

Business Review

Weymouth & Portland Borough Council

Period: **Outturn 2016/17**

Service	Actual Variance (£)	Head of Service/ Corporate Manager
Financial Services	96,432 (F)	Julie Strange
Corporate Finance	19,447 (A)	Julie Strange
Revenues & Benefits	214,002 (A)	Stuart Dawson
Business Improvement	32,407 (F)	Penny Mell
Community Protection	206,752 (F)	Graham Duggan
Housing	119,887 (F)	Clive Milone
Planning Development Management & Building Control	156,234 (A)	Jean Marshall
Community & Policy Development	36,389 (F)	Hilary Jordan
Economy, Leisure & Tourism	66,942 (F)	Nick Thornley
Assets & Infrastructure	556,562 (F)	David Brown
Democratic Services & Elections	63,424 (F)	Jacqui Andrews
Human Resources & Organisational Development	7,816 (F)	Bobbie Bragg
Legal Services	8,513 (A)	Robert Firth

Overall variance	788,413 (F)
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(F) = Favourable variance prediction

(A) = Adverse variance prediction

Financial Services

Head of Service – Julie Strange

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

Lead Brief holder – Finance & Assets

Revenue summary – Financial Services

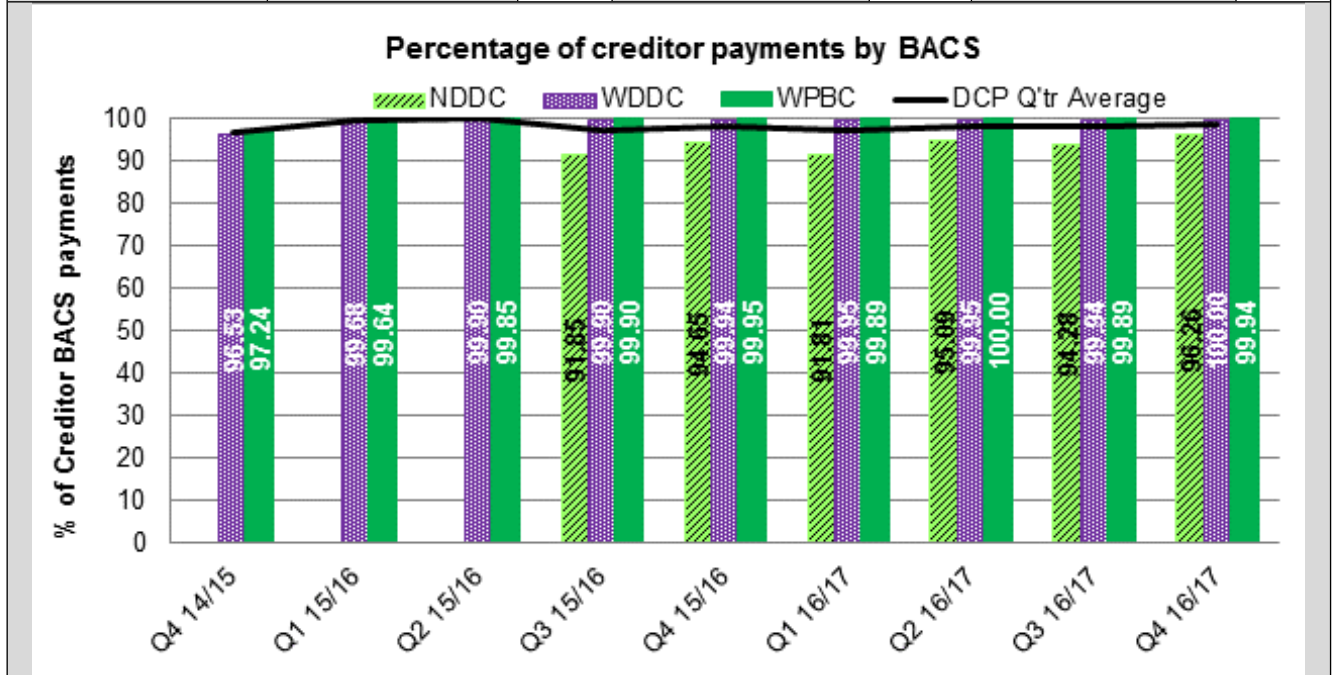
Subjective analysis	Full Year Current Budget 2016/17 (£)	Comments / actions
Employees	433,183	Staff savings achieved early in respect of the restructure of Financial Services approved as part of the 2017/18 budget setting process. Savings also achieved from Internal Audit as a result of sharing the audit days across the Partnership. These have also been built into the 2017/18 budget.
Transport	2,475	
Supplies & Services	110,425	
Income	(3,675)	
Net expenditure	542,408	
Actual variance	96,432 (F)	
Q3 Predicted variance	38,000 (F)	
Q2 Predicted variance	0	
Q1 Predicted variance	0	

Revenue summary – Corporate Finance

Subjective analysis	Full Year Current Budget 2016/17 (£)	Comments / action
Employees	1,294,312	Savings achieved earlier than planned and have been built into the 2017/18 budget, primarily restructures within Development Management and Housing Services totalling £33,000. In addition there have been savings in External Audit Fees and Bank Charges of £35,000 and savings in Treasury Management Administration costs of £20,000. A carry forward request of £116,000 has been requested for the Land Charges Data Preparation & Management Project, this takes the overall variance adverse.
Premises	18,062	
Transport	3,803	
Supplies & Services	(171,804)	
Interest	(905,382)	
Grants	(11,039,428)	
Net expenditure	(10,800,437)	
Actual variance	19,447 (A)	
Q3 Predicted variance	51,700 (F)	
Q2 Predicted variance	0	
Q1 Predicted variance	0	

Key performance data

Percentage of creditor payments by BACS					Aim	↑
Authority	North Dorset		West Dorset		Weymouth & Portland	
Q4 2016/17 Actual	96.26%	✓	100%	✓	99.94%	✓
Q4 2016/17 Target	95%		95%			
FY 2016/17 Actual	94.26%		99.96%			
FY 2016/17 Target	95%		95%			
FY 2015/16 Actual	90.62%		99.85%			

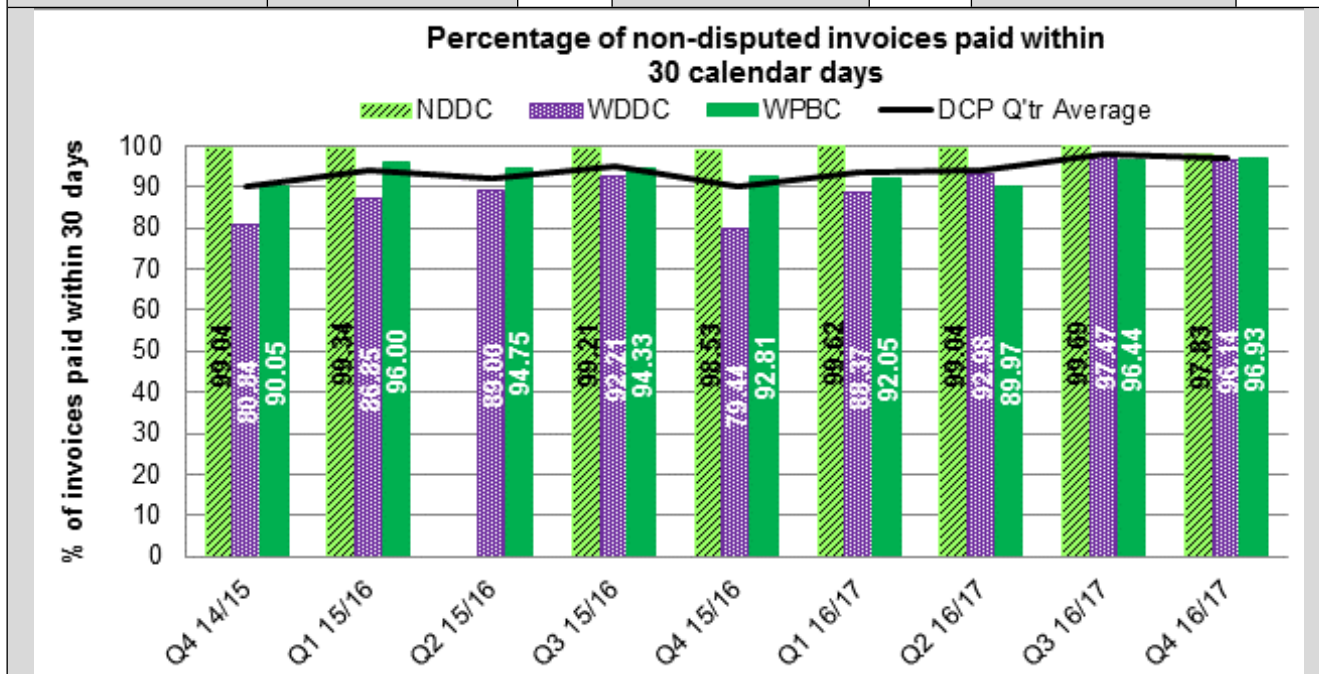


[NDDC] 643 out of the 668 creditor payments have been made by BACS during Q4.

[WDDC] 1,659 out of the 1,659 creditor payments have been made by BACS during Q4. 7,545 out of 7,548 during 2016/17.

[WPBC] 1,798 out of the 1,799 creditor payments have been made by BACS during Q4. 7,764 out of 7,769 during 2016/17.

Percentage of non-disputed invoices paid within 30 calendar days (creditor payments)			Aim	↑
Authority	North Dorset	West Dorset	Weymouth & Portland	
Q4 2016/17 Actual	97.83%	96.14%	96.93%	
Q4 2016/17 Target	95%	95%	95%	
FY 2016/17 Actual	99.04%	93.52%	93.62%	
FY 2016/17 Target	95%	95%	95%	
FY 2015/16 Actual	98.87%	87.20%	94.53%	



[NDDC] 720 out of 736 non-disputed invoices to date were paid within 30 days during Q4.

[WDDC] 1,595 out of 1,659 non-disputed invoices to date were paid within 30 days during Q4. 7,059 out of 7,548 during 2016/17.

[WPBC] 1,736 out of 1,791 non-disputed invoices to date were paid within 30 days during Q4. 7,267 out of 7,762 during 2016/17.

The Intelligent Scanning module has now been live in WDDC and WPBC since mid-February and thanks to the hard work of the Creditors team alongside council officers using the new system we are seeing continuing improvements in overall performance. Although the measure we use here is based on payments made within 30 days, there is an impressive increase in the number of payments now being made in 5 days or less. In WPBC during Jan 2017 just 19.7% of payments were made within 5 days and this rose to 45.9% in Mar 2017. In January 2017 for WDDC only 16.9% of payments were made within 5 days and this rose to 51.5% in March.

Overall General Fund predicted variances per Quarter (Favourable/Adverse)			
Authority	North Dorset	West Dorset	Weymouth & Portland
Q4 2016/17 Actual	£446,700 (F)	£255,481 (F)	£788,413 (F)
Q3 2016/17 Actual	£234,703 (F)	£234,885 (F)	£230,565 (F)
Q2 2016/17 Actual	£373,136 (F)	£410,068 (F)	£20,442 (F)
Q1 2016/17 Actual	£121,779 (F)	£80,234 (F)	£101,607 (A)

Key risk areas

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

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

Revenues & Benefits

Head of Service – Stuart Dawson

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

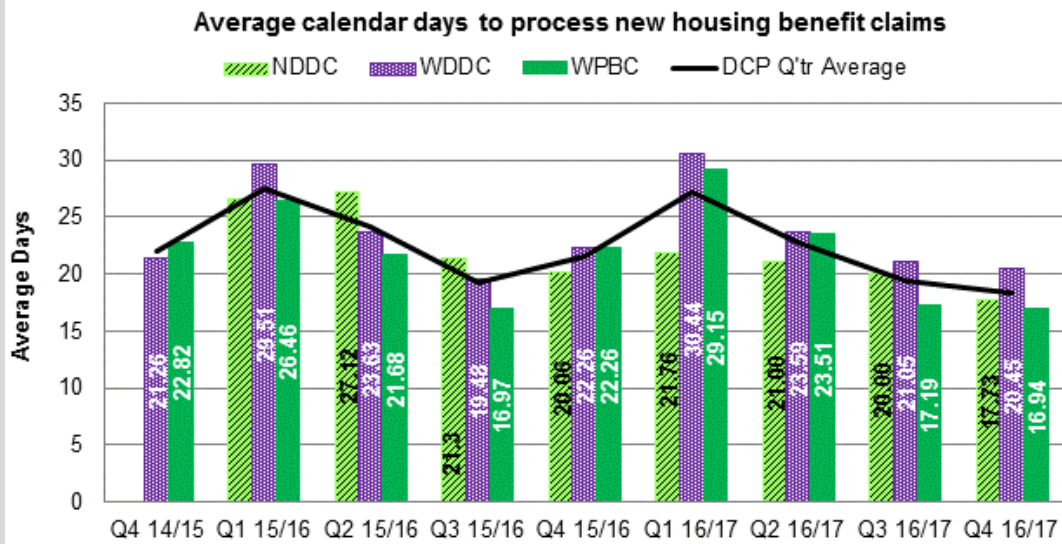
Lead Brief holder – Finance and Assets

Revenue summary

Subjective analysis	Full Year Current Budget 2016/17 (£)	Comments / actions
Employees	862,189	The outturn has been affected by a significant improvement in benefit overpayment recovery in quarter 4, however an increase in the bad debt provision has led to the overall adverse variance.
Transport	100	
Supplies & Services	430,138	
Payments to clients	30,620,000	
Income	(31,759,959)	
Net expenditure	152,468	
Actual variance	214,002 (A)	
Q3 Predicted variance	54,592 (A)	
Q2 Predicted variance	45,000 (A)	
Q1 Predicted variance	56,411 (A)	

Key performance data

Average calendar days to process new housing benefit claims					Aim	↓
Authority	North Dorset		West Dorset		Weymouth & Portland	
Q4 2016/17 Actual	17.73 days		20.45 days		16.94 days	
Q4 2016/17 Target	19 days		18 days		18 days	
FY 2016/17 Actual	19.76 days		23.70 days		21.62 days	
FY 2016/17 Target	19 days		18 days		18 days	
FY 2015/16 Actual	23.50 days		23.84 days		21.91 days	



[NDDC] 464 new claims were processed during this period. 1,785 new claims were processed in 35,272 days during 2016/17 equating to an average of 19.76 days per new claim. Benefits performance has continued to improve throughout the year building upon the improvement seen at the end of 15/16 when time taken to process new claims had improved to 21 for March of 15/16 across SVPP. Resource was allocated by board to support vacancies, absence and maternity cover in the form of Capita Off-site processing to maintain and improve service delivery.

[WDDC] 348 new Housing Benefit claims were processed during this period. 1,359 new claims were processed in 32,211 days during 2016/17 equating to an average of 23.70 days per new claim.

[WPBC] 429 new Housing Benefit claims were processed during this period. 1,537 new claims were processed in 33,228 days during 2016/17 equating to an average of 21.62 days per new claim.

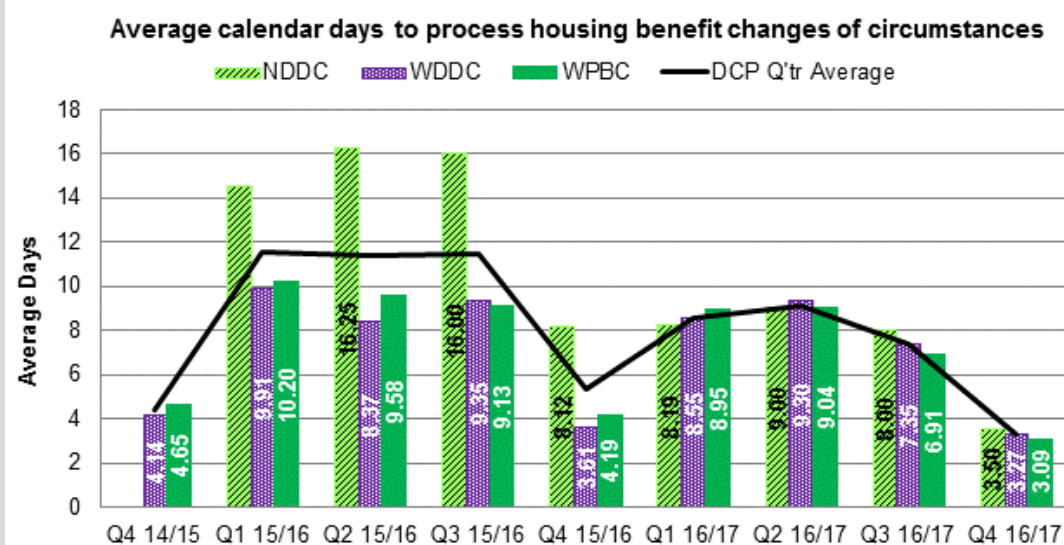
As a result of a number of factors, a backlog of work developed in Q1. A recovery plan was subsequently designed and implemented which has led to ongoing improvements in Q2-Q4.

