

# 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

<b>Overall variance</b>	<b>£712,022 (F)</b>
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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)	
<b>Net expenditure</b>	<b>572,137</b>	
<b>Actual variance</b>	<b>104,610 (F)</b>	
Q3 Predicted variance	35,000 (F)	
Q2 Predicted variance	20,000 (F)	
Q1 Predicted variance	0	

### Revenue summary – Corporate Finance

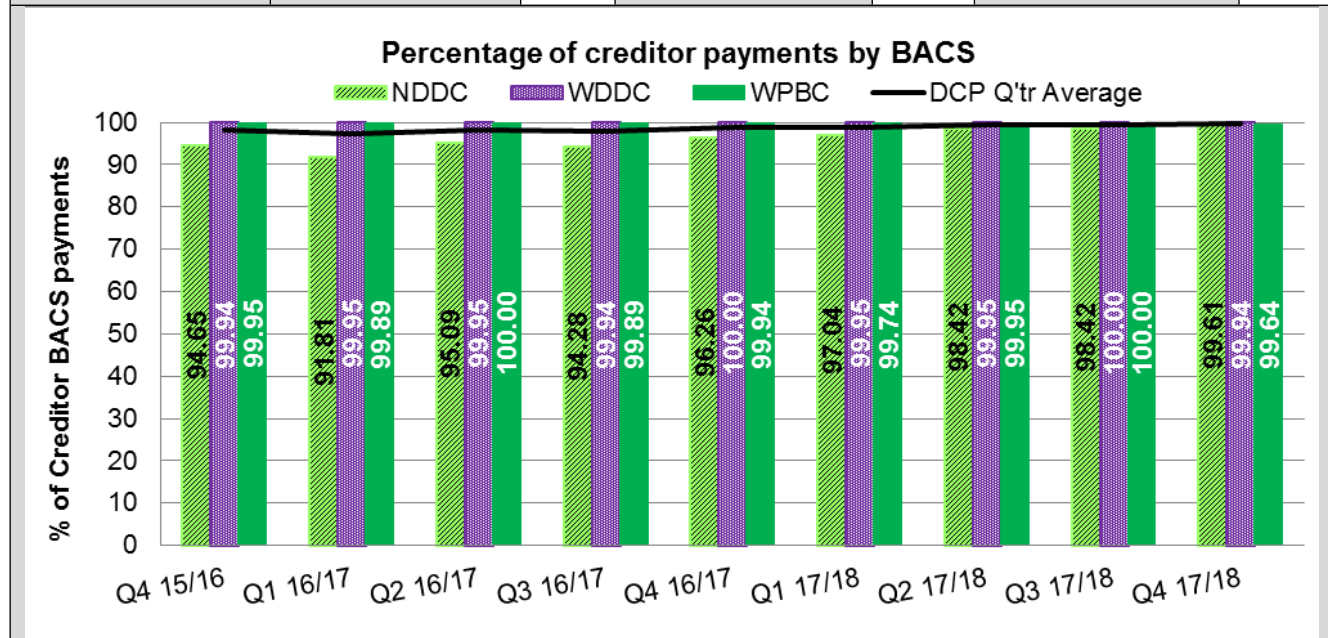
Subjective analysis	Full Year Current Budget 2017/18 (£)	Comments / action
Employees	1,244,965	Unused contingency budget (£171,000) and additional grants received (£94,000). Partnership savings delivered by services ahead of the 2018/19 budget (£52,000), and reductions in External Audit Fees of (£33,000)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

Key performance data

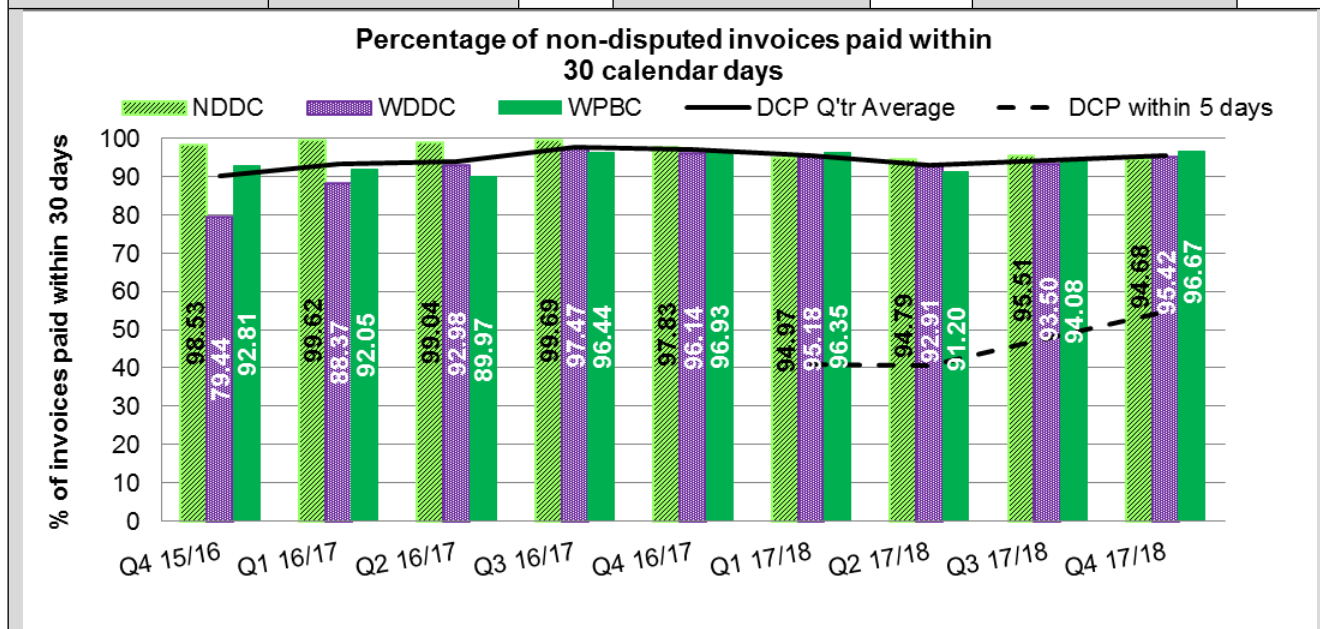
**Exception Report from Head of Service**

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><b>A Stronger Local Economy</b></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><b>Actions outside of Corporate Plan</b></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)

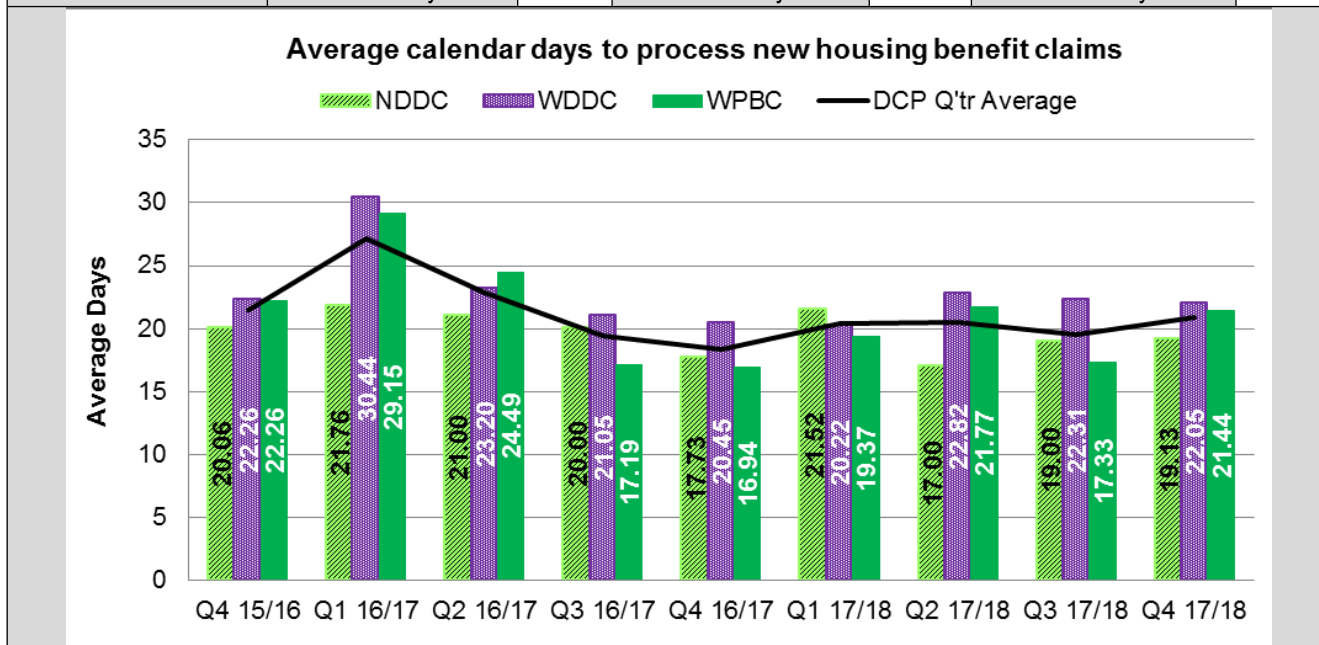
### Revenue summary

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)	
<b>Net expenditure</b>	<b>(19,165)</b>	
<b>Actual variance</b>	<b>22,305 (A)</b>	
Q3 Predicted variance	30,000 (A)	
Q2 Predicted variance	0	
Q1 Predicted variance	648 (A)	

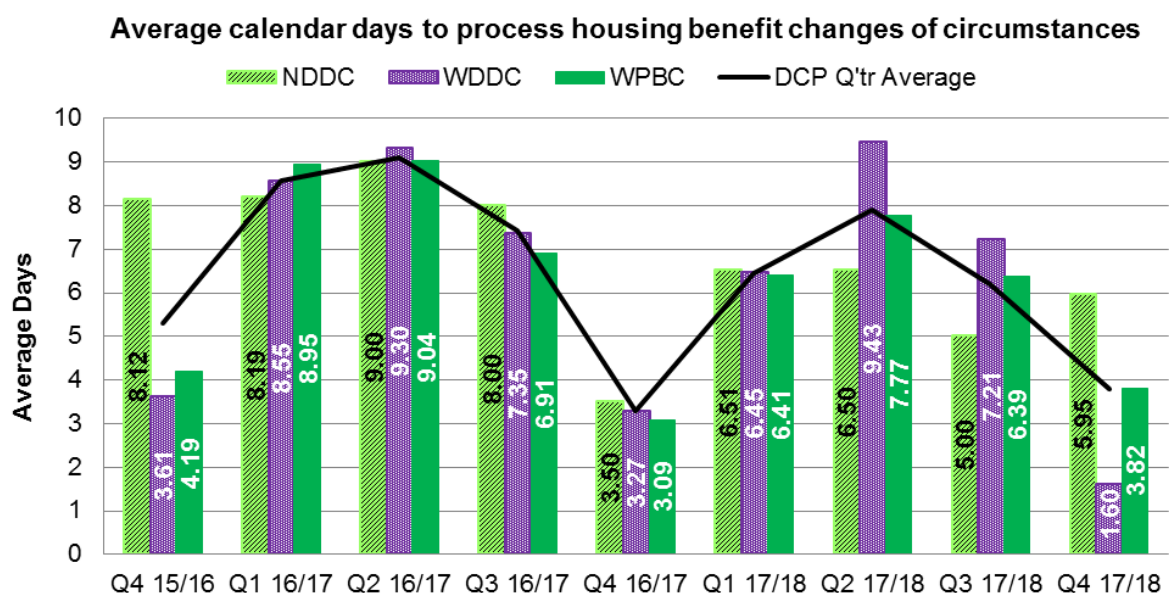
### Key performance data

<p><b>Exception Report from Head of Service</b></p> <p><b>North Dorset (SVPP)</b> Processing of benefit claims and account collection has met or exceeded targets for year.</p> <p><b>WDDC and WPBC</b> 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



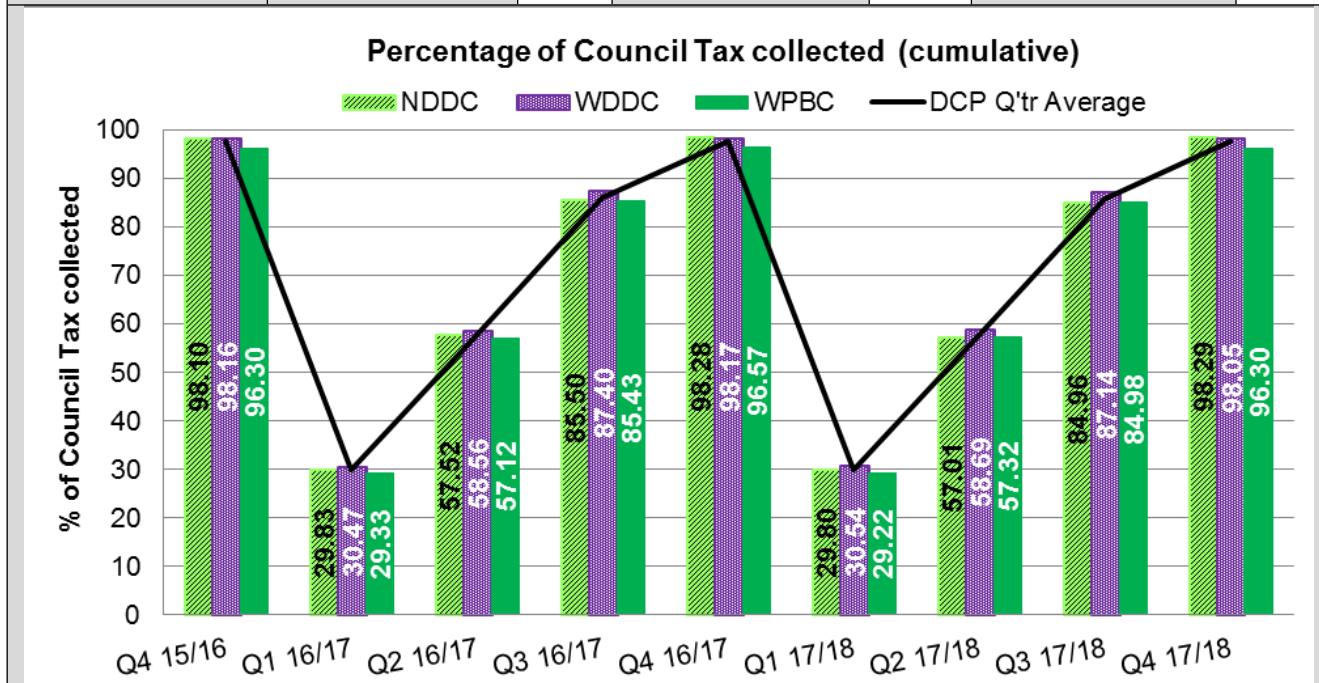
Average calendar days to process housing benefit changes of circumstances				Aim	↓
Corporate Plan Priority: Developing Successful Partnerships					
Authority	North Dorset		West Dorset		Weymouth & Portland
Q4 2017/18 Actual	6 days		2 days		4 days
Q4 2017/18 Target	10 days		7 days		7 days
FY 2017/18 Actual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



