

Business Review

Weymouth & Portland Borough Council

Period: **Quarter 2 (July to September 2017)**

Service	Prediction (£)	Head of Service/ Corporate Manager
Financial Services	20,000 (F)	Julie Strange
Corporate Finance	40,070 (F)	Julie Strange
Revenues & Benefits	0	Stuart Dawson
Business Improvement	28,583 (F)	Penny Mell
Community Protection	88,200 (F)	Graham Duggan
Housing	43,300 (F)	Clive Milone
Planning Development Management & Building Control	112,000 (A)	Jean Marshall
Community & Policy Development	2,300 (F)	Hilary Jordan
Economy, Leisure & Tourism	27,500 (A)	Nick Thornley
Assets & Infrastructure	87,500 (F)	David Brown
Democratic Services & Elections	46,650 (F)	Jacqui Andrews
Human Resources & Organisational Development	868 (F)	Bobbie Bragg
Legal Services	0	Robert Firth

Overall predicted variance	£217,971 (F)
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(F) = Favourable variance prediction

(A) = Adverse variance prediction

Financial Services

Head of Service – Julie Strange

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

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

Revenue summary – Financial Services

Subjective analysis	Full Year Current Budget 2017/18 (£)	Comments / actions
Employees	419,576	Efficiency savings of £15,000 made following the procurement of a new insurance contract. £5,000 of in year savings from staff turnover.
Transport	2,475	
Supplies & Services	153,161	
Income	(3,075)	
Net expenditure	572,137	
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	1,211,749	Partnership savings delivered by services ahead of the 2018/19 budget
Premises	(413,670)	
Transport	3,803	
Supplies & Services	(84,928)	
Interest	(578,320)	
Grants	(9,012,433)	
Net expenditure	(8,873,799)	
Q2 Predicted variance	40,070 (F)	
Q1 Predicted variance	0	

Key performance data

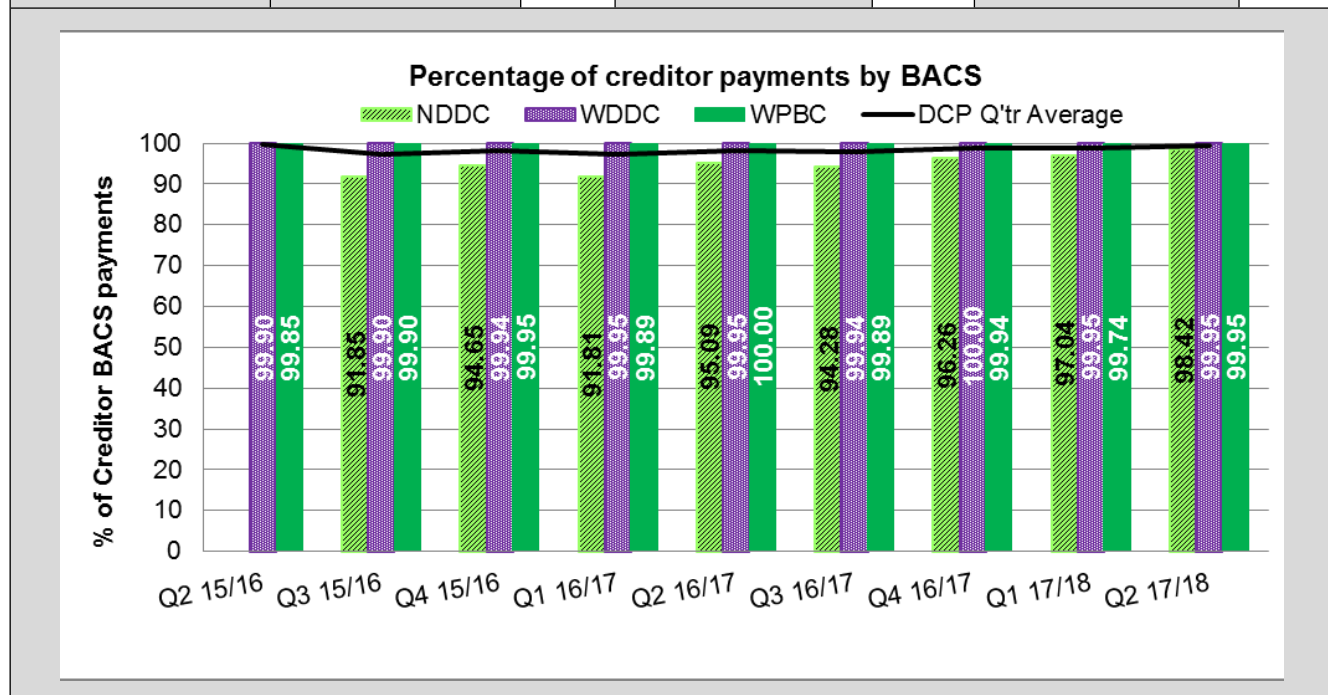
Exception Report from Head of Service

Whilst the payment of invoices within 30 calendar days are currently just below the target, the introduction of the intelligent scanning has seen the percentage of invoices paid within 5 calendar days significantly increase. The Percentage of non-disputed invoices paid within 5 calendar days (creditor payments) during quarter 2:

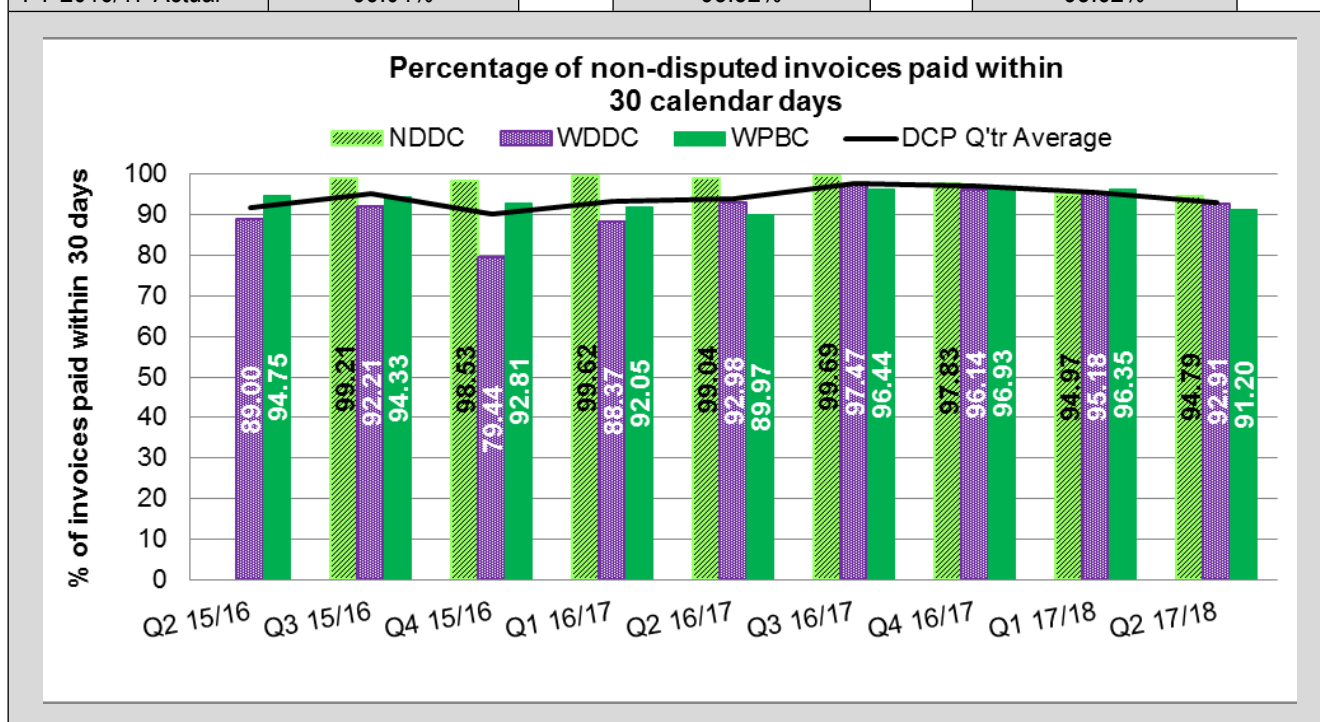
North Dorset = 28.08%, West Dorset = 53.40%, Weymouth & Portland = 40.39%

The intelligent scanning system is now fully rolled out across West Dorset and Weymouth and Portland with North Dorset planned to go live next month. This should see the North Dorset performance of payments within 5 days improve to similar levels.

Percentage of creditor payments by BACS					Aim	↑
Authority	North Dorset		West Dorset		Weymouth & Portland	
Q2 2017/18 Actual	98.42%	✔	99.95%	✔	99.95%	✔
Q2 2017/18 Target	95%		95%		95%	
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	↑
Authority	North Dorset		West Dorset		Weymouth & Portland
Q2 2017/18 Actual	94.79%	⚠	92.91%	⚠	91.20%
Q2 2017/18 Target	95%		95%		95%
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
Q2 2017/18 Actual	£335,557 (F)	£453,825 (F)	£217,971(F)

Key risk areas

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

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

Service Plan Update

The Statement of Accounts for all three councils have now been subject to external audit and received an unqualified audit opinion. Progress is well underway for the 2018/19 budget setting process and options to balance the budget for each council identified based on the information available at the current time. Standard key control internal audits are due to be undertaken during quarter 3.

The roll out of intelligent scanning has been completed for West Dorset and Weymouth and Portland with North Dorset planned to go live in November. The harmonisation of cash receipting software for North Dorset is currently at the procurement stage with the implementation start up meeting planned for the end of October. This will also assist with the alignment of the bank reconciliation processes of all 3 councils.

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	768,567	Expenditure in line with original estimates. Budget monitored on a monthly basis.
Transport	100	
Supplies & Services	428,885	
Payments to clients	30,620,000	
Income	(31,798,695)	
Net expenditure	18,857	
Q2 Predicted variance	0	
Q1 Predicted variance	648 (A)	

Key performance data

Exception Report from Head of Service

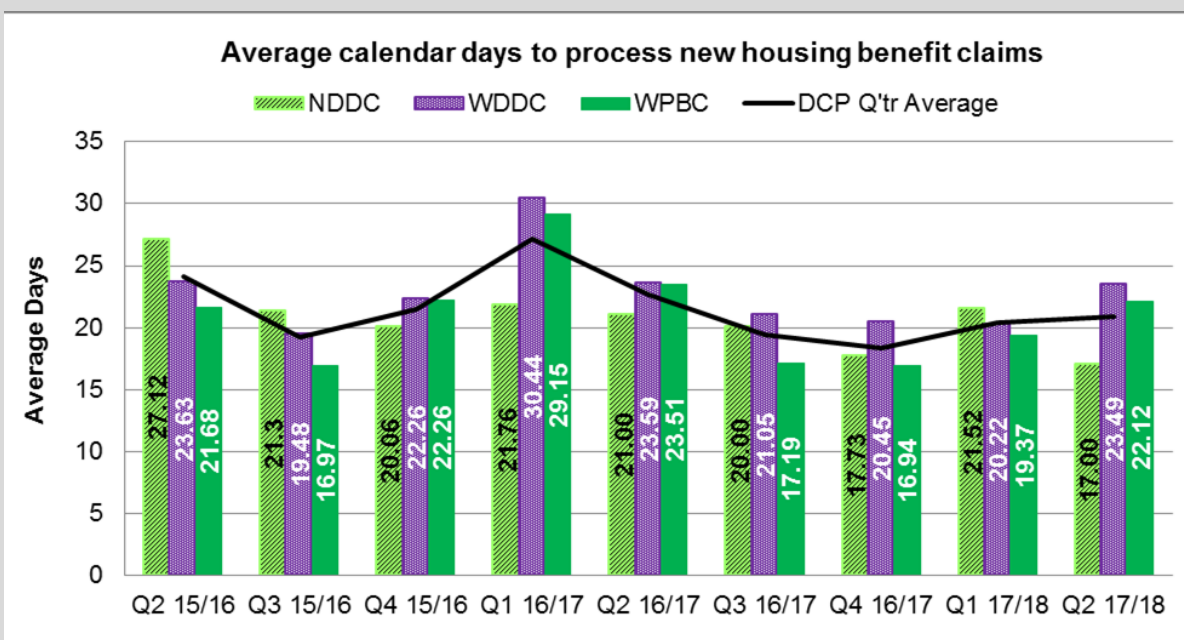
NDDC (SVPP): Collection rates: On a monthly basis for the last few years the collection rates appear to fluctuate, all recovery stages are at similar stage to last year with similar numbers of accounts therefore we are likely to meet outturn. SVPP are likely to follow similar recovery process as last year. Speed of processing: Days to process changes and days to process new claims are within target. The next quarter may see an increase in the numbers of days to process with the wider introduction of Universal Credit.

WDDC – Performance in relation to processing new benefit claims and changes in circumstances was affected by unforeseen increased workloads and staff absences over the summer months. During Q1 we were using Capita Resilience Services to help provide additional capacity. However, they were unable to provide the same level of support in Q2 due to staff absences. Cumulative performance for Q1/Q2 was 21.94 days (for new claims) and 7.91 days (for changes in circumstances). This compares favourably against the same period of last year (26.45 and 8.89 days respectively). Workloads are now up to date and it is anticipated that performance for the remaining two quarters will be better than targets.

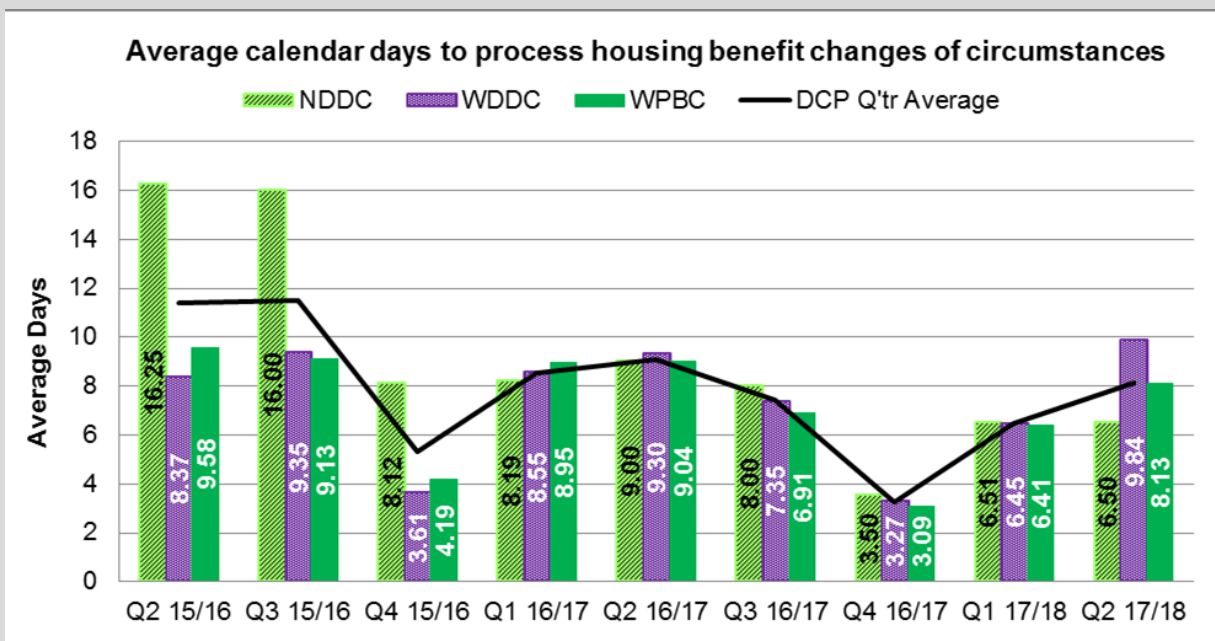
WPBC - Performance in relation to processing new benefit claims and changes in circumstances was affected by unforeseen increased workloads and staff absences over the summer months. During Q1 we were using Capita Resilience Services to help provide additional capacity. However, they were unable to provide the same level of support in Q2 due to staff absences. Cumulative performance for Q1/Q2 was 20.82 days (for new claims) and 8.02 days (for changes in circumstances). This compares favourably against the same period of last year (26.63 and 8.99 days respectively). Workloads are now up to date and it is anticipated that performance for the remaining two quarters will be better than targets.

Business Rates collection for Q2 was affected by increased number of ratepayers who are now paying over 12 instead of 10 months. Awards under the new Discretionary Rate Relief scheme are due to be made over the next few weeks and this will have a positive impact on collection rates.