Unlike many other Council services, the indicator for the processing of benefit claims and change events measures the time taken from the date the claim or change event is received, irrespective of whether it is complete. The benefit application form used by the partnership has been designed to Plain English Campaign standards and clearly states the information and evidence which is required. However, the majority of new claims received are incomplete at first point of contact as they do not have the required evidence included necessary to process them.

Notwithstanding the fact that the customer is promptly notified to provide any missing information it can, in some cases, still take the customer a number of months to provide the information.

Some Councils have decided to “defect” an application if the customer fails to provide all necessary information within one month of the claim. However, the partnership recognises that a number of its customers may not be able provide the information promptly. In order to help ensure that the customer is not penalised the partnership will look to give them every opportunity to provide the information. A number of new initiatives have been implemented which should help, in the future, increase the number of complete claims received and also reduce the time it takes for customers to provide additional information required.

Average calendar days to process housing benefit changes of circumstances			Aim	↓
Authority	North Dorset	West Dorset	Weymouth & Portland	
Q4 2016/17 Actual	3.50 days	3.27 days	3.09 days	
Q4 2016/17 Target	10 days	7 days	7 days	
FY 2016/17 Actual	7.06 days	6.24 days	6.29 days	
FY 2016/17 Target	10 days	7 days	7 days	
FY 2015/16 Actual	13.06 days	6.82 days	7.38 days	



[NDDC] 6,014 change of circumstances were processed during this Q4. 17,502 changes were processed in 123,564 days during 2016/17 equating to an average of 7.06 calendar days per change of circumstance.

Similarly to new claims although the F/Y actual for NDDC was 13.06 performance had improved with changes being processed in 7.79 days in April '16, this trend has continued as the Partnership has stabilised for a F/Y actual of 7.06 days.

[WDDC] 8,203 Housing Benefit change of circumstances were processed during Q4. 18,857 changes were processed in 117,604 days during 2016/7 equating to an average of 6.24 calendar days per change of circumstance.

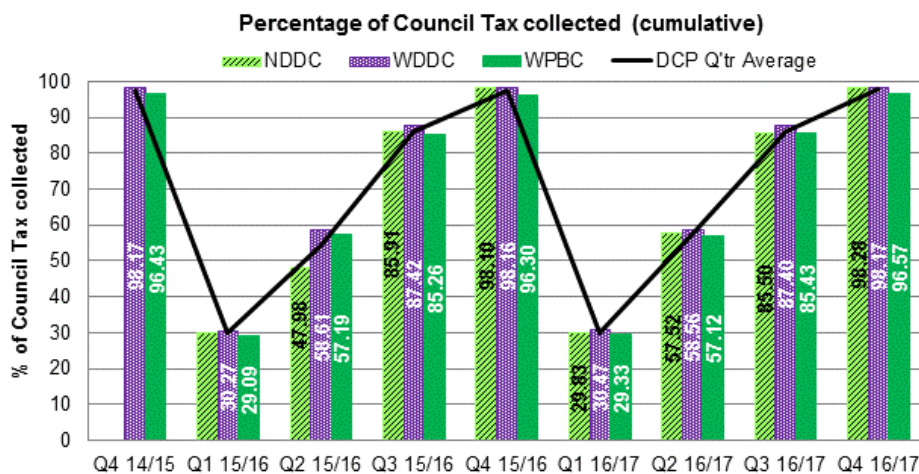
[WPBC] 8,516 Housing Benefit change of circumstances were processed during this Q4. 20,942 changes were processed in 131,746 days during 2016/7 equating to an average of 6.29 calendar days per change of circumstance.

As a result of a number of factors, a backlog of work developed in Q1. A recovery plan was subsequently designed and implemented which has led to ongoing improvements in Q2-Q4.

Unlike in the case of new benefit claims, most changes in circumstances are received fully complete at the first point of contact.

Number of Housing Benefit New Claims and Changes			
Authority	North Dorset	West Dorset	Weymouth & Portland
Q4 2016/17 Actual	6,478	8,551	8,945
Q3 2016/17 Actual	3,606	2,834	3,396
Q2 2016/17 Actual	4,508	4,047	4,714
Q1 2016/17 Actual	2,494	4,770	5,420
Q4 2015/16 Actual	n/a	7,965	8,246
Q3 2015/16 Actual	n/a	3,083	3,432
Q2 2015/16 Actual	n/a	3,814	4,118

Percentage of Council Tax collected (cumulative)					Aim	↑
Authority	North Dorset		West Dorset		Weymouth & Portland	
FY 2016/17 Actual	98.28%	✓	98.17%	✓	96.57%	
FY 2016/17 Target	98.10%		98.16%		96.30%	
FY 2015/16 Actual	98.10%		98.16%		96.30%	



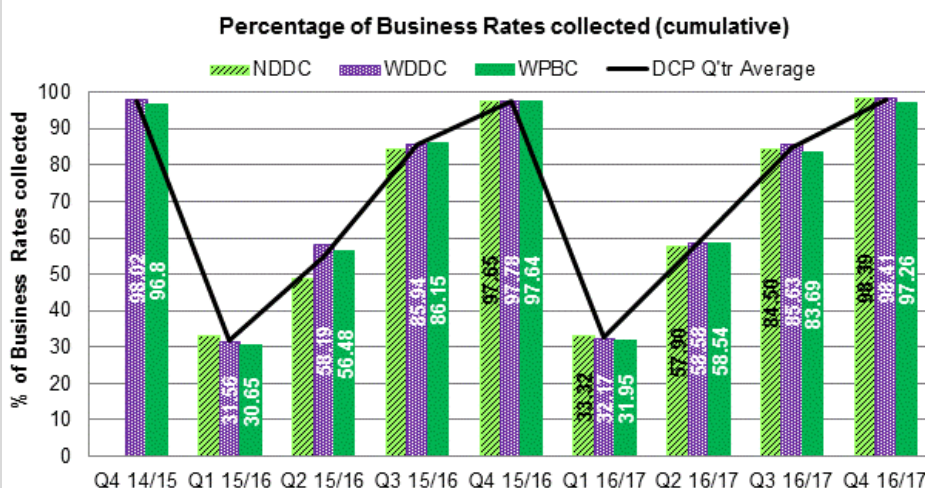
[NDDC] £45,257,978 collected out of £46,050,013 as at 31/03/17.

[WDDC] £71,905,037 collected out of £73,246,626 as at 31/03/17.

[WPBC] £37,483,240 collected out of £38,812,760 as at 31/03/17.

Collection has been affected by a number of factors including that customers are now able to spread instalments over 12, rather than 10 months. In a number of these cases, payment of the March instalment may not be received until after year end. Please note this KPI is cumulative throughout the year.

Percentage of Business Rates collected (cumulative)					Aim	↑
Authority	North Dorset		West Dorset		Weymouth & Portland	
FY 2016/17 Actual	98.39%	✓	98.41%	✓	97.26%	
FY 2016/17 Target	97.65%		97.78%		97.64%	
FY 2015/16 Actual	97.65%		97.78%		97.64%	



[NDDC] £14,252,115 collected out of £14,484,828 as at 31/03/17.

[WDDC] £31,352,635 collected out of £31,858,852 as at 31/03/17.

[WPBC] £17,839,406 collected out of £18,342,029 as at 31/03/17.

Collection has been affected by a number of factors including that customers are now able to spread instalments over 12, rather than 10 months. In a number of these cases, payment of the March instalment may not be received until after year end. Please note this KPI is cumulative throughout the year.

Key risk areas

6 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)

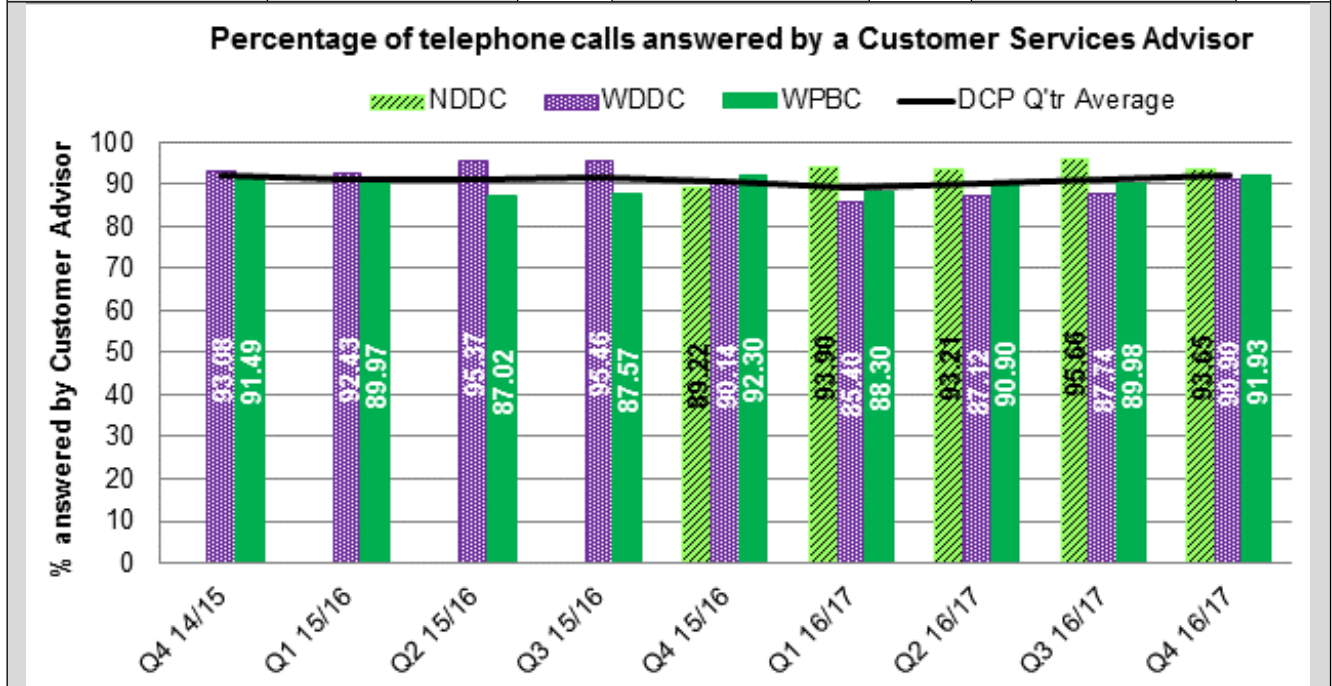
Lead Brief holders – **Corporate Affairs and Continuous Improvement, Social Inclusion**

Revenue summary

Subjective analysis	Full Year Current Budget 2016/17 (£)	Comments / actions
Employees	760,223	The end of year underspend is attributable to a number of factors. These include: staff vacancies which have occurred throughout the year; work within the communications service to reduce costs as agreed through the service review process and continued work within IT to rationalise IT systems and contracts thus gradually reducing spend. This underspend within IT was considered as part of the 2017/18 budget setting round and a savings target has been agreed for 2017/18 which reflects this.
Premises	7,272	
Transport	3,558	
Supplies & Services	757,305	
Income	(84,941)	
Net expenditure	1,443,417	
Actual variance	32,407 (F)	
Q3 Predicted variance	64,535 (F)	
Q2 Predicted variance	10,000 (F)	
Q1 Predicted variance	10,000 (F)	

Key performance data

Percentage of telephone calls answered by a Customer Services Advisor					Aim	↑
Authority	North Dorset		West Dorset		Weymouth & Portland	
Q4 2016/17 Actual	94%	✓	91%	⚠	92%	✓
Q4 2016/17 Target	92%		92%		92%	
FY 2016/17 Actual	94%		88%		90%	
FY 2016/17 Target	92%		92%		92%	
FY 2015/16 Actual	n/a		93.32%		89.05%	



[NDDC] 3,879 out of the 4,142 calls made were answered by a Customer Advisor during Q4. 16,206 out of 17,237 during 2016/17.

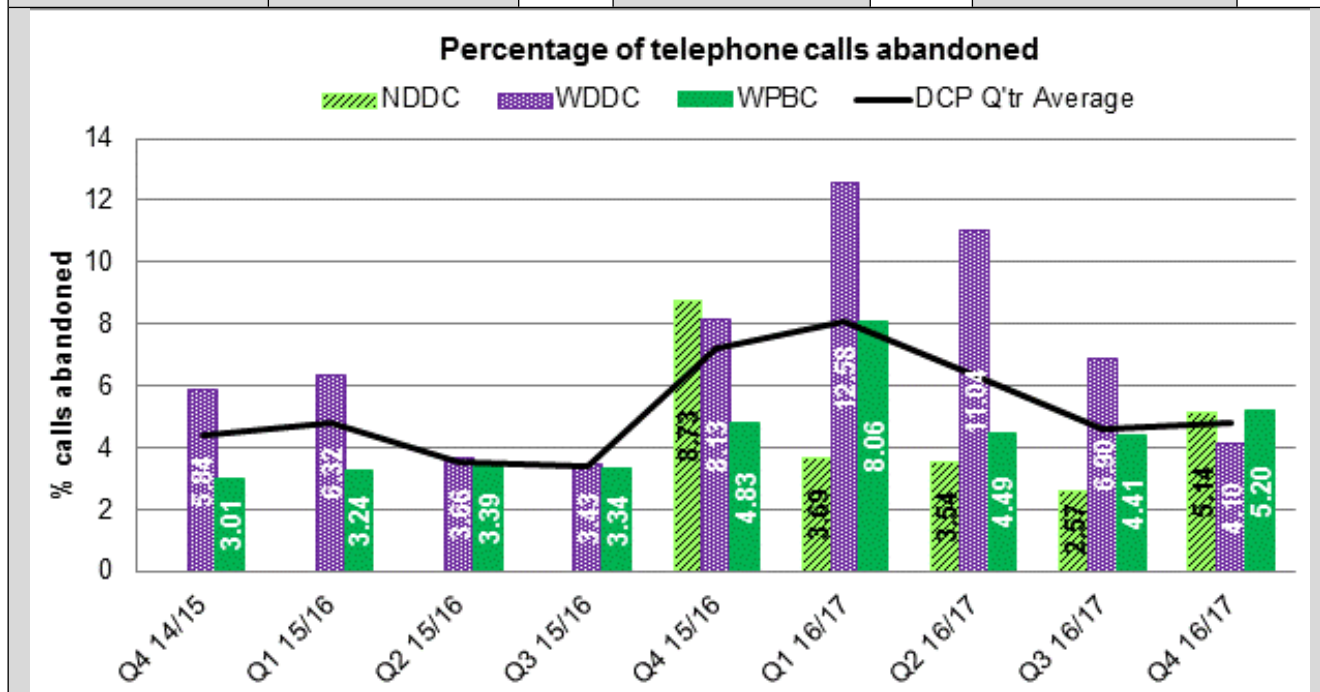
[WDDC] 7,466 out of the 8,213 calls made were answered by a Customer Advisor during Q4. 34,593 out of 39,546 during 2016/17.

[WPBC] 7,943 out of the 8,640 calls made were answered by a Customer Advisor during Q4. 34,238 out of 37,982 during 2016/17.

[WPBC/WDDC] The average speed at which calls are answered remains good at 24 seconds for West Dorset and Weymouth and Portland.

[NDDC] The average speed at which calls are answered remains good at 21 seconds for North Dorset.

Percentage of telephone calls abandoned			Aim	↓
Authority	North Dorset	West Dorset	Weymouth & Portland	
Q4 2016/17 Actual	5%	4%	5%	✓
Q4 2016/17 Target	6%	6%	6%	
FY 2016/17 Actual	4%	9%	6%	
FY 2016/17 Target	6%	6%	6%	
FY 2015/16 Actual	n/a	5.43%	3.57%	



[NDDC] 213 out of the 4,142 calls made were abandoned during Q4. 650 out of 17,237 during 2016/17.

[WDDC] 337 out of the 8,213 calls made were abandoned during Q4. 3,666 out of 39,546 during 2016/17.

