

Business Review

Weymouth & Portland Borough Council

Period: **Quarter 3 (1st October to 31st December 2018)**

Service	Prediction (£)	Head of Service/ Corporate Manager
Financial Services	89,039 (F)	Julie Strange
Corporate Finance	0	Julie Strange
Revenues & Benefits	259,762 (A)	Stuart Dawson
Business Improvement	144,104 (F)	Penny Mell
Community Protection	121,425 (F)	Graham Duggan
Housing	59,000 (F)	Clive Milone
Planning Development Management & Building Control	7,500 (F)	Jean Marshall
Community & Policy Development	17,752 (A)	Hilary Jordan
Economy, Leisure & Tourism	14,633 (F)	Nick Thornley
Assets & Infrastructure	75,750 (A)	Sarah Cairns
Democratic Services & Elections	28,230 (A)	Jacqui Andrews
Human Resources & Organisational Development	0	Bobbie Bragg
Legal Services	25,753 (F)	Robert Firth

Overall predicted variance	79,960 (F)
-----------------------------------	-------------------

(F) = Favourable variance prediction

(A) = Adverse variance prediction

Financial Services

Head of Service – Julie Strange

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

Lead Brief Holders – **Cllr Jeff Cant** (Finance & Assets), **Cllr Alison Reed** (Corporate Affairs & Continuous Improvement)

Revenue summary – Financial Services

Subjective analysis	Full Year Current Budget 2018/19 (£)	Comments / actions
Employees	429,456	Savings achieved on new insurance premiums and not continuing order for system development pre Dorset Council.
Transport	2,475	
Supplies & Services	194,086	
Income	(3,075)	
Net expenditure	622,942	
Q3 Predicted variance	89,039 (F)	
Q2 Predicted variance	89,039 (F)	
Q1 Predicted variance	0	

Revenue summary – Corporate Finance

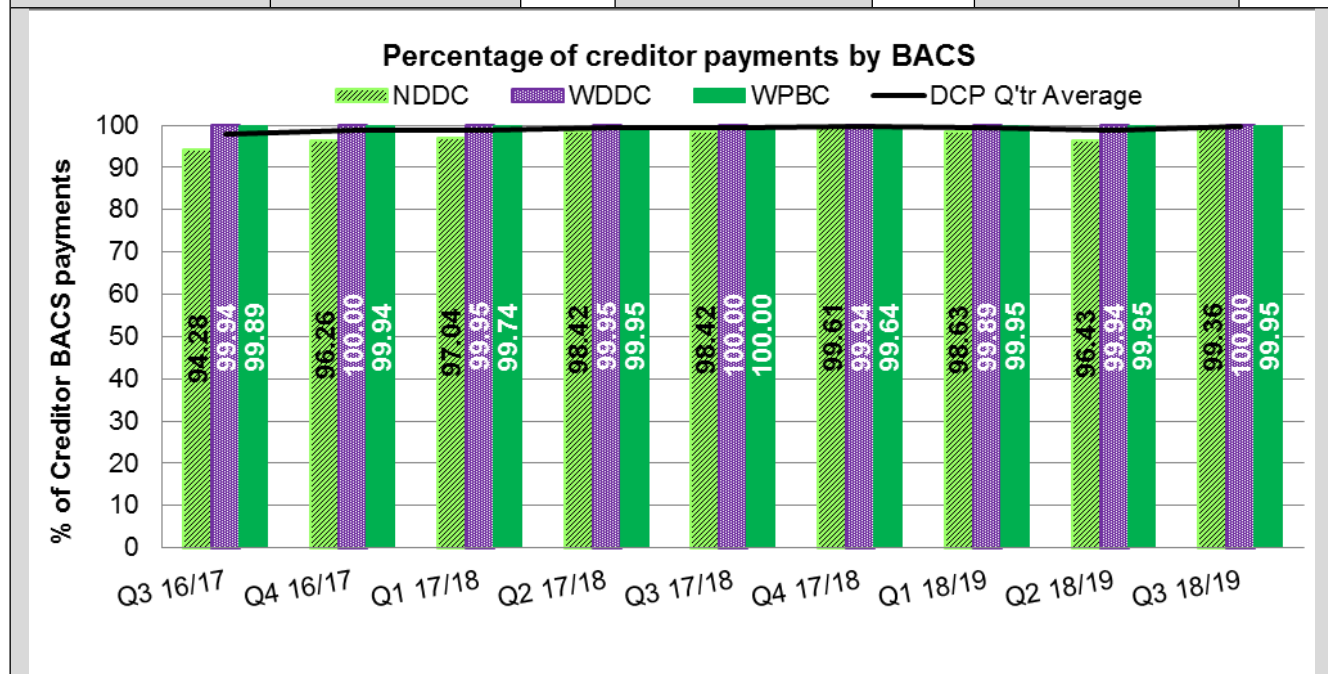
Subjective analysis	Full Year Current Budget 2018/19 (£)	Comments / action
Employees	1,138,254	This is predicted to be on budget
Premises	(268,730)	
Transport	(37,197)	
Supplies & Services	(804,491)	
Interest	(728,320)	
Income	(9,400)	
Grants	(8,987,465)	
Net expenditure	(9,697,349)	
Q3 Predicted variance	0	
Q2 Predicted variance	0	
Q1 Predicted variance	0	

Key performance data

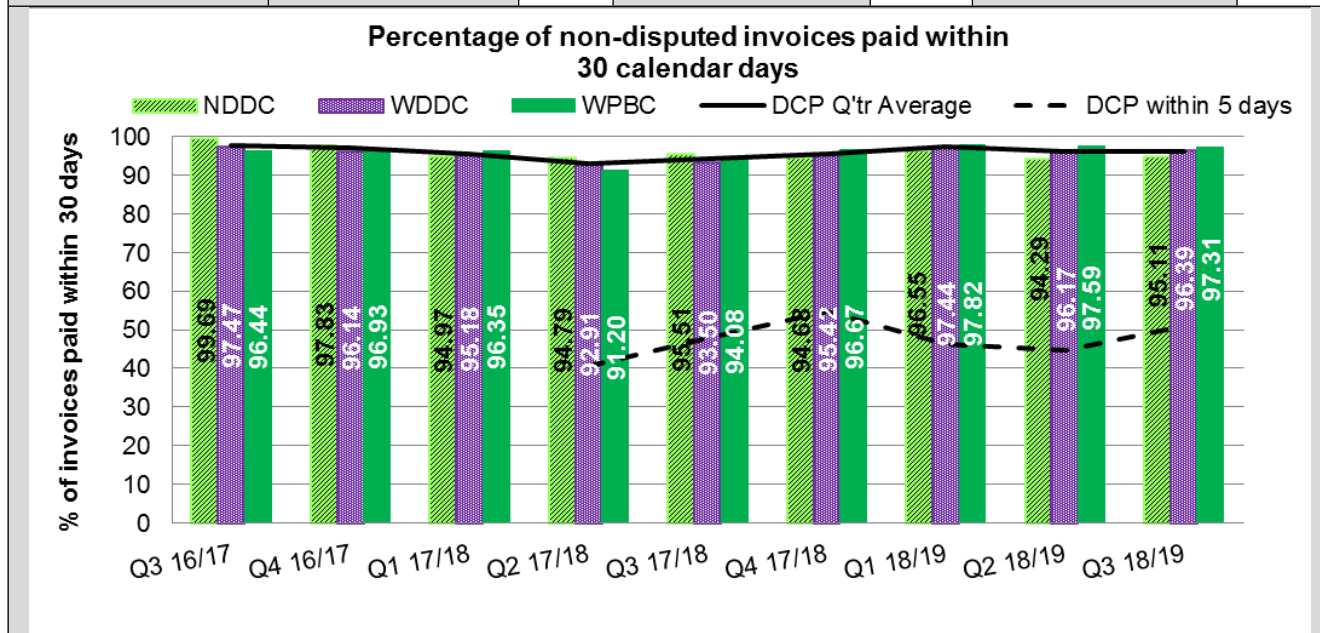
Exception Report from Head of Service

The number of non-disputed invoices paid within 5 days during quarter 3 was: NDDC 30%, WDDC 60%, WPBC 62%.

Percentage of creditor payments by BACS				Aim	↑
Corporate Plan Priority: Developing Successful Partnerships					
Authority	North Dorset		West Dorset		Weymouth & Portland
Q3 2018/19 Actual	99.36%	✔	100%	✔	99.95%
Q3 2018/19 Target	95%		95%		95%
FY 2018/19 Target	95%		95%		95%
FY 2017/18 Actual	98.25%		99.96%		99.83%



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
Q3 2018/19 Actual	95.11%		96.39%		97.31%
Q3 2018/19 Target	95%	✓	95%	✓	95%
FY 2018/19 Target	95%		95%		95%
FY 2017/18 Actual	94.97%		94.21%		94.57%



Overall General Fund predicted variances per Quarter (Favourable/Adverse)			
Authority	North Dorset	West Dorset	Weymouth & Portland
Q3 2018/19 Actual	274,171 (F)	TBC	79,960 (F)

Service Plan Update

A Stronger Local Economy

The focussed work to improve the payment of invoices within 30 days has delivered improvements to the performance.

Actions outside of Corporate Plan

Closedown has been completed and accounts have been approved with no issues. All closedown deadlines were met even though they were brought forward this year.

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** (WDDC & WPBC),
Paul Hudson (NDDC / SVPP)

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

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

Revenue summary

Subjective analysis	Full Year Current Budget 2018/19 (£)	Comments / actions
Employees	937,565	Local Taxation - Budget scheduled to be on target at year end. Housing Benefit Admin - No variance expected. Income should match the budget at year end as Housing Benefit admin subsidy is known in advance - so budget should match income. Rent Allowances - Adverse variance of £259k expected. This is due to increasing homeless Housing Benefit expenditure on accommodation which does not attract any subsidy as it exceeds the cap.
Transport	9,020	
Supplies & Services	339,923	
Payments to clients	30,620,000	
Income	(31,799,881)	
Net expenditure	106,627	
Q3 Predicted variance	259,762 (A)	
Q2 Predicted variance	240,000 (A)	
Q1 Predicted variance	25,000 (A)	

Key performance data

Exception Report from Head of Service

North Dorset (SVPP)

Processing of new benefit claims and changes in circumstances is in line with performance targets for the year. Channel Shift / Universal Credit continues to deliver a reduction in face-to-face and telephony demand. The percentage of Council Tax collected as at Q3 is recorded as 84%, this is lower than expected due to NDDC not posting any cash from 21/12/18 due to a change in their cash receipting system. If the cash had been posted (approx. £300,000) the figure would have been 85% (actual figures are 84.30% and 84.88%). In year income for Council Tax and Business Rates are expected to reach target.

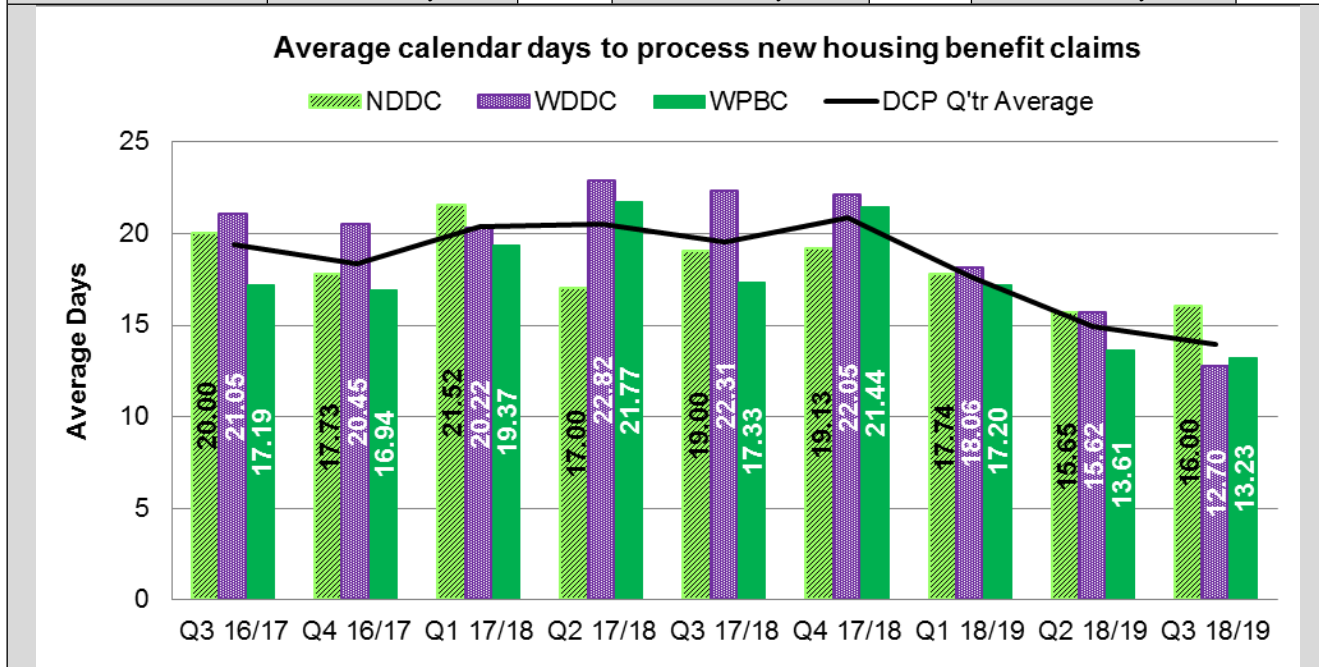
WDDC and WPBC

The volume of new benefit claims continues to be affected by the wider roll-out of Universal Credit. This, together with the impact of the Christmas close-down impacted on the number of claims processed in Q3.

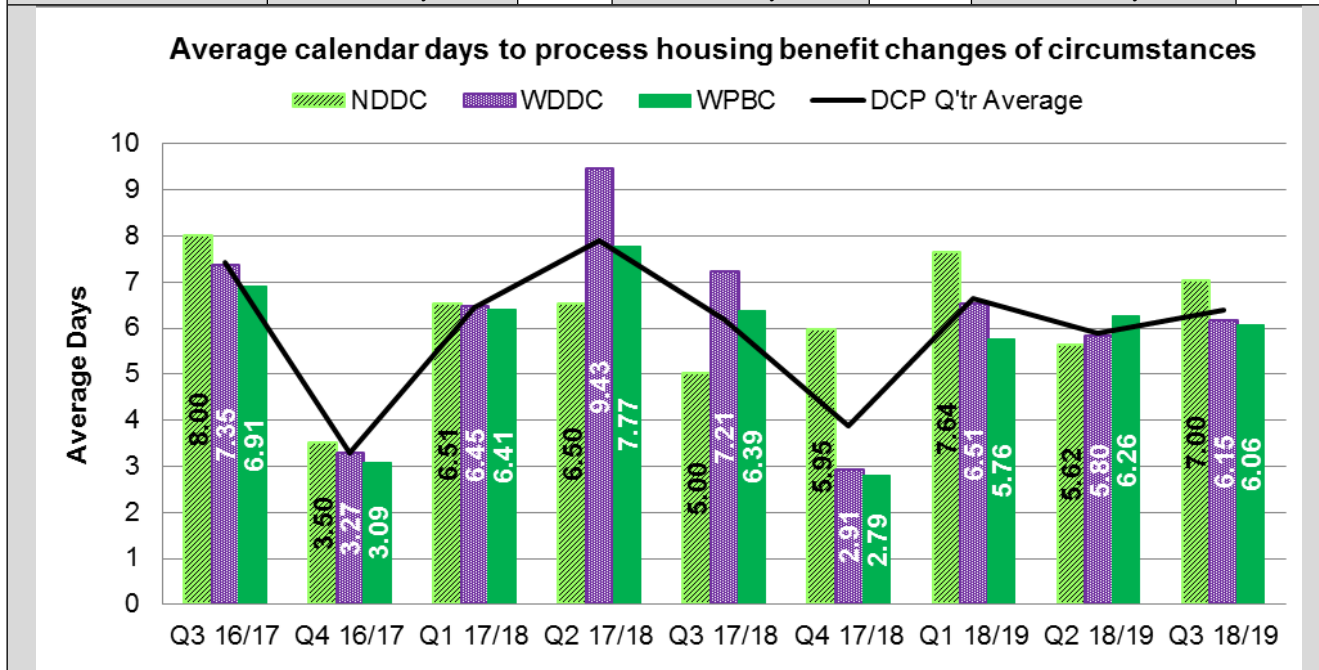
Q3 Benefits and Council Tax performance is in line with targets.

More and more Council Taxpayers and businesses are now spreading payment of their business rates over 12 months. This has impacted on our collection in Q3 for WPBC.

Average calendar days to process new housing benefit claims					Aim	↓
Corporate Plan Priority: Developing Successful Partnerships						
Authority	North Dorset		West Dorset		Weymouth & Portland	
Q3 2018/19 Actual	16 days	✔	13 days	✔	13 days	
Q3 2018/19 Target	19 days		19 days		19 days	
FY 2018/19 Target	19 days		19 days		19 days	
FY 2017/18 Actual	18.90 days		21.84 days		19.73 days	

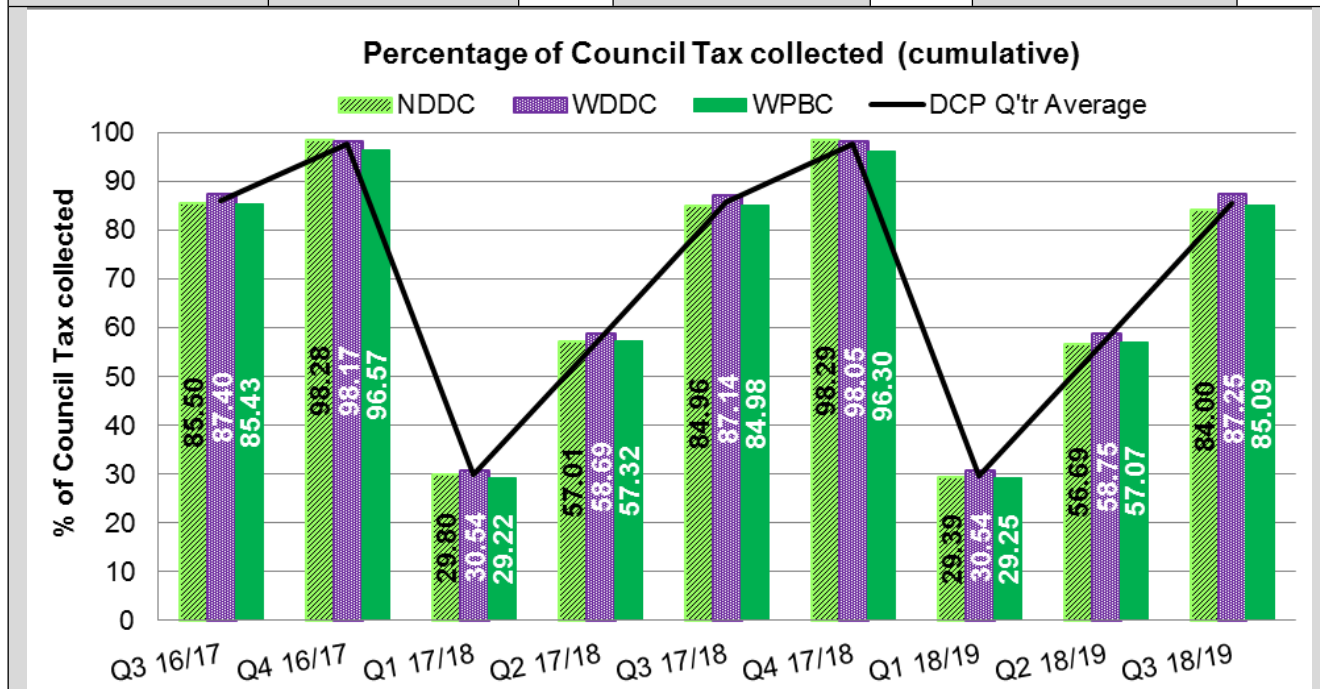


Average calendar days to process housing benefit changes of circumstances					Aim	↓
Corporate Plan Priority: Developing Successful Partnerships						
Authority	North Dorset		West Dorset		Weymouth & Portland	
Q3 2018/19 Actual	7 days	✔	6 days	✔	6 days	
Q3 2018/19 Target	10 days		7 days		7 days	
FY 2018/19 Target	10 days		7 days		7 days	
FY 2017/18 Actual	5.65 days		4.53 days		5.30 days	