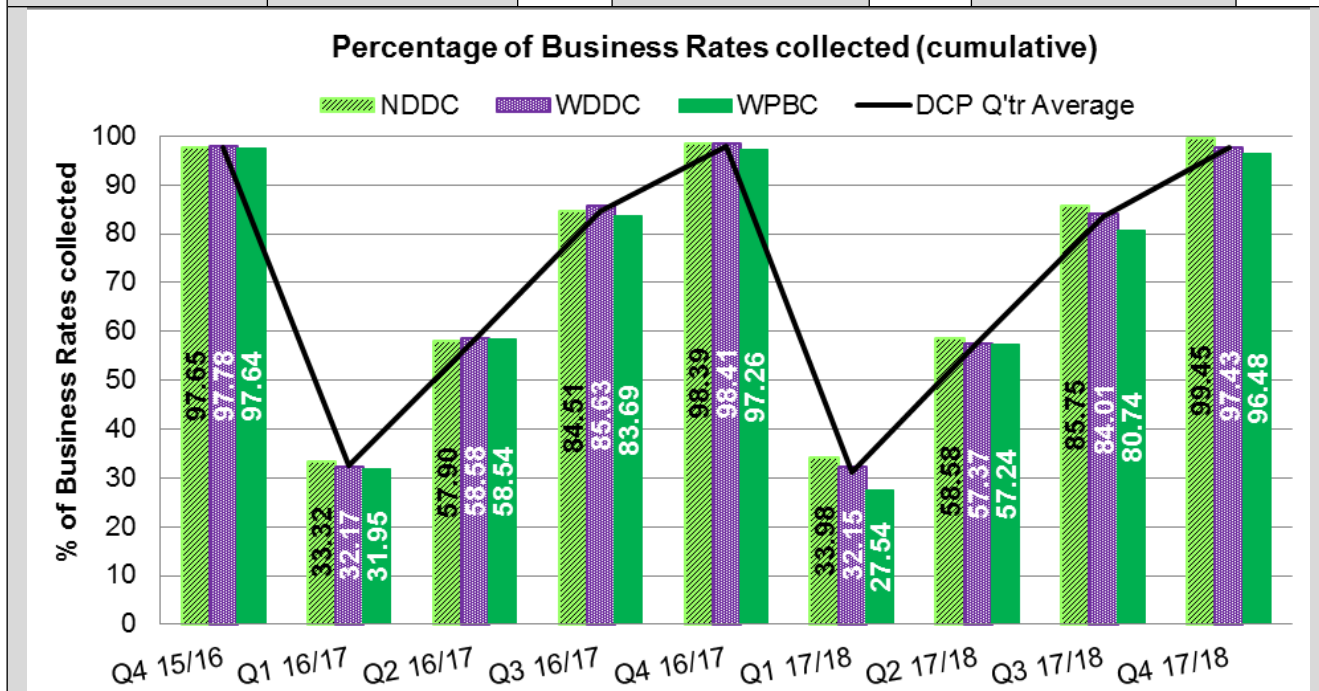
Number of Housing Benefit New Claims and Changes			
Authority	North Dorset	West Dorset	Weymouth & Portland
Q4 2017/18 Actual	5,565	10,486	7,114
Q3 2017/18 Actual	3,568	2,743	3,086
Q2 2017/18 Actual	4,162	3,202	3,431
Q1 2017/18 Actual	5,095	4,136	5,605
Q4 2016/17 Actual	6,478	8,551	8,945
Q3 2016/17 Actual	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><b>A Stronger Local Economy</b></p> <ul style="list-style-type: none"> <li>Implemented a number of new government funded rate relief schemes including awarding discretionary relief to those local businesses faced with large rates increase.</li> </ul> <p><b>Improving Quality of Life</b></p> <ul style="list-style-type: none"> <li>Ongoing review of information leaflets. Updated leaflets are edited to PEC standards (excludes NDDC as dealt with by SVPP).</li> <li>Supporting customers who are affected by the introduction of Universal Credit (funded Advisor posts with CAB designed to assist customers through the claim process).</li> <li>Continue to improve e-access to services (e.g. e-billing take up, txt messaging, etc.).</li> </ul> <p><b>Developing Successful Partnerships</b></p> <ul style="list-style-type: none"> <li>Business case for a Pan Dorset Revs &amp; Bens service is being finalised a report on findings will be submitted to the Shadow Executives for consideration and feedback.</li> </ul> <p><b>Actions outside of Corporate Plan</b></p> <ul style="list-style-type: none"> <li>Database server replaced early January 2018. Review of disaster recovery arrangements will subsequently take place.</li> <li>Action to achieve efficiency savings is ongoing.</li> <li>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).</li> <li>Service was successful in achieving the Investors in People Silver level award in March 2018.</li> </ul>
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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)	
<b>Net expenditure</b>	<b>1,427,802</b>	
<b>Actual variance</b>	<b>45,390 (F)</b>	
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%

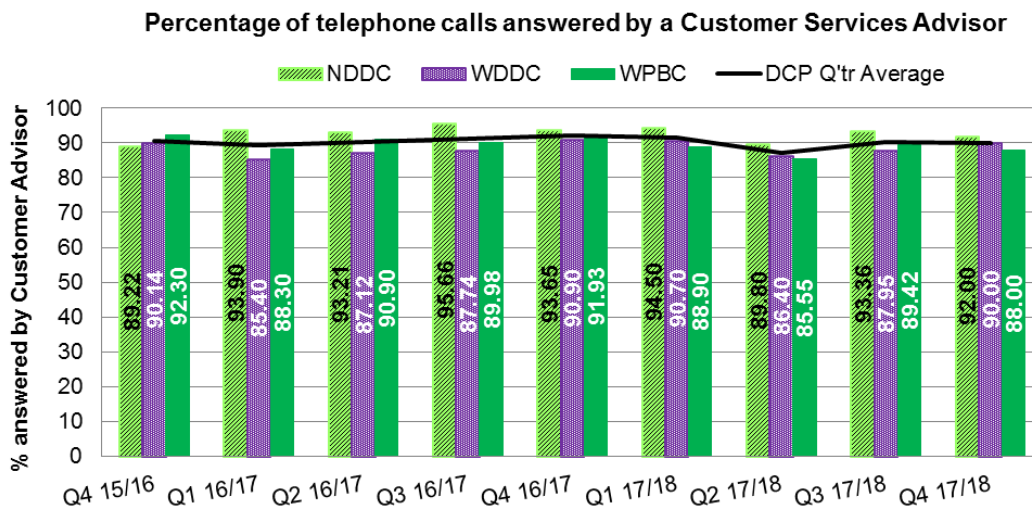
#### February Total: 7,181

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

#### March Total: 7,494

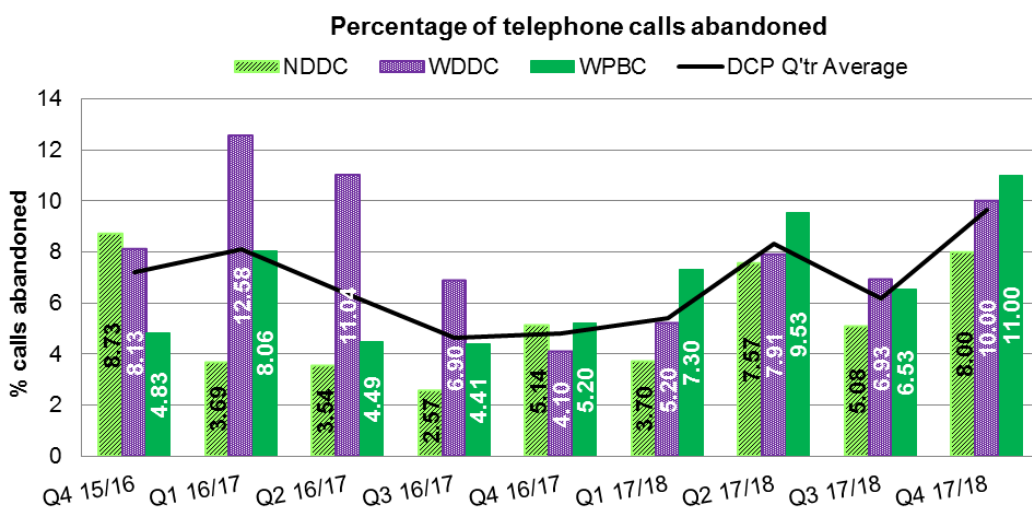
Housing Advice: 21%, CRM: 16%, General: 15%, NDDC [General]: 14%, Planning and Duty Planner: 15%, Remainder: 19%

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%



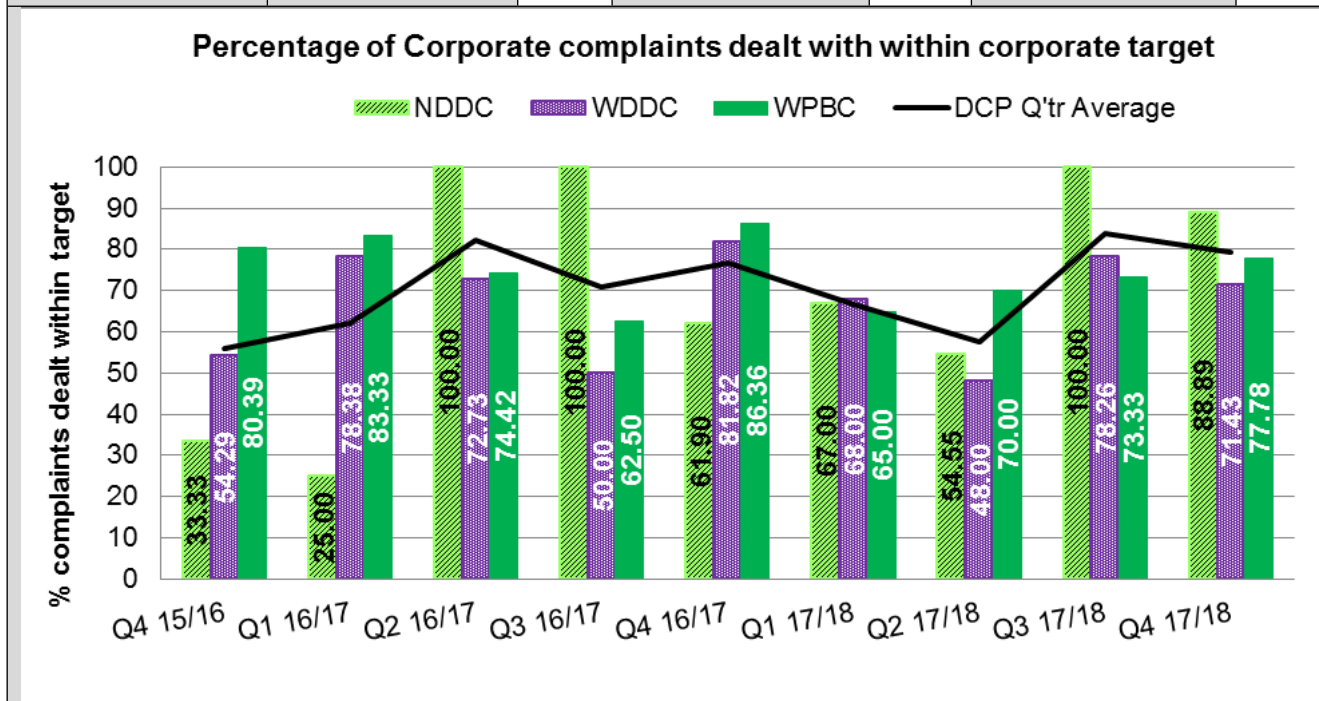
The average speed that a call was answered in the quarter was 49 seconds.

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 15<sup>th</sup> 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 23<sup>rd</sup> 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	<b>4</b>		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	<b>4</b>	Likelihood		3
Risk Score	<b>16</b>	Risk Score		12
Risk Rating	<b>High</b>		Risk Rating	<b>MEDIUM</b>



## Community Protection

Head of Service – **Graham Duggan**

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

Lead Brief Holders – **Cllr Francis Drake** (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 &amp; 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 &amp; 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)	
<b>Net expenditure</b>	<b>2,710,862</b>	
<b>Actual variance</b>	<b>126,979 (F)</b>	
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.

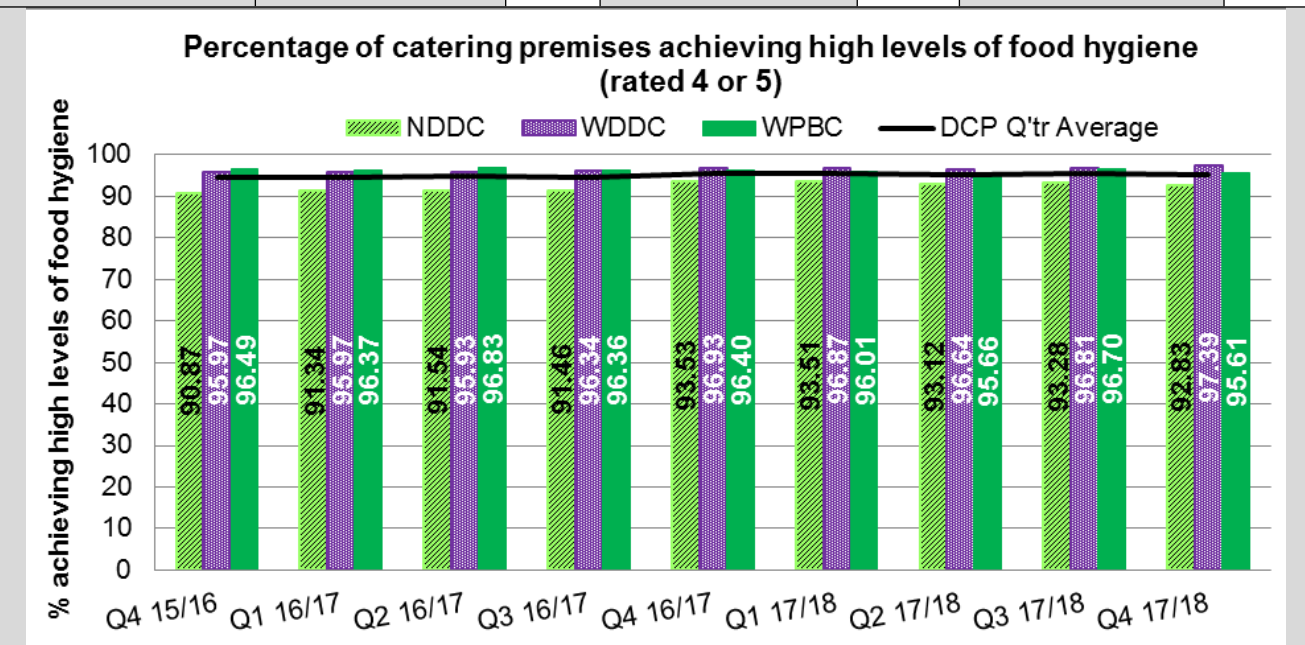
**Bereavement Services**

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.