Average calendar days to process new housing benefit claims					Aim	↓
Authority	North Dorset		West Dorset		Weymouth & Portland	
Q2 2017/18 Actual	17.00 days		23.49 days		22.12 days	
Q2 2017/18 Target	19 days		19 days		19 days	
FY 2017/18 Target	19 days		19 days		19 days	
FY 2016/17 Actual	19.76 days		20.45 days		16.94 days	

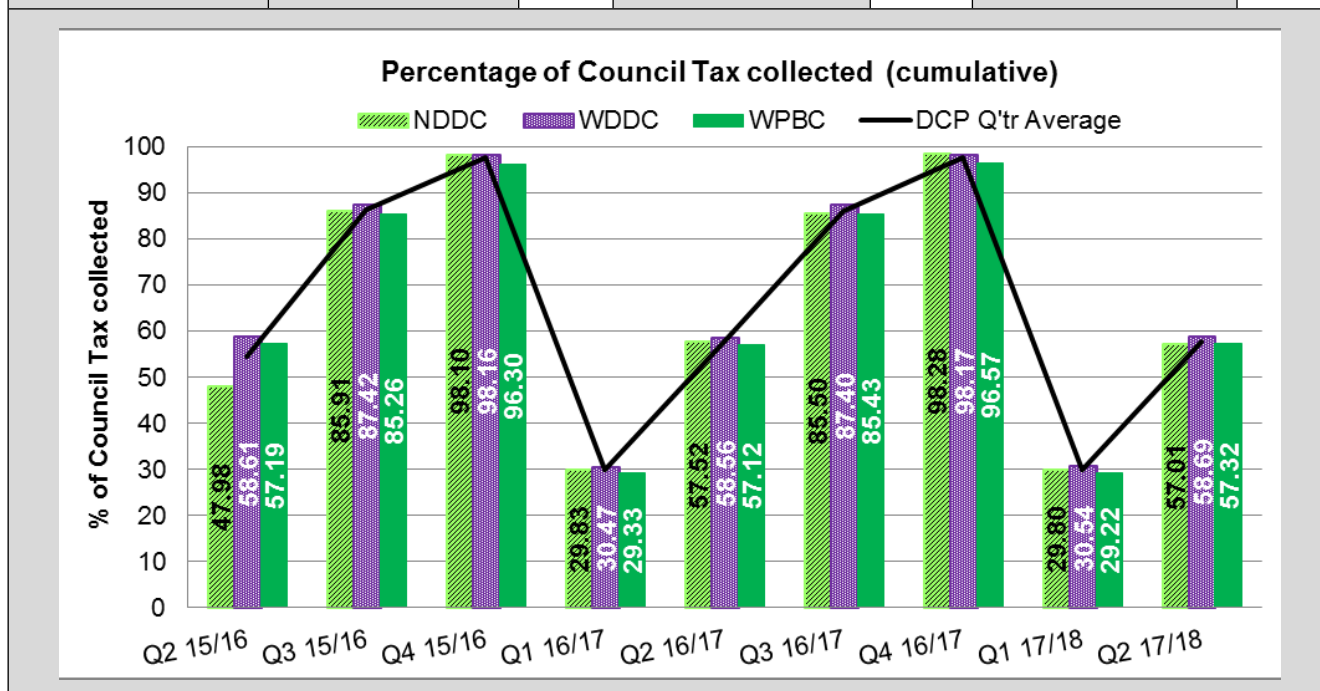


Average calendar days to process housing benefit changes of circumstances					Aim	↓
Authority	North Dorset		West Dorset		Weymouth & Portland	
Q2 2017/18 Actual	6.50 days		9.84 days		8.13 days	
Q2 2017/18 Target	10 days		7 days		7 days	
FY 2017/18 Target	10 days		7 days		7 days	
FY 2016/17 Actual	7.06 days		3.27 days		3.09 days	

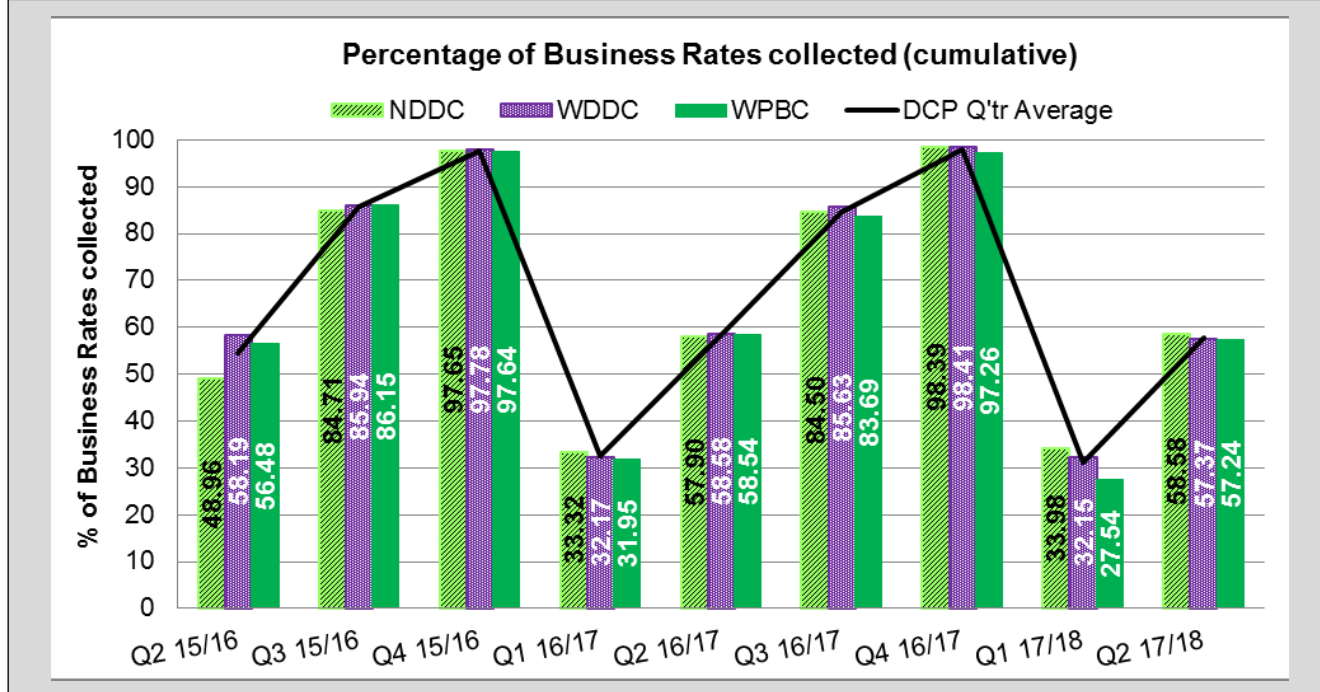


Number of Housing Benefit New Claims and Changes			
Authority	North Dorset	West Dorset	Weymouth & Portland
Q2 2017/18 Actual	4,162	3,202	3,431
Q1 2017/18 Actual	5,095	4,136	5,605
Q4 2016/17 Actual	6,478	8,551	8,945
Q3 2016/17 Actual	3,606	2,834	3,396
Q2 2016/17 Actual	4,508	4,047	4,714
Q1 2016/17 Actual	4,695	4,770	5,420
Q4 2015/16 Actual	n/a	7,965	8,246
Q3 2015/16 Actual	n/a	3,083	3,432
Q2 2015/16 Actual	n/a	3,814	4,118

Percentage of Council Tax collected (cumulative)			Aim	↑
Authority	North Dorset	West Dorset	Weymouth & Portland	
Q2 2017/18 Actual	57.01%	58.69%	57.32%	
Q2 2017/18 Target	57.52%	58.56%	57.12%	
FY 2017/18 Target	98.28%	98.17%	96.57%	
FY 2016/17 Actual	98.28%	98.17%	96.57%	



Percentage of Business Rates collected (cumulative)				Aim	↑
Authority	North Dorset		West Dorset		Weymouth & Portland
Q2 2017/18 Actual	58.58%		57.37%		57.24%
Q2 2017/18 Target	57.90%	⚠	58.58%	⚠	58.54%
FY 2017/18 Target	98.39%	⚠	98.41%	⚠	97.26%
FY 2016/17 Actual	98.39%		98.41%		97.26%



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

Service Plan Update

- Review of information leaflets continuing. Updated leaflets edited to PEC standards.
- Action taken to improve e-access to services (e.g. e-billing take up, introduction of txt messaging, etc.).
- Business case for a Pan Dorset Revs & Bens service has been paused pending outcome of LGR decision.
- Review of disaster recovery arrangements deferred due to Service having to replace existing database server. Review will commence when new server installed.
- Action to achieve efficiency savings is ongoing.
- A number of initiatives undertaken targeted at developing our people and providing them with transferable skills.

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	773,872	<p>Printing Section: Budgets remain since the closure of Print Room which need to be removed or an adverse variance of £70,000 will remain that cannot be recharged. A likely saving of £5,000 can be declared on material costs.</p> <p>Communications: The Consultation vacancy has continued although it has been partly covered by an external secondment. At the current time there is a favourable employee costs variance of £25,000 although this may be impacted by the need for any further consultation work and the result of the Local Government Review and any actions that may arise from the decision.</p> <p>CCC: There are a number of current staffing vacancies which are likely to result in an underspend of £23,000 at the financial year end. However, predicted underspends on salaries will be impacted by the use of temporary staff throughout the year.</p> <p>IT Equipment: As per enabling technology program work has commenced to move our current infrastructure off premise into the cloud environment. Savings likely to be achieved in 2017/18 are £20,000, however, this may be impacted by transition costs.</p> <p>IT Employee Costs: There has been staff vacancies during the year. For a time agency staff were used but we have now procured a support contract. The overall saving is likely to be approximately £18,000.</p> <p>Telecommunications: It now looks like the additional DPSN costs reported in quarter one are likely to be met within the existing Telecommunications budgets.</p>
Premises	7,272	
Transport	3,558	
Supplies & Services	717,172	
Income	(83,941)	
Net expenditure	1,417,933	
Q2 Predicted variance	28,583 (F)	
Q1 Predicted variance	1,124 (F)	

Key performance data

Exception Report from Head of Service

Complaint response times are now reported to CMT on a bi-monthly basis and service managers have been given access to the database so they can drive up compliance times within their service.

Customer services has been running with 2 vacancies during Q2 – 1 fixed term position to cover a secondment proved difficult to recruit to and we had to go out to advert 3 times before we were able to find anyone suitable. This post is now filled. A member of staff with a permanent contract who's post on the establishment was not a permanent post gained a promotion and customer services were unable for a prolonged period to recruit to this post. We have now been authorised to fill this vacancy and we have a Digital Access Advisor on a fixed term contract starting next week.

The call centre convergence has also taken place throughout Q2. This has seen NDDC calls re-routed to our call centre which is based at South Walks House, Dorchester. This is now complete and calls for all three councils are answered by the central call centre team.

Due to ongoing service convergence work and capacity issues, teams across the councils are experiencing difficulty in meeting corporate complaint deadlines. This is not particular to one particular service. Customer services continue to provide support and guidance to services in complaints handling.

Quarter 2 complaints base data:

North Dorset

11 complaints received, 6 responded to within target response time = 54.55% within target response time

West Dorset

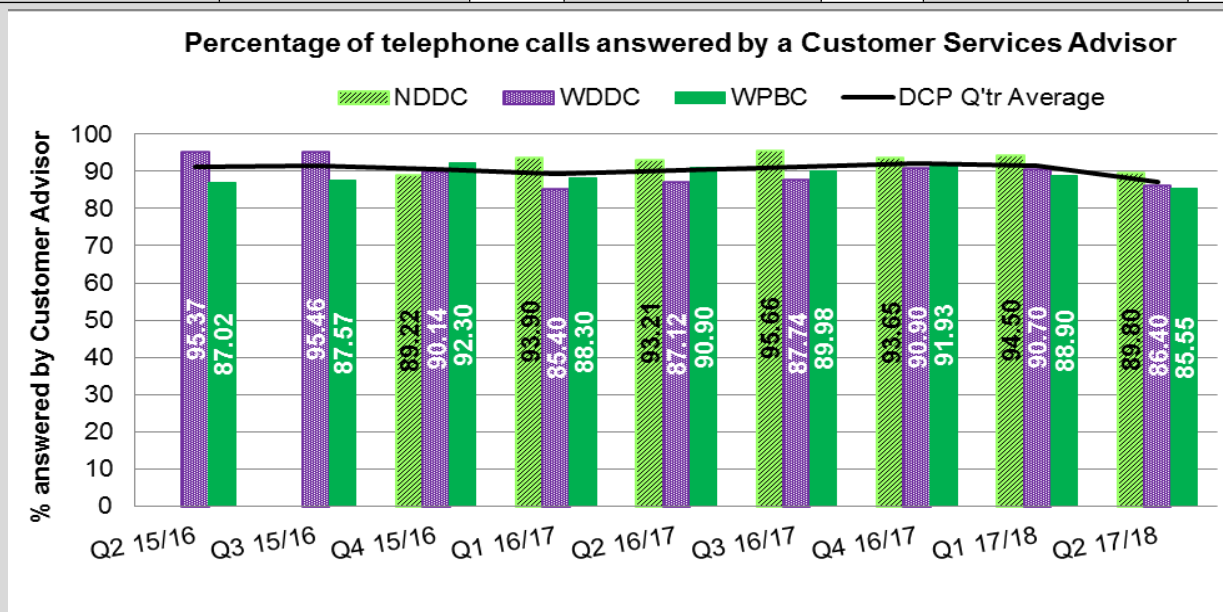
25 complaints received, 12 responded to within target response time = 48.00% within target response time

Weymouth & Portland

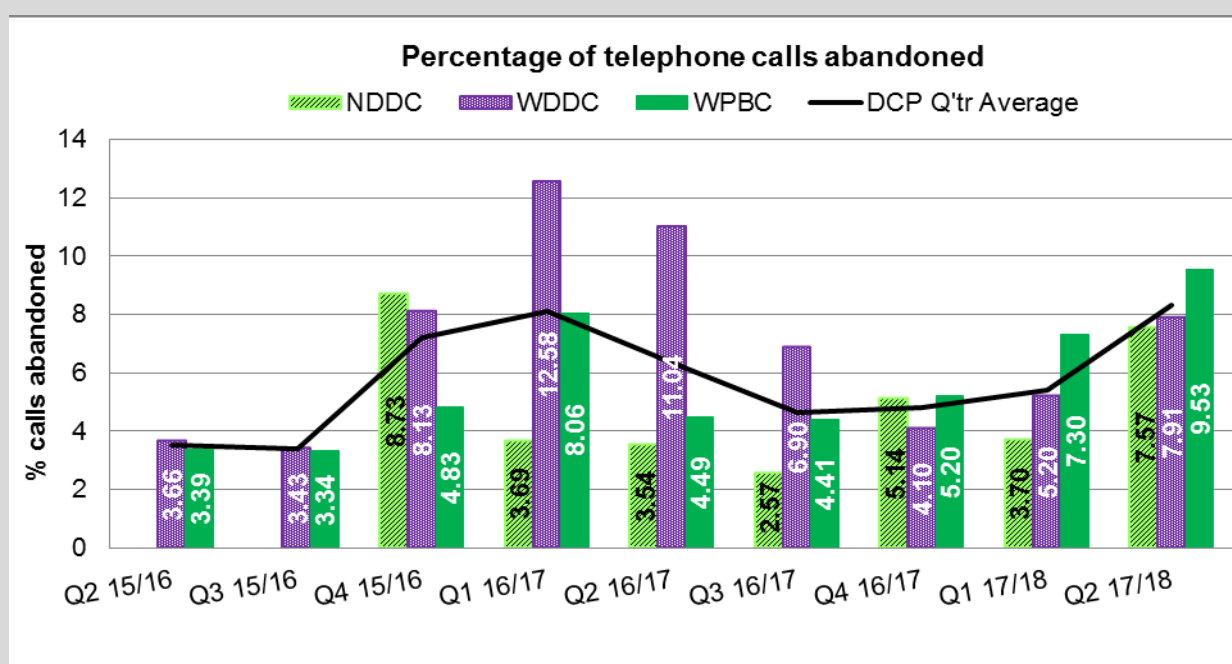
20 complaints received, 14 complaints responded to within target response time = 70.00% within target response time

Number of phone calls received by Customer Services			
Authority	North Dorset	West Dorset	Weymouth & Portland
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

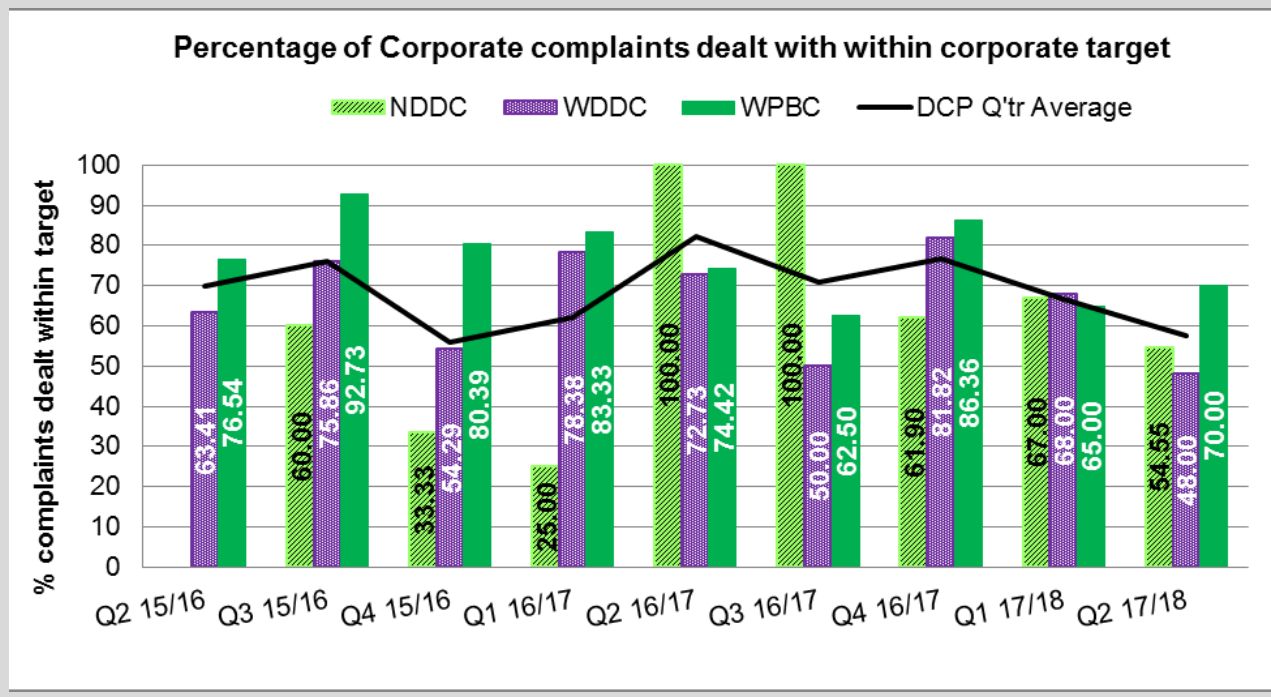
Percentage of telephone calls answered by a Customer Services Advisor					Aim	↑
Authority	North Dorset		West Dorset		Weymouth & Portland	
Q2 2017/18 Actual	90%		86%		86%	
Q2 2017/18 Target	92%		92%		92%	
FY 2017/18 Target	92%		92%		92%	
FY 2016/17 Actual	94%		88%		90%	