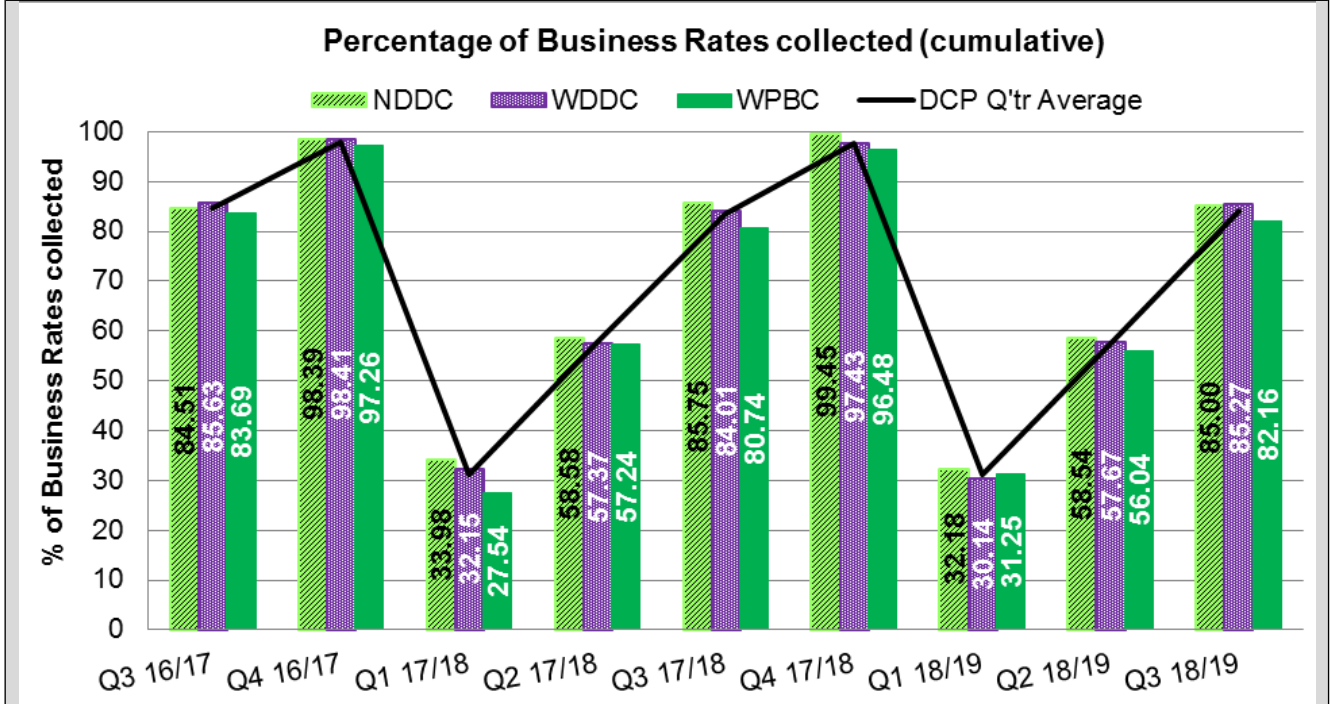


Number of Housing Benefit New Claims and Changes			
Authority	North Dorset	West Dorset	Weymouth & Portland
Q3 2018/19 Actual	3,115	1,596	1,856
Q2 2018/19 Actual	3,501	2,265	2,390
Q1 2018/19 Actual	4,030	3,024	3,368
Q4 2017/18 Actual	5,565	10,486	7,114
Q3 2017/18 Actual	3,568	2,743	3,086
Q2 2017/18 Actual	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

Percentage of Council Tax collected (cumulative)				Aim	↑
Corporate Plan Priority: Developing Successful Partnerships					
Authority	North Dorset		West Dorset		Weymouth & Portland
Q3 2018/19 Actual	84%		87%		85%
Q3 2018/19 Target	85%	⚠	87%	✓	87%
FY 2018/19 Target	98%		98%		96%
FY 2017/18 Actual	98.00%		98.05%		96.30%



Percentage of Business Rates collected (cumulative)				Aim	↑
Corporate Plan Priority: Developing Successful Partnerships					
Authority	North Dorset		West Dorset		Weymouth & Portland
Q3 2018/19 Actual	85%	⚠	85%	✅	82%
Q3 2018/19 Target	86%		84%		84%
FY 2018/19 Target	98%		97%		96%
FY 2017/18 Actual	99.00%		97.43%		96.48%



Service Plan Update

A Stronger Local Economy

- Provided additional support, through the award of discretionary rate relief, to those businesses who were faced with large rates increases caused by the national rates revaluation in 2017.
- Ongoing review of information leaflets. Updated leaflets are edited to PEC standards (excludes NDDC as dealt with by SVPP).
- Supporting customers who are affected by the introduction of Universal Credit (funded Advisor posts with CAB designed to assist customers through the claim process).
- Continue to improve e-access to services (e.g. e-billing take up, txt messaging, etc.)

Improving Quality of Life

- Ongoing review of information leaflets. Updated leaflets are edited to PEC standards (excludes NDDC as dealt with by SVPP).
- Supporting customers who are affected by the introduction of Universal Credit (funded Advisor posts with CAB designed to assist customers through the claim process). Also organised regular stakeholder workshops to share information, experiences, etc.
- Continue to improve e-access to services (e.g. e-billing take up, txt messaging, etc.).

Actions outside of Corporate Plan

- Service was successful in achieving the Investors in People Silver level award in March 2018
- Service was successful in retaining the Customer Service Excellence accreditation in December 2018.
- Action to achieve efficiency savings is ongoing.

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 Jon Orrell** (Social Inclusion)

Revenue summary

Subjective analysis	Full Year Current Budget 2018/19 (£)	Comments / actions
Employees	813,253	<p>Customer Services: There are vacancies within the establishment. This is off-setting expenditure on casual and agency staff which are required during peak demands, and also expenditure on additional training and equipment costs. Postage costs are reducing from services using Docmail. IT Services: All IT projects and future IT development such as roll out of Office 365 and cloud storage have stopped in order to concentrate on IT infrastructure for the new Dorset council. The majority of flexible/remote working devices have been completed. Communications & Printing: There are considerable employee cost savings with secondment of staff and not re-appointing on a temporary position. This will offset additional costs resulting from Hybrid Mail until budgets have been realigned and any additional staff cost associated with temporary posts within the Business Transformation Team if not met corporately.</p>
Premises	31,845	
Transport	3,563	
Supplies & Services	665,576	
Income	(5,400)	
Net expenditure	1,508,837	
Q3 Predicted variance	144,104 (F)	
Q2 Predicted variance	74,670(F)	
Q1 Predicted variance	20,000(F)	

Key performance data

Exception Report from Head of Service

Achieving a fully recruited team in the previous quarter has positively impacted performance within the team. Against a target of 90%, 95% of calls were answered by the team, with calls being answered in an average of just 25 seconds.

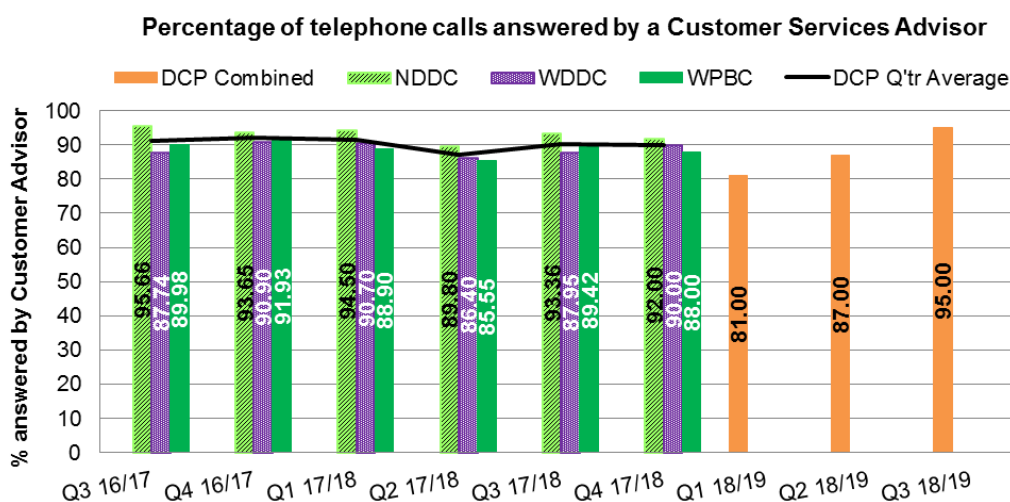
Against a target of 10% abandoned calls, only 5% of calls were abandoned this quarter. The average time at which a call was abandoned was 1 minute 56 seconds. Whilst performance has significantly improved this quarter, it is anticipated that achieving the same performance next quarter will be challenging reflecting changes in the team, service demands and changes for residents as we transition to Dorset Council.

Performance against target for complaint handling has shown significant improvement this quarter, however, there remains a performance challenge in some areas.

Number of phone calls received by Customer Services

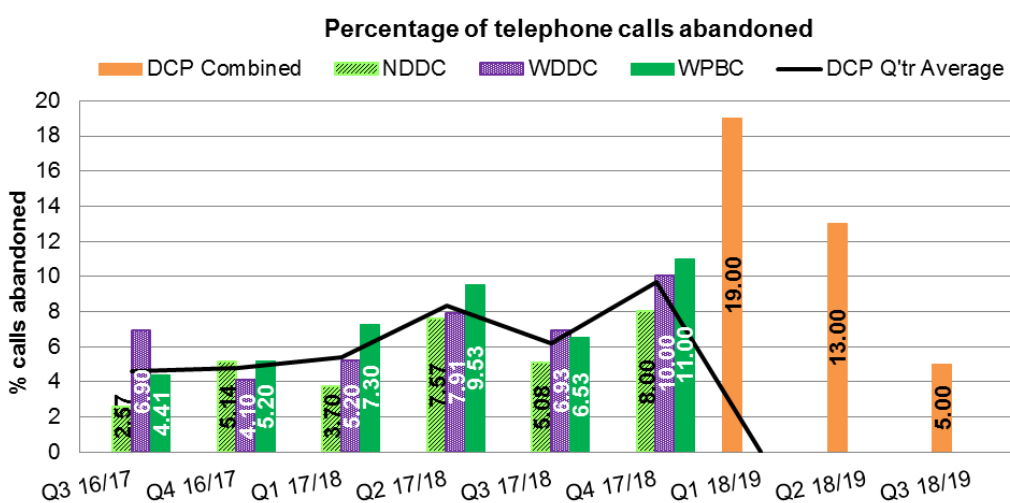
	Dorset Councils Partnership (DCP)
Q3 2018/19 Actual	18,588
Q2 2018/19 Actual	26,957
Q1 2018/19 Actual	24,136
Q4 2017/18 Actual	23,062
Q3 2017/18 Actual	22,708
Q2 2017/18 Actual	25,501
Q1 2017/18 Actual	25,351
Q4 2016/17 Actual	20,995
Q3 2016/17 Actual	19,464

Percentage of telephone calls answered by a Customer Services Advisor			Aim	↑
Corporate Plan Priority: Developing Successful Partnerships				
Authority	DCP Combined			
Q3 2018/19 Actual	95%			
Q3 2018/19 Target	90%			
FY 2018/19 Target	90%			
FY 2017/18 Actual	DCP N/A (see 'FY 2017/18 Actual' split by council below)			
	North Dorset	West Dorset	Weymouth & Portland	
FY 2017/18 Actual	94%	93%	91%	



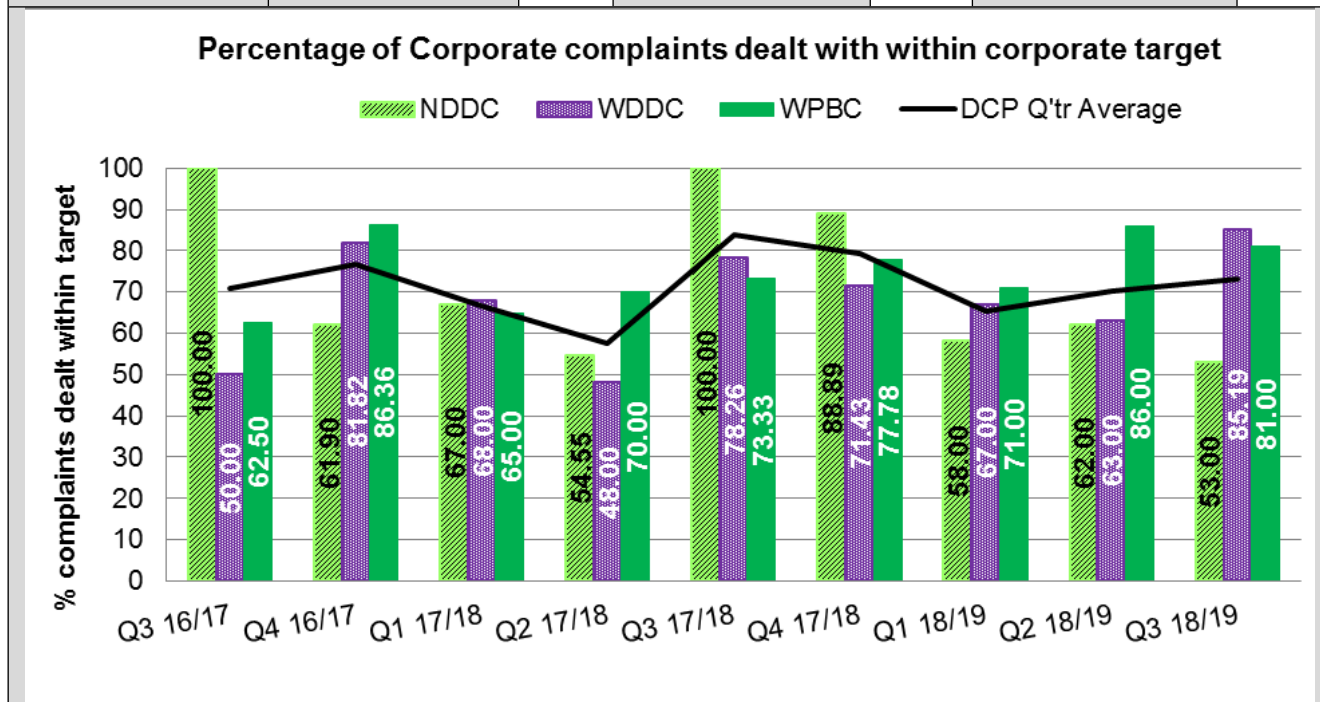
The average speed that a call was answered in the quarter was 25 seconds.

Percentage of telephone calls abandoned			Aim	↓
Corporate Plan Priority: Developing Successful Partnerships				
Authority	DCP Combined			
Q3 2018/19 Actual	5%			
Q3 2018/19 Target	10%			
FY 2018/19 Target	10%			
FY 2017/18 Actual	DCP N/A (see 'FY 2017/18 Actual' split by council below)			
	North Dorset	West Dorset	Weymouth & Portland	
FY 2017/18 Actual	6%	7%	9%	



The average abandoned time in the quarter was 1 minute 56 seconds.

Percentage of corporate complaints dealt with within corporate target (Stage One: 10 working days, Stage Two: 15 working days) Corporate Plan Priority: Empowering Thriving and Inclusive Communities				Aim	↑
Authority	North Dorset		West Dorset		Weymouth & Portland
Q3 2018/19 Actual	53%	✘	85%	✔	81%
Q3 2018/19 Target	80%		80%		80%
FY 2018/19 Target	80%		80%		80%
FY 2017/18 Actual	79%		76%		75%



Quarter 3 complaints base data:

North Dorset

21 items of feedback were received in Q3

- 1 was making a suggestion or improvement
- 5 were complimenting the Council or a Council employee
- 15 were making complaints. 8 of these were dealt with within the corporate time frame.
- Of the 15 complaints, 1 was a stage 2 complaint.

West Dorset

53 items of feedback were received in Q3

- 2 were giving an opinion or feedback
- 3 were making a suggestion on or improvement
- 21 were complimenting the Council or a Council employee
- 27 were making a complaint. 23 were dealt with within the corporate time frame.
- Of the 27 complaints 2 were stage 2 complaints.

Weymouth & Portland

40 items of feedback were received in Q3

- 4 was giving an opinion or feedback
- 7 were making a suggestion or improvement
- 13 were complimenting the Council or a Council employee
- 16 were making a complaint. 13 were dealt with within the corporate time frame

Service Plan Update

Developing Successful Partnerships

Business Improvement has continued to deliver a number of key priorities this quarter.

Business Transformation. The Business Transformation team are continuing to deliver priority programmes and projects, as well as concluding activities for each of the Councils and those which will be of importance and benefit to Dorset Council. As is the case across Business Improvement, increasingly time is being spent supporting projects associated with the setting up of Weymouth Town Council and Shaping Dorset Council, in particular the People and OD programme. However, during the last quarter, the following projects have been successfully delivered:

- Digital Academy - worked closely with the HR&OD Service to provide the Digital Academy. 322 people registered interest for the courses across all the councils for the eight sessions;
- Filming project – providing a co-ordinated approach through the Communications team to develop and implement an on-line application process;
- Parking Services - Software upgrade, data management and reporting solutions project has been fulfilled.

Communications. The Communications team are heavily involved in supporting the creation of Dorset Council and Weymouth Town Council. Graphic Designers have worked closely with Communications Teams in partner councils to develop and introduce the new logo for Dorset Council. Over the coming months, the team will be working with partners on campaigns to introduce the new councils to residents and stakeholders. This will involve promoting any direct changes where required as well as encouraging sign-up to new communication channels.

Away from Shaping Dorset Council, the team continue to work on business as usual projects. Weymouth's Peninsula Development, Dorchester Town Centre Masterplan consultation, Heat Melcombe Regis and Opening Doors are a number of projects the team are supporting. In December, having worked with Business Transformation and IT we also introduced a new filming application process. The process will help promote filming activity in our areas and generate income.

Dorset For You. Ready for the transition to www.dorsetcouncil.gov.uk the Digital Team has contacted all services with web content and has started working with them to make the changes they need for 1 April. We are working with the Christchurch.gov.uk project team as well as our online forms supplier and staff at Gov.uk to try and ensure smooth customer journeys through the website from Day 1. As part of this we have worked with the DCC GIS team to develop and test an address lookup widget which we can use to direct citizens quickly.

The team has also been preparing information and workshops to support staff to make sure their web content complies with the new EU accessibility regulations, which came into force on 23 September 2018. We have also completed some user research on the new-look website. This shows people are completing tasks more successfully, and 2-3 minutes quicker than they were before the rebuild. The new look website also had its renewal approved for the Internet Crystal Mark for Plain English who stated "in summary: a well laid out site, whose options are clear."

Customer access. As well as day to day operations, the Customer Services team are trialing an improved way to assist customers to access online services, whilst seeking to refer those who require further assistance to the Digital Champions colleague at Superfast Dorset. The work is evolving, but the aim is for customers to feel confident and comfortable accessing our online services making the most of our Dorsetforyou.com pages.

Work has taken place around Complaints and Freedom of Information Requests to improve response performance across the Partnership. This work continues into the fourth quarter of the year. Both Complaints and Freedom of information have an active workstream within Shaping Dorset Council with an aim to align policies for day 1.

The team continue to participate in the Customer Access workstream within Shaping Dorset Council and the creation of Weymouth Town Council. Taking part in this work is seen as critical to ensuring the continuity of access to services as the new councils form.

IT. As well as delivering day to day services, IT service teams are continuing to deliver a number of key projects. A significant area of focus is Shaping Dorset Council. This includes working with partner councils to provide IT services which support teams to work effectively from day 1. As well as services to support collaboration, the team have also

been working on the provision of a number of day 1 business line applications. Other local projects successfully delivered include a new system to enable customers to apply online to join Weymouth, Lyme Regis and Bridport harbours.

Our work in information governance continues. This includes supporting the Information Governance workstream as part of Shaping Dorset Council as well as more recently having conducted an internal campaign to raise awareness of the Payment Card Industry Regulations for employees within the Partnership that have a responsibility for taking payments.

Future Issues

Within the service, managers and team leaders are working flexibly with the support of the teams to continue to deliver day to day priorities whilst the focus continues to shift to Shaping Dorset Council. Balancing these two priorities continues to challenge the resources available. Looking ahead, the focus will necessarily involve supporting teams through transition to the new organisational structures and new ways of working within Dorset Council.

