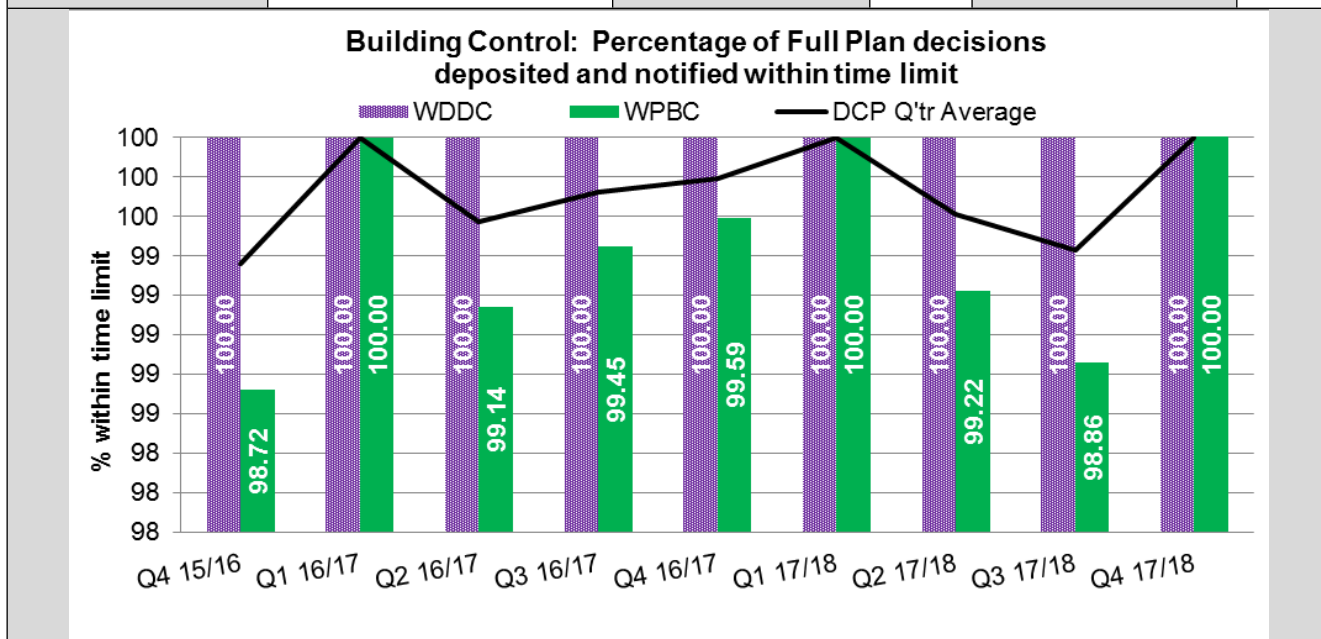
Building Control

Building Control Market Share (as at 31st March 2018)			
Corporate Plan Priority: Developing Successful Partnerships			
Authority	North Dorset	West Dorset	Weymouth & Portland
Full Plans	130	164	83
Building Notice	228	307	147
Partnership	22	270	175
Regularisation	25	27	14
Privately Certified	217	286	109
MARKET SHARE	65%	73%	79%

Building Control: Percentage of completion certificates dispatched within 7 days of inspection				Aim	↑
Corporate Plan Priority: Developing Successful Partnerships					
Authority	North Dorset	West Dorset	Weymouth & Portland		
Q4 2017/18 Actual	Currently unable to report data for North. IT system is being developed to enable this.	98%	✓	100%	✓
Q4 2017/18 Target		98%		97%	
FY 2017/18 Actual		97.13%		99.42%	
FY 2017/18 Target		98%		97%	
FY 2016/17 Actual		95.17%		98.69%	



Building Control: Percentage of Full Plan decisions deposited and notified within time limit				Aim	↑
Corporate Plan Priority: Developing Successful Partnerships					
Authority	North Dorset	West Dorset	Weymouth & Portland		
Q4 2017/18 Actual	Currently unable to report data for North. IT system is being developed to enable this.	100%	✓	100%	✓
Q4 2017/18 Target		100%		100%	
FY 2017/18 Actual		100%		99.03%	
FY 2017/18 Target		100%		100%	
FY 2016/17 Actual		100%		99.59%	



Service Plan Update

A Stronger Local Economy

- Planning applications are being dealt with promptly operating the scheme of delegation efficiently to ensure timely decisions. The delays in validation of applications remains an issue but measures have been put into place to reduce the backlog and the timescales taken are being steadily reduced although this is shift of the delays in validation is beginning to cause some issues with delays with the planning officers as the increase in workload has shifted along the planning process. This needs to be carefully monitored to ensure delays are kept to a minimum. DM are continuing to work alongside Policy and Implementation officers on the Accelerated Home Building programme.

Thriving and Inclusive Communities

- The proposed new DM ICT system is in process of agreeing contract with Idox to provide a single ICT uniform system (same system as NDDC but a new version) which will lead to greater efficiencies both within the service and in terms of enabling better public access to view and comment on planning applications. A new system of public access has been introduced by the IT provider for WDDC and WPBC planning applications to meet statutory requirements and training is being rolled out to TC/PCs who will be using this from April

Improving Quality of Life

- All planning decisions take into account relevant policy matters from national policy to neighbourhood plans where adopted. Several major applications on Local Plan allocated sites have come forwards in the last 2 years with provision for the associated infrastructure in accordance with policy provisions.

Developing Successful Partnerships

- DM and BC teams work closely alongside colleagues in other authorities to ensure that where possible decision making is streamlined although with different Local Plan priorities there is a limit to how closely aligned decision making can be. There are established good working relationships with all Statutory Bodies who interact with the planning system and regular Town and Parish Council training is taking place twice yearly to assist with establishing better relationships and understanding of the planning system at the local level. Work is commencing across Dorset on issues to be addressed for planning for LGR.

Actions outside of Corporate Plan

- Ongoing process review work is taking place although focussing at present on those processes which will need to be changed as a result of the new ICT system. There is a major project for improving the quality of the data held both in current electronic form and for digitising existing microfiche as part of a joint project with Land Charges. This is necessary for providing quality data to transfer to the new ICT system and to enable easier search facilities for users of the planning data, both internally (Land Charges and Planning) and those wishing to research planning history externally. There is also a need to start work on ensuring data is compliant with the provisions of the GDPR.

Future Issues

The move to a new ICT system will create some changes in how public access the current planning system although these should not be vastly different from present arrangements given we are having to move to a new Public Access system for WDDC and WPBC due to national requirements. There will also be some delays in planning applications being available for the public during the changeover of systems which is likely to be around October 2018. The changes being made through the data quality project will provide greater long term availability of information to the public allowing for more self service through digital means.

Key risk areas

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

Very High Risks	0
High Risks	2
Medium Risks	5
Low Risks	3

Failure of new public facing ICT system				
CURRENT SCORE		Planned risk reduction initiatives	TARGET SCORE	
Impact	4		An importance for sufficient dedicated resource to be given and time allocated to allow for full testing prior to go live. Ensure adequate testing is undertaken and end users are well trained.	Impact
Likelihood	4	Likelihood		3
Risk Score	16	Risk Score		12
Risk Rating	High	Risk Rating		MEDIUM

Technical Systems failure used for processing information				
CURRENT SCORE		Planned risk reduction initiatives	TARGET SCORE	
Impact	4		The ICT project has included the formation of a project team of "super-users" of 4 staff who work within the department which will give greater resilience with the new system but loss of existing knowledge remains high for the current 3 systems. Beyond the inception of the new ICT system there will need to be posts created within the admin restructure to look at the technical and data needs of the service as there are no posts of this nature either in DM or IT teams with expertise so there will be requirements for specialist roles but these will happen once procurement of a new system has been progressed. The need for having dedicated ICT/Data specialists is clear both due to the new ICT system and to address the needs of the GDPR. The current project team would mitigate urgency for these posts to an extent but do not remove the issue given that these 4 staff will return to their substantive roles which are not within data management or ICT roles once the new system is in place and the creation of dedicated roles will remain post August 2018	Impact
Likelihood	4	Likelihood		4
Risk Score	16	Risk Score		16
Risk Rating	HIGH	Risk Rating		MEDIUM

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** (Environment and Sustainability), **Cllr Christine James** (Social Inclusion)

Revenue summary

Subjective analysis	Full Year Current Budget 2017/18 (£)	Comments / actions
Employees	325,495	<p>There were savings in salary budgets due to staff turnover and posts being temporarily vacant.</p> <p>There was an over spend in local plan costs due to the number of consultants' reports being undertaken to inform the emerging local plan. The over spend could be absorbed within savings elsewhere in the budget.</p> <p>Further local plan evidence costs will be incurred in 2018/19.</p>
Premises	1,039	
Transport	1,519	
Supplies & Services	148,603	
Payments to Clients	2,000	
Income	(61,000)	
Net expenditure	417,656	
Actual variance	16,745 (F)	
Q3 Predicted variance	13,882 (A)	
Q2 Predicted variance	2,300 (F)	
Q1 Predicted variance	0	

Key performance data

Exception Report from Head of Service

Affordable Housing:

North Dorset Q4: 7 homes delivered: 3 rented, 4 intermediate

There were 7 affordable homes completed in Stourpaine. A number of developments that were due to deliver affordable homes this year have been delayed; these include 20 homes being developed by Sovereign where the contactor went into administration and 12 Rentplus homes in Shaftesbury. There are also several other sites that will deliver affordable homes which are moving forward.

West Dorset Q4: 86 homes delivered – 71 rented, 15 intermediate

Jan: 0

Feb: 23 – all rent

Mar: 48 rent, 15 intermediate

This gives a total of 131 for the year.

Weymouth and Portland Q4: 11 homes delivered

This quarter there were 11 new affordable homes developed. These were in a newly acquired property made up of 11 supported flats run by Pivotal Housing.

A number of schemes that were due to complete this year have been delayed and will complete in the next couple of months. These include 7 homes on the Pemberley development, 3 at the Waverley Arms and 29 at Curtis Field.

There are also 21 shared ownerships homes under construction at Osprey Quay and other sites coming through that will deliver affordable homes.

Housing Land Supply:

April 2018 survey work is currently under way and so the figures are not yet available. As at April 2017, none of the councils had a five-year housing land supply.

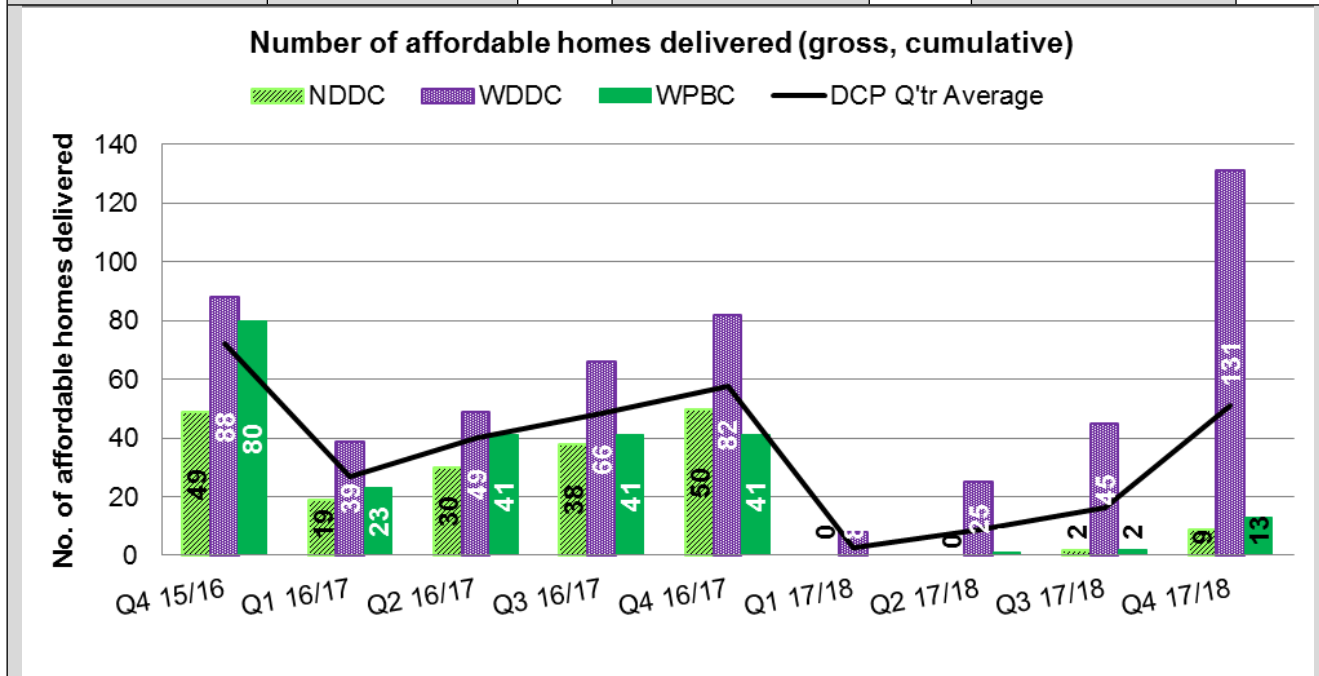
North Dorset has only 3.42 years' supply. This change is due to the very low number of housing completions recently, and slower than anticipated progress on major development sites including the strategic site allocation at Gillingham.

This situation has led to a significant number of speculative planning applications.

West Dorset and Weymouth & Portland (which have a joint target) have 4.94 years' supply.

Where there is no five-year housing land supply, relevant local plan policies for the supply of housing should not be considered up to date and so cannot be given as much weight in decisions.

Number of affordable homes (gross) delivered (cumulative)				Aim	↑
Corporate Plan Priority: Building a Stronger Local Economy					
Authority	North Dorset		West Dorset		Weymouth & Portland
FY 2017/18 Actual	9		131		13
FY 2017/18 Target (Range)	50-68	✗	70-100	✓	50-65
FY 2016/17 Actual	50		82		41



Five Year Supply of Housing
Corporate Plan Priority: Building a Stronger Local Economy

This is a national requirement that has a significant impact on planning decisions. The formula for calculating it includes factoring in any shortfalls from previous years, so the target is adjusted each time the supply is assessed.

West Dorset and Weymouth & Portland have a joint five-year land supply, as they have a joint local plan with joint targets.

The base date is 1 April each year, when a full survey is undertaken, 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.

April 2017-based figures for all areas are:

	Target	Actual
North Dorset	2,219	1,517 (3.42 years – target not met)
West Dorset and Weymouth & Portland Combined	6,244	6,163 (4.94 years – target not met)

Neither North Dorset nor the West Dorset, Weymouth & Portland joint local plan area has a five-year housing land supply, though West Dorset, Weymouth & Portland's position is an improvement on the previous year and is very close to the five-year requirement.

Service Plan Update

A Stronger Local Economy

- Consultation has taken place on the Issues and Options document for the North Dorset Local Plan and the responses are now being analysed. The 'Preferred Options' document for the West Dorset, Weymouth & Portland Local Plan will be brought to committees between June and July, with consultation due to take place between August and October.
- The 'Opening Doors' programme of work to accelerate home building is progressing, including liaison with developers, progress with the establishment of a Local Authority Trading Company for West Dorset, and the launch of a promotional website.
- Bids to the Housing Infrastructure Fund for development sites at Gillingham, Chickerell and Portland have been successful: the funding will be used to enable the provision of vital infrastructure on these sites.

Thriving and Inclusive Communities

- There has been further progress with Neighbourhood Plans: the Piddle Valley plan is due to go to referendum and the Gillingham plan has successfully passed through its public examination.
- Community capacity building work in Melcombe Regis is continuing, with a new community support worker about to be engaged, to undertake a new programme of work.
- The 'Working With You' action plans for the more deprived areas of Weymouth & Portland have been updated in 2018 and continue to be implemented.

Improving Quality of Life

- Implementation of the Dorset and Cranborne Chase AONB Management Plans is continuing.

Future Issues

The revised National Planning Policy Framework has been published for consultation and all three councils are responding. The final version is anticipated later this year and will need to be taken into account in the emerging local plans. The draft introduces a housing 'delivery test' in addition to the current requirement for a five-year supply of land for housing. This will increase the risk of local planning policies needing to be regarded as 'out of date' and given less weight in planning decisions. There is also a new requirement for 'statements of common ground' to be prepared by groups of local planning authorities to demonstrate cooperation: this will be developed jointly by the Dorset authorities working together through the Strategic Planning Forum.

Key risk areas

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

Very High Risks	0
High Risks	1
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	TARGET SCORE	
Impact	4		<p>Five year land supply is monitored annually and falling below target is always a risk if development sites fail to come forward. Currently, none of the councils has a five year land supply: West Dorset and Weymouth & Portland have a 4.94 year supply and North Dorset has 3.42 years' supply.</p> <p>When we are without a five-year supply then less weight can be given to local policies in decisions – this will potentially mean more applications being allowed and supply being increased. The new 'delivery test' in the emerging national planning policy framework sets an additional test and so will increase the risk.</p> <p>In the longer term the local plan reviews provide an opportunity to increase supply. We are also taking a proactive approach to increasing delivery through the 'Accelerating Home Building' programmes agreed by all three councils</p>	Impact
Likelihood	4	Likelihood		2
Risk Score	20	Risk Score		6
Risk Rating	HIGH		Risk Rating	LOW

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 Richard Kosior** (Tourism and Culture and Harbour), **Cllr Kate Wheller** (Community Facilities),

Cllr James Farquharson (Economic Development)

Revenue summary (Excluding Harbour budget & prediction)

Subjective analysis	Full Year Current Budget 2017/18 (£)	Comments / actions
Employees	499,637	Deckchair operation: income less than estimated due to weather and some costs higher due to Agency staff cost increases.
Premises	148,295	
Transport	2,493	
Supplies & Services	388,686	
Payments to clients	0	
Income	(494,068)	
Net expenditure	545,043	
Actual variance	5,792 (A)	
Q3 Predicted variance	76,000 (F)	
Q2 Predicted variance	27,500 (A)	
Q1 Predicted variance	0	

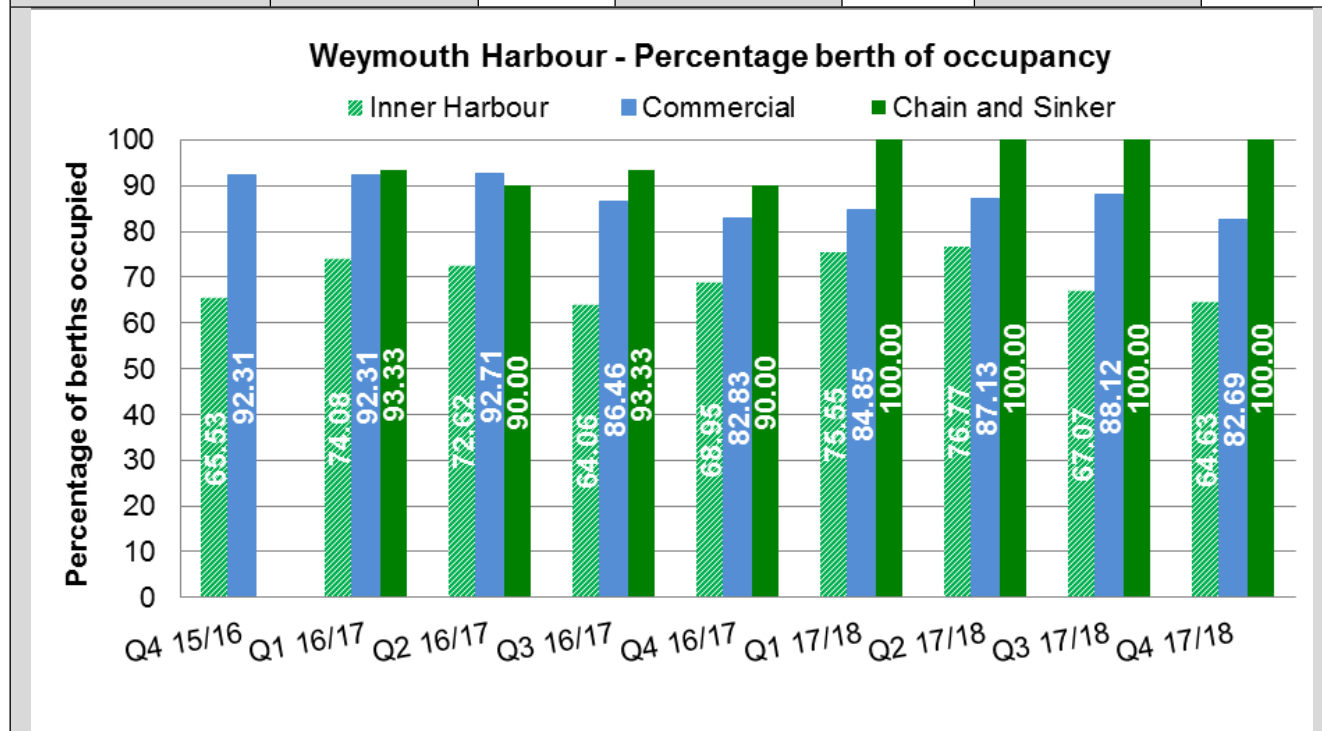
Revenue summary (Weymouth Harbour) – Reference only

Subjective analysis	Full Year Current Budget 2017/18 (£)	Comments / actions
Employees	321,973	Favourable position achieved at year end due to cost savings and new income. Income: There are various improvements in income in the following areas: new rental income at the Commercial Area, back dated rents applied, a good summer season for visiting yachts and visiting fishing vessels. Higher than normal occupancy at the Marina has returned a favourable income position at year end. The new system for providing electricity to marina berth holders has improved efficiencies and income. Energy costs at the Commercial Area have been reviewed to reflect the responsibility and ownership of buildings in the area which has reduced our costs but also a decrease in recharges (both of these variances should be reflected in Property Services budgets). There is an increase in costs related to Legal Advice that was not budgeted for. Response Maintenance, Contracts and Equipment budgets are continually monitored with a view to improved efficiencies, all of which have resulted in savings at the year end. Staff costs: Some savings against employee costs as a member of the team is on maternity leave and a saving against agency seasonal staff. Costs higher than estimate relating to the retention of 3 staff employed at the Commercial Area of the Harbour and likewise 1 admin staff at 13 Custom House Quay.
Premises	457,431	
Transport	979	
Supplies & Services	203,727	
Income	(1,110,104)	
Net expenditure	(125,994)	
Actual variance	300,107 (F)	
Q3 Predicted variance	77,205 (F)	
Q2 Predicted variance	79,705 (F)	
Q1 Predicted variance	71,007 (A)	