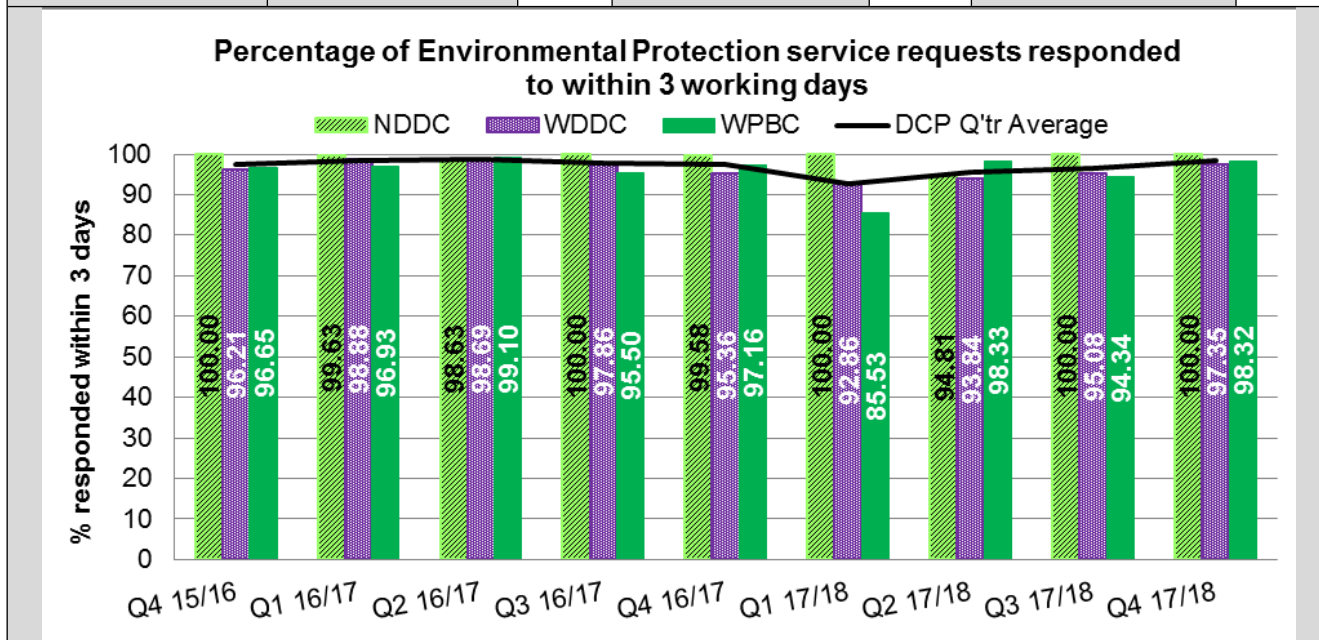
**CCTV re-location project**

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.

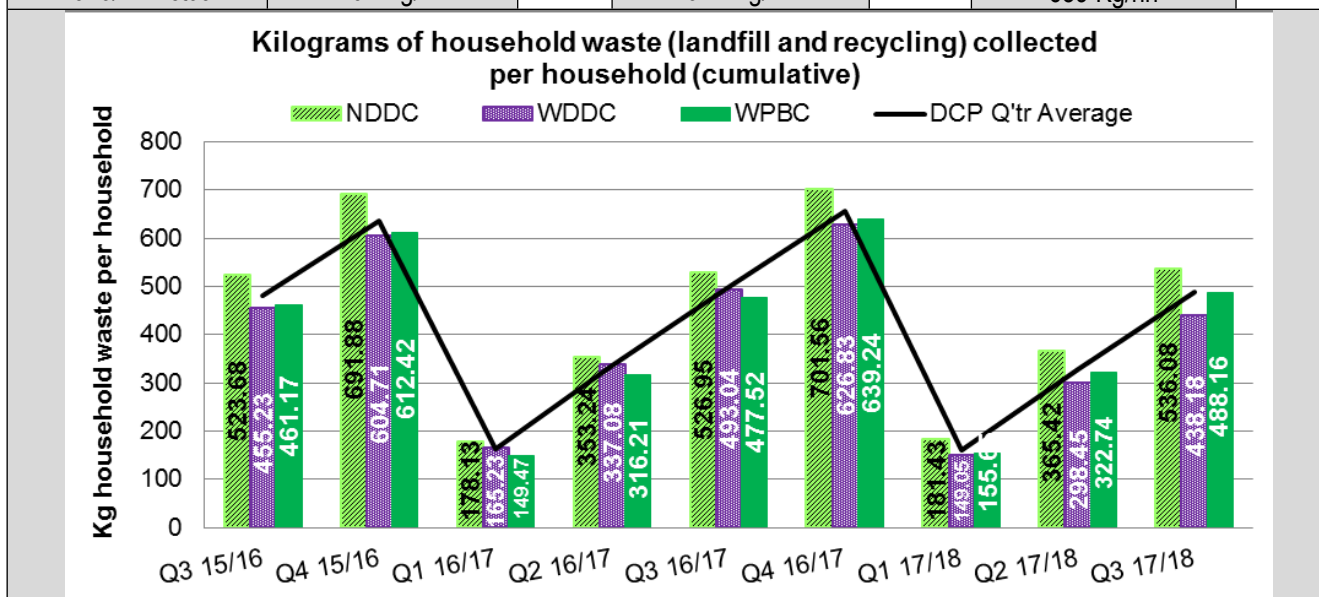
Percentage of catering premises achieving high levels of food hygiene (rated 4 or 5)						Aim	↑
Corporate Plan Priority: Building a Stronger Local Economy							
Authority	North Dorset		West Dorset		Weymouth & Portland		
Q4 2017/18 Actual	93%		97%		96%		
Q4 2017/18 Target	90%		90%		90%		
FY 2017/18 Actual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



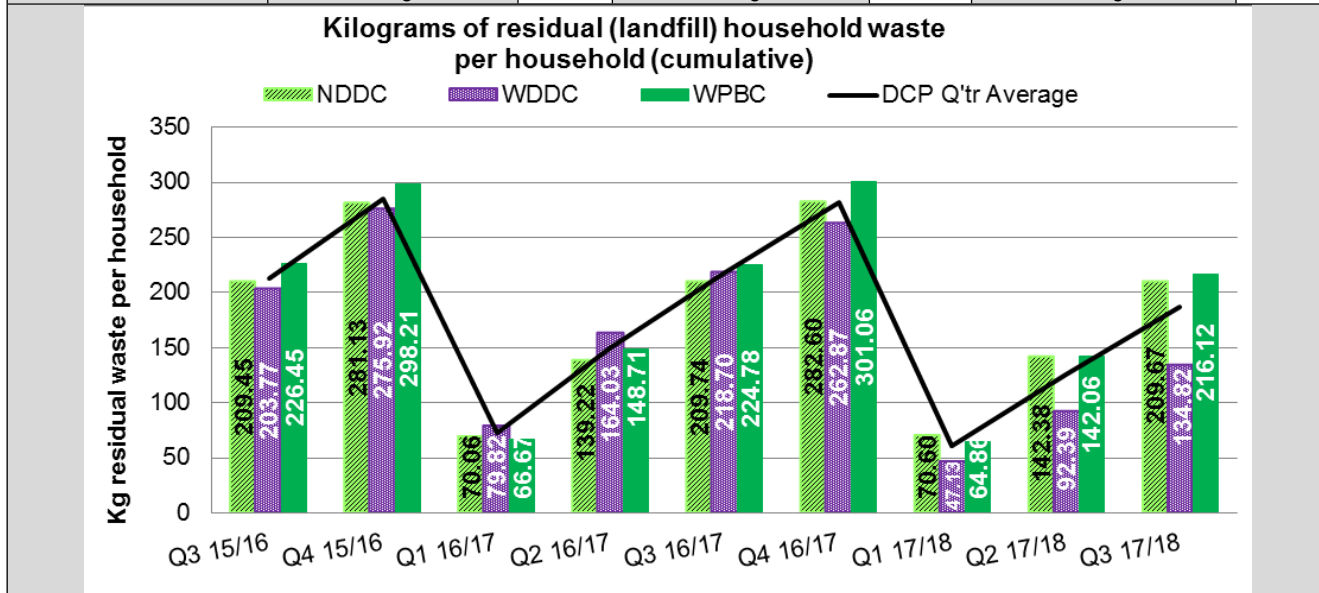
Percentage of Environmental Protection service requests responded to within 3 working days				Aim	↑
Corporate Plan Priority: Improving Quality of Life					
Authority	North Dorset		West Dorset		Weymouth & Portland
Q4 2017/18 Actual	100%		97%		98%
Q4 2017/18 Target	95%		95%		95%
FY 2017/18 Actual	98%	✓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



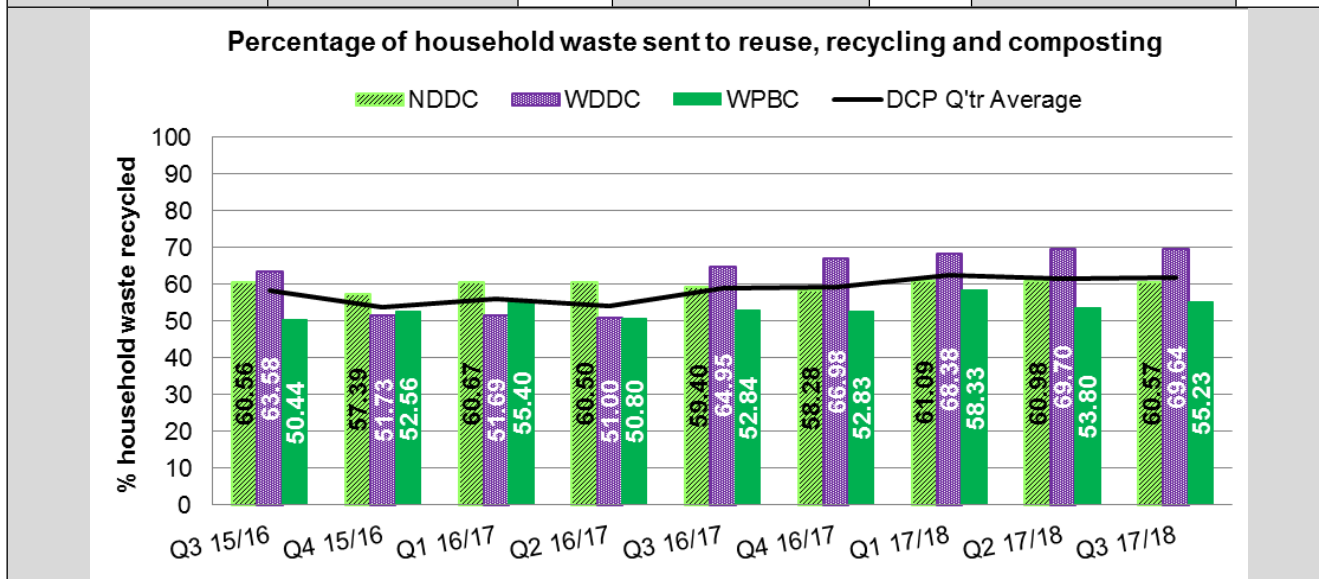
Kilograms of household waste (landfill and recycling) collected per household (cumulative)				Aim	↓
Corporate Plan Priority: Improving Quality of Life					
<b>Latest available data is for Q3</b>					
Authority	North Dorset		West Dorset		Weymouth & Portland
Q3 2017/18 Actual	536 Kg/hh		438 Kg/hh		488 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					
<b>Latest available data is for Q3</b>					
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					
<b>Latest available data is for Q3</b>					
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%		



<b>Number of (justified) missed household waste collections (absolute number)</b>				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		

<b>Justified missed bin collections as a proportion of all collections – Q4 2017/18</b>			
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)	
<b>Net expenditure</b>	<b>374,906</b>	
<b>Actual variance</b>	<b>69,443 (A)</b>	
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.

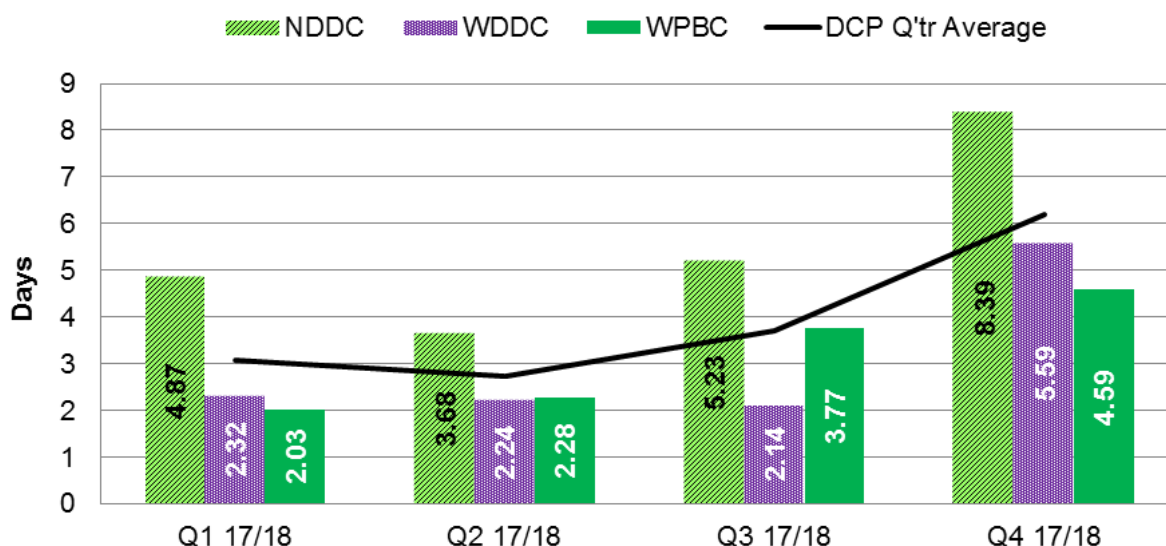
#### **Number of homelessness ACCEPTANCES**

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.