Percentage of telephone calls abandoned					Aim	↓
Authority	North Dorset		West Dorset		Weymouth & Portland	
Q2 2017/18 Actual	8%		8%		10%	
Q2 2017/18 Target	6%		6%		6%	
FY 2017/18 Target	6%		6%		6%	
FY 2016/17 Actual	4%		9%		6%	



Percentage of corporate complaints dealt with within corporate target (Stage One: 10 working days, Stage Two: 15 working days)					Aim	↑
Authority	North Dorset		West Dorset		Weymouth & Portland	
Q2 2017/18 Actual	55%		48%		70%	
Q2 2017/18 Target	80%		80%			
FY 2017/18 Target	80%		80%			
FY 2016/17 Actual	63%		70%		77%	



Key risk areas

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

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

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		Senior Leadership team buy in to appoint a dedicated Data Protection officer and initial Data Protection awareness training for some members of staff. Completion of Corporate Information asset register and retention schedule. Appoint dedicated Data Protection Officer to lead on overall compliance programme across the partnership. Conduct awareness training and campaign for everyone to equip them with knowledge of the new legislation and their responsibilities towards managing personal data. 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

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

Loss of IT Network & Systems / Cyber Attack					
CURRENT SCORE		Planned risk reduction initiatives	TARGET SCORE		
Impact	5		Implement local recovery centre. Test Disaster Recovery/Business Continuity plan at least annually. Ensure restoration priorities are established and understood by the organisation. Services to have local fail over arrangements.	Impact	2
Likelihood	2			Likelihood	2
Risk Score	10			Risk Score	4
Risk Rating	HIGH	There has recently been a significant international cyber-attack which has been targeting various organisations. Whilst DCP were not impacted by the cyber-attack we remain vigilant in our mitigation techniques, specifically: Deploying detailed security bulletins, only running supportable operating systems, maintaining system defences and raising awareness of threats amongst system users.	Risk Rating	LOW	

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

Service Plan Update
<p>Our Information Governance Officer has been working to help prepare the Partnership for the introduction of the GDPR from May 2018. The Partnership has an Information Governance Framework which sets out a range of measures to help us manage the data that we collect and process. This includes specific responsibilities for individuals. GDPR familiarisation training has been organised for colleagues to attend shortly and we will continue to build on this through the months ahead.</p> <p>IT and Business Transformation have progressed the Partnership's Smart Working initiative throughout this reporting period. This has included supporting Teams and Members to go mobile through the provision of mobility devices and introducing new ways of working. As part of this, we have been running an information security awareness campaign so that colleagues are aware of the risks to data when working remotely and their responsibilities regarding the same.</p> <p>Customer Access and Business Transformation have been working with the Nordon Programme to design the new customer access point as part of the wider changes at Nordon. This has included providing facilities for seeing customers; facilities for Duty Officers and touchdown accommodation for colleagues working remotely. We are also continuing to work on digital access to services including co-ordinating with Dorset For You, DCC and others to promote digital services and tackle barriers to delivery and access.</p> <p>Our Communications Service continues to focus on key areas of delivery including support to LGR and Joint Committee communications as well as continuing with providing regular communications through Connect for both staff & Members.</p>

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	1,616,165	3 shared service posts are being held vacant ahead of re-structure in Q3/4.
Premises	325,205	
Transport	204,386	Shortfall in income in Greenspace & Bereavement Services being off-set by vacant posts. Posts likely to be filled through re-structure to reduce agency costs and income will be closely monitored through Q3/4.
Supplies & Services	3,271,338	
Payments to clients	32,249	
Income	(2,070,630)	Funds from DWP underspend in 2016-17 being used to renew street furniture in town centre and other related work. Costs will show later in year.
Net expenditure	3,378,713	
Q2 Predicted variance	88,200 (F)	
Q1 Predicted variance	94,155 (F)	

Key performance data

Exception Report from Head of Service

Food hygiene standards remain high across all our council areas and the new environmental health software will improve the availability of information and guidance to food business operators.

Q1 and Q2 data has not been available for environmental protection service requests as the new software is being implemented, this will be remedied by Q3.

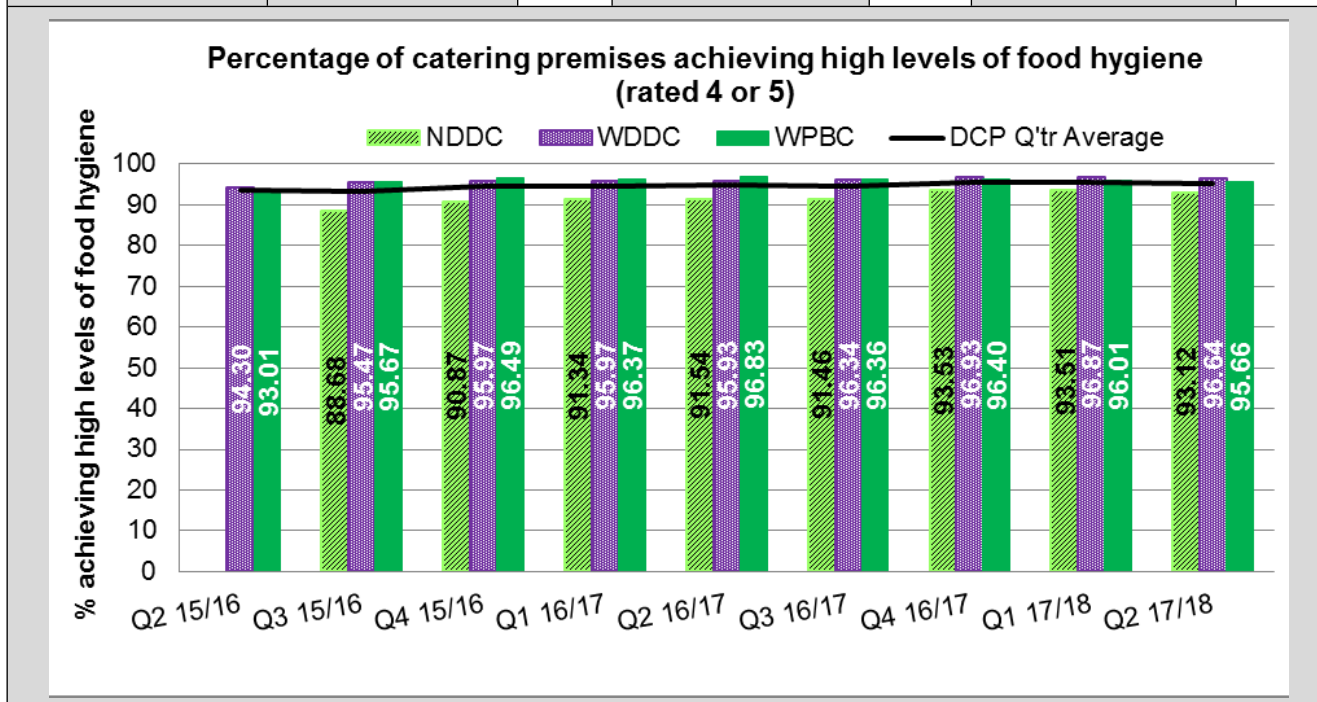
The implementation of the new environmental health & housing software application has been a major undertaking and staff are thanked for their hard work over the past months, The new application allows staff to work more agilely and improves service to customers.

The household waste arisings (landfill & recycling) continues to underperform in North Dorset. It is hoped that the 'Right Bin' campaign will start to yield results in the Q2 position (when available). Otherwise, your officer will be pursuing further actions with DWP.

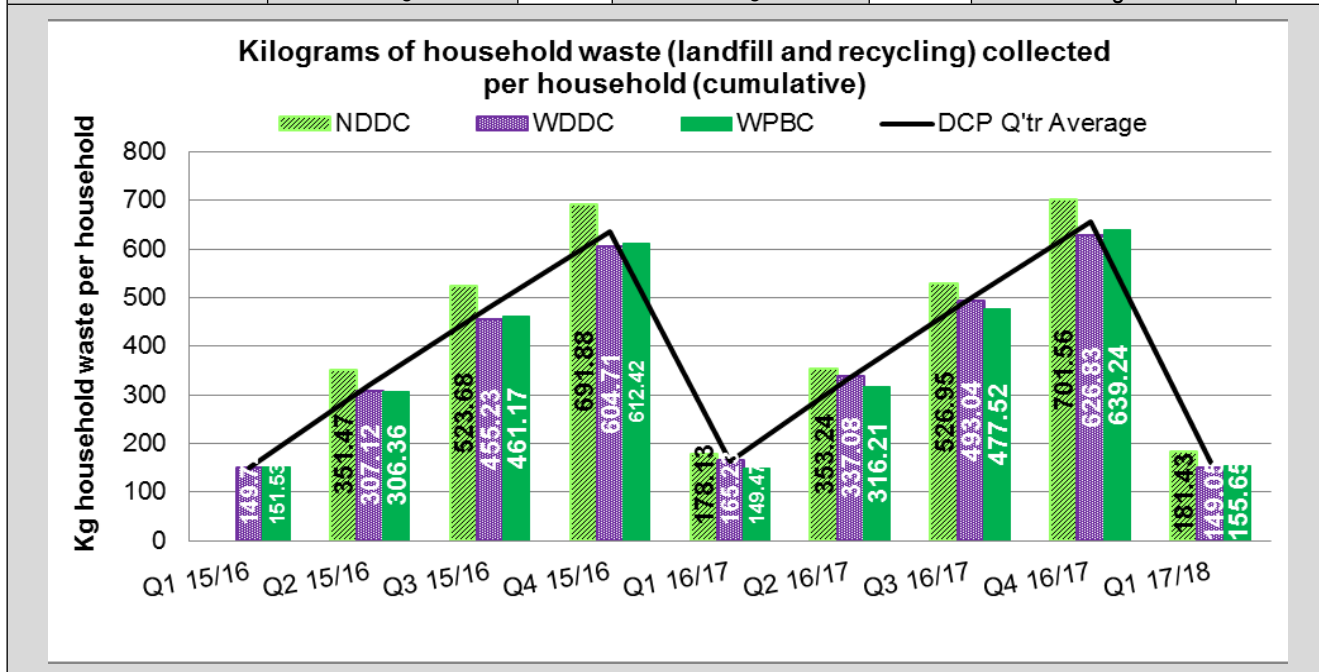
Weymouth & Portland's Q1 recycling rate is significantly up on the 2016-17 full- year position.

Missed bin collection data also needs to be shown as a % of total; collected and this will be added in for the next quarter. Whilst performance is considered good, the challenge will be made to DWP to improve this further.

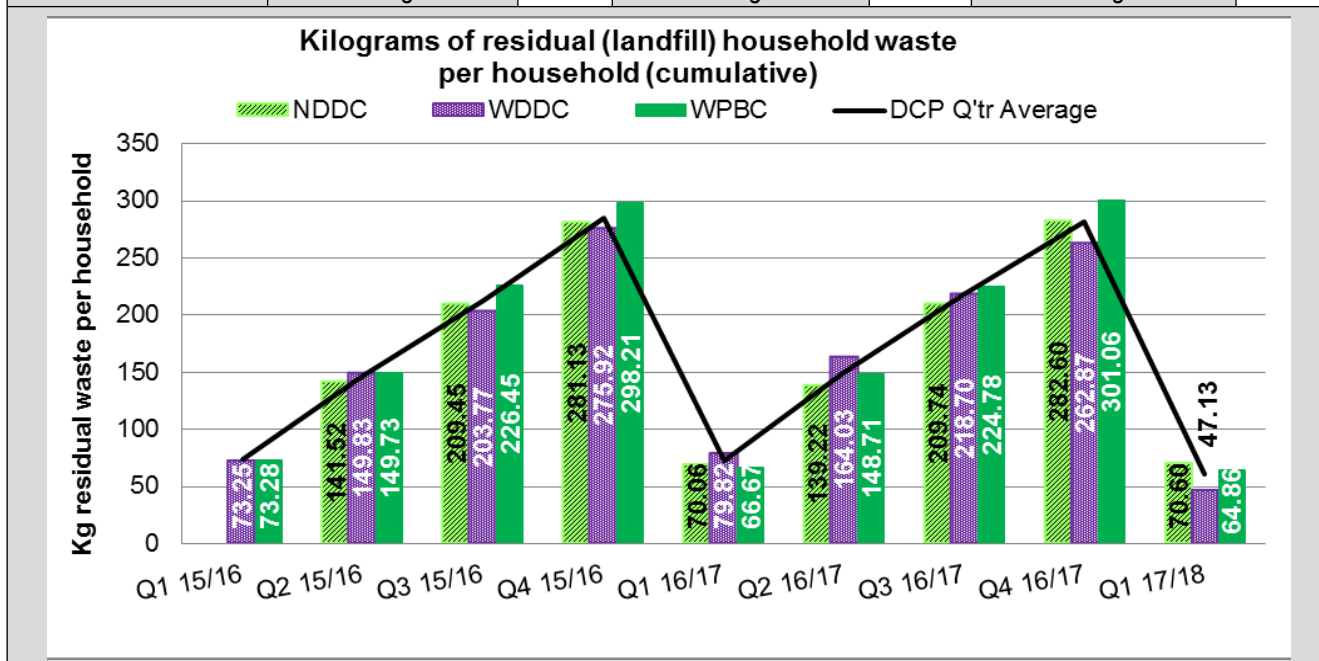
Percentage of catering premises achieving high levels of food hygiene (rated 4 or 5)				Aim	↑
Authority	North Dorset	West Dorset	Weymouth & Portland		
Q2 2017/18 Actual	93%	97%	96%		
Q2 2017/18 Target	90%	90%	90%	✓	✓
FY 2017/18 Target	90%	90%	90%		
FY 2016/17 Actual	93.5%	96.9%	96.4%		



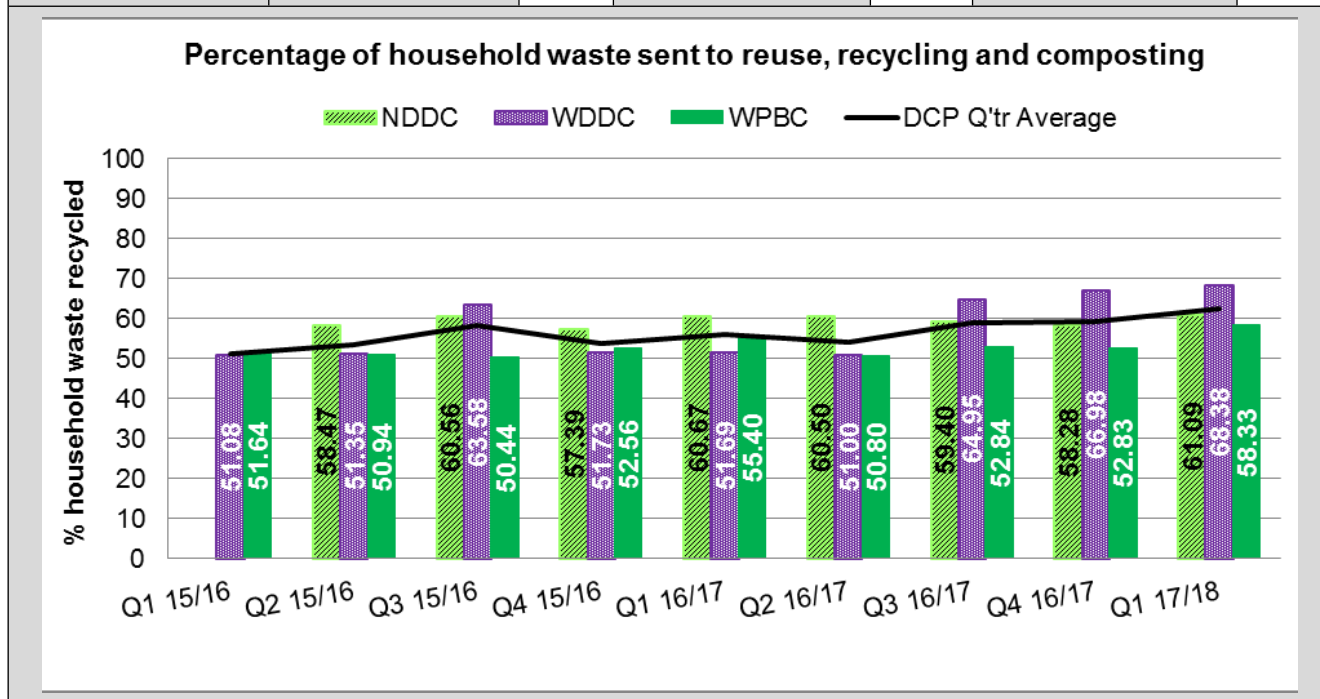
Kilograms of household waste (landfill and recycling) collected per household (cumulative)					Aim	↓
Latest available data is for Q1						
Authority	North Dorset		West Dorset		Weymouth & Portland	
Q1 2017/18 Actual	181 Kg/hh		149 Kg/hh		156 Kg/hh	
Q1 2017/18 Target	165 Kg/hh		165 Kg/hh		165 Kg/hh	
FY 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	↓
Latest available is Q1						
Authority	North Dorset		West Dorset		Weymouth & Portland	
Q1 2017/18 Actual	71 Kg/hh		47 Kg/hh		65 Kg/hh	
Q1 2017/18 Target	80 Kg/hh		80 Kg/hh		80 Kg/hh	
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 Latest available is Q1				Aim	↑
Authority	North Dorset	West Dorset	Weymouth & Portland		
Q1 2017/18 Actual	61%	68%	58%		
Q1 2017/18 Target	60%	60%	60%	✓	⚠
FY 2017/18 Target	60%	60%	60%	✓	⚠
FY 2016/17 Actual	58%	67%	53%		



Number of (justified) missed household waste collections (absolute number)				Aim	↓
Authority	North Dorset	West Dorset	Weymouth & Portland		
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		

Key risk areas

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

Very High Risks	0
High Risks	0
Medium Risks	3
Low Risks	7

Service Plan Update

Work in progress. At NDDC there is an additional action to decide the future provision of the dog control service given that the current contract can end in Jan 18. At WDDC, work is completing to implement dog and ASB Public Space Protection Orders. At WPBC several projects are underway. It is disappointing to report that Groundwork South has pulled out of the Tumbledown Farm project however; officers are working hard to find another partner. The review of the 3GS environmental enforcement pilot will start in Q3.