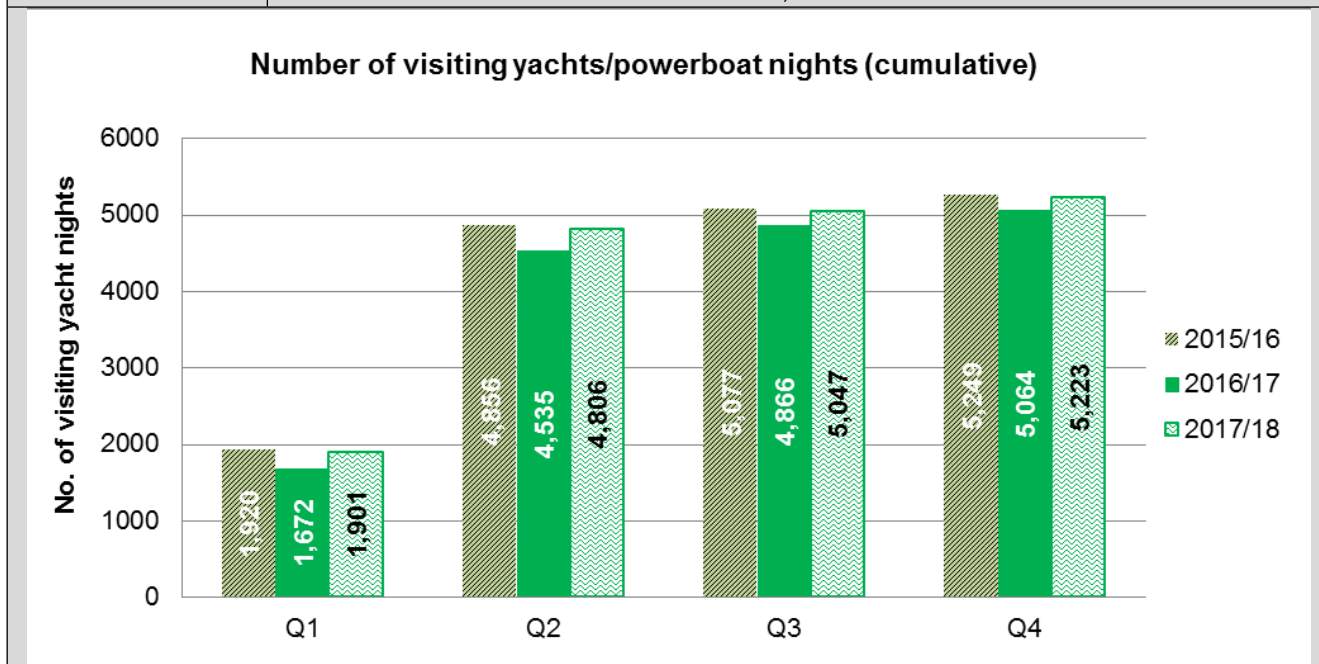
Key performance data

<p>Exception Report from Head of Service</p> <p>Weymouth Harbour</p> <p>Increased take up of berths/moorings. Visiting boats figure is good despite mixed weather. New promotional initiatives have helped to achieve this.</p> <p>Visit Dorset</p> <p>Website continues to perform well - a partnership involving 6 councils and approximately 500 businesses.</p>
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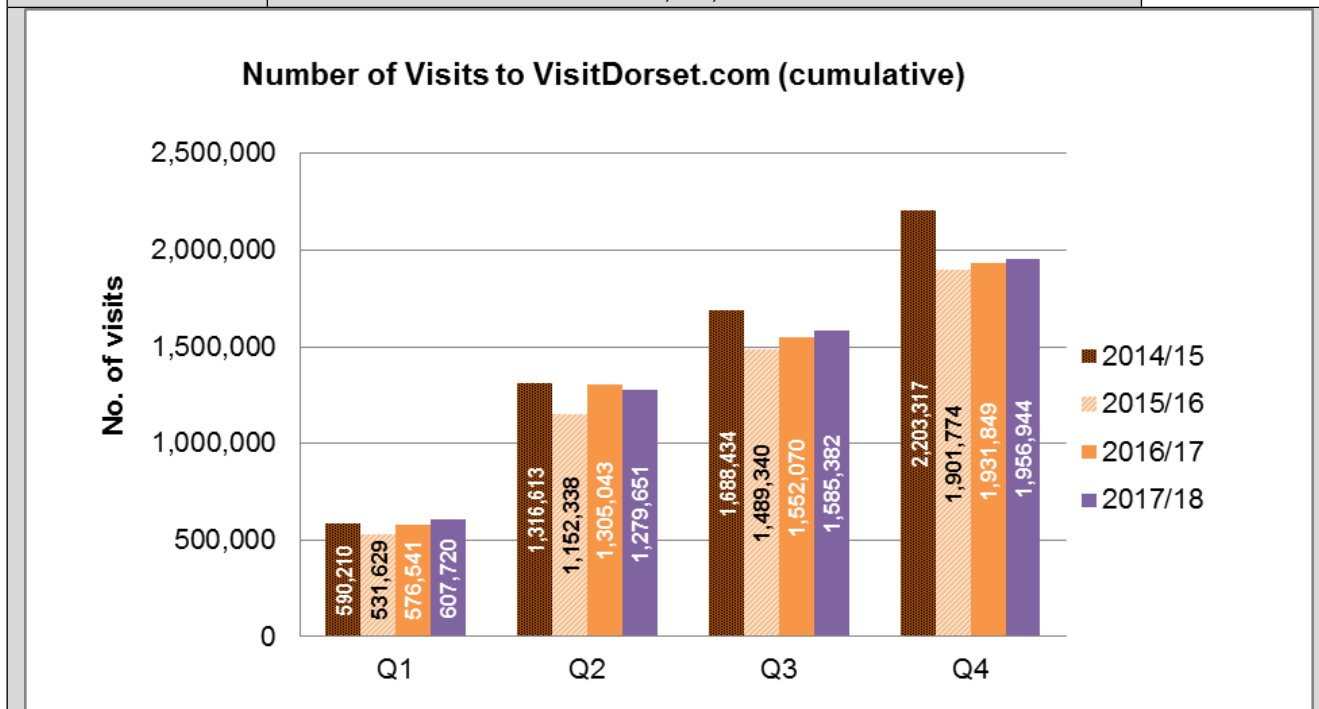
Weymouth Harbour - Percentage of berth occupancy				Aim	↑
Corporate Plan Priority: Building a Stronger Local Economy					
Authority	Weymouth & Portland				
Type of Berth	Inner Harbour Marinas		Commercial Berths		Chain and Sinker Moorings
FY 2017/18 Actual	64.63%	✘	82.69%	✔	100%
FY 2017/18 Target	80%		80%		80%
FY 2016/17 Actual	68.95%		82.83%		90%



Number of visiting yachts/powerboat nights (cumulative)		Aim	↑
Corporate Plan Priority: Building a Stronger Local Economy			
Authority	Weymouth & Portland		
FY 2017/18 Actual	5,223		
FY 2016/17 Actual	5,064		



Number of visits to VisitDorset.com (cumulative)		Aim	↑
Corporate Plan Priority: Building a Stronger Local Economy			
Authority	Dorset Council's Partnership (DCP)		
FY 2017/18 Actual	1,956,944		
FY 2017/18 Target	2,000,000		
FY 2016/17 Actual	1,931,849		



Service Plan Update

A Stronger Local Economy

- Performance against new strategic plan for 4 councils promoting economic growth being monitored. Supported by Dorset LEP. Regular meetings of DCC and DCP officers and members to monitor progress.
- Visit Dorset tourism partnership progressing well as partnership of 6 rural/western local authorities and businesses, integrating with the Dorset LEP/Dorset Tourism Association.
- New ways of working for 2 of the 4 West Dorset TIC in place. Lyme and Sherborne being progressed.
- Strong partnership working with local business groups and coastal community teams. Coastal Communities bid submitted (£1 million plus)
- New developments at Weymouth Harbour being planned in conjunction with Peninsula development. Application for fisheries grant funding submitted at Weymouth and Lyme Regis harbours.

Thriving and Inclusive Communities

- Sports centre management arrangements under review in partnership with other Dorset Councils.
- Plans to improve Dorchester Sports Centre by operator 1610 supported.
- Museum development projects supported (Dorset County, Weymouth). Weymouth Museum due to re-open May 2018.
- New Events policy agreed January 2018. Discussions taking place with Ironman about a possible 3 year agreement in Weymouth.
- Weymouth Seafront and Esplanade service continues to achieve national and European recognition for the management and maintenance of the seafront and received the 2017 Blue Flag Award, Seaside Award and TripAdvisor Beach Award. New Esplanade lighting and Sculpture trail projects being progressed in Weymouth.

Improving Quality of Life

- Plans to improve Weymouth Harbour based on the Fisher report being progressed.
- Weymouth Town Centre Manager appointed in partnership with Weymouth BID and progressing a number of projects to improve the 'look and feel' of the town centre – paving, hanging baskets, pedestrian signs, traffic, etc.
- New extension to Lyme harbour office progressing (planning permission secured). Start on site planned for October 2018.

Developing Successful Partnerships

- Successful working with Planning Policy team on distribution of section 106 funding to support new facilities, particularly in Dorchester.
- Strong partnerships with businesses and local education facilities promoting local career and job opportunities through career fairs, networking and young enterprise initiatives.

Key risk areas

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

Very High Risks	0
High Risks	0
Medium Risks	3
Low Risks	8

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** (Transport and Infrastructure), **Cllr Ray Nowak** (Environment and Sustainability),

Cllr Jeff Cant (Finance and Assets)

Revenue summary

Subjective analysis	Full Year Current Budget 2017/18 (£)	Comments / actions
Employees	825,311	<p>Lower spend on land drainage in 18/19 than expected due to investigations into collapse taking longer than expected, works now planned for 18/19.</p> <p>Higher than expected one off costs associated with installing new car park ticket machines and outsourcing cash collection. However, this was somewhat offset by rates rebates and an over achievement of income.</p> <p>Rates rebates received for a number of properties which is positive..</p> <p>Greenhill chalets yet to be transferred to user group</p> <p>Expenditure on security, electricity and repairs for North Quay that were not anticipated.</p> <p>Less expenditure on hotels than expected due to planned maintenance in the winter 17/18 not being completed.</p>
Premises	1,991,045	
Transport	22,471	
Supplies & Services	1,023,492	
Income	(4,114,843)	
Net expenditure	(252,524)	
Actual variance	217,078 (F)	
Q3 Predicted variance	226,307 (F)	
Q2 Predicted variance	87,500 (F)	
Q1 Predicted variance	25,000 (A)	

Key performance data

Exception Report from Head of Service

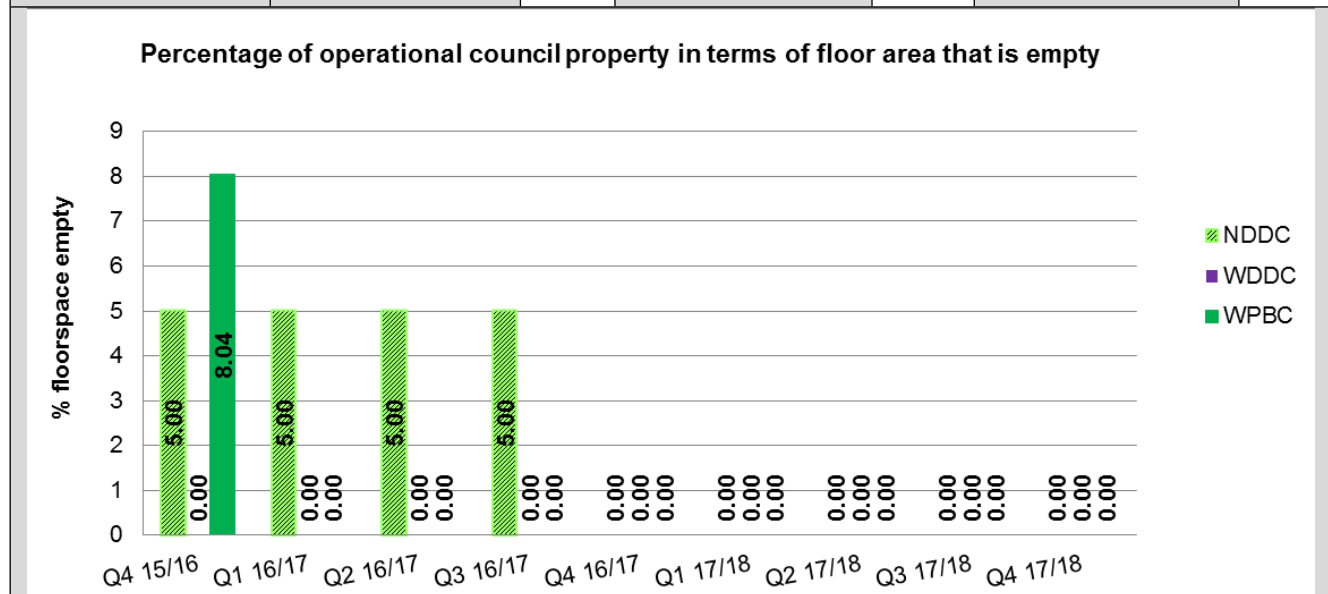
Percentage of operational property that is empty - WPBC – the vacant floor area does not include North Quay which remains empty whilst its future is being determined

Parking

The PCNs which have given rise to formal appeals are based on quarter 3 issues which have been appealed against in Q4. The timescales required for formal appeals means that users have to wait until we have sent them a Notice To Owner before they can formally appeal - this cannot be done until we have traced the owner via the DVLA. The figures are still well below target for the full year for all 3 authorities. Those PCN’s cancelled due to CEO error are also very low.

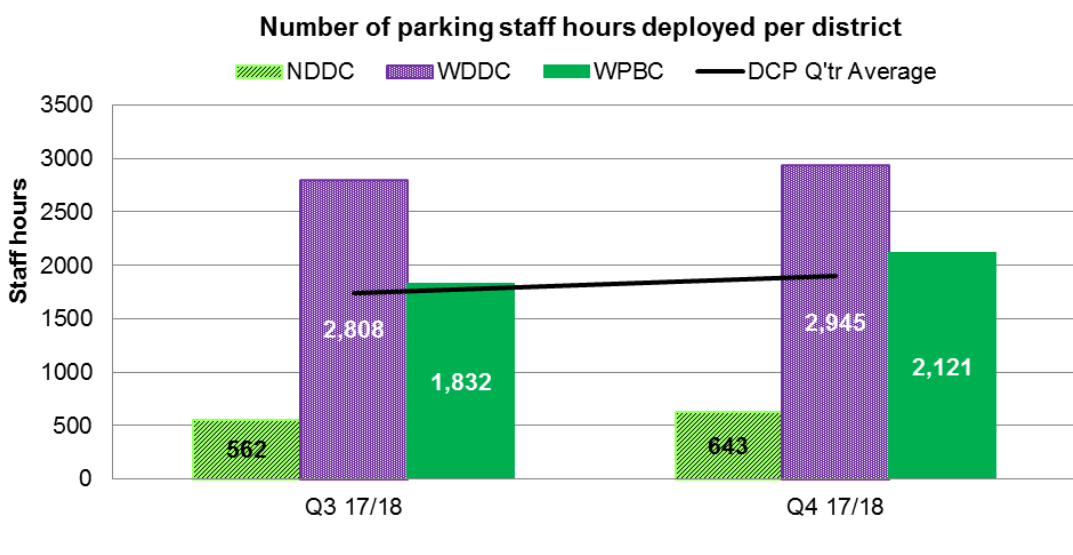
The number of staff hours deployed across the three authorities is slightly down on the target, by a maximum of 110 (4.75%) hours in WDDC, staff have now been recruited into all the vacant CEO posts. The percentage of informal challenges responded to within 10 days is disappointing at below 2/3rds of the target across all 3 authorities for the full year. However, performance has improved in Q4 as this is something we recognised as a weakness and have improved the process for dealing with it.

Percentage of operational council property in terms of floor area that is empty				Aim	↓
Corporate Plan Priority: Developing Successful Partnerships					
Authority	North Dorset		West Dorset	Weymouth & Portland	
FY 2017/18 Actual	0%	n/a	0%	✓	0%
FY 2017/18 Target	No target		0.25%		1.75%
FY 2016/17 Actual	0%		0%		0%

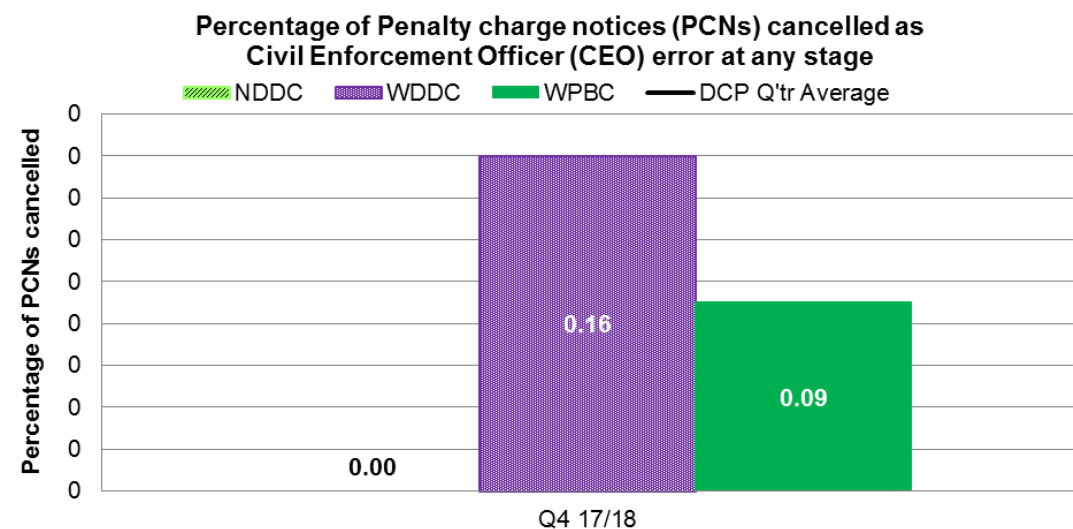


Parking

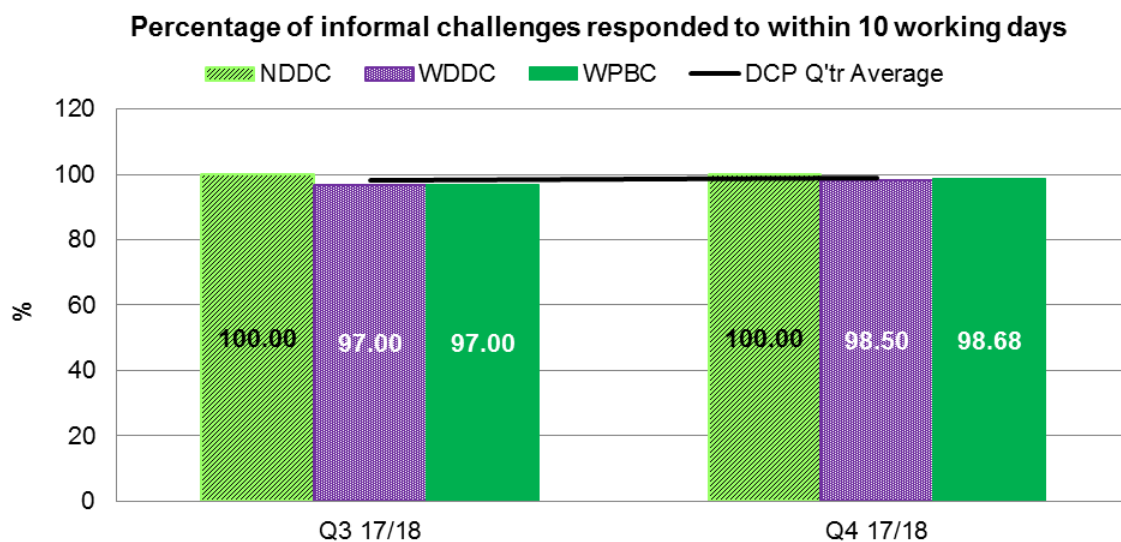
Number of parking staff hours deployed across the district					Aim	↑
Corporate Plan Priority: Developing Successful Partnerships						
Authority	North Dorset		West Dorset		Weymouth & Portland	
Q4 2017/18 Actual	643		2,945		2,121	
Q4 2017/18 Target	650		2,950		2,200	
FY 2017/18 Actual	2,200	⚠	11,300	⚠	7,300	⚠
FY 2017/18 Target	2,310		11,344		7,328	
FY 2016/17 Actual	N/A, new KPI		N/A, new KPI		N/A, new KPI	