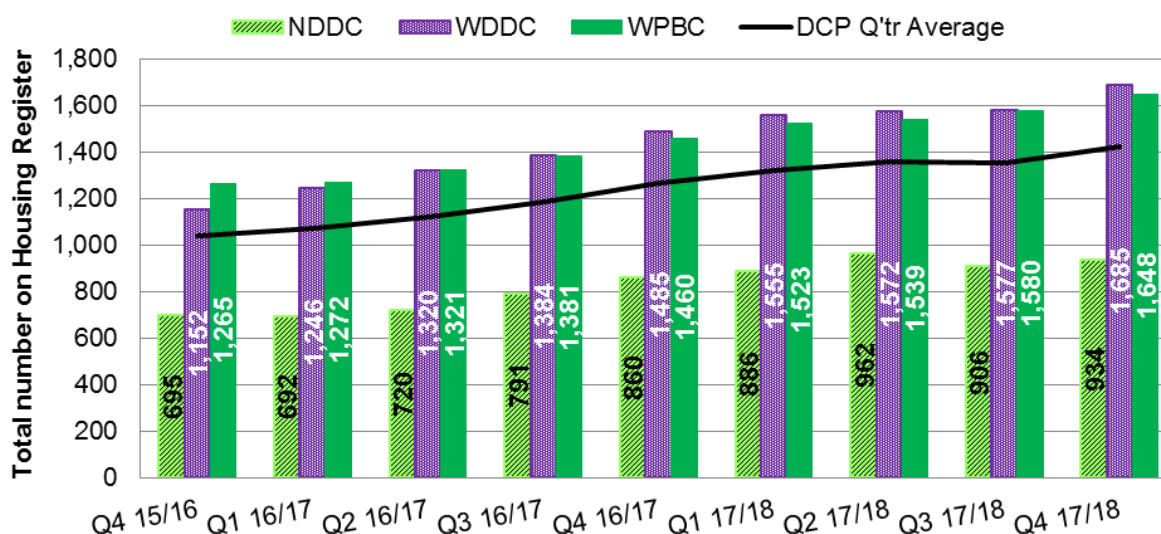
Average number of working days to process Housing Register applications				Aim	↓
Corporate Plan Priority: Empowering Thriving and Inclusive Communities					
Authority	North Dorset	West Dorset	Weymouth & Portland		
Q4 2017/18 Actual	8.39 days	5.59 days	4.59 days		
Q4 2017/18 Target	9 days	9 days	9 days		
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**

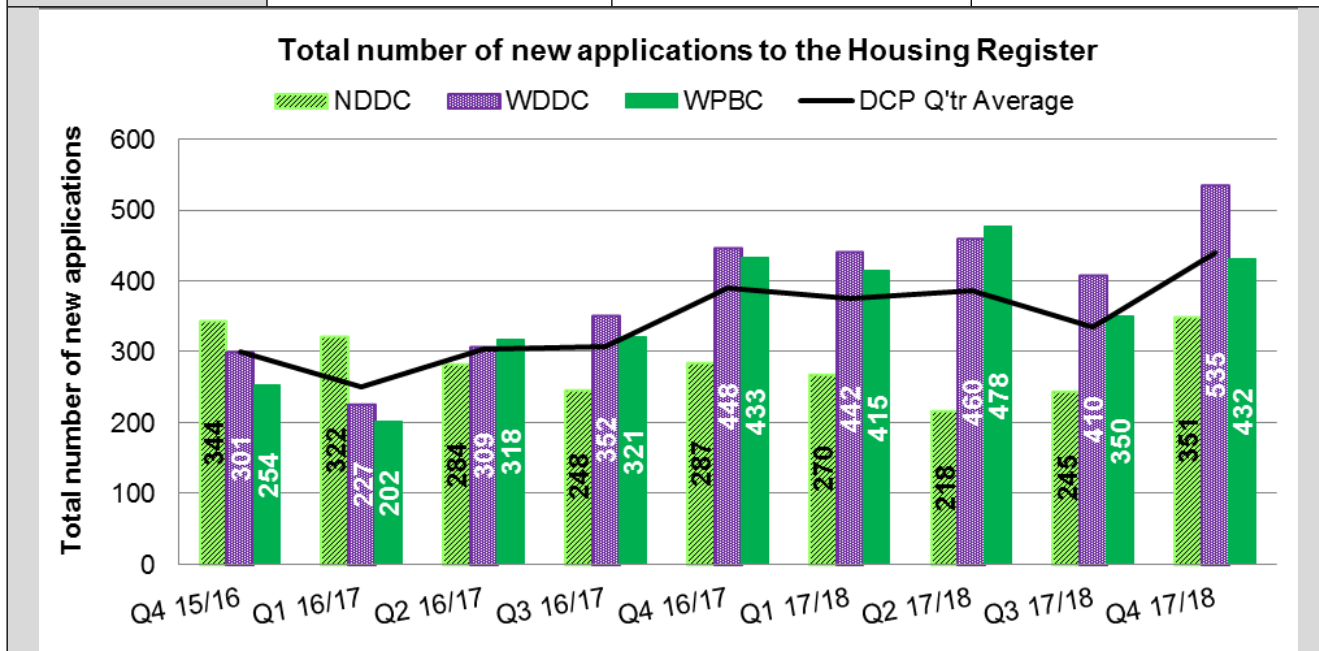


Total number of households on the Housing Register			
Corporate Plan Priority: Empowering Thriving and Inclusive Communities			
Authority	North Dorset	West Dorset	Weymouth & Portland
Q4 2017/18 Actual	934	1,685	1,648
Q3 2017/18 Actual	906	1,577	1,580
Q2 2017/18 Actual	962	1,572	1,539
Q1 2017/18 Actual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

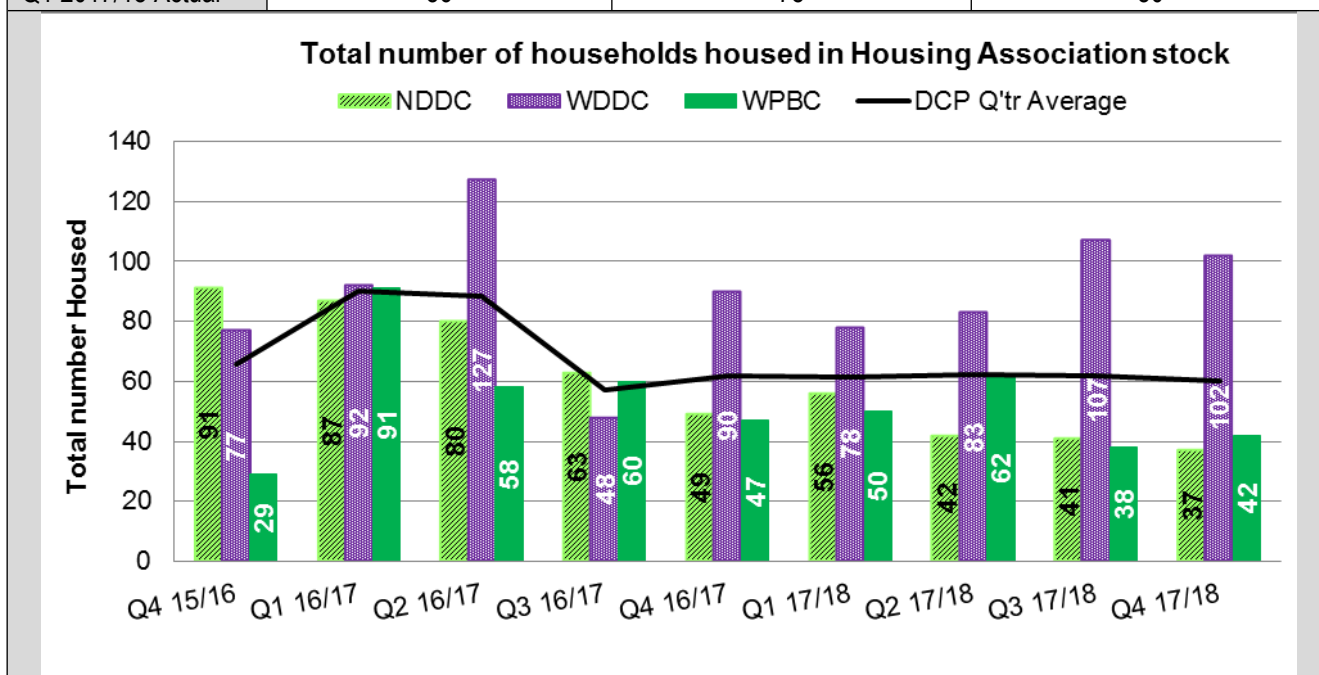
**Total number of households on the Housing Register**



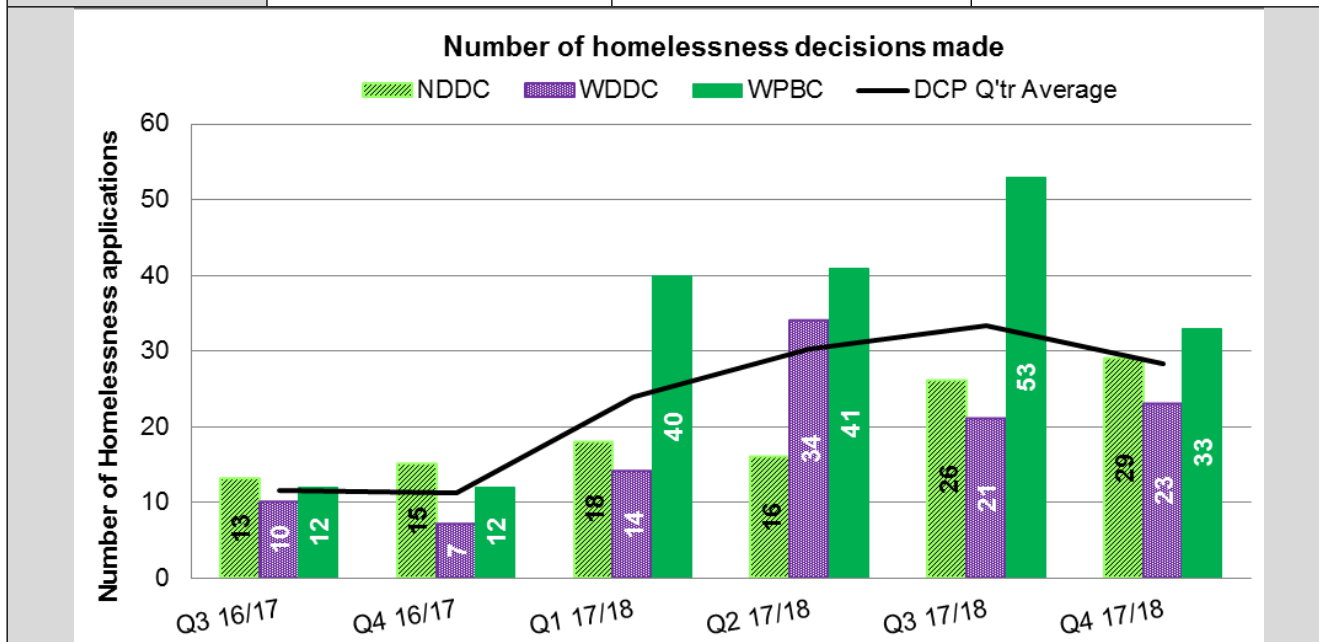
<b>Total number of new applications to the Housing Register</b>			
Corporate Plan Priority: Empowering Thriving and Inclusive Communities			
Authority	North Dorset	West Dorset	Weymouth & Portland
Q4 2017/18 Actual	351	535	432
Q3 2017/18 Actual	245	410	350
Q2 2017/18 Actual	218	460	478
Q1 2017/18 Actual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



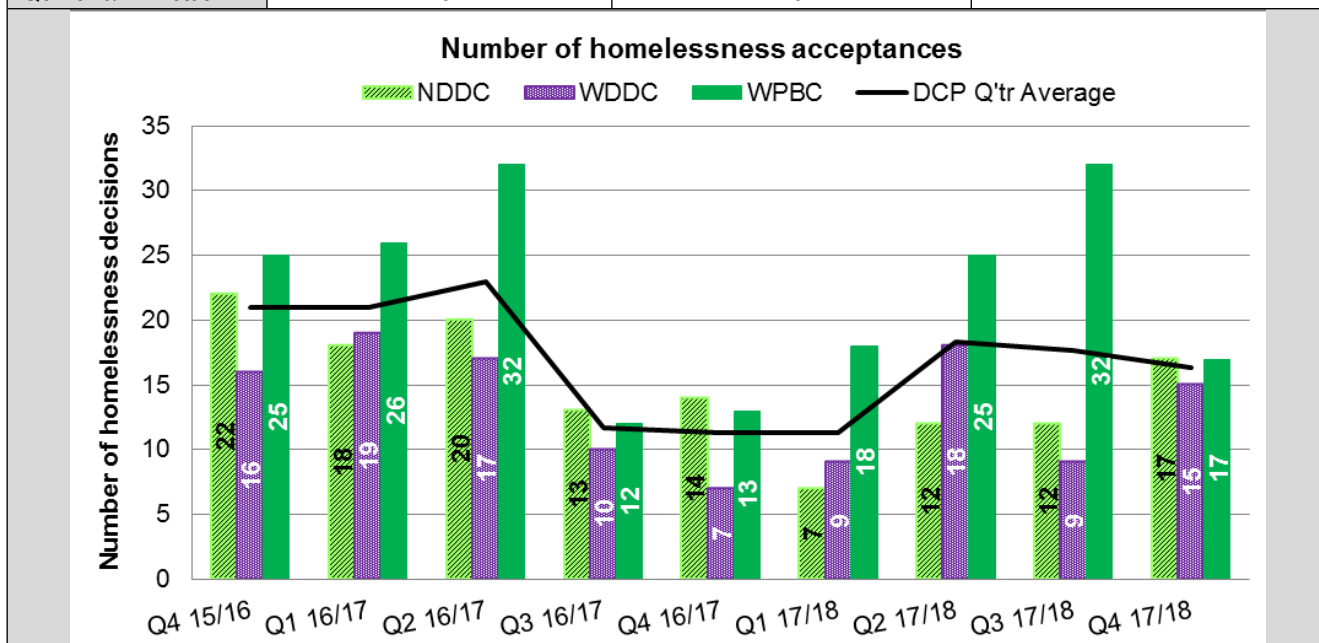
<b>Total number of households housed in Housing Association stock</b>			
Corporate Plan Priority: Empowering Thriving and Inclusive Communities			
Authority	North Dorset	West Dorset	Weymouth & Portland
Q4 2017/18 Actual	37	102	42
Q3 2017/18 Actual	41	107	38
Q2 2017/18 Actual	42	83	62
Q1 2017/18 Actual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



