

Business Review

Weymouth & Portland Borough Council

Period: **Quarter 1 (April to June 2017)**

Financial Services

Head of Service – **Julie Strange**

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

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

Key performance data

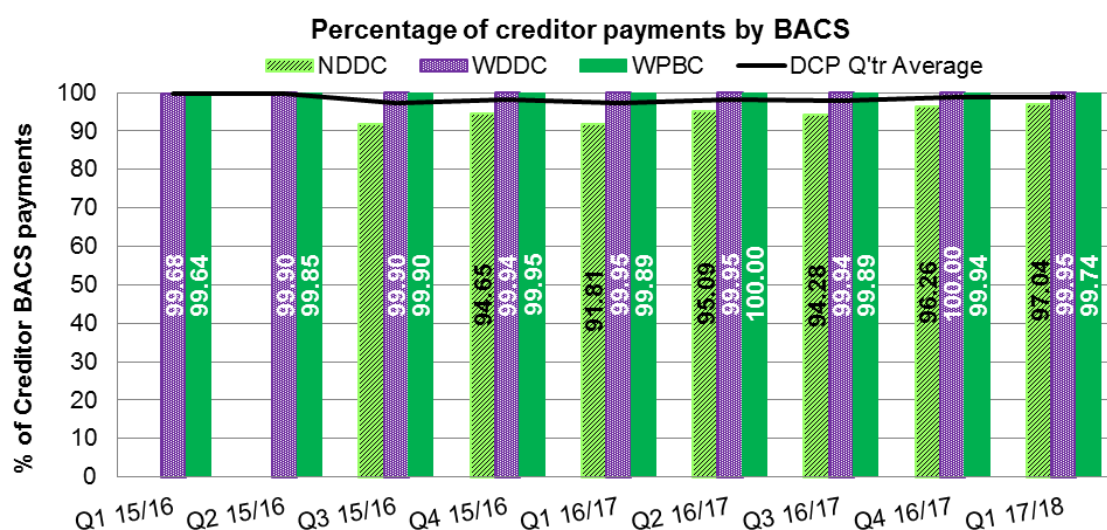
Exception Report from Head of Service