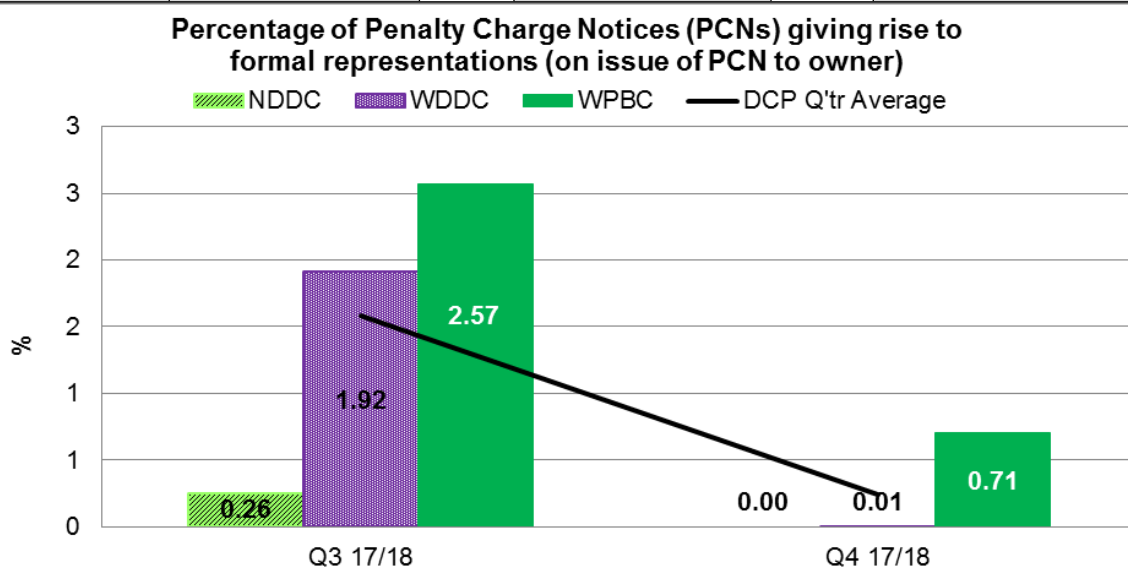
Percentage of penalty charge notices cancelled as Civil Enforcement Officer error at any stage					Aim	↓
Corporate Plan Priority: Developing Successful Partnerships						
Authority	North Dorset		West Dorset		Weymouth & Portland	
Q4 2017/18 Actual	0%		0.16%		0.09%	
Q4 2017/18 Target	1%		1%		1%	
FY 2017/18 Actual	0.72%	✓	0.37%	✓	0.40%	✓
FY 2017/18 Target	1%		1%		1%	
FY 2016/17 Actual	N/A, new KPI		N/A, new KPI		N/A, new KPI	



Percentage of informal challenges responded to within 10 working days						Aim	↑
Corporate Plan Priority: Developing Successful Partnerships							
Authority	North Dorset		West Dorset		Weymouth & Portland		
Q4 2017/18 Actual	100%	✔	98.50%	⚠	98.68%	⚠	
Q4 2017/18 Target	100%		100%		100%		
FY 2017/18 Actual	63%		62%		64%		
FY 2017/18 Target	100%		100%		100%		
FY 2016/17 Actual	N/A, new KPI		N/A, new KPI		N/A, new KPI		



Percentage of Penalty Charge Notices (PCNs) giving rise to formal representations						Aim	↓
Corporate Plan Priority: Developing Successful Partnerships							
Authority	North Dorset		West Dorset		Weymouth & Portland		
Q4 2017/18 Actual	0%	✔	0.01%	✔	0.71%	✔	
Q4 2017/18 Target	5%		5%		5%		
FY 2017/18 Actual	0.90%		1.77%		2.17%		
FY 2017/18 Target	5%		5%		5%		
FY 2016/17 Actual	N/A, new KPI		N/A, new KPI		N/A, new KPI		



Service Plan Update

A Stronger Local Economy

- Following the member decision in September The Peninsula development is preparing for submission of outline planning in May 2018 – this work involves the preparation of layout designs and consultation with key stakeholders, . The Dorchester Town Centre project is progressing with archaeological investigations recently carried out on Fairfield car park. As the sale of North Quay to Acorn Developments was not completed we are looking at alternatives for the site which remains a key site for regeneration as part of the Weymouth Town Centre Masterplan. Work continues across all 3 council areas with PSP to release sites for housing or capital receipts. We are also looking at under used car parks that are not performing well financially

Thriving and Inclusive Communities

- The construction works at Shire Hall are now complete, with the attraction planning to open to the public in May 2018. Seatown community regeneration project has completed. Community sandbag stores have been replenished following winter. The out of hours response (Bronze, silver and gold) continues to be managed by A&I along with dealing with any emergency incidents either in or out of hours including keeping up to date operational response plans for flooding, coastal pollution and landslips. We have also chaired Safety Advisory Groups for larger events. Work has taken place to transfer the Greenhill chalets to a user group but is still to complete

Improving Quality of Life

- Work is nearing completion on the asset register for all three councils that will identify all costs and all income for each individual asset. This will be of particular use when considering transfer of assets to town and parish councils – including negotiations with Bridport Town Council which have commenced. The Estates Manager has had a meeting with the National Trust regarding Verne Common and a paper was taken to WPBC Management Committee, works expected to take place late summer 2018. Discussions have taken place with EA regarding a strategy for Weymouth Harbour walls, the coastal process study report has been delivered

Developing Successful Partnerships

- Staff have been relocated from Nordon to South Walks House and the new hub is now complete and open to the public. The generator from Nordon has been moved to Crookhill part of our business continuity planning. Each of the 3 councils now has an approved parking policy in place. Asset condition surveys along with bathymetric and laser surveys have been carried out on The Cobb with a professional partner stakeholder event to discuss the approach to be taken with repairing the Grade 1 listed structure.

Actions outside of Corporate Plan

- Work has begun on discussions regarding transfer of assets to Town and Parish Councils in general. A&I continue to inspect and maintain all 3 councils assets including our operational buildings, industrial units, catering and retail outlets, car parks, coastal defences, harbours, bridges, tunnels, drainage, hotels, public conveniences, land etc. We are working in partnership with the EA to deliver a comprehensive flood alleviation scheme at West Bay

Future Issues

It is hoped that the preferred developer for the Nordon site, Aster, will be submitting plans for consent in the next quarter. Depending upon the level of interest expressed by town and parish councils work will continue to transfer assets such as public conveniences to them.

Resurfacing of car parks in West Bay is starting in April. Plans are approved for reconstruction of the Harbour masters office in Lyme Regis with work planned to start in September.

Weymouth harbour wall repairs continue with planning consent for Wall D to be submitted in May and the works are programmed to be on site in late autumn

Key risk areas

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

Very High Risks	0
High Risks	0
Medium Risks	7
Low Risks	4

Democratic Services & Elections

Corporate Manager – Jacqui Andrews

(Democratic Support, Electoral Registration & Elections)

Lead Brief Holder – Cllr Alison Reed (Corporate Affairs and Continuous Improvement)

Revenue summary

Subjective analysis	Full Year Current Budget 2017/18 (£)	Comments / actions
Employees	186,435	A favourable balance is shown on salaries resulting from a vacant post in Electoral Services that has not been filled. This post remains on the establishment for 2017/18 but is being reviewed.
Transport	11,026	
Supplies & Services	369,382	
Income	(27,819)	
Net expenditure	539,024	There was a favourable balance on the electoral registration budget. This was as a result of a change to the way in which the annual personal canvass was undertaken.
Actual variance	30,460 (F)	
Q3 Predicted variance	36,679 (F)	A significant underspend is shown on the Borough Elections budget but this is due to the fact that there were no all-out elections in 2017/18.
Q2 Predicted variance	46,650 (F)	
Q1 Predicted variance	0	
		A saving has been made on both printing and postage costs as a result of the digitised Committee system.

Key performance data

Democratic Services & Elections currently have no Business Review performance measures.

Service Plan Update

- A pilot scheme was run with officers writing their reports directly into the ModGov committee administration system. This helped identify a number of small issues and the Team is currently in the process of scheduling training with all report-writing officers on ModGov workflow. This will be commenced in May/June.
- Promoting digital registration – the Team is promoting digital registration in all communications with residents and included an incentive with the annual canvass to encourage a digital response. The incentive resulted in a higher percentage digital return than in previous years when there was no incentive.
- The Community Governance Review (CGR) for Weymouth has been concluded and the Borough Council has agreed to establish a Town Council for Weymouth with effect from 1 April 2019. Working is now ongoing to set up the Town Council, and determine the initial budget and transfer of assets.

Future Issues

Together with all other Services, the Team will be involved in the work to achieve successful local government reorganisation, and initially, the Boundary Review being undertaken by the Local Government Boundary Commission for England establishing Ward boundaries for the new Unitary Councils.

Key risk areas

7 Service operational risks have been identified for Democratic Services & Elections:-

Very High Risks	0
High Risks	0
Medium Risks	2
Low Risks	5

Human Resources & Organisational DevelopmentCorporate Manager – **Bobbie Bragg**

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

Lead Brief Holder – **Cllr Alison Reed** (Corporate Affairs and Continuous Improvement)**Revenue summary**

Subjective analysis	Full Year Current Budget 2017/18 (£)	Comments / actions
Employees	219,117	The overall position is favourable. Within this, there was an over spend on salaries due to an employee's redundancy costs. An all staff event did not take place in 17/18 and there was an under spend on workforce development & corporate training. Occupational Health & Legal Expenses remained favourable with a small overspend on Job Evaluation & Consultants Fees.
Transport	1,707	
Supplies & Services	25,669	
Net expenditure	246,493	
Actual variance	15,223 (F)	
Q3 Predicted variance	14,096 (F)	
Q2 Predicted variance	868 (F)	
Q1 Predicted variance	0	

Key performance data**Exception Report from Head of Service**


The average FTE figure is based on a comparison of data supplied for the ONS quarterly surveys as at March 2017 and March 2018. The Q4 figure of 7.23 days per FTE employee compares with a corresponding figure of 7.63 days for last year.

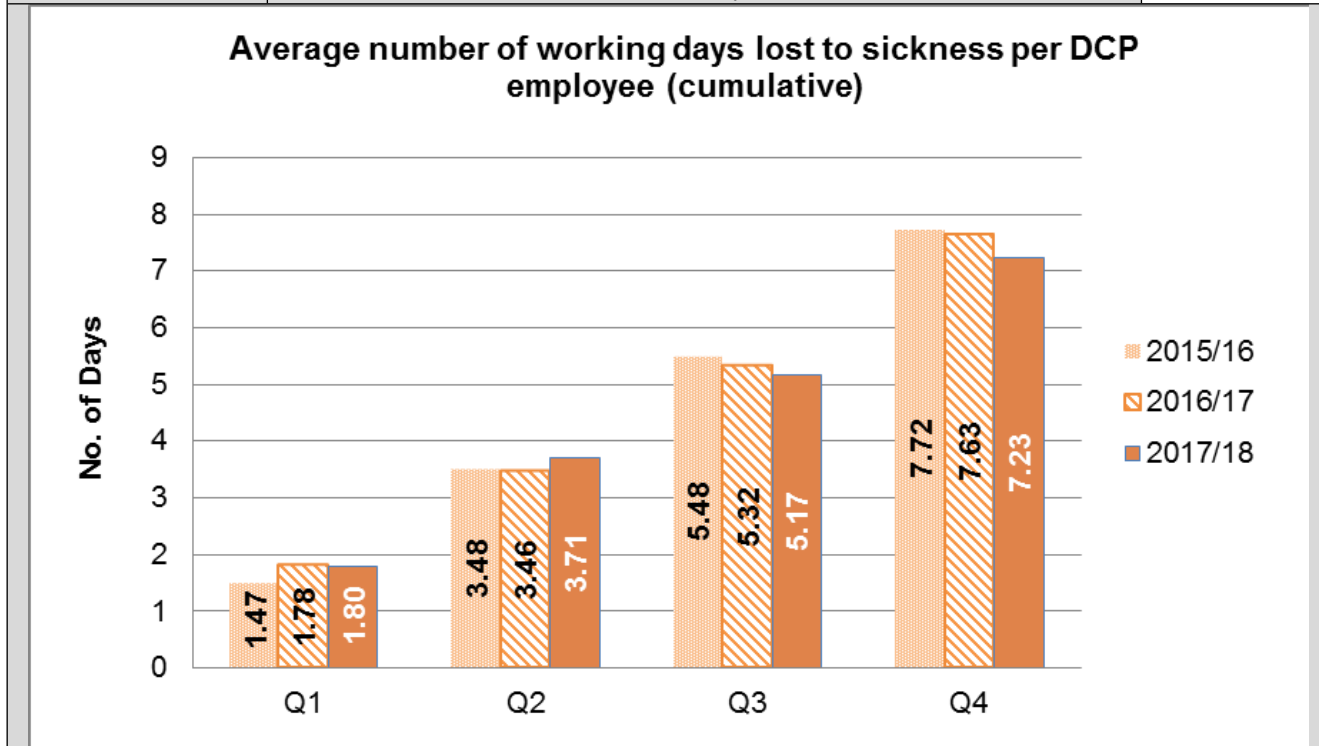
Total days lost for the year was 3,900 (4,065 last year).

The number of absence periods was 850 (930 last year).

Long term absence amounted to 45% of all absence (39% last year).

55 employees had a long term absence (50 last year). As at the end of Q4, 42 had fully returned, 8 had left their employment and 5 were still off work.

Average number of working days lost to sickness per employee (cumulative)		Aim	↓
Corporate Plan Priority: Developing Successful Partnerships			
Authority	Dorset Council's Partnership (DCP)		
FY 2017/18 Actual	7.23 days		
FY 2017/18 Target	7 days		
FY 2016/17 Actual	7.63 days		



Service Plan Update

- **LGR HR & OD work stream** – 6 members of the DCP HR team are working collaboratively with our future partner organisations on all elements of the LGR HR&OD work stream to include the People Plan and HR&OD programme
 - **Redesign programme** – The HR Business Partners have successfully assisted and advised on all of the major service redesigns and convergence programmes. Two outstanding redesigns within Development Services are now underway and one service convergence will be undertaken shortly. This will complete the DCP redesign programme
 - **DCP HR & OD team transitional redesign** – The HR&OD Business partner model will be reconfigured in April /May 2018 in order to properly support the LGR programme and maintain resilience and capacity for DCP business as usual.
 - **Recruitment and Selection Review** - the HR & OD Team has reviewed all recruitment practices and processes that will ensure all managers have all the tools to find the right people with the right skills, knowledge, experience and behaviours for the right roles, at the right time. This review will also ensure the recruitment and induction experience for each new employee is a positive one and creates a positive retention environment. A suite of ACAS recruitment and selection workshops have been successfully undertaken these will continue through to September for all officers who are actively involved in making employment decisions in the future.
 - **Learning and Development** – A Learning and Development Academy learning site has been created, providing a wide range of diverse and modern and L & D opportunities that provides both professional and personal opportunities to upskill and motivate the DCP workforce and prepare them for the future.
- The LGR People plan includes collaborative L&D arrangements for phase one (up to vesting day)
- **DCP Apprenticeships** - The partnership is pleased to announce that we now have 17 apprentices placed throughout the organisation, all of whom are doing really well, some are nearing completion of their NVQ's and 4 individuals have successfully been through the recruitment process and have now secured trainee roles in the partnership.
 - **HR & OD Service plans** - All other HR&OD Service actions are on track or have been completed.
 -

Future Issues

The DCP Corporate Manager for HR&OD is working with the HR&OD leads from DCC, Purbeck, East & Christchurch and Poole and Bournemouth whom together, form the LGR HR&OD work stream. David Macintosh is the Chief executive lead.

This group are meeting on a weekly basis developing the HR&OD LGR programme and project plans.

Reports of which will be regularly submitted to the Chief Executives Group and the Dorset Joint Area Committee.

DCP are leading on the recruitment of the LGR programme Managers, Communication & Engagement Manager and Work stream Coordinators posts. These posts have been advertised in the first instance, internally as secondments.

The Managers posts will be to be interviewed by the newly appointed LGR Project Director and two of the Chief Executives by the end of January/ early February.

Key risk areas

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

Very High Risks	0
High Risks	1
Medium Risks	2
Low Risks	3

Insufficient capacity to support DCP HR Business as usual and LGR HR & OD delivery plan				
CURRENT SCORE		Planned risk reduction initiatives	TARGET SCORE	
Impact	4	Review and redesign of HR & OD to ensure adequate resources, capacity & resilience to support DCP and the LGR HR&OD delivery plan.	Impact	4
Likelihood	4		Likelihood	1
Risk Score	16		Risk Score	4
Risk Rating	High		Risk Rating	LOW

Legal Services

Corporate Manager – Robert Firth

(Legal, Deputy Monitoring Officer, Land Charges)

Lead Brief Holder – Cllr Alison Reed (Corporate Affairs and Continuous Improvement)

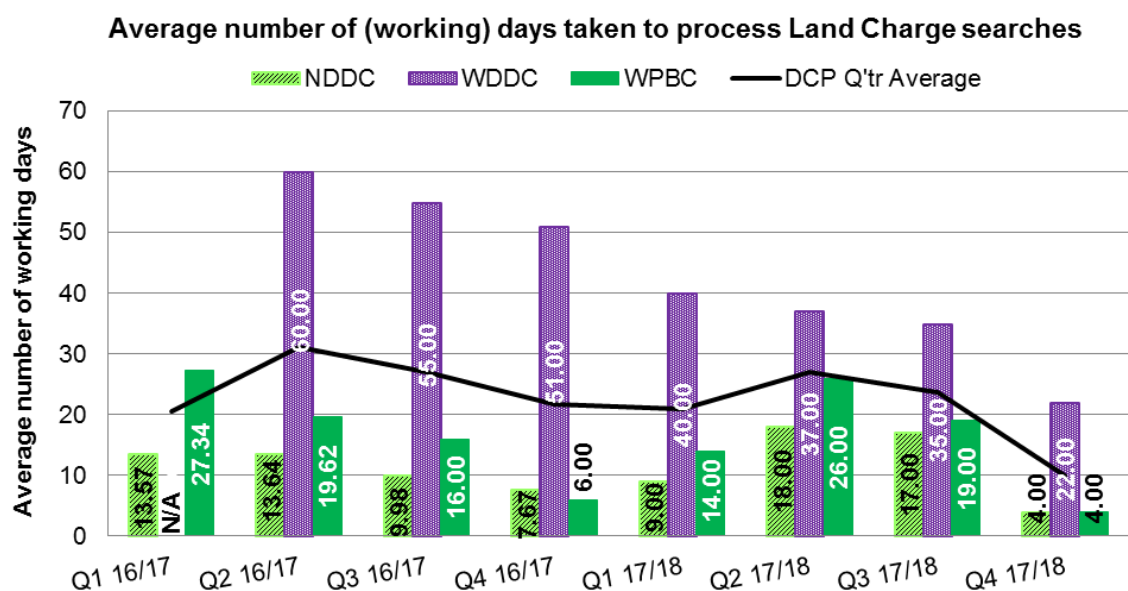
Revenue summary

Subjective analysis	Full Year Current Budget 2017/18 (£)	Comments / actions
Employees	296,375	<p>In WPBC Land Charges the main cost pressures are fees payable to DCC in relation to aspects of CON 29 searches which are appreciably exceeding the budgeted amount as well as a shortfall of search income against budget. Inevitably these vary according to actual searches received and any shortfalls or surplus at the end of the year are factored in as part of fee setting for the current financial year.</p> <p>For Legal Services the primary cost pressure arises from the on-going use of locums with particular focus on property work. The restructure of the unit is effectively completed but recruitment to certain posts remains very challenging.</p>
Transport	812	
Supplies & Services	46,459	
Income	(144,714)	
Net expenditure	198,932	
Actual variance	28,892 (A)	
Q3 Predicted variance	18,500 (A)	
Q2 Predicted variance	0	
Q1 Predicted variance	0	

Key performance data

Exception Report from Head of Service
<p>Land Charges</p> <p>As at 2nd April 2018 searches of all three Councils are being turned around within target times. The figure reported for West Dorset as being outside the target is attributable to completion of searches at the start of 2018. For the month of March 2018, the average response time was 13 working days. The oldest actual search is currently less than 10 working days.</p> <p>The greatest challenge to now maintaining this position is securing effective resilience going forward. Whilst relevant outstanding action plan milestones are currently being maintained, they are significantly vulnerable to matters outside the control of Land Charges which give rise to actual/ potential slippage issues e.g. progress challenges in relation to the proposed new IT system. It is also reasonable to expect to see fluctuations over the next few months as the traditional peak season for land charges searches coincides with resource being required from the land charges service to support the implementation of the new single IT system.</p>

Average days to process Land Charge searches (working days)					Aim	↓
Corporate Plan Priority: Developing Successful Partnerships						
Authority	North Dorset		West Dorset		Weymouth & Portland	
Q4 2017/18 Actual	4 days		22 days		4 days	
Q4 2017/18 Target	15 days		15 days		15 days	
FY 2017/18 Actual	12 days		33 days		17 days	
FY 2017/18 Target	15 days		15 days		15 days	
FY 2016/17 Actual	11 days		51 days		17 days	



Service Plan Update

- Maintain adequate support and assistance to the Councils' property activities

Adequate provision has been maintained via use of locums. Successful appointments to posts following Legal restructure means that business as usual levels of work can largely be managed in-house / with the use of temporary appointments.
- Restructure of legal and land charges services

Both legal and land charges have now effectively completed their restructures; certain appointments remain pending and various recruitments remain challenging.
- Maintain initiatives to secure the delivery of an effective Land Charges Service

As at the previous quarter, work on securing the delivery of a resilient and effective land charges services continues in a variety of ways including acquisition of a single IT system, an on-going action plan for West Dorset and a project to deliver improved data. All Councils are now currently operating within target times.
- Provide support and assistance to the development of reorganisation initiatives

The Legal Services Unit is contributing to work streams supporting the introduction of the new unitary council. It is expected that this will increase over time. Discussions are progressing with representatives of various other legal units within the County to seek to identify matters that need to be addressed to secure an effective legal services unit serving a single council following go-live.
- Explore opportunities to develop improving working relationships with other Councils

As identified above, discussions with various officer groups / managers are on-going both in relation to legal services and land charges to identify issues relevant to securing an effective transition following go live.

Future Issues

Workloads arising as a result of LGR have the potential to particularly impact upon the legal service. Actions are in place to assess such impacts and seek to secure measures to minimise any adverse impacts.

Key risk areas

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

Very High Risks	0
High Risks	0
Medium Risks	3
Low Risks	4

Weymouth & Portland Borough Council - Capital outturn position

Appendix 3

Overall scheme budget					Current year budget			Commentary
Scheme	Budget Holder	Total Scheme Budget	Predicted Total Expenditure	Estimated Scheme Variance	2017/18 Budget	Outturn Position 2017/18	Requested 2017/18 Budget Carry Forward	
		£	£	£	£	£	£	
Environment and Sustainability - Cllr R Nowak								
Weymouth Harbour Walls Remediation Project	S Cairns	1,955,000	1,955,000	0	1,921,580	15,349	1,906,231	The design and application for consents and preparation of tender invitation documents for replacement of Wall D is delayed due to problems in implementing the recommended options. We hope to begin construction in Autumn 2018. Wall C will be a separate contract but preparation work has started. Two separate bids have been accepted onto the Capital Investment Programme by the EA for the harbour.
Chesil Sea Wall Study	S Cairns	110,000	110,000	0	99,771	15,270	84,501	Match funding for larger EA joint funded scheme, the intention is to spend £49,000 in 17/18 and then £7,000 per annum for next three financial years. The project has been slightly delayed, with only £15,270 being spent in 17/18, however it is now back on track and it is expected that the remaining initial project costs will now be incurred in early 2018.