Key risk areas

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

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

Loss or disruption or interception of electronic data or non-electronic data				
CURRENT SCORE		Planned risk reduction initiatives	TARGET SCORE	
Impact	5		Implement appropriate controls across the Partnership. Implement information governance programme including protocol for employees to follow.	Impact
Likelihood	2	Likelihood		2
Risk Score	10	Risk Score		8
Risk Rating	HIGH	Risk Rating		MEDIUM

Community Protection

Head of Service – **Graham Duggan**

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

Lead Brief Holders – **Cllr Mike Byatt** (Community Safety), **Cllr Ray Nowak** (Environment and Sustainability),

Cllr Kate Wheller (Community Facilities), **Cllr Colin Huckle** (Transport & Infrastructure), **Cllr Jon Orrell** (Social Inclusion)

Revenue summary

Subjective analysis	Full Year Current Budget 2018/19 (£)	Comments / actions
Employees	1,680,031	Salary savings from 2 vacant posts being held contributing to the favourable position. Income in Licensing higher than expected.
Premises	406,096	
Transport	250,888	
Supplies & Services	3,541,661	Greenspace & Bereavement Services currently within budget but additional maintenance in parks & gardens may affect this. Will be offset by savings elsewhere.
Payments to clients	32,249	
Income	(1,838,022)	
Net expenditure	4,072,903	Recycling, Waste & Cleansing (DWP) - favourable outturn due to budget given for the year being greater than monthly fixed payments to DWP.
Q3 Predicted variance	121,425 (F)	
Q2 Predicted variance	0	
Q1 Predicted variance	0	

Key performance data

<p>Exception Report from Head of Service</p> <p>Food Safety (all councils) KPI's on target</p> <p>Environmental Protection (all councils) KPI's on target</p> <p>Dorset Waste Partnership (please note data is for Q2).</p> <p>North Dorset – comments from DWP Residual waste per household has gone up which follows the trend across the majority of the DWP area. No specific reasons for this, due to more consumption by residents and waste increasing and is being tackled by our waste prevention campaigns, such as Love Food Hate Waste, home composting, promoting real nappies etc.</p> <p>Also, DWP do not collect from district & borough boundary areas, they collect from depot areas. Therefore these figures aren't accurate for district boundaries as North Dorset's figures include over 1,000 properties data from East Dorset.</p> <p>The majority of the residual waste collected by DWP is now sent for treatment rather than landfill.</p> <p>The higher number of missed bins in North Dorset reflects the difficulty the depot has been having with vehicle breakdowns.</p> <p>Whilst it is disappointing that targets have been missed, the above comments should be taken in to account. Nationally, DWP rate highly on performance measures, especially recycling, but it is clear that more focused campaign work needs to be done (Head of Service).</p>

West Dorset

KPI's on track

Weymouth & Portland – comments from DWP

Residual waste per household has gone up which follows the trend across the majority of the DWP area. No specific reasons for this, due to more consumption by residents and waste increasing and is being tackled by our waste prevention campaigns, such as Love Food Hate Waste, home composting, promoting real nappies etc.

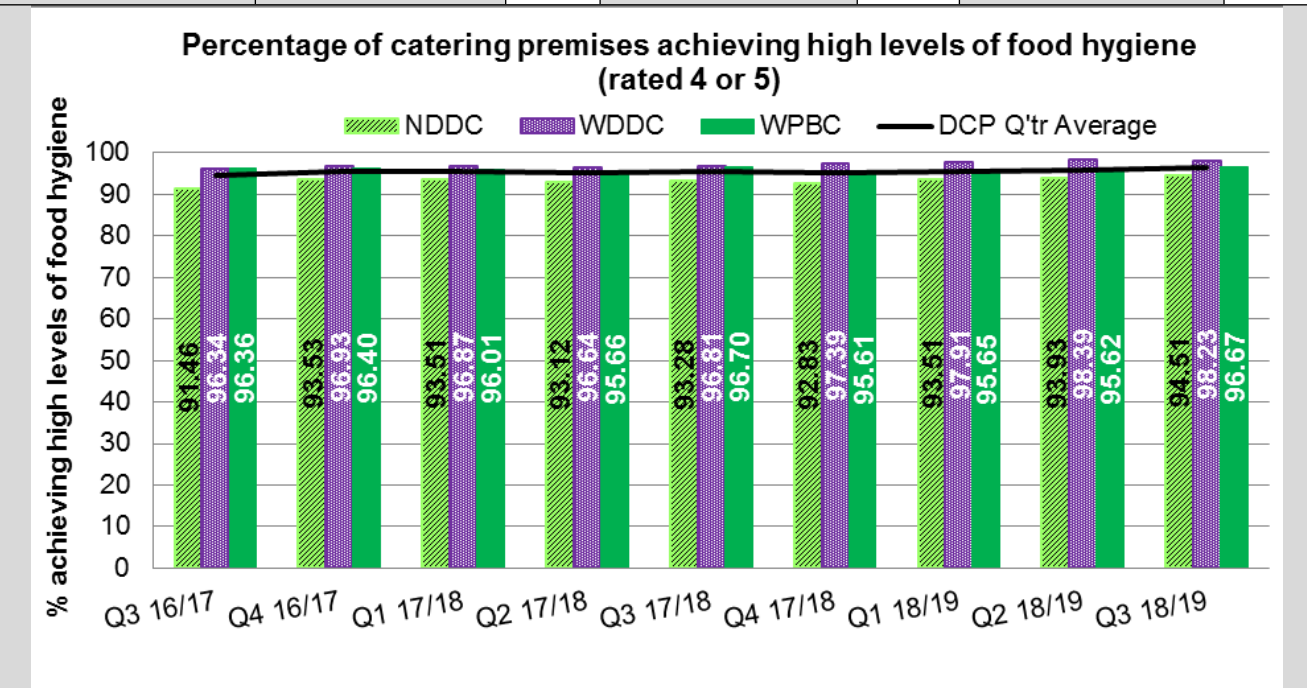
Also, DWP do not collect from district & borough boundary areas, they collect from depot areas. Therefore these figures are not fully accurate as for example, data includes areas of West Dorset that is serviced by the Crookhill depot, such as Chickerell.

The majority of the kerbside residual waste collected by DWP is now sent to treatment rather than landfill.

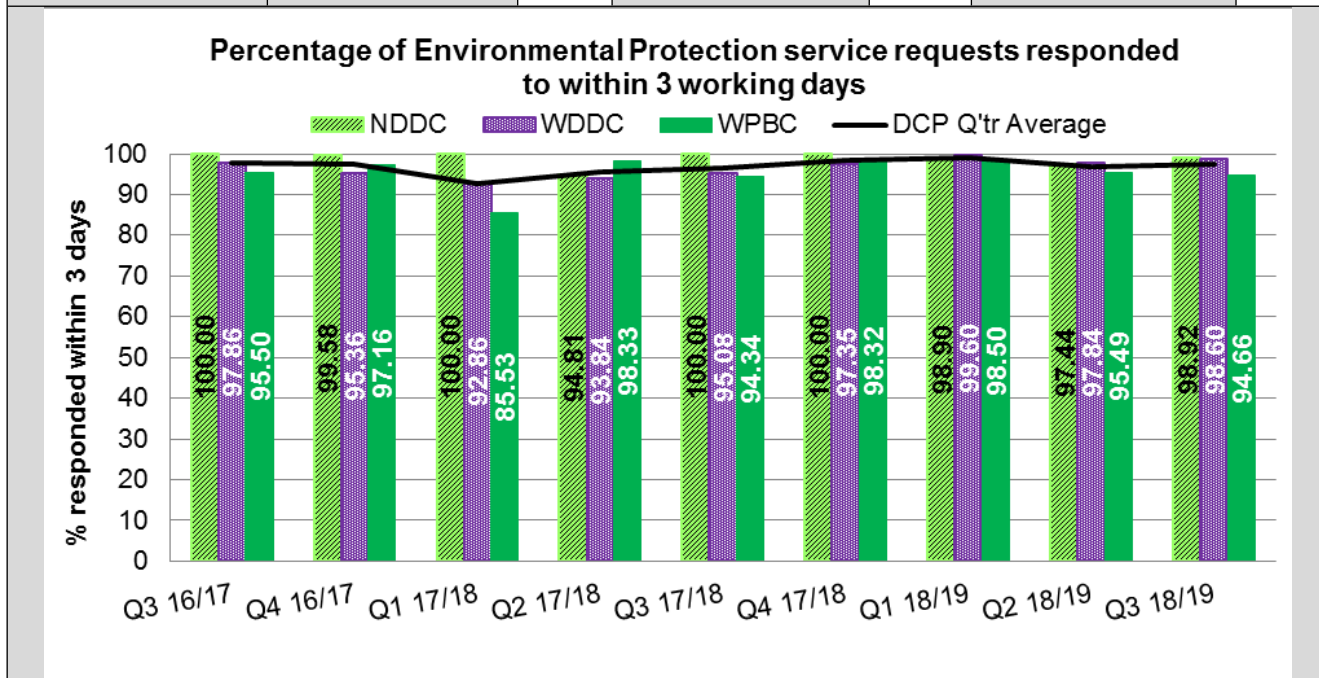
The recycling rate may have been affected by lower than expected garden waste tonnages in April and June; however, without detailed analysis of the figures we can't be sure. Rate generally in line with previous years.

Whilst it is disappointing that targets have been missed, the above comments should be taken in to account. Nationally, DWP rate highly on performance measures, especially recycling, but it is clear that more focused campaign work needs to be done (Head of Service).

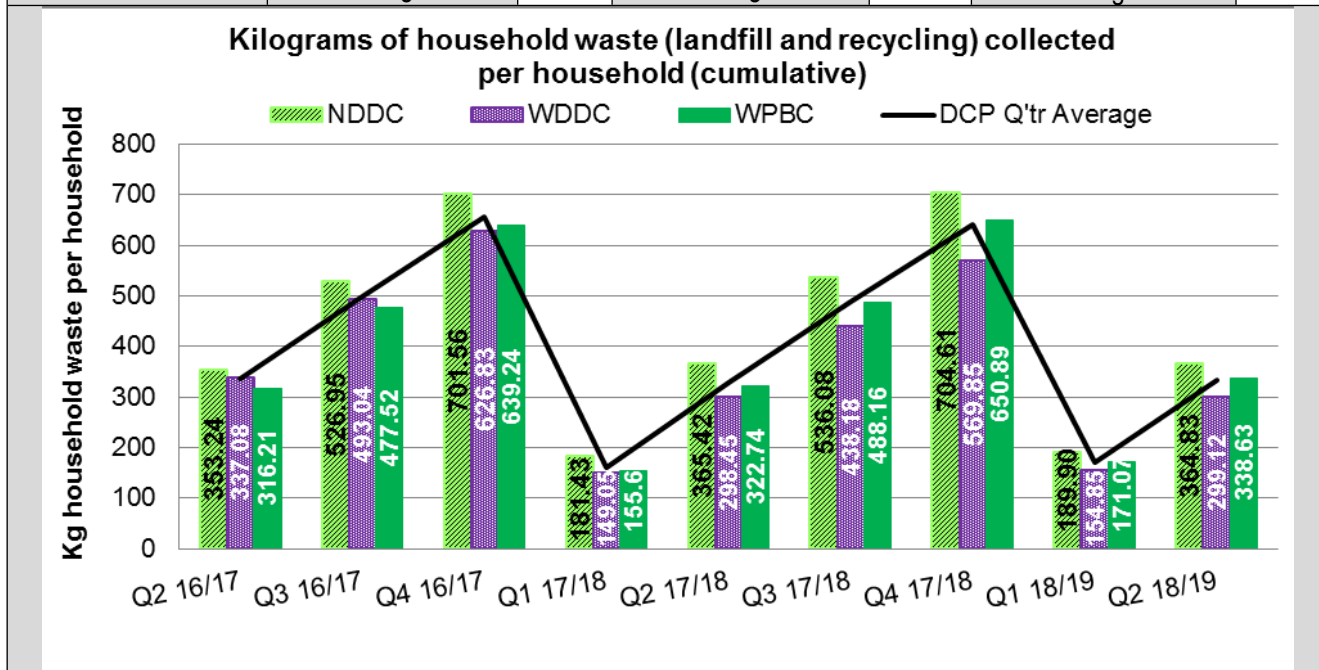
Percentage of catering premises achieving high levels of food hygiene (rated 4 or 5)				Aim	↑
Corporate Plan Priority: Building a Stronger Local Economy					
Authority	North Dorset		West Dorset		Weymouth & Portland
Q3 2018/19 Actual	94.51%		98.23%		96.67%
Q3 2018/19 Target	90%	✓	90%	✓	90%
FY 2018/19 Target	90%		90%		90%
FY 2017/18 Actual	93.2%		96.9%		96.0%



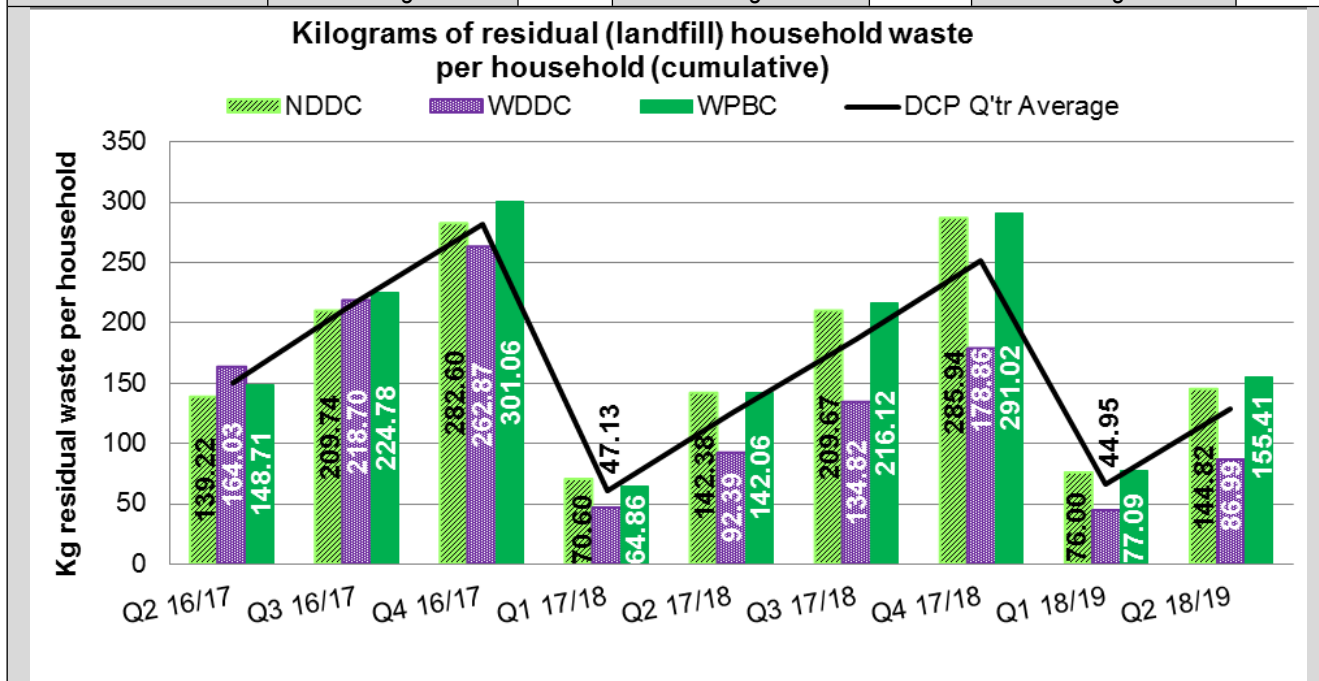
Percentage of Environmental Protection service requests responded to within 3 working days					Aim	↑
Corporate Plan Priority: Improving Quality of Life						
Authority	North Dorset		West Dorset		Weymouth & Portland	
Q3 2018/19 Actual	98.92%	✔	98.60%	✔	94.66%	
Q3 2018/19 Target	95%		95%		95%	
FY 2018/19 Target	95%		95%		95%	
FY 2017/18 Actual	98%		96%		93%	



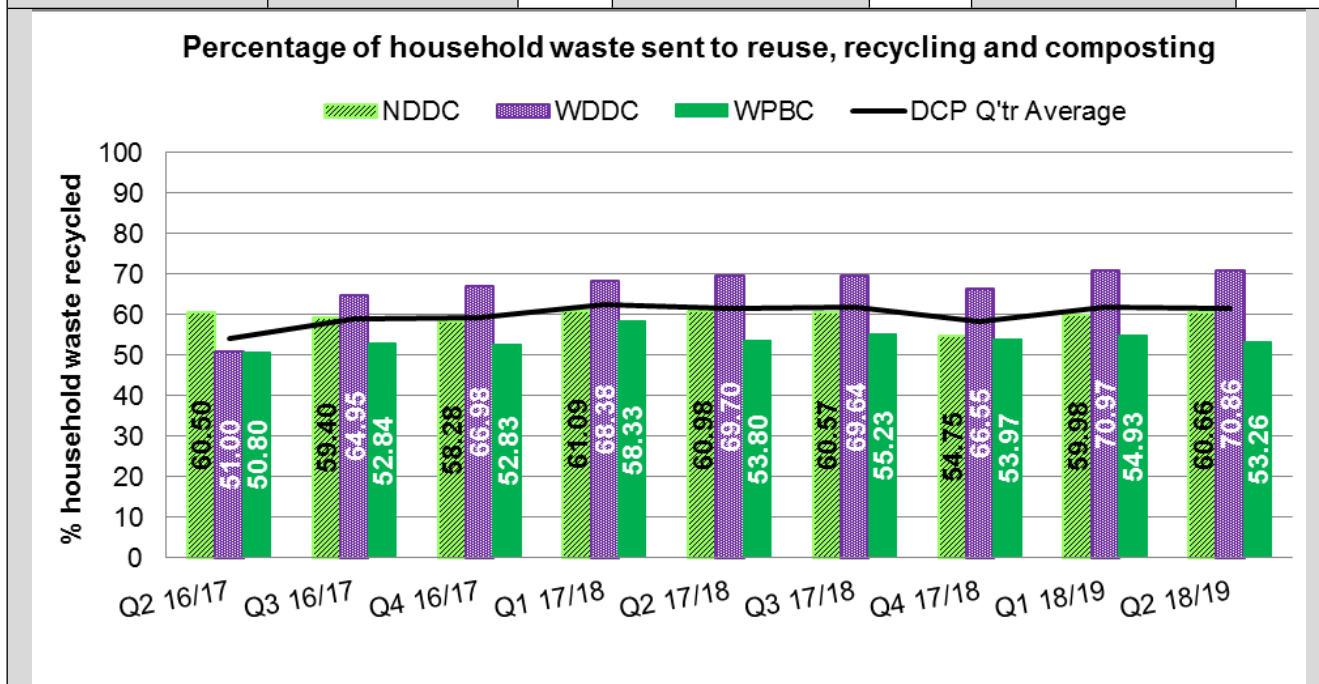
Kilograms of household waste (landfill and recycling) collected per household (cumulative)					Aim	↓
Corporate Plan Priority: Improving Quality of Life						
Latest available data is quarter two 2018/19						
Authority	North Dorset		West Dorset		Weymouth & Portland	
Q2 2018/19 Actual	365 Kg/hh	✔	299 Kg/hh	✔	339 Kg/hh	
Q2 2018/19 Target	365 Kg/hh		299 Kg/hh		299 Kg/hh	
FY 2017/18 Actual	705 Kg/hh		570 Kg/hh		651 Kg/hh	



Kilograms of residual (landfill) household waste per household (cumulative)					Aim	↓
Corporate Plan Priority: Improving Quality of Life						
Latest available data is quarter two 2018/19						
Authority	North Dorset		West Dorset		Weymouth & Portland	
Q2 2018/19 Actual	144.82 Kg/hh	✘	86.99 Kg/hh	✔	155.41 Kg/hh	✘
Q2 2018/19 Target	92 Kg/hh		92 Kg/hh		92 Kg/hh	
FY 2017/18 Actual	286 Kg/hh		179 Kg/hh		291 Kg/hh	



Percentage of household waste sent to re-use, recycling and composting					Aim	↑
Corporate Plan Priority: Improving Quality of Life						
Latest available data is quarter two 2018/19						
Authority	North Dorset		West Dorset		Weymouth & Portland	
Q2 2018/19 Actual	60.66%	✔	70.86%	✔	53.26%	✘
Q2 2018/19 Target	60%		60%		60%	
FY 2017/18 Actual	55%		67%		54%	



Number of (justified) missed household waste collections (absolute number)				Aim	↓
Corporate Plan Priority: Improving Quality of Life					
Authority	North Dorset	West Dorset	Weymouth & Portland		
Q3 2018/19 Actual	721	599	811		
Q2 2018/19 Actual	1,030	828	1,171		
Q1 2018/19 Actual	1,384	790	835		
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		

Justified missed bin collections as a proportion of all collections – Q3 2018/19			
Corporate Plan Priority: Improving Quality of Life			
Authority	Number of Justified missed household waste collections	Total Collections	Percentage of missed collections
North Dorset	721	1,109,193	0.07%
West Dorset	599	1,613,862	0.04%
Weymouth & Portland	811	1,156,883	0.07%

Service Plan Update

A Stronger Local Economy

- Licensing IT being consolidated and improved to give enhanced self-service for customers saving time and money and improved data protection
- Purple Flag accreditation for Weymouth has been achieved in recognition of a successful night-time economy. Multi-agency application coordinated by the town centre manager. An action plan is being developed from the assessment process to further improve and promote Weymouth as a great night out.