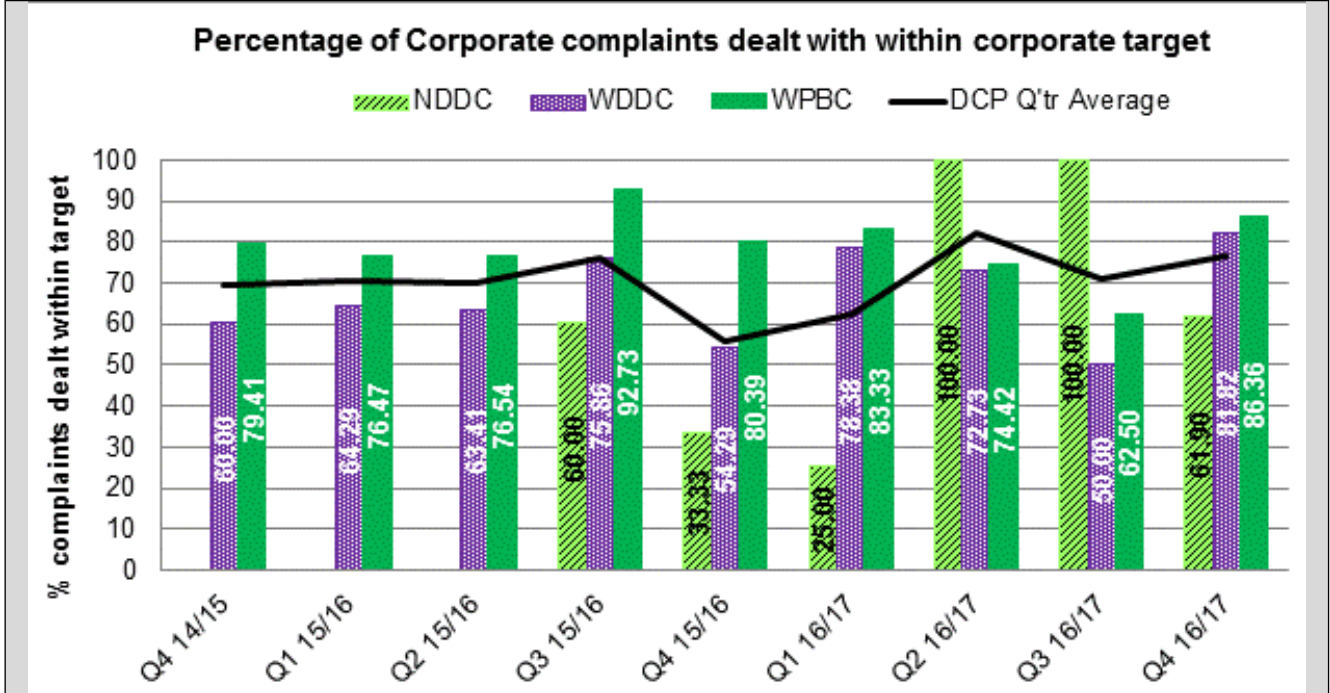
[WPBC] 449 out of the 8,640 calls made were abandoned during Q4. 2,175 out of 37,982 during 2016/17.

[WPBC/WDDC] We have seen an improvement in our abandoned call rate, as we have recently changed the CRM shortcut from 0 to 100. When staff forgot to press 9 for an outside line, this was previously adding to West Dorset's abandoned rate.

Over the last 3 month reporting period, the average time at which a customer abandons their call is now 2 minutes and 3 seconds.

Number of phone calls received by Customer Services			
Authority	North Dorset	West Dorset	Weymouth & Portland
Q4 2016/17 Actual	4,142	8,213	8,640
Q3 2016/17 Actual	3,501	7,887	8,076
Q2 2016/17 Actual	4,494	10,644	9,659
Q1 2016/17 Actual	5,100	12,802	11,607
Q4 2015/16 Actual	5,501	10,164	8,752
Q3 2015/16 Actual	n/a	9,580	10,545
Q2 2015/16 Actual	10,057	11,404	14,612

Percentage of Corporate complaints dealt with within Corporate target (Stage 1: 10 working days, Stage 2 and 3: 15 working days)				Aim	↑
Authority	North Dorset	West Dorset	Weymouth & Portland		
Q4 2016/17 Actual	62%	82%	86%		
Q4 2016/17 Target	80%	80%	80%		
FY 2016/17 Actual	63%	70%	77%	✗	✓
FY 2016/17 Target	80%	80%	80%		
FY 2015/16 Actual	n/a	66.22%	81.86%		



[NDDC] 62% out of the 21 corporate complaints (excl DCC complaints) dealt with within Q4 were completed within corporate targets. (This relates to 5 Stage 1 complaints and 3 Stage 2 complaints from four service areas, which were not dealt with within the corporate target). 24 out of 38 were within target time during 2016/17.

[WDDC] 82% out of the 22 corporate complaints dealt with within Q4 were completed within corporate targets. 95 out of 135 were within target time during 2016/17.

[WPBC] 86% out of the 22 corporate complaints dealt with within Q4 were completed within corporate targets. 116 out of 151 were within target time during 2016/17.

We have recently introduced a new corporate complaints procedure for Dorset Councils Partnership, under the guidance of the Local Government Ombudsman. The new procedure is designed to improve customer satisfaction by ensuring that most complaints are resolved at first point of contact, efficiently and effectively. Then, only the most serious complaints are subject to further review. This will allow the Councils to deal with complaints quickly. The new Corporate Complaints procedure was implemented on Monday 28th November. The first set of data relating to this new procedure will be included in the Q4 report.

Key risk areas

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

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

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

Loss of IT Network & Systems / Cyber Attack				
CURRENT SCORE		Planned risk reduction initiatives Implement local recovery centre. Test Disaster Recovery/Business Continuity plan at least annually. Ensure restoration priorities are established and understood by the organisation. Services to have local fail over arrangements. There has recently been a significant international cyber-attack which has been targeting various organisations. Whilst DCP were not impacted by the cyber-attack we remain vigilant in our mitigation techniques, specifically: Deploying Microsoft Security Bulletin MS17-010 Security Update for Microsoft Windows SMB Server (4013389), Only running supportable operating systems, User awareness training on Phishing, Social engineering etc., Keeping systems patched and updated, Effective anti-virus, Cloud based spam and web filtering, End-point security, Perimeter security (firewalls), Vulnerability scanning, Backups	TARGET SCORE	
Impact	5		Impact	2
Likelihood	2		Likelihood	2
Risk Score	10		Risk Score	4
Risk Rating	HIGH		Risk Rating	LOW

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

Community Protection

Head of Service – Graham Duggan

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

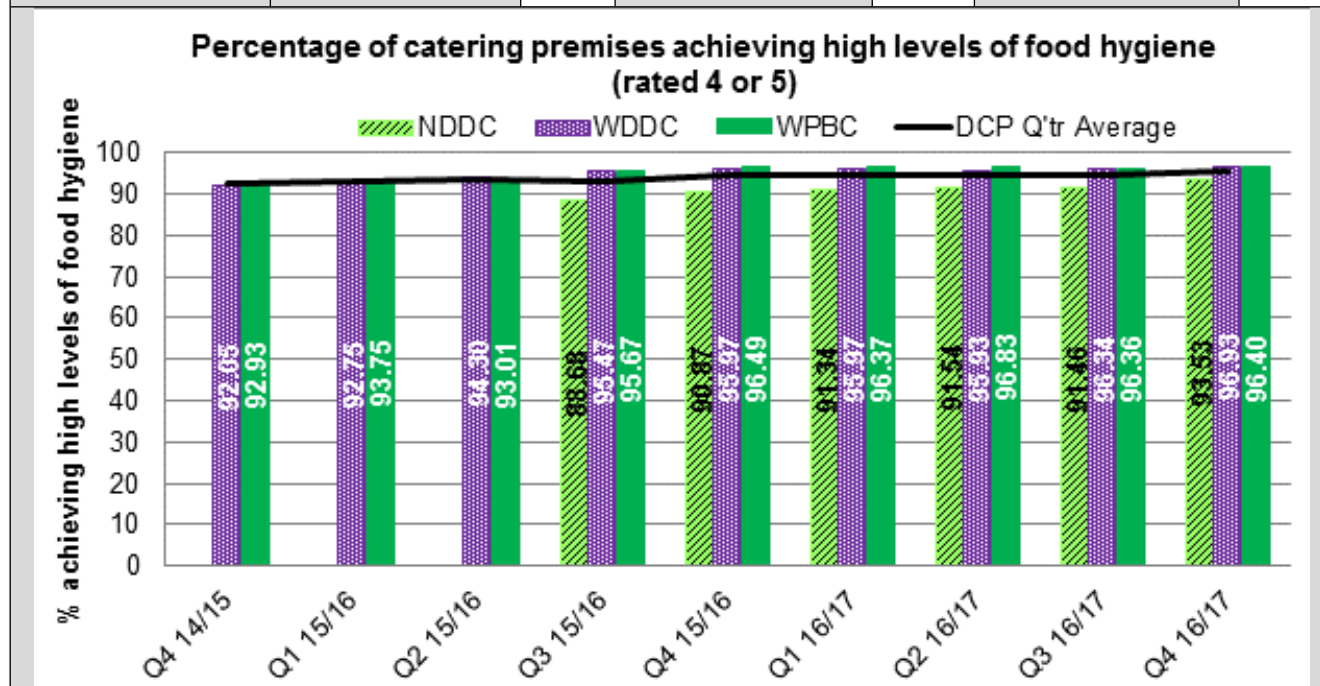
Lead Brief holders – **Community Safety, Environment and Sustainability, Community Facilities**

Revenue summary

Subjective analysis	Full Year Current Budget 2016/17 (£)	Comments / actions
Employees	1,561,957	Favourable position principally due to underspends in areas of Parks & Open Spaces and an increase in rent income; additional income from Bereavement Services and salary savings from vacant posts in Environmental Health (ahead of service re-structure in 2017-18).
Premises	201,432	
Transport	200,063	
Supplies & Services	3,021,795	
Payments to clients	32,249	
Income	(1,824,289)	
Net expenditure	3,193,207	
Actual variance	206,752 (F)	
Q3 Predicted variance	76,237 (F)	
Q2 Predicted variance	16,540 (A)	
Q1 Predicted variance	57,540 (A)	

Key performance data

Percentage of catering premises achieving high levels of food hygiene (rated 4 or 5)					Aim	↑
Authority	North Dorset		West Dorset		Weymouth & Portland	
Q4 2016/17 Actual	93.53%	✓	96.93%	✓	96.40%	
Q4 2016/17 Target	90%		90%		90%	
FY 2016/17 Actual	93.53%		96.93%		96.40%	
FY 2016/17 Target	90%		90%		90%	
FY 2015/16 Actual	90.87%		95.97%		96.49%	



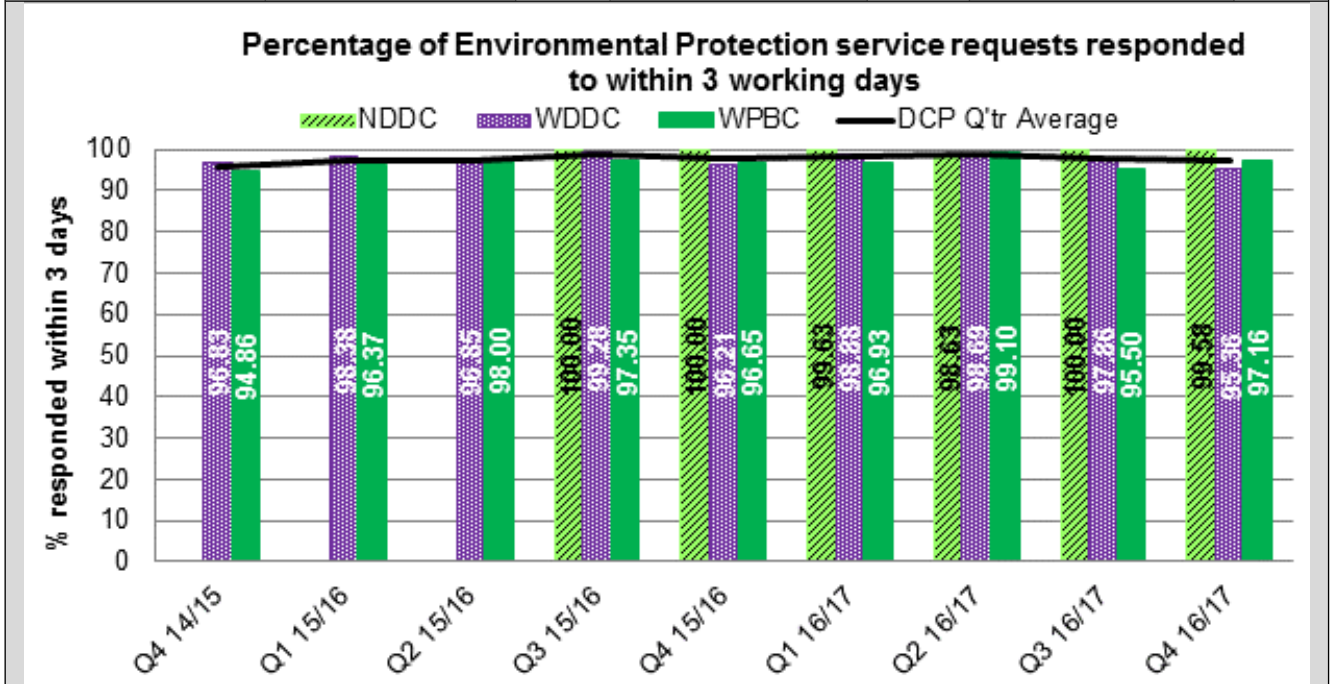
[NDDC] 434 out of 464 catering premises are rated 4 or 5 under the National Food Hygiene Rating Scheme.

[WDDC] 1,010 out of 1,042 catering premises are rated 4 or 5.

[WPBC] 428 out of 444 catering premises are rated 4 or 5.

Food hygiene standards are good in the DCP area, comparing favourably to the rest of Dorset and the UK.

Percentage of Environmental Protection service requests responded to within 3 working days				Aim	↑
Authority	North Dorset		West Dorset		Weymouth & Portland
Q4 2016/17 Actual	99.6%	✔	95.4%	✔	97.2%
Q4 2016/17 Target	95%		95%		95%
FY 2016/17 Actual	99.6%		95.4%		97.2%
FY 2016/17 Target	95%		95%		95%
FY 2015/16 Actual	100%		97.64%		97.28%



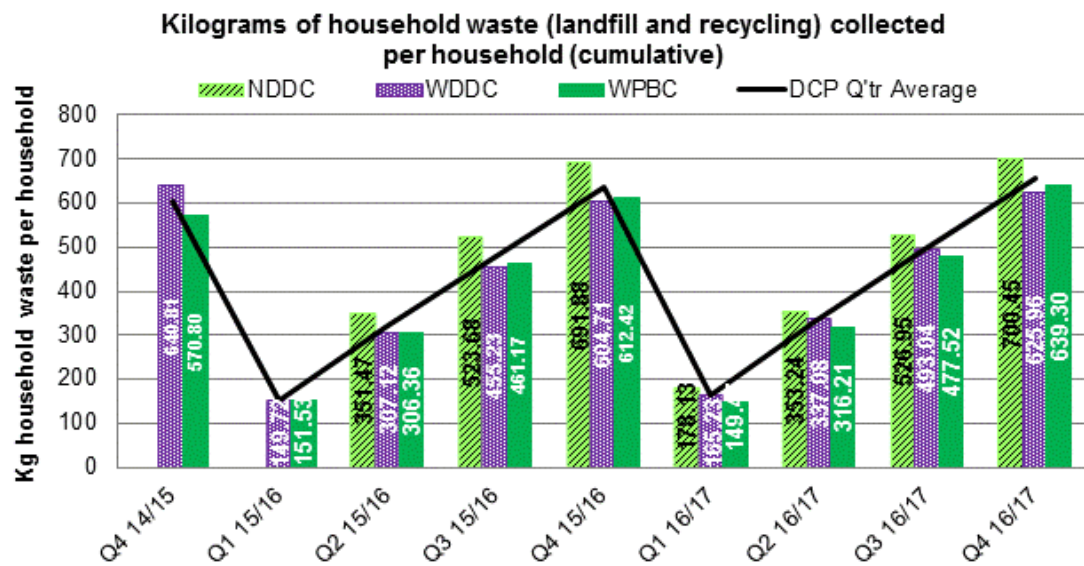
[NDDC] 230 out of 240 Environmental Protection service requests were responded to within 3 working days during Q4.

[WDDC] 493 out of 517 Environmental Protection service requests were responded to within 3 working days.

[WPBC] 308 out of 317 Environmental Protection service requests were responded to within 3 working days.

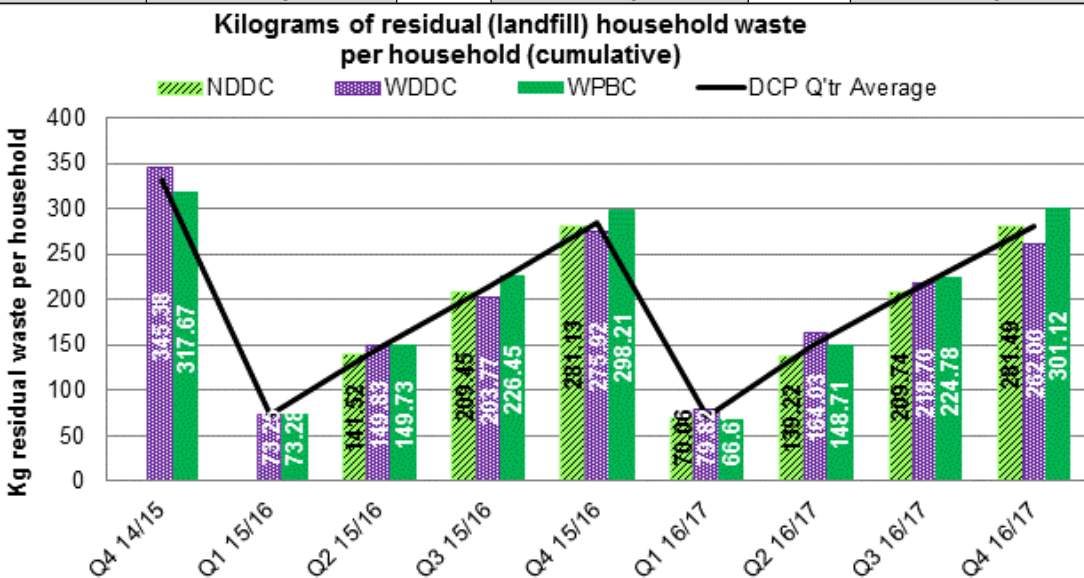
Urgent pollution incident notifications are responded to immediately.