An Intelligent Scanning system has recently been installed, this has led to a change in the way that we process creditor payments. As you can see below, this has meant 45% of creditor payments are made within 5 days, an increase in performance from digitalisation resulting in improved cashflow for our local suppliers.

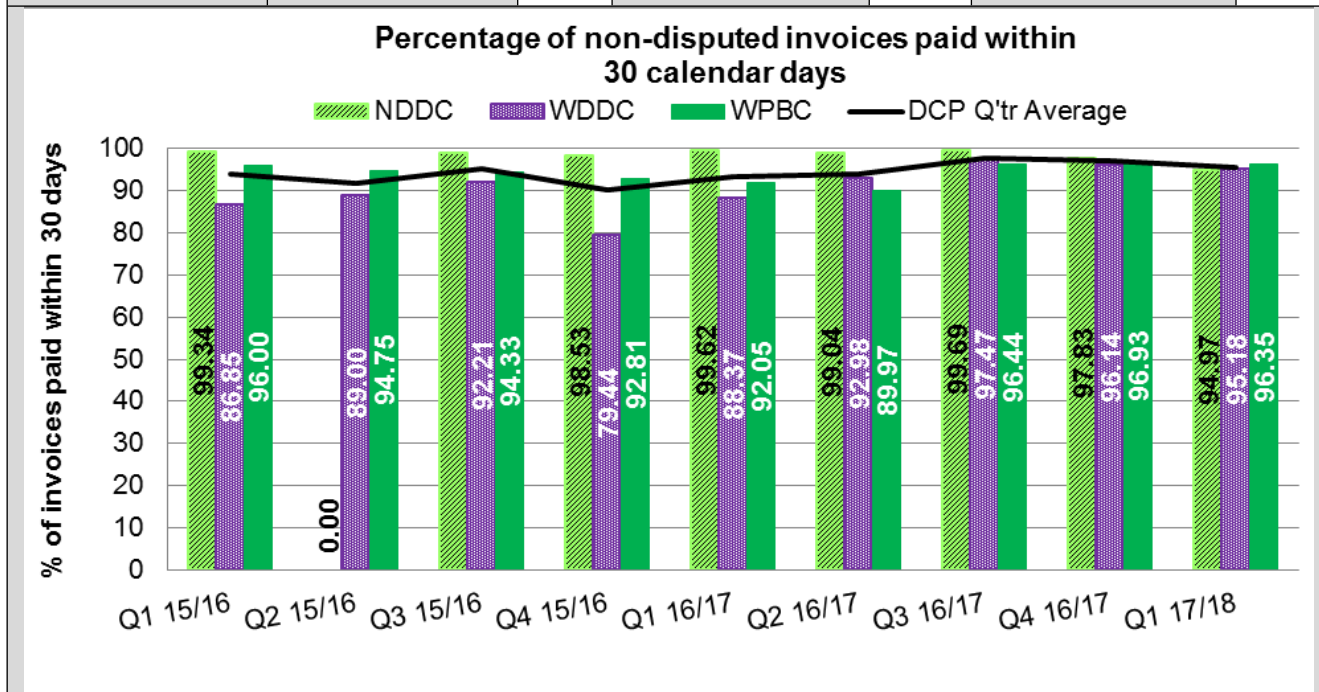
Percentage of non-disputed invoices paid within 5 calendar days (creditor payments):