Thriving and Inclusive Communities

- West Dorset Health & Wellbeing Locality Officer is developing community projects. North Dorset part-funded a CCG Locality Officer who is developing health initiatives. Janet Moore continues work in Weymouth & Portland. Public Health Dorset has also allocated officers to support community based health and wellbeing initiatives. This all contributes to the 'prevention at scale' agenda, helping people to keep physically and mentally well.
- Melcombe Regis Board/Housing Service 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. Out to consultation in New Year. Community Safety Accreditation Scheme launched in Weymouth town centre providing uniformed officers with police and council powers to tackle ASB.
- Following Groundwork South's withdrawal from the Tumbledown Farm project (Weymouth), DCC Coast & Countryside service has partnered up and a draft project plan has been produced. The project will provide an experiential environment for those with mental health and learning disabilities and accessible greenspace for local communities.

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.
- ASB Public Space Protection Orders now approved for West Dorset and Weymouth & Portland. Dog-related PSPO for North Dorset now approved.

Developing Successful Partnerships

- Dorset Police; Dorset Police & Crime Commissioner; Dorset County Council and WPBC delivering project to re-locate and upgrade CCTV service and help release the Peninsula for re-development. Completion due in February 2019.
- Mentioned above but the health and wellbeing work is very much delivered through partnership working with communities; Public Health Dorset; Clinical Commissioning Group and Dorset County Council.

Future Issues

- Dorset Waste Partnership – Budget pressures continue due to changes in the international market for recyclates; household growth and fuel costs. Will be considered as part of budget setting by Shadow Dorset Council.
- Local Government Re-organisation – Work will continue to ensure that service continuity is maintained through the transitions to Dorset Council and Weymouth & Portland Town Councils.

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

Increase in DWP disposal costs				
CURRENT SCORE		Planned risk reduction initiatives	TARGET SCORE	
Impact	3		Due to China's restrictions on quality of raw recycle. Cost control measures in place and monitored through DWP Risk Register and Joint Committee.	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 2018/19 (£)	Comments / actions
Employees	481,700	<p>An unpaid £8,000 Rent Repayment Order debt is due to the council from a prosecuted private rented sector landlord, which is not likely to be repaid prior to 1st April. Fewer bed and breakfast write-offs have been executed, and this budget will be underspent by £15,000 at year end. Income from repaid rent deposit/rent in advance loans is ahead of new loans, and any surplus goes into the Housing Reserve at year end. Write-offs of unpaid rent deposit/rent in advance is less than anticipated, and this budget will be underspent at year end by £36,000. Demands on the council for homeless prevention input has been greater than anticipated, largely due to the impact of the new Homelessness Reduction Act in 2018, and this budget is expected to be overspent by £9,000 at year end, though funded by reserves. The total capital cost of purchasing the first of two properties in Weymouth for use as an alternative to expensive Bed and Breakfast accommodation came in £11,500 above budget, but this is being adjusted as the property was cheap to buy but required some internal alterations to make it usable. Lessons have been learned from this, and a second property is now under offer, which is immediately usable without significant works being required. The overall £450,000 agreed for the two purchases will not be breached.</p>
Premises	365,090	
Transport	7,069	
Supplies & Services	535,476	
Income	(636,494)	
Net expenditure	752,841	
Q3 Predicted variance	59,000 (F)	
Q2 Predicted variance	0	
Q1 Predicted variance	0	

Key performance data

Exception Report from Head of Service

Average number of working days to process Housing Register applications

Following a period of rising processing times due to serious staffing shortages, average times are coming back under control across all three areas. Staffing shortages are still affecting this team, but a focus on improving processing times coupled with a strenuous effort from team members is starting to pay dividends, and it is hoped that we will be back on target by the end of Q4.

Total number of households on the Housing Register

In Q3 there was a small increase in the number on the Housing Register in Q3 in NDDC & WDDC and a small decrease in WPBC.

Total number of households housed in Housing Association stock

Q3 has seen a sharp rise in the number of households housed in NDDC with a slight decrease in both WDDC and WPBC. The councils do not have any control over the number of re-let properties that become available.

Total number of new applications to the Housing Register

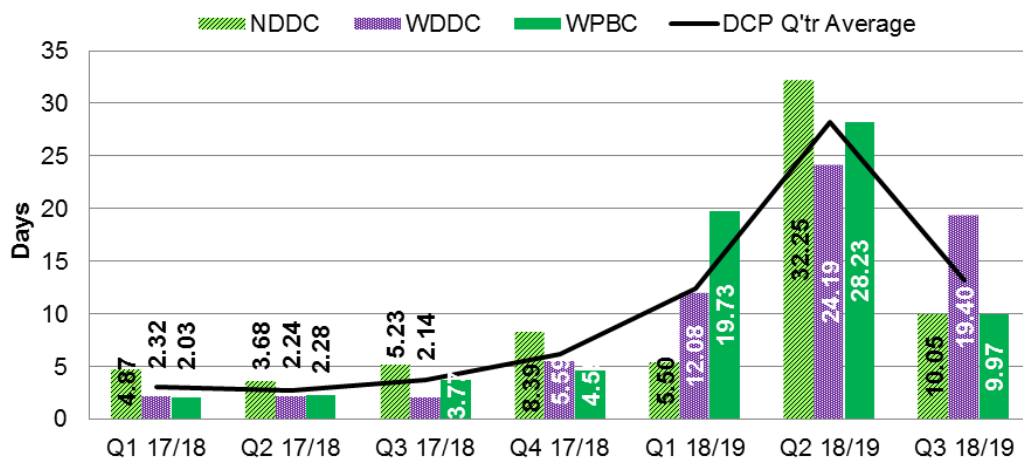
The number of new applications in Q3 has fallen in all three councils.

Number of homelessness ACCEPTED decisions made

The number of homeless decisions taken during Q3 remained steady and, crucially, it is now possible to record accurate figures through the HCLIC government reporting system.

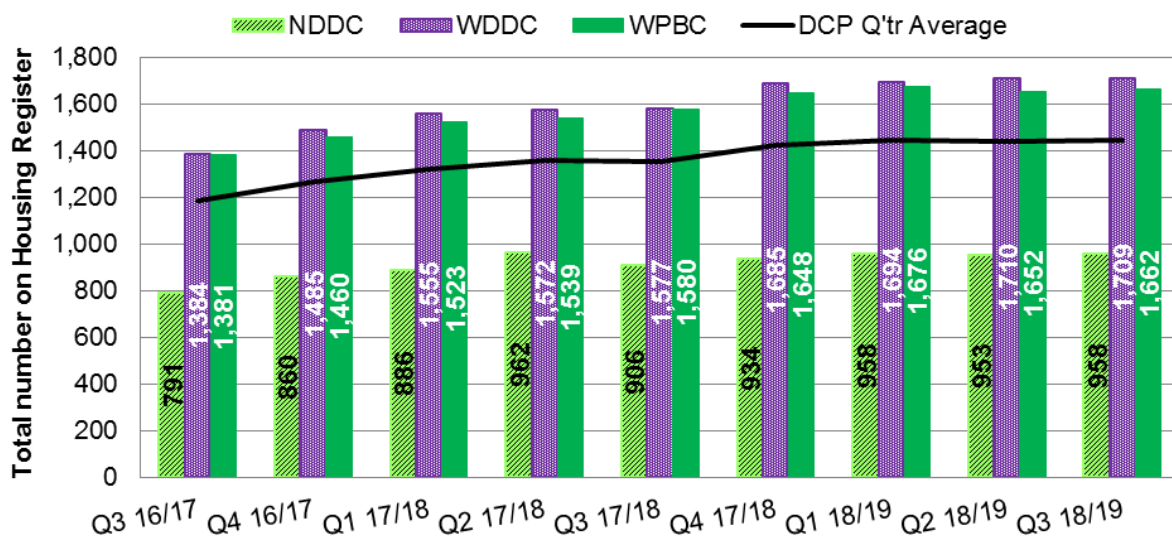
Average number of working days to initially inform housing applicants what supporting proofs they are required to submit			Aim	↓
Corporate Plan Priority: Empowering Thriving and Inclusive Communities				
Authority	North Dorset	West Dorset	Weymouth & Portland	
Q3 2018/19 Actual	10 days	19 days	10 days	
Q3 2018/19 Target	9 days	9 days	9 days	
FY 2018/19 Target	9 days	9 days	9 days	
FY 2017/18 Actual	5.83 days	3.23 days	3.13 days	

Average number of working days to initially inform housing applicants what supporting proofs they are required to submit

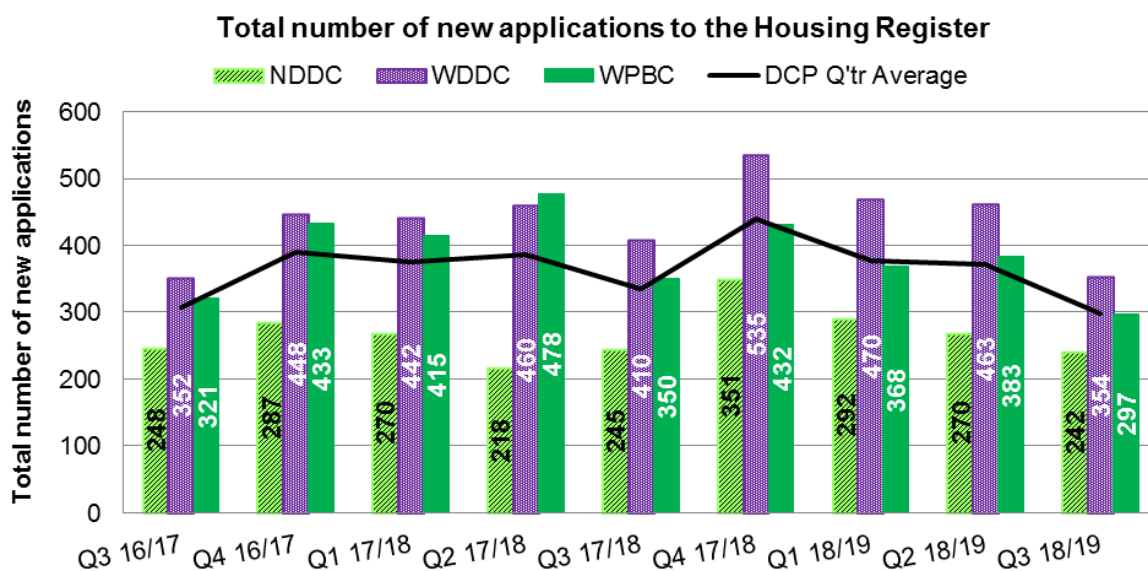


Total number of households on the Housing Register			
Corporate Plan Priority: Empowering Thriving and Inclusive Communities			
Authority	North Dorset	West Dorset	Weymouth & Portland
Q3 2018/19 Actual	958	1,709	1,662
Q2 2018/19 Actual	953	1,710	1,652
Q1 2018/19 Actual	958	1,694	1,676
Q4 2017/18 Actual	934	1,685	1,648
Q3 2017/18 Actual	906	1,577	1,580

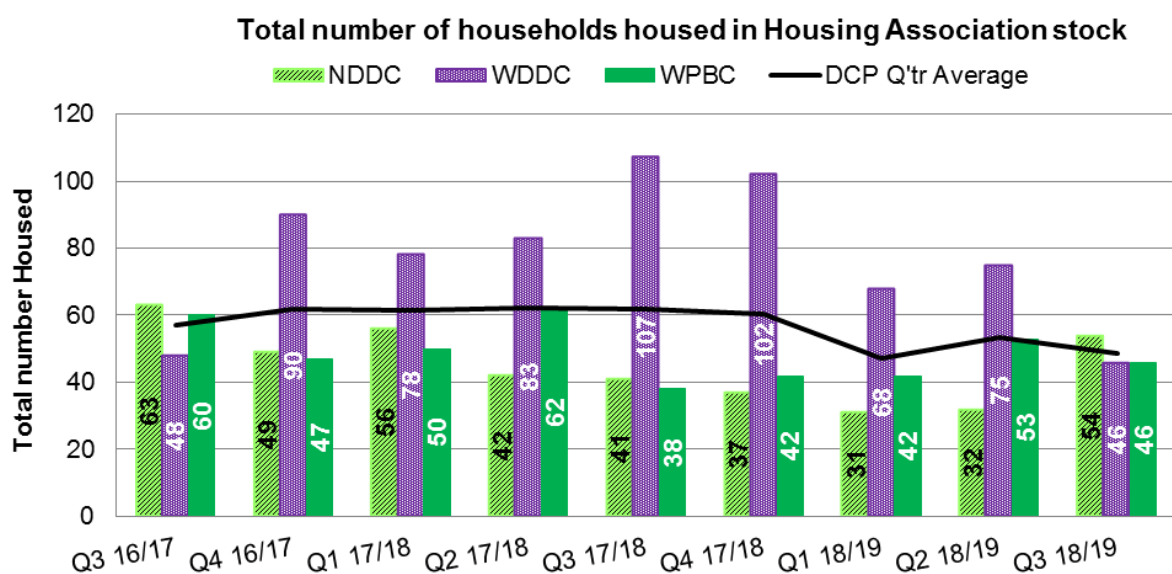
Total number of households on the Housing Register



Total number of new applications to the Housing Register			
Corporate Plan Priority: Empowering Thriving and Inclusive Communities			
Authority	North Dorset	West Dorset	Weymouth & Portland
Q3 2018/19 Actual	242	354	297
Q2 2018/19 Actual	270	463	383
Q1 2018/19 Actual	292	470	368
Q4 2017/18 Actual	351	535	432
Q3 2017/18 Actual	245	410	350



Total number of households housed in Housing Association stock			
Corporate Plan Priority: Empowering Thriving and Inclusive Communities			
Authority	North Dorset	West Dorset	Weymouth & Portland
Q3 2018/19 Actual	54	46	46
Q2 2018/19 Actual	32	75	53
Q1 2018/19 Actual	31	68	42
Q4 2017/18 Actual	37	102	42
Q3 2017/18 Actual	41	107	38



Due to the Homelessness Reduction Act legislation coming into effect in April 2018 there are significant differences regarding the number of decisions made on applicant's homeless case. The reason for this is that prior to April 2018 an applicant would be notified of one of the following decision categories:

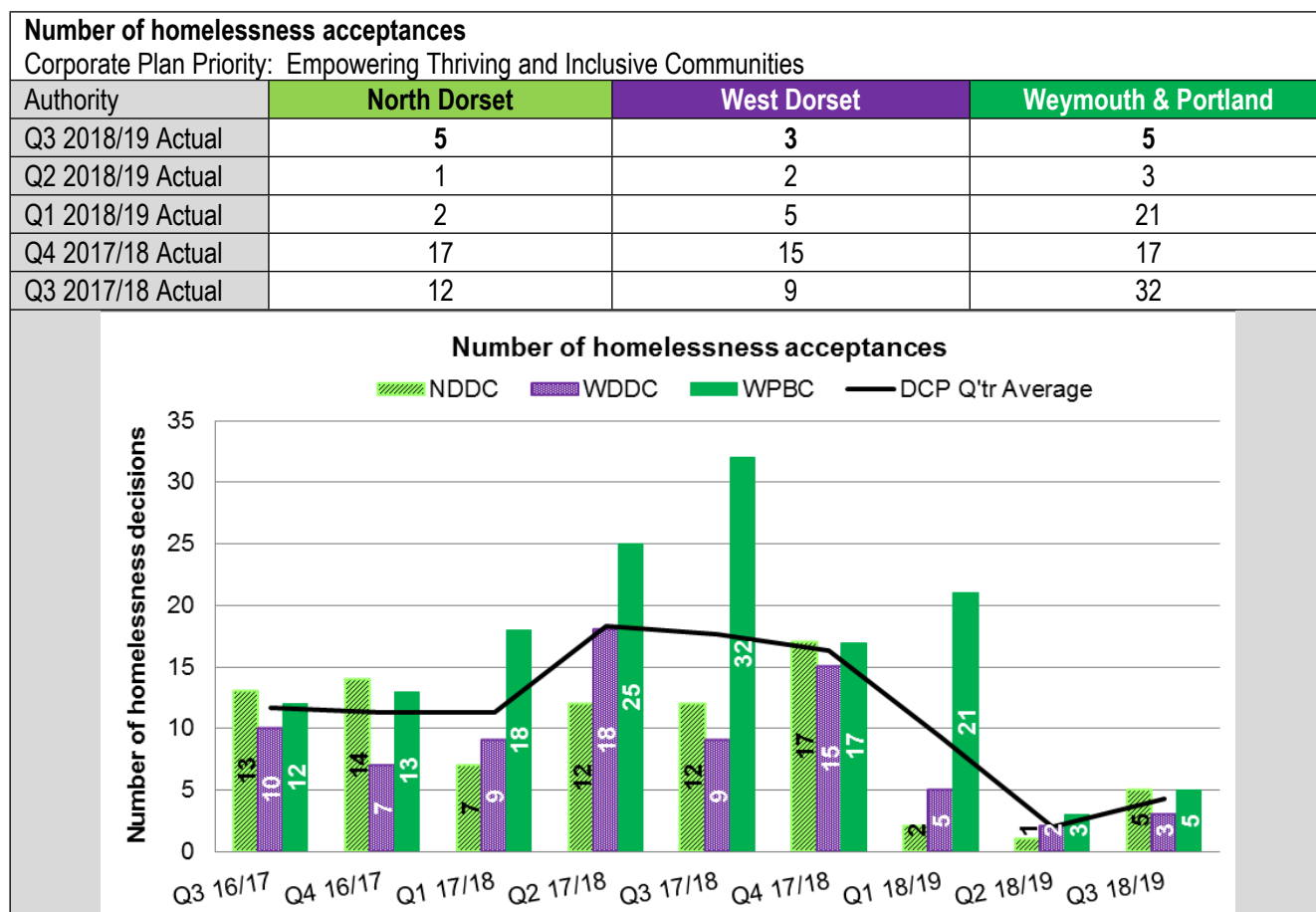
- Ineligible
- Not homeless
- Not in priority need
- Intentionally homeless
- Main homeless duty owed

Since 2018 a decision could be reached in more than one of the following decision categories:

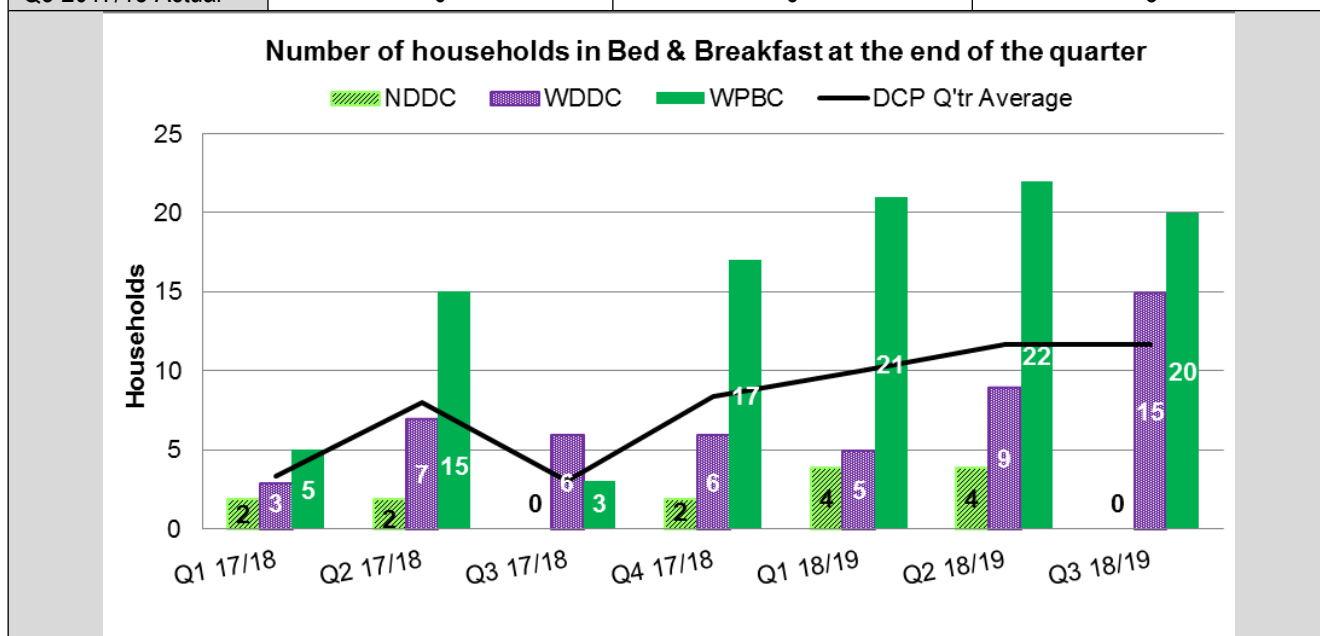
- Ineligible
- Not homeless
- Prevention duty owed
- Relief duty owed
- Final decision duty including main homeless duty.