Kilograms of household waste (landfill and recycling) collected per household (cumulative)					Aim	↓
Authority	North Dorset		West Dorset		Weymouth & Portland	
FY 2016/17 Actual*	701 Kg/hh*	⊗	626 Kg/hh*	⊙	639 Kg/hh*	
FY 2016/17 Target	640 Kg/hh		640 Kg/hh		640 Kg/hh	
FY 2015/16 Actual	692 Kg/hh		605 Kg/hh		612 Kg/hh	



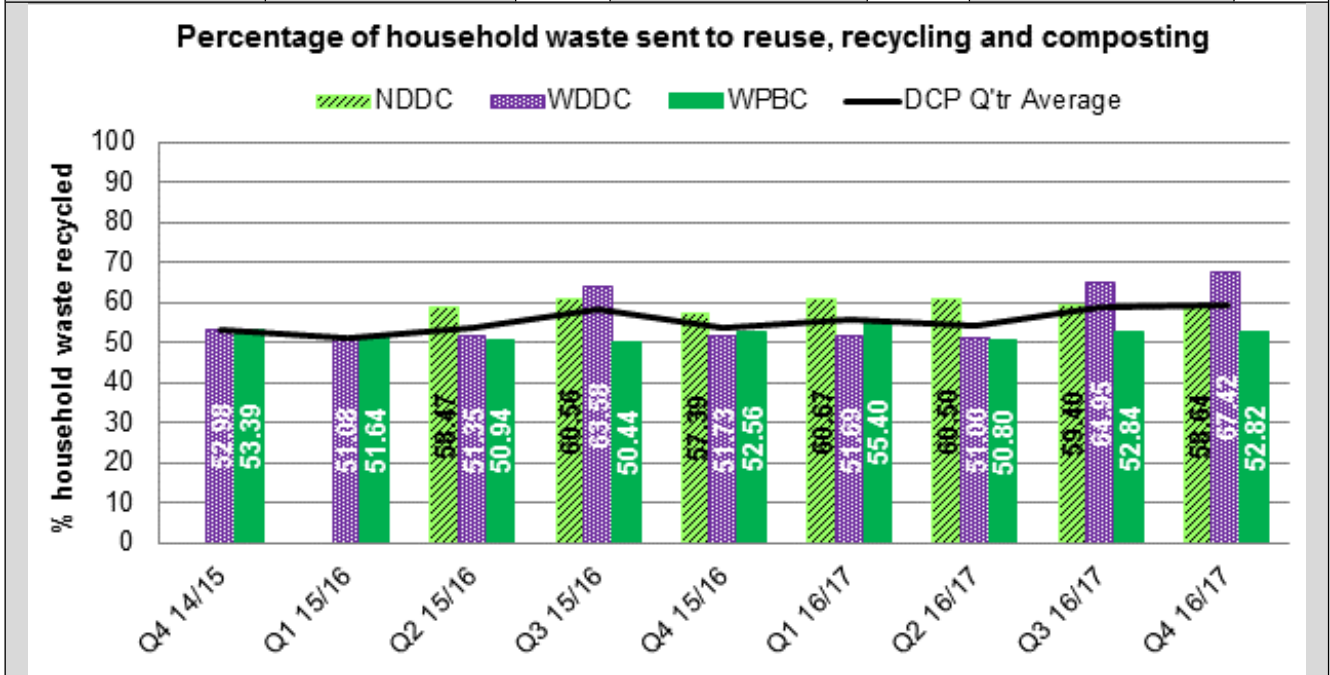
***Financial Year 2016/17 figure is provisional and awaiting validation from Dorset Waste Partnership.** North Dorset has always had higher waste arising's. Waste arisings in all areas have increased, the 640kg target is for the whole of the DWP area and DWP are on track to meet that. Household waste arising's can vary with the economic situation and DWP has limited influence. Please note this KPI is cumulative throughout the year.

Kilograms of residual (landfill) household waste per household (cumulative)					Aim	↓
Authority	North Dorset		West Dorset		Weymouth & Portland	
FY 2016/17 Actual*	282 Kg/hh*	⚠	262 Kg/hh*	⊙	301 Kg/hh*	
FY 2016/17 Target	280 Kg/hh		340 Kg/hh		310 Kg/hh	
FY 2015/16 Actual	281 Kg/hh		276 Kg/hh		298 Kg/hh	



***Financial Year 2016/17 figure is provisional and awaiting validation from Dorset Waste Partnership.** Whilst recycling rates are generally excellent, this indicator can show where follow-up education and awareness campaigns are best focused. Please note this KPI is cumulative throughout the year.

Percentage of household waste sent to re-use, recycling and composting					Aim	↑
Authority	North Dorset		West Dorset		Weymouth & Portland	
Q4 2016/17 Actual	59%	⚠	67%	✔	53%	✔
Q4 2016/17 Target	60%		50%		50%	
FY 2016/17 Actual*	60%		58%		53%	
FY 2016/17 Target	60%		50%		50%	
FY 2015/16 Actual	59%		54%		51%	



*Financial Year 2016/17 figure is provisional and awaiting validation from Dorset Waste Partnership.

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

Number of missed household waste collections (per 100,00 collections)			Aim	↓
Authority	North Dorset	West Dorset	Weymouth & Portland	
Q4 2016/17 Actual	1,090	873	963	
Q3 2016/17 Actual	911	789	1,120	
Q2 2016/17 Actual	916	1,058	1,406	
Q1 2016/17 Actual	750	1,076	1,216	
Q4 2015/16 Actual	642	1,208	1,485	
Q3 2015/16 Actual	579	1,660	1,517	
Q2 2015/16 Actual	595	992	3,240	
Q1 2015/16 Actual	674	1,072	3,410	

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

Possible causes of the increase in North Dorset missed bins can be linked to vehicle breakdowns that were experienced during February & March compounded by staff shortages (vacant posts, annual leave, and high sickness absence). The Shaftesbury Depot ran additional crews to collect certain materials, due to breakdowns of the tri-stream vehicles, and it appears some of these crews lacked local knowledge of the round they were covering. Unfortunately this did result in glass not being collected on a number of rounds during this period and residents had to hold onto this material for another fortnight to be collected.

In addition new garden waste rounds went live on 6th March and did suffer some initial teething problems – crews from Poundbury and Ferndown now service bins in the North Dorset area – areas they were unfamiliar with resulted in a small number of missed collections, and some assisted collections were missing from round sheets. However it seems these issues were less significant than the vehicle breakdowns.

Staff vacancies at Shaftesbury are in the process of being filled, and we are also looking at vehicle procurement and timing of the tri-stream replacements, given the level of breakdown.

Regarding North Dorset; when comparing Shaftesbury's figures for the last three quarters with the previous year, the number of missed collections have increased:

2015/16 Figures: Q2 = 595, Q3 = 579, Q4 = 642

Key risk areas

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

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

Housing

Head of Service – Clive Milone

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

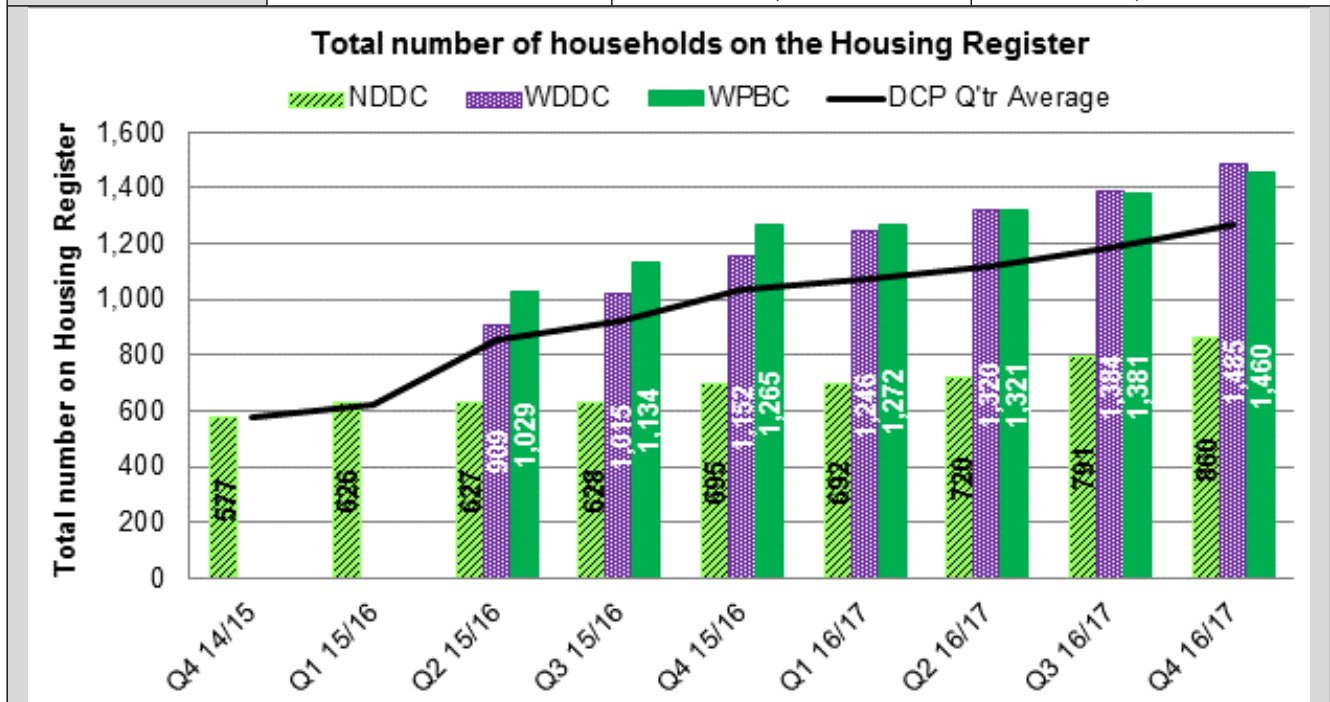
Lead Brief holder – Housing

Revenue summary

Subjective analysis	Full Year Current Budget 2016/17 (£)	Comments / actions
Employees	534,878	Savings have accrued due in the main to staffing efficiencies and through less expenditure than expected on homelessness prevention.
Premises	312,300	
Transport	7,069	
Supplies & Services	421,252	
Income	(500,794)	
Net expenditure	774,705	
Actual variance	119,887 (F)	
Q3 Predicted variance	18,700 (F)	
Q2 Predicted variance	34,000 (F)	
Q1 Predicted variance	5,900 (F)	

Key performance data

Total number of households on the Housing Register			
Authority	North Dorset	West Dorset	Weymouth & Portland
Q4 2016/17 Actual	860	1,485	1,460
Q3 2016/17 Actual	791	1,384	1,381
Q2 2016/17 Actual	720	1,320	1,321
Q1 2016/17 Actual	692	1,246	1,272
Q4 2015/16 Actual	695	1,152	1,265
Q3 2015/16 Actual	628	1,015	1,134



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

It is becoming harder for people to get private rent due to landlords wanting guarantors and anything up to 6 months in advance. We are also opening up the register in both West Dorset and North Dorset to applicants that are adequately housed this will definitely increase numbers.

Hopefully numbers will go down a little as new housing schemes come in although it is not anticipated that this is going to be enough to decrease figures by very much.

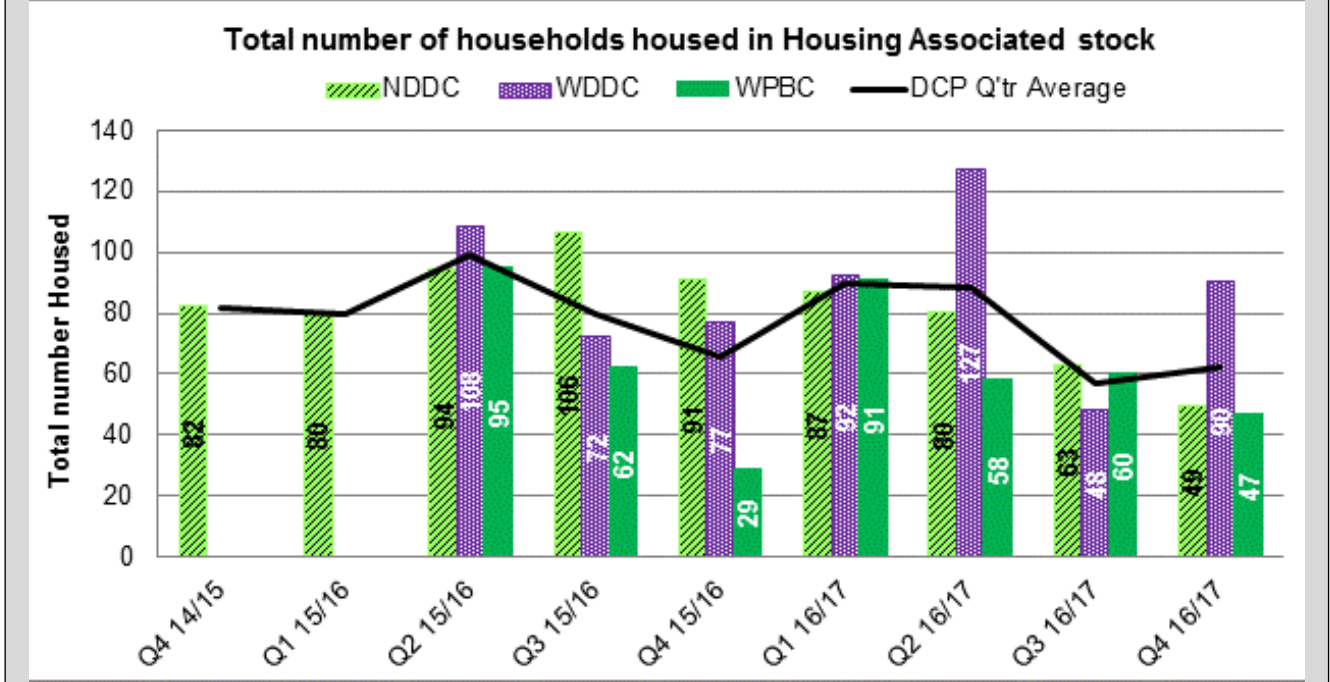
We have the 2 year local connection in place but this has not decreased the amount applying to the register in fact numbers have stayed consistent.

We review the register and remove applicants that are not bidding in NDDC area but due to staffing resources this has not been happening.

Applicants impacted by welfare reform are choosing to apply to the register to become new tenants or to downsize their current social housing.

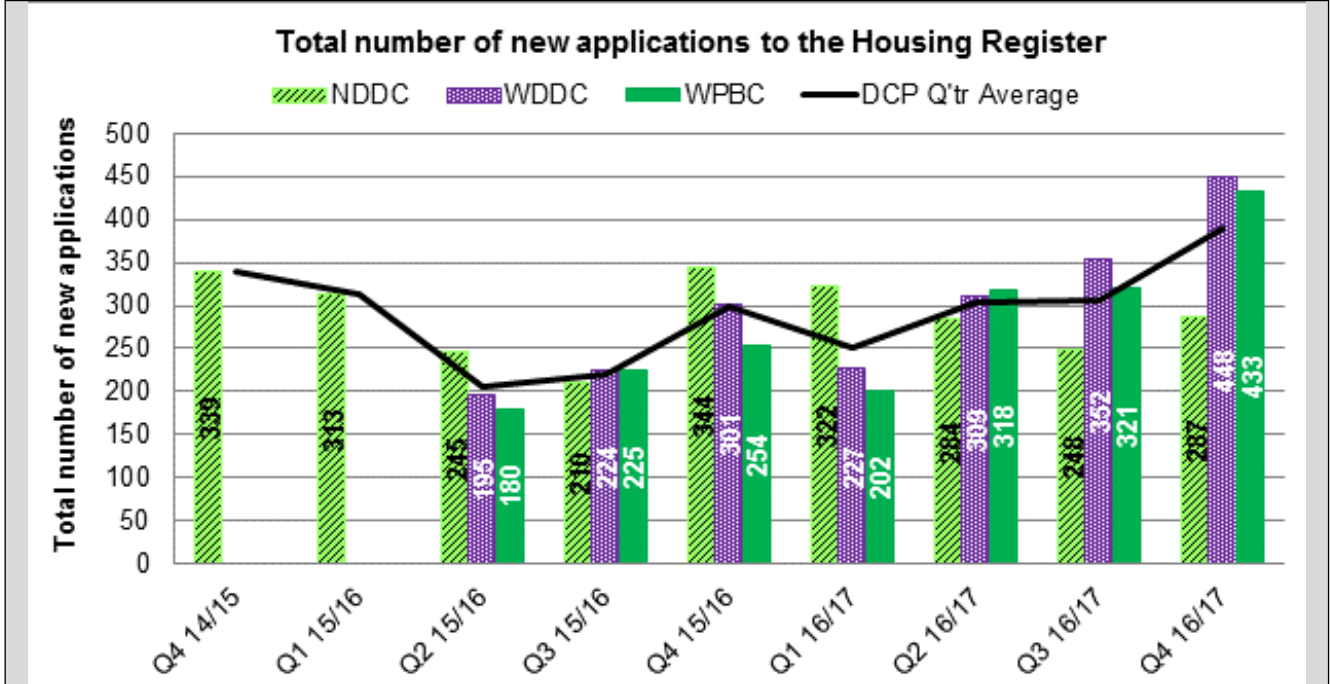
Twice in the past we have asked applicants to re-register due to substantial changes to the Home Choice Common Allocation Policy, this was last done in December 2014. When we do this inevitably the numbers reduce greatly this is due to applicants not re-applying, or because they no longer wish to remain on the register or because they have moved away and not informed us. But because the new applications to the housing register remain constant across the partnership the register gradually increases again.