Weymouth & Portland Borough Council - Capital outturn position								
Overall scheme budget					Current year budget			Commentary
Scheme	Budget Holder	Total Scheme Budget	Predicted Total Expenditure	Estimated Scheme Variance	2017/18 Budget	Outturn Position 2017/18	Requested 2017/18 Budget Carry Forward	
		£	£	£	£	£	£	
Corporate Affairs & Continuous Improvement - Cllr A Reed/ Finance & Assets - Cllr J Cant								
North Quay Redevelopment / Relocation	S Cairns	1,072,868	1,072,868	0	111,851	0	111,851	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. Unfortunately the sale has not completed and we are still liable for expenditure on the vacant property including repairs from vandalism and security patrols.
Purchase And Redevelopment Of 11 High St, Portland	S Cairns	250,000	250,000	0	250,000	122,239	127,761	The purchase of no 9 High St, the adjacent property, is now complete. It has been agreed that the two properties will be marketed as a parcel along with additional land for future sale to a preferred Registered Provider.
Weymouth & Portland Borough Council - Capital outturn position								

29 th Dec 2017	Average Rate (%)	Current Portfolio	31 st Mar 2018	Average Rate (%)
£		Debt	£	
17,000,000	4.46	LOBO (2) (Lenders Option Borrowers Option)	17,000,000	4.46
10,000,000	4.79	Fixed Rate Loan (converted LOBO)	10,000,000	4.79
27,000,000	4.58	Total Debt	27,000,000	4.58
		Current Investments		
		Property Funds		
5,000,000	5.99	CCLA Property Fund	5,000,000	5.64
		Unit Funds		
1,000,000	4.56	HC Charteris Premium Income Fund	1,000,000	4.63
3,000,000	0.72	Payden Sterling Reserve Fund	3,000,000	0.65
2,500,000	3.97	UBS Multi Asset Income Fund	2,500,000	3.89
1,000,000	6.52	City Financial Diversified Fixed Interest Fd	1,000,000	6.00
2,500,000	6.64	Schroders Income Maximiser Fund	2,500,000	6.64
2,500,000	3.92	M&G Global Dividend Fund	2,500,000	4.00
1,000,000	3.31	CCLA Diversified Income Fund	1,000,000	3.12
1,500,000	3.66	M&G Strategic Corporate Bond Fund	1,500,000	3.51
2,500,000	2.60	City Financial Multi Asset Diversified Fund	2,500,000	2.70
2,500,000	4.04	Investec Diversified Income Fund	2,500,000	4.02
1,000,000	1.07	Royal London Enhanced Cash Plus Fund	1,000,000	0.95
2,500,000	3.34	Threadneedle Strategic Bond Fund	2,500,000	3.17
2,500,000	3.34	Threadneedle UK Equity Income Fund	2,500,000	3.34
1,000,000	1.72	Threadneedle Sterling Short-Dated Corporate Bond Fund	1,000,000	1.67
		Covered Bonds		
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	0.75	Leeds Build. Society FRN (01/10/19)	2,003,000	0.74
		Deposits		
325,000	0.15	HSBC Call Account	539,000	0.15
1,500,000	0.32	Handelsbanken liquidity account	1,500,000	0.16
5,000,000	0.25	Debt Management Office (DMO)	-	-
1,500,000	0.37	Bank of Scotland (12/01/18)	-	-
		Money Market Funds		
897,000	0.30	Standard Life MMF (formerly Ignis)	700,000	0.44
898,000	0.27	Deutsche Bank MMF	700,000	0.39
898,000	0.24	Blackrock MMF	700,000	0.39
897,000	0.25	Aberdeen MMF (formerly Scottish Widows)	700,000	0.35
898,000	0.38	Federated Investors MMF	700,000	0.48
51,254,510		Total Investments	43,980,510	
24,254,510		Net (Debt)/Investments	16,980,510	

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Management Committee 5 June 2018 Dorset Councils Partnership Digital Strategy

For Decision

Portfolio Holder(s)/ Briefholder

Corporate Services - WDDC

Access & Customer Services - NDDC

Corporate Affairs & Continuous Improvement - WPBC

Senior Leadership Team Contact:

M Prosser, Chief Executive

Report Author:

A Barlow, Project Manager

Purpose of Report

- 1 To present the Dorset Councils Partnership Digital Strategy and accompanying Equalities Impact Assessment (EqIA) for adoption.

Recommendations

- 2 That the Digital Strategy and accompanying Equalities Impact Assessment be adopted.

Reason for Recommendation

- 3 To agree a Digital Strategy which defines and communicates the current position and provides a direction of travel for the next 12 – 18 months, whilst the new unitary authority is being established.

Background and Reason Recommendation Needed

- 4 As part of the development of the strategy the Joint Advisory Overview and Scrutiny Committee agreed to the formation of a task and finish group. The digital strategy, supporting documents and notes of the task and finish group were discussed at Joint Overview and Scrutiny Committee on 1st May 2018. The committee supported the recommendation for the strategy to be taken forward to the three sovereign decision making committees.

- 4.1 In 2015 Dorset Councils Partnership committed to a transformation agenda, entitled Stronger Together Transformation Programme. This portfolio of work comprised of nine programmes of work:

- HR & OD

- Corporate Planning
- Democratic Leadership & Development
- Communications & Engagement
- Customer Access & Channel Shift
- Income Generation
- Service Transformation
- Smart Working
- Enabling Technology

4.1 The Stronger Together Transformation Programme has been kept under review to ensure it remains relevant to the challenges we are facing, making sure we are adapting to customer aspirations and reflecting on progress to date. One of the changes we have made is to amend the Customer Access & Channel Shift programme of work, to reflect the growing importance of digital transformation and re-focusing this as the Digital & Customer Access programme.

4.2 Throughout our work in delivering our transformation programme we have embedded digital. An example of this is in our Organisational Design Principles. These are set out below:

Organisational Design Principles	
Digital by Design	Automating as far as possible transactional service elements
Proactive Channel Shift	Meeting customer expectations by providing online services. Investing in technology and ensuring that staff and customers use the technology to the best effect
Customer Focused	Services will be redesigned with modern customer expectations at the heart of the process whilst ensuring provisions are in place for the most vulnerable groups
Empowering Staff & Communities	Creating opportunities for staff and communities to provide better outcomes
Maximise Income	All opportunities for generating higher levels of existing income or new revenue streams will be explored. Existing service provisions that are under consideration for reduction or stopping will be examined closely to ensure that it will not impact adversely on future income generating potential
Efficient Services	All processes and procedures will be critically reviewed to ensure that they are undertaken in the most cost effective way
Adaptable	Ensuring that sufficient resilience

	and agility is built into the service so that it can adapt to further change within local government and advances within the business sector
SMART Working	Maximise efficiencies through enabling and equipping staff to work in the most appropriate way to undertake their duties and meet customer expectations

Introduction

- 5 Digital technology is increasingly a large part of the Partnership's day to day operations and lives of our customers, residents and businesses, who are increasingly using digital channels to communicate with us.
- 5.1 The Partnership has been steadily digitising its services to meet customer expectations, deliver efficiencies and enable ease of access to services from anywhere. The Partnership has developed a Digital Strategy to help us:
- Meet customer expectations by providing more services online, in the same way that central government, and both the public and private sector are embracing
 - Develop digital services and gain insight from our data to help us to better manage resources and transform the way that we work
 - Open up a conversation about how we can embrace technology and use this to enhance innovation within both Dorset Councils Partnership and the unitary council.
- 5.2 This is the first Digital Strategy for the Partnership. This strategy consolidates the work the Partnership has done to date, celebrates our achievements, and brings forward a discreet and dedicated number of actions which ensures we continue on the right direction of travel into the the unitary council.
- 5.3 Through close Partnership working with colleagues across the other Dorset councils, we have been able to draft this strategy in harmony with work that is already underway across Dorset and join up approaches at an early stage to ensure that when the new council comes into operation it is not starting from scratch and that there is a compelling vision for its digital journey.

Progress to date in Digital

- 6 Over the time of the Stronger Together Transformation Programme, the Partnership has made the following progress in Digital:

- 70% of our workforce are in roles that need to use a device to do their job have been issued with mobile devices
- 96% of councillors are paperless. We also have a group of councillors who are 'digital mentors' to help support new ways of working
- Our customer services staff are now Digital Access Advisors
- Text Messaging is regularly being used as a communication channel
- We have an online portal for customers to submit Planning Applications
- Since 2012 the Housing Application process is completely online
- We are using software to manage our appointment booking process online, which helps us to gather data and manage resources appropriately
- Our Environmental Health and Housing teams use a cloud based business application, making it easier to record information whilst out in the field
- We are active partners of the Routes to Inclusion partnership, which undertakes initiatives to support digital inclusion
- We have joined and contribute to the international movement Digital Leaders
- A digital survey has been produced to help benchmark our progress against other organisations
- Networks are being built within the council and wider networks within Dorset to provide a joined up approach to digital transformation
- We have brought in nationally recognised organisations to help build digital skills, this includes Google and the Government Digital Service

Approach to developing the Digital Strategy

- 7 The Digital Strategy (Appendix A) development has taken a collaborative approach, examples of the engagement work that has taken place are:
- Regular meetings with portfolio and briefholders for IT, Customer Services and Equalities
 - In early 2018 the Joint Advisory Overview and Scrutiny Committee agreed to form a task and finish group to review the Digital Strategy.
 - Engagement with members of the Councillor Digital Mentors group
 - Engagement with teams across the Partnership to capture progress to date and talk about our digital ambitions

- Regular updates to the Project Board consisting of Matt Prosser – Chief Executive, Jason Vaughan – Strategic Director and Penny Mell – Head of Business Improvement
- Consultation with access groups across the three sovereign authority areas
- Regular meetings and collaboration with colleagues from across the Dorset councils, in particular DCC, EDDC & Christchurch and PDC. The group have shared work and resources to provide a harmonised approach to digital initiatives.

The Digital Strategy

7 With the rapid evolvement of technology and approaches to how public services are provided, a Digital Strategy can become outdated relatively quickly. This strategy has been developed with a view of what can be delivered within the next 12 – 18 months, whilst Dorset Council is being established.

7.1 The Digital Strategy comprises of the following headings:

Delivering better services to our customers

This heading provides examples of some of the transformation work that has taken place to date.

Under this heading we believe the following actions can help us to deliver better services to our customers:

- Work with high transactional services to reach a target of an additional **20% of transactions** to be fully automated by 2019
- Support the launch of the new Dorsetforyou platform
- Undertake a digital survey for staff, senior managers and councillors
- Measure our current progress using a Digital Maturity Curve¹ and benchmark this progress against other public services in Dorset
- Identify ways to better understand our customers so that we can target services and communications appropriately

Digital skills and inclusion

This heading focuses on the important issue of digital inclusion. This strategy has helped us to understand the risks of digital exclusion in

¹ A Digital Maturity Curve is being developed in partnership with colleagues at Dorset County Council to help plot each organisations digital progress and provide strategic guidance on how to develop further.

greater detail and focus our efforts on actively supporting county-wide partnerships like Routes to Inclusion².

We believe the following actions can help us to reduce the risks of digital exclusion:

- Become an active partner of the Routes to Inclusion partnership, supporting the expansion of the Digital Champions network
- Work in partnership with Dorset County Council to help support our Universal Credit customers, through the Digital Champion network
- Work with Google Digital Garage to provide opportunities for local businesses and charities to develop digital skills
- Work with local businesses to share digital knowledge and best practice through established networks
- Continue to monitor our risks of digital exclusion and work with partners to reduce this
- Work in partnership with other local organisations to identify opportunities to develop digital skills within the area
- Hold events with employees and members to understand the risks of digital exclusion and how we can ensure we are making our online services accessible to all

Developing our people

Here we talk through the importance of developing our employees and councillors to ensure that they have digital skills and confidence necessary, to promote digital services within our communities.

We believe the following actions will help to support the growth of digital skills in our people:

- From November 2017, Digital has been incorporated into our recruitment processes. All person specifications, shortlisting criteria and interviews will now have a section dedicated to digital to ensure that we recruit according to our digital ambitions
- Working in partnership with Google, Government Digital Service and other local authorities, a series of learning opportunities are being developed and will be delivered, starting in 2018. These will complement the internal work that is being undertaken to invest in our learning and development offer as an organisation
- We will encourage our employees, elected members and volunteers to take an active role in supporting our residents to improve their digital skills

² Routes to Inclusion is a programme of work, governed by Dorset County Council, that focuses on initiatives to promote digital inclusion, examples of this is the Digital Champion Network.

and confidence be this through the work they undertake within their capacity as an employee, or by promoting volunteering opportunities as an organisation to help embed digital into the community

- Establish a digital mentor programme for employees to provide peer-to-peer support to develop digital skills
- Adopt the Government Digital Service principles corporately and provide training and support in understanding how we can use these principles to standardise our approach to delivering digital services

Digital engagement and democracy

This section celebrates the leadership our councillors are taking in the digital transformation of Dorset Councils Partnership. Engagement is also key to how we deliver services and interact with the communities that we serve.

We believe that we can embrace the opportunities to continue our digital approach to democracy by:

- Implementing a committee workflow system to improve the efficiency of the committee process across the Partnership
- Investigating the potential to live stream meetings to provide improved accessibility to the democratic process
- Embedding paperless meetings as an important means of communication within the Partnership and with the public, media, town and parish councils

Transforming our services together

This final section how important Digital is to the future of modern, efficient, service delivery. Understanding and making better use of data will help us to deliver services that are more intuitive and based upon customer feedback and expectations. The transformation of the Dorsetfor you website and adopting central government approved design principles will help us to provide a consistent approach to digital services.

To help us provide easy to use, consistent, online services, we believe we need to take the following actions:

- Rollout Office 365 and cloud computing to provide greater opportunities for collaboration both within the organisation and with partners
- Work with high transactional services to automate simple assessments and processes
- Investigate and promote the use of G-cloud within our procurement framework

- Establish a joined up approach to digital transformation through clear governance framework and a Digital Innovation Lab³
- Rollout of Digital Dashboards⁴ across the Partnership, to provide a clear transparent way to demonstrate our digital progress
- Review our corporate KPI's and identify opportunities to use this process to embed digital transformation as part of our service planning and performance measures

Summary

- 8 Dorset Councils Partnership has undergone a significant period of change and will continue to do so as it forms part of a new organisation, Dorset Council, in April 2019.
- 8.1 By continuing to commit to digital transformation, our Partnership will be able to positively and actively help shape how services are delivered in the future.

Implications

Financial

- 9 Some of the actions need no further investment to bring them to realisation. Projects which require additional investment will be considered on a case by case basis, including the potential use of the invest to save funding.

Equalities

- 10 An Equalities Impact Assessment (Appendix C) has been undertaken in consultation with colleagues within Dorset Councils Partnership, other local authorities and access groups across our partnership area.

Appendices

- Appendix A Digital Strategy
 Appedix B Task and Finish Group Feedback
 Appendix C Extract from minutes of Joint Advisory Overview and Scrutiny Committee on 1 May 2018
 Appendix D Equalities Impact Assessment

Background Papers

³ An area (either virtual or physical) that can be used to help develop digital skills, prototype new processes and make use of advancing technology.

⁴ A virtual dashboard that demonstrates digital progress, this can be used to measure the success of projects and provide insight into how our services are being used.

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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Date: May 2018

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Dorset Councils Partnership: Digital Strategy

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Introduction

The digital revolution has the ability to transform the way Local Government delivers services to its residents.

In the last ten years technology has evolved at a rapid pace. The digital revolution is transforming society, so much so, it is often referred to as the third industrial revolution.

In **just 10 years**, we have seen the evolution of smart phones, the advancement of companies like Amazon, Uber, Airbnb, Netflix, Spotify and Whatsapp and banking online has increased from **30%** to **63%**¹.

Residents, businesses and visitors are increasingly expecting public services to provide the same level of service they receive in the private sector. In the current economic climate and with funding dramatically reducing from central government, there is never a better time to for us to explore the value digital can bring.

Since 2015 we have been on a transformation journey to help meet the challenges we face in the future. We have already undertaken a lot of work to help provide the best possible outcomes for our residents and communities and will highlight examples of some of this work within this strategy.

By harnessing new technologies and approaches to delivering services, we can deliver and continue to transform services to meet the expectations of our residents. We will put our customers at the heart of our transformation and invest in the skills and confidence needed within our workforce to deliver digital change.

Our digital transformation will not work in isolation of our customers who may not be digitally confident; we will continue to work with partners to address digital exclusion. By providing the ability for those that wish to engage with us online, we can free up valuable resources to provide added value services to those who need the most support from us.

As a digital partnership we will deliver sector leading online services and digital presence for our customers

¹ **Source:** Office for National Statistics (UK) – Online banking penetration in Great Britain from 2007 – 2017.

Delivering better services to our customers

Dorset Councils Partnership is committed to the delivery of better services for our customers. Since 2015, there have been a wide range of improvements to how services are delivered. Our transformed services are those that improve the standard of delivery for customers whilst maintaining or reducing the cost associated with delivering that service.

Through our transformation work, the partnership has been progressively digitising and here are just a few examples:

- Our Benefits Team are now using Risk Based Verification to improve processing times and to, where possible, make payments quicker to help alleviate difficult circumstances for those who are in need
- All Housing Applications are now submitted and processed digitally, allowing more time to provide support to those most in need of our support
- We have introduced an online appointment booking process for key services to enable our customers to book appointments at a time and location that suits them
- Our Crematorium now uses technology to stream services across the world, to help friends and relatives who are not able to attend in person. They also provide an online booking service to support Funeral Directors
- Planning Consultations are now e-mailed to town and parish councils and are available for residents to review and comment online
- Our Engineers team have replaced paper with handheld devices to help make site visits easier and reduce re-keying of information
- We have used business intelligence and customer feedback to re-order our menu choices on our general enquiry telephone number to save time when calling us

Case Study: Housing Applications

Since 2012 all Housing Applications have been made through our online register, Dorset Home Choice. This is now the case for all three councils, and all councils across Dorset.

When the team began work to identify ways to digitise some of their back office processes, they realised that starting the process with a long paper form was time consuming for both customers and officers.

Since the online form has been in place, support has been available throughout. If a customer is not able to complete an application on their own, officers will work with them and provide support. This can be by calling them and talking through the form, through an appointment at our offices or visiting them at home.

Through the reduction in paper forms, we have more time to provide support to our customers.

We will continue to digitalise our services with the intention to look for ways to deepen the automation of workflow and processes within the organisation to deliver greater efficiencies

To make this happen, we will:

- Work with high transactional services to reach a target of an additional **20% of transactions** to be fully automated by 2019
- Support the launch of the new Dorsetforyou platform
- Undertake a digital survey for staff, senior managers and councillors
- Measure our current progress using a Digital Maturity Curve and benchmark this progress against other public services in Dorset
- Identify ways to better understand our customers so that we can target services and communications appropriately

Digital skills and inclusion

Many residents and business prefer to transact online, at their own convenience.

In 2016, 68% of UK transactions were online²

² Source: UK Card Association <http://www.theukcardsassociation.org.uk/2017-facts-figures/index.asp>

Through our digital strategy we will commit to providing the best possible online services to those residents, however we will not lose sight of those residents who are not online. This work will enable us to provide **more time** to those who need extra support by reducing unnecessary contact.

We believe that we can use technology to help increase inclusivity, particularly within the rural communities that we serve.

Digital transformation isn't solely linked to a web page or online form, an example of how technology is supporting vulnerable residents is from our Revenues & Benefits service:

Case Study: Using technology to support vulnerable customers

In 2017 the Revenues & Benefits Partnership piloted a text messaging facility for the Housing Benefits team. From the start of this process the team were clear they wanted to use this software to help support the application process, to help make payments as quickly as possible. Often, payments are held up because key information is not provided on time, the team requested text messaging software to send reminders to customers to remind them that information was outstanding.

Tina Frampton, Benefits Manager says: 'Often, for vulnerable customers, a letter or a telephone call from a number they don't recognise can be daunting. We have found that sending a friendly text message reminding a customer to provide information, or something as simple as 'we are trying to call you, please call us back' helps them to prioritise this contact as they are clear on what is needed to support the application.

Since the facility has been in place, the team have observed a reduction in processing times, this has not only helped to make payments quicker and simplify the application process, valuable resources can be better managed to help provide extra support to those who need it the most.

Risk of Digital Exclusion

The Tech Partnership, in partnership with the Local Government Association and the London School of Economics and Political Science publish data relating to digital exclusion in the form of a heat map.

In October 2015, this study predicted that Weymouth & Portland area was at high risk of digital exclusion. In August 2017 this was downgraded to medium.

Since 2015, improvements have been made in terms of:

- Faster broadband connections in homes and significantly improved 4G coverage
- More people accessing the internet; and
- More people regularly using the five basic digital skills

All three councils are now classed as medium risk.

Connectivity

The local economy has developed in recent years due to the digital revolution, with many businesses using technologies and systems to grow and expand their business opportunities. The rapid development and establishment of mobile apps are influencing a shift for businesses as many people are used to transacting in this way.

In partnership with Dorset County Council, we have established broadband connection to over **97% of households**. Nationally **90% of households**³ are connected to the internet.

We have also secured additional funding towards the rollout of **Ultrafast Broadband** in the future.

The National Infrastructure Commission's report 'Connected Future' recommends that digital infrastructure will be put at the heart of the UK's Industrial Strategy and securing ultrafast broadband and 5G mobile networks will be critical to the UK's economic growth. Dorset is part of the Innovation South⁴ which is identified by Government as having regional strengths that may stimulate productivity and economic growth through digital technologies.