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	Favourable variance anticipated, largely composed of lower than expected net cost for bed and breakfast and rent deposit/rent in advance scheme, as well as staff savings accrued earlier in the year and from a currently unfilled post.
Premises	302,300	
Transport	7,069	
Supplies & Services	447,514	
Income	(518,794)	
Net expenditure	661,572	
Q2 Predicted variance	43,300 (F)	
Q1 Predicted variance	8,300 (A)	

Key performance data

Exception Report from Head of Service

Number of homelessness decisions made

We have seen a steep rise in the number homeless decisions in the WDDC area. There has been an increase in both WDDC/WPBC of those placed in Bed and Breakfast, due to the lack of move on temporary accommodation. We are actively engaging with private landlords to work with us.

Total number of households on the Housing Register

The average number on the Housing Register over July, August and September continues to grow slowly.

Number of new applications of the Housing Register

Although there is a fall in in the number of new applications for NDDC, there has been a consistent rise in WDDC and a sharp rise in WPBC. We are still waiting for the new Homechoice policy to come into force where adequately housed for WDDC/NDDC and Community Land Trust banding will see a gradual rise in these numbers.

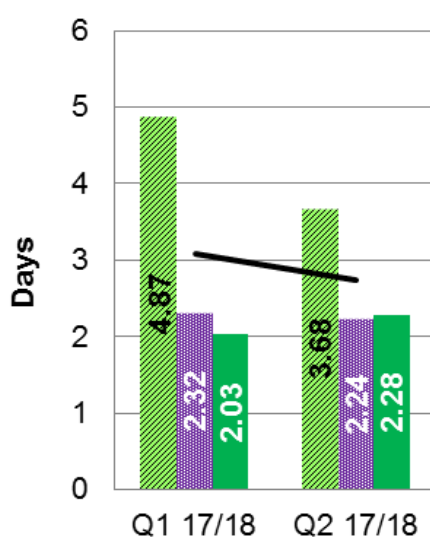
Total number of households housed in Registered Provider (RP) stock

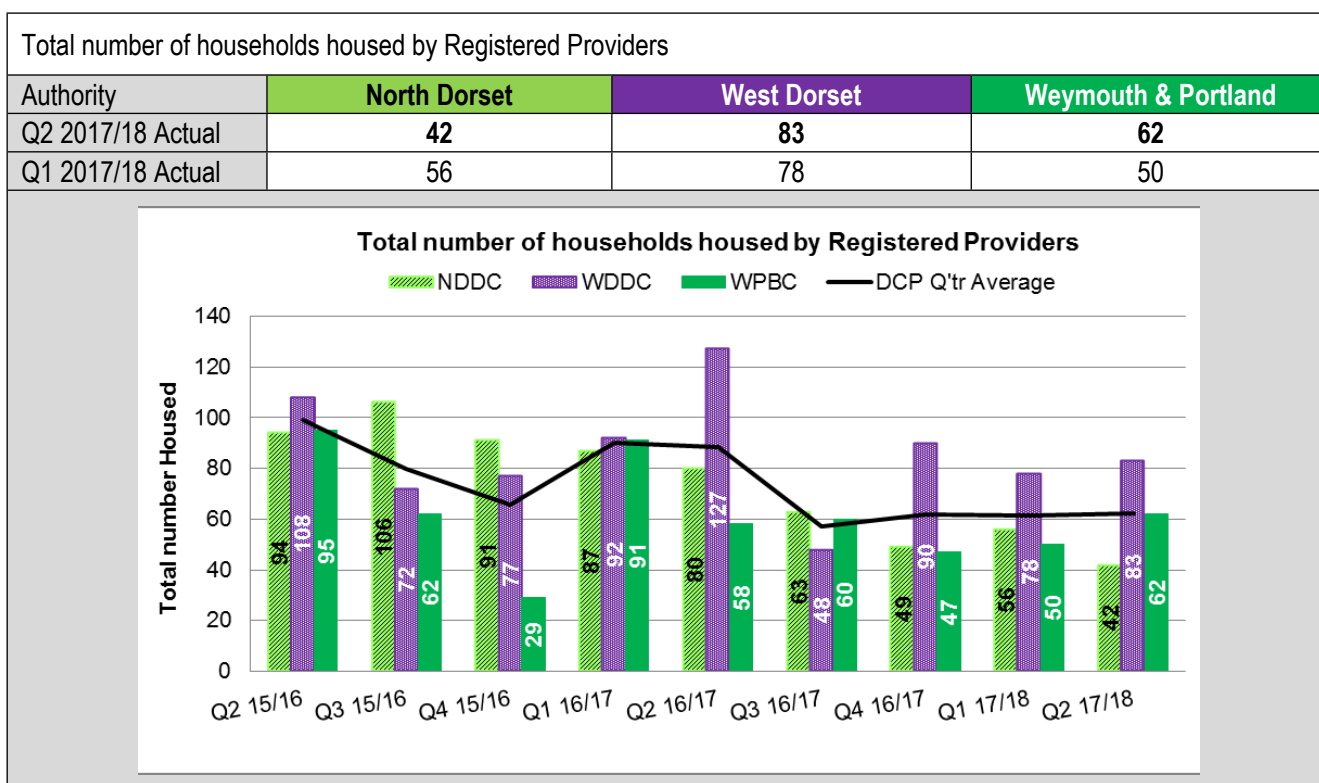
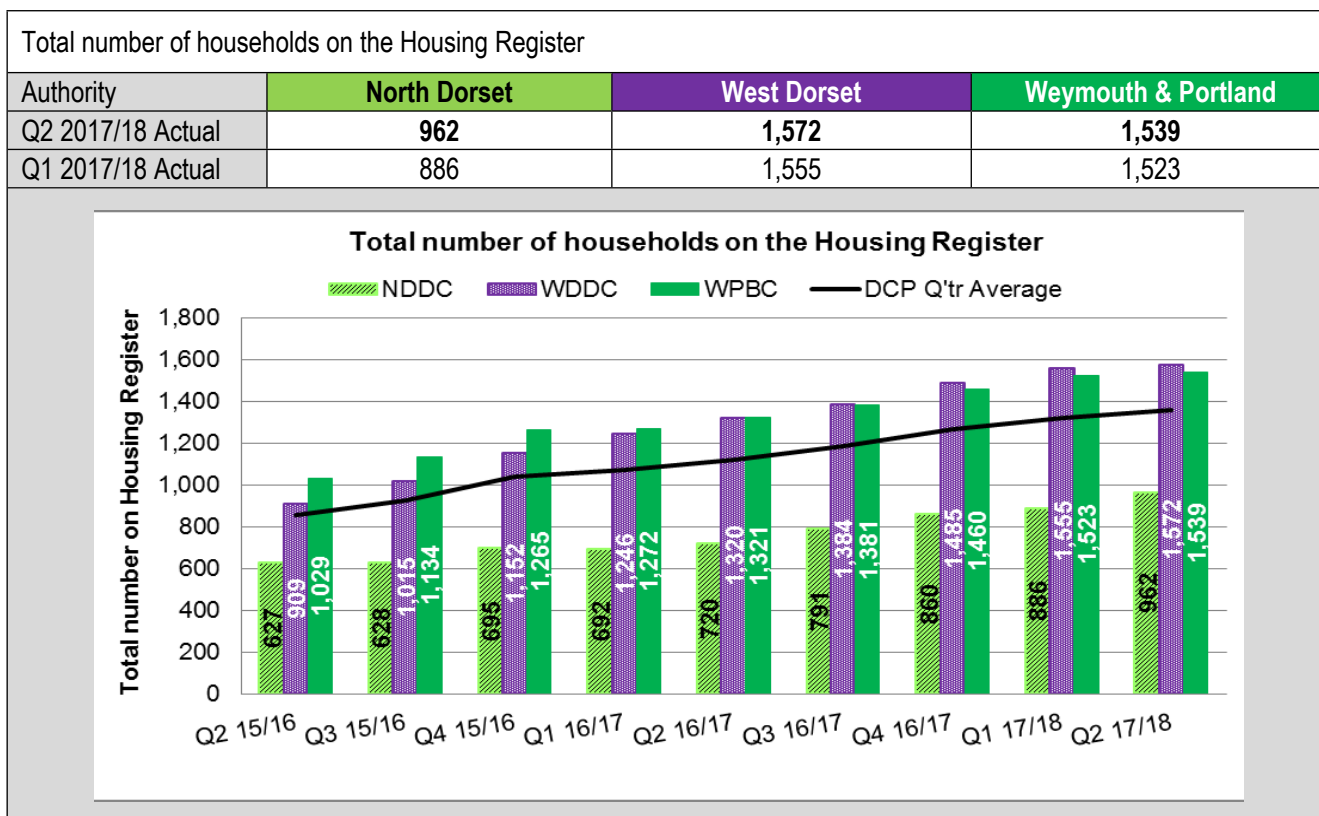
There has been a decrease in households being housed in NDDC and an increase in both WDDC/WPBC. We do not have any control over the number of re-let properties that become available.

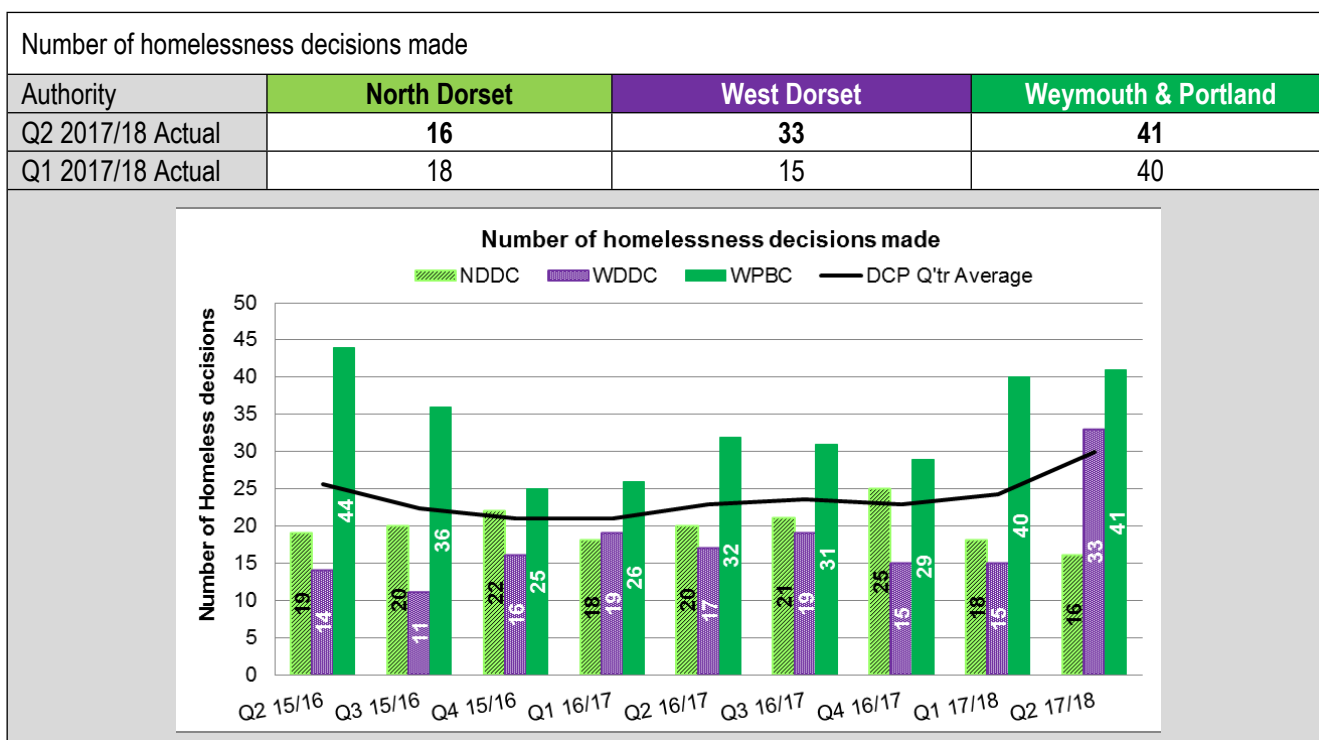
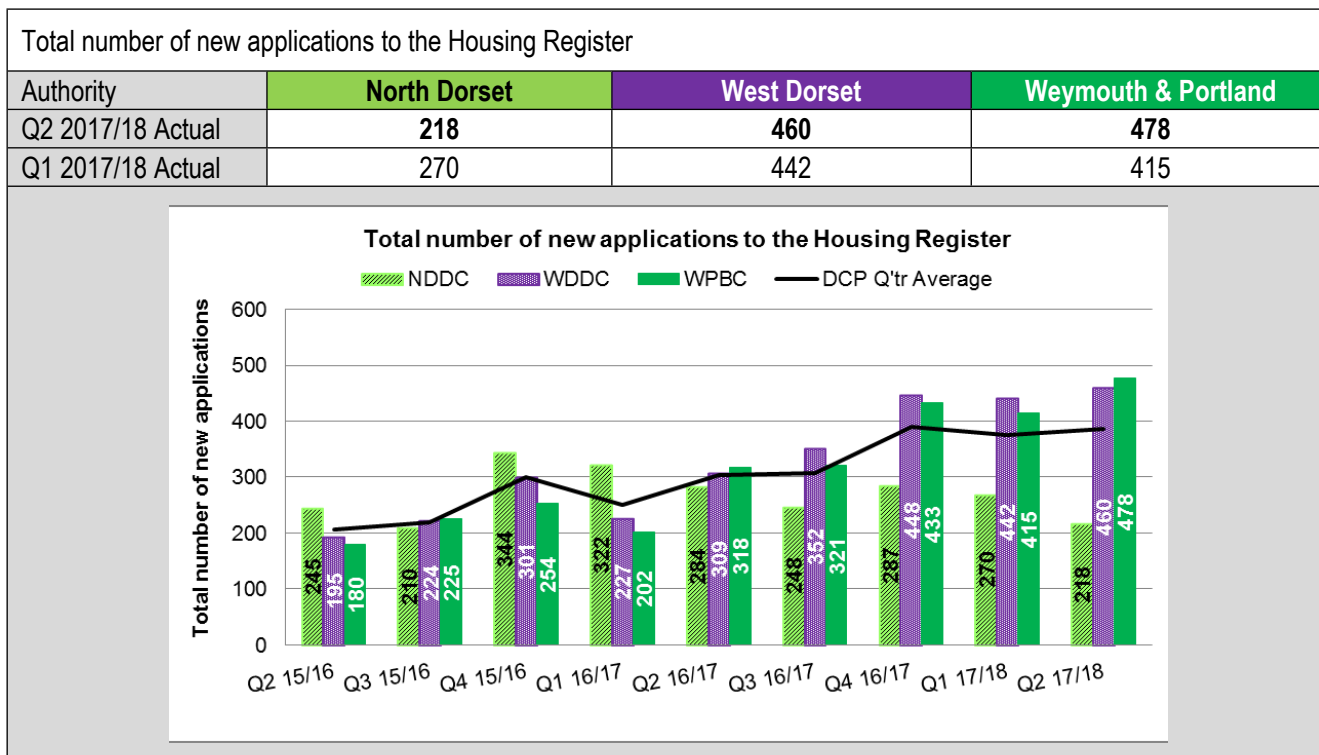
Average number of working days to process Housing Register applications					Aim	↓
Authority	North Dorset		West Dorset		Weymouth & Portland	
Q2 2017/18 Actual	4 days		2 days		2 days	
Q2 2017/18 Target	9 days	✓	9 days	✓	9 days	
FY 2017/18 Target	9 days		9 days		9 days	
FY 2016/17 Actual	N/A, new KPI		N/A, new KPI		N/A, new KPI	

Average number of days taken to process Housing Register applications

Legend: NDDC (hatched green), WDDC (dotted purple), WPBC (solid green), DCP Q'tr Average (solid black line)