In theory therefore since April 2018 the same applicant could now be notified as to three distinct duties under the legislation, prevention, relief and final duty.

There have been other changes to the legislation such as stating that a person served with a valid S21 notice is to be regarded as threatened with homelessness. This will have also contributed to the increase in the number of decisions being issued in recent months. The 'decisions made' data for quarter 2 and 3 are currently being validated.



Number of households in Bed & Breakfast at the end of the quarter			
Corporate Plan Priority: Empowering Thriving and Inclusive Communities			
Authority	North Dorset	West Dorset	Weymouth & Portland
Q3 2017/18 Actual	0	15	20
Q2 2017/18 Actual	4	9	22
Q1 2018/19 Actual	4	5	21
Q4 2017/18 Actual	2	6	17
Q3 2017/18 Actual	0	6	3



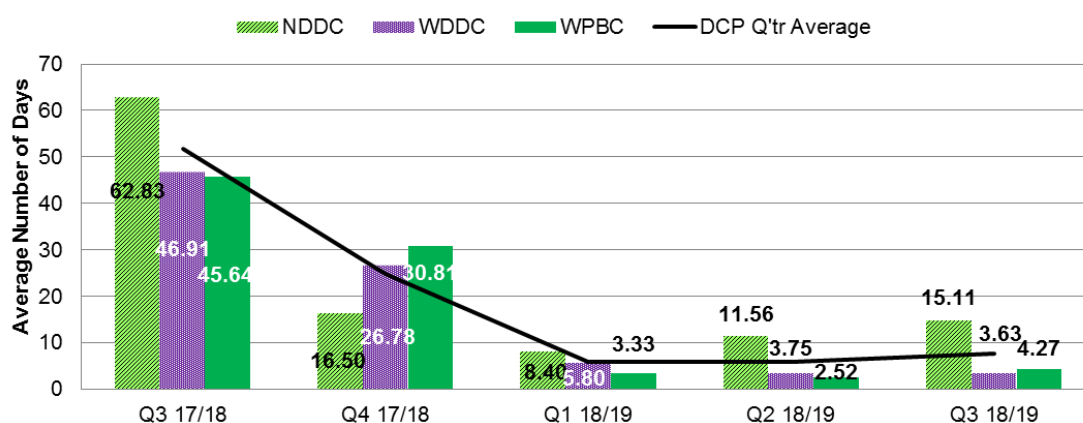
Number of households placed in B&B during each month			
Corporate Plan Priority: Empowering Thriving and Inclusive Communities			
Authority	North Dorset	West Dorset	Weymouth & Portland
December 2018	0	6	5
November 2018	3	11	16
October 2018	2	5	8
September 2018	1	11	18
August 2018	2	4	16
July 2018	2	6	11
June 2018	5	3	6
May 2018	1	4	10
April 2018	4	4	20
March 2018	1	5	11
February 2018	0	1	4
January 2018	3	1	9

Average number of days in B&B per month

Corporate Plan Priority: Empowering Thriving and Inclusive Communities

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

Authority	North Dorset		West Dorset		Weymouth & Portland	
	Average Days	Leavers	Average Days	Leavers	Average Days	Leavers
December 2018	22	2	3	7	8	6
November 2018	7	4	3	9	3	19
October 2018	22	3	4	8	4	16
September 2018	7	3	4	8	5	10
August 2018	11	3	7	7	2	24
July 2018	16	3	1	9	2	18
June 2018	2	3	6	2	3	20
May 2018	9	2	3	5	5	11
April 2018	NA/ no leavers	0	11	3	3	14
March 2018	NA/ no leavers	0	18	4	15	10
February 2018	0	1	49	1	22	9
January 2018	11	1	30	4	44	18
December 2017	8	1	30	5	71	10
November 2017	93	3	62	3	25	6
October 2017	45	2	60	3	24	6

Average number of days in B&B per quarter

Service Plan Update

A Stronger Local Economy

- A DCP-wide service has been created that enables more homes to be brought back into use, thus adding to and enhancing the local housing stock. This is funded through to 2019.

Thriving and Inclusive Communities

- 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 has been developed. The Melcombe Regis Board has agreed that this should now go to the WPBC for preliminary approval, followed by public consultation.
- 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

- 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. The purchase of one home to be used as an alternative to B&B has been completed in WPBC, and another one will follow in the coming months.

Developing Successful Partnerships

- 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.
- Implementation of the Housing Reduction Act from April 2018 gives the councils a range of new duties to local people, ensuring that homelessness prevention lies at the heart of what we do. The new Duty to Refer has come into effect on 1 October 2018, and is expected to increase the number of homelessness cases coming to all three councils.
- 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.
- 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 is the single most important deliverable for Housing during 2018/19, and this has continued to develop with the implementation of the Duty to Refer on 1 October 2018.

It is anticipated that workloads will grow significantly now all the provisions of the new legislation have come into effect.

Staff have shown great flexibility by adopting markedly different ways of working, and this is going well. Elected members and the general public can be confident that Housing has prepared for these changes in a positive, detailed and measured way.

Key risk areas

15 Service operational risks have been identified for Housing:-

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

Loss of homelessness prevention funding				
CURRENT SCORE		Planned risk reduction initiatives Homelessness prevention funding has been mainstreamed in NDDC. In WDDC and WPBC, members are asked annually to approve a sum of money from reserves to fund prevention work. If this is not possible, for whatever reason, certain highly valuable and effective prevention initiatives would have to cease.	TARGET SCORE	
Impact	4		Impact	4
Likelihood	4		Likelihood	3
Risk Score	16		Risk Score	12
Risk Rating	HIGH		Risk Rating	MEDIUM

Planning Development Management & Building ControlHead of Service – **Jean Marshall**

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

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

Subjective analysis	Full Year Current Budget 2018/19 (£)	Comments / actions
Employees	562,960	<p>Planning - Income up on predictions but planning fees are variable throughout the year and no guarantee that this will be sustained. Limited new major development proposed within the area and thus pre-app fees are well below predictions. No major applications or enquiries are anticipated in Q4. The impact of Brexit could have a detrimental impact on the number of applications and income being received in the last quarter. Salary savings have been offset by agency staff but some of this is also spend on the 20% of fee income agreed that government expect to be reinvested in planning services through dedicated staff working on major projects. (2 agency working across DCP). There will be some increase in staff costs due to the business support restructure (December). Likely to be more or less on budget.</p> <p>Building Control - The service is showing an excellent response to private competition which has resulted in the current favourable position. Competition still remains a threat with local providers continually trying to lure away core and key customers. The use of agency staff still continues due to the inability to recruit suitable permanent replacements. There will also be an increased agency provision due to the change from casual employed surveyors to agency which is being driven by the formation of the new Dorset Council.</p> <p>There is a non fee earning provision of the service and this will be monitored to achieve the minimum cost provision, estimated to carry a small deficit.</p> <p>The impact of Brexit could have a detrimental impact on the number of applications and income being received in the last quarter.</p>
Transport	9,150	
Supplies & Services	21,551	
Income	(463,330)	
Net expenditure	130,331	
Q3 Predicted variance	7,500 (F)	
Q2 Predicted variance	0	
Q1 Predicted variance	5,000(A)	

Key performance data

Exception Report from Head of Service

The number of applications remains steady with a noticeable increase in October and November from previous months and then a dip in December due largely to the Christmas period and shutdown. The increase in numbers can be accounted for in part by the reduction in the validation backlog and although this has pushed the workload through into the number of applications being handled per officer in the planning team this has not affected teams in meeting the required government targets. Staff vacancies in the planning team have been reduced to a single post which is being covered on a temporary basis (maternity cover) and the restructure of the Business Support team will allow for better support both for officers and the customer. There remains an urgent need to provide a single ICT system which is moving towards its test phase but more staff are beginning to work across the various residual 3 systems providing greater resilience, albeit this is time consuming moving between various systems as they cannot all be opened at the same time.

The new Business Support team are now largely in post and this has already made a difference in how the overall team functions and operates with clearer definition between roles and responsibilities and an alignment of posts across the 3 council areas. Vacancies remain high in Building Control with a difficulty in recruitment even of agency staff due to a national shortage of skills in this field. One additional career grade post has been created from a BC Surveyor post which has not been filled through normal recruitment to seek to develop someone from a lower level of current qualification through to surveyor level but the full training can be up to 7 years.

There are currently two outstanding Public Inquiries in WDDC area at Charminster and Cerne Abbas and the Charminster case, due to be heard in March is taking considerable resource in terms of time despite being dealt with externally, which is also an added cost. There are also some ongoing large scale enforcement actions taking place across the 3 areas which need staff resource. As the number of appeals is very low, by comparison to the overall number of applications determined this has not been reported as none of the authorities are in danger of exceeding the government performance target of 10% appeals allowed as a total of all applications. Each of the authorities is below 1% measured against this target at present.

In terms of budget all three authorities' incomes are currently favourable although predictions at end of year show WPBC and WDDC to be generally on budget due to levels of costs likely in WDDC for the public inquiry and the lower levels of applications being received in WPBC. NDDC income is favourable at present, possibly due to the absence of a 5 year land supply and speculative applications as a result and is likely to remain well above predictions for end of year. However, like WDDC, costs associated with the public inquiry at Gillingham will have some impact. All budgets will, to some extent, be affected by the Business Support restructure which took place in December but these are reflected in end of year predictions.

Exception Report from Building Control Manager

Percentage of completion certificates dispatched within 7 days of inspection:

The reduction in performance can be attributed to key staff members becoming more involved within the service ICT project, coupled with the effects of staff leave through the summer months. This performance could further decline in the next couple of quarters due to further resources being required to implement the project and system down time to allow for data migration from the current system to the new one. **Quarter 3 completion certificate data:-**

WDDC

Issued Within 7 days of Inspection: (as a proportion of); Total Completed

Oct: 43 44

Nov: 53 55

Dec: 33 34

Total: 133 129

% = 97.00

WPBC

Issued Within 7 days of Inspection: (as a proportion of); Total Completed

Oct: 36 36

Nov: 41 41

Dec: 28 28

Total 105 105

% = 100.00

Nationally Local Authority Building Control retains a market share of around 67% with local figures ranging from those similar to DCP right down to around 35% of market share. It is totally dependent 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 has a locally poor road network without any motorway links which makes the area less attractive for 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 is having an impact 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 and the flexible and helpful approach of all staff concerned with the service. This can be demonstrated by the number of partnership applications in the tables.

Locally there has been a recent slow down of the building industry which can be attributed to the current economic climate 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 permissible for a Local Authority to do, although it should be noted that generally market share remains healthy particularly within Weymouth and Portland which retains an excellent 80.00. West Dorset has slightly fallen to 69% share and overall figures compare very well with national averages. The North Dorset share of 65% has risen by 10% within this quarter and has to be attributed to the staff winning back many long standing clients by providing a good reliable trustworthy service. The staff working within the NDDC area are still having to deal with some of the legacy issues arising from a former employee. This is taking more time than would be expected to resolve and is likely to continue for the immediate future.

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

The current ICT Building Control system at NDDC is unable to provide accurate KPI data due to limited staff capacity and technical issues.

A new ICT system is being procured and implemented for all 3 authorities, so the data in respect of the KPI's will be available and it is hoped that this will be introduced in March 2019. The team are needing to input significantly to the work in preparing for this new system and thus performance figures are likely to decrease in Q3/4 as a result of competing priorities but longer term the new system will allow for a fully functioning service and better and more accurate reporting.

Planning Development Management

Please note application numbers in tables below include minor alterations to Q2 figures due to corrected reporting.

Number of valid applications received – by application type – North Dorset					
Month	Major	Minor	Other	Misc*	TOTAL
December 2018	2	19	56	13	90
November 2018	2	44	117	58	221
October 2018	4	32	96	45	177
September 2018	3	17	34	82	136
August 2018	1	26	37	109	173
July 2018	3	25	47	92	166
June 2018	6	24	46	82	158
May 2018	4	30	4	99	137
April 2018	7	20	33	89	149
March 2018	4	20	21	91	136
February 2018	1	30	37	88	156
January 2018	12	49	43	100	204

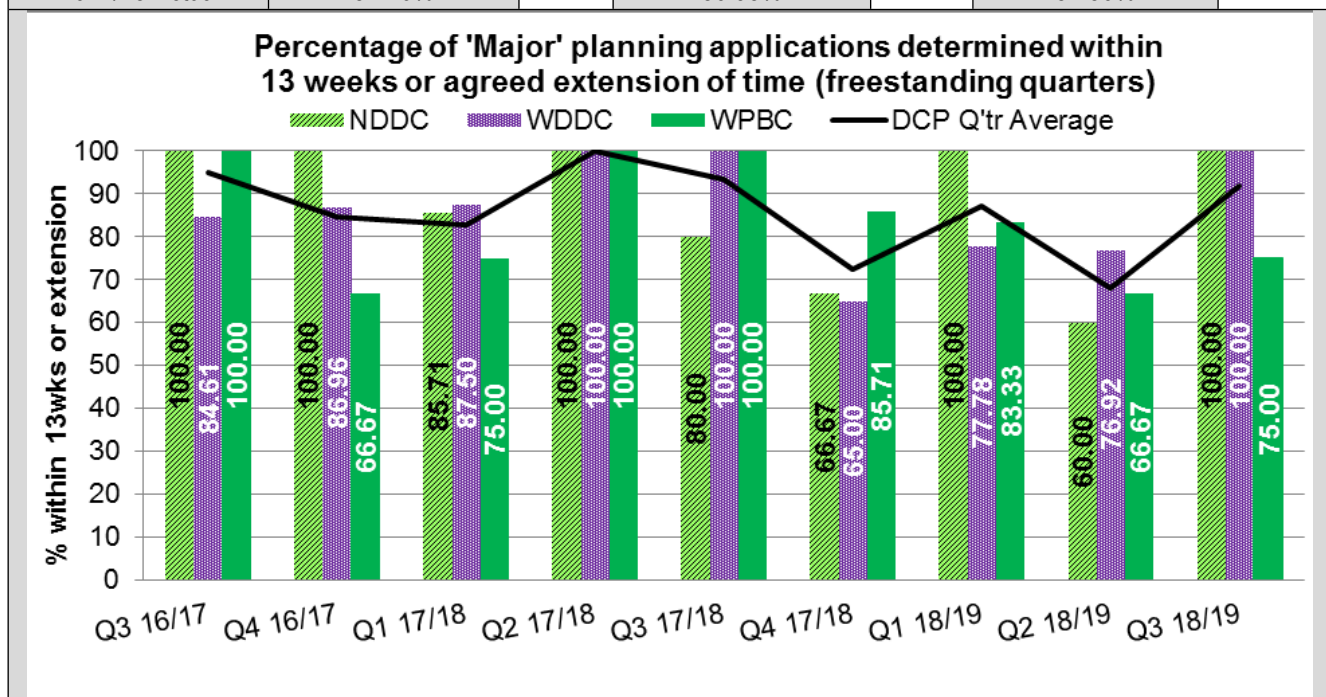
Number of valid applications received – by application type – West Dorset					
Month	Major	Minor	Other	Misc*	TOTAL
December 2018	1	6	16	82	105
November 2018	4	49	70	137	260
October 2018	1	37	103	149	290
September 2018	6	31	65	109	211
August 2018	3	33	91	123	250
July 2018	7	53	94	119	273
June 2018	8	39	87	116	250
May 2018	2	36	95	110	244
April 2018	4	29	94	81	208
March 2018	5	31	97	84	217
February 2018	3	32	89	84	208
January 2018	6	16	80	79	181

Number of valid applications received – by application type – Weymouth & Portland					
Month	Major	Minor	Other	Misc*	TOTAL
December 2018	0	5	6	25	36
November 2018	1	23	30	53	107
October 2018	1	9	29	53	92
September 2018	2	11	21	31	65
August 2018	2	17	22	43	84
July 2018	2	13	27	34	76
June 2018	4	18	37	42	101
May 2018	3	12	34	44	93
April 2018	1	12	32	20	65
March 2018	3	9	35	23	70
February 2018	2	7	36	33	78
January 2018	3	19	22	33	77

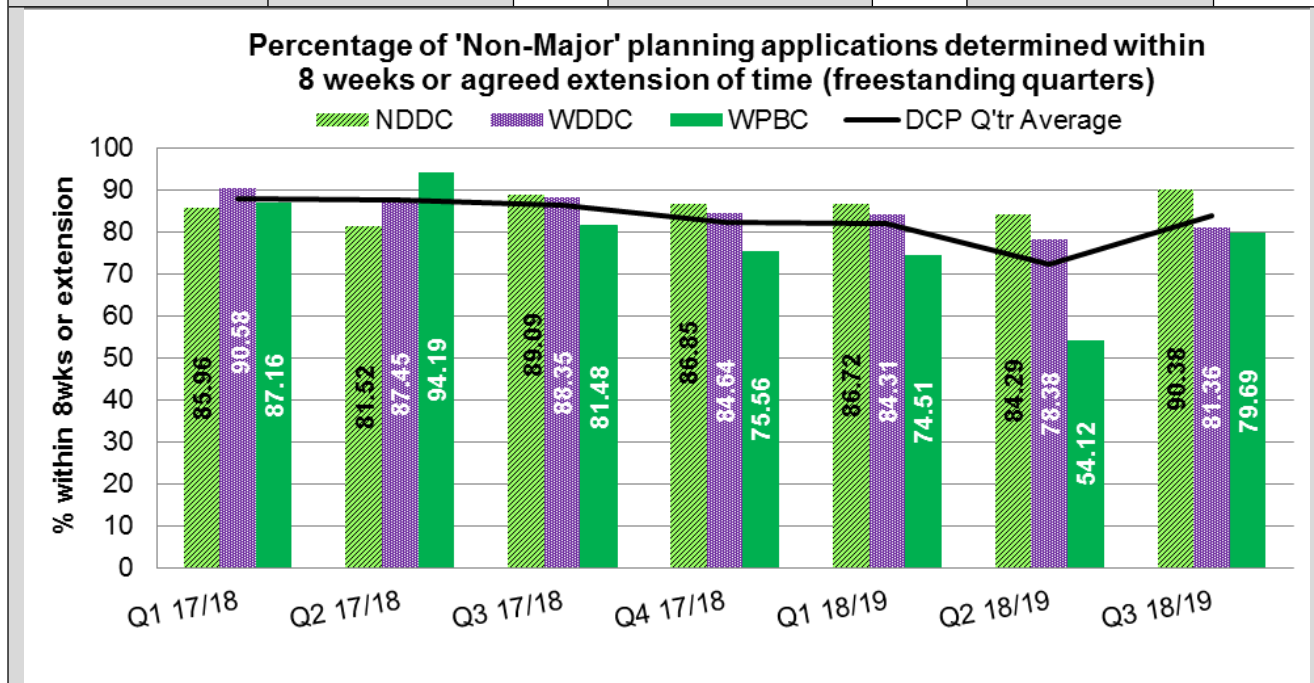
- Misc includes Prior those applications types which do not fall within defined government categories and includes discharge of conditions, prior notification and other notifications

Fee Income Q3			
Corporate Plan Priority: Developing Successful Partnerships			
Type of Fee	North Dorset	West Dorset	Weymouth & Portland
Condition Fee	£3,534	£3,650	£680
Non Material Amendment	£906	£2,208	£302
Permitted Development Case Fee	£0	£1,204	£453.60
Planning applications	£248,325	£215,162.50	£71319
Pre-App	£4,162.49	£12,977	£2,964
Enforcement Case Appeals / Fees	£0	£0	£0
TOTAL	£256,927.49	£235,201.50	£75,718.60

Percentage of 'Major' planning applications determined within 13 weeks or agreed extension of time					Aim	↑
Corporate Plan Priority: Building a Stronger Local Economy						
Authority	North Dorset		West Dorset		Weymouth & Portland	
Q3 2018/19 Actual	100% (12 of 12)		100% (14 of 14)		75% (3 of 4)	
Q3 2018/19 Target	60%		60%		60%	
FY 2018/19 Target	60%		60%		60%	
FY 2017/18 Actual	82.76%		80.95%		87.50%	



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	
Q3 2018/19 Actual	90% (404 of 447)	✔	81% (323 of 397)	✔	80% (102 of 128)	✔
Q3 2018/19 Target	70%		70%		70%	
FY 2018/19 Target	70%		70%		70%	
FY 2017/18 Actual	85.93%		87.86%		84.70%	



Total number of appeals submitted			
Corporate Plan Priority: Empowering Thriving and Inclusive Communities			
Authority	North Dorset	West Dorset	Weymouth & Portland
Q3 2018/19 Actual	5	1	2
Q2 2018/19 Actual	7	9	2
Q1 2018/19 Actual	10	9	3
Q4 2017/18 Actual	4	7	4
Q3 2017/18 Actual	8	5	3