North Dorset = 25.12%, West Dorset = 52.59%, Weymouth & Portland = 45.01%

Percentage of creditor payments by BACS					Aim	↑
Authority	North Dorset		West Dorset		Weymouth & Portland	
Q1 2017/18 Actual	97.04%	✓	99.95%	✓	99.74%	✓
Q1 2017/18 Target	95%		95%		95%	
FY 2017/18 Target	95%		95%		95%	
FY 2016/17 Actual	94.26%		99.96%		99.94%	



Percentage of non-disputed invoices paid within 30 calendar days (creditor payments)				Aim	↑
Authority	North Dorset		West Dorset		Weymouth & Portland
Q1 2017/18 Actual	94.97%	✓	95.18%	✓	96.35%
Q1 2017/18 Target	95%		95%		95%
FY 2017/18 Target	95%		95%		95%
FY 2016/17 Actual	99.04%		93.52%		93.62%



Overall General Fund predicted variances per Quarter (Favourable/Adverse)			
Authority	North Dorset	West Dorset	Weymouth & Portland
Q1 2017/18 Actual	£56,340 (F)	£109,929 (F)	£61,331 (F)

Key risk areas

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

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

Revenues & Benefits

Head of Service – Stuart Dawson

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

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

Key performance data

Exception Report from Head of Service

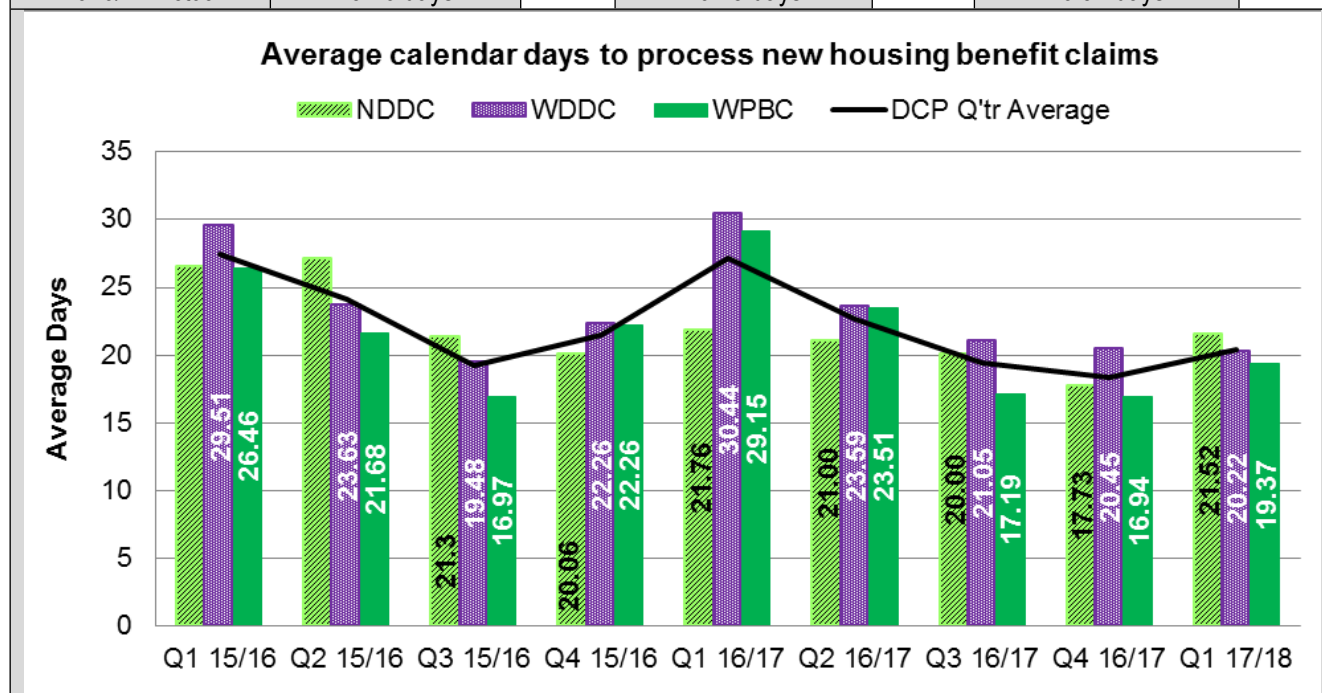
NDDC (SVPP) collections rates are similar as at Q1 position last year, therefore we are on track at this stage to achieve the targets set again. Q1 changes are exceeding target set and new claim average 21.5 days however for June we are back processing new claims in an average of 19 days.

WDDC – Performance in relation to processing new benefit claims was affected by increased workload received following the issue of the annual Council Tax bills. The majority of new benefit claims processed are incomplete on receipt and delays can be experienced in obtaining the additional information from customers. However, Members will be aware that initiatives were introduced last year to help reduce these cases and this has delivered significant improvements (20.22 days compared to 30.44 days for Q1 16/17). It is anticipated that the initiatives will deliver further improvements and that performance will be within target for Q2.