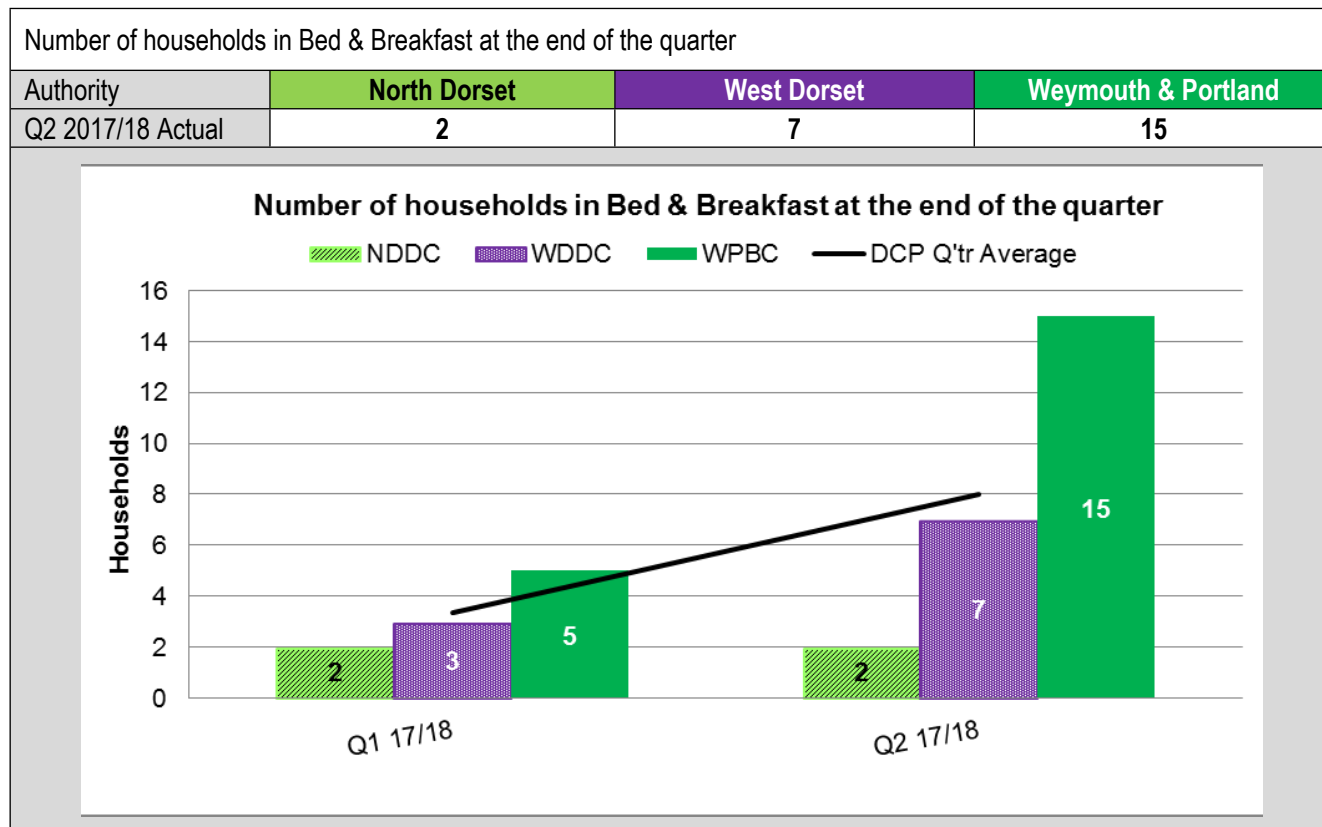






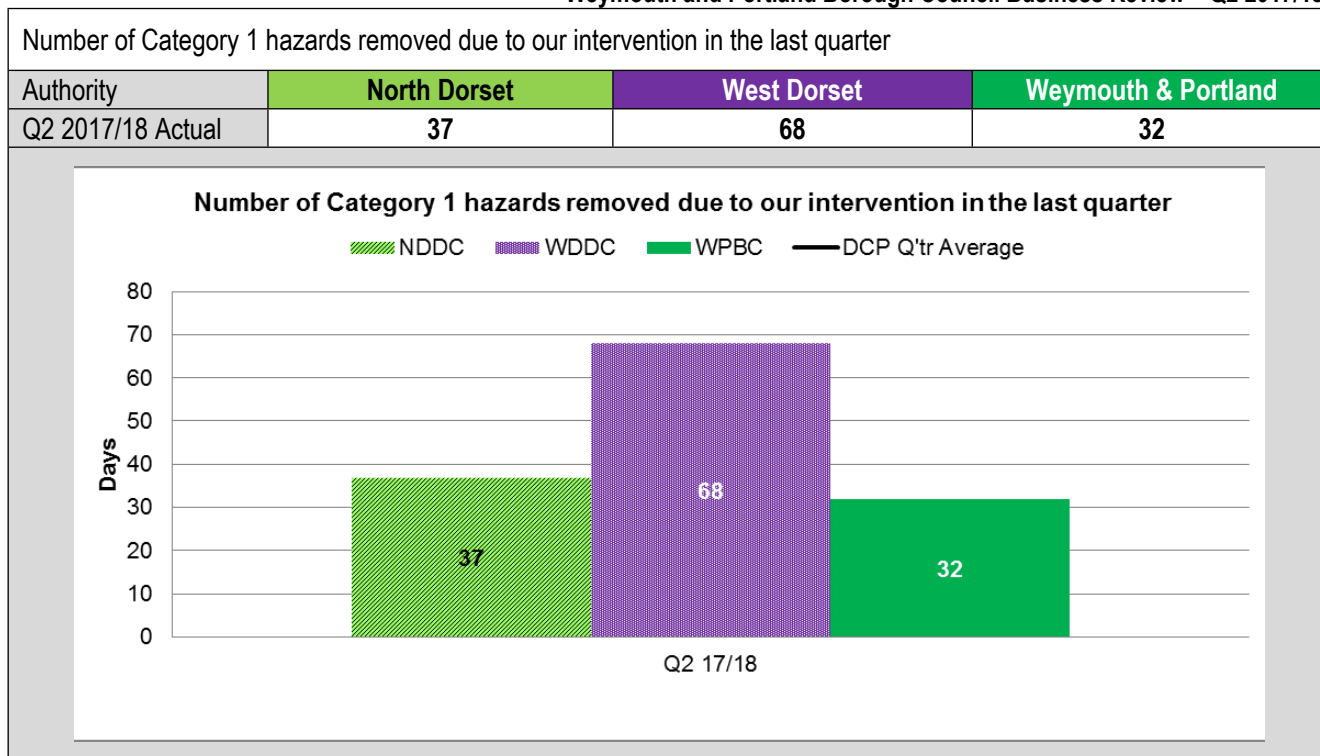
Number of homelessness applications per quarter:

Period	NDDC	WDDC	WPBC
Q2 17/18	12	18	25
Q1 17/18	7	9	18
Q4 16/17	15	7	12
Q3 16/17	13	10	12
Q2 16/17	20	12	32



Number of households placed in B&B (during each month):

Authority	NDDC	WDDC	WPBC
Sep 17/18	1	5	13
Aug 17/18	3	3	6
Jul 17/18	1	4	9
Jun 17/18	2	3	8
May 17/18	0	1	6
Apr 17/18	0	1	1



Key risk areas

13 Service operational risks have been identified for Housing:-

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

Service Plan Update

Action Plan objectives are on track.

Provided that we are authorised to appoint a replacement Empty Homes Officer in NDDC, our approach to bringing empty properties back into use will be made consistent across DCP, as well as allowing each officer to work right across the partnership.

Options for driving up standards in the private rented sector in Melcombe Regis have been considered, and we will be designing a selective licensing scheme to take back to the Melcombe Regis Board and subsequently the WPBC Management Committee in 2018.

Approval has been given for Housing to purchase two houses in Weymouth and Portland, subject to funding being available, to provide short term temporary accommodation. Discussions are taking place with RPs elsewhere in DCP with a view to leasing properties for a similar purpose. Two schemes providing temporary accommodation in West Dorset have already been brought fully under the council's management.

Development of a single Housing Strategy that operates right across the partnership is on hold pending notification about the proposed reorganisation of local government in Dorset. If approval for two new unitary councils is given, a focus on designing a new strategy covering the new the western part of the county take priority.

Smarter ways of working have been implemented across Housing, with all customer-facing staff now being enabled for mobile working.

Planning Development Management & Building ControlHead 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	551,275	WPBC income is considerably down on predicted levels given the lack of major building projects seemingly coming forwards within the Borough. Overall number of applications remains steady but do not include the larger scale income projects and this is affecting both planning and building control income. This could be a reflection of the current market as there are several large sites which could come forwards in the next few years, some possibly sooner. Agency staff are currently being used to cover two posts on maternity leave given unsuccessful recruitment to year long posts but the cost of this is partly off set by a staff vacancy.
Transport	9,671	
Supplies & Services	29,391	
Income	(498,330)	
Net expenditure	92,007	
Q2 Predicted variance	112,000 (A)	
Q1 Predicted variance	0	

Key performance data

Exception Report from Head of Service

The number of applications has remained constant, but it is evident that there is a slowing down of major development across the whole area which does reflect in the fee income and in particular has affected WPBC where income is considerably lower than predicted at this stage in the year.

There remain delays in validation of applications so the figures are a little skewed although being fully staffed up now the backlog is beginning to reduce.

Performance for applications is exceptionally good although it is important to recognise that considerable effort has gone into determining applications (rather than other work) in September as this is the end of the reporting period for DCLG's 2 year performance criteria against which Council's are judged for possible designation. It is believed, though yet to be confirmed by DCLG, that none of the DCP Council's are likely to be threatened with designation as a result of the excellent performance over the last couple of months which has raised the overall 2 year averages. It is however fair to say that there is a high reliance at present on agreed extensions of time at present particularly due to the backlog in validation. The criteria for designation will look back 8 quarters from Q2 2017 and will thus include last years' performance when we were dealing with a considerable backlog. DCLG will look at past performance during December each year to see how authorities are performing against a 2 years set of performance figures and we will not know the outcome until December.

Clarity has now been received from DCLG regarding the criteria for performance on appeals (quality decision making). The 10% threshold is for appeals overturning a refusal again the TOTAL number of decisions made, not as previously assumed as a percentage of appeal decisions. This means that performance for majors and non majors at appeal meets the criteria as now clarified with ease in all 3 authorities. Given how the figures are virtually at zero in all appeal criteria, it is considered that it is no longer beneficial in reporting these (despite these being a government benchmark) and therefore from Q3 Appeals will be reported by exception and look at appeal decisions themselves rather than quantum.

Enforcement tables have been slightly adjusted as it is most beneficial for Members to be aware of new live cases, rather than cases received only.

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.

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.

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.

Locally recently there has also been a slight slow down in the building industry which is most likely caused by the uncertainty surrounding Brexit

Building Control Market Share (as at 30th September 2017)			
Authority	North Dorset	West Dorset	Weymouth & Portland
Full Plans	34	46	22
Building Notice	59	81	43
Partnership	10	68	46
Regularisation	6	7	3
Privately Certified	51	78	35
MARKET SHARE	68.13%	72.15%	76.52%

Number of valid applications received – by application type – **North Dorset** *figures for June amended to reflect updated numbers; September figures incomplete as currently still validating applications received early Sept.*

Month	Major	Minor	Other	Misc*	TOTAL
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
March	3	31	30	133	197
February	6	23	59	142	230
January	1	25	40	109	175

Number of valid applications received – by application type – **West Dorset** **figures affected by backlog*

Month	Major	Minor	Other	Misc*	TOTAL
September	0	18	56	69	143
August	4	35	71	96	206
July	5	39	79	107	230
June	4	31	111	90	236
May	4	33	99	92	228
April	7	44	89	91	231
March	3	42	110	104	259
February	2	45	86	97	230
January	2	52	131	108	293

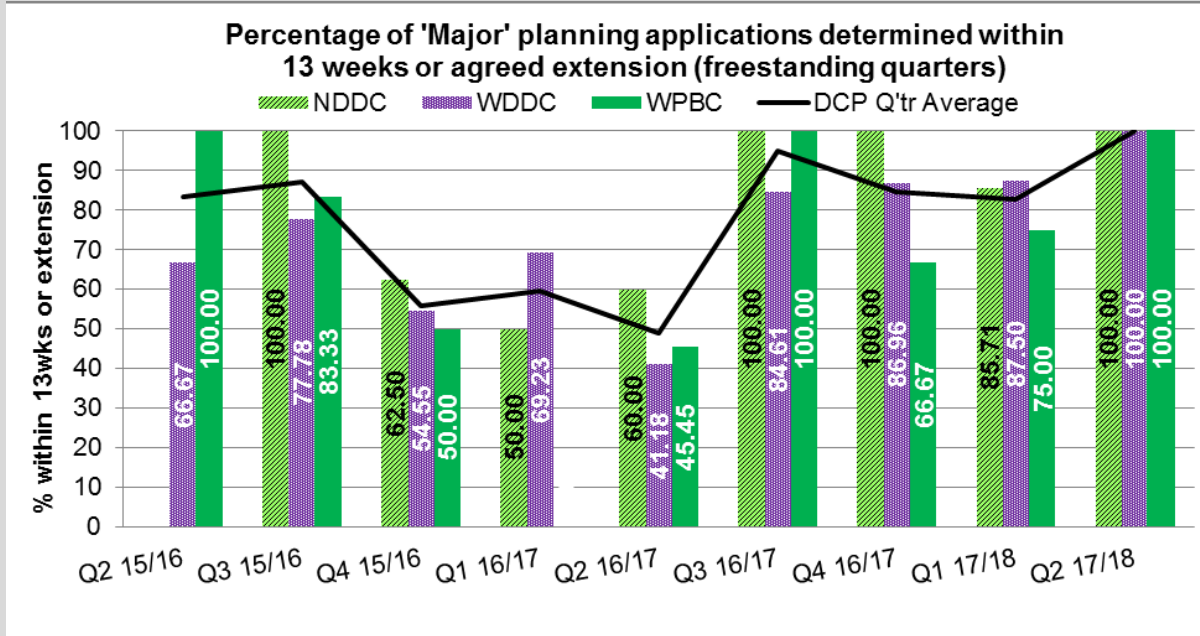
Number of valid applications received – by application type – **Weymouth & Portland** **figures affected by backlog*

Month	Major	Minor	Other	Misc*	TOTAL
September	1	2	18	22	43
August	1	9	36	25	71
July	1	15	34	26	76
June	0	7	29	24	60
May	0	5	24	31	60
April	3	13	36	24	76
March	2	18	41	43	104
February	0	8	28	25	61
January	1	12	29	27	69

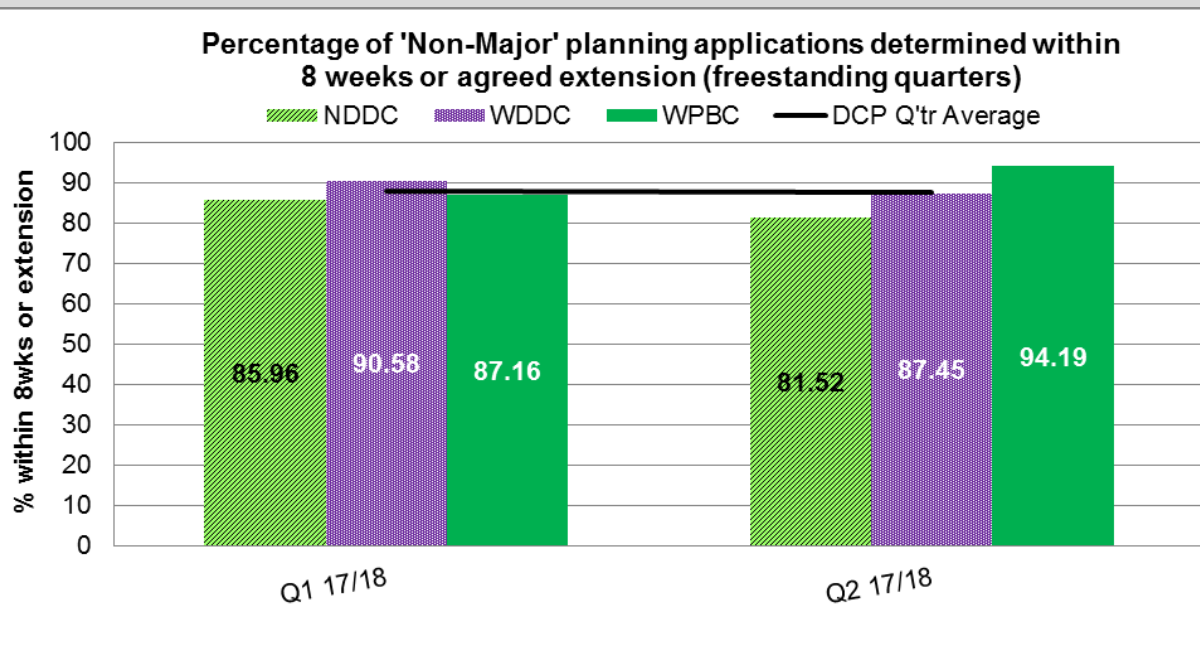
Fee Income Q2 *figures for all 3 Authorities will be incomplete due to backlog in validation*

Type of Fee	North Dorset	West Dorset	Weymouth & Portland
Condition Fee	£3,233	£4,552	£819
Non Material Amendment	£1,533	£2,173	£515
Permitted Development Case Fee	£0	£1,962	£403
Planning applications	£116,857	£157,517	£73,313
Pre-App	£8,454	£8,463	£1,790
Enforcement Case Appeals / Fees	£0	£0	£0
TOTAL	£130,077	£174,667	£76,840