Total number of households housed in Housing Associated stock			
Authority	North Dorset	West Dorset	Weymouth & Portland
Q4 2016/17 Actual	49	90	47
Q3 2016/17 Actual	63	48	60
Q2 2016/17 Actual	80	127	58
Q1 2016/17 Actual	87	92	91
Q4 2015/16 Actual	91	77	29
Q3 2015/16 Actual	106	72	62



There has been an increase in WDDC and a small decrease in NDDC/WPBC in the number of members housed. We do not have any control over the number of properties available as this lies with the Registered Providers.

Total number of new applications to the Housing Register			
Authority	North Dorset	West Dorset	Weymouth & Portland
Q4 2016/17 Actual	287	448	433
Q3 2016/17 Actual	248	352	321
Q2 2016/17 Actual	284	309	318
Q1 2016/17 Actual	322	227	202
Q4 2015/16 Actual	344	301	254
Q3 2015/16 Actual	210	224	225

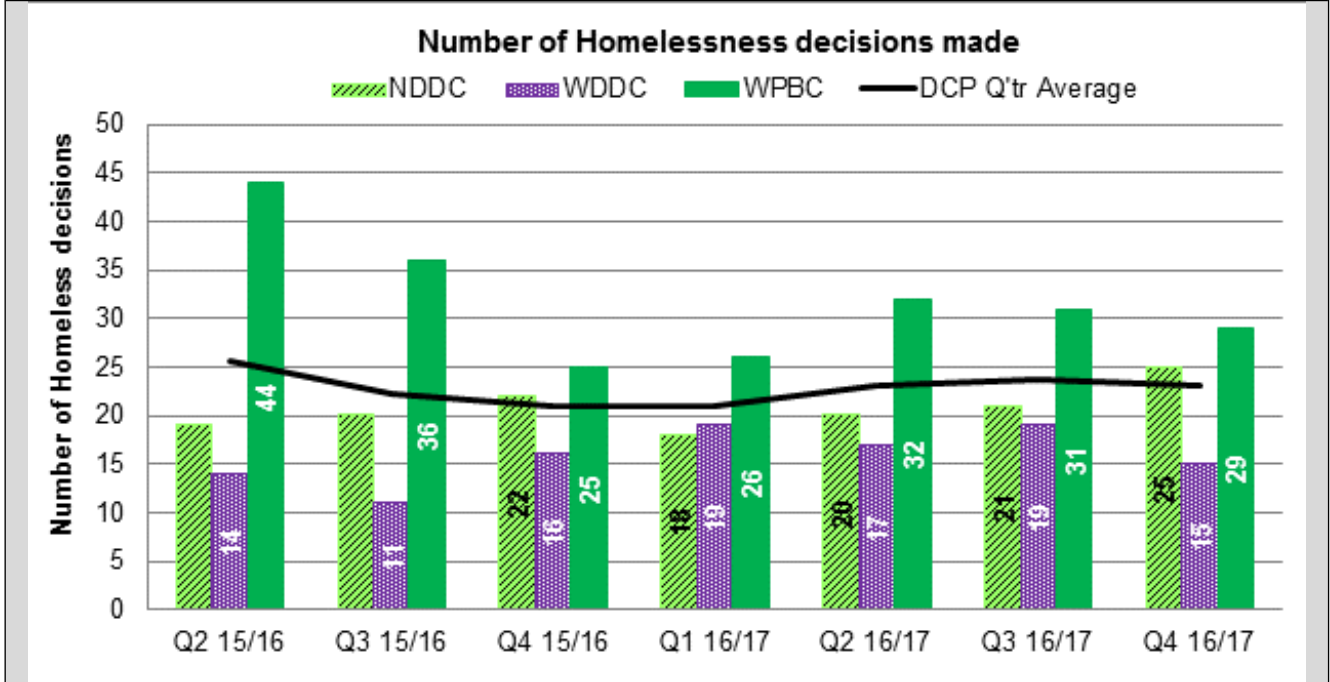


The average of new applications to the housing register is rapidly increasing, which is reflected in the number of households on the housing register. This will also increase due to the changes within the new Policy which allows Adequatley Housed in NDDC/WDDC, also we may see an increase in those applying for Community Land Trust.

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

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

Number of homelessness decisions made			
Authority	North Dorset	West Dorset	Weymouth & Portland
Q4 2016/17 Actual	25	15	29
Q3 2016/17 Actual	21	19	31
Q2 2016/17 Actual	20	17	32
Q1 2016/17 Actual	18	19	26
Q4 2015/16 Actual	22	16	25
Q3 2015/16 Actual	20	11	36



[NDDC] There has been no marked increase in the number of homelessness cases for NDDC.

[WDDC/WPBC] The number of decisions issued in WPBC remains consistent. In WDDC there has been a decrease in both the total number of decisions and acceptances. There is no apparent explanation for the decrease and may just be temporary.

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

The homeless cases accepted during the 4th quarter of 2016/17 were:

Period	NDDC	WDDC	WPBC
Q4 16/17	15	7	12
Q3 16/17	13	10	12
Q2 16/17	20	12	32
Q1 16/17	14	6	10

Key risk areas

14 Service operational risks have been identified for Housing:-

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

Planning Development Management & Building Control

Head of Service – Jean Marshall

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

Lead Brief holder – **Environment and Sustainability****Revenue summary**

Subjective analysis	Full Year Current Budget 2016/17 (£)	Comments / actions
Employees	573,642	<p>Application numbers and resultant fee income has remained relatively consistent in the area throughout the year but with relatively low new development rates within the Borough over the whole year. This has affected both DM planning fee income and B Control income given the low development rates with income being in excess of £100k down on predictions. Like NDDC and WDDC the main income has been derived from mainly minor and householder schemes with little major development occurring and repeat applications following refusals do not attract a second fee. Although therefore application numbers have remained stable and seen to be increasing, these are not drawing in the higher incomes.</p> <p>Building Control costs have remained on target with the service performing well against competition but with a downturn of work available to bid for generally.</p> <p>It should be noted that the costs of environmental admin team (WDWP) have included admin staff in Assets and Infrastructure team which have continued to sit within the Planning budget throughout the year and where there have been staff shortages and use of agency to fill gaps. These staff will be transferred into their own service area in 2017/18.</p> <p>Costs also include full repayment of the DSIP funds agreed in December 2015.</p> <p>In September 2016 a service restructure took place with a resultant change in budgets at mid year.</p>
Transport	9,671	
Supplies & Services	42,979	
Income	(498,330)	
Net expenditure	127,962	
Actual variance	156,234 (A)	
Q3 Predicted variance	174,970 (A)	
Q2 Predicted variance	25,413 (A)	
Q1 Predicted variance	31,024 (A)	

Key performance data

Number of valid applications received – by application type – North Dorset					
Month	Major	Minor	Other	Misc*	TOTAL
March	3	31	30	133	197
February	6	23	59	142	230
January	1	25	40	109	175
December	0	16	39	61	116
November	1	18	47	123	189
October	0	35	48	108	191
September	2	26	32	129	189
August	1	25	52	112	190
July	2	25	39	116	182
June	5	32	70	104	211
May	4	29	54	74	161
April	1	27	72	112	212

*Misc includes Pre-apps and PDs

Levels of applications have risen back to reflect a rising application trend, with a significant “spike” in February for no specific reason. Figures for NDDC are generally staying stable. The number of misc, in particular, will be important to keep in check as these can add considerable pressure as there is a requirement to refund fees if certain applications within this field are not dealt with in the correct time periods. This is an additional pressure alongside DCLG performance targets.

Number of valid applications received – by application type – West Dorset					
Month	Major	Minor	Other	Misc*	TOTAL
March	3	42	110	104	259
February	2	45	86	97	230
January	2	52	131	108	293
December	2	12	35	62	111
November	6	40	86	102	234
October	5	36	98	102	241
September	6	23	67	60	162
August	6	43	84	70	203
July	5	41	91	69	206
June	2	39	82	65	188
May	3	43	93	84	223
April	6	34	109	68	217

*Misc includes Pre-apps and PDs

Levels of applications have risen back to reflect a rising application trend, with January being particularly high following a lower than expected December figure. The number of misc, in particular will be important to keep in check as these can add considerable pressure as there is a requirement to refund fees if certain applications within this field are not dealt with in the correct time periods. This is an additional pressure alongside DCLG performance targets.

Number of valid applications received – by application type – Weymouth & Portland					
Month	Major	Minor	Other	Misc*	TOTAL
March	2	18	41	43	104
February	0	8	28	25	61
January	1	12	29	27	69
December	0	6	19	18	43
November	2	9	38	29	78
October	1	9	27	29	66
September	0	6	12	22	40
August	2	13	25	16	56
July	0	16	23	23	62
June	2	11	38	34	85
May	3	14	35	18	70
April	1	17	23	23	64

*Misc includes Pre-apps and PDs

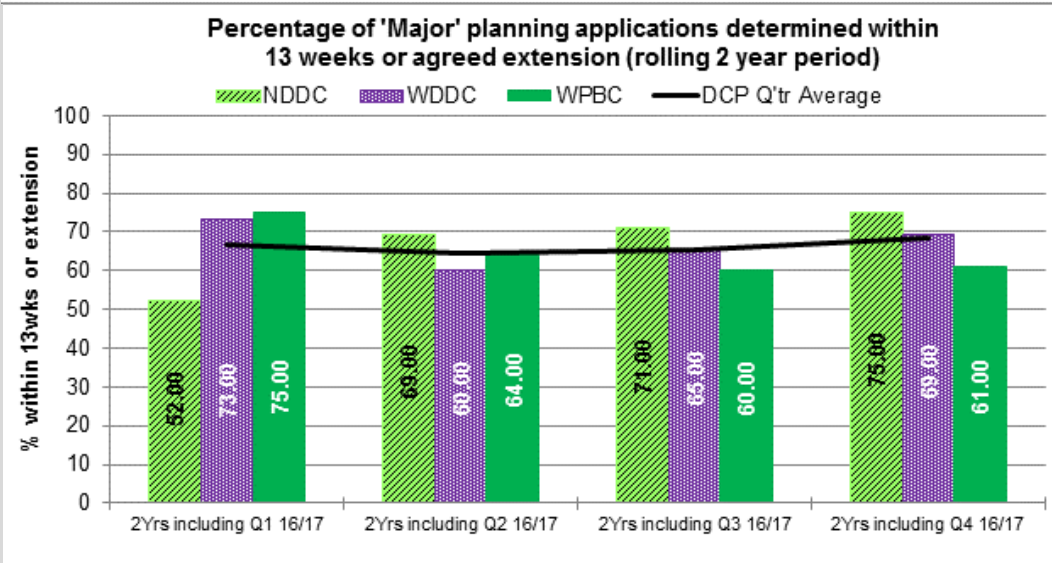
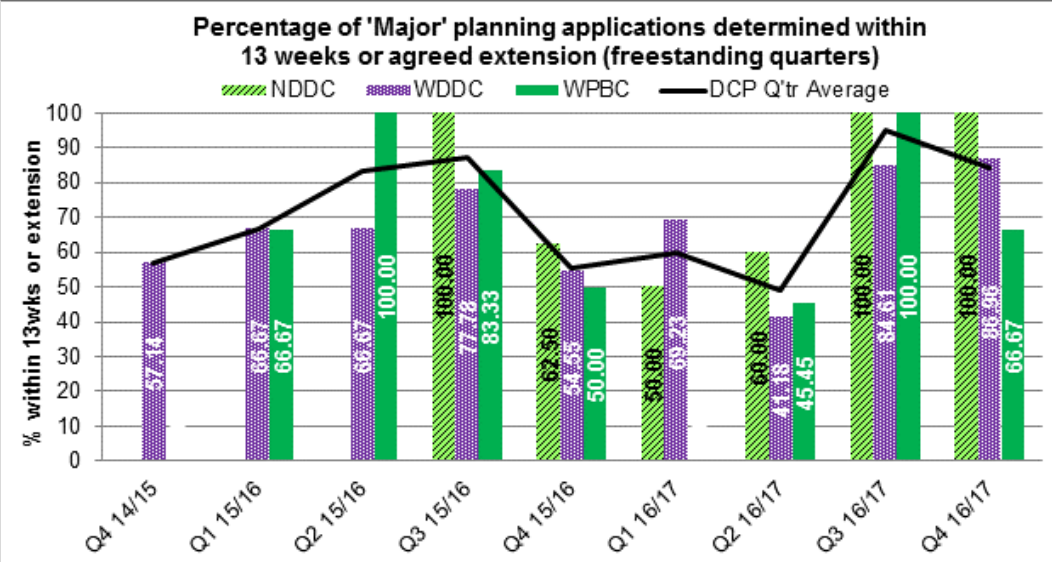
WPBC applications have started to increase in number again in Q4 with March being a particularly high month compared to previous. The number of misc, in particular will be important to keep in check as these can add considerable pressure as there is a requirement to refund fees if certain applications within this field are not dealt with in the correct time periods. This is an additional pressure alongside DCLG performance targets.

Fee Income Q4			
Type of Fee	North Dorset	West Dorset	Weymouth & Portland
Condition Fee	£4,522.00	£5,417.50	£2,121
Non Material Amendment	£2,633.00	£3,051.50	£866
Permitted Development Case Fee	£0	£2,473	£949.80
Planning applications	£79,974.50	£188,081	£62,239.50
Pre-App	£8,968.36	£8,604	£2,940
Enforcement Case Appeals / Fees	£0	£0	£0
TOTAL	£96,097.86	£207,627	£69,116.30

The above figures are significantly higher than Q3 and show a return to mid 2016 levels for all authorities overall although there is considerable variation in fees for different application types. It should be noted that applications resubmitted after a refusal do not pay a fee providing the proposal is of the same character and description.

Fees for some discretionary services are yet to be aligned across the DCP which will occur in 2017/18 which should assist in improving the pre-app fees in WPBC in particular where some pre-apps remain free at present. There will also be some fee income from non planning application work which will be introduced during 2017/18.

Percentage of 'Major' planning applications determined within 13 weeks or agreed extension of time				Aim	↑
Authority	North Dorset	West Dorset	Weymouth & Portland		
Q4 2016/17 Actual	100%	87%	67%		⚠
Q4 2016/17 Target	70%	70%	70%		⚠
2FY (rolling) Actual	75%	69%	61%		✅
2FY (rolling) Target	50%	50%	50%		✅
FY 2015/16 Actual	56.52%	65.71%	75.00%		



[NDDC] 5 out of 5 major planning applications have been processed within 13 weeks or agreed time extension during Q4.
 [WDDC] 20 out of 23 major planning applications have been processed within 13 weeks or agreed time extension during Q4.

[WPBC] 2 out of 3 major planning applications have been processed within 13 weeks or agreed time extension during Q4.