Enforcement – Number of <u>new</u> live cases									
Corporate Plan Priority: Improving Quality of Life									
Authority	North Dorset			West Dorset			Weymouth & Portland		
Enforcement Level	Priority	Urgent	Non-Urgent	Priority	Urgent	Non-Urgent	Priority	Urgent	Non-Urgent
Q3 2018/19 Actual ADV	0	0	2	0	0	6	0	0	0
Q3 2018/19 Actual DEV	2	9	7	0	10	7	0	1	8
Q3 2018/19 Actual BOC	2	10	1	0	1	2	0	0	1
Q3 2018/19 Actual COU	0	7	2	0	4	3	0	0	1
Q3 2018/19 Actual LBW	6	0	1	1	7	1	1	2	0
Q3 2018/19 Actual SEC	1	0	2	0	0	0	0	15	1
Q3 2018/19 Actual HH	0	0	0	0	0	0	0	0	0
Q3 2018/19 Actual TRE	2	2	0	1	2	1	0	0	0
SUB TOTALS	13	28	15	2	24	20	1	18	11
TOTAL	56			46			30		

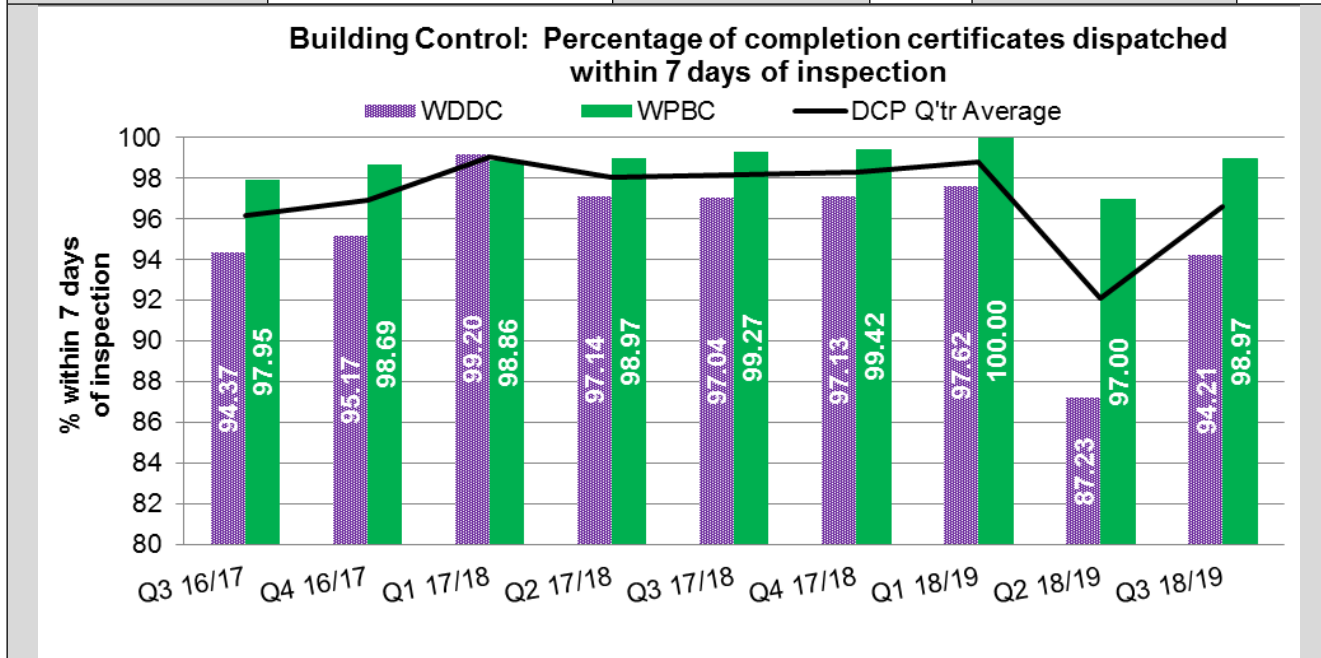
Key:
 ADV: Unauthorised advertisements
 DEV: Development
 BOC: Breach of Condition
 COU: Change of Use
 LBW: Unauthorised works to Listed Building
 SEC: Section 215 - Untidy Land or buildings
 HH: High Hedges
 TRE: Tree complaints

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

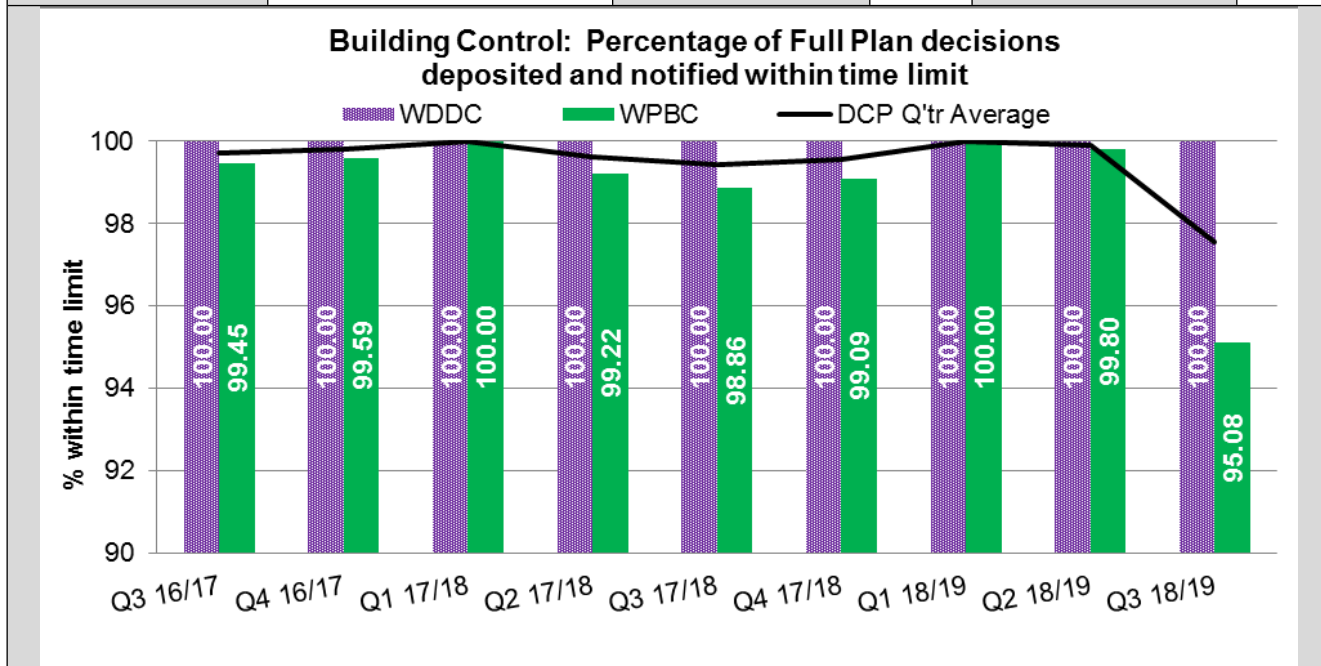
Building Control

Building Control Market Share (as at 31st December 2018)			
Corporate Plan Priority: Developing Successful Partnerships			
Authority	North Dorset	West Dorset	Weymouth & Portland
Full Plans	40	35	20
Building Notice	38	61	32
Partnership	5	49	36
Regularisation	5	5	7
Privately Certified	48	66	24
MARKET SHARE	65%	69%	80%

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		
Q3 2018/19 Actual	Currently unable to report data for North. IT system is being developed to enable this.	94%	⚠	99%	
Q3 2018/19 Target		98%		97%	
FY 2018/19 Target		98%		97%	
FY 2017/18 Actual		97.13%		99.42%	



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		
Q3 2018/19 Actual	Currently unable to report data for North. IT system is being developed to enable this.	100%	✓	95%	
Q3 2018/19 Target		100%		100%	
FY 2018/19 Target		100%		100%	
FY 2017/18 Actual		100%		99.09%	



Service Plan Update

A Stronger Local Economy

The Business Support team restructure is now complete with the news teams and roles beginning to embed which will provide better resilience for staff and more dedicated service to customer particularly for data enquiries which are a substantial part of the workload. Vacancies resulting from the restructure have been filled although new starters are not yet in post. There remain some delays within the planning application process as a result of reducing the validation timescale delays and this pushing through into the main planning team and with the changes occurring with staff taking on new roles within the Business support team. Cross training on the various ICT systems is ongoing so that better resilience will be in place shortly allowing for validation times to improve as these are just outside national targets at present (partly also due to the Christmas closure). Development Management (DM) are continuing to work alongside Policy and Implementation officers on the Accelerated Home Building programme and a number of key sites have been determined.

Thriving and Inclusive Communities

The proposed new DM ICT system is moving forwards with an agreed 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. There have been some delays in moving this project forwards due to sickness of the Idox project manager but progress is being made and provision being put into place for the running of existing and new systems in parallel to ensure the new system is robust prior to switching over. This does mean some additional work on current systems to allow for continued working post April 1st on the old systems as all the templates will need to be configured for the new authority. The Dorset wide Development Managers are seeking to align the critical 1st April processes to ensure the customer has minimal differences in approach as far as systems will allow for the new authority. Recent further advice on planning and GDPR does have an impact on the amount of historic data which can be put into the public domain directly but the new Business Support team does include dedicated resources to data which should provide a better service for the customer until such time as historic data can be made publically available.

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. The DM team have also assisted with the revisions to the Local Plans which are currently being progressed. The New NPPF has been published which has some subtle but significant changes particularly to affordable housing thresholds and new legislation in Building Regulations post Grenfell is still awaited although the report itself has made clear the intention to put more regulations back into the Local Authority remit.

Developing Successful Partnerships

DM and BC teams work closely alongside colleagues in other authorities to ensure that processes, where systems allow are aligned across Dorset with a focus on ensuring those key areas which need to be aligned prior to the new Council are in place through the LGR work-streams. There are established good working relationships with all Statutory Bodies who interact with the planning system and regular Town and Parish Council training has regularly been undertaken in DCP but as yet no further sessions for the new Dorset Council Parish and Town Councils has been planned. As can be seen from the BC Manager report, there are many successful partnerships between the LA BC team and local building firms particularly in WDWP area.

Actions outside of Corporate Plan

Ongoing process review work is continuing although focussing at present on those processes which will need to be changed as a result of the new ICT system and for the new Council. 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 although there are some initial issues with the publication of this data and the impact of GDPR. Work is also continuing to ensure current data is compliant with the provisions of the GDPR and the Business Support restructure will allow for greater emphasis to be placed on data quality through the provision of dedicated officers (appointed but not yet in post).

Future Issues

There will be inevitable changes in how planning works as systems and procedures are aligned for 1st April and the new Council. Certain matters need to be legally in place for the new Council to determine Planning and Building regulations matters beyond April and a major focus is being put on these critical areas of work in addition to those which are needed ready for the single ICT system which is planned to become operational early in 2019. Although operational it is not intended to switch from the current operating systems until after April 1st to allow for proper testing by running the new and legacy systems in parallel for a period. This will have some impact on staff but none on the public as the legacy systems will remain the public interface.

The introduction of the new system is shortly to enter test stages which will result in the majority of staff being required at times to test the emerging new system to ensure it is fit for purpose. Some of this has already commenced on elements of the new system and as the implementation moves closer there will be further impact on the processing of planning applications whilst staff are involved in training and testing and whilst the new and legacy systems are being run in parallel but there is little that can be done to mitigate for this as testing is a necessary part of ensuring the future success of the single system. There will be disrupted access and times when the system will not be “live”, either for staff or customers, particularly during data migration from current 3 systems to the new system will result in there being some possible disruption to the current public access to the service and when dates are clearer as to when this will occur there will need to be clear communication of this to members and customers. At present this is unlikely to be before 1st April. The process of testing the new system and in transferring the operation to the new single system will also result in some delays in planning applications whilst consultee responses are awaited and whilst staff are training and data being transferred to the new system. There is no mitigation for this nor way to avoid this occurring at some stage and is solely due to the large quantities of data which need to be moved although we are seeking to deal with this on a phased basis for the 3 authorities if possible. Longer term the new system will allow for far more data to be available electronically to the public allowing for more self service through digital means and a single more effective way for staff and customers to work across the 3 Council areas seamlessly.

Key risk areas

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

Very High Risks	1
High Risks	2
Medium Risks	4
Low Risks	3

Reduced performance during implementation of new ICT system					
CURRENT SCORE		Planned risk reduction initiatives	TARGET SCORE		
Impact	4		Important for sufficient dedicated resource to be given to this project and that time is given to allow for full testing prior to go live. ICT project team in place but secondments due to end prior to the current predicted "live" dates. A separate risk assessment for the ICT project is in place. Now proposed to run both existing and new system for a short period of time during transition	Impact	4
Likelihood	5			Likelihood	3
Risk Score	16			Risk Score	12
Risk Rating	VERY HIGH		Risk Rating	MEDIUM	

Technical Systems failure					
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. This will give greater resilience with the new system but loss of existing knowledge remains high for the current 3 systems. New posts are being created within the admin restructure to look at the technical and data needs of the service but those appointed have yet to take up the roles. There are no posts of this nature either in DM or IT teams with expertise at present. There needs to be resilience within the service itself given that there no intention to create any dedicated support within the ICT team.	Impact	4
Likelihood	4			Likelihood	3
Risk Score	16			Risk Score	12
Risk Rating	HIGH		Risk Rating	MEDIUM	

Service Implementation Plan					
CURRENT SCORE		Planned risk reduction initiatives	TARGET SCORE		
Impact	4		Provision of adequate dedicated staff resources to ICT project is now a real issue as staff have dropped back into their substantive roles in August 2018. Contractor resources are coming to the end of their tenure and there is significant risk of them leaving before project implementation. Detailed risk assessment undertaken separately for this ICT project.	Impact	4
Likelihood	4			Likelihood	3
Risk Score	16			Risk Score	12
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 Jon Orrell** (Social Inclusion)

Revenue summary

Subjective analysis	Full Year Current Budget 2018/19 (£)	Comments / actions
Employees	316,985	There have been savings in the housing enabling and community development salary budgets. The community development service has been responsible for overseeing the administration of one-off grants agreed by the Budget Working Group and interim s151 officer: there has been an overspend of £6,096 in this area which after projected underspend on other budgets will be £3,600. Development plan budgets have been overspent as a result of spending on the evidence base for the local plan. There are reserves in place to cover this if required, and it will also be partially offset by additional planning grant income that is likely to be received.
Premises	1,049	
Transport	1,601	
Supplies & Services	110,799	
Payments to Clients	68,168	
Income	(51,000)	
Net expenditure	447,602	
Q3 Predicted variance	17,752 (A)	
Q2 Predicted variance	2,500(F)	
Q1 Predicted variance	5,167(F)	

Key performance data

Exception Report from Head of Service

Affordable Housing:

In this quarter there were 35 new affordable homes completed: 3 in North Dorset, 28 in West Dorset and 4 in Weymouth & Portland.

The 3 completions in North Dorset were on the Corner Close site at Marnhull. It is expected that further affordable homes will be completed by the end of the financial year at Gillingham (17 through the redevelopment of garage sites by Sovereign) and Shaftesbury (17 on the Mampitts site).

The 28 completions in West Dorset include 24 at Putton Lane in Chickerell (both rented and shared ownership) and 4 social rented homes completed by Magna in Portesham. Sites under construction include Barton Farm in Sherborne, Poundbury, 24 homes in Charminster and 8 at Powerstock. Stonewater area also developing all-affordable housing schemes in Mosterton and Winterbourne Abbas and some of these should be completed before the year-end.

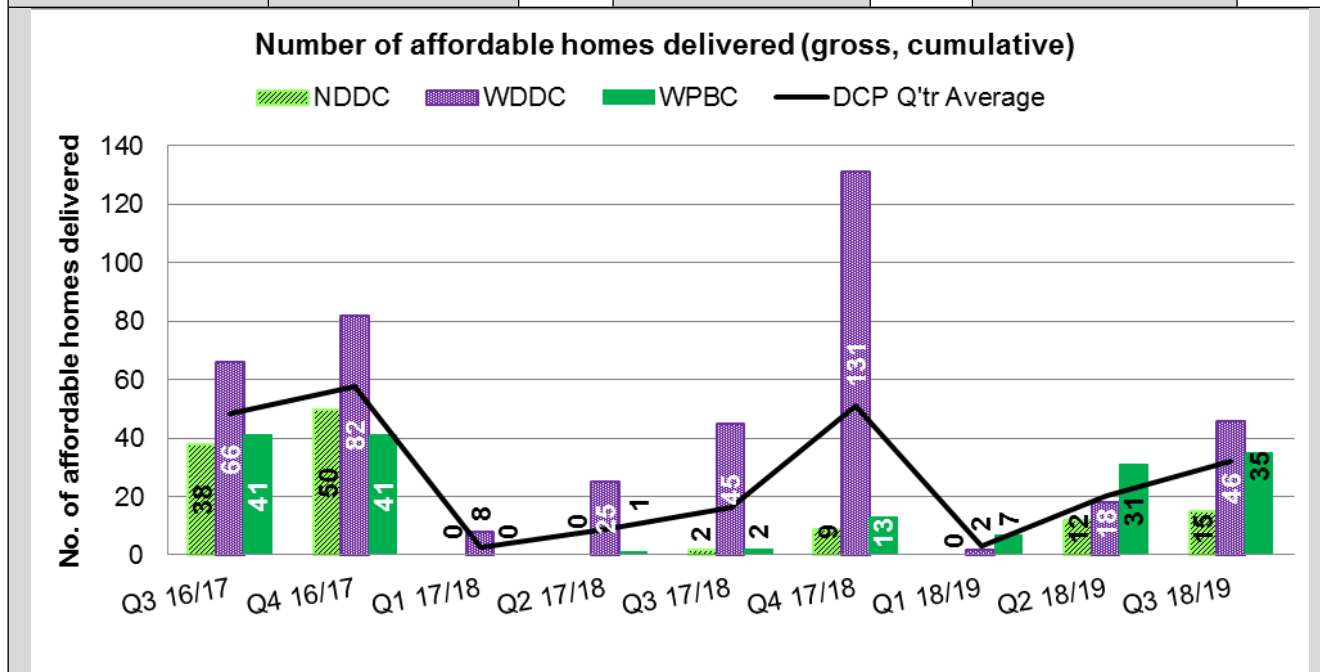
The 4 new affordable homes in Weymouth & Portland were acquisitions rather than new builds: these were open market homes acquired for rented affordable housing by the developer of the Lorton Lane site in Weymouth, as required by the section 106 agreement. Other homes in Weymouth and Portland that are currently being constructed are 21 shared ownership homes on Osprey Quay, 7 shared ownership at Curtis Field and the final 3 homes on the Pemberley site.

Housing Land Supply:

At April 2018, none of the councils had the required five-year housing land supply. North Dorset had 3.3 years' supply and West Dorset, Weymouth & Portland (which have a joint target) had 4.88 years' supply. The lack of five-year land supply is continuing to result in a significant number of speculative planning applications, as 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.

The government's definition of what constitutes a deliverable housing site (i.e. one that can be included in the five year housing land supply) has changed this year and the figures above have been calculated using this new tighter definition. The first published results of the new Housing Delivery Test are still awaited. If these result in changes to the figures, they will be amended in the next quarterly report.

Number of affordable homes (gross) delivered (cumulative)				Aim	↑
Corporate Plan Priority: Building a Stronger Local Economy					
Authority	North Dorset		West Dorset		Weymouth & Portland
Q3 2018/19 Actual	15		46		35
Projected Year End	49		82		58
FY 2018/19 Target (Range)	50-68	⚠	70-100	✓	50-65
FY 2017/18 Actual	9		131		13



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 adjustments relating to shortfalls from previous years, so the target is adjusted each time the supply is assessed.

West Dorset and Weymouth & Portland calculate the five-year land supply on a joint basis, 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 2018-based figures for all areas are:

	Target	Actual
North Dorset	2,370	1,567 (3.3 years – target not met)
West Dorset and Weymouth & Portland Combined	5,612	5,479 (4.88 years – target not met)

Currently, neither North Dorset nor the West Dorset, Weymouth & Portland joint local plan area has a five-year housing land supply.

Service Plan Update

A Stronger Local Economy

- The 'Preferred Options' document for the West Dorset, Weymouth & Portland Local Plan was published for public consultation on 13 August, with a closing date of 15 October. This includes proposals for significant new development allocations including land north of Dorchester. Responses are being summarised and will be published in the new year but it is not intended to progress to the next stage (pre-submission publication) before the new council is in place.
- It is not intended to take the North Dorset Local Plan to the next 'preferred options' consultation stage prior to the establishment of the new council, but work on the evidence base is continuing, including the appointment of consultants to undertake a strategic landscape and heritage study.
- The business plan for the new Local Authority Trading Company for West Dorset has been agreed.
- Due diligence work is continuing with Homes England to enable the Housing Infrastructure Fund commitments at Gillingham, Chickerell and Portland to be released. The Growth and Housing Fund bid for the improvements to the Miles Cross junction at Bridport, necessary for the development of the Vearse Farm site, has unfortunately not been successful.
- Consultation has taken place to inform the preparation of a Dorchester Town Centre Masterplan.