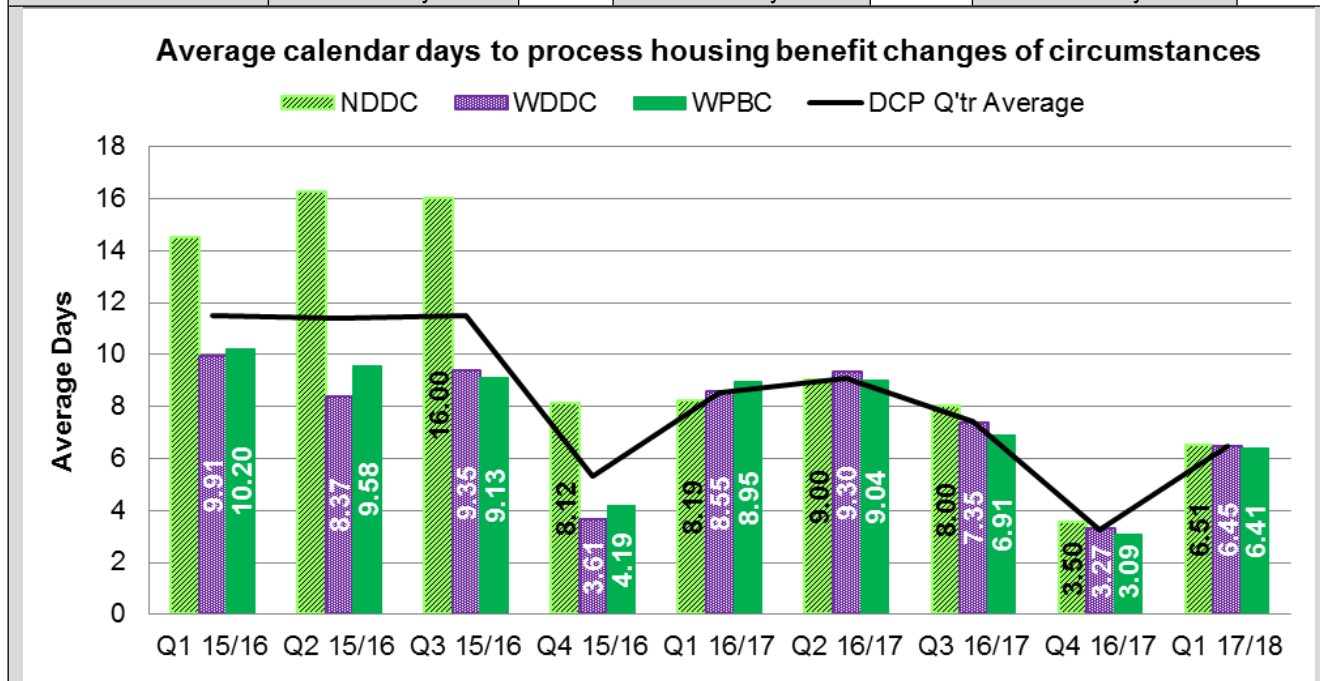
WPBC - Performance in relation to processing new benefit claims was affected by increased workload received following the issue of the annual Council Tax bills. The majority of new benefit claims processed are incomplete on receipt and delays can be experienced in obtaining the additional information from customers. However, Members will be aware that initiatives were introduced last year to help reduce these cases and this has delivered significant improvements (19.37 days compared to 29.15 days for Q1 16/17). It is anticipated that the initiatives will deliver further improvements and that performance will be within target for Q2.

Business Rates collection for Q1 was affected by a large ratepayer delaying making payment. If payment had been made in Q1 (as it was last year) collection performance would be in line with target.

Average calendar days to process new housing benefit claims				Aim	↓
Authority	North Dorset		West Dorset		Weymouth & Portland
Q1 2017/18 Actual	21.52 days		20.22 days		19.37 days
Q1 2017/18 Target	19 days	✘	19 days	✘	19 days
FY 2017/18 Target	19 days		19 days		19 days
FY 2016/17 Actual	19.76 days		20.45 days		16.94 days