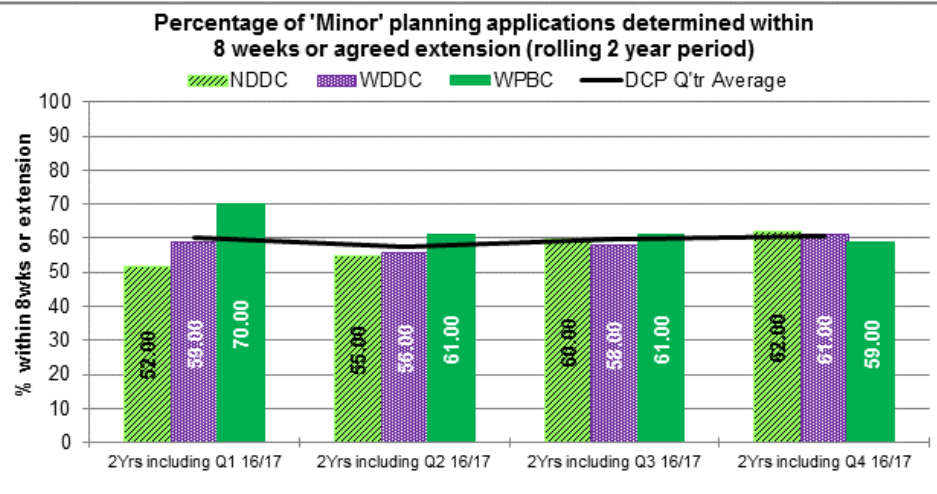
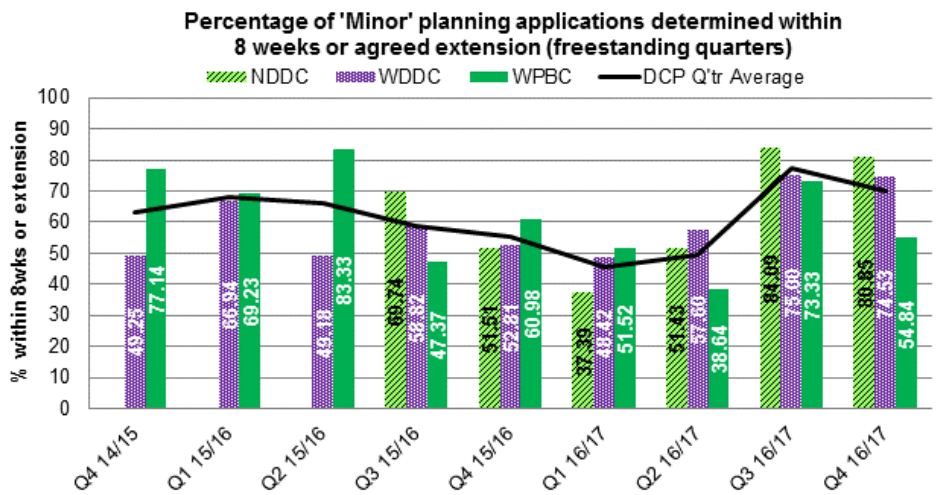
WPBC performance has reduced compared to the previous quarter due to the small numbers of applications within this category being 3 total within the quarter therefore making percentage changes large.

Targets now reflect DSIP (Development Services Improvement Plan) agreed targets. (NB the national target is lower at 50% but will rise again in 2018 to 60 based on the average over the previous 2 year period (measure we believe as at 30 August)

All targets for 2017 will be adjusted to reflect the Government targets not DSIP.

The two year national target now applies to Major and "non major" applications which do not reflect the current reporting of Majors, minors and others. This will be adjusted for Q1 2017 but for consistency for this year the existing categories of application type have been retained.

Percentage of 'Minor' planning applications determined within 8 weeks or agreed extension				Aim	↑
Authority	North Dorset		West Dorset		Weymouth & Portland
Q4 2016/17 Actual	81%	✓	75%	✓	55%
Q4 2016/17 Target	60%	✓	60%	✓	60%
2FY (rolling) Actual	62%	⚠	61%	✗	59%
2FY (rolling) Target	65%	⚠	65%	✗	65%
FY 2015/16 Actual	60.06%		57.07%		63.87%



[NDDC] 38 out of 47 minor planning applications have been processed within 8 weeks or agreed time extension during Q4.
 [WDDC] 79 out of 106 minor planning applications have been processed within 8 weeks or agreed time extension during Q4.
 [WPBC] 17 out of 31 minor planning applications have been processed within 8 weeks or agreed time extension during Q4.

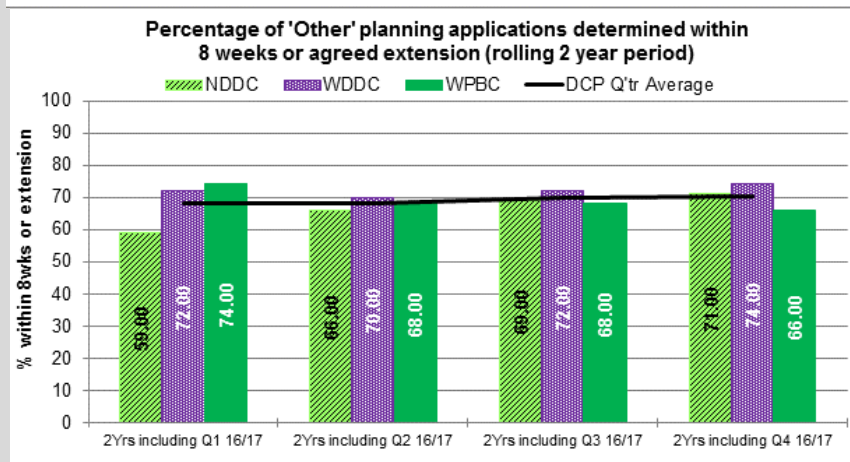
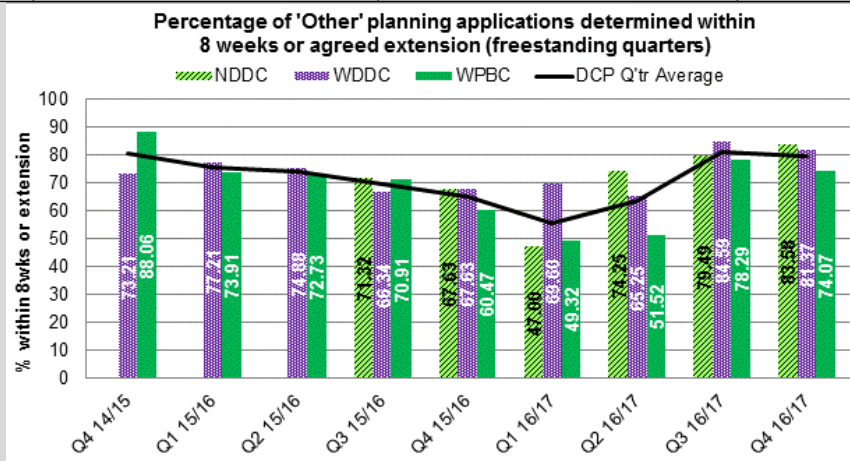
WPBC has experienced some difficulties in obtaining Extensions of Time and performance is generally improving although Q3 was exceptionally good, but upward performance trend generally. This needs to be carefully monitored.

DCLG will no longer be considering targets against a "minors" category but are combining minors and a part of the "others" category into a single statistic of "non-majors". From Q1 2017 we will therefore be reporting against this new criteria. Furthermore the required target against which LPAs will be considered for designation purposes is also changing and will be reflected in Q1 figures which for the new non-majors category will be 65%. Current figures have been kept as FY 2016-17 for comparison purposes.

NB the new criteria does not reflect the combination of all minors or others so will not be capable of direct comparison to these targets.

The rolling figure is also not being considered on a quarterly rolling figure but is based on a 2 year target backdated as at 30 August. The rolling target will therefore be adjusted to reflect this.

Percentage of 'Other' planning applications determined within 8 weeks or agreed extension				Aim	↑	
Authority	North Dorset		West Dorset		Weymouth & Portland	
Q4 2016/17 Actual	84%	✓	81%	✓	74%	✗
Q4 2016/17 Target	80%	✓	80%	✓	80%	✗
2FY (rolling) Actual	71%	✗	74%	✗	66%	✗
2FY (rolling) Target	80%	✗	80%	✗	80%	✗
FY 2015/16 Actual	68.26%		71.41%		69.23%	



[NDDC] 112 out of 134 other planning applications have been processed within 8 weeks or agreed time extension during Q4.

[WDDC] 214 out of 263 other planning applications have been processed within 8 weeks or agreed time extension during Q4.

[WPBC] 60 out of 81 other planning applications have been processed within 8 weeks or agreed time extension during Q4.

Performance against an "others" target will change from Q1 2017 as this will no longer be measured. Performance in these fields has been affected by large numbers of "miscellaneous" applications which are not planning applications (includes notifications and discharge of conditions) hence the governments desire to change the criteria as there are different national targets for such applications which our KPIs do not currently reflect.

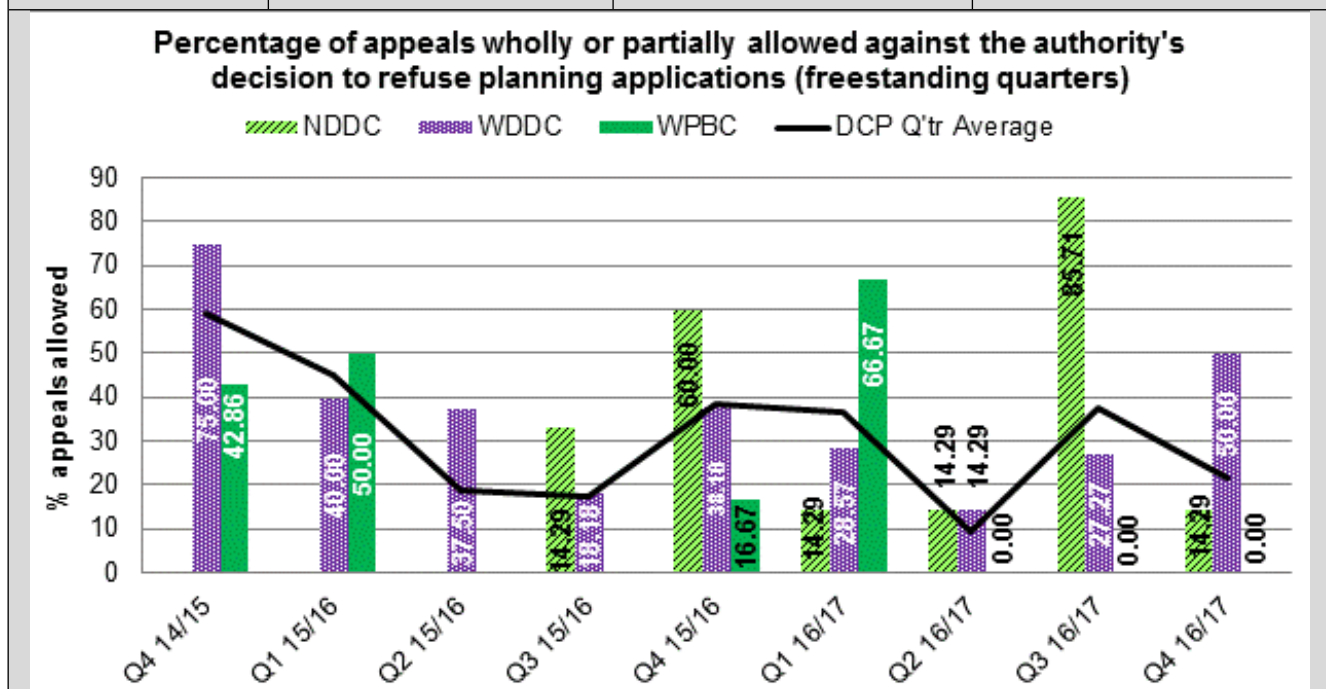
DCLG will no longer be considering targets against a "minors" category but are combining minors and a part of the "others" category into a single statistic of "non-majors". From Q1 2017 we will therefore be reporting against this new criteria. Furthermore the required target against which LPAs will be considered for designation purposes is also changing and will be reflected in Q1 figures which for the new non-majors category will be 65%. Current figures have been kept as FY 2016-17 for comparison purposes.

NB the new criteria does not reflect the combination of all minors or others so will not be capable of direct comparison to these targets

The rolling figure is also not being considered on a quarterly rolling figure but is based on a 2 year period backdated believed to be as at 30 August. The rolling target will therefore be adjusted to reflect this.

Total number of appeals submitted			
Authority	North Dorset	West Dorset	Weymouth & Portland
Q4 2016/17 Actual	7	1	1
Q3 2016/17 Actual	16	9	3
Q2 2016/17 Actual	7	7	2
Q1 2016/17 Actual	7	7	3
Q4 2015/16 Actual	5	21	6
Q3 2015/16 Actual	3	11	5
Q2 2015/16 Actual	4	7	2

Percentage of all appeals allowed against the authority's decision to refuse planning applications					Aim	↓
Authority	North Dorset	West Dorset	Weymouth & Portland			
Q4 2016/17 All Apps. Actual	14%	50%	0%	✓	✗	✓
Q4 2016/17 All Apps. Target	20%	20%	20%	✓	✗	✓
FY 2016/17 Actual	32%	33%	15%	✗	✗	✓
FY 2016/17 Target	20%	20%	20%	✗	✗	✓
FY 2015/16 Actual	35.71%	35.29%	13.33%			



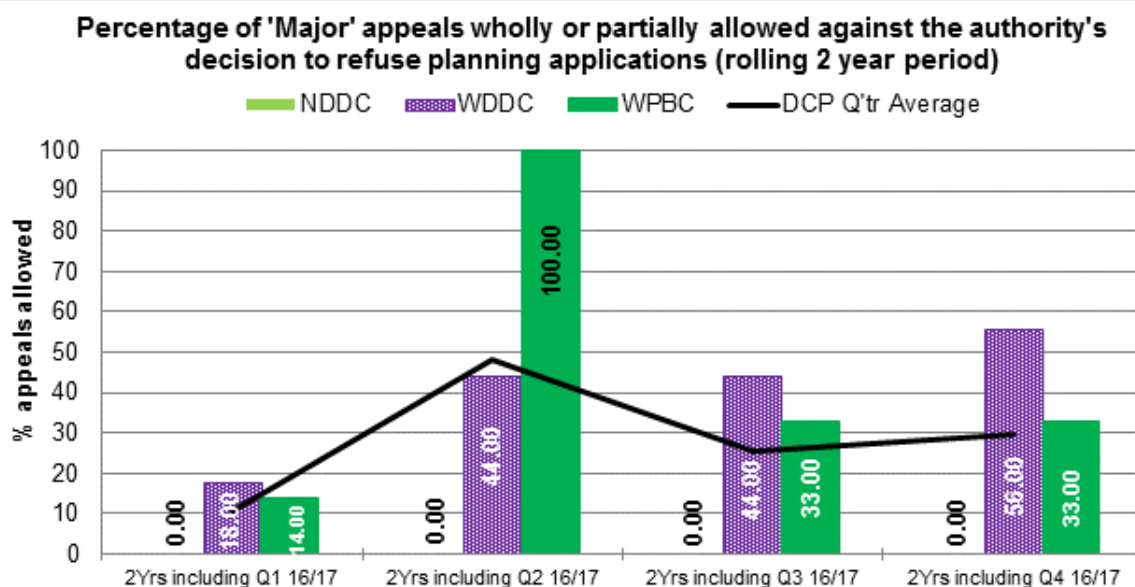
[NDDC] 1 out of 7 appeals have been wholly or partially allowed against refused planning applications during Q4, of which 0 allowed was a major application. Of those allowed 0 was an overturn of officer recommendation at committee.
 [WDDC] 4 out of 8 appeals have been wholly or partially allowed against refused planning applications during Q4, of which 1 allowed was a major application. Of those allowed 1 was an overturn of officer recommendation at committee.
 [WPBC] 0 out of 4 appeals have been wholly or partially allowed against refused planning applications during Q4.

The Government has now introduced a 10% target but measured against all decisions made (not solely those through the appeal process) and to measure performance in the future for appeals against all application types but for consistency for this years' performance majors only have been reported and targets will be changed for Q1 2017.

Against the new 10% target of all decisions made, all 3 Council's are well within target.

The rolling figure is also not being considered on a quarterly rolling figure but is based on 2 years backdated, it is understood as at 30 August each year. The rolling target will therefore be adjusted to reflect this.

Percentage of appeals allowed against the authority's decision to refuse Major planning applications (2 Year Rolling period)					Aim	↓
Authority	North Dorset		West Dorset		Weymouth & Portland	
2FY (rolling) Majors Actual	0%	✓	56%	✗	33%	✗
2FY (rolling) Majors Target	20%		20%		20%	



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

[WDDC] the 56% statistic within 2 years represents 5 of 9 majors appealed.

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

The Government has now introduced a 10% target but measured against all decisions made (not solely those through the appeal process) and to measure performance in the future for appeals against all application types but for consistency for this years' performance majors only have been reported and targets will be changed for Q1 2017.

Against the new 10% target of all decisions made, all 3 Council's are performing well within the target.

Enforcement – Number of cases received

Authority	North Dorset	West Dorset	Weymouth & Portland
Q4 2016/17 Actual	42	74	47
Q3 2016/17 Actual	68	69	34
Q2 2016/17 Actual	71	83	55
Q1 2016/17 Actual	42	85	62
Q4 2015/16 Actual	33	75	47
Q3 2015/16 Actual	43	77	62
Q2 2015/16 Actual	46	98	32
Q1 2015/16 Actual	59	99	63

[NDDC] 63 cases were signed off or completed within the Q4 period.

[WDDC] 49 cases were signed off or completed within the Q4 period.

[WPBC] 64 cases were signed off or completed within the Q4 period.

Please note most cases are not signed off within the quarter in which they were received. The number of cases closed has exceeded those opened this quarter with exception of WDDC where more cases were opened than closed. A new system of recording data, to give a greater understanding of the types of cases being opened and closed has been set up during Q4 so for the next KPIs more accurate reporting on the types of enforcement & subsequently reporting more accurately on the types of enforcement case types & the priorities placed in investigating these will be able to be reported.