Percentage of 'Major' planning applications determined within 13 weeks or agreed extension of time					Aim	↑
Authority	North Dorset		West Dorset		Weymouth & Portland	
Q2 2017/18 Actual	100% (6 of 6)	✓	100% (7 of 7)	✓	100% (2 of 2)	✓
Q2 2017/18 Target	60%		60%		60%	

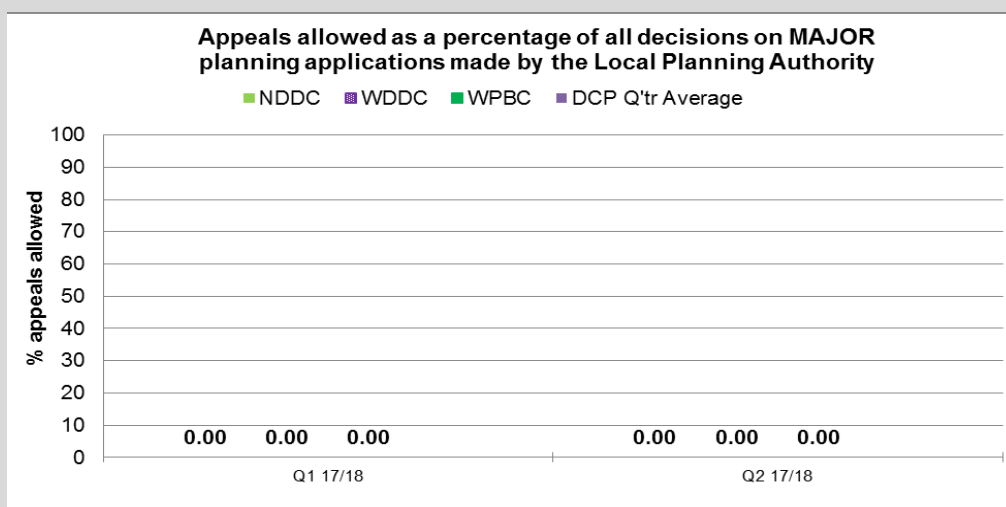


Percentage of 'Non-Major' planning applications determined within 8 weeks or agreed extension					Aim	↑
Authority	North Dorset		West Dorset		Weymouth & Portland	
Q2 2017/18 Actual	82% (172 of 211)	✓	87% (209 of 239)	✓	94% (81 of 86)	✓
Q2 2017/18 Target	70%		70%		70%	

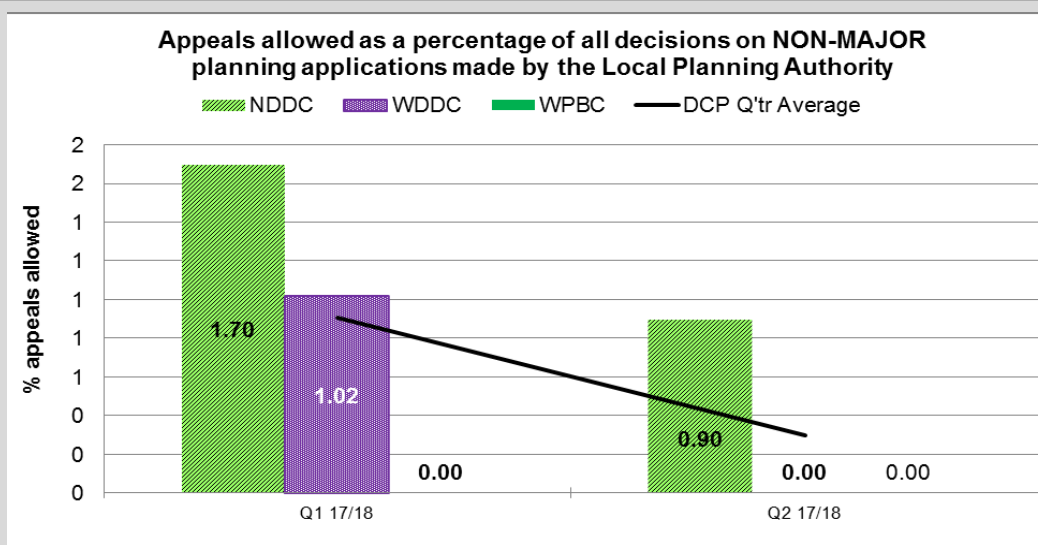


Total number of appeals submitted			
Authority	North Dorset	West Dorset	Weymouth & Portland
Q2 2017/18 Actual	7	4	4
Q1 2017/18 Actual	9	2	2
Q4 2016/17 Actual	7	1	1
Q3 2016/17 Actual	16	9	3

Appeals allowed as a percentage of all decisions on MAJOR planning applications made by the Local Planning Authority			Aim	↓
Authority	North Dorset	West Dorset	Weymouth & Portland	
Q2 2017/18 Actual	0% (0 of 5)	0% (0 of 7)	0% (0 of 2)	
Q2 2017/18 Target	10%	10%	10%	



Appeals allowed as a percentage of all decisions on NON-MAJOR planning applications made by the Local Planning Authority			Aim	↓
Authority	North Dorset	West Dorset	Weymouth & Portland	
Q2 2017/18 Actual	0.9% (2 of 211)	0% (0 of 239)	0% (0 of 86)	
Q2 2017/18 Target	10%	10%	10%	



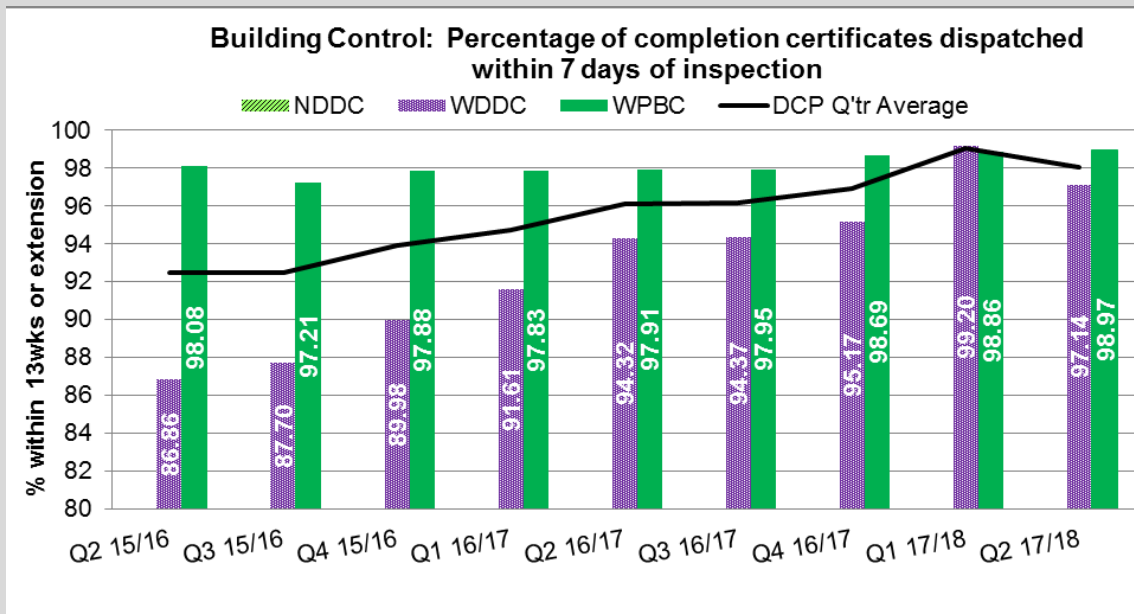
Enforcement – Number of <u>new</u> live cases									
Authority	North Dorset			West Dorset			Weymouth & Portland		
Enforcement Level	Priority	Urgent	Non-Urgent	Priority	Urgent	Non-Urgent	Priority	Urgent	Non-Urgent
Q2 2017/18 Actual ADV	0	0	3	0	1	4	1	2	1
Q2 2017/18 Actual DEV	0	2	21	0	8	25	0	9	4
Q2 2017/18 Actual BOC	0	8	2	0	10	5	0	2	2
Q2 2017/18 Actual COU	0	4	7	0	8	11	1	5	3
Q2 2017/18 Actual LBW	4	4	1	4	5	3	0	0	0
Q2 2017/18 Actual SEC	0	0	0	0	5	1	0	0	0
Q2 2017/18 Actual HH	0	0	0	0	1	0	0	0	0
Q2 2017/18 Actual TRE	0	5	0	0	2	3	0	0	0
SUB TOTALS	4	23	34	4	40	52	2	18	10
TOTAL	61			96			30		

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

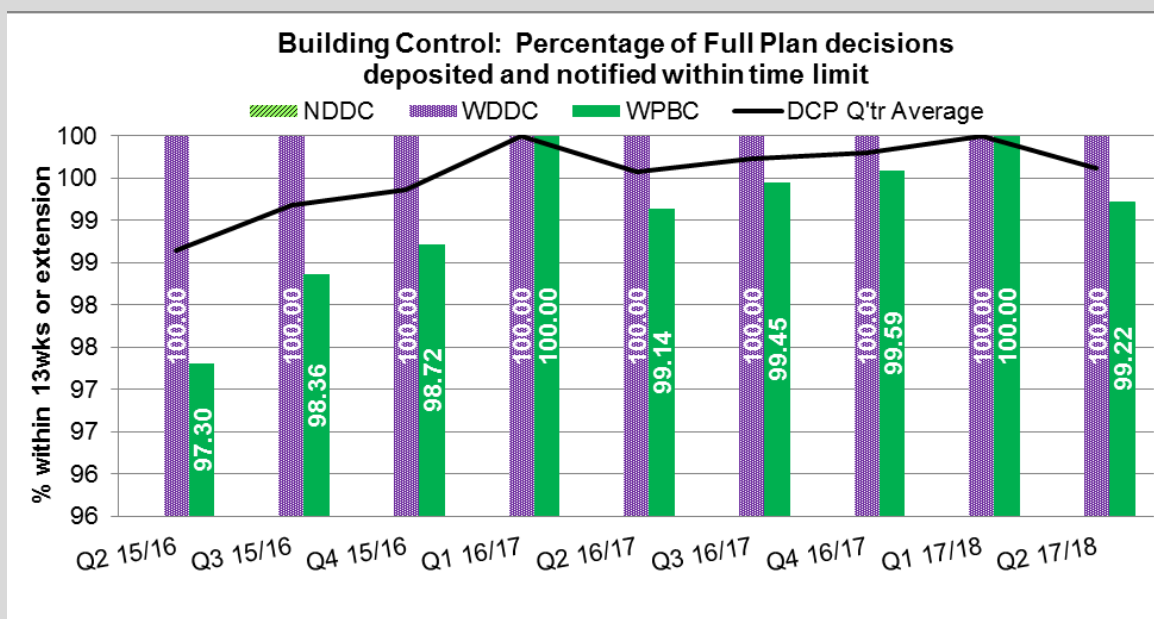
This data is a quarterly update on the number of new live cases per quarter for each of the 8 enforcement categories.

Building Control

Building Control: Percentage of completion certificates dispatched within 7 days of inspection				Aim	↑
Authority	North Dorset	West Dorset	Weymouth & Portland		
Q2 2017/18 Actual	Currently unable to report data for North. IT system is being developed to enable this.	97.14%		98.97%	
Q2 2017/18 Target		98%		97%	
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	↑
Authority	North Dorset	West Dorset	Weymouth & Portland		
Q2 2017/18 Actual	Currently unable to report data for North. IT system is being developed to enable this.	100%		99.22%	
Q2 2017/18 Target		100%		100%	
FY 2017/18 Target		100%		100%	
FY 2016/17 Actual		100%		99.59%	



Key risk areas

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

Very High Risks	0
High Risks	3
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		As the Development Services Improvement Plan (DSIP) ICT project is progressed a project team of "Super Users" will be created (proposed 5 staff) which will give greater resilience with the new system but loss of existing knowledge remains high. Permanent posts have been sought but are awaiting budget approval. These would solve the more immediate issues. The risk still remains high as staff cannot mitigate the risk of ICT or the website link for public access failing, and with the design of the new website within the next 12-18 months there is a very high possibility this could happen.	Impact
Likelihood	4	Likelihood		4
Risk Score	16	Risk Score		16
Risk Rating	HIGH	Risk Rating		MEDIUM

'Special Measures' imposed by Government in deciding Major applications				
CURRENT SCORE		Planned risk reduction initiatives	TARGET SCORE	
Impact	4		A need to monitor Government thresholds which are rising in respect of speed in determining planning applications. Performance issues in validation are being addressed through additional staff and training but past poor performance could lead to being designated 'special measures' by Government as consideration is backdated.	Impact
Likelihood	4	Likelihood		3
Risk Score	16	Risk Score		9
Risk Rating	HIGH	Risk Rating		MEDIUM

Service Plan Update

The service plan is primarily the Service Improvement Plan for DM (DSIP) which includes a key element affecting Building Control (and other service areas such as Land Charges).

There were 4 key elements to the DSIP; Parish and Town Council digital responses (completed), process reviews to improve and streamline to a single way of undertaking tasks – first round completed but there are limitations as to how far streamlining can go whilst still operating 3 different ICT systems, Staff restructure – DM Officer restructure completed, business support and BC staff still to be restructured and a new single ICT system procured for the 3 councils to replace the 3 separate systems. The ICT single system is now out to tender and once implemented will allow for further process reviews. However, this ongoing review of how we work is not embedded within the service and is ongoing and continuous and will not be a “completed” project.

The two outstanding areas of staff restructure should be completed within the next 6 months. Although the initial digital project has been completed, the service is seeking to channel shift as far as practical in all areas and this is again a key factor in the new ICT system procurement to allow for better public interaction and less need for paper usage within the team. The new ICT system will also include Land Charges and Building Control modules and modules for monitoring for Planning policy purposes.

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	328,148	The Development Plan budget is overspent by £20,000 but this is partially offset by savings in other areas, and will also be covered by the identified reserves for local plan preparation. There have been some staffing savings due to posts being temporarily vacant.
Premises	1,039	
Transport	1,601	
Supplies & Services	93,915	
Payments to Clients	2,000	
Income	(31,000)	
Net expenditure	395,703	
Q2 Predicted variance	2,300 (F)	
Q1 Predicted variance	0	

Key performance data

Exception Report from Head of Service

Affordable Housing: The contractor Titan going into administration has caused delays on affordable housing developments in Stourpaine, Gillingham and Holwell.

In West Dorset homes affordable homes were completed in Lyme Regis, Sherborne and Poundbury. Further developments in Chickerell, Lyme Regis and the Extra Care scheme in Dorchester are due to complete soon.

No affordable homes in North Dorset have been completed this quarter but affordable homes are under construction in Winterbourne Kingston and Marnhull.

In Weymouth and Portland one affordable home was secured which was a shared ownership property for people with long term disabilities. There are affordable homes now being developed at Pemberley, Curtis Fields and the Waverley Arms. New affordable homes are also being purchased as part of the off-site provision for the Lorton Lane development.

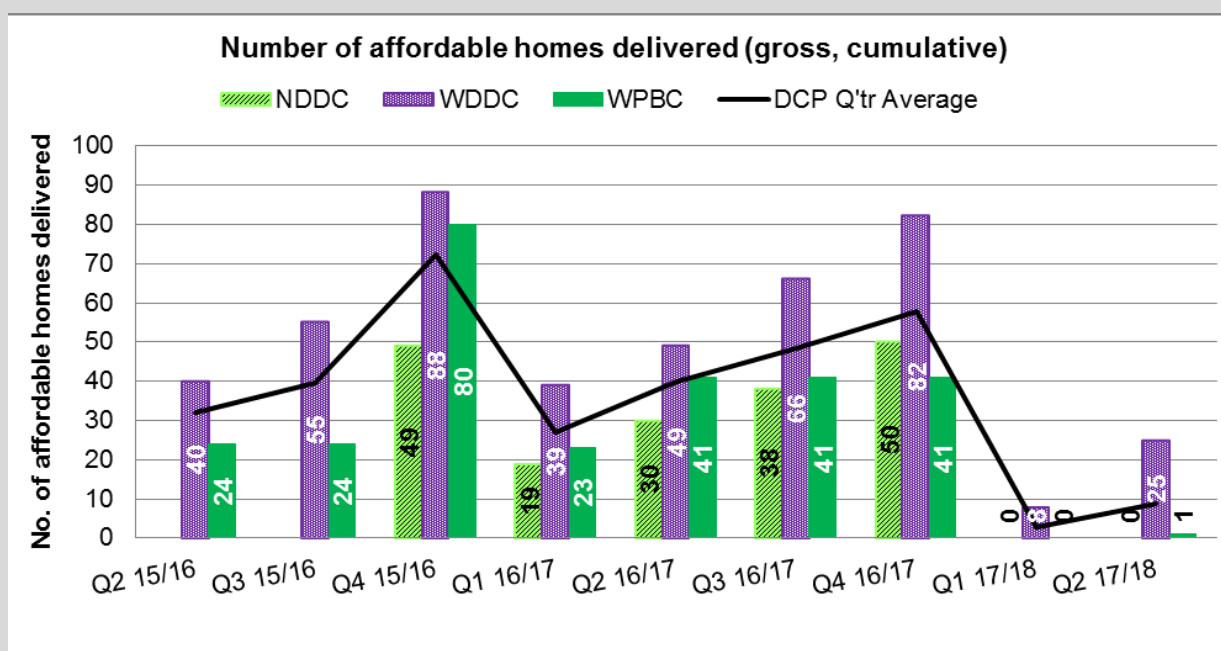
Housing Land Supply: As at April 2017, none of the councils has a five-year housing land supply.