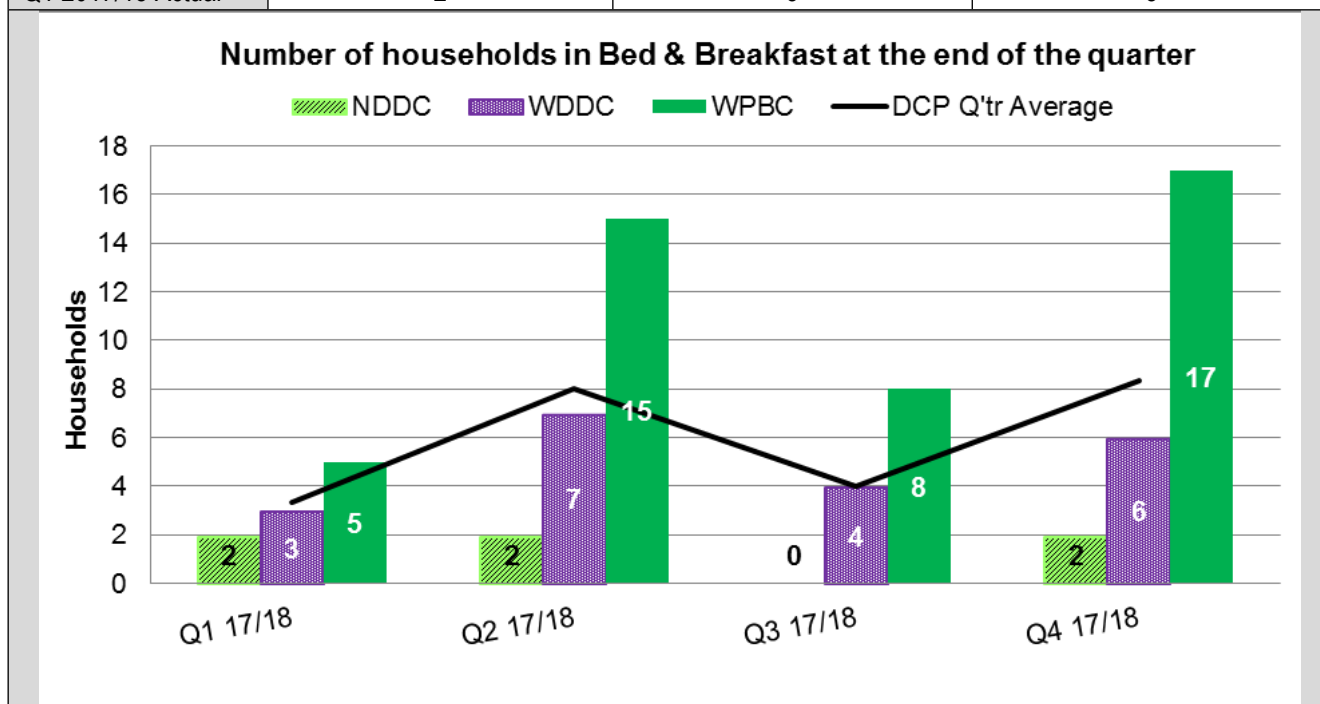
<b>Number of homelessness decisions made</b>			
Corporate Plan Priority: Empowering Thriving and Inclusive Communities			
Authority	North Dorset	West Dorset	Weymouth & Portland
Q4 2017/18 Actual	29	23	33
Q3 2017/18 Actual	26	21	53
Q2 2017/18 Actual	16	34	41
Q1 2017/18 Actual	18	14	40



<b>Number of homelessness acceptances</b>			
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



<b>Number of households in Bed &amp; Breakfast at the end of the quarter</b>			
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



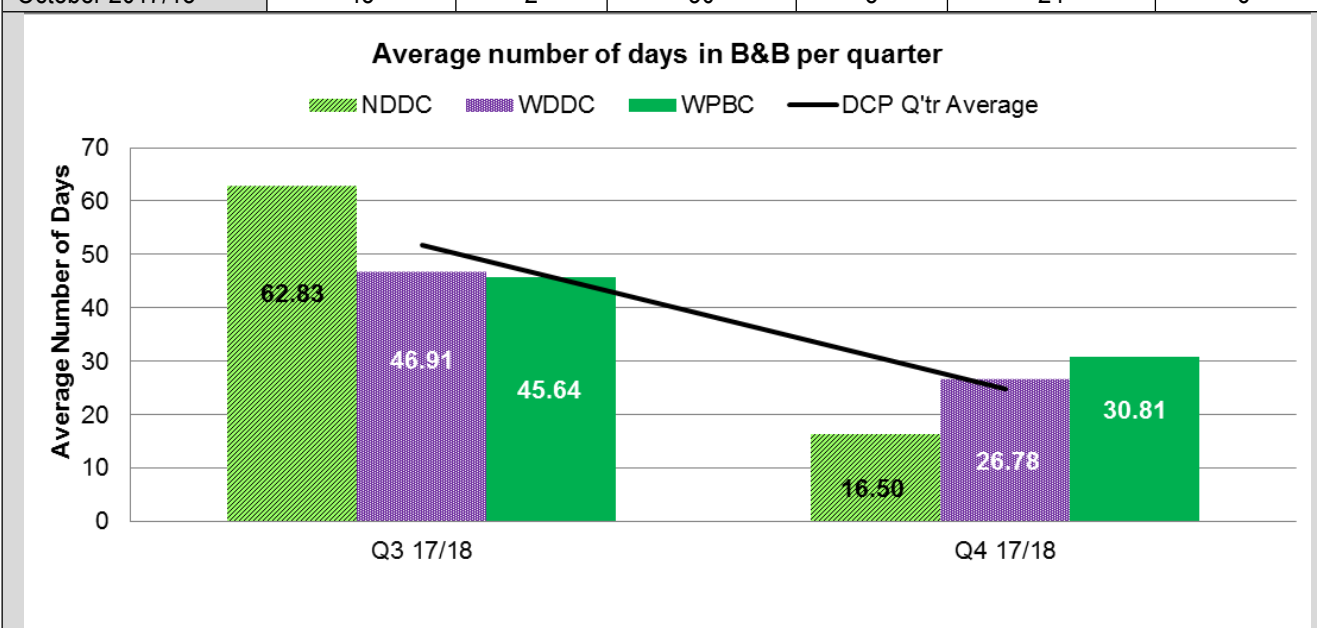
<b>Number of households placed in B&amp;B during each month</b>			
Corporate Plan Priority: Empowering Thriving and Inclusive Communities			
Authority	North Dorset	West Dorset	Weymouth & Portland
March 2017/18	1	5	11
February 2017/18	0	1	4
January 2017/18	3	1	9
December 2017/18	0	4	8
November 2017/18	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&amp;B of those households leaving within the month, divided by the total number of households leaving within the month = Average stay in B&amp;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)	
<b>Net expenditure</b>	<b>83,393</b>	
<b>Actual variance</b>	<b>119,744 (A)</b>	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

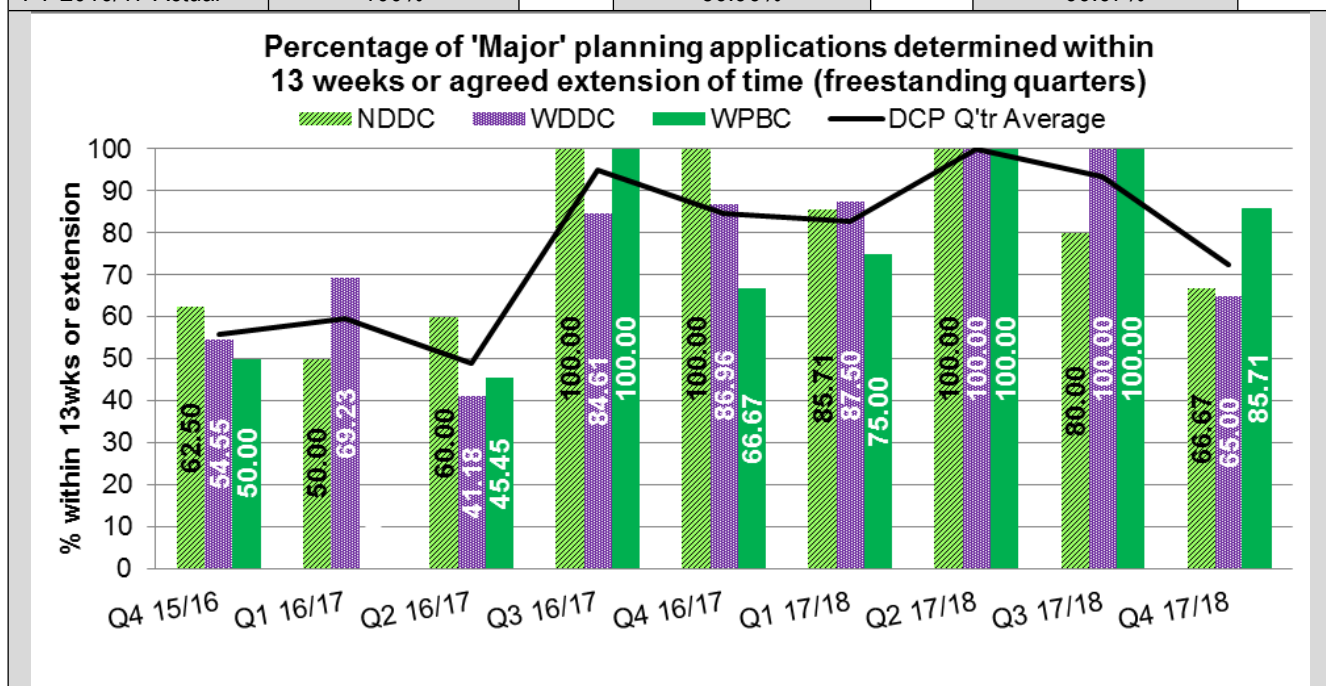
Number of valid applications received – by application type – North Dorset					
Month	Major	Minor	Other	Misc*	TOTAL
March	4	20	21	91	136
February	1	30	37	88	156
January	12	49	43	100	204
December	2	12	19	43	76
November	0	28	34	111	173
October	2	39	51	108	200
September	0	24	36	121	181
August	2	32	40	112	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

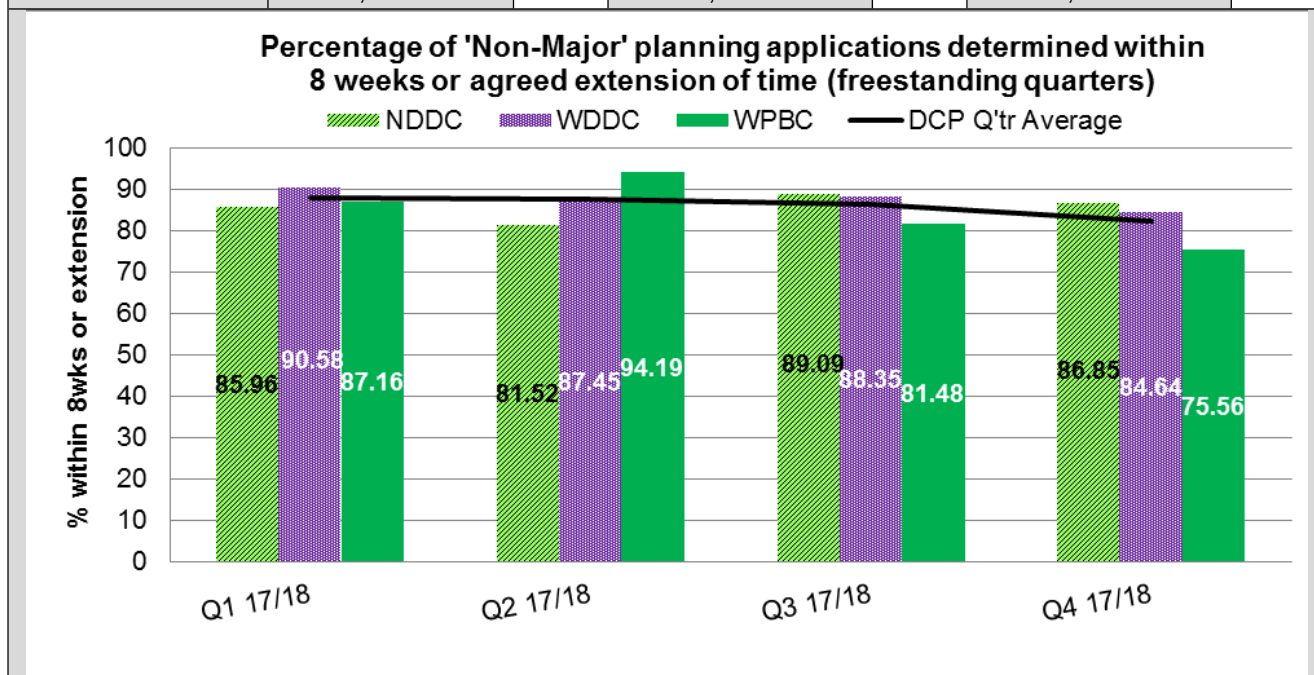
Number of valid applications received – by application type – Weymouth & Portland					
Month	Major	Minor	Other	Misc*	TOTAL
March	0	8	20	22	50
February	2	8	36	32	78
January	3	19	22	33	77
December	5	17	40	24	86
November	3	14	31	26	74
October	4	12	31	28	75
September	3	10	37	25	75
August	2	11	36	25	74
July	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

<b>Fee Income Q4</b>			
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
<b>TOTAL</b>	<b>£278,091.18</b>	<b>£211,439.50</b>	<b>£62,371.30</b>

<b>Percentage of 'Major' planning applications determined within 13 weeks or agreed extension of time</b>				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%		