Thriving and Inclusive Communities

- There has been further progress with Neighbourhood Plans: the revised Blandford+ plan has been published for consultation; the Fontmell Magna plan was made in November; Pimperne, Hazelbury Bryan and Sturminster Newton are all going to referendum in the new year; and Askerswill's plan will be made in January.
- The 'Working With You' action plans for the more deprived areas of Weymouth & Portland have been updated in 2018 and continue to be implemented and similar community capacity-building work is also being carried out in the Skilling and Court Orchard areas of Bridport.

Improving Quality of Life

- Implementation of the Dorset and Cranborne Chase AONB Management Plans is continuing; reviews of both plans (as required every five years) are taking place and these are due to be brought to the councils for adoption prior to April. The AONB Partnership Boards are responding to the 'Glover Review' of protected landscape designations that is currently under way.

Future Issues

The revised National Planning Policy Framework was published in July and is being taken into account in the emerging local plan reviews. The revised document introduces a new standard methodology for determining housing requirements and a housing 'delivery test' in addition to the current requirement for a five-year supply of land for housing. The first Housing Delivery Test results are due to be published by Government very shortly.

The introduction of the housing delivery test will increase the risk of local planning policies needing to be regarded as 'out of date' and given less weight in planning decisions.. Currently none of the three councils has a five year housing land supply.

There is also a new requirement for 'statements of common ground' to be prepared by groups of local planning authorities to demonstrate cooperation: the first one for Dorset has been developed jointly by the Dorset authorities working together through the Strategic Planning Forum, and has been considered by committees in December.

Decisions about how local plans are to be taken forward by the new council will be critical, and work on resource planning is taking place.

Key risk areas

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

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

Inadequate development land supply				
CURRENT SCORE		Planned risk reduction initiatives	TARGET SCORE	
Impact	4		Five year land supply is monitored annually and falling below target is always a risk if development sites fail to come forward. If we are without a five-year supply (or, in future, if our record of housing delivery is below standard) then decisions must be based on national policy and we will have less local control. This will potentially increase the supply. In the longer term the local plan reviews provide an opportunity to increase supply. We are also taking a proactive approach to increasing delivery through the 'Accelerating Home Building' programmes agreed by all three councils.	Impact
Likelihood	5	Likelihood		2
Risk Score	20	Risk Score		8
Risk Rating	VERY HIGH		Risk Rating	MEDIUM

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 Richard Nickinson (Economic Development)

Revenue summary (Excluding Harbour budget & prediction)

Subjective analysis	Full Year Current Budget 2018/19 (£)	Comments / actions
Employees	535,207	<p>Economic Regeneration – Favourable variance expected on salary costs but this will off set the small adverse on Transport. Development Promotion will be on budget.</p> <p>Weymouth Town Centre Manager is a fixed term post, budget and function to August 2019. Any End of Year surplus is anticipated to be transferred to Weymouth Town Council.</p> <p>Leisure & Commissioning – No variances are predicted. The available budget for Weymouth Swimming Pool will be spent on the installation of car park bollards.</p> <p>Tourism & Events - Some savings on Deck Chairs as no further agency spend anticipated this FY but there will be an agreed £5k overspend for investment in new and replacement deck chairs.</p> <p>Adverse variance on Beach & Esplanade expected due to the need to cover key vacancy with agency staff. Rates are adverse as budget has never reflected the correct value of this statutory charge and the inflationary increase set by Government annually. Legal/Consultancy costs will be adverse as legal charges/consultancy costs incurred resulting from court action. However, there is a favourable variance expected on income largely due to invoicing this FY for RPI that had not been done in previous years.</p> <p>Rates on Advertising Drums will be adverse, maintenance is also expected to be adverse as they require bespoke components to be manufactured when damaged by weather and public. Income is likely to be approximately £19k adverse but it is planned to offset some of this adverse variance with savings made elsewhere in the ELT budgets.</p> <p>Supplies & services for Tourism & Development is expected to be favourable, and within Festivals and Events there will be a saving on agency because Easter 2018 (March 18) was in the 2017/18 FY. It is predicted that income will be adverse as some event organisers did not run events in 2018/19 that have run in previous years.</p> <p>A small saving is predicted on Visitor Information but this will help offset the adverse on Advertising Drums.</p>
Premises	84,806	
Transport	2,417	
Supplies & Services	539,311	
Income	(463,268)	
Net expenditure	698,473	
Q3 Predicted variance	14,633 (F)	
Q2 Predicted variance	900(A)	
Q1 Predicted variance	20,500(A)	

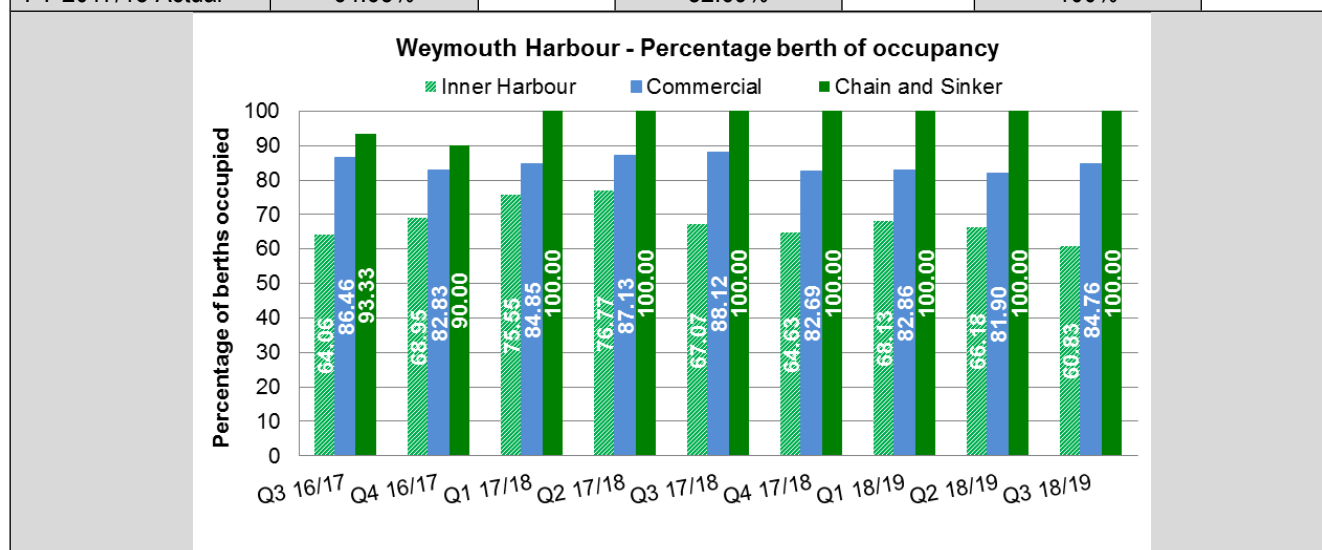
Revenue summary (Weymouth Harbour) – Reference only

Subjective analysis	Full Year Current Budget 2018/19 (£)	Comments / actions
Employees	416,519	<p>An expected pay award was built into the salary budget but the pay award was higher than expected for positions that fall within the lower end of the Partnerships payscale, for the harbour this includes all seasonal staff. NI and Pension costs are expected to be lower than the original budget expectation. There are increased costs regarding some Legal expenses and rates assessments.</p> <p>Costs for Insurance are expected to be under budget.</p> <p>There is increased income in the following areas: continued efforts to recharge all end users for energy, increased number of visiting fishing vessels, increased income from the Slipway, Commercial Area being used for refurbishment works on the Lifeboat pontoon.</p> <p>The following also applies: budget expectations not likely to be met for visiting yachts as the number of visitors is slightly down on previous years, occupancy rates at the Marina are lower than in previous years.</p>
Premises	256,349	
Transport	1,094	
Supplies & Services	156,502	
Income	(1,171,957)	
Net expenditure	(341,493)	
Q3 Predicted variance	45,017 (A)	
Q2 Predicted variance	59,510(A)	
Q1 Predicted variance	0	

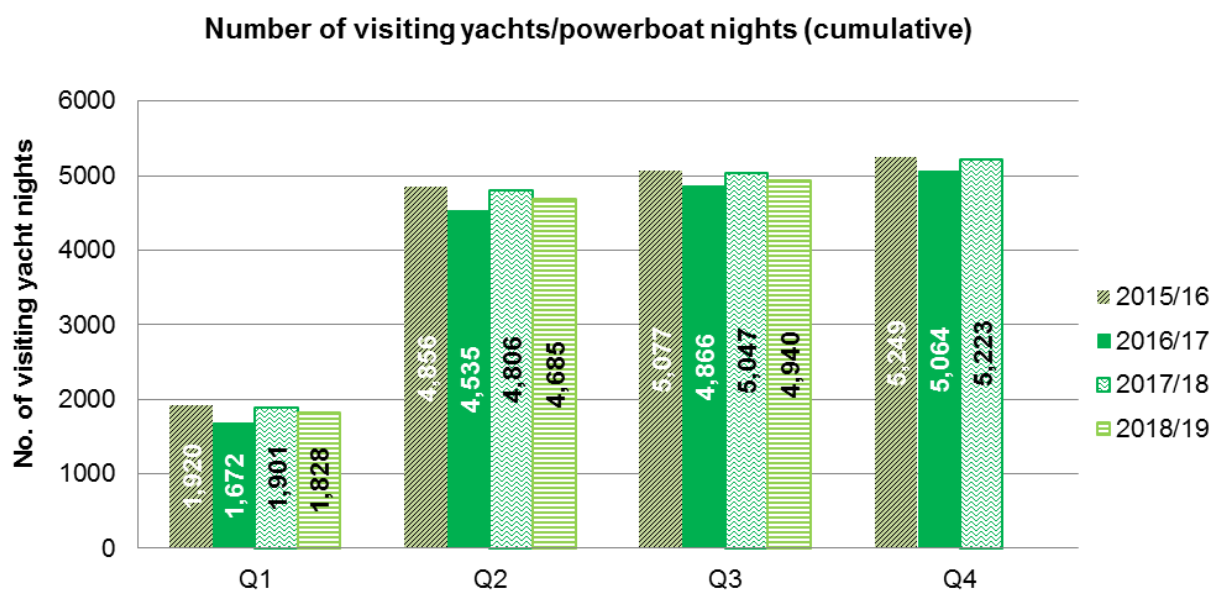
Key performance data

Exception Report from Head of Service
<p>Weymouth harbour Slow start to the season – berth occupancy and number of visiting boats lower than usual.</p> <p>Visit Dorset Website continues to perform well - a partnership involving 6 councils and approximately 500 businesses.</p>

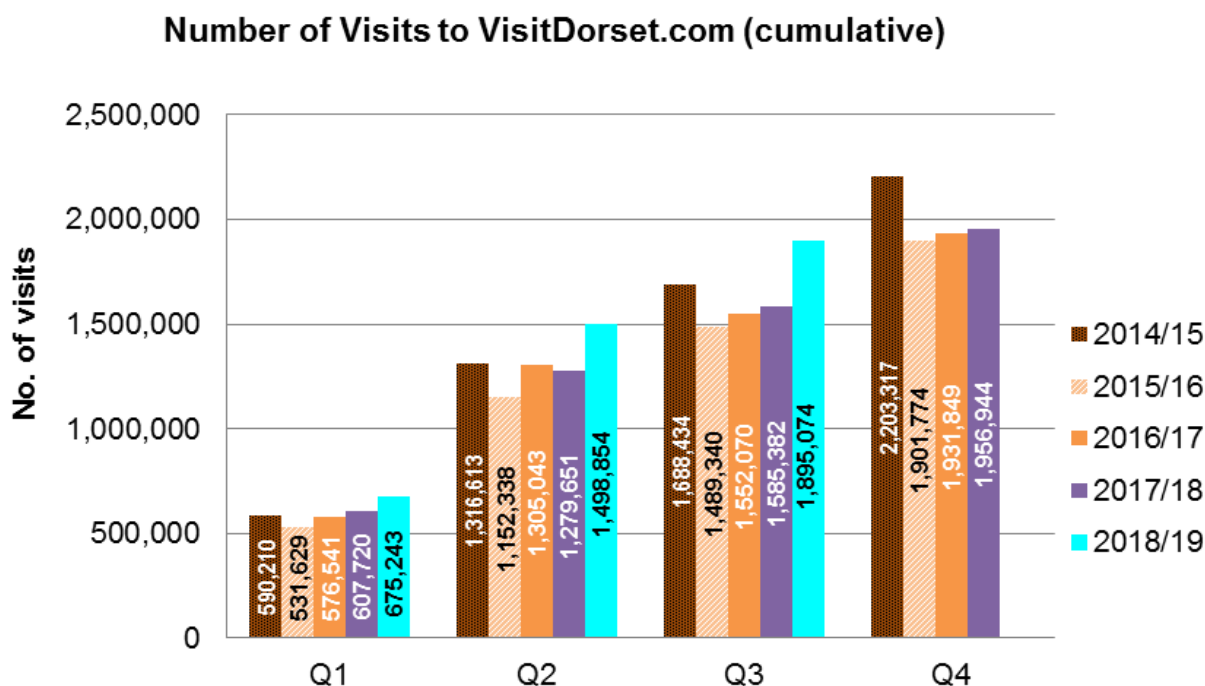
Weymouth Harbour - Percentage of berth occupancy				Aim	↑
Corporate Plan Priority: Building a Stronger Local Economy					
Authority	Weymouth & Portland				
Type of Berth	Inner Harbour Marinas	Commercial Berths	Chain and Sinker Moorings		
Q3 2018/19 Actual	61%	85%	100%		
Q3 2018/19 Target	80%	80%	80%		
FY 2018/19 Target	80%	80%	80%		
FY 2017/18 Actual	64.63%	82.69%	100%		



Number of visiting yachts/powerboat nights (cumulative)		Aim	↑
Corporate Plan Priority: Building a Stronger Local Economy			
Authority	Weymouth & Portland		
Q3 2018/19 Actual	4,940		
FY 2017/18 Actual	5,223		



Number of visits to VisitDorset.com (cumulative)		Aim	↑
Corporate Plan Priority: Building a Stronger Local Economy			
Authority	Dorset Council's Partnership (DCP)		
Q3 2018/19 Actual	1,895,074		
Q3 2018/19 Target	1,550,000		
FY 2018/19 Target	2,000,000		
FY 2017/18 Actual	1,956,944		



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 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.

Thriving and Inclusive Communities

- Sports centre management arrangements under review in partnership with other Dorset Councils.
- Improvements carried out at Dorchester Sports Centre by operator 1610
- Museum development projects supported in Dorchester. Support being given to support Weymouth Museum.
- Weymouth Seafront and Esplanade service continues to achieve national and European recognition for the management and maintenance of the seafront and received the 2018 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 – application for Purple Flag accreditation successful, signing project being prepared.
- Work has started on an extension to Lyme Regis harbour office.

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 – Sarah Cairns

(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 2018/19 (£)	Comments / actions
Employees	835,828	<p>Hotels: Spending on planned maintenance works stalled due to a vacancy but a Surveyor now recruited to work specifically in this area and planned maintenance works budget is expected to be spent in the financial year</p> <p>Commercial Assets: Rental income expected to exceed budget and could be uncommitted maintenance budget at end of year, likely to spend £15,000 for Sand Modeller Display repairs.</p> <p>Commercial Road: Security costs likely to be £40k this. Also additional £7,800 rates liability.</p> <p>Market: Change in rental contract will result in less income.</p> <p>Beach Bungalows and Chalets: More income than budgeted and additional rates rebate received resulting in favourable variance.</p> <p>Public Conveniences: Additional planned maintenance works taking place prior to transfer to the town council - an additional £25,000 expenditure. Rent costs likely to be incurred on temporary toilets on the Esplanade although partially offset by rates savings.</p> <p>Crookhill Depot: Saving in rates costs partially offset by additional spend on maintenance. Agreed to write off a rental invoice to DWP (£79,000 A).</p> <p>Property Services Staff: Likely to overspend on staff and agency costs though has reduced significantly. Use of agency staff likely to cease as posts are now filled.</p> <p>Operational Assets: Costs likely to be spent on North Quay £96,500 on rates and £40,000 on premises security. Additional maintenance requirement will result in reduced security costs.</p> <p>Car Parks: Increased use of car parks will result in a large favourable variance though this is unlikely to be as high as originally thought in previous quarter.</p> <p>Peninsula Development overspend will be addressed from Capital Fund. Otherwise Engineering Infrastructure will be on track as spending on projects is increased in Q4.</p>
Premises	2,111,484	
Transport	37,099	
Supplies & Services	306,341	
Income	(4,200,076)	
Net expenditure	(909,324)	
Q3 Predicted variance	75,750 (A)	
Q2 Predicted variance	182,599(F)	
Q1 Predicted variance	94,330(F)	

Key performance data

Exception Report from Head of Service

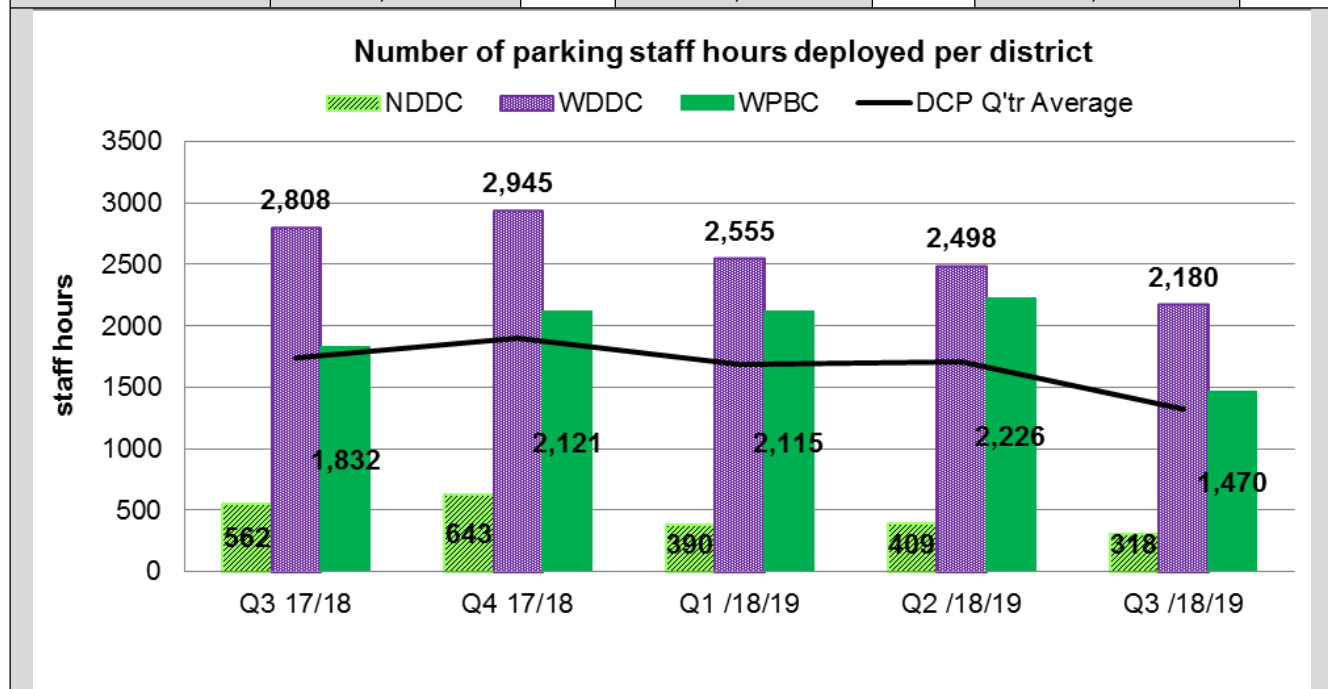
Parking

There have been several episodes of sickness absence within the enforcement team during quarter 3. We have reduced the required hours to accommodate the Christmas Parking concessions in the different areas.