In addition to this, the [Western Dorset Economic Growth Strategy](#) has recognised the importance of digital infrastructure and sector to:

- Aid a sustainable economy
- Create new employment opportunities
- Retain local professional talent

³ Source: Office of National Statistics, 2017

⁴ Innovation South is a consortium of businesses, local authorities and education providers with its focus on strengths in Digital Enabling Technologies (an invention or innovation, that can be applied to drive radical change and are characterised by rapid development of subsequent derivative technologies, often in diverse fields) to develop a new approach to local economic development in the South of England.

- Attract new businesses

The future growth of Dorset's economy and employment opportunities is heavily reliant on the development of the digital infrastructure and digital services that support nearly all other sectors and industries in Dorset. The county is at the forefront of ultrafast broadband and 5G and, with the support of the Government and its Industrial Strategy, could position Dorset as a major centre of excellence in digital connectivity.

As more companies move towards flexible work arrangements and the growth in individuals working from home or away from a central office, there is a need to ensure the continued improvement in the spread of broadband and mobile connectivity.

What are we doing to improve?

Whilst positive improvements have already been made, our journey must not end here, we must continue to address digital exclusion. We understand that we cannot do this alone, strong partnerships across all sectors will be the key to providing a strategic approach to confronting digital exclusion.

This is a key area of our focus going forward.

We will reduce the barriers to digital inclusion

To make this happen, we will:

- Become an active partner of the Routes to Inclusion partnership, supporting the expansion of the Digital Champions network
- Work in partnership with Dorset County Council to help support our Universal Credit customers through the Digital Champion network
- Work with Google Digital Garage to provide opportunities for local businesses and charities to develop digital skills
- Work with local businesses to share digital knowledge and best practice through established networks
- Continue to monitor our risks of digital exclusion and work with partners to reduce this
- Work in partnership with other local organisations to identify opportunities to develop digital skills within the area

Developing our people

Our people are at the heart of what we do for our communities and customers. Our successes are a direct result of their commitment, engagement, skills, capabilities and professionalism.

Investing in our people by providing a learning environment, developing the right cultures and thereby doing the best for our communities is a key part of our organisational objectives.

Our ambition for our people is to:

- Develop and support a high performance workforce, enhancing leadership capability and individual accountability to drive necessary culture change
- Capitalise on the opportunities inherent in a diverse workforce, enhancing and sustaining this with the skills, attributes and qualities to deliver our goals and best utilise our talent
- Embed our Values and Behaviours to ensure all employees are working towards the same vision
- Ensure that we lead by example, put our values into practice and not accept any behavior that doesn't meet the standards we expect

As a major employer within the area, we recognise the importance of providing our employees with the right skills and confidence to support our journey to becoming a digital organisation, this not only benefits us as an employer but by doing this we are also investing in sharing that knowledge within our communities.

We want our people to adopt digital as a new way of thinking to help them to design services based upon **user needs**.

We have significantly invested in technology to promote flexibility and increase collaboration across the partnership and within the community. **77% of our workforce** in roles that need to use a device to do their job have been issued with mobile devices and **96% of councillors** are paperless.

Case Study: Smart Working:

Since 2015 we have been progressively changing the way that we work, to support a collaborative environment.

Our Partnership serves a population of 235,000 people, spread over 669 square miles. We are increasingly using technology to help us work **smarter**.

We can now:

- Use technology to complete applications with customers in their homes
- Receive information and upload it to our back office systems immediately
- Have the most up to date information available to us at all times
- Work in a collaborative way as our offices designed around activities
- Reduce travel time and our carbon footprint

As a key employer in the local area, we want to make sure our people have the skills and aptitude to deliver digital services to residents, businesses and visitors

To make this happen, we will:

- From November 2017, Digital has been incorporated into our recruitment processes. All person specifications, shortlisting criteria and interviews will now have a section dedicated to digital to ensure that we recruit according to our digital ambitions.
- Working in partnership with Google, Government Digital Service and other local authorities, a series of learning opportunities are being developed and will be delivered, starting in 2018. These will complement the internal work that is being undertaken to invest in our learning and development offer as an organisation
- We will encourage our employees, elected members and volunteers to take an active role in supporting our residents to improve their digital skills and confidence be this through the work they undertake within their capacity as an employee, or by promoting volunteering opportunities as an organisation to help embed digital into the community
- Establish a digital mentor programme for employees to provide peer-to-peer support to develop digital skills
- Adopt the Government Digital Service principles corporately and provide training and support in understanding how we can use these principles to standardise our approach to delivering digital services

Digital engagement & democracy

We have 111 elected members, representing 237,810 people across our three sovereign council areas.

The way that we digitally engage with our communities is really important. Our elected members recognise the organisation's digital culture and they are part of the much wider business transformation that is taking place across the Partnership. This presents them with the opportunity to be a more cost-effective, business-like and efficient decision making organisation.

Case Study: Modern.gov App

In 2016 we invested in the Modern.gov app. This app provides us with a solution to paperless committee papers and other documents relating to the democratic process.

This app ensures that our elected members, officers and the public always have the latest meeting papers for the meetings they are attending. It automatically keeps itself updated and is interactive so that sections can be highlighted and annotated, just as if paper was being used.

96% of elected members are now paperless.

“Increasingly councillors will undertake their representative role through digital media, and there are clear opportunities to use online capabilities to engage people in the new types of conversation about the future of their neighbourhood or different ways to use the community resources”⁵

We recognise that our elected members want to lead in this area and are already connecting with our residents digitally. To take this further, we will use the [21st Century Councillor](#) framework to provide a series of learning opportunities.

In November we launched our Digital Mentors group. This group consists of 14 elected members who provide support to their peers who would like to work more digitally. They also share ideas and try new IT systems or initiatives before they are rolled out.

⁵ 21st Century Councillor, University of Birmingham & Public Service Academy, July 2016

We also understand that our elected members have the ability to be digital champions themselves within their communities, in 2018 we will provide our elected members with Social Media training and guidance on how to communicate and engage with residents through digital channels.

Engagement

Public engagement can be used to gain valuable insight into issues that are of concern to our residents. It is essential for the success of local service provision, especially when there are austere economic pressures affecting public spending; and where local politicians need to make tough decisions.

People who live, work or study in the area can now submit an e-petition, electronic question, statement or deputation online. This form of public engagement continues to be available in paper format too and can inform the debate that takes place, bring an issue to our attention and gather feedback on how we are delivering services.

As members of the Dorsetforyou partnership, we contribute to the [Dorset Newsroom](#). This area is hosted on our shared website and provides a hub for local news.

The evolution of social channels means our residents are increasingly wanting to interact with us online. We use social media to provide updates and engage with our communities and use business intelligence to measure how successful this is. Through managing our social media presence, our Communications team are able to relay sentiment and messages from posts we receive back to services, this helps us to adapt and understand customer feedback almost immediately.

Electoral Services

Nationally the ability to register to vote online has been introduced and this has been extensively used across the Partnership. Responding to the annual canvass digitally or by automated telephone saves on the cost of printing, postage or personal visits to gather this data.

Authority	Postal	Telephone	Internet	SMS	Postal v Non-postal response
North Dorset	11915	6327	8457	2198	41% v 59%
	41%	22%	29%	8%	
West Dorset	25694	4635	12292	3592	55% v 45%
	55%	10%	27%	8%	

Weymouth & Portland	15306	2668	7022	2506	55% v 45%
	55%	10%	26%	9%	

It's clear that our residents have an appetite for this too, North Dorset District Council has achieved the 3rd highest rate of attainer registrations (young persons aged 16 -18) in the country.

“Democratic and Electoral Services have critically examined all of our process to ensure that we are offering an modern, efficient and effective service, and one that is improved for our customers, providing them with more avenues to access our services. Whilst there will always be those who wish to engage with us in person (including postal/telephone/face-to-face) we'll continue to look for ways to enable our customers to self-serve when that's their preference.”

Jacqui Andrews - Corporate Manager, Democratic and Electoral Services

We will embrace the opportunities digital provides us with, to help engage with our residents

To make this happen, we will:

- Implement a committee workflow system to improve the efficiency of the committee process across the Partnership
- Investigate the potential to live stream meetings to provide improved accessibility to the democratic process
- Embed paperless meetings as an important means of communication within the Partnership and with the public, media, town and parish councils

Provide a series of training opportunities for councillors including:

- Councillor 'new conversation' workshops – developing skills to engage with residents
- Digital Mentoring Programme to provide peer to peer support
- Provision of online learning development modules to increase digital skills and awareness

Transforming our services together

This is an exciting opportunity for us, not only will it help us to provide services in a modern and efficient way, we can provide greater customer satisfaction by designing services around **user need** and **preferences**.

In order for us to make digital to work for everyone, we need to entirely rethink the way we deliver our services. To be truly digital, we must redesign processes before we digitise – not digitise lengthy, inefficient processes.

Due to the diverse nature of services we provide, it can be easy, over time, to continue to specialise processes and keep doing so, until each service has a unique way of handling a simple transaction, for example making payments. Using digital transformation as the driver, we can standardise and automate common processes to simplify transactions for our users, whilst ensuring resources are prioritised to deliver frontline services.

The new EU General Data Protection Regulations will provide us with an opportunity to **rethink** the way we handle data.

With data currently held only within services, we are restricted on the ability to truly use it to its full potential. We want to be in a position where we are able to work in partnership across services and agencies to understand our customers and provide a strategic, preventative, approach to problems that we face and will continue to face in the future. We can use data to **understand** our service users and focus on being proactive rather than reactive.

The emergence of increasingly sophisticated technology means that we can look to automate specific processes (for example assessments), this means that the work will be undertaken without any manual intervention, saving time and paper, whilst speeding up delivery.

It's important that we not only automate our external services, we must also focus on rethinking the way we deliver our corporate services to move away from unnecessary manual processes.

Case Study: Finance

In 2017 the Finance Team rolled out a new system to pay suppliers' invoices. While the old process relied on hardcopy invoices, the postal system, the internal mail and handwritten signatures, the new system is highly automated, paperless and digital; saving on time, space and money.

Today, invoices are received from suppliers digitally at a central email account; paper hardcopies are no longer necessary. From there the invoices are processed by a computer using optical character recognition. If certain conditions are met, an invoice will be automatically paid without the need for human intervention. If there is something unexpected about an invoice, the system will immediately send an email alert to the appropriate point of contact to resolve.

With the new system, the 3 councils are paying more than half of their invoices within 5 working days of receipt and some the same day. Consequently, staff have reported they are receiving dramatically less phone calls from suppliers chasing payment. By promptly paying suppliers we greatly support their cash flow and drive value for money by benefitting from discounts offered in return for fast payments. What's more, because the new system is paperless and uses electronic approvals, staff across departments are freed to work from anywhere.

We must not assume that those who are currently not online won't be in the future. By making our online services accessible and user-friendly we will make it as simple as possible to interact with us online.

Dorsetforyou

We are a partner of the Dorsetforyou board. The Dorsetforyou Partnership is made up of seven local councils working together to give people easy and effective access to local government information and services. This website is the first of its kind and has served us well, but we recognise the importance of adapting and changing to meet customer requirements.

The Dorsetforyou website is being redesigned, almost half of our 15,000 pages have been removed, this will mean that our online platform will be easier to navigate and only the most relevant content will be available online. Our digital team are also working with services to provide support in writing for the web and ensuring we meet accessibility requirements so that for those who are able to access services online can do so easily.

It's important that we have a consistent look and feel to the face of services online. The new Dorsetforyou platform will be easier to navigate because the development has been based upon the successful Government Digital Service principles.

We also understand that our previous approach to online content has not always been effective. We have taken in to account that our customers may not need to know lots of detail around how a service is delivered or regulated, they just need to know enough to be able to interact with us easily and professionally. So, there

will be less content and it will be better written. With this in mind we have made sure that the designs of the new pages and the words we use have been tested with users as we develop our new platform.

We want our customers to trust in our online services, and for those that are able to, digital will be the preferred option for transacting with us, to fit around increasingly busy lives

To make this happen, we will:

- Roll out Office 365 and cloud computing to provide greater opportunities for collaboration both within the organisation and with partners
- Work with high transactional services to automate simple assessments and processes
- Investigate and promote the use of G-cloud within our procurement framework
- Establish a joined up approach to digital transformation through clear governance framework and a Digital Innovation Lab
- Rollout of Digital Dashboards across the Partnership, to provide a clear transparent way to demonstrate our digital progress
- Review our corporate KPI's and identify opportunities to use this process to embed digital transformation as part of our service planning and performance measures
- Work more closely with our customers to obtain feedback and identify opportunities to work together when making improvements to how our services are delivered

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Digital Strategy Task & Finish Group
21 March 2018
Committee Room A, South Walks House, Dorchester

Purpose of session

To support and guide elements of Dorset Councils Partnership's Digital Strategy.

Issues examined at session

- To review elements of the draft Digital Strategy and provide feedback
- Help to explore key themes within the strategy
- Gauge opinion on the direction of travel and priorities relating to Digital Transformation

Information provided for members

- Presentation by the Project Manager – Ann-Marie Barlow
- Draft Digital Strategy document
- The Digital Strategy EqIA – Full Equality Impact Assessment

RECORD OF MEETING

Members of scrutiny working group attending	Councillors P Kimber, J Sewell and A Weaving *Councillors J Somper and D Turner were unable to attend the meeting, but have provided input separately which has been incorporated into these notes
Members apologies	
Others attending	Ann-Marie Barlow – Project Manager Kate Critchel – Senior Democratic Services Officer

Presentation	<p>The Project Manager set out the presentation and explained the direction of travel for the next 12 to 18 months for the Digital Strategy. This included that as a digital council partnership, helping our people to explore new ways of working and helping to close the digital divide by committing to make digital work for everyone; be this through helping to support our customers to get online, transact online or free up capacity to spend more time with those that need it.</p> <p>Members discussed what digital meant to them and what digital meant to the DCP and made the following observations:-</p>
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	<ul style="list-style-type: none"> • The Digital strategy had to be inclusive and work for everyone, However, it is accepted that there will be exceptions. • The DCP should address ways to facilitate inclusion in rural communities i.e. community hubs and the use of libraries to allow individuals to access online services. In some rural communities there is minimal telephone signal, could Wi-Fi in village halls help to connect rural communities? • To make the best possible use of digital services for those wanted to access them which would free officer time to support those individuals who needs it most. • Members would welcome greater knowledge of the Digital Champions network and details of how people could access the network's services. This would enable them to advise their local community. It was recognised that information has been published about this on social media. • The DCP should consider financial contributions to local community hubs/centres to support their own neighbourhoods. • Could the DCP invite customers who had used its digital services to become digital champions? • Expanding the digital network with other government services should be welcomed. (i.e. NHS) • Councillors were encouraged that DCC had a similar strategy and that all parties were working closely with each other. <p>Other factors raised</p> <ul style="list-style-type: none"> • Details of the Credit Union should be available on the D4U webpages. • Concern that Parish Clerks were unable to access the Housing Register. • Further information would be made available in the Members Connect regarding Universal Credit, "learning my way" aimed to boost digital skills. <p>Members then discussed the individual elements of the Strategy</p>
<p>1. Delivering better services to our customers</p>	<ul style="list-style-type: none"> • Need to support community hubs and help develop skills for greater digital interaction with the council using skype, webchat possibly via community hubs. This could be reflected in the Living & Learning hubs that have been in discussion for some time. • Improve the method of complaint or reporting an issue during out of hours. It was difficult to report an issue online or be able to leave a message. Although some councillors have not experienced the same problems.
<p>2. Digital skills and inclusion</p>	<ul style="list-style-type: none"> • Pilot digital services and systems with customers who have special needs or access issues to ensure "fit for purpose" an example of this is via Adult Social care DCC & Children's Services DCC who are looking at these issues.

	<ul style="list-style-type: none"> • Community Access Groups would be invited to be involved in pilot projects. • The Project Manager had met with Dorchester Access Group – who had observed that in some areas the DCP was not digital enough for them to confidently self-sufficiently access services. • Ensure that employees and councillors have digital skills.
3. Developing our people	<ul style="list-style-type: none"> • To provide training for councillors and staff to achieve greater understanding of disabilities and how people with disabilities may want/ need to access digital services. • The Digital Access Ability Centre had agreed to provide a session for the DCP regarding Digital Accessibility awareness. • Carry out a staff audit of all skills including digital • Arrange peer to peer training and support.
4. Digital engagement & democracy	<ul style="list-style-type: none"> • Consider live-streaming future council meetings. Although it was felt by some councillors that this project would be better suited to the new unitary authority. • Provision of other services to allow people with disabilities to access meetings. (i.e. provision of an electronic signing service) • Offer consultation and debate through social media and other digital platforms. It was recognised that the Partnership has a good online presence in terms of social media. • Provision of grants for rural communities to access digital services
5. Transforming our services together	<ul style="list-style-type: none"> • Introduce mystery shoppers to gauge the customer experience and ensure that lessons are learnt. • It was essential that those people who want to engage with the DCP face-to-face will still be able to so. • Councillors' knowledge that digital transformation was on-going and new technologies would continue to be introduced. • Technology and programmes that were currently too expensive for the DCP to consider now may, in the future, be more accessible.
Draft timescale for adoption	<p>Digital Strategy to be considered by the Joint Advisory Overview and Scrutiny Committee – 1 May 2018 NDDC Cabinet – 29 May 2018 WDDC Strategy Committee - 30 May 2018 WPBC Management Committee – 5 June 2018</p>
Meeting closed	12.50pm

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Extract from minutes of Joint Advisory Overview and Scrutiny Committee 1 May 2018

Dorset Councils Partnership Digital Strategy

The committee received a report which presented the Dorset Councils Partnership Digital Strategy and accompanying Equalities Impact Assessment. The committee had previously agreed to form a task and finish group to review the Digital Strategy prior to it being discussed formally by the committee and the notes of the meeting held were attached as an appendix to the report.

In presenting the report, the Project Manager noted that the Digital Strategy would define and communicate the current position and provided a direction of travel for the next 12 to 18 months whilst the new unitary authority was being established. The report detailed progress to date which included the use of a text messaging service, the development of digital dashboards in some services, increased use of mobile devices by staff and councillors, working in partnership with Dorset County Council to support Universal Credit customers and working with Google Digital Garage to provide opportunities for local businesses and charities to develop digital skills. The Digital Strategy reflected a joined up approach with councils across Dorset. The use of technology had assisted people to be able to access council services in a way and at a time convenient to them which resulted in more time being available to assist those who preferred to access services by telephone or face to face.

Members considered the issues arising from the report and during discussion the following points were made:

- Work on the new dorsetforyou website was reaching the final stages and the first phase would be going live in the next few weeks;
- In response to a question, the Project Manager would check information available and training to be made available for members;
- DCP Employees and elected members as well as volunteers were encouraged to take an active role to support residents to improve their digital skills and confidence. Information was available which could be shared with members;
- In respect of events like Google Digital Garage, promotion would be undertaken in conjunction with the partnership's Economic Development Team. In addition, information would be included in the Councillor Connect publication so that members could share the information with others;
- Close work was undertaken with the Digital Champions Network;
- A point was made that some customers still expected to be able to speak to a person on the telephone or face to face. The Chairman noted that there would always be cases where direct contact would take place but that digital services was the way forward;

- An example was given of a computer being provided for public use in a community building, which was well used for accessing information such as planning applications.

It was proposed by J Sewell seconded by A Weaving

Decision

That the Joint Advisory Overview and Scrutiny Committee support the adoption of the Digital Strategy and accompanying documentation by North Dorset District Council Cabinet, West Dorset District Council Strategy Committee and Weymouth and Portland Borough Council Management Committee.

Dorset Councils Partnership

EqlA - Full Equality Impact Assessment

Policy or Service to be assessed:

Dorset Councils Partnership - Digital Strategy

Service and lead officer:

Ann-Marie Barlow, Project Manager, Business Improvement

Officers involved in the EqlA:

Ann-Marie Barlow	Project Manager (Digital)
Carina Cameron-Clarke	Customer Services Supervisor & Digital Access Champion
David Franks	Project Manager
Jane Nicklen	Community Planning and Development Manager
Julia Willoughby	Programme Manager (Smart Working)
Laura Hall	Digital Manager (Dorsetforyou)
Lisa Trickey	Digital ICT Business Partners (DCC)
Matt Ryan	Programme & Portfolio Manager
Penny Mell	Head of Business Improvement
Penny Sydall	Communications Team Leader (Superfast Dorset, DCC)
Susan Ward-Rice	Community Development Team Leader

What are you impact assessing?

Existing

New/proposed

Changing/Update/ revision

Other, please list:**Step 2: Scoping – what are you assessing?****Q1: What is the title of your service/strategy/policy/project?**

Dorset Councils Partnership – Digital Strategy

Q2: What is the aim of your service/strategy/policy/project?

- To make use of and maximise the potential of digital transformation, making more

services and processes available online to those who prefer, whilst freeing up officer time to support those customers who are most in need.

- To harness a 'digital culture' which provides a focus on innovation, using customer insight, reviewing the way we handle data and investigating the potential of tools like automation to improve processes.

Q3: Who does/will it have an impact on? e.g. public, visitors, staff, members, partners?

Internal

- Employees
- Members (Councillors)

External

- Residents
- Visitors / Tourists
- Businesses
- Partners
- Organisations that support vulnerable people

Q4: Are there any potential barriers to implementing changes to your service/strategy/policy/project?

None known in relation to development and adoption of the strategy.

There may be potential financial limitations in the delivery of the strategy.

Q5: Who else will be involved in implementing this service/policy service/strategy/policy/project?

Employees of Dorset Councils Partnership.

This project is governed by the Stronger Together Transformation Plan and will be influenced by other transformation initiatives taking place over the next 12 months.

Project Manager is also working with colleagues from across Dorset councils regarding Digital transformation and Digital inclusion. Due to the positive decision received regarding Local Government Reorganisation in Dorset there will also be increased partnership working in the future.

Step 3: Information gathering – what do you need to know about your customers?

Q6: What data do you already have about your service users, or the people your policy or strategy will have an impact on, that is broken down by equality strand?

Ofcom statistics from 2016 show the availability of internet access to premises as follows:

UK	North Dorset	West Dorset	Weymouth & Portland
93%	91%	91%	98%

Research undertaken by Ofcom in June 2017¹ identifies several characteristics that strongly correlate with digital exclusion.