Key risk areas

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

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

Failure of new public facing ICT system					
CURRENT SCORE		Planned risk reduction initiatives	TARGET SCORE		
Impact	5		An importance for sufficient dedicated resource to be given and time allocated to allow for full testing prior to go live. Ensure adequate testing is undertaken and end users are well trained. Insufficient resources currently in place but recruitment proposed April/May 2017 for secondment team and budget bid for permanent resources to be made.	Impact	4
Likelihood	5			Likelihood	3
Risk Score	20			Risk Score	12
Risk Rating	VERY HIGH		Risk Rating	MEDIUM	

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

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

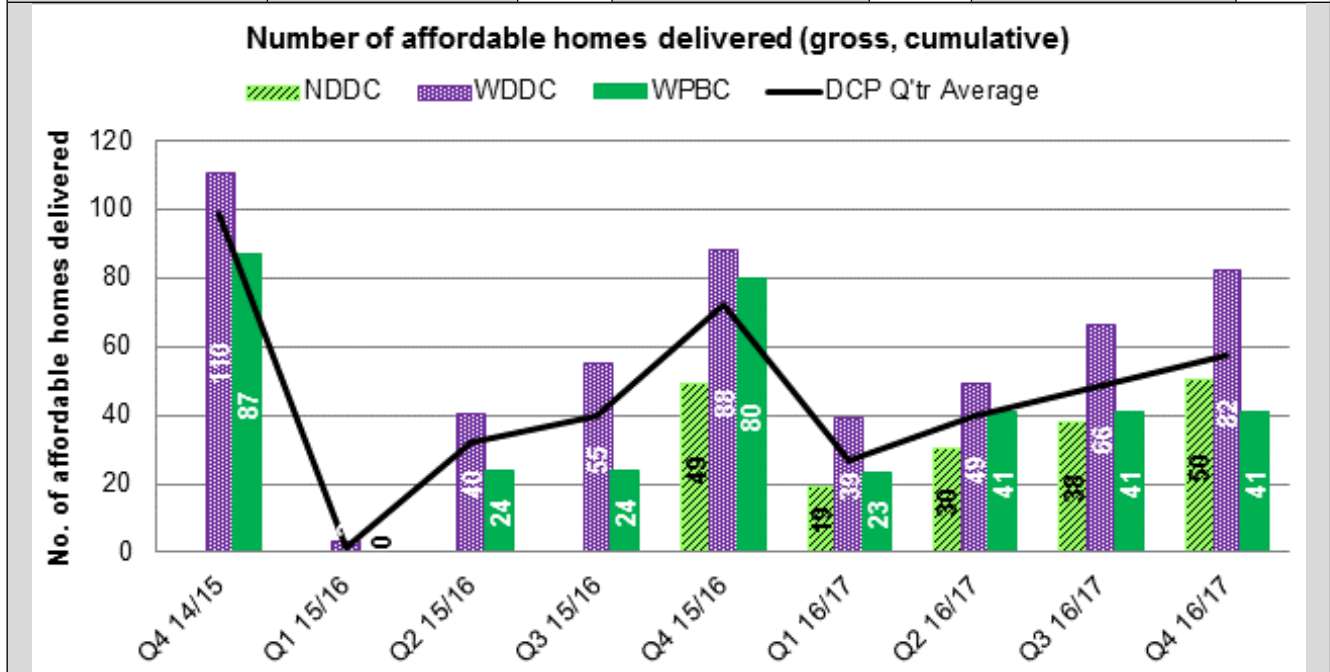
Lead Brief holders – **Environment and Sustainability, Social Inclusion**

Revenue summary

Subjective analysis	Full Year Current Budget 2016/17 (£)	Comments / actions
Employees	304,516	The underspend was primarily due to staff vacancies, most now filled. There were also savings in management budgets.
Premises	1,039	
Transport	1,601	
Supplies & Services	104,171	
Payments to Clients	4,000	
Income	(40,850)	
Net expenditure	374,477	
Actual variance	36,389 (F)	
Q3 Predicted variance	24,489 (F)	
Q2 Predicted variance	49,049 (F)	
Q1 Predicted variance	14,193 (F)	

Key performance data

Number of affordable homes (gross) delivered (cumulative)					Aim	↑
Authority	North Dorset		West Dorset		Weymouth & Portland	
FY 2016/17 Actual	50	✘	82	✘	41	✘
FY 2016/17 Target	68		100		65	
FY 2015/16 Actual	49		88		80	



The affordable housing completion targets are not related to the targets for housing delivery set in the local plan to ensure a five year land supply.

Affordable housing completions are measured against SMART targets that are set for the Housing Enabling Team. These are reviewed as part of the performance management process.

[NDDC] In 2016/17 50 affordable homes were completed. This compares to 49 in 15/16, 68 in 14/15 and 120 in 13/14. Q4 Figures: Rented: 6, Intermediate: 6, Total: 12. The 12 new affordable homes were completed by Sovereign Housing in Okeford Fitzpaine.

Schemes that are due to complete next year include the Sovereign owned garage sites in Gillingham, which will deliver 17 homes. Other schemes that will deliver smaller numbers of affordable homes are on site in Stourpaine, Winterbourne Kingston and Marnhull.

[WDDC] Q4 Figures: Rented: 8, Shared Ownership: 8, Total: 16. The 16 affordable homes were completed in Tolpuddle and Poundbury. The end of year total is 82 completions. The pipeline for next year is promising, including 30 homes currently under development in Lyme Regis and the Poundbury Extra Care scheme to complete around Christmas 2017.

[WPBC] Q4 Figures: Zero affordable homes during Q4.

A total of 41 new affordable homes were completed this year. These came at Finn Square and Pemberley. Next year the development at Curtis Field will begin to deliver affordable homes and there are a number of smaller schemes that will compliment these numbers.

Five Year Supply of Housing

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

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

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

The base date is 1 April each year, when a full survey is undertaken, however there is a time lag due to the processing involved to calculate the target and outturn, so the latest figures are not available until a few months later.

April 2016-based figures for all areas are:

	Target	Actual
North Dorset	1,791	2,251 (6.3 years – target met)
West Dorset and Weymouth & Portland Combined	6,240 (shared with Weymouth & Portland)	5,778 (4.6 years – target not met)

The West Dorset, Weymouth & Portland figure has been adjusted in line with the recommendations of the inspector who held the appeal on the site at Ryme Road in Yetminster.

The data indicates that West Dorset, Weymouth & Portland do not have a five year land supply (4.6 years) and that North Dorset does (6.3 years).

Key risk areas

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

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

Council has inadequate supply of development land and so risks losing planning applications on appeal				
CURRENT SCORE		Planned risk reduction initiatives	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 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	3
Likelihood	5		Likelihood	2
Risk Score	20		Risk Score	6
Risk Rating	VERY HIGH		Risk Rating	LOW

Economy, Leisure & Tourism

Head of Service – Nick Thornley

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

Lead Brief holders – Tourism and Culture and Harbour, Community Facilities, Economic Development




Revenue summary (Excluding Harbour budget & prediction)

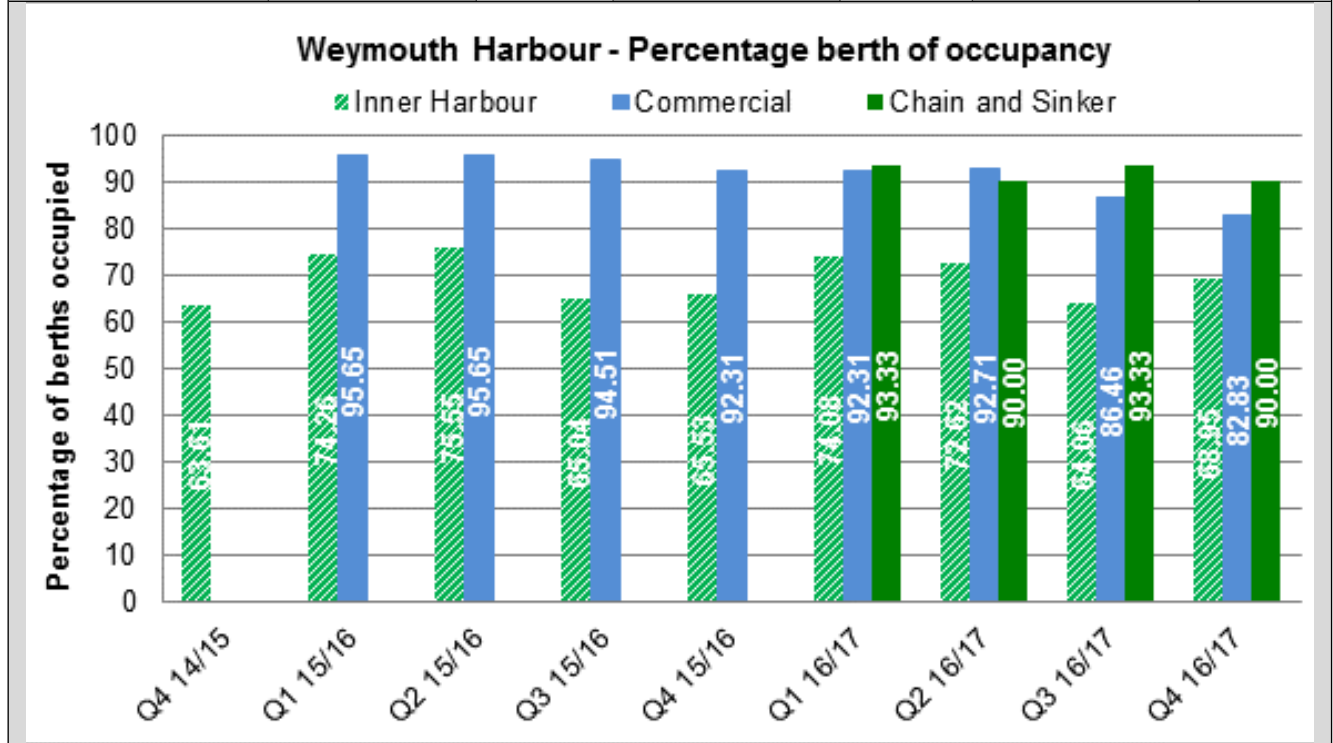
Subjective analysis	Full Year Current Budget 2016/17 (£)	Comments / actions
Employees	422,126	Lower than anticipated expenditure on utilities at Weymouth Swimming Pool, some additional expenditure preparing for new lease with SLM from 1st April 2017. Advertising income from sea front Drums down on budget. New additional cost to buy in legal advice on new arrangement at Weymouth Museum. Saving in staff cost due to new flexible working in Economic Regeneration team.
Premises	214,037	
Transport	2,411	
Supplies & Services	933,776	
Payments to clients	199,646	
Income	(1,045,945)	
Net expenditure	726,051	
Actual variance	66,942 (F)	
Q3 Predicted variance	14,661 (A)	
Q2 Predicted variance	20,006 (F)	
Q1 Predicted variance	1,248 (A)	

Revenue summary (Weymouth Harbour) – Reference only

Subjective analysis	Full Year Current Budget 2016/17 (£)	Comments / actions
Employees	384,620	Reduced expenditure from prudent management of supplies, repairs and contracts, employing Berthing Officer in-house rather than via agency and reduction in business rates.
Premises	507,327	
Transport	644	Significantly improved income from filming of 'Dunkirk', new electricity charging system and increase in visiting vessels.
Supplies & Services	221,512	
Income	(1,066,440)	
Net expenditure	47,663	The underspend for 2016/17 will be transferred to the Harbour Reserve.
Actual variance	252,759 (F)	
Q3 Predicted variance	139,440 (F)	
Q2 Predicted variance	130,371 (F)	
Q1 Predicted variance	0	

Key performance data

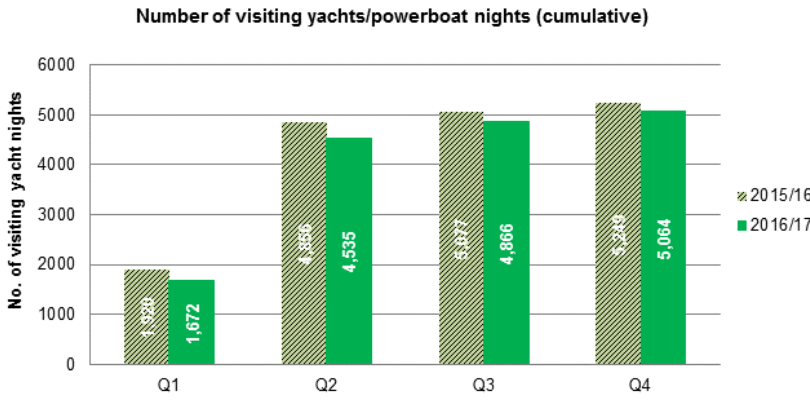
Weymouth Harbour - Percentage of berth occupancy					Aim	↑
Authority	Weymouth & Portland					
Type of Berth	Inner Harbour Marinas		Commercial Berths		Chain and Sinker Moorings	
FY 2016/17 Actual	68.95%		82.83%		90.00%	
FY 2016/17 Target	80%		80%		80%	
FY 2015/16 Actual	65.53%		92.31%		n/a	

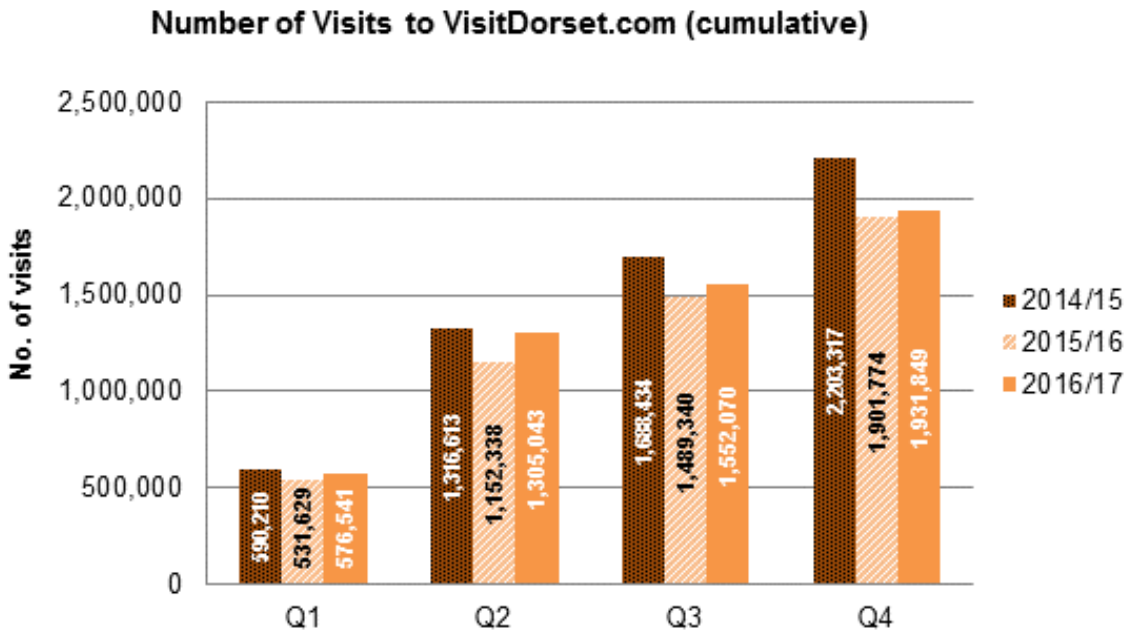


[Inner Harbour] 282 out of 409 moorings in the Inner Harbour Marinas are currently occupied. The start of the season sees an influx on new berth-holders and that is reflected in the increase in numbers. It is hoped that there will be further newcomers still.

[Commercial Berths] 82 out of 99 Commercial Berths are currently occupied. 4 new commercial berths have been created at the end of Mar 17 but also 1 permanent arrangement with Pelican of London terminated, a net increase of 3 berths. More commercial berth-holders are expected.

[Chain and Sinker] 27 out of 30 Chain and Sinker moorings are currently occupied. There are some fluctuations at the start of the season as people leave/arrive. Vacancies will be filled quickly.