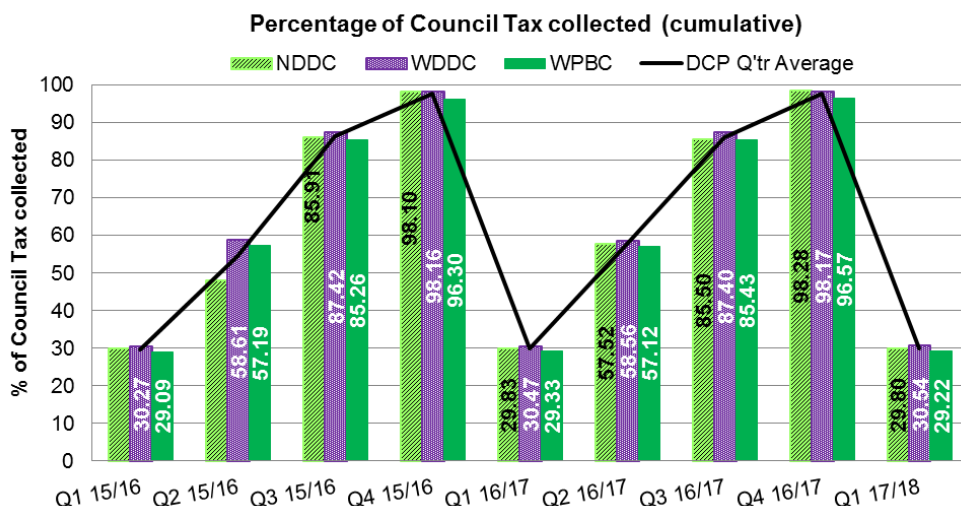


Average calendar days to process housing benefit changes of circumstances				Aim	↓
Authority	North Dorset		West Dorset		Weymouth & Portland
Q1 2017/18 Actual	6.51 days		6.45 days		6.41 days
Q1 2017/18 Target	10 days	✓	7 days	✓	7 days
FY 2017/18 Target	10 days		7 days		7 days
FY 2016/17 Actual	7.06 days		3.27 days		3.09 days

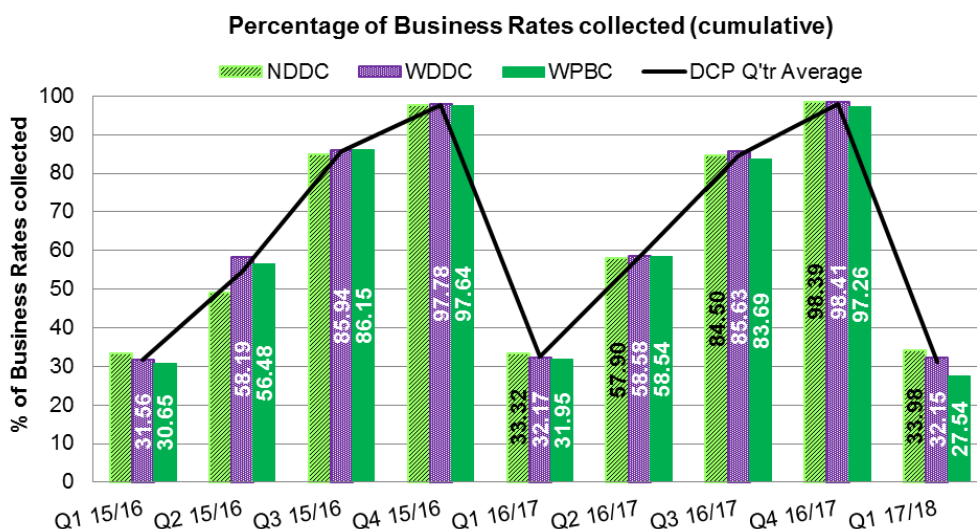


Number of Housing Benefit New Claims and Changes			
Authority	North Dorset	West Dorset	Weymouth & Portland
Q1 2017/18 Actual	5,095	4,136	5,605
Q4 2016/17 Actual	6,478	8,551	8,945
Q3 2016/17 Actual	3,606	2,834	3,396
Q2 2016/17 Actual	4,508	4,047	4,714
Q1 2016/17 Actual	4,695	4,770	5,420
Q4 2015/16 Actual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

Percentage of Council Tax collected (cumulative)				Aim	↑
Authority	North Dorset		West Dorset		Weymouth & Portland
Q1 2017/18 Actual	29.80%		30.54%		29.22%
Q1 2017/18 Target	29.83%	⚠	30.47%	✅	29.33%
FY 2017/18 Target	98.28%		98.17%		96.57%
FY 2016/17 Actual	98.28%		98.17%		96.57%



Percentage of Business Rates collected (cumulative)				Aim	↑
Authority	North Dorset		West Dorset		Weymouth & Portland
Q1 2017/18 Actual	33.98%		32.15%		27.54%
Q1 2017/18 Target	33.32%	✅	32.17%	⚠	31.95%
FY 2017/18 Target	98.00%		98.41%		97.26%
FY 2016/17 Actual	98.39%		98.41%		97.26%