The characteristics identified are:

- Residents aged 75 years and over
- Disadvantaged residents
- Residents who left school without qualifications
- Residents who are chronically ill (poor health)
- Residents on a low income
- Residents with socio-economic characteristics class D and E

Age, Gender and Population:²

North Dorset has a population of 71,060, which consists of:

	Total	%	Dorset
All males	35,510	50.0%	48.8%
All females	35,560	50.0%	51.2%
0-15 years	12,070	17.0%	15.9%
16- 64 years	41,330	58.2%	55.8%
65+ years	17,760	24.9%	28.3%

West Dorset has a population of 101,380, which consists of:

	Total	%	Dorset
All males	48,830	48.2%	48.8%
All females	52,560	51.8%	51.2%
0-15 years	15,690	15.5%	15.9%
16- 64 years	55,450	54.7%	55.8%
65+ years	30,250	29.8%	28.3%

Weymouth and Portland has a population of 65,170, which consists of:

	Total	%	Dorset
All males	32,210	49.4%	48.8%
All females	32,950	50.6%	51.2%
0-15 years	10,730	16.5%	16.0%
16-64 years	38,700	59.4%	56.1%
65+ years	15,730	24.1%	28.0%

¹ The real digital divide? Understanding the demographics of non-users and limited users of the internet: an analysis of Ofcom data. Good Things Foundation, Professor Simeon Yates

² Source: 2016 Mid Year Estimates, Office for National Statistics

Marital Status³

There are 28,670 households in the North Dorset area

- 38.3% are married with / without dependents
- 9.1% are cohabiting with/ without dependents
- 7% are lone parents

There are 44,386 households in the West Dorset area

- 34.3% are married with / without dependents
- 8.2 % are cohabiting with / without dependents
- 7% are lone parents

There are 28,535 households in the Weymouth and Portland area

- 31.4% are married with / without dependants
- 10.1% are co-habiting with / without dependants
- 9.8% are lone parents

Race and Ethnicity⁴

North Dorset has a population of 71,060

- 94.7% are White British
- 5.3% are BME (black and minority ethnic population)
- 2.5% main language is not English

West Dorset has a population of 101,380

- 95.7% are White British
- 4.3% are BME (black and minority ethnic population)
- 1.5% main language is not English

Weymouth & Portland has a population of 65,370

- 94.9% are White British
- 5.1% are BME (black and minority ethnic population)
- 2.1% main language is not English

Employee Data

Employee data as at **Q2 reporting period 2017/2018⁵**:

Age	Number
16-24	29
25-39	158
40-49	166

³ Source: 2011 Census, Office for National Statistics

⁴ Source: Source: 2011 Census, Office for National Statistics

⁵ Source: Main workforce profile table, North Dorset District Council, West Dorset District Council, Weymouth & Portland Borough Council: <https://www.dorsetforyou.gov.uk/workforceprofile/north-west-weymouth>

50-59	200
60-64	55
65+	16

28 employees have declared a disability⁶

Disability

- The 2011 Census showed that 17.52% of people in NDDC had a disability which affected their ability to carry out day-to-day activities. Based on the 2016 population statistics, this would indicate translate to 12,453 residents out of 71,060.
- The 2011 Census showed that 20.26% of people in WDDC had a disability which affected their ability to carry out day-to-day activities. Based on the 2016 population statistics, this would indicate translate to 20,541 residents out of 101,380
- The 2011 Census showed that 21.64% of people in WPBC had a disability which affected their ability to carry out day-to-day activities. Based on the 2016 population statistics, this would indicate translate to 14,101 residents out of 65,170

Information gathering: other

Whilst these are not protected characteristics under equalities legislation, these are two thing we considered under our policy making:

Rural Isolation

- 41% of Dorset's population live in rural areas⁷

Economic Disadvantage

- There are twelve areas (out of a total of 249) in Dorset within the top 20% most deprived nationally for multiple deprivation, down from 13 in 2010⁸
- Nine of these are within the urban borough of Weymouth & Portland

12 neighbourhoods in Dorset are in the most deprived 20% nationally for employment – 9 of these are in Weymouth & Portland⁹

Q7: Do you need any further information broken down by equality strand to inform this EqIA?

⁶ Source: Q2 reporting period, main workforce profile table, North Dorset District Council, West Dorset District Council, Weymouth & Portland Borough Council: <https://www.dorsetforyou.gov.uk/workforceprofile/north-west-weymouth>

⁷ Census of population, 2011

⁸ English Indices of Deprivation (2015), DCLG

⁹ English Indices of Deprivation (2015), DCLG

Yes No

If yes, list here and add actions to gather this data to your action plan at Step 5:

No further information required for this assessment but as actions emanating from this progress, further equality information will be obtained.

Q8: Is there any potential for direct or indirect discrimination?

Yes No Don't know

If yes, please explain how you are going to change this?

Dorset Councils Partnership's Digital Strategy provides a focus on what can be achieved within the next 12 – 18 months as in April 2019 two new unitary authorities will replace the 9 councils in Dorset.

This strategy does not focus on reducing or removing any customer contact channels, it instead provides a focus on making the best possible online processes for those who wish to use it to free up precious officer time - to provide the best possible services for those who need extra support.

This EqIA has been drafted to highlight the need for Dorset Councils Partnership to work in partnership with other public service providers to ensure that our residents are not left behind as digital transformation increases.

Step 4: Making a judgement about impacts

Age:

Positive impact

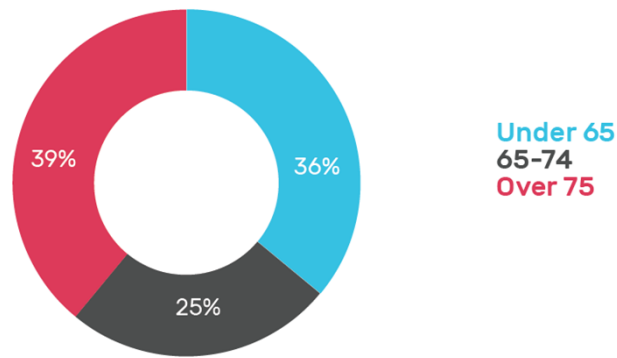
- With more council services and consultation taking place online, younger people who may not have previously interacted with the council may find it easier to do so. This is also supported by the increase in social media engagements relating to community projects and how public services are provided.
- As more people access services online, frontline staff will have more time to support those that need it. An example of this, is older people that are not online.

Negative impact

National internet non-user population split by age groups¹⁰

¹⁰ Source: https://www.goodthingsfoundation.org/sites/default/files/research-publications/ofcom_report_v4_links.pdf

The non user population split by age groups



- Older people are less likely to use the internet, this can be linked to factors like not having used a computer at work and not learning about IT in school either.

The Digital Strategy does not include any plans to make any services available online only. Our availability through traditional contact methods for example telephone and face-to-face has not changed, by providing alternative channels for those that wish to use them provides us with more time to spend with those that need to contact us face to face and through telephone.

Disability:

Positive impact

For many people, examples include:

- Digital access to services can enable people with disabilities to remain independent as people will be able to access more council services from home without the need to travel, particularly those with mobility and hearing impairments.
- Social contact can be increased through digital technologies, especially for people with conditions like Agoraphobia. Although it is worth noting that physical social contact may reduce through increased digital contact, which may impact on mental health conditions.
- People with conditions like Alzheimer's can benefit from using technology to support memory loss, for example, calendar reminders for appointments.

It is also worth noting that although the council does not currently provide social care services, there are developments nationally to use technology to help support people to live independently. An example of this is the project Hampshire County Council are trialling regarding artificial intelligence.

You can read more about this here: <https://www.hants.gov.uk/news/aug25amazonecho>

There is also a video from a resident who has benefited from this project here: <https://youtu.be/dEx8NJJUwoQ0>

Negative impact

- ONS data states that nationally, 22% of disabled adults do not use the internet¹¹
- There are some complex conditions that mean that some disabled people may never use the internet, (for example people with severe learning disabilities)

The Digital Strategy does not include any plans to make any services available online only. Our availability through traditional contact methods for example telephone and face-to-face has not changed, by providing alternative channels for those that wish to use them provides us with more time to spend with those that need to contact us face to face and through telephone.

Gender re-assignment:

No identifiable impact.

Race:

Positive impact

- Providing information digitally enables people to use online translation services. Our current arrangements are through a telephone support service, by customers being able to access this information at their home, in their preferred language is a positive solution.
- Although there is no local data available, there is some research¹² to support the fact that digitisation has added a new layer to the interaction between Gypsy-Travellers and the settled society.

Religion or belief:

No adverse impact.

Sex:

No identifiable impact.

Sexual Orientation:

No adverse impact.

Pregnancy and Maternity:

Positive impact

By making services available online, the council can support women who may have lower

¹¹ Source: https://www.goodthingsfoundation.org/sites/default/files/research-publications/ofcom_report_v4_links.pdf

¹² Source: <http://journals.sagepub.com/doi/abs/10.1177/0308518X16636639>

mobility due to pregnancy related health problems.

Marriage and Civil Partnerships:

Positive impact

Single parents may find accessing services online a benefit to them whilst managing busy lives juggling childcare, work, etc.

Other: Rural Isolation:

Positive impact

- Dorset Councils Partnership serves 235,000 people over 669 square miles of Dorset. By providing services online for those that wish to use them, we can reduce the need for residents to travel to our office locations to interact with the council.
- Digital channels can support social interaction, especially in rural areas. The 2011 census found that 30,000 over 65's were living at home alone in Dorset.
- Research suggests that improved connectivity can positively impact rural businesses greatly, allowing them to function more competitively, reach wider markets, collaborate with remote colleagues and stay informed of developments in their sectors.
- Broadband rollout across Dorset is enabling greater access to online services.

Negative impact

- The cost of maintaining internet access, particularly the need for superfast broadband in rural communities can prevent some groups such as families on low incomes accessing services online.
- People that lack basic digital skills are more likely to be in areas of high deprivation, Weymouth & Portland and Bridport are within the top 20% most deprived nationally for multiple deprivation.¹³

Conclusion:

This assessment has been undertaken whilst also consulting with a number of local access groups. These groups were supportive of the approach the Partnership is taking, in making services available online to those who wish to use them and not removing any traditional channels.

¹³ Source: English Indices of Deprivation (2015), DCLG

It is also worth noting that anecdotal feedback received from consulting with these groups brought forward a number of suggestions about how we can use technology to become more inclusive.

Furthermore, the increased partnership working that has taken place whilst drafting the Digital Strategy has helped to provide support and encourage active partnership working towards inclusion initiatives. An example of this is the joint Universal Credit support project between the South Dorset Revenues and Benefits Partnership and the Digital Champions Network, which will help to support Universal Credit customers to manage their claims online.

In order for Digital to work for everyone, partnership working must continue.

Step 5: Action planning

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DRAFT

Step 5: Improvement plan – what are you going to change?

Expand boxes as necessary

Issue	Action	Performance Target (what difference will it make)	Lead Officer	Achieved
<p>Digital Skills</p> <p>Develop digital skills and confidence within the workforce</p>	<ul style="list-style-type: none"> Provide a series of learning opportunities to develop digital skills. 	<ul style="list-style-type: none"> Improve digital confidence within the workforce and community (as most employees live within the LA areas) Through increased employee confidence and digital awareness, digital services can be confidently promoted. Our employees will also be able to support our residents to access our digital services. 	<p>Ann-Marie Barlow & Alison Wright</p>	<ul style="list-style-type: none"> Government Digital Service training offered to employees. First event took place in February 2018, there is potential for further training through GDS. Digital accessibility awareness event for employees and members for spring / summer 2018.
<p>Metrics</p> <p>Customer Contact Channels</p>	<ul style="list-style-type: none"> We will continue to monitor take up of our digital, telephony and face to face services Maintain telephony and face to face channels as appropriate to be reviewed 	<ul style="list-style-type: none"> Continued data and metrics to evidence our customers contact preferences 	<p>Emma Parry & Ann-Marie Barlow</p>	<ul style="list-style-type: none">

	as take up of digital channels increase			
Metrics Confidence in Digital Services	<ul style="list-style-type: none"> Record, analyse and work on customer feedback to make sure that our customers are confident in the services we provide online Continue to work with equalities groups to monitor 	<ul style="list-style-type: none"> Baseline data and measured improvements upon this 	Emma Parry, Laura Hall & Ann-Marie Barlow	<ul style="list-style-type: none">

EqIA approved by:

Date:

Review date:

Check with your equality officer for the EqIA signing-off process and for posting the EqIA on the web

Management Committee 5 June 2018 Dorset Information Sharing Charter

For Decision And Recommendation To Council

Brief Holder(s)

Corporate Affairs and Continuous Improvement

Senior Leadership Team Contact:

J Vaughan, Strategic Director

Report Author:

J Fisher, Information Services Team Leader

Statutory Authority

Data Protection Act 1998

s111 Local Government Act 1972

Purpose of Report

- 1 To enable Members to decide whether WPBC should become a signatory to the Dorset Information Sharing Charter.

Recommendations

- 2 That members delegate authority to the Strategic Director to commit WPBC to the Dorset Information Sharing Charter ("the DISC") and execute all documents on behalf of the Council necessary to achieve this;
- 3 That members recommend to Full Council that power is delegated to the Head of Business Improvement to undertake all action in relation to securing arrangements, developing internal protocols and generally ensuring appropriate governance for the sharing of data with other organisations including for the avoidance of doubt:
 - a) to determine the terms of any such arrangements and/or protocols; and
 - b) to secure appropriate training.

Reason for Decision

- 4 By adopting the DISC, service areas will be provided with a robust framework that facilitates the safe, fair and legal sharing of information with partner organisations. In addition, the recommendation to Full Council is necessary to enable the Head of Business Improvement to take all operational decisions in relation to the management of the DISC.

Background and Reason Decision Needed

- 5 In 2008 the Council signed up to the Dorset Overarching Information Sharing Protocol. This has been replaced and updated by the DISC.
- 6 The DISC was initially set up for the sharing of information between care services. Today, a total of 78 organisations across Dorset are signed up to it. This includes blue light groups (Dorset Police, Dorset and Wilshire Fire and the South West Ambulance Service Trust), health organisations (including NHS Dorset Clinical Commissioning Group), and local authorities (Dorset County Council, Bournemouth Borough Council, Christchurch Borough Council and East Dorset District Council). Many other types of organisation, including housing associations and schools are also using the DISC as their primary framework for sharing information in Dorset.

Why would we share information?

- 7 There are broadly 2 scenarios in which the Council shares information with third parties. The first scenario is where a third party processes personal data on behalf of the Council. For example, companies who provide services to the Council will often necessarily be required to process personal data. Other examples could include any third party providing the Council with software, storage or computing infrastructure as a service.
- 8 The second scenario in which the Council might share data with a third party is where various legislation requires integrated working with other agencies with the aim of joining-up services such as health, housing and social care. Under the Children's Act and Care Act the Council has a statutory duty to cooperate with relevant partners to improve the wellbeing of children and adults. This kind of legislation requires professionals within local authorities to make judgements about the need to share information, and whether it is appropriate to seek consent. Such decisions still have to comply with data protection law and the data being shared must be protected.

How does the new General Data Protection Regulation affect the sharing of data?

- 9 The DISC must operate within the constraints of the new General Data Protection Regulation (GDPR) and in any event, all signatories to the DISC are required to comply with the GDPR in their own right. The GDPR requires the Council to comply with the regulation's 6 principles when doing virtually anything with personal data. These principles are set out in Article 5 of the GDPR and all are relevant to the sharing of information; but principles 1, 2 and 6 are particularly pertinent. These state:
 - Personal data shall be processed lawfully, fairly and in a transparent manner in relation to the data subject;
 - Personal data shall be collected only for specified, explicit and legitimate purposes, and not further processed in a manner that is incompatible with those purposes;

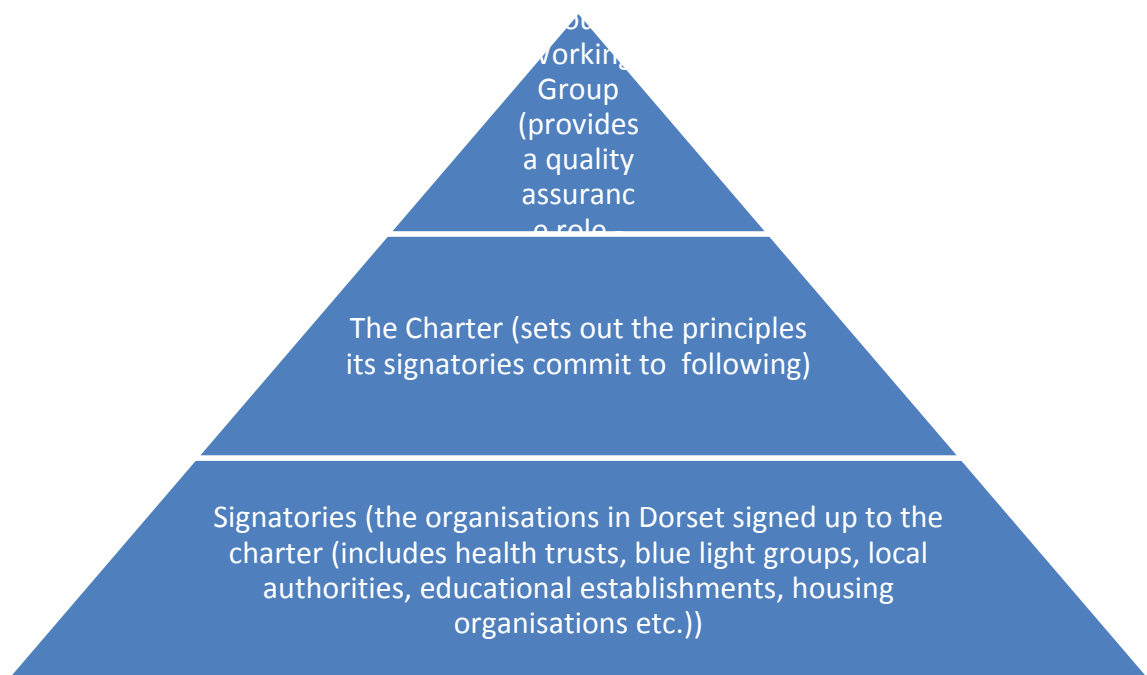
- Personal data shall be processed in a manner that ensures appropriate security of the personal data...

10 To comply with these principles, the Council must only share data where it has a legal basis to do so. The GDPR provides 6 kinds of lawfulness conditions, including: 1) consent, 2) contractual, 3) legal obligation, 4) protecting vital interests, 5) public interest or exercise of official authority and 6) legitimate interest. These conditions all have detailed rules limiting their applicability. For sensitive personal data (such as health information), the GDPR requires 1 of 10 additional lawfulness conditions to be met.

11 In order to ensure personal data is processed fairly and only collected for specified and legitimate purposes, the GDPR requires fair processing notices to be readily available to customers at the point of data collection. This notice must include the legal basis for processing, how the information will be used and whether and with whom the data might be shared.

How does the DISC work and what safeguards does it put in place to protect residents' data and prevent inappropriate sharing?

12 The structure of the DISC is shown below:



13 The DISC helps to safeguard residents' data by requiring signatories to have in place Personal Information Sharing Agreements (PISAs) before they can share data with each other. These agreements must be quality assured by the Pan Dorset Information Governance Group set up under the charter. For example, if a proposed PISA did not identify an appropriate legal basis on which personal information could be shared, the external scrutiny provided by the Pan Dorset group could prevent such data sharing from going ahead.

- 14 Although the GDPR requires the Council to have in place contracts with its “processors” (scenario 1 above), there is not an equivalent requirement to have a contract in place when sharing information with “controllers” (scenario 2 above). The DISC therefore goes further than the GDPR by requiring us to have PISAs in place irrespective of whether we are sharing information with a controller or a processor.
- 15 Finally, the PISAs help to safeguard resident’s data by ensuring compliance with the Council’s obligation to keep personal data secure. The PISA would provide appropriate technical procedures that ensure the security of information is not compromised by being shared.
- 16 The principles of the DISC are to:
- a) Identify the lawful basis for information sharing;
 - b) Provide the framework for security of information and the legal requirements associated with information sharing;
 - c) Address the need to develop and manage the use of Personal Information Sharing Agreements (PISAs);
 - d) Encourage flows of personal data and develop good practice across integrated teams;
 - e) Provide the basis for Pan Dorset processes which will monitor and review data flows and information sharing between partner services;
 - f) Protect partner organisations from unlawful use of personal data; and
 - g) Reduce the need for individuals to repeat their story when receiving an integrated service.
- 17 Signing up to the DISC would provide the Council with additional resources and training to help staff comply with best practice under the GDPR.
- 18 The DISC is currently being reviewed in light of the new EU General Data Protection Regulation coming into force on 25 May 2018. It is not anticipated that organisations will have to re-sign the charter following these revisions.
- 19 **What is the Council doing to ensure compliance with the GDPR?**
- Comprehensive view of what information is held across the partnership (Information Asset register).
 - Detailed view of where personal data is processed in every service including the lawful basis that applies. Note, the majority of personal data processing within the partnership is NOT based on consent, however, there are exceptional circumstances e.g., where we may have a mailing list for communicating with residents about local services or carrying out surveys. Other examples which require consent include activities within the Leisure and Tourism. These have all been noted on the Information Asset Register and we are currently working to put consent mechanisms in place where necessary.
 - Formalised information asset management roles (Information Asset Owners and Information Asset Administrators are in place for each

service area). These are people responsible for data held within their services.

- A formal Information Governance framework has been implemented across the partnership.
- A streamlined data retention policy across all 3 Council's is in place.
- A Breach Management procedure and related Breach Policy is in place.
- Streamlined process for handling individual rights under GDPR with public facing forms on D4U are being introduced.
- DPO post resourced.
- Face-to-face Data Protection Training and awareness sessions for employees who handle personal data including SLT, CLT, Members has been provided.
- Additional online interactive training covering both GDPR and Cyber Security is mandatory for all staff.
- SWAP GDPR Audit results expected in the next few weeks

20 We are now focusing on:

- Drafting and updating the Council's Privacy Policies and Privacy Notices.
- Putting in place consent mechanisms (for consent based processing).
- Reviewing contracts and sharing agreements to ensure ongoing GDPR compliance beyond may 25.