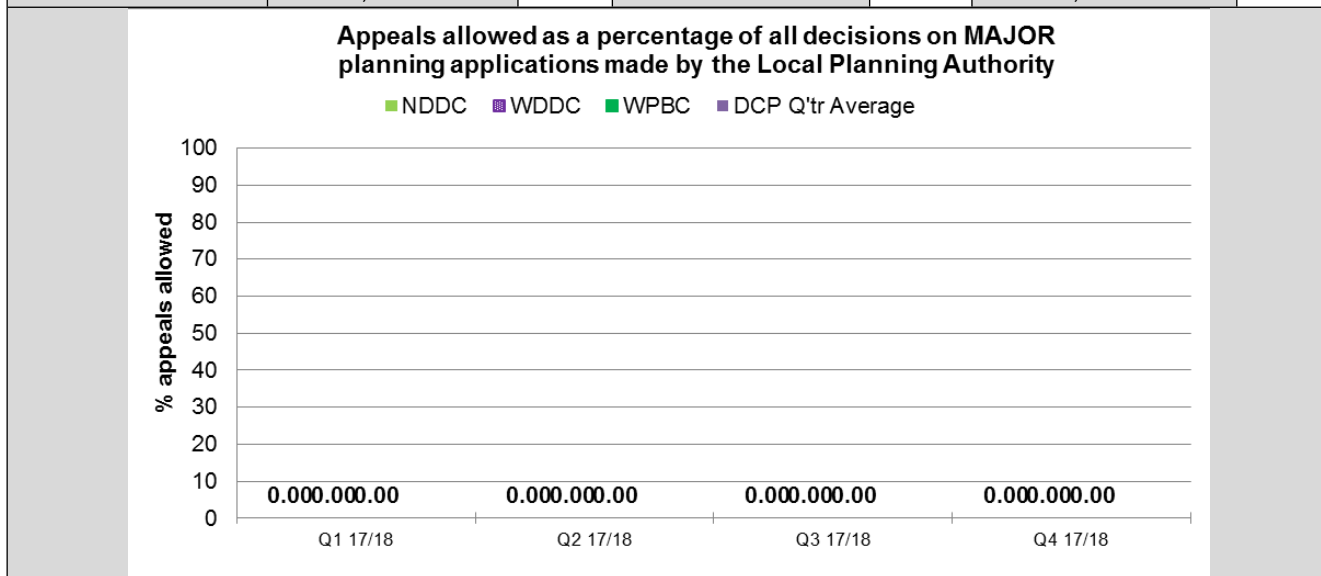


Percentage of 'Non-Major' planning applications determined within 8 weeks or agreed extension of time				Aim	↑
Corporate Plan Priority: Building a Stronger Local Economy					
Authority	North Dorset	West Dorset	Weymouth & Portland		
Q4 2017/18 Actual	87% (218 of 251)	85% (226 of 267)	76% (68 of 90)		
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		

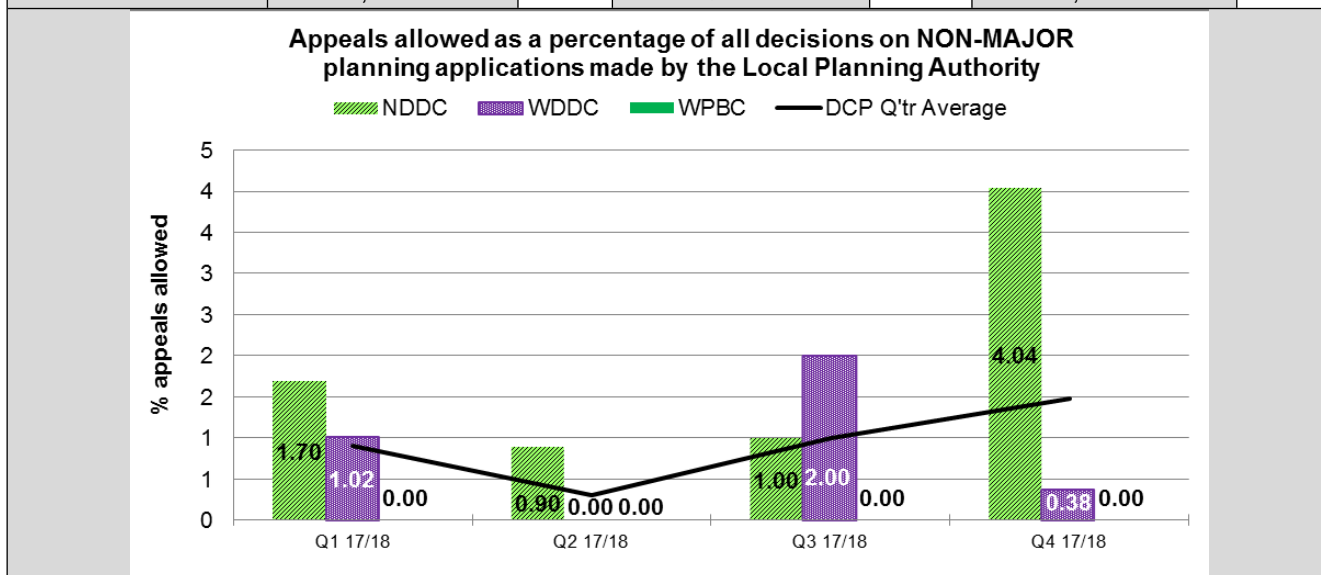


Total number of appeals submitted			
Corporate Plan Priority: Empowering Thriving and Inclusive Communities			
Authority	North Dorset	West Dorset	Weymouth & Portland
Q4 2017/18 Actual	4	7	4
Q3 2017/18 Actual	8	5	3
Q2 2017/18 Actual	7	4	4
Q1 2017/18 Actual	9	2	2
Q4 2016/17 Actual	7	1	1

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	



<b>Enforcement – Number of new live cases</b>									
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 <b>ADV</b>	0	0	1	0	0	2	0	2	0
Q4 2017/18 Actual <b>DEV</b>	0	2	16	0	10	23	1	8	0
Q4 2017/18 Actual <b>BOC</b>	0	4	3	0	2	10	3	1	0
Q4 2017/18 Actual <b>COU</b>	0	2	11	0	2	6	0	1	0
Q4 2017/18 Actual <b>LBW</b>	5	1	0	3	12	4	2	0	0
Q4 2017/18 Actual <b>SEC</b>	0	0	2	0	3	2	0	0	0
Q4 2017/18 Actual <b>HH</b>	0	0	0	0	0	0	0	0	0
Q4 2017/18 Actual <b>TRE</b>	1	0	0	0	2	0	0	0	0
<b>SUB TOTALS</b>	<b>6</b>	<b>9</b>	<b>33</b>	<b>3</b>	<b>31</b>	<b>47</b>	<b>6</b>	<b>12</b>	<b>0</b>
<b>TOTAL</b>	<b>48</b>			<b>81</b>			<b>18</b>		

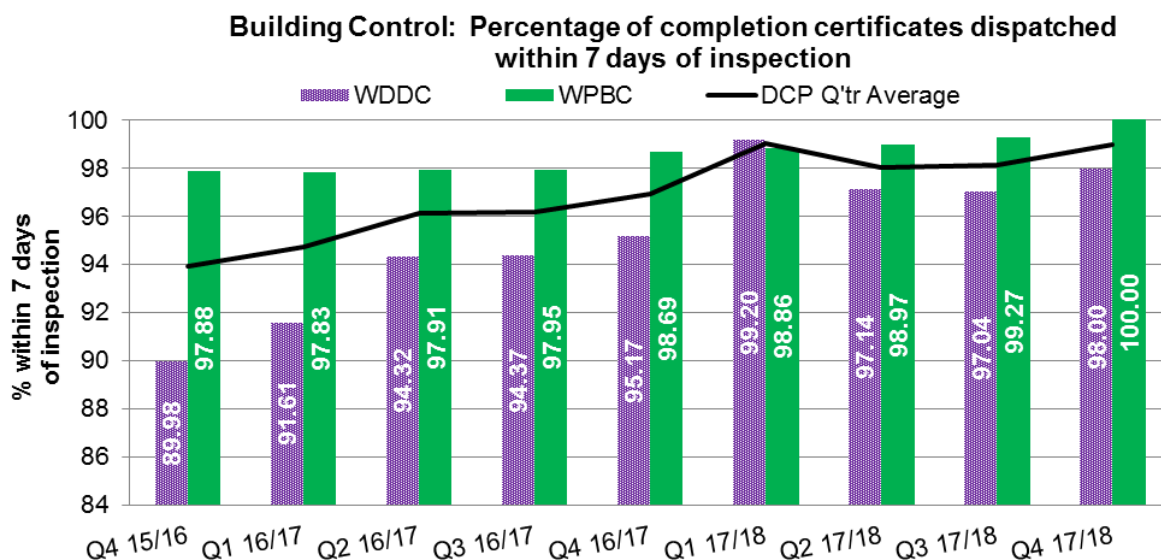
**Key:**  
 ADV: Unauthorised advertisements  
 DEV: Development  
 BOC: Breach of Condition  
 COU: Change of Use  
 LBW: Unauthorised works to Listed Building  
 SEC: Section 215 - Untidy Land or buildings  
 HH: High Hedges  
 TRE: Tree complaints

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

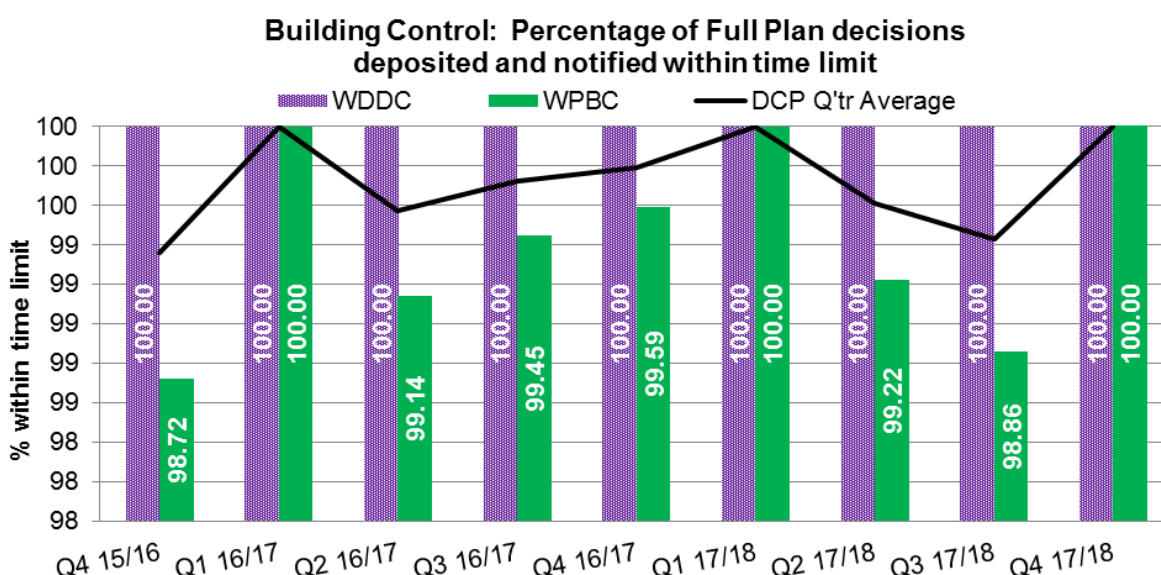
## Building Control

<b>Building Control Market Share (as at 31st March 2018)</b>			
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
<b>MARKET SHARE</b>	<b>65%</b>	<b>73%</b>	<b>79%</b>

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)	
<b>Net expenditure</b>	<b>417,656</b>	
<b>Actual variance</b>	<b>16,745 (F)</b>	
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.

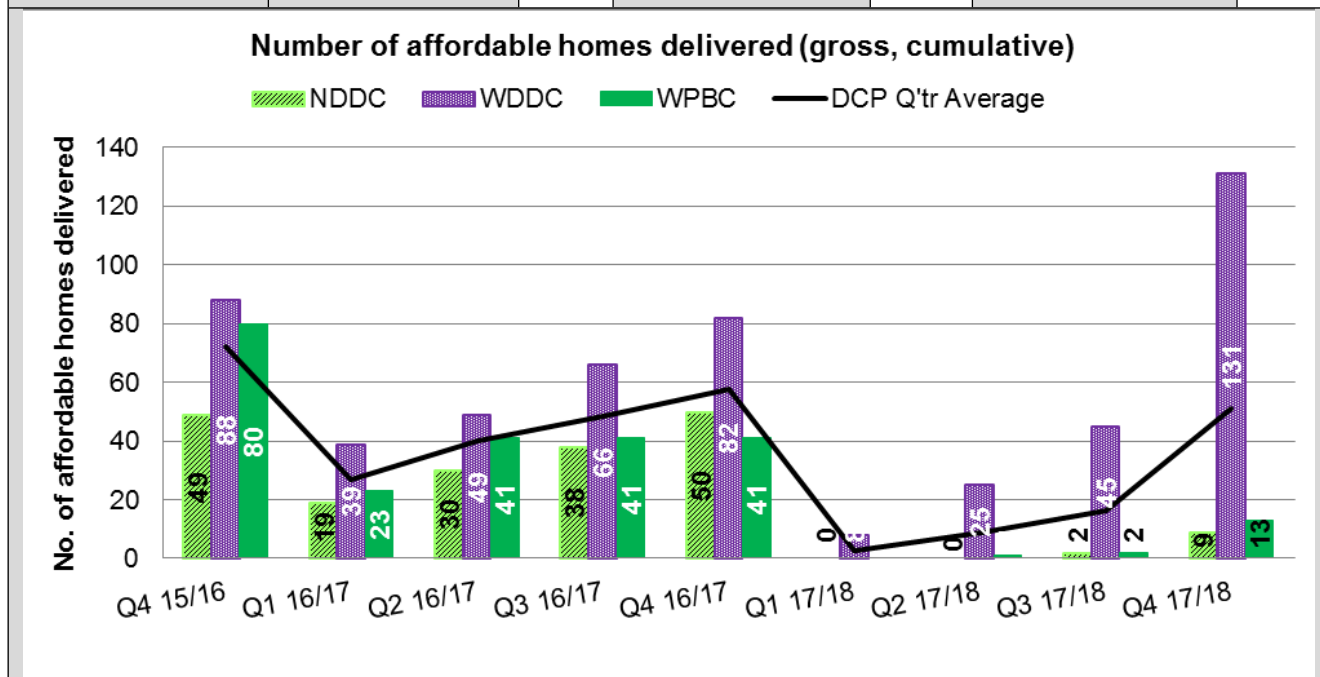
North Dorset has only 3.42 years' supply. This change is due to the very low number of housing completions recently, and slower than anticipated progress on major development sites including the strategic site allocation at Gillingham.