North Dorset, which previously had a five-year land supply, now has only 3.42 years' supply. This change is due to the very low number of housing completions last year, and slower than anticipated progress on major development sites including the strategic site allocation at Gillingham.

West Dorset and Weymouth & Portland (which have a joint target) now have 4.94 years' supply. This is an increase on last year's 4.6-year 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	↑	
Authority	North Dorset		West Dorset		Weymouth & Portland	
Q2 2017/18 Actual	0		25		1	
Q2 2017/18 Target	34		50		33	
FY 2017/18 Target (Range)	50-68	✘	70-100	✘	50-65	✘
Projected Year End	16		123		41	
FY 2016/17 Actual	50		82		41	



Five Year Supply of Housing

This is a national requirement that has a significant impact on planning decisions.

West Dorset and Weymouth & Portland have a joint one, as they have a joint local plan.

The formula for calculating it includes factoring in any shortfalls from previous years, so the target is adjusted each time the supply is assessed.

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 2016-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)

The April 2017 surveys indicate that 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 last year and is very close to the five-year requirement.

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		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. 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. 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.	Impact
Likelihood	4	Likelihood		2
Risk Score	20	Risk Score		6
Risk Rating	HIGH		Risk Rating	LOW

Service Plan Update

The Issues & Options consultation on the West Dorset, Weymouth & Portland Local Plan took place early in 2017, a summary of the consultation responses has been published and it is intended to bring the next, Preferred Options, consultation document through committees in the new year and undertake the next stage of consultation in late spring 2018.

The Issues & Options consultation on the North Dorset Local Plan is due to take place from November 2017 to January 2018.

The Government is consulting on a new method for calculating district level housing requirements: all three councils will be responding and the final methodology will need to be used in the local plan reviews.

As part of the Accelerating Home Building programme, 4 funding bids have been made to the Housing Infrastructure Fund to support infrastructure provision enabling housing development sites to come forward.

Revisions to the 'Working With You' action plans for the areas of multiple deprivation in Weymouth & Portland have been completed. Arrangements for the continuation of community capacity-building support in Melcombe Regis are being made.

The new joint equalities working group meets for the first time in November and will be overseeing the revision of the corporate equalities policy.

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	473,820	Adverse variance likely at year end in part due to reduced income from deckchairs (£7500) – weather related. Other budgets in this area on or close to budget.
Premises	98,295	
Transport	2,411	
Supplies & Services	268,987	
Payments to clients	0	
Income	(494,068)	
Net expenditure	349,445	
Q2 Predicted variance	27,500 (A)	
Q1 Predicted variance	0	

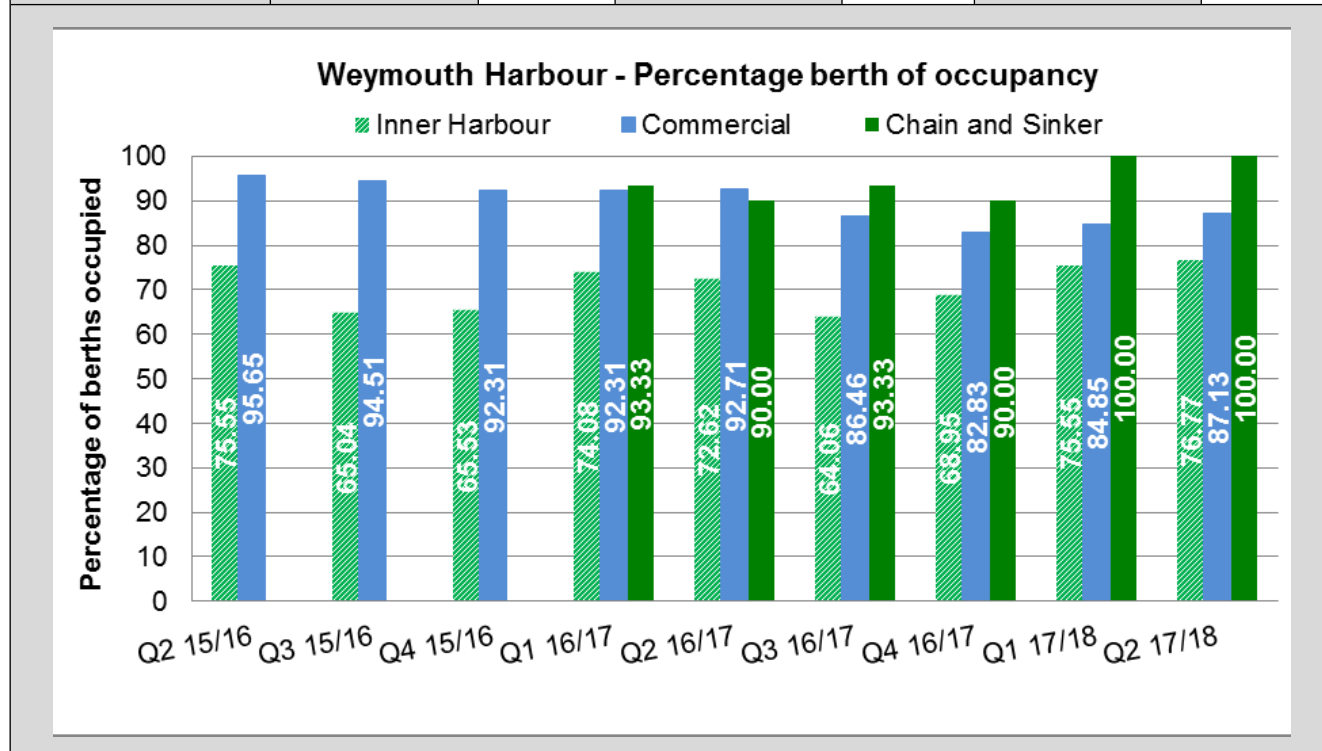
Revenue summary (Weymouth Harbour) – Reference only

Subjective analysis	Full Year Current Budget 2017/18 (£)	Comments / actions
Employees	321,973	There are a number of improvements in income in the following areas: new rental income at the Commercial Area (formerly the Port area), back dated rents applied, a good summer season for visiting yachts and visiting fishing vessels. Higher than normal occupancy at the Marina is expected to return a favourable Income position at year end. Energy costs at the Commercial Area have been reviewed to reflect the responsibility and ownership of buildings in the area. There is also a decrease in recharges (both of these variances should be reflected in Property Services budgets). Staff costs are higher than originally predicted due to the retention of 3 staff and associated costs employed at the Commercial Area of the Harbour and also administrative costs in 13 Custom House Quay. There are some savings against employee costs as a member of the team is on maternity leave and a saving against agency seasonal staff. The operation of the harbour, including staffing levels, is being reviewed by an external consultant. Other increased costs relating to Legal Expenses. The net effect of this is a favourable prediction at year end.
Premises	457,431	
Transport	979	
Supplies & Services	203,727	
Income	(1,110,104)	
Net expenditure	(125,994)	
Q2 Predicted variance	79,705 (F)	
Q1 Predicted variance	71,007 (A)	

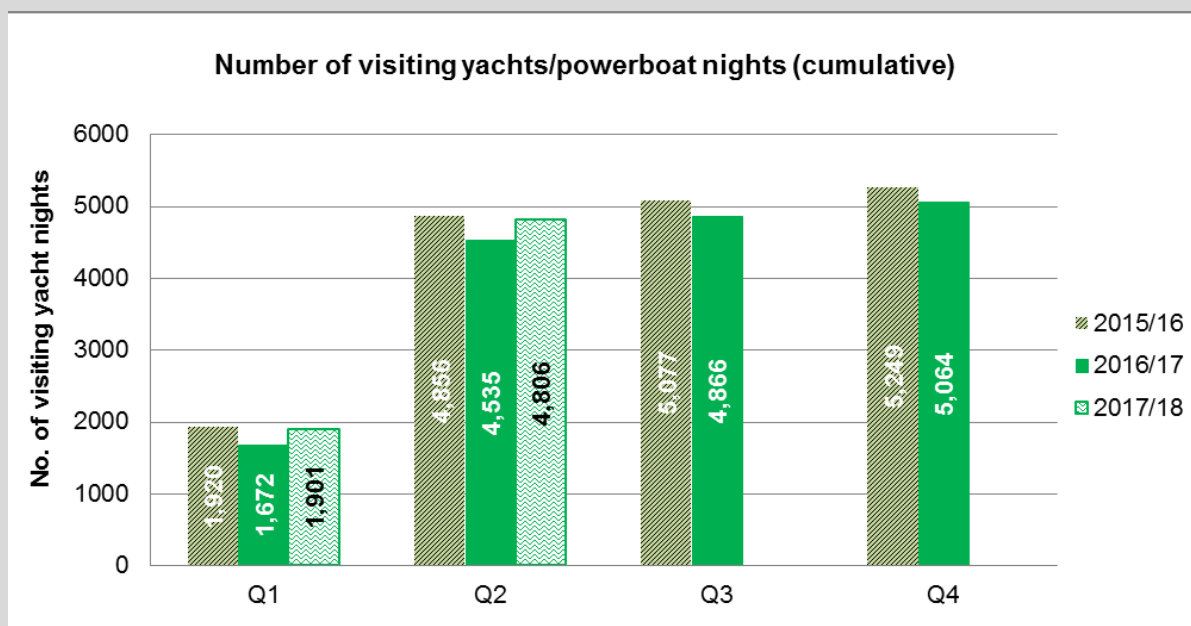
Key performance data

<p>Exception Report from Head of Service</p> <p>Weymouth harbour</p> <p>Increased take up of berths/moorings. Visiting boats figure 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>

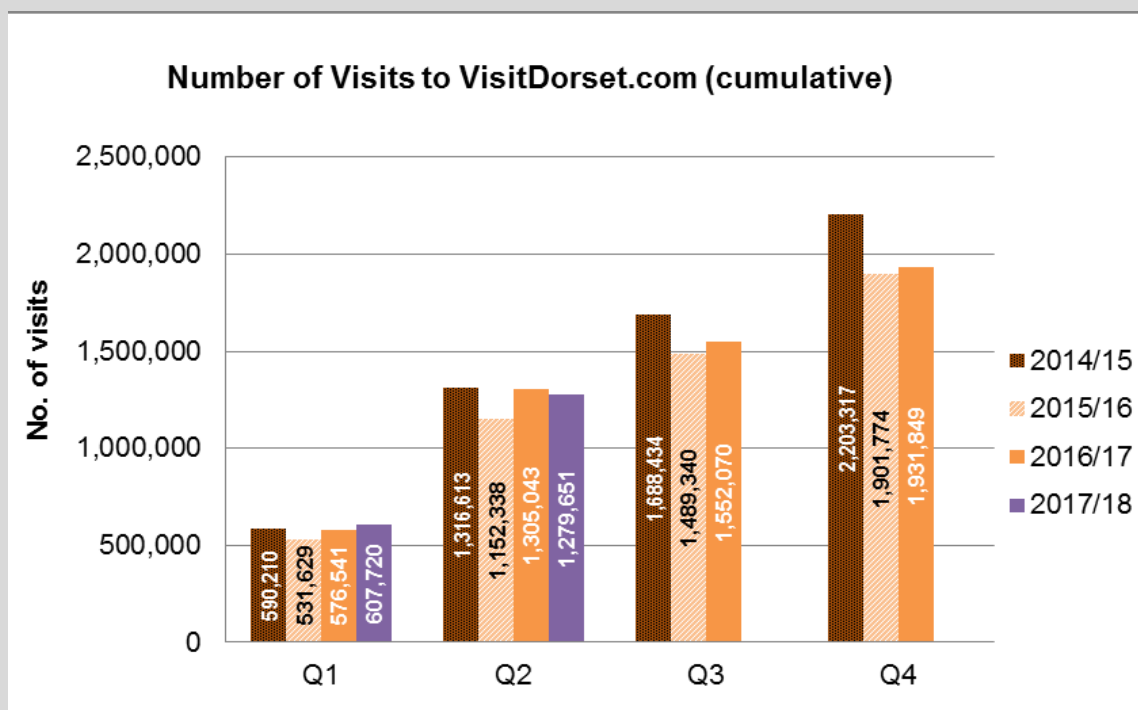
Weymouth Harbour - Percentage of berth occupancy					Aim	↑
Authority	Weymouth & Portland					
Type of Berth	Inner Harbour Marinas		Commercial Berths		Chain and Sinker Moorings	
Q2 2017/18 Actual	77%	⚠	87%	✔	100%	✔
Q2 2017/18 Target	80%		80%		80%	
FY 2017/18 Target	80%		80%		80%	
FY 2016/17 Actual	68.95%		82.83%		90%	



Number of visiting yachts/powerboat nights (cumulative)		Aim	↑
Authority	Weymouth & Portland		
Q2 2017/18 Actual	4,806		
FY 2016/17 Actual	5,064		



Number of visits to VisitDorset.com (cumulative)		Aim	↑
Authority	Dorset Council's Partnership (DCP)		
Q2 2017/18 Actual	1,279,651		
Q2 2017/18 Target	1,200,000		
FY 2017/18 Target	2,000,000		
FY 2016/17 Actual	1,931,849		



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

Service Plan Update
<p>Stronger Local Economy New strategic plan adopted for 4 councils promoting economic growth. Supported by Dorset LEP. 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.</p> <p>Thriving and Inclusive Communities New arrangement for Weymouth Swimming Pool now in place. Other centres under review. Sustainable future for arts and sports services being developed. Museum projects supported leading to significant investment from Heritage Lottery Fund. Potential for more.</p> <p>Good quality of life and high quality environment Improved financial performance at Weymouth harbour and plan being prepared for the long term with no ferry service. Funding for wall repairs still to be identified. New extension to Lyme harbour office progressing well (planning permission secured).</p> <p>Successful Partnerships Good partnership with Gryphon School on sports centre management. Similar arrangements being progressed in Blandford. Successful working with Planning Policy team on distribution of section 106 funding, particularly in Dorchester.</p>

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	814,345	Income is higher than expected due to a rates rebate and additional car parking income.
Premises	2,191,045	
Transport	22,462	Savings have been achieved in car parking through vacancy management.
Supplies & Services	563,471	
Income	(4,064,843)	
Net expenditure	(473,520)	The cash collection outsourcing has meant additional costs to the service.
Q2 Predicted variance	87,500 (F)	
Q1 Predicted variance	25,000 (A)	Additional rental income has been achieved within Property Services.

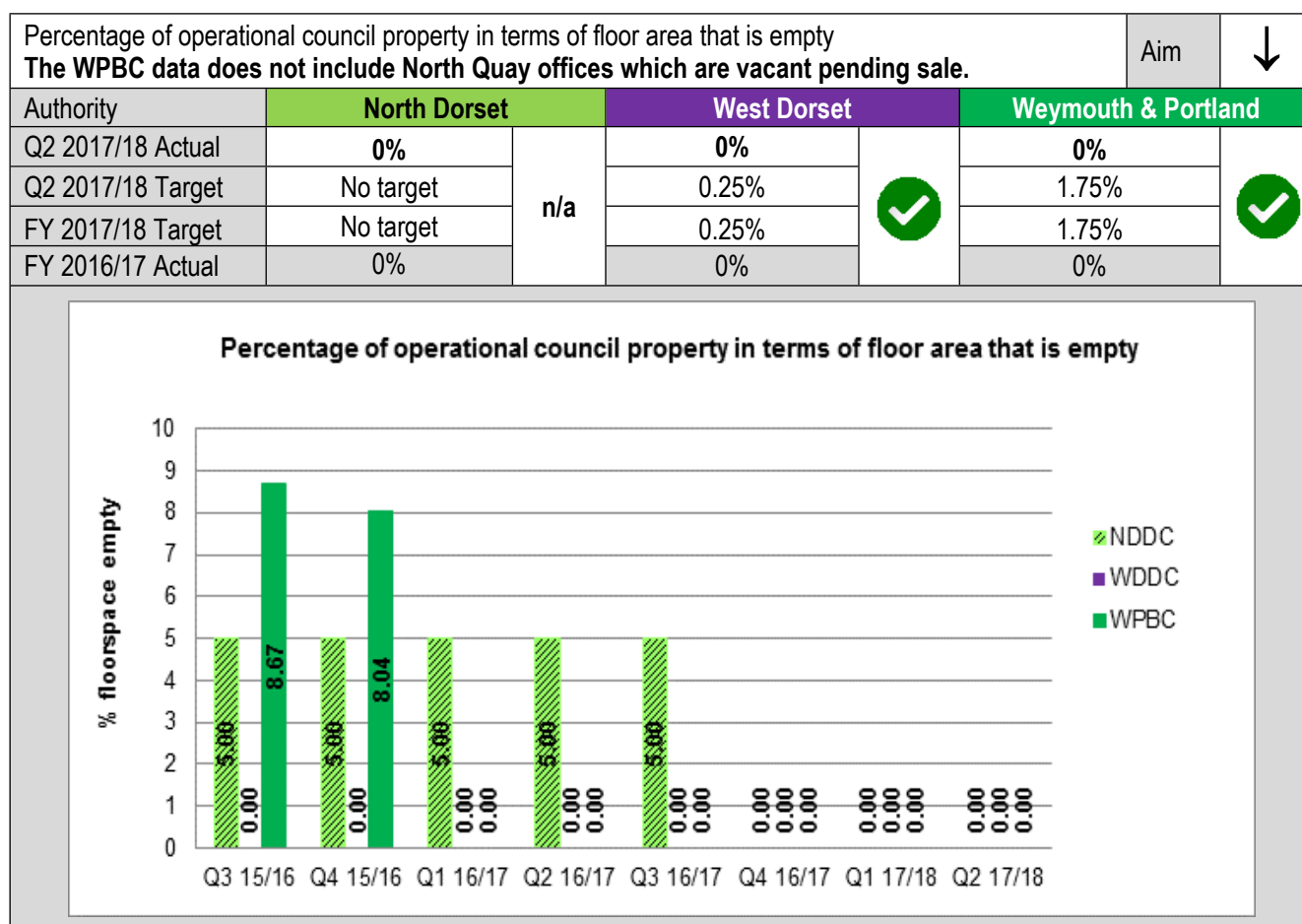
Key performance data

Exception Report from Head of Service

The actual percentage return on property asset value is better than target.