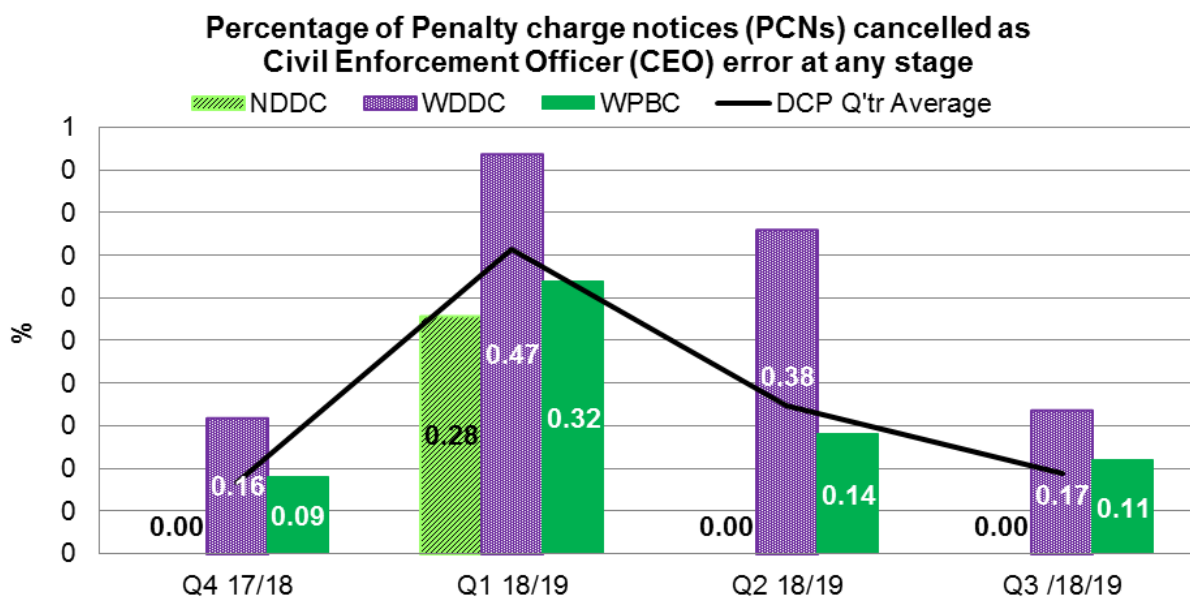
We have successfully recruited two parking appeals officers who started at the beginning of December. This has had a positive effect on our response times to informal challenges however the extended Christmas break lead to a number of challenges being answered slightly in excess of the 10 day target.

Parking

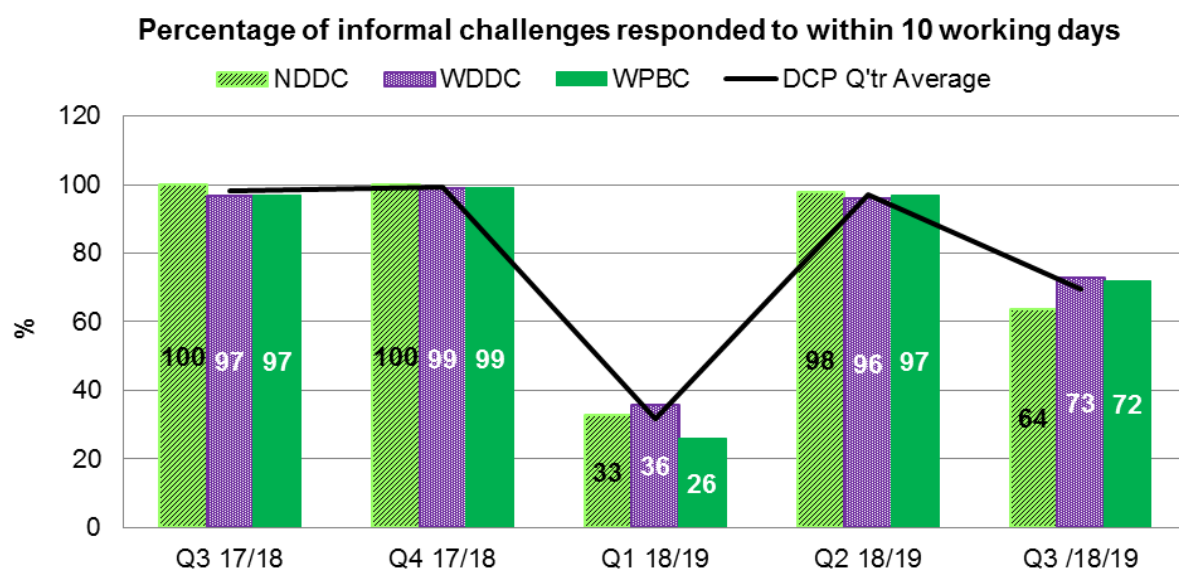
Number of parking staff hours deployed across the district					Aim	↑
Corporate Plan Priority: Developing Successful Partnerships						
Authority	North Dorset		West Dorset		Weymouth & Portland	
Q3 2018/19 Actual	318	✘	2,180	✘	1,470	✘
Q3 2018/19 Target	473		2,335		1,613	
FY 2018/19 Target	2,200		11,300		7,300	
FY 2017/18 Actual	2,200		11,300		7,300	



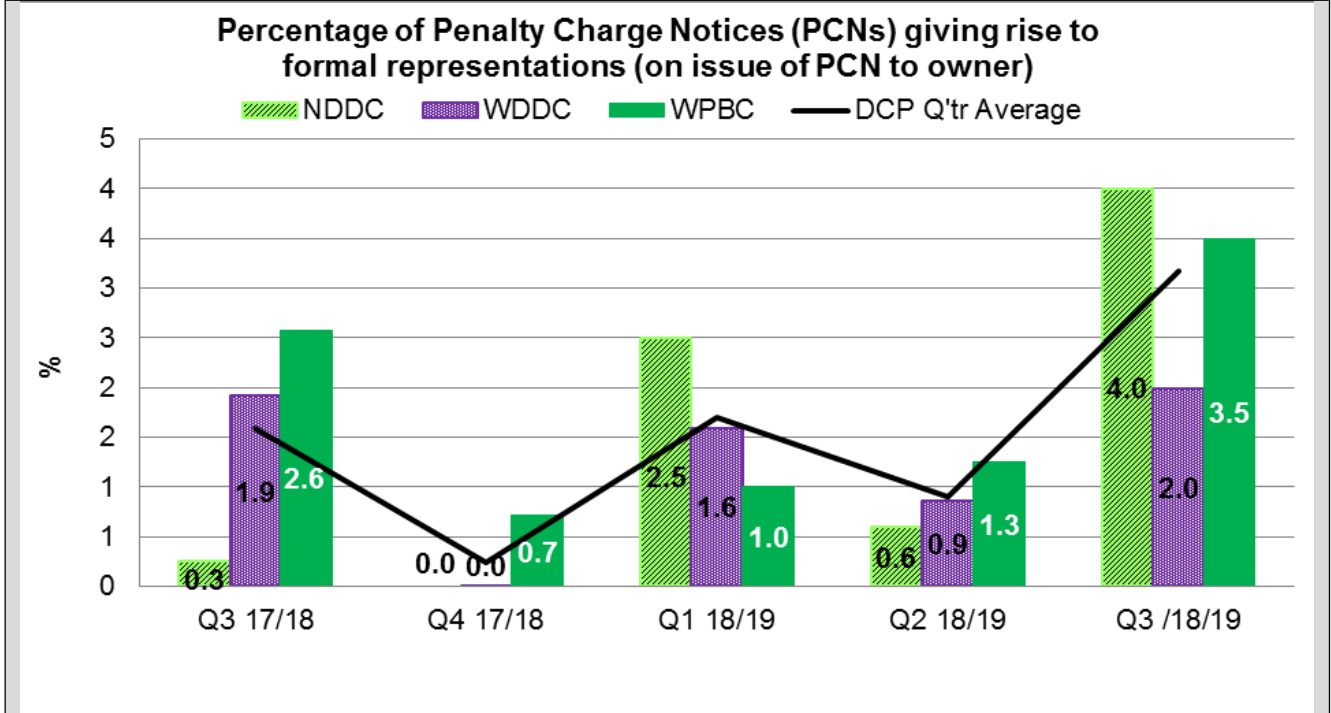
Percentage of penalty charge notices cancelled as Civil Enforcement Officer error at any stage					Aim	↓
Corporate Plan Priority: Developing Successful Partnerships						
Authority	North Dorset		West Dorset		Weymouth & Portland	
Q3 2018/19 Actual	0%	✔	0.17%	✔	0.11%	✔
Q3 2018/19 Target	1%		1%		1%	
FY 2018/19 Target	1%		1%		1%	
FY 2017/18 Actual	0.72%		0.37%		0.40%	



Percentage of informal challenges responded to within 10 working days					Aim	↑
Corporate Plan Priority: Developing Successful Partnerships						
Authority	North Dorset		West Dorset		Weymouth & Portland	
Q3 2018/19 Actual	64%	✘	73%	⚠	72%	⚠
Q3 2018/19 Target	75%		75%		75%	
FY 2018/19 Target	75%		75%		75%	
FY 2017/18 Actual	63%		62%		64%	



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		
Q3 2018/19 Actual	4%	✔	2%	✔	3.5%	✔	
Q3 2018/19 Target	5%		5%		5%		
FY 2018/19 Target	5%		5%		5%		
FY 2017/18 Actual	0.90%		1.77%		2.17%		



Service Plan Update

A Stronger Local Economy

The Peninsula development submitted an outline planning application in May 2018 – this work involves the preparation of layout designs and consultation with key stakeholders. As the sale of North Quay 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. Resurfacing of car parks in West Bay is now complete. The works to the Lyme Regis harbour masters office have been tendered with the chosen contractor mobilising.

Thriving and Inclusive Communities

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. Works at Verne Common to introduce grazing by goats took 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. Repairs to Wall D in Weymouth Harbour are awaiting planning decision.

Developing Successful Partnerships

The generator from Nordon has been moved to Crookhill as part of our business continuity planning and live testing took place successfully in September. 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.

Key risk areas

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

Very High Risks	0
High Risks	0
Medium Risks	8
Low Risks	5

Democratic Services & Elections

Corporate Manager – Jacqui Andrews

(Democratic Support, Electoral Registration & Elections)

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

Revenue summary

Subjective analysis	Full Year Current Budget 2018/19 (£)	Comments / actions
Employees	189,915	<p>Democratic Services: Overspend of £13,473 due to Weymouth Community Governance Review. Overspend on various staff budgets, including staff training. Overspend on hire of Weymouth Pavilion for the Planning Committee but offset by saving on printing due to paperless meetings.</p> <p>Elector Services: Whilst there is no intention to recruit to the vacant Electoral Services Manager post, it is the intention to appoint a Casual Business Support Officer to assist in the preparations for the May 2019 Elections. This post will be filled from 1 March 2019. It is difficult to estimate future printing and postage costs but the figures have been based on a typical period and are predicting an overspend. If a snap Parliamentary Election or National Referendum is called this will be significantly higher.</p> <p>Parliamentary Elections is under budget as Electoral Claims Unit paid more than what was accrued.</p> <p>Member Services: Overspend on national insurance and also on member allowances due to increase in SRA's. Additional meetings resulted in overspend on car allowances.</p> <p>Overspend on Mayors Budget for purchase of Honorary Aldermen badges, however this is offset by savings on advertising and public transport due to reduction in use of taxis for mayoral transport.</p>
Transport	11,036	
Supplies & Services	380,699	
Income	(23,083)	
Net expenditure	558,567	
Q3 Predicted variance	28,230 (A)	
Q2 Predicted variance	17,800(A)	
Q1 Predicted variance	4,751(A)	

Key performance data

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

Service Plan Update

- With the creation of the new Dorset Council, it has been decided that it will not be mandatory for all report-writing officers to be trained to use the ModGov workflow process. However, training will be made available for those officers that wish to use the workflow that assists with report clearance and scheduling processes.
- Promoting digital electoral registration – the Team has promoted digital electoral registration in all communications with residents and included an incentive with the annual canvass to encourage a digital response. The annual canvass is now complete with return rates as follows: North Dorset District Council 95.96%, West Dorset District Council 94.45% and Weymouth & Portland Borough Council 93.05%.

Future Issues

Together with all other Services, the Team will be involved in the work to achieve successful local government reorganisation. To date, the Team has been involved in preparing a submission to the Local Government Boundary Commission for England in respect of the Boundary Review being undertaken by them establishing Wards for the new Unitary Councils. The Team has also been involved in the administration of the Shadow Dorset Council and Shadow Executive meetings, and is currently involved in preparation for the Elections in May 2019 and developing a governance structure for the new Dorset Council.

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 2018/19 (£)	Comments / actions
Employees	229,101	There may be a small saving on salaries at year end, but current underspends on corporate training and workforce development are likely to increase and the majority of these budgets are predicted to be spent at year end.
Transport	1,707	
Supplies & Services	24,074	
Net expenditure	254,882	
Q3 Predicted variance	0	
Q2 Predicted variance	0	
Q1 Predicted variance	0	

Key performance data

Exception Report from Head of Service
<p>The average FTE figure is based on a comparison of data supplied for the ONS quarterly surveys as at March 2018 and December 2018. The Q3 figure of 5.79 days per FTE employee compares with a corresponding figure of 5.17 days for last year.</p> <p>Total days lost for the period was 1,236 (800 days in Q3 last year).</p> <p>The number of absence periods was 303 (245 last year).</p> <p>Long term absence amounted to 34% of all absence (50% last year).</p> <p>14 employees had a long term absence (16 last year). As at the end of Q3, 4 had fully returned, 2 were on phased returns, 6 were still off work and 2 had left their employment.</p>

Average number of working days lost to sickness per employee (cumulative)		Aim	↓																									
Corporate Plan Priority: Developing Successful Partnerships																												
Authority	Dorset Council's Partnership (DCP)																											
Q3 2018/19 Actual	5.79 days																											
Q3 2018/19 Target	5.25 days																											
FY 2018/19 Target	7 days																											
FY 2017/18 Actual	7.23 days																											
Average number of working days lost to sickness per DCP employee (cumulative)																												
<table border="1"> <caption>Average number of working days lost to sickness per DCP employee (cumulative)</caption> <thead> <tr> <th>Quarter</th> <th>2015/16</th> <th>2016/17</th> <th>2017/18</th> <th>2018/19</th> </tr> </thead> <tbody> <tr> <td>Q1</td> <td>1.47</td> <td>1.78</td> <td>1.80</td> <td>1.55</td> </tr> <tr> <td>Q2</td> <td>3.48</td> <td>3.46</td> <td>3.71</td> <td>3.57</td> </tr> <tr> <td>Q3</td> <td>5.48</td> <td>5.32</td> <td>5.17</td> <td>5.79</td> </tr> <tr> <td>Q4</td> <td>7.72</td> <td>7.63</td> <td>7.23</td> <td></td> </tr> </tbody> </table>				Quarter	2015/16	2016/17	2017/18	2018/19	Q1	1.47	1.78	1.80	1.55	Q2	3.48	3.46	3.71	3.57	Q3	5.48	5.32	5.17	5.79	Q4	7.72	7.63	7.23	
Quarter	2015/16	2016/17	2017/18	2018/19																								
Q1	1.47	1.78	1.80	1.55																								
Q2	3.48	3.46	3.71	3.57																								
Q3	5.48	5.32	5.17	5.79																								
Q4	7.72	7.63	7.23																									

Service Plan Update

- **LGR HR & OD work stream** – members of the DCP HR team are working collaboratively with our future partner organisations on all elements of the LGR HR&OD work stream & HR&OD programme

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

HR has insufficient capacity to support DCP HR Business as usual LGR HR & OD delivery plan				
CURRENT SCORE		Planned risk reduction initiatives	TARGET SCORE	
Impact	4		Redesign HR; implement Business Partner model.	Impact
Likelihood	4	Likelihood		1
Risk Score	16	Risk Score		4
Risk Rating	HIGH	Risk Rating		LOW

Legal Services

Corporate Manager – Robert Firth

(Legal, Deputy Monitoring Officer, Land Charges)

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

Revenue summary

Subjective analysis	Full Year Current Budget 2018/19 (£)	Comments / actions
Employees	319,950	<p>Legal Services: There is currently a favourable employee cost saving due to vacancies but a locum will need to be employed to cover a further vacancy resulting in an estimated year end overspend of approximately £3,000. Additional work income is likely to be offset by various small additional operational costs. Land Charges: There is likely to be a £15,000 underspend relating to the on-going single IT project at year end. This project will roll into the following financial year. A provision might be required in the new financial year for those costs that will be incurred after the year end. Income is currently estimated to be circa £20,000 higher than originally budgeted; this will largely be offset by £15,000 of additional search fee costs. A one off additional section 31 grant receipt of £8,753 has also been received.</p>
Transport	788	
Supplies & Services	90,086	
Income	(151,714)	
Net expenditure	259,110	
Q3 Predicted variance	25,753 (F)	
Q2 Predicted variance	0	
Q1 Predicted variance	0	

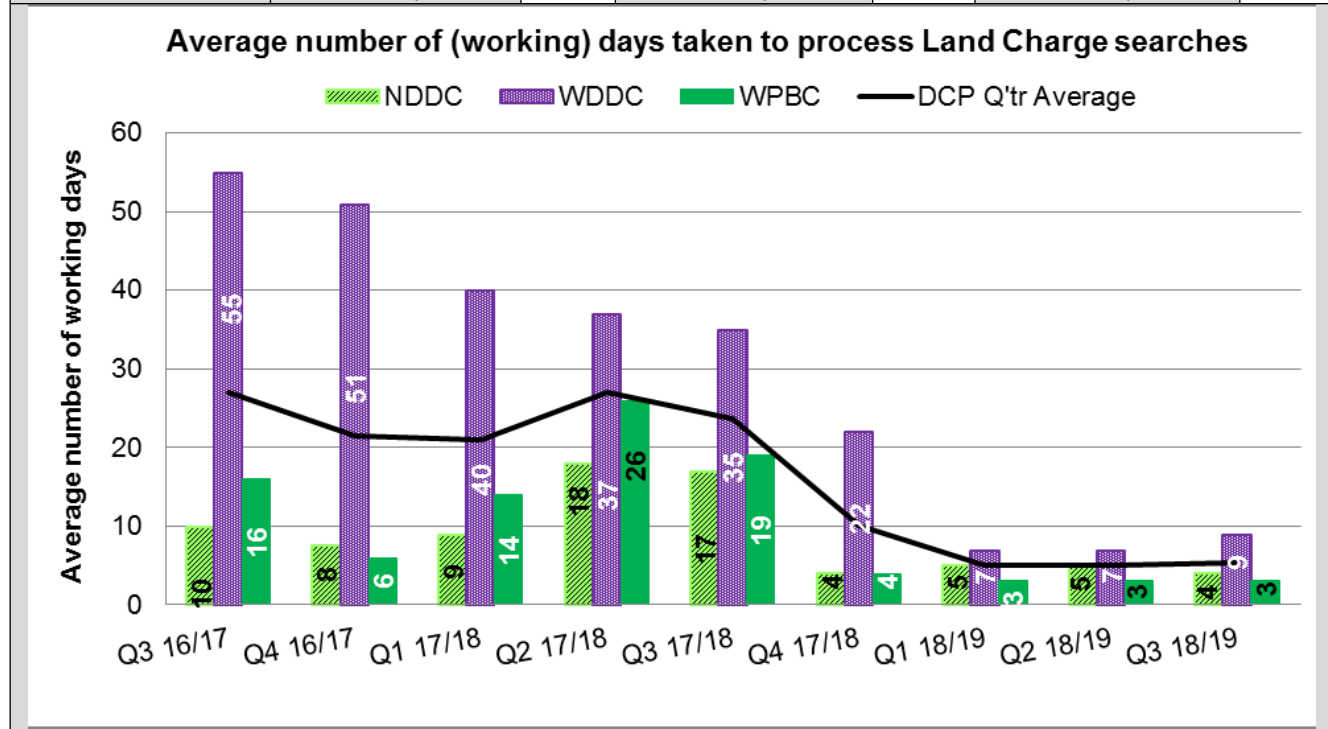
Key performance data

Exception Report from Head of Service

Targets remain on track despite unseasonably high search numbers particularly for West Dorset. Q4 figures may be adversely impacted by close down periods particularly attributable to pending IT changes.

The number of land charge searches during quarter 3 was: NDDC 354, WDDC 627, WPBC 437

Average days to process Land Charge searches (working days)					Aim	↓
Corporate Plan Priority: Developing Successful Partnerships						
Authority	North Dorset		West Dorset		Weymouth & Portland	
Q3 2018/19 Actual	4 days		9 days		3 days	
Q3 2018/19 Target	15 days		15 days		15 days	
FY 2018/19 Target	15 days		15 days		15 days	
FY 2017/18 Actual	12 days		33 days		17 days	



Service Plan Update

Maintain adequate support and assistance to the Councils' property activities

Resources remain under pressure particularly as a result of ongoing increased project work arising as a consequence of LGR. Temporary resources remain in place and if necessary consideration will have to be given to outsourcing discreet pieces of work that cannot be delivered in-house.

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 still 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. The volume of work in this area continues to increase and is impacting on capacity.

Explore opportunities to develop improving working relationships with other Councils

Various work streams 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 the Securing Dorset Council project continue to impact upon the legal service and to a lesser degree, land charges. Actions are in place that 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