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, Chickereil 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 &amp; 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	3
Likelihood	4		Likelihood	2
Risk Score	20		Risk Score	6
Risk Rating	<b>HIGH</b>		Risk Rating	<b>LOW</b>

## Economy, Leisure & Tourism

Head of Service – Nick Thornley

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

Lead Brief Holders – **Cllr 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)	
<b>Net expenditure</b>	<b>545,043</b>	
<b>Actual variance</b>	<b>5,792 (A)</b>	
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)	
<b>Net expenditure</b>	<b>(125,994)</b>	
<b>Actual variance</b>	<b>300,107 (F)</b>	
Q3 Predicted variance	77,205 (F)	
Q2 Predicted variance	79,705 (F)	
Q1 Predicted variance	71,007 (A)	

Key performance data



**Exception Report from Head of Service**

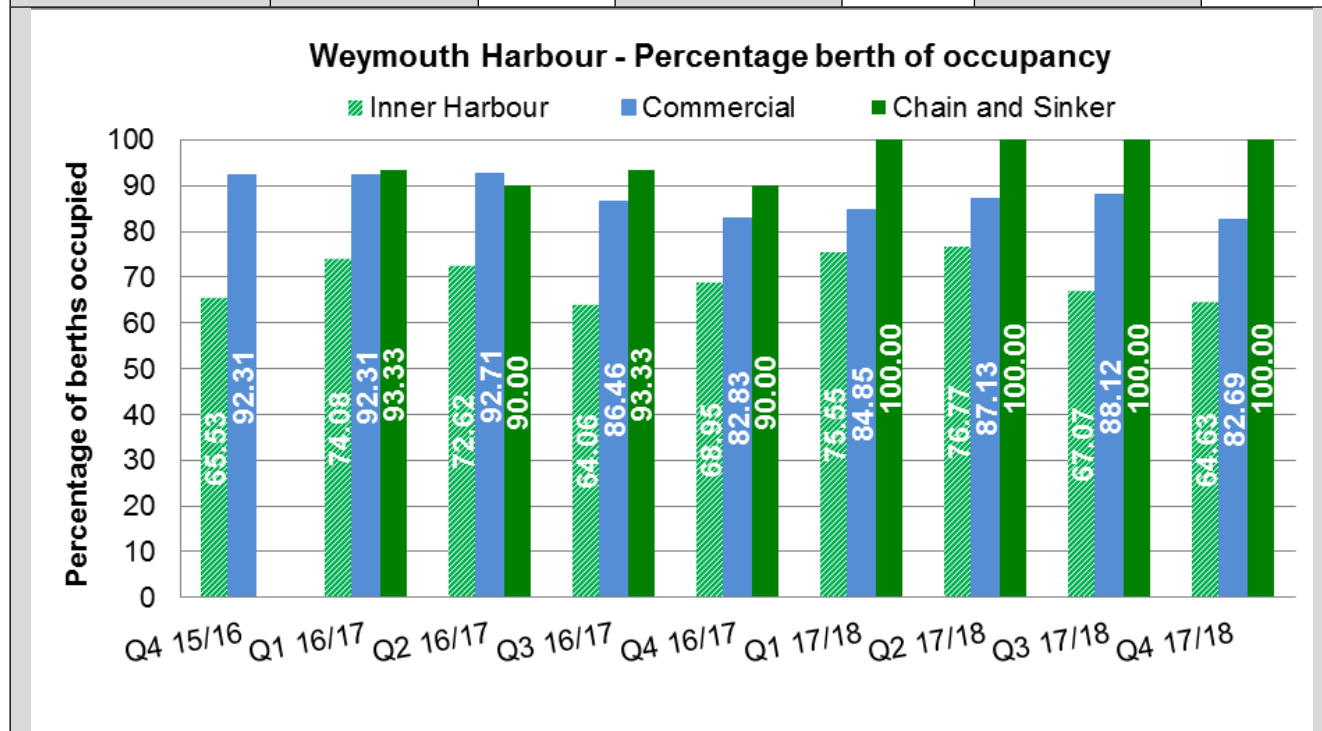
**Weymouth Harbour**

Increased take up of berths/moorings.  
 Visiting boats figure is good despite mixed weather.  
 New promotional initiatives have helped to achieve this.

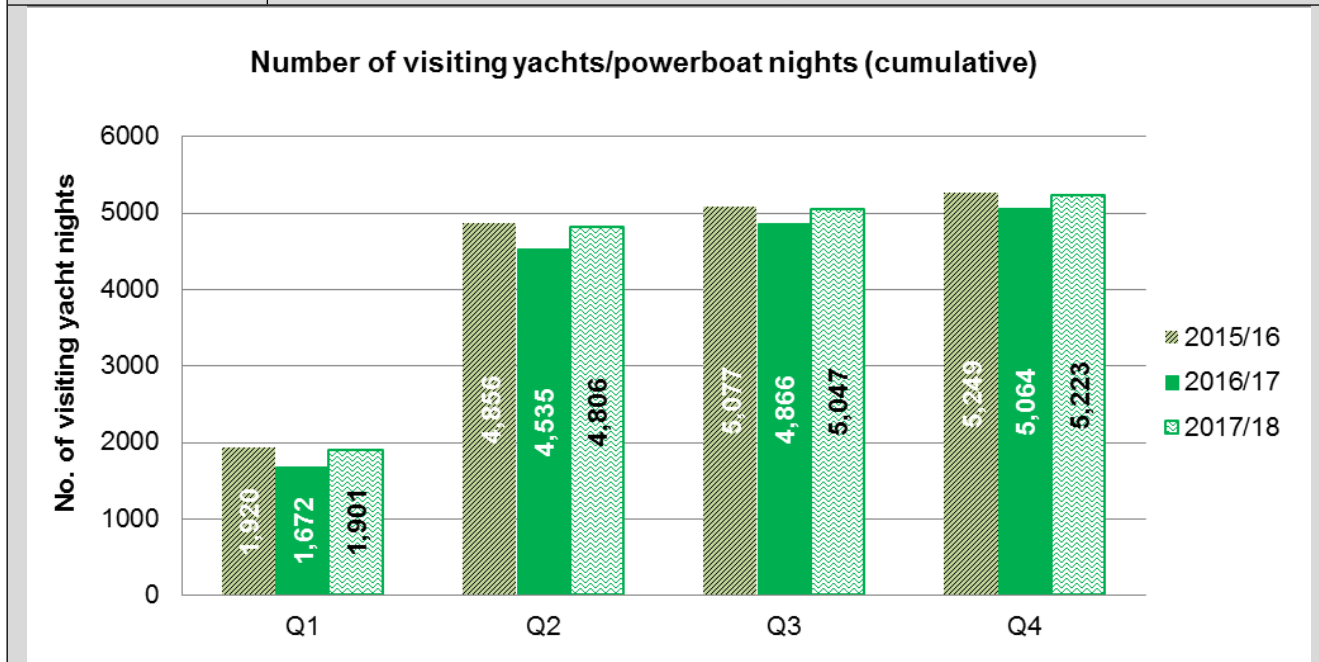
**Visit Dorset**

Website continues to perform well - a partnership involving 6 councils and approximately 500 businesses.

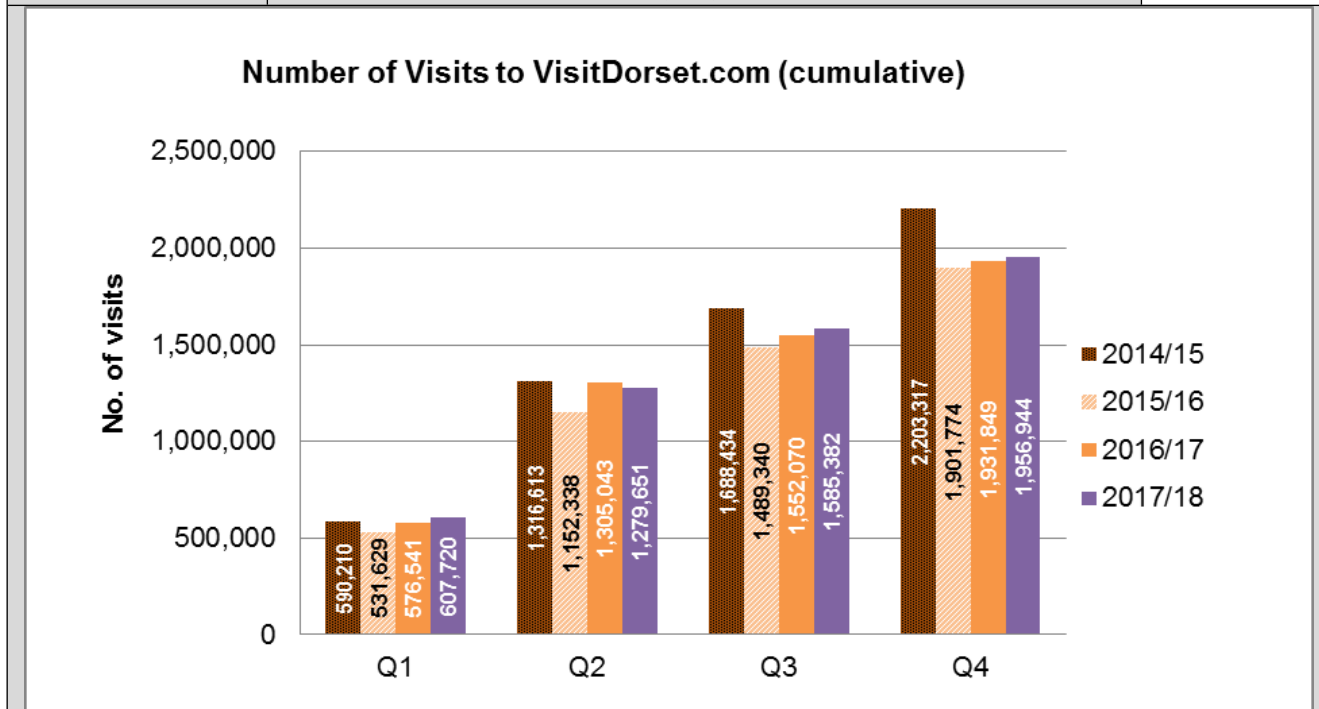
<b>Weymouth Harbour - Percentage of berth occupancy</b>				Aim	↑
Corporate Plan Priority: Building a Stronger Local Economy					
Authority	Weymouth & Portland				
Type of Berth	Inner Harbour Marinas		Commercial Berths		Chain and Sinker Moorings
FY 2017/18 Actual	64.63%		82.69%		100%
FY 2017/18 Target	80%		80%		80%
FY 2016/17 Actual	68.95%		82.83%		90%



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



<b>Number of visits to VisitDorset.com (cumulative)</b>		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	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.
Premises	1,991,045	
Transport	22,471	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.
Supplies & Services	1,023,492	
Income	(4,114,843)	Rates rebates received for a number of properties which is positive..
<b>Net expenditure</b>	<b>(252,524)</b>	
<b>Actual variance</b>	<b>217,078 (F)</b>	Greenhill chalets yet to be transferred to user group Expenditure on security, electricity and repairs for North Quay that were not anticipated. Less expenditure on hotels than expected due to planned maintenance in the winter 17/18 not being completed.
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**

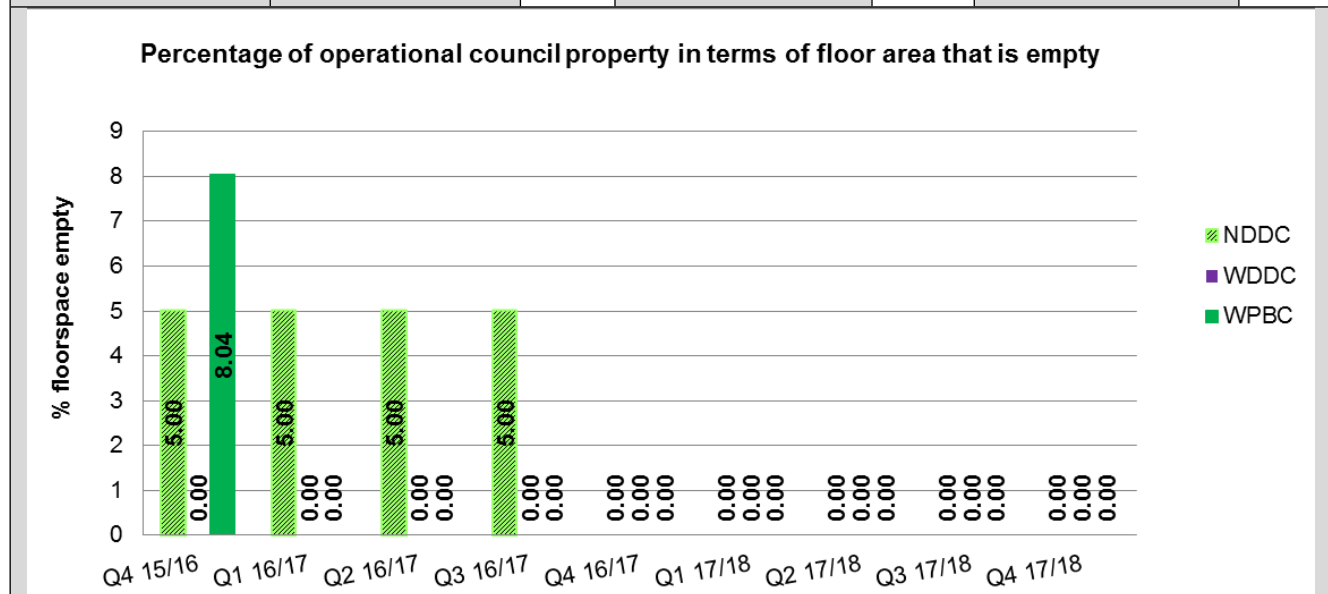
Percentage of operational property that is empty - WPBC – the vacant floor area does not include North Quay which remains empty whilst its future is being determined

**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.

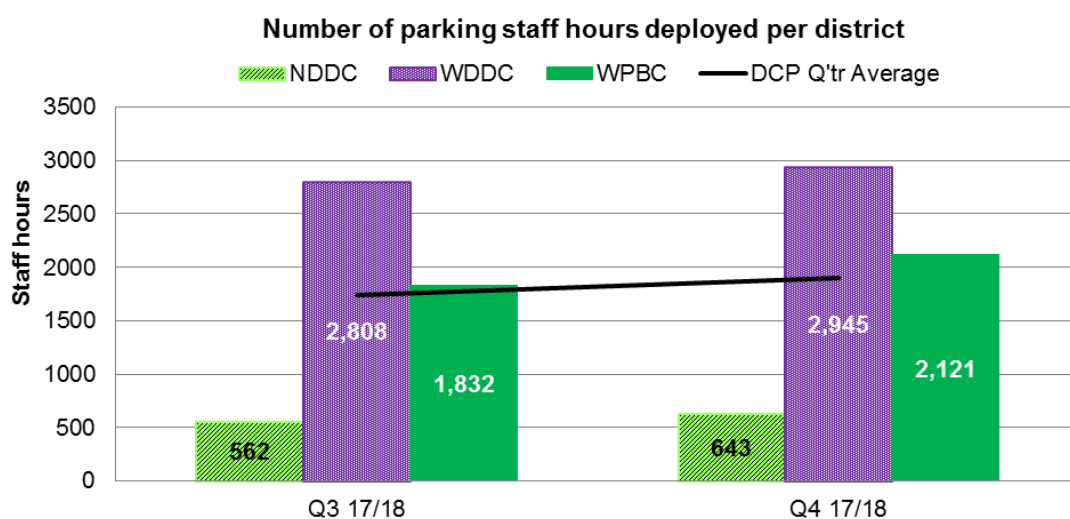
The number of staff hours deployed across the three authorities is slightly down on the target, by a maximum of 110 (4.75%) hours in WDDC, staff have now been recruited into all the vacant CEO posts. The percentage of informal challenges responded to within 10 days is disappointing at below 2/3rds of 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%	0%	0%		
FY 2017/18 Target	No target	0.25%	1.75%	✓	✓
FY 2016/17 Actual	0%	0%	0%		