Working on developing more meaningful set of key performance indicators across car parking, estates management, building and facilities, engineering and emergency planning.

The operational property in terms of empty floor area does not include the North Quay site.



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

Service Plan Update

The main achievements in this quarter are that

- The backlog of toilet inspections and repairs has been reduced by proactive management.
- New car park pay and display machines have been installed across the 3 council areas, which accept the new pound coin. Some are enabled to take credit card payments but not all due to broadband restrictions
- Whilst the sale of North Quay has failed to complete this has led to additional expenditure for the property, there are plans to re-open the car park to increase income.
- PTC sale completed, Bond St toilet complete, Chantry under offer

Next quarter

- Work continues to transfer Weymouth hotels to full repairing leases with some due to complete by the end of the financial year
- Continue with asset disposal process across all 3 councils
- Project to improve toilet facilities in Weymouth seafront
- Process will continue of asset transfer to Bridport Town Council & discussions to continue with other town & parish councils
- Hub works are due to complete at Nordon

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	Register of Electors - Salaries - it is not proposed to appoint to the Electoral Services Manager post at the current time therefore there will be a predicted saving on the salaries budget. This will be reviewed once there is a decision on local government reorganisation. There has been a change in processes within the electoral registration function, so there is a further anticipated saving on the casual staff budget. Even with digital registration, there is likely to be an overspend on postages due to the additional forms required to be sent under the individual electoral registration process.
Transport	11,026	
Supplies & Services	434,662	
Income	(36,961)	
Net expenditure	595,162	
Q2 Predicted variance	46,650 (F)	
Q1 Predicted variance	0	

Key performance data

No Democratic Services & Elections performance measures are reported in this document.

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

Service Plan Update

Updates on the activities/actions in the Service Plan for Democratic & Electoral Services:

1. Promotion and integration of the ModGov workflow process for officers – a pilot officer group is currently trialling the use of ModGov for report workflow to ensure that the system is working correctly. Once any issues have been resolved, this will be rolled out across the Partnership by the end of the year with report authors submitting their papers directly through the ModGov system that will facilitate the appropriate sign off for all reports prior to publication. This will ensure that we are working efficiently and effectively taking full advantage of digital services wherever possible.
2. Promoting digital electoral registration throughout the year – this year the incentive of being entered into a prize draw during the annual canvass has been used again to try to promote response channels other than Royal Mail. Residents have been able to respond to the annual electoral canvass form by internet, telephone or text, with each response saving £2.27 per form if not sent via Royal Mail. Targeted social media messaging was used this year to publicise the annual canvass and encourage responses. Work has also been carried out directly with the nursing and care homes across the Partnership.
3. A Community Governance Review is underway looking at the local governance arrangements for Weymouth, should the Borough Council be abolished as part of local government reorganisation. The Borough Council has consulted residents and businesses on its preferred option, and will be undertaking a further public engagement exercise in respect of its proposed recommendations at the end of the year.

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	A predicted saving of £3,570 on B1468 All Staff Event is expected, but this may be subject to a possible planned event. On B1550, a predicted overspend on salaries of about (£21,369) is anticipated. Although there is likely to be a very small saving at year end, this will be swallowed up redundancy costs. A predicted saving of £12,000 on workforce development is expected. However, training budgets are under review, so some of the saving may not come to fruition. Other predicted savings are anticipated on Occupational Health of £4,000, and Legal Expenses of £6,500. Predicted overspends on Job Evaluation (£2,477) and Consultancy (£1,356) are expected. Overall, the savings and overspends on net off to about £200 as per the budget report.
Transport	1,707	
Supplies & Services	25,669	
Net expenditure	246,493	
Q2 Predicted variance	868 (F)	
Q1 Predicted variance	0	

Key performance data

Exception Report from Head of Service


Average FTE figure is based on a comparison of data supplied for the ONS Quarterly surveys as at March and Sept 2017. The Q2 figure of 3.71 days per FTE employee compares with a corresponding figure of 3.46 days for last year. 52% of days lost were for long term absence and 48% for short term. This is broadly in line with the Q1 distribution.

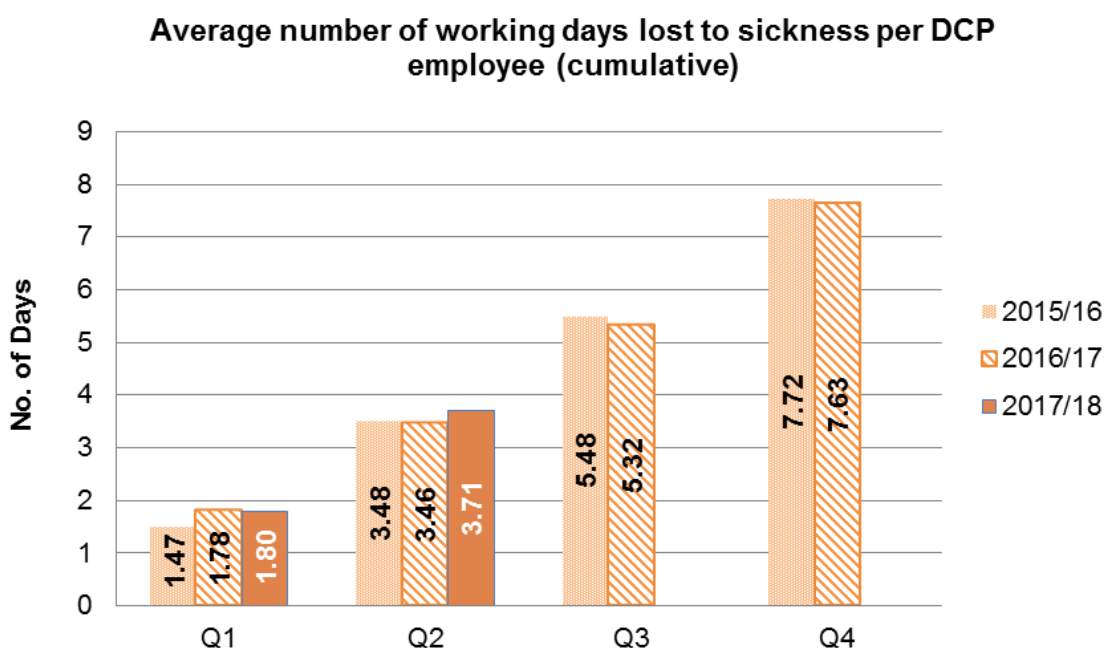
Total days lost in Q1 & Q2 was 2,000 (1,847 in same period last year).

The number of absence periods was 420 (387 last year).

Long term absence amounted to 50.5% of all absence.

28 employees had a long term absence in Q1 & Q2. As at the end of Q2, 16 had fully returned, 8 were still off and 4 had left their employment.

Average number of working days lost to sickness per employee (cumulative)		Aim	↓
Authority	Dorset Council's Partnership (DCP)		
Q2 2017/18 Actual	3.71 days		
Q2 2017/18 Target	3.50 days		
FY 2017/18 Target	7 days		
FY 2016/17 Actual	7.63 days		



Key risk areas

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

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

Service Plan Update

HR & OD Business Partnering Model - The HR & OD Team has redesigned the way it needs to deliver its services for the future. It has been structured to align itself to proactively advise the Directorate's Strategic Directors, Heads of Service, Managers & Team Leaders with all workforce related matters to include meeting the development needs of the Partnership.

[See the intranet](#) for more information about the Business Partnering model and HR & OD team structure.

Recruitment and Selection Review - People are our most important resource; therefore an effective and efficient recruitment process is essential. This enables managers to find the right people with the right skills, knowledge, experience and behaviours for the right roles, at the right time.

In order to create a more modern and efficient recruitment and selection process, and to properly introduce new employees into the DCP the HR & OD Team is reviewing current recruitment practices and processes to ensure that the recruitment and induction experience for each new employee is a positive one.

Learning and Development – a Learning and Development Business Partner has recently been appointed, who is now creating a wide range of diverse, modern and diverse L & D programmes that will provide professional and personal opportunities to upskill and motivate the DCP.

This includes working collaboratively with the DCP business Improvement team, The DCC Learning and Development team, ACAS, South West Councils, Bournemouth and Poole Skills Agency, Yeovil, Weymouth and Kingston Maurward colleges.

HR goes digital - As part of streamlining and improving the way in which we deliver our services, the Team has now created an HR Help Desk facility to replace the generic HR & OD Inbox.

HR & OD Collaboration - The acting Head of DCC HR & OD and the DCP Corporate Manager HR & OD are using every opportunity to work collaboratively on a range of initiatives to create efficiencies. These include: Apprenticeships (Pan Dorset apprenticeship forum), a new Wellbeing portal & Dorset e-learning portal.

DCP Apprenticeships - The partnership is pleased to announce that we now have 10 apprentices placed throughout the organisation, who are doing really well, some are nearing completion of their NVQ's and two individuals have successfully been through the recruitment process and have now secured trainee roles in the partnership. They meet once a month as a self-organising group and have participated in many corporate initiatives using their IT & Media skills.

All other HR&OD Service actions are on track.

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	281,200	In NDDC 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 will be factored in as part of fee setting for next year. For Legal Services the primary cost pressure arises from the on-going use of locums with particular focus on property work. The recruitment process as part of the restructure continues; the future need for locums is being assessed in conjunction with this exercise and this will feed in to forecasting any potential overspends attributable to this situation.
Transport	788	
Supplies & Services	69,373	
Income	(144,714)	
Net expenditure	206,647	
Q2 Predicted variance	0	
Q1 Predicted variance	0	

Key performance data

Exception Report from Head of Service

Land Charges

Q2 was not expected to be as challenging for land charges as Q1; unfortunately, unforeseen vacancy and absence issues had, and continue to have, a material impact on search turnarounds across all three councils. The significant deterioration of performance in Q2 in relation to North and Weymouth is essentially attributable to these factors.

Measures are already in place to help tackle this short term issue with a provisional appointment already made to the vacant post. For West, the impact of these circumstances is reflected more in the speed of progress of reducing the backlog rather than a significant increase in turnaround times. This is largely reflective of the overall ability to move resources within the unit having regard to knowledge of different land charges systems.

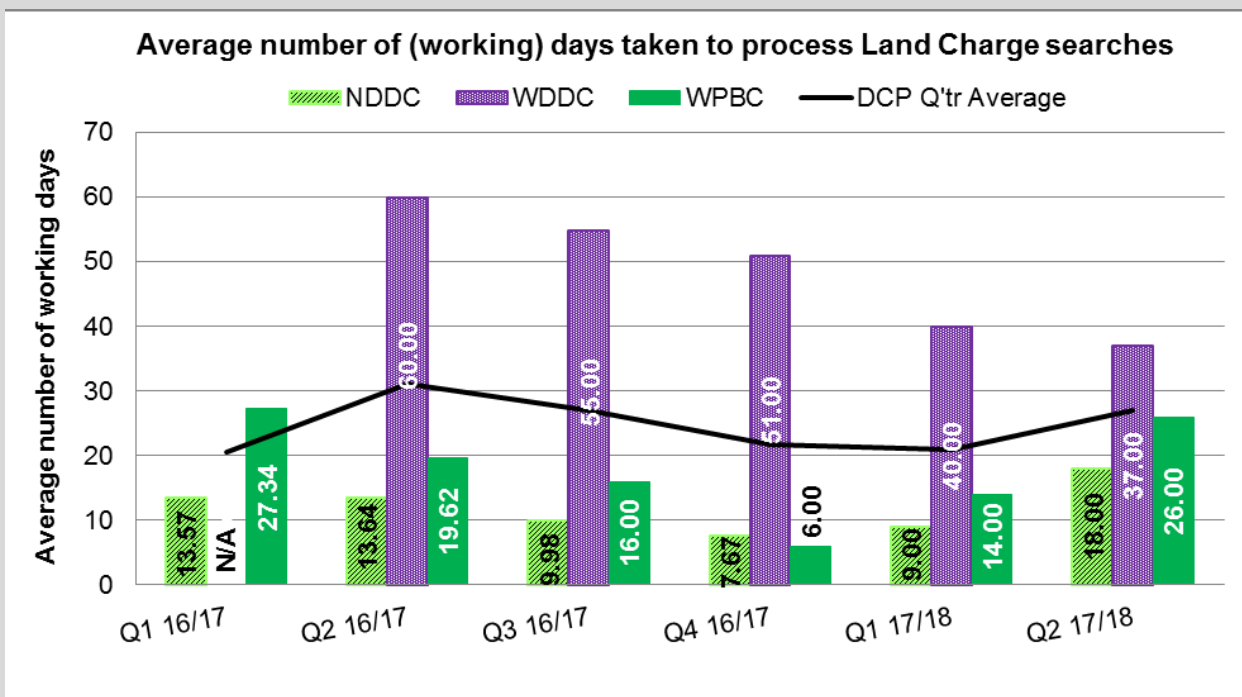
The impact of resource variations within the unit as identified above is evidence of a view previously expressed, namely that issues of resilience remain a key risk to the overall search performance of all three Councils. Unfortunately, simply throwing resource at this problem is of very limited immediate benefit due to training times required and for the short term can actually have a negative impact as time spent on training equates to less time actually processing searches.

It is for such reasons that the progression of projects to secure a single land charges IT system and improved digitalisation of data are vital if long term resilience is to be secured. In this respect, progress on these improvement projects over the last quarter has been positive with milestones such as digitalisation commencing of planning microfiche back to 1974, invitations to tender being sought on a single planning and land charges IT system and the recruitment of various casual staff to undertake further data preparation work all occurring during this period. Progress of these activities also provides material benefit to other Council projects including in particular work towards meeting emerging obligations under the new GDPR regime. The delivery of these and other related work streams will remain a key challenge over the next year particularly as there is already significant competing demand for limited specialist internal resource amongst different corporate projects; such demand is only likely to increase in the event of a positive decision regarding LGR.

Legal

The Legal Services Unit continues to progress its restructure and as at mid-October the Unit should for the first time have a full complement of more senior staff. This alone provides an opportunity to reduce strain on budgets as it will decrease some of the existing dependency on locum staff. Work progresses on reviewing restructure requirements for other posts within the unit.

Average days to process Land Charge searches (working days)				Aim	↓
Authority	North Dorset		West Dorset		Weymouth & Portland
Q2 2017/18 Actual	18 days		37 days		26 days
Q2 2017/18 Target	15 days	✘	15 days	✘	15 days
FY 2017/18 Target	15 days		15 days		15 days
FY 2016/17 Actual	8 days		51 days		6 days



Key risk areas

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

Very High Risks	0
High Risks	1
Medium Risks	6
Low Risks	2

Issues relating to historic under resourcing/ lack of resilience. Pressure to deliver a substantial change programme in condensed time frames creates a clear risk of failure to deliver effective improvement due to consequential pressures				
CURRENT SCORE		Planned risk reduction initiatives Members kept regularly informed of progress and continuing issues. Regular on-going involvement of staff on processes. Prompt actions taken to seek to recruit replacement staff. Replacement of project support being progressed.	TARGET SCORE	
Impact	3		Impact	3
Likelihood	5		Likelihood	2
Risk Score	15		Risk Score	6
Risk Rating	HIGH		Risk Rating	LOW

Future Issues

<p>Legal: Final appointments as part of phase one of the legal restructure have been made. Meetings are being scheduled with various Heads of Service to determine future service needs prior to finalising recruitment of remaining unfilled posts. Issues relating to LGR and property demands remain key capacity risk areas.</p> <p>Land Charges: Progress continues on the transformation of the Land Charges Unit with current work outside the day job of outputting searches focused on the improvement of data quality and the securing of a single IT system. Resilience remains a key risk area for the unit, albeit measures are being progressed to seek to minimise current known risk exposure relating to this issue. As these associated work streams progress then resilience pressures will increase as resource in the unit has to be allocated to meet those work stream requirements. Close monitoring of performance will continue in order to seek so far as possible to identify pressure points sufficiently in advance of them becoming problems to enable remedial measures to be put in place.</p>

Service Plan Update

1. 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 should largely be able to be managed in-house. On-going discussion in place with Property to enable early capture of abnormal workload peaks.
2. Restructure of legal and land charges services
Both legal and land charges have now completed initial phases of their restructures. The extent of further appointments/restructure will be subject to on-going review.
3. Maintain initiatives to secure the delivery of an effective Land Charges Service
Work on securing the delivery of an effective land charges services continues in a variety of way including acquisition of a single IT system, an on-going action plan for West Dorset and a project to deliver improved data.
4. Provide support and assistance to the development of reorganisation initiatives
The Legal Services Unit has been active on a variety of different projects to help with the development of the partnership including various changes to Council constitutions to secure improved alignment of provision. In the event of a decision in favour of LGR conversations will take place to identify the extent of legal engagement in the initial formation project.
5. Explore opportunities to develop improving working relationships with other Councils
Discussions at Monitoring Officer level concerning mechanisms to improve working relationships have been overshadowed by LGR issues. At Officer level arrangements are in place for meetings between Legal Heads to discuss on-going development issues. The Legal Services Unit has also progressed arrangements to secure the delivery of in-house training by external providers which is made available both to Officers within the partnership and externally.