Key risk areas

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

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

Business Improvement

Head of Service – Penny Mell

(Change Management implementation, Business Transformation, Customer Services, Communications, dorsetforyou.com, Graphic design & Printing, Consultation, IT Support, IT Development)

Lead Brief Holders – **Cllr Alison Reed** (Corporate Affairs and Continuous Improvement),

Cllr Christine James (Social Inclusion)

Key performance data

Exception Report from Head of Service

Customer Services – May 2017 was exceptionally busy due to the local and general elections. Elections has placed a high demand on this quarter; we received 5976 election calls this quarter, which is in stark contrast to the 2353 election calls we received in the previous 9 months.

Please note the figures below do not take into account the calls to voicemails and automated services. These are: NDDC – 1.8%, WDDC – 4.1%, WPBC – 3.8%.

We are in the process of call centre convergence which will see calls for NDDC, WDDC and WPBC being routed to our call centre which is based at South Walks House, Dorchester.

Our new corporate complaints procedure launched in November 2016. This is a two stage model based on LGO guidance. Training has been provided for council staff.

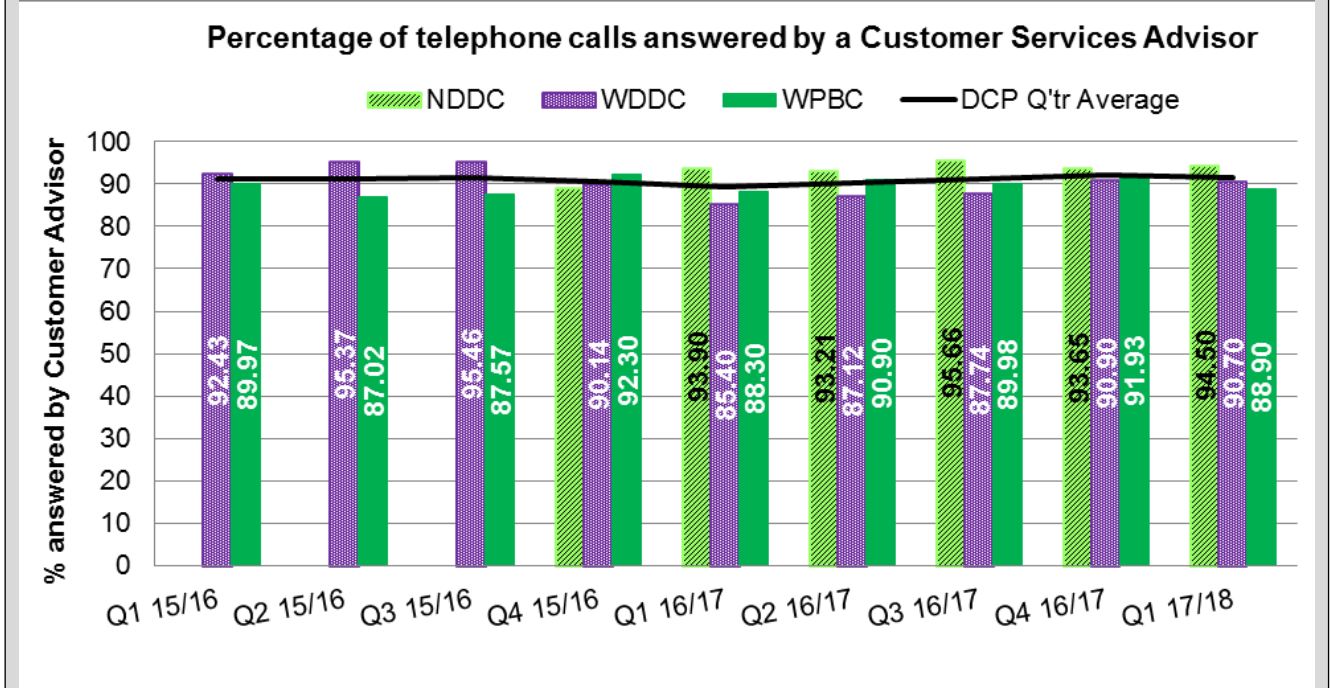
NDDC complaints = 6, 4 responded to on time 2 late;
WDDC complaints =19, 13 responded to on time and 6 late;
WPBC complaints = 23, 15 responded to on time and 8 late

Fiona Napier (Communications and Customer Experience Manager) will look into why these target response times have not been met and will provide a plan to help services to meet their deadlines.