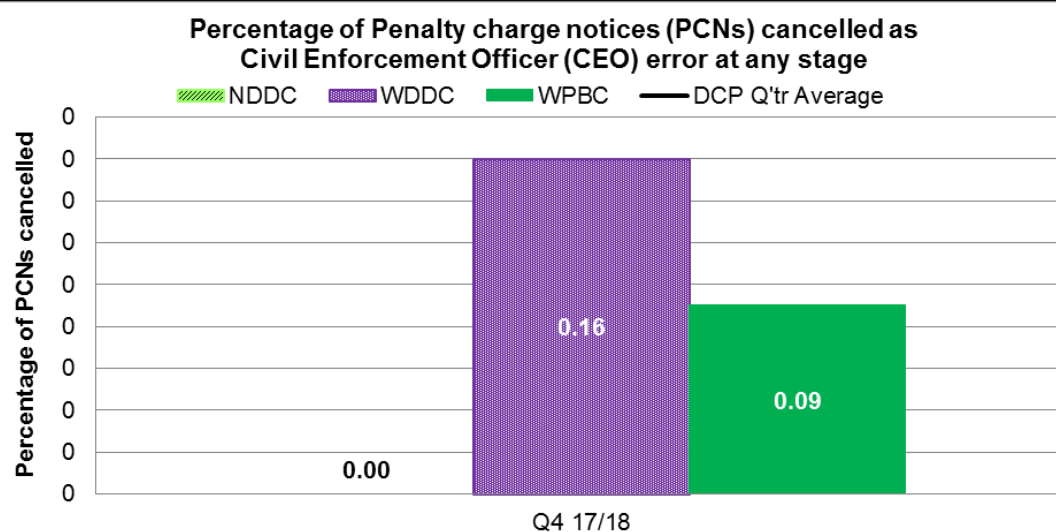


### Parking

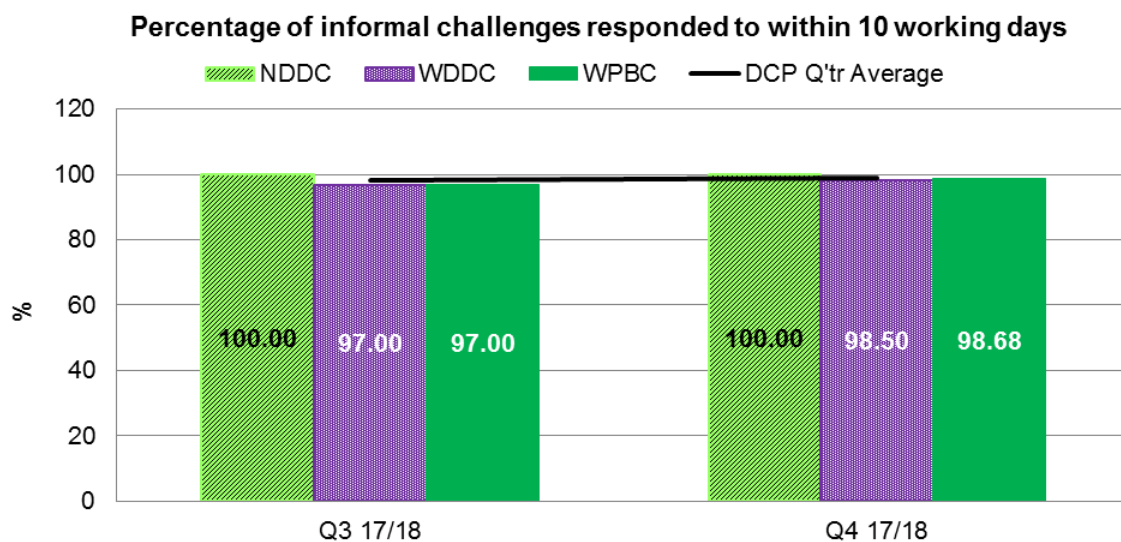
Number of parking staff hours deployed across the district						Aim	↑
Corporate Plan Priority: Developing Successful Partnerships							
Authority	North Dorset		West Dorset		Weymouth & Portland		
Q4 2017/18 Actual	643		2,945		2,121		
Q4 2017/18 Target	650		2,950		2,200		
FY 2017/18 Actual	2,200	⚠	11,300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



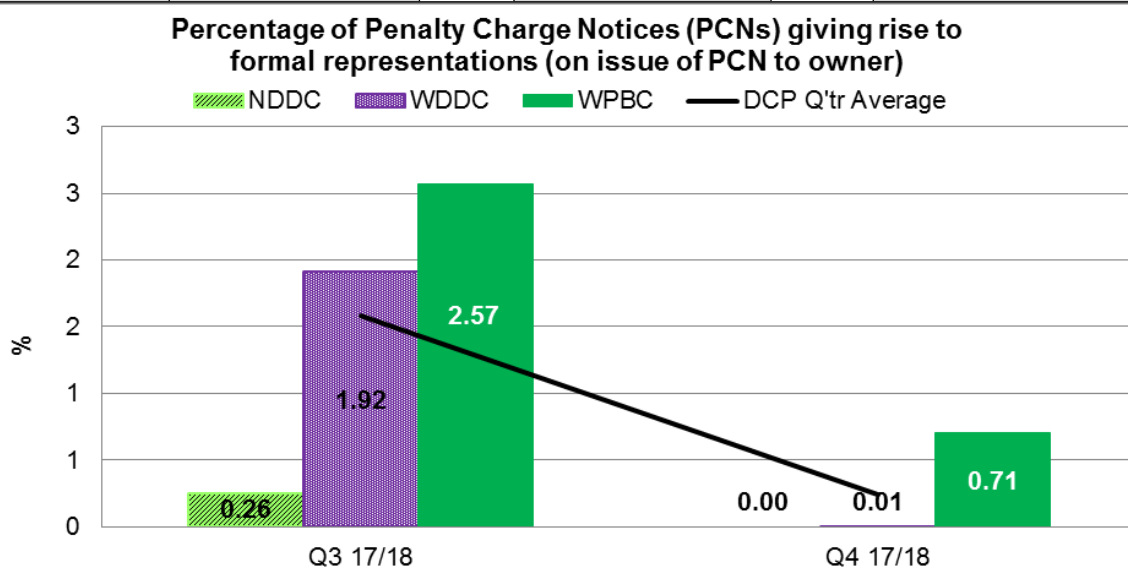
Percentage of penalty charge notices cancelled as Civil Enforcement Officer error at any stage						Aim	↓
Corporate Plan Priority: Developing Successful Partnerships							
Authority	North Dorset		West Dorset		Weymouth & Portland		
Q4 2017/18 Actual	0%		0.16%		0.09%		
Q4 2017/18 Target	1%		1%		1%		
FY 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 &amp; 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)	
<b>Net expenditure</b>	<b>539,024</b>	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.
<b>Actual variance</b>	<b>30,460 (F)</b>	
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 &amp; 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 Development

Corporate 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	<p>The overall position is favourable. Within this, there was an over spend on salaries due to an employee's redundancy costs.</p> <p>An all staff event did not take place in 17/18 and there was an under spend on workforce development &amp; corporate training. Occupational Health &amp; Legal Expenses remained favourable with a small overspend on Job Evaluation &amp; Consultants Fees.</p>
Transport	1,707	
Supplies & Services	25,669	
<b>Net expenditure</b>	<b>246,493</b>	
<b>Actual variance</b>	<b>15,223 (F)</b>	
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.

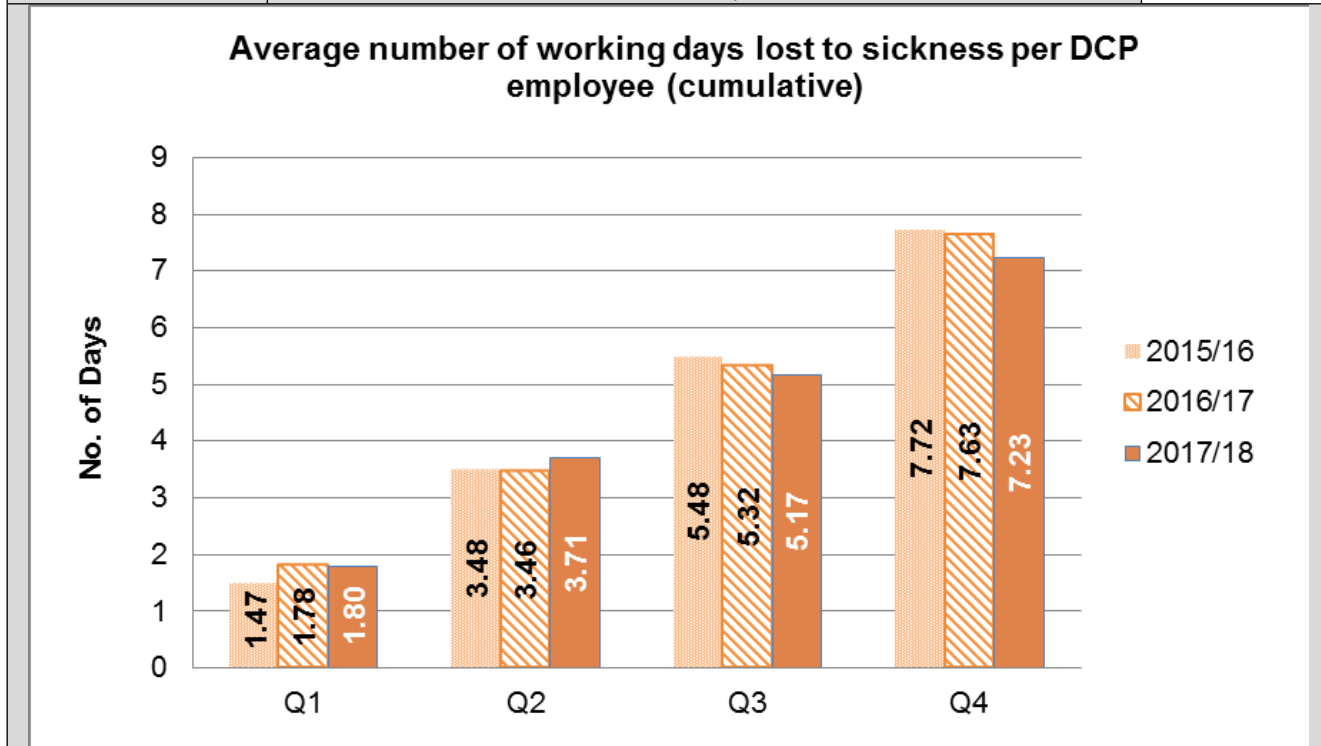
Total days lost for the year was 3,900 (4,065 last year).

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.

<b>Average number of working days lost to sickness per employee (cumulative)</b>		Aim	↓
Corporate Plan Priority: Developing Successful Partnerships			
Authority	<b>Dorset Council's Partnership (DCP)</b>		
FY 2017/18 Actual	<b>7.23 days</b>		
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	<b>4</b>		Review and redesign of HR & OD to ensure adequate resources, capacity & resilience to support DCP and the LGR HR&OD delivery plan.	Impact
Likelihood	<b>4</b>	Likelihood		1
Risk Score	<b>16</b>	Risk Score		4
Risk Rating	<b>High</b>	Risk Rating		<b>LOW</b>

## Legal Services

Corporate Manager – Robert Firth

(Legal, Deputy Monitoring Officer, Land Charges)

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

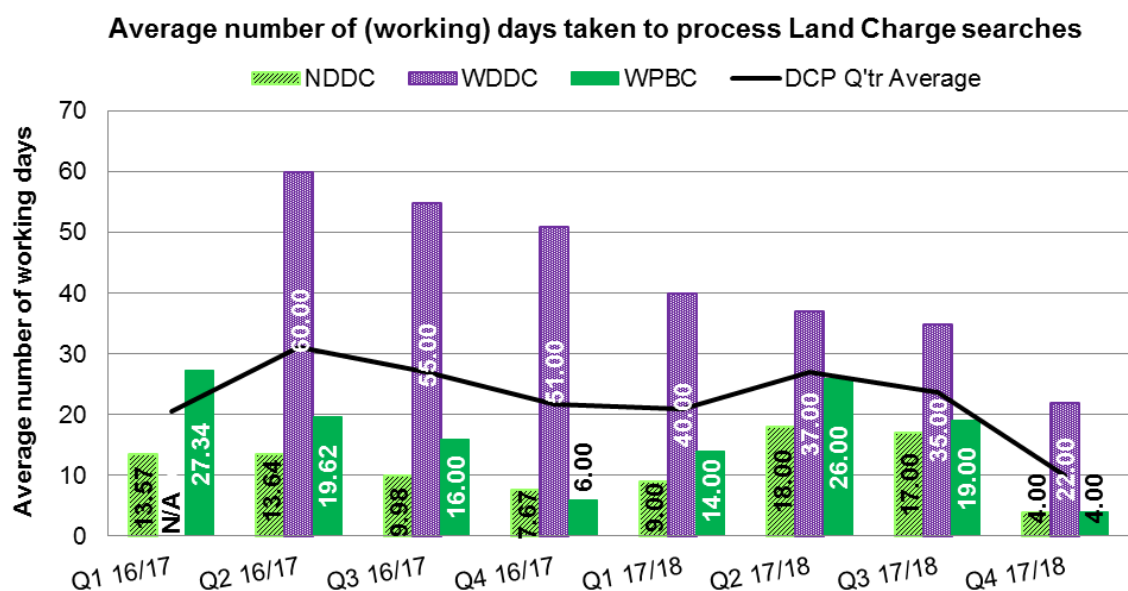
### Revenue summary

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)	
<b>Net expenditure</b>	<b>198,932</b>	
<b>Actual variance</b>	<b>28,892 (A)</b>	
Q3 Predicted variance	18,500 (A)	
Q2 Predicted variance	0	
Q1 Predicted variance	0	

### Key performance data

Exception Report from Head of Service
<p><b>Land Charges</b></p> <p>As at 2<sup>nd</sup> 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