Implications

Corporate Plan

21 Signing up to the DISC would support the corporate priority to develop successful partnerships.

Risk Management (including Health & Safety)

22 It is believed that by working with partner organisations using the DISC framework, taking full advantage of the assurance and advice provided through the Pan Dorset Information Governance Group and using the resources and training available to signatories of the DISC, WPBC will be able to more effectively mitigate the risk of failing to comply with the GDPR.

Consultation and Engagement

23 Consultation has been undertaken with Legal Services and Cllr Alison Reed, brief holder for Corporate Affairs and Continuous Improvement.

Appendices

24 Appendix 1: Dorset Information Sharing Charter

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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Date: 10 May 2018



DiSC

Dorset Information Sharing Charter

**By sharing information
we work better together**

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1. Introduction

- 1.1 This charter aims to provide Dorset partner agencies with a robust foundation for the lawful, secure and confidential sharing of personal information between themselves and other public, private or voluntary sector organisations that they work, or wish to work in partnership with. It will enable all partner organisations to meet their statutory obligations and share information safely to enable integrated service provision across the county and better care outcomes for its residents.

2. Charter Principles

- 2.1 The principles of this charter are to:
- (a) identify the lawful basis for information sharing;
 - (b) provide the framework for security of information and the legal requirements associated with information sharing;
 - (c) address the need to develop and manage the use of Personal Information Sharing Agreements (PISAs);
 - (d) encourage flows of personal data and develop good practice across integrated teams;
 - (e) provide the basis for Pan Dorset processes which will monitor and review data flows; and information sharing between partner services
 - (f) protect partner organisations from unlawful use of personal data
 - (g) reduce the need for individuals to repeat their story when receiving an integrated service.

3. Scope

- 3.1 This charter considers the foundation for all personal information processed by partner organisations that is shared as a result of partnership and integrated working in order to provide a more seamless service to the individual.
- 3.2 This charter regards all identifiable personal information relating to an individual as confidential that should only be shared if there is a legitimate purpose, statutory obligation or lawful basis and is covered by associated procedures and/or agreements to this document between partners and/or specific services within that provide services to the public.
- 3.3 In line with the Data Protection Act 1998 (DPA), the term 'personal information' and 'data' refers to any information held as either manual or electronic records including that which is held virtually, on the internet and within social medium, or records held by means of audio and/or visual technology, about an individual who can be personally identified from that information.
- 3.4 This charter defines processing and sharing of information as collecting, obtaining, recording, organising, discussing, holding, retrieving, altering, destroying or disclosing data which can be transferred verbally, in writing or through electronic medium including images and photographs.

- 3.5 The DPA further defines certain classes of personal information as 'sensitive data', for which additional conditions must be met to ensure the information is used and disclosed lawfully. All partners under this charter are expected to treat sensitive data in line with conditions set out by the DPA 1998.
- 3.6 This charter applies to all persons within the partner agencies who manage, share and/or use information as part of established partnership working arrangements and integrated teams or services. It also applies to anyone working in a voluntary or contracted capacity within those arrangements.

4 Partner Commitment

4.1 By becoming a partner to this charter, all organisations are making a commitment to:

- (a) accept the principles of this charter as the foundation for sharing information with each other and promote awareness to all staff
- (b) share information in line with legislation and associated information sharing agreements where the purpose and necessity to share information has been agreed by all parties
- (c) ensure the sharing of information is agreed as proportionate to meet the purpose
- (d) ensure all persons working with personal information on behalf of their organisation do so in line with the principles of this charter
- (e) delegate authority to a nominated lead for their organisation who will act on their behalf for decision making
- (f) provide a nominated lead to assist the governance of this charter and associated information sharing agreements where required or link with a like-minded partner
- (g) support on going participation for better information sharing in accordance with the governance protocol. Ensure groups are properly represented and representatives are supported with decision making
- (h) support the production of shared guidelines and literature associated with information sharing for both staff and the public
- (i) support the development and provision of joint cross agency training where appropriate
- (j) ensure all staff receive the appropriate training and support to be able to share information safely and legally as part of their normal duties
- (k) ensure that all staff sharing information under this charter possess the appropriate knowledge and authority and are aware of the legislative and lawful basis requirements.
- (l) develop and agree PISAs detailing the data sharing arrangements for specific, individual information sharing initiatives between partner organisations

- (m) ensure their DPA notification to Information Commissioner covers the arrangements established under this charter and any associated PISAs
- (n) follow the key Caldicott and/or Data Protection principles
- (o) understand that the sharing of information under this charter without lawful justification or consent places them at risk of prosecution
- (p) ensure appropriate organisational policies and procedures are in place to cover the security, storage, retention and destruction of personal information under this charter. Safe Haven procedures will apply where appropriate.

4.3 It is understood that signatories to this charter are committing their entire organisation to fully support the principles and carry out their commitments to the full. Any organisation, that for whatever reason is unable to continue their commitments, will be removed as a partner and signatory to this charter. Only partner signatories to this charter will be able to benefit from any integrated agreements, joint development, support and universal resources available.

5 Governance

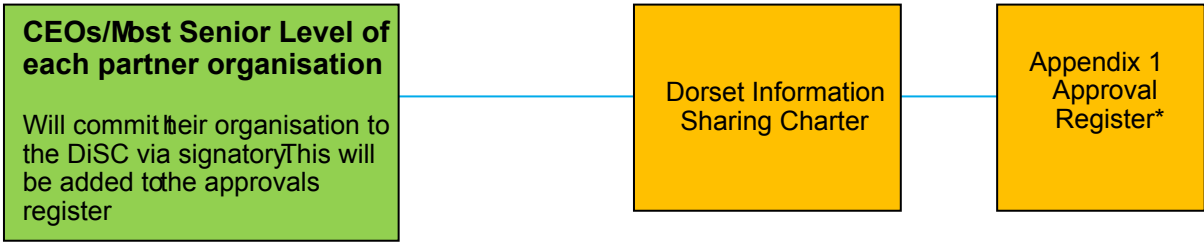
5.1 A governance framework will be put in place to manage this charter and monitor associated procedures and PISAs on behalf of all partners.

5.2 The framework will cover:

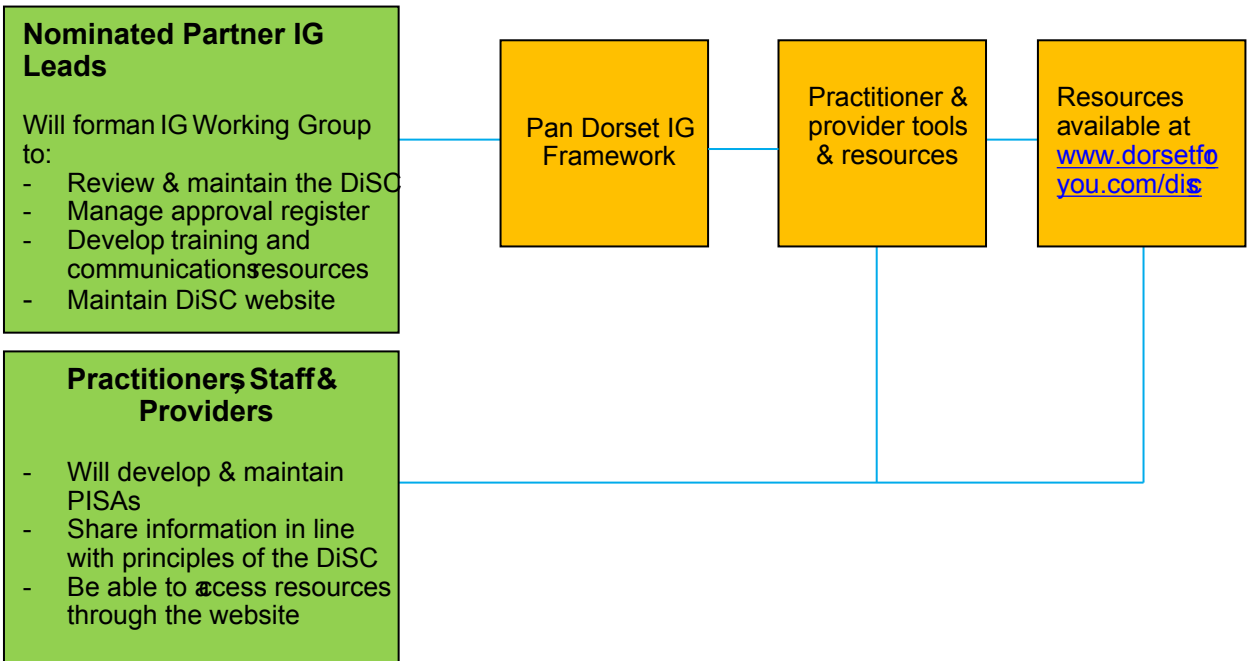
- Review and monitoring of the overarching charter and PISAs
- Approval of information sharing procedures and protocols associated to the charter
- Production of shared guidance and literature
- Privacy Impact Assessments
- Principles of good practice for information sharing
- Management of appropriate registers and logs, e.g. data breaches
- Structure and Terms of Reference for nominated lead persons
- Information sharing complaints

A two-tier structure is proposed and explained below:

Tier 1 – Strategic level



Tier 2 – Operational level



5.3 By approving the charter, Tier 1 members grant delegated authority to their nominated leads to act on their behalf for management of this charter and all associated operational documents.

5.4 Tier 2 is the operational level, where the day to day information sharing decision making and IG support to organisations will operate on behalf of Tier 1 by delegated authority. The governance structure will also provide an overarching assurance role on behalf of all partners to the charter.

6 The Lawful basis and Legal Requirements

6.1 Principle legislation and guidance governing the protection and use of personal information is:

- a. Data Protection Act 1998
- b. Human Rights Act 1998 (article 8)
- c. The Common Law Duty of Confidentiality
- d. Caldicott Principles

All partners commit to respect the rights of individuals in line with legislation and the principles of this charter.

7 Personal Information Sharing Agreements (PISAs)

- 7.1 PISAs will be required by any partners that have a need to share specific personal data between their services in order to improve the customer journey and continuity of care. They are intended to define the procedural requirements to share agreed information in accordance with the principles of this charter.
- 7.2 PISAs need to be agreed between participating partners and their nominated lead person. These need to be shared with the Pan Dorset IG Group who will provide an assurance role on behalf of all partners to the charter.
- 7.3 Existing PISAs prior to partner agreement of this charter will remain valid until their review date where they must be updated in line with this charter and approved through the agreed governance procedure. However, for good practice and to maintain a consistent approach existing PISAs should ideally be reviewed and updated in line with this charter at the earliest opportunity.
- 7.4 The governance procedures associated to this charter will define agreed processes for the management and monitoring of all PISAs on behalf of partners. However, it will be the responsibility of nominated lead persons to undertake the review and updating of their respective PISAs.

8 Review of the Charter

- 8.1 It is intended that the overarching charter contains high level principles and partner commitments only. It will be reviewed every 5 years by the governance group.

Partners and signatories to the charter will be expected to sign up for the remaining term of the charter at the point of signing.

Subject to there being no significant changes, the charter may be extended by a further 5 years without seeking further approval or new signatures. However, any significant changes will require the full approval process and re-launch.

The planned review dates are April 2020 and April 2025.

- 8.2 In addition and as part of their assurance role, the governance group will undertake annual 'light touch' reviews to ensure the charter is up to date and accounts for any changes in government legislation and requirements. These reviews will not require further partner approval unless the principles of the charter and partner commitments are significantly affected.

*Appendix 1 – Signatories to the DISC is not provided in this report but may be viewed here: https://www.dorsetforyou.gov.uk/media/222016/DISC-signatories/doc/DISC_signatories.xlsx

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Management Committee

5 June 2018

Councillor Membership of Internal Working Groups and Appointment to Outside Body

For Decision

Purpose of Report

To consider the membership of internal working groups, any changes to outside bodies; and to make appointments as necessary for the new municipal year.

Recommendations

- 1 To confirm the appointments to the internal working groups in accordance with the terms of reference of those groups as set out in appendix 1 to this report.
- 2 To appoint a member of the Management Committee to the position of substitute members of the Outside Body – Weymouth and Portland Partnership.
- 3 To note the Brief holder and Chair appointments as set out at appendix 2 to this report.

Briefholder

Corporate Affairs and Continuous Improvement

Senior Leadership Team Contact:

S Caundle, Assistant Chief Executive

Report Author:

Kate Critchel, Senior Democratic Services Officer

Statutory Authority

Local Government Act 1972

Background and Reason Decision Needed

- 4 As part of the new municipal year and any changes in the makeup of the council and its committees, the membership of working groups and outside bodies need to be reviewed and new appointments made where necessary. In the light of the changes to the membership of the Management Committee, a substitute vacancy has occurred for the

Weymouth and Portland Partnership. The committee are asked to fill this appointment. The Chair of Management Committee is the named member of the partnership.

- 5 In accordance with the Council's Constitution, the Steering Group of Democratic Improvement and Member/Workforce Liaison Group are politically proportionally balanced. Other vacancies are filled automatically as a result of the appointment of group leaders such as the Asset and Regeneration Group.
- 6 As part of the review a number of positions are automatically allocated to Brief holders or Committee Chairs. These appointments are attached at appendix 2 for information.

Implications

Financial

- 7 There are no financial implications arising from the process of making appointments to internal working groups.

Consultation and Engagement

- 8 Consultation with political group leaders

Appendices

- 9 Appendix 1 – list of Internal Working Groups and Membership
Appendix 2 – list of Brief holders and Chairman Appointments
(for information only)

Background Papers

- 10 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.

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Date: 16 May 2018

Name of group	Status of membership under terms of reference	Current membership for 2017/18	Proposed membership 2018/19	Remit/Membership
Regeneration & Asset Management Group Membership: Group Leaders	Group Leader	J Cant	J Cant	To monitor the asset management plan; To consider matters relating to commercial opportunities for existing assets.
	Group Leader	C Huckle	C Huckle	
	Group Leader	G Taylor	G Taylor	
	Group Leader	M Leicester	M Leicester	
Budget Working Group Membership: Group leaders	Conservative Group Leader	J Cant	J Cant	To develop budget proposals for the Management Committee. to consider matter relating to new commercial investment opportunities
	Liberal Democrats			
	Group Leader Labour	G Taylor	G Taylor	
	Group Leader Independent	C Huckle M Leicester	C Huckle M Leicester	

Name of group	Status of membership under terms of reference 18/19	Current membership for 2017/18	Proposed membership 2018/19	Remit/Membership
Steering Group for Democratic Improvement Membership: Politically Balanced (8)	(4) Conservatives (1) Lib Democrats (3) Labour	J Cant K Kosior A Reed G Taylor R Nowak K Wheller A Blackwood M Leicester		To keep the Scheme of Management and Constitution under review and make recommendations for changes to Management Committee. To consider matters relating to the exercise of the Council's democratic processes including operation of committees, scrutiny function and brief holder and officer delegations To monitor and progress of the project for democratic improvement To receive regular reports from the Chair of the Councillor development group on the work carried out in relation to the member development Charter. June 2010

Name of group	Status of membership under terms of reference 18/19	Current membership for 2017/18	Proposed membership 2018/19	Remit/Membership
Member/workforce Liaison Group Membership: Politically Balanced 5	(2) Conservative (2) Labour (1)Lib Democratic	J Cant R Kosior P Kimber C Huckle M Leicester		<p>To establish regular methods of contact between the councils and its officers in order to secure the largest possible measure of harmonious action for the benefit of the community served and the officers.</p> <p>To take such action as it may deem necessary or desirable to prevent differences and misunderstandings between the councils and staff.</p> <p>To consider any relevant matter referred to it by a committee, either council or by any of the staff represented.</p> <p>To make recommendations to the appropriate committee as to the application of the terms and conditions of service and the education and training of local government officers employed by the partnership.</p> <p>To discharge such other functions specifically assigned to the joint committee.</p> <p>The joint committee may refer any questions coming before them for consideration by and the advice of the appropriate Provincial Council and shall inform the Provincial Council of any recommendation of the joint committee which appears to the joint committee to be of more than local interest, always provided that such a recommendation shall be approved by the councils prior to its submission to the Provincial Council.</p>

Name of group	Status of membership under terms of reference	Current membership for 2017/18	Proposed membership 2018/19	Remit/Membership
<p>Weymouth Town Council Task & Finish Group</p> <p>Memberships: Group Leaders and Brief Holder for Corporate Affairs & Continuous Improvement</p>	<p>Conservative Brief holder for Corporate Affairs & Continuous Improvement</p> <p>Labour</p> <p>Liberal democrats</p> <p>Independent</p>	<p>J Cant A Reed</p> <p>C Huckle</p> <p>G Taylor</p> <p>M Leicester</p>	<p>Group leaders and Brief holder for Corporate Affairs & Continuous Improvement</p>	<p>To consider matters in relation to the formation of a new Town Council for Weymouth and Portland; the transfer of assets and services; including civic ceremonial matters.</p>
<p>Member Arts Advisory Panel</p> <p>Membership: Brief holders and Such members nominated from each group in order to ensure a politically proportionate composition.</p>	<p>Brief holders for: Tourism, Culture & Harbour Economic Development and Social Inclusion</p> <p>3 conservatives 2 labour 2 Lib Democratic (depending on Brief holder appointments) 7 in total</p>	<p>J Cant R Kosior J Farquharson</p> <p>R Nowak T Roos</p> <p>C James</p> <p>F Drake</p>		<p>To oversee the commissioning of public art in Weymouth by inviting competing designs, selecting preferred designs and locations, and making recommendations to Management Committee on the preferred design. To oversee the implementation of Management Committee's preferred design for public art in Weymouth. To establish criteria for a Community Arts Grant Scheme in accordance with the parameters established by Management Committee and to oversee its implementation. To contribute to the evaluation of applications to the Community Arts Grant Scheme and make recommendations to the Strategic Director on the award of grants.</p>

Name of group	Status of membership under terms of reference	Current membership for 2017/18	Proposed membership 2018/19	Remit/Membership
Good Citizens Awards Panel	Mayor and 2 other councillors	K Brookes P Nixon C Page-Nash	G Taylor P Nixon C Page-Nash	To adjudicate on the nominations received for the Good Citizens Award. Membership consists of the current Mayor and 2 other councillors until they no longer wish to serve or stand down as a councillor.

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APPOINTMENTS & OUTSIDE BODIES TO BE NOTED FOLLOWING BRIEFHOLDER AND COMMITTEE ALLOCATIONS	
NAME OF ORGANISATION	POST
Board of Weymouth Bid Ltd	Briefholder for Economic Development Briefholder for Tourism, Culture and Harbour
Citizens Advice Bureau	Briefholder for Social Inclusion
Community Safety Partnership	Briefholder for Community Safety
Dorset Area of Outstanding Natural Beauty Partnership	Briefholder for Environment & Sustainability
Dorset Police and Crime Panel	Briefholder for Community Safety
Dorset Waste Partnership Joint Committee	Briefholder for Environment & Sustainability One other member Two substitutes <i>(Cllr K Brookes is the second member and Cllrs I Roebuck and Ellis are the reserve members).</i>
LGA - Annual Assembly	Chairman of Management Committee
Limited Liability Partnership Members Board (with Public Sector Partnership Plc)	Briefholder for Finance and Assets Briefholder for Housing Briefholder for Economic Development
Melcombe Regis Strategic Board	Briefholder for Housing
Parking and Traffic Regulations London Adjudication Joint Committee	Briefholder for Transport & Infrastructure
Revenues and Benefits Partnership Board	Briefholder for Finance and Assets Chair of Audit Committee
South West Audit Partnership	Chair of Audit Committee Reserve is Vice- Chair of Audit Committee
South West Councils	Leader of Largest Group
South West Councils Employers Panel	Leader of Largest Group
Standing Conference on Problems Associated with the Coastline (SCOPAC)	Briefholder for Environment & Sustainability
Strategic Planning Forum	Briefholder for Environment & Sustainability One other member <i>(Cllr K Brookes is the second member)</i>
Supporting People Programme in Dorset- Commissioning Body	Briefholder for Housing
The District Councils' Network	Leader of Largest Group
W & P Partnership Board	Chairman of Management Committee One additional member from Management Committee <i>(Second member to be appointed by Management Committee – see recommendation 2 of covering report)</i>
West Dorset, Weymouth & Portland Joint Housing and Homelessness Forum	Briefholder for Housing
Weymouth /Louviere Twinning Society	The Mayor is President
Weymouth/Holzwickede Twinning Society	The Mayor is President

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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 - KATE WHELLER

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

1.	Greenhill Chalets future management Sarah Cairns	Kate Wheller	Management Committee	Oct 2016 March 2017 Sept 2017 Dec 2017 April 2018	NA	Leases with legal departments for final signatures. Aim to complete transfer to Greenhill Management Association.
3.	New Boxing Club on the Marshes Nick Thornley / Tony Hurley	Kate Wheller	Management Committee	Dec 2017 April 2018	Council reserves	£50k grant provided. Boxing club review complete, awaiting timetable for start of work.
4.	Public Conveniences Martin Hamilton	Kate Wheller	Management Committee	Feb 2018 April 2018	To Finance Group	Public consultation commenced, surveyor instructed, plans to be finalised and published on completion of consultation.

WEYMOUTH AND PORTLAND BC – MANAGEMENT COMMITTEE ACTION PLAN MAY 2018

KEY : Red = Close Monitoring; Amber = Watching Brief with regular updates; Green = Completed

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 - MIKE BYATT

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

5.	Preventing drink-fuelled disorder. Consider late night levy and limiting opening times. Graham Duggan	Mike Byatt	Management Committee Performance & Scrutiny Committee	March 2017 June 2017 July 2017 Oct 2017 Sept 2017 Jan 2018 April 2018	NA	Negotiations on reducing closing time continue. Trade developing proposal for late night street wardens or funded police officers. Update report to MC April.
6.	Town centre space controls to address general antisocial behaviour. Graham Duggan	Mike Byatt Matt Prosser to update at MC	Management Committee	Update at each MC required.	Within existing budget	Full Council ratification or ASB PSPO expected in May 2018.
7.	Tackling litter/dog fouling street trading activity and waste. Tackling street offences. Graham Duggan	Mike Byatt Matt Prosser to update at MC	Management Committee	July 2017 Sept 2017 Feb 2018 May 2018	Within existing budget	Award of contract to be made in May 2018
8.	Emergency Planning update Martin Hamilton	Mike Byatt	Management Committee	Dec 2017	NA	Post Grenfell review of Borough preparedness for civil emergencies. Verbal update required.