Number of visiting yachts/powerboat nights (cumulative)		Aim	↑															
Authority	Weymouth & Portland																	
FY 2016/17 Actual	5,064																	
FY 2015/16 Actual	5,249																	
 <table border="1"> <caption>Number of visiting yachts/powerboat nights (cumulative)</caption> <thead> <tr> <th>Quarter</th> <th>2015/16</th> <th>2016/17</th> </tr> </thead> <tbody> <tr> <td>Q1</td> <td>1,928</td> <td>1,672</td> </tr> <tr> <td>Q2</td> <td>4,856</td> <td>4,535</td> </tr> <tr> <td>Q3</td> <td>5,077</td> <td>4,866</td> </tr> <tr> <td>Q4</td> <td>5,249</td> <td>5,064</td> </tr> </tbody> </table>				Quarter	2015/16	2016/17	Q1	1,928	1,672	Q2	4,856	4,535	Q3	5,077	4,866	Q4	5,249	5,064
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<p>The annual figures for 2016/17 were 3.5% down on 2015/16. There are no specific known reasons for this but could be weather, financial climate or other. Please note this is cumulative throughout the year. This is a volume indicator so there is no target.</p>																		

Number of visits to VisitDorset.com (cumulative)		Aim	↑																				
Authority	Dorset Council's Partnership (DCP)																						
FY 2016/17 Actual	1,931,849																						
FY 2016/17 Target	1,900,000																						
FY 2015/16 Actual	1,901,774																						
 <table border="1"> <caption>Number of Visits to VisitDorset.com (cumulative)</caption> <thead> <tr> <th>Quarter</th> <th>2014/15</th> <th>2015/16</th> <th>2016/17</th> </tr> </thead> <tbody> <tr> <td>Q1</td> <td>590,210</td> <td>531,629</td> <td>576,541</td> </tr> <tr> <td>Q2</td> <td>1,316,613</td> <td>1,152,338</td> <td>1,305,043</td> </tr> <tr> <td>Q3</td> <td>1,688,434</td> <td>1,489,340</td> <td>1,552,070</td> </tr> <tr> <td>Q4</td> <td>2,203,317</td> <td>1,901,774</td> <td>1,931,849</td> </tr> </tbody> </table>				Quarter	2014/15	2015/16	2016/17	Q1	590,210	531,629	576,541	Q2	1,316,613	1,152,338	1,305,043	Q3	1,688,434	1,489,340	1,552,070	Q4	2,203,317	1,901,774	1,931,849
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<p>The visit-dorset.com website is a partnership project of all Dorset councils excluding Bournemouth and Poole. Councils within the Visit Dorset Tourism Partnership are Christchurch, East Dorset, North Dorset, Purbeck, West Dorset and Weymouth & Portland. As such the figures shown relate to all councils within the Visit Dorset partnership.</p>																							

Key risk areas

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

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

Assets & Infrastructure

Head of Service – David Brown

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

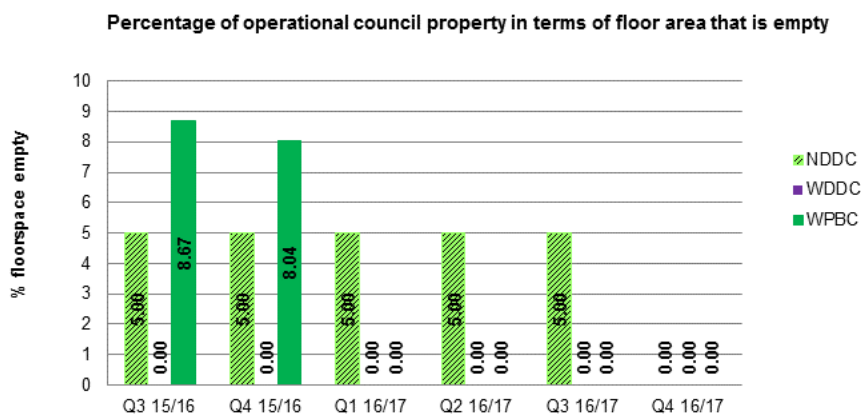
Lead Brief holders – **Transport and Infrastructure, Environment and Sustainability, Finance and Assets**

Revenue summary

Subjective analysis	Full Year Current Budget 2016/17 (£)	Comments / actions
Employees	780,510	The income from assets was higher than expected, and new cleaning contract that were put in place have lead to additional savings over and above those that were budgeted for. Additional efficiencies were also achieved over the year.
Premises	2,171,751	
Transport	22,091	
Supplies & Services	2,027,728	
Income	(4,230,497)	
Net expenditure	771,583	There were vacancies for senior staff in the service area that have now been filled.
Actual variance	556,562 (F)	Programmed project work was delayed so expenditure on a couple of major projects has had to be carried forward into the next financial year.
Q3 Predicted variance	178,772 (F)	
Q2 Predicted variance	5,753 (F)	
Q1 Predicted variance	22,523 (F)	

Key performance data


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

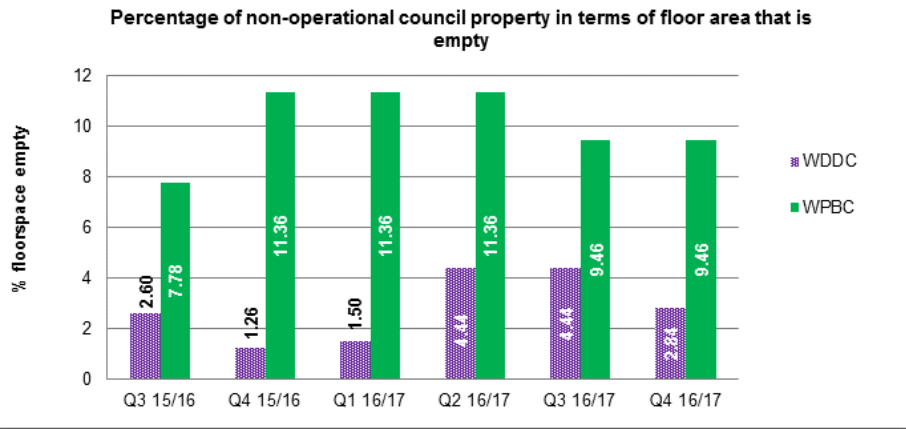


[NDDC] 2016/17 outturn for Nordon offices is an approximate percentage. Nordon office is now classed as an Asset for Disposal and will be removed from this performance indicator for 2017/18.

[WDDC] 0m² out of 6,776m² of operational floor space is currently empty.

[WPBC] 0m² out of 3,432m² of operational floor space is currently empty. Both the North Quay property and the Portland Council Offices are now classed as Assets for Disposal and are removed from the calculation for this metric.

Percentage of non-operational council property in terms of floor area that is empty		Aim	↓
Authority	West Dorset	Weymouth & Portland	
FY 2016/17 Actual	2.84%		9.46%
FY 2016/17 Target	5%		6%
FY 2015/16 Actual	1.26%		11.36%



[WDDC] 505m² out of 17,774m² of non-operational floor space is currently empty. Empty properties are at Marabout Industrial Estate and Burraton Yard.

[WPBC] 3,105m² out of 32,830m² of non-operational floor space is currently empty. The Harbour Provedore Store and part of the Ferry Terminal Offices has now been let. The remaining vacant space is mainly Ferry Port buildings that are vacant following the departure of Condor. Marketing on these buildings is ongoing for a two year let.

Key risk areas

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

Very High Risks	0
High Risks	0
Medium Risks	8
Low Risks	6

Democratic Services & Elections

Corporate Manager – Jacqui Andrews

(Democratic Support, Electoral Registration & Elections)

Lead Brief holder – Corporate Affairs and Continuous Improvement

Revenue summary

Subjective analysis	Full Year Current Budget 2016/17 (£)	Comments / actions
Employees	207,340	Favourable balances are shown on salaries resulting from vacant posts in both the Democratic and Electoral Services Teams that have not been filled, or, in the case of Electoral Services, replaced with a different graded post. The posts will be deleted from the establishment for 2017/18 creating ongoing savings.
Transport	11,026	
Supplies & Services	398,501	
Income	(36,961)	
Net expenditure	579,906	
Actual variance	63,424 (F)	A favourable budget has been achieved on the printing budget as democratic services are now using the Danwood contract for printing agendas following the closure of the internal print service. Savings were made in the member training budget as a result of joint events within the DCP. Democratic Services were also able to use the Council Chamber for additional meetings achieving a saving in the hire of buildings budget. The Members' Allowance budget, that includes travel, has a high favourable budget of approximately £9,000. This will be reviewed following the review of Allowances by the Independent Remuneration Panel. There is a £5,500 adverse budget as a result of the Freedom of the Borough as costs were moved from the Events Team to Democratic Services where there was no budget.
Q3 Predicted variance	42,355 (F)	
Q2 Predicted variance	2,862 (F)	
Q1 Predicted variance	8,000 (A)	

Key performance data

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

Key risk areas

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

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


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

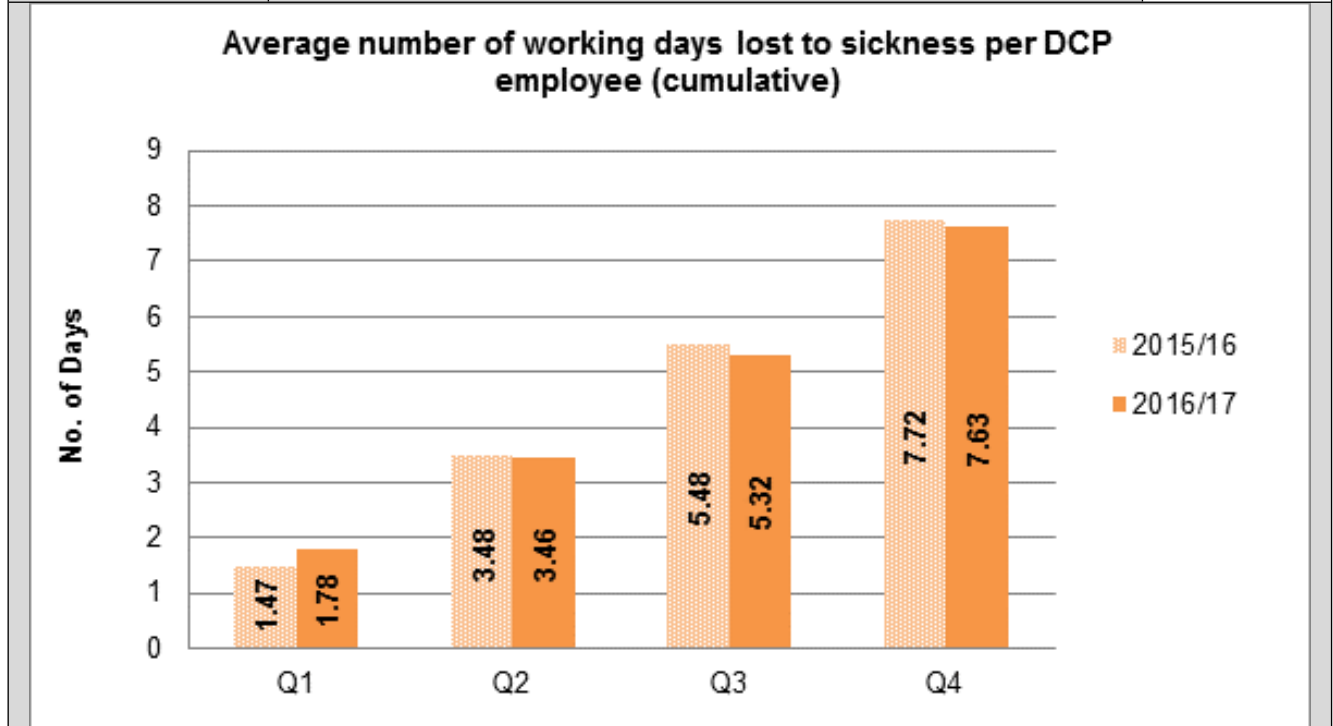
(HR Policy, Recruitment, Workforce Planning, Staff Performance, Health & Safety)

Lead Brief holder – **Corporate Affairs and Continuous Improvement****Revenue summary**

Subjective analysis	Full Year Current Budget 2016/17 (£)	Comments / actions
Employees	223,060	Overall there is a favourable variance. The budget has held up well against the increased pressure to deliver the HR & OD Service. We have kept any additional legal expenses to a minimum which has contributed to the overall favourable variance.
Transport	1,707	
Supplies & Services	26,919	
Net expenditure	251,686	
Actual variance	7,816 (F)	
Q3 Predicted variance	0	
Q2 Predicted variance	4,725 (F)	
Q1 Predicted variance	0	

Key performance data

Average number of working days lost to sickness per DCP employee (cumulative)		Aim	↓
Authority	Dorset Council's Partnership (DCP)		
FY 2016/17 Actual	7.63 days		
FY 2016/17 Target	7 days		
FY 2015/16 Actual	7.72 days		



Average Full Time Equivalent (FTE) employees figure is based on a comparison of data supplied for the ONS Quarterly surveys as at March and December 2016.

[DCP] The end of year figure is 7.63 days per FTE employee. This is calculated by dividing the 4,071 days sick for the year by the 553.90 FTE employees. This compares with a corresponding figure of 7.72 days the previous year.

The proportion of days lost for long term absence in Q4 was 39% and short term absence was 61%.

Please note this KPI is cumulative throughout the year.

Key risk areas

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

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

Legal Services

Corporate Manager – Robert Firth

(Legal, Deputy Monitoring Officer, Land Charges)

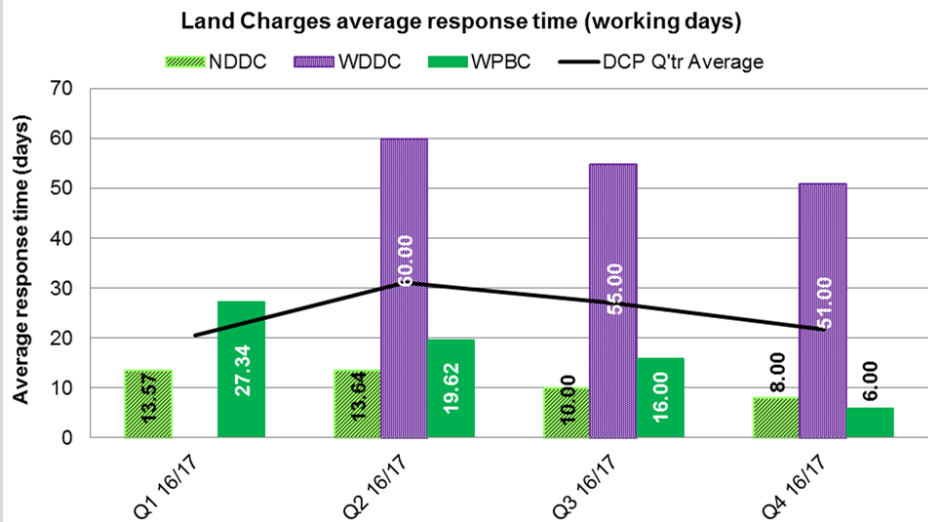
Lead Brief holder – **Corporate Affairs and Continuous Improvement**

Revenue summary

Subjective analysis	Full Year Current Budget 2016/17 (£)	Comments / actions
Employees	258,821	Land Charges – As with North Dorset, a good proportion of this adverse variance can be attributable to variations in charges and income. To the extent that it is possible, this has been accounted for in charges for the current year and is assessed as part of the annual fee setting process. Other variations reflect necessary in-year adjustments.
Transport	788	
Supplies & Services	33,048	
Income	(144,714)	
Net expenditure	147,943	
Actual variance	8,513 (A)	Legal Services – Along with North and West Dorset there has been an overspend this year where, due to instances of long-term staff absence, there has been an unavoidable need to employ cover using agency staff to provide ongoing legal support to the three councils. There has been a significant amount of legal costs being recovered this year by WPBC which has aided in offsetting the agency staff related overspends.
Q3 Predicted variance	20,000 (A)	
Q2 Predicted variance	19,000 (A)	
Q1 Predicted variance	0	

Key performance data

Average days to process Land Charge searches (working days)					Aim	↓
Authority	North Dorset		West Dorset		Weymouth & Portland	
Q4 2016/17 Actual	8 working days		51 working days		6 working days	
Q4 2016/17 Target	15 working days		15 working days		15 working days	
FY 2016/17 Actual	8 working days		51 working days		6 working days	
FY 2016/17 Target	15 working days		15 working days		15 working days	
FY 2015/16 Actual	n/a (new KPI)		n/a (new KPI)		n/a (new KPI)	



In addition to impacts of project work all three land charges teams are likely to face challenges in the next quarter associated with accommodation moves and impacts of moving towards VAT charging which has increased the financial workloads of land charges staff. For WDDC the former will potentially be more challenging due to current dependence on referring to microfiche. All efforts will be made to reduce adverse impact from this.

A facility is available on the Land Charges System whereby if there is an urgent issue with a Land Charge submission, a customer can contact the council with details.

[NDDC] 355 Land Charges searches were processed during Q4. NDDC staff continue to provide assistance to the other land charges teams, although targets remain well within acceptable levels. Over the next quarter NDDC land charges staff are likely to face the additional challenge of gradual migration to SWH and consequential changes to IT. It is very likely that this will have an impact on search turnarounds.

[WDDC] 743 Land Charges searches were processed during Q4. Over this time progress in reducing the backlog has continued albeit at a reduced rate and appreciable progress in relation to the Data Preparation project has taken place since the appointment of interim project /managerial support. In order to help manage workflows in relation to WDDC land charges age profiling is being trialled which so far seems to be a useful tool. Information relating to that is set out below... Age profiling information is in working days. During this quarter the WDDC team held a very successful open morning to meet some of its customers and provide better understanding of the challenges faced.

Age Profile of WDDC Searches as at 28th March 2017

Age of land Charge Search	Number
0 to 10 working days	86
10 to 20 working days	155
20 to 30 working days	82
30 to 40 working days	128
40 days and over	25

[WPBC] 429 Land Charges searches were processed during Q4. Significantly the target time for doing searches is clearly now being met. Support for the WPBC team remains in place at present but potentially may be able to be phased down during this quarter.

Key risk areas

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

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

Issues arising from lack of resilience / staffing issues / process issues - both historic issues and on-going				
CURRENT SCORE		Planned risk reduction initiatives	TARGET SCORE	
Impact	3	Continuing implementation of action plan and on-going review of outcomes. Interim management support has managed to deliver useful new policies.	Impact	3
Likelihood	5		Likelihood	2
Risk Score	15		Risk Score	6
Risk Rating	HIGH		Risk Rating	LOW