WEYMOUTH AND PORTLAND BC – MANAGEMENT COMMITTEE ACTION PLAN MAY 2018

KEY : Red = Close Monitoring; Amber = Watching Brief with regular updates; Green = Completed

Project and lead officer	Councillor champion	Decision points & who makes decision	Anticipated delivery date	Funding & Source	Progress Update	
9.	Melcombe Regis Board Action Plan. Matt Prosser	Gill Taylor/Mike Byatt	Management Committee	Update at each MC	Partners and Council reserves	Following Management Committee support for a Community Safety Accreditation Scheme, a scheme is now being worked up in detail for launch ahead of next summer. Uniformed officers will be accredited with some policing powers and be a visible presence in the town centre. Update to MC in April 2018.

WEYMOUTH AND PORTLAND BC – MANAGEMENT COMMITTEE ACTION PLAN MAY 2018
KEY : Red = Close Monitoring; Amber = Watching Brief with regular updates; Green = Completed

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 - ALISON REED

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

10.	Set up a Town Council in Weymouth Stuart Caundle	Alison Reed / Jeff Cant	Town Centre Steering Group Management Committee	March 2018	Agreed in budget 2017/18	Public consultation ends March 2018. Initial scoping of services and finances for Town Council has taken place
11.	Establishing the position of Portland Town Council Stephen Hill	Alison Reed	Management Committee	Feb 2018	Ongoing	Town Council to consider services it might wish to run after a Unitary Authority meeting.
12.	Unitary Council / Combined Authority Matt Prosser	Jeff Cant / Alison Reed	Delegated to CEO/Leader	Ongoing updates	NA	A Cross County Committee has been set up and approved by full Council to oversee the project.
13.	Review of incoming grants from outside bodies Jane Nicklen	Alison Reed	Scrutiny Committee Management Committee	TBA	NA	Officer Working Group being established to share ownership of co-ordinated approach to grant applications
14.	Review of links with outside bodies Stuart Caundle	Alison Reed / Andy Blackwood	Scrutiny Committee Management Committee	Feb 2018	NA	To be scoped by Scrutiny Committee

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 - RICHARD NICKINSON

Economic Regeneration, Employment Sites, Inward Investment, Market, Business Development and Promotion, Local Shopping Centres.

15.	Set up a consultation to engage with business community to gain a better understanding of their needs. Nick Thornley	Richard Nickinson	Management Committee	Feb 2018		<ul style="list-style-type: none"> Economic Strategy link T4.6 - JF presented economic strategy and engaged with a wide range of SME's and major employers to gain feedback on local economy at the Portland Business Day event held 24.1.18 Economic Strategy link T4.5 - JF Meeting with Portland marine companies CEO's to understand future vision and growth opportunities to feed into national funding bid and develop new marine CEO forum. Meeting held 24.01.18
16.	Support for grassroots local enterprise Nick Thornley	Richard Nickinson	Management Committee	March 2018	Western Dorset Growth Corridor WPBC	<ul style="list-style-type: none"> Economic Strategy link T2.6 - Incubator Units project being established at Ferry Terminal Building

WEYMOUTH AND PORTLAND BC – MANAGEMENT COMMITTEE ACTION PLAN MAY 2018

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Project and lead officer	Councillor champion	Decision points & who makes decision	Anticipated delivery date	Funding & Source	Progress Update
					<p>December 2017 Economic Strategy link T3.5 - Funding support provided for new Careers Enterprise coordinator (CEC) post to strengthen links between schools and businesses (Wey Valley, Budmouth, Atlantic Academy, Budmouth and All Saints signed up to programme with business mentors being appointed to each school).</p> <ul style="list-style-type: none"> Economic Strategy link T3.5 - JF Meeting with Careers and Enterprise Company, DCC Educational service and business mentor to discuss CEC programme and links with local business. Meeting held 24.01.18
17.	Marketing Weymouth & Portland's commercial potential Nick Thornley	Richard Nickinson	Management Committee	March 2018	<p>Western Dorset Growth Corridor WPBC</p> <ul style="list-style-type: none"> Economic Strategy link T3.4 – Funding for new local careers and job website being secured

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					<p>to promote local companies and business and linked to local students to encourage retention of our young people and act as an attractor to those outside the Borough</p> <ul style="list-style-type: none"> • Economic Strategy link T3.4 – Weymouth promotional leaflet produced and taken to key London trade show by Leader. Promotion of developments sites via Dorset Property Pilot. • Economic Strategy link T4.5 – Marine development project progressing with EDO’s attending the South Coast Marine Cluster meeting in January to feed into national funding bid for Marine sector. • Economic Strategy link T4.5 - Funding agreed (by Growth Hub) to

WEYMOUTH AND PORTLAND BC – MANAGEMENT COMMITTEE ACTION PLAN MAY 2018

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					appoint Marine sector coordinator for Dorset Economic Strategy link T3.4 - New WDEGS leaflet produced to promote the aims of the strategy. PDF version to be circulated to members via the WDEGS members Board
18.	Annual Enterprise Award Nick Thornley	Richard Nickinson	Management Committee	TBC	W&PBC Economic Development <ul style="list-style-type: none"> Economic Strategy link T4.6 – Introduction of a new local entrepreneur award in conjunction with the Weymouth work hub at the Terminal Building. WPBC supporting a free desk space for 12 month period. Details to be published and promoted as part of the work hub launch.
19.	Promote the Western Relief Road Stephen Hill	Richard Nickinson		TBC	

WEYMOUTH AND PORTLAND BC – MANAGEMENT COMMITTEE ACTION PLAN MAY 2018

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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

20.	First Phase Flood Defences Martin Hamilton	Jeff Cant / Ray Nowak	Management Committee	Sept 2017 April 2018	DEFRA/LEP	Following a meeting with Therese Coffey MP in the autumn, officers have continued to work with colleagues from Environment Agency to develop a prioritised programme of repairs. A meeting was held with in March with the Chairman of the Wessex Regional Flood & Coastal Committee to discuss progress and potential funding.
21.	Review ways of enforcing improvement of run down buildings in private hands.	Ray Nowak / Paul Wyeth	Management Committee	Nov 2017	TBC	Drive up the quality of the built environment. Agreement reached with Town Centre Group to

WEYMOUTH AND PORTLAND BC – MANAGEMENT COMMITTEE ACTION PLAN MAY 2018

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Project and lead officer	Councillor champion	Decision points & who makes decision	Anticipated delivery date	Funding & Source	Progress Update
	Stephen Hill				identify and pursue owners of run down building.

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

22.	Redevelopment of North Quay site Martin Hamilton	Jeff Cant / all	Management Committee	Outline Planning Proposal	External Funding	Several versions of proposals to redevelop the site have been reviewed by the Council/PSP .partnership.. Planning application due to be submitted in May
23.	Town Centre Regeneration Peninsula Martin Hamilton	Jeff Cant / all	Management Committee	First phase project Completion 2020	Council borrowing	£700k committed to project to take to outline planning. Demolition to start Jan 2018.
24.	Town Centre Regeneration – Commercial Road Martin Hamilton	Jeff Cant	Management Committee	Dec 2017	Mixed Funding	This requires the construction of a consortium proposal from the three site owners
25.	Submit a case for additional funding support to Department for Communities and Local Government Martin Hamilton / Simon King	Jeff Cant/ Group Leaders	N/A	Ongoing	N/A	Met the Minister for Coastal Communities March 2018. A team of cross departmental civil servants will visit to hear our case and construct a proposition to help us forward The

WEYMOUTH AND PORTLAND BC – MANAGEMENT COMMITTEE ACTION PLAN MAY 2018

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					Minister will then visit.

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26.	Create an Active Property Asset Management Plan Martin Hamilton / Sarah Cairns	Jeff Cant	Management Committee	Rolling programme of reports	NA	Initial list of properties for disposal/development considered by Assets & Regeneration Group and approved by MC. List to be revisited to form the basis for Town Council discussions
27	Pavilion makeover Martin Hamilton	Jeff Cant	Management Committee	Oct 2017	Funds allocated	£250k allocated to the project. Lease finalisation now being undertaken by legal team External works to start September
28.	Construction of new public conveniences at the Esplanade Martin Hamilton	Jeff Cant	Management Committee	Verbal update at each Management Committee	£400,000 Funds allocated from capital reserves	Surveys complete, designs being produced and minor repairs and redecorations in progress, report will come to July MC.

WEYMOUTH AND PORTLAND BC – MANAGEMENT COMMITTEE ACTION PLAN MAY 2018

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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

29.	Melcombe Regis Board Improving Melcombe Regis as a place to live. Matt Prosser	Gill Taylor / Mike Byatt / Jeff Cant	Report to Management Committee	Monthly updates from CEO/ Briefholders	Joint funding from the participating bodies	Monthly updates on Housing elements of the Action Plan.
30.	Review unlicensed HMO's in the Borough Clive Milone	Gill Taylor	Update to Management Committee October 2017	Monthly verbal update	Continue to await Government legislation anticipated in Summer 2018	Report on a proactive approach to ensuring safe HMOs.
31.	Action Plan required bringing together Council and Housing Associations Stephen Hill / Clyde Lambert	Gill Taylor / Jeff Cant / Ray Nowak	Report to Management Committee August 2017 following review of funding by Finance Group.	March 2017 May 2017 July 2017 Verbal update at each MC	Joint funding from the three Councils.	Accelerated Home Building strategy with the objective to increase number and pace of house building. A WPBC steering group has been formed to progress the delivery of an Accelerating Home Building Action Plan.

WEYMOUTH AND PORTLAND BC – MANAGEMENT COMMITTEE ACTION PLAN MAY 2018

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8. Social Inclusion - JON ORELL

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

32.	Review Corporate Equality Policy Jane Nicklen	Jon Orell	Management Committee	Feb 2018	NA	Corporate Equalities Working Group met for first time on 9 November and agreed new timetable for a revised draft policy to cover DCP. Possibility of shared policy also being discussed with DCC
33.	Armed Forces Covenant project to be investigated. Jane Nicklen	Jon Orell	Management Committee	Monthly updates	Council Reserves	Project progressing under leadership of The Lantern Centre with project input from the council and others and priorities for delivery agreed. Bid to The Royal British Legion being prepared. Armed Forces Covenant will only fund certain aspects of the project.

WEYMOUTH AND PORTLAND BC – MANAGEMENT COMMITTEE ACTION PLAN MAY 2018

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34.	Make WPBC Dementia Friendly Jane Nicklen	Jon Orell	All Members	Nov 2017	NA	No local Dementia Action Alliance support. Limited staff capacity to support this so will be supported through the Equalities Working Group.
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Project and lead officer	Councillor champion	Decision points & who makes decision	Anticipated delivery date	Funding & Source	Progress Update
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9. Tourism and Culture (including Harbour) - RICHARD KOSIOR

Arts, Attractions, Beach, Beach Cleaning, Culture, Esplanade, Events and Festivals, Museums, Pavilion, Tourism Publicity, Tourism Development (moved from 4), Tourist Information Centre, Seafront Management

35.	Developing the commercial potential of the Harbour Nick Thornley	Ian Bruce/ Richard Kosior	Management Committee	Verbal updates		Advice on long term way forward provided by specialists Fisher Associates and being reviewed. Some new prices agreed at 6.12.17 Harbour Board. 5 main projects being explored including an MMO funding application for improved Fish and Seafood handling facilities. Active engagement with Peninsula development team.
36.	Esplanade lighting system Nick Thornley Tony Hurley	Richard Kosior	Management Committee	March 2019	Coastal Communities	£200k grant from Coastal Communities Fund. Project Plan agreed. Project on track. Designer appointed, member and public consultation

WEYMOUTH AND PORTLAND BC – MANAGEMENT COMMITTEE ACTION PLAN MAY 2018

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Project and lead officer	Councillor champion	Decision points & who makes decision	Anticipated delivery date	Funding & Source	Progress Update	
					continues.	
37.	Proposal for sculpture trail Tony Hurley	Richard Kosior / Jeff Cant	Management Committee	March 2019	£123,000 from borough council reserves	Project manager appointed. Schemes being prepared.
38.	Signage Nick Thornley	Richard Kosior / Colin Huckle	Management Committee	March 2018	Funding provided by Weymouth BID and WPBC	Delivery of new signs expected by September 2018.
39.	Review of concessions process and product and service mix Sarah Cairns / Matt Ryan	Richard Kosior	Scrutiny Committee	Jan 2019	NA	Before allocation of licences for 2019 season The seafront concessions licences and leases are due for renewal in 2020. They will be reviewed later in 2018 to plan for action to take place during 2019
40.	Clarify the offering to visitors and Review the active promotion of tourism Nick Thornley	Richard Kosior	Management Committee	Completed in April 2018	WPBC as part of TCP	Completed as reported management committee meeting 17.4.18. Proposal for a Tourist Information Centre to be considered by Management Committee

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

41.	Comprehensive review of all car parks to identify loss making sites and surplus assets Sarah Cairns	Colin Huckle / Jeff Cant	Management Committee	Dec 2017		Now with Asset Management Group.
42.	New Traffic management programme for the Town Centre to include pedestrianisation proposals. Nick Thornley	Colin Huckle / Jeff Cant	Management Committee	To be agreed once scheme drawn up.	Funding approved June MC for first phase of pedestrianisation	St Mary's Street / St Thomas Street completed. Second phase pedestrianisation report October. Full Traffic Management proposal Feb 2018. St Mary's Street / St Thomas Street improved pedestrianisation measures completed and being monitored by Town Centre Manager. Second phase pedestrianisation project being progressed

WEYMOUTH AND PORTLAND BC – MANAGEMENT COMMITTEE ACTION PLAN MAY 2018

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Project and lead officer	Councillor champion	Decision points & who makes decision	Anticipated delivery date	Funding & Source	Progress Update
					with DCC. Full traffic management plan to be prepared with DCC based on site developments and LEP funded study.
43.	Cost of complementary car park passes. Nicola Keyworth-Wright.	Colin Huckle	Management Committee	September 2018	

SUPPLEMENTARY UPDATE TO MANAGEMENT COMMITTEE ACTION PLAN 5 JUNE 2018

COMMUNITY SAFETY IN MELCOMBE REGIS

Summary

The problem of youth ASB is reducing following multi-agency interventions. A watch is being kept on rough sleeper numbers as the warmer weather arrives.

Numbers

Below are Melcombe Regis quarterly statistics for 2017-18. Monthly statistics have been requested from Dorset Police (via the Dorset Community Safety Partnership) and these will be available for the next update.

In 2016, The Home Office revised how crime and ASB is recorded and this is making comparison to previous years very difficult. One incident may be the subject of multiple reports. This is a national issue and is being considered by the Dorset CSP.

	2017-18 Q1	2017-18 Q2	2017-18 Q3	2017-18 Q4
Environmental ASB	26	19	17	9
Nuisance ASB	416	451	212	244
Personal ASB	41	33	26	28
Total ASB	483	503	255	281
Total Crime	466	561	424	444

The nuisance ASB numbers show a marked increase in the spring & summer months. The picture is comparable to benchmark resort towns. The next update will focus on types of crime.

Issues

Policing Plan – An update on the Policing Plan for Melcombe Regis is being given by the Police to the Melcombe Regis Board at their meeting on 8 June 2018. A summary will be given at your next meeting.

Youth ASB – has been a feature in the town centre over the past weeks. Community Safety has been working with Dorset Police to get measures in place including increased patrols and use of Anti-Social Behaviour Contracts (ABC's). We have liaised with DCC Children's Servicers to ensure that the most appropriate supports are in place for this specific group of young people.

	Jan	Feb	Mar	Apr	May
Number of reported incidents	13	31	5	45	10

As can be seen from the table above, action is having results.

ASB PSPO – to Full Council on 31 May 2017 and if agreed comes into force in July 2018. Covers...

- confiscation of alcohol from individuals behaving in an anti-social manner
- begging
- feeding of gulls
- cycling (in effect allows limited cycling on The Esplanade)

Rough Sleeping – has been reducing in part due to the Bus Shelter project and the cooler weather. However, there has been an increase in May and agencies are monitoring the situation. Housing are providing outreach to deter rough sleeping and the Bus Shelter is available to those who meet their criteria. There are currently 5 spaces taken on the bus.

Community Safety Accreditation Scheme – approved by Management Committee, initial recruitment of 2 officers is underway. Based at Weymouth Police Station they will spend the majority of time in the town centre and on the Rodwell Trail. With Police and council powers they will tackle ASB, be 'eyes & ears' for crime and assist businesses, residents & visitors to the town. More information about the role can be found at;
<http://intranet.wdwp.local/sites/home/news/Pages/Vacant-Position-Community-Safety-Patrol-Officer.aspx>



Management Committee Four Month Forward plan 1 June 2018 To 30 September 2018

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 A Reed
- Economic Development – Cllr J Farquharson
- Environment and Sustainability - Cllr R Nowak
- Finance and Assets – Cllr J Cant
- Housing – Cllr G Taylor
- Community Facilities – Cllr K Wheller
- Tourism, Harbours and Culture – Cllr R Kosior
- Social Inclusion – Cllr C James
- Transport and Infrastructure – C Huckle

KEY DECISIONS

Title of Report	Purpose of Report	Consult Committee	Exempt	Portfolio Holder & Report Author	Decision Date
The Peninsular, Weymouth	To seek agreement to progress with the more detailed delivery work of the Peninsula Redevelopment.		3, 5	WPBC Briefholder for Economic Development, WPBC Briefholder for Finance and Assets - J Cant, WPBC Briefholder for Tourism, Culture and Harbour - R Kosior David Brown, Head of Assets & Infrastructure, Julie Strange, Head of Financial Services	10 Jul 2018
Adoption of Dorset Shared Equality Objectives and Dorset Councils Partnership Equality Objectives for 2018-19	To explain the Councils public sector equality duties under The Equality Act, 2010 and to outline the Dorset Shared Equality Objectives and proposed Dorset Councils Partnership Equality Objectives pursuant to these duties. Similar report to NDDC/WDDC	Weymouth & Portland Borough Council Policy Development Committee 18 Jun 2018		WPBC Briefholder for Social Inclusion Jane Nicklen, Community Planning & Development Manager	10 Jul 2018

NON KEY DECISIONS

Title of Report	Purpose of Report	Documents	Exempt	Portfolio Holder & Report Author	Decision Date
Dorset Council's Partnership Digital Strategy	To adopt the Dorset Council's Partnership Digital Strategy.	North Dorset District Council Cabinet West Dorset District Council Strategy Committee Weymouth & Portland Borough Council Management Committee Joint Advisory Overview and Scrutiny Committee 29 May 2018 29 May 2018 5 Jun 2018 1 May 2018		NDDC Portfolio Holder for Community Safety and Wellbeing - A Kerby WDDC Portfolio Holder for Corporate - P Barrowcliff WPBC Briefholder for Corporate Affairs and Continuous Improvement - A Reed Penny Mell, Head of Business Improvement	29 May 2018 29 May 2018 5 Jun 2018

NON KEY DECISIONS

Title of Report	Purpose of Report	Documents	Exempt	Portfolio Holder & Report Author	Decision Date
To appoint Briefholders and Responsibilities	To agree the allocation of Briefs to members at the first meeting of the committee in the 2018/19 municipal year.			WPBC Briefholder for Corporate Affairs and Continuous Improvement - A Reed Kate Critchel, Senior Democratic Services Officer	5 Jun 2018
Councillor Membership of Internal Working Groups and Appointment to outside bodies	To consider the membership of internal working groups any changes to outside bodies, and to make appointments as necessary for a new municipal year.			WPBC Briefholder for Corporate Affairs and Continuous Improvement - A Reed Kate Critchel, Senior Democratic Services Officer	5 Jun 2018
Dorset Information Sharing Charter (DISC)	The purpose of the report is to advise Members of the nature of the Dorset Information Sharing Charter and the associated delegation of authority required.			WPBC Briefholder for Corporate Affairs and Continuous Improvement - A Reed Penny Mell, Head of Business Improvement	5 Jun 2018
Business Review Outturn Report	To consider the Outturn Report.			WPBC Leader of Council - J Cant Chris Evans, Financial Performance Manager	5 Jun 2018

NON KEY DECISIONS

Title of Report	Purpose of Report	Documents	Exempt	Portfolio Holder & Report Author	Decision Date
Applications for Discretionary Rate Relief	To the committee consider the application.			WPBC Briefholder for Finance and Assets - J Cant Stuart C Dawson, Head of Revenues and Benefits	10 Jul 2018
Article 4 Direction - Land adjacent to Chesil Beach and The Fleet	To consider the impact of buildings and land uses in the vicinity on the quality of the landscape which are permitted development and the need to restrict this development in the future to protect the landscape.		5	WPBC Briefholder for Environment and Sustainability - R Nowak Debbie Redding, Development Manager	10 Jul 2018
Melcombe Regis: Selective Licensing of Private Rented Sector Property	To introduce a presentation from consultation employed by the Council detailing a proposed scheme for the licensing of private rented sector housing.			WPBC Briefholder for Housing - G Taylor Geoff Joy, Housing Improvement Manager	10 Jul 2018
Transfer of Powers & Assets	To receive a response to Notice of Motion referred to Management Committee following the meeting of Full Council on 19 January 2017.			WPBC Briefholder for Finance and Assets - J Cant Stuart Caundle, Assistant Chief Executive	10 Jul 2018

NON KEY DECISIONS

Title of Report	Purpose of Report	Documents	Exempt	Portfolio Holder & Report Author	Decision Date
Weymouth Esplanade Lighting	To review the design of he proposed Lighting to Weymouth Esplanade. This project is one of 18 managed by Dorset Coast Forum in their "Coastal Communities – People & Places" Programme.			WPBC Briefholder for Tourism, Culture and Harbour - R Kosior Peter Christie, Project Engineer	10 Jul 2018
Local Plan Review Preferred Options Consultation	To inform members of the content of the local plan review preferred options consultation material and seek approval to go out to consultation.			WPBC Briefholder for Environment and Sustainability - R Nowak Terry Sneller, Local Plan Team Leader	26 Jul 2018

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.