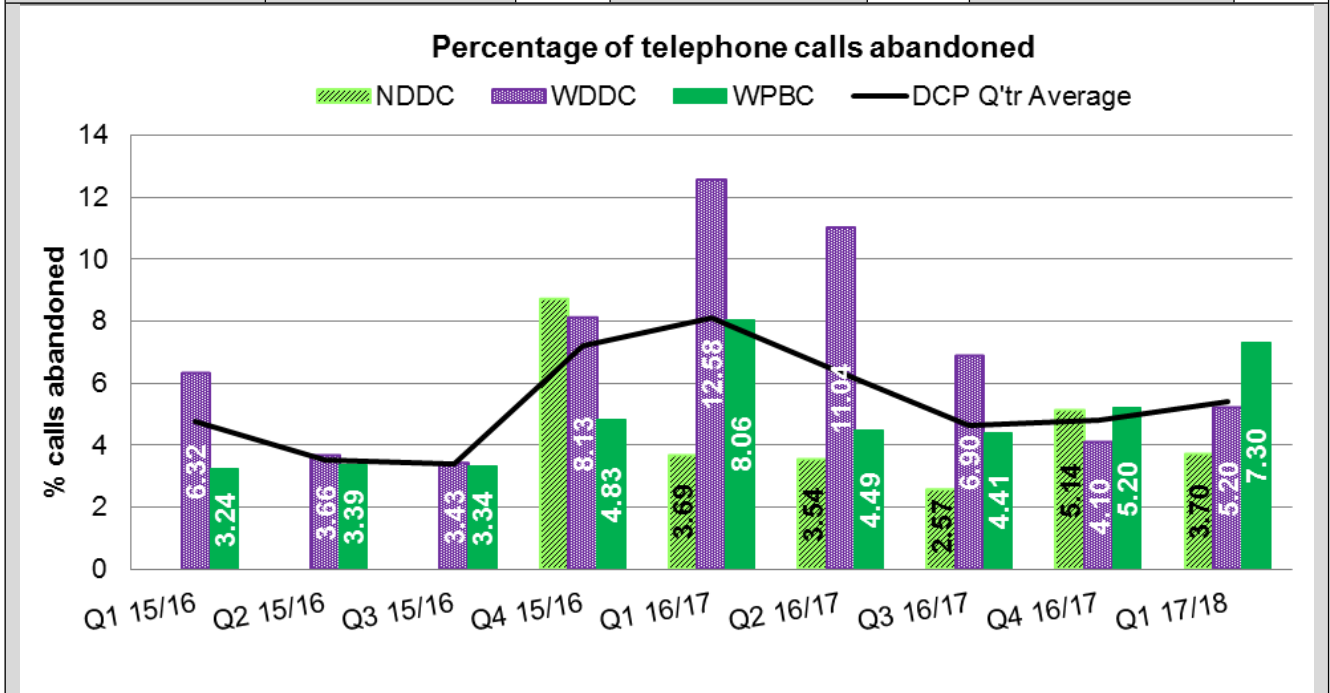
Number of phone calls received by Customer Services

Authority	North Dorset	West Dorset	Weymouth & Portland
Q1 2017/18 Actual	3,179	10,145	12,027
Q4 2016/17 Actual	4,142	8,213	8,640
Q3 2016/17 Actual	3,501	7,887	8,076
Q2 2016/17 Actual	4,494	10,644	9,659
Q1 2016/17 Actual	5,100	12,802	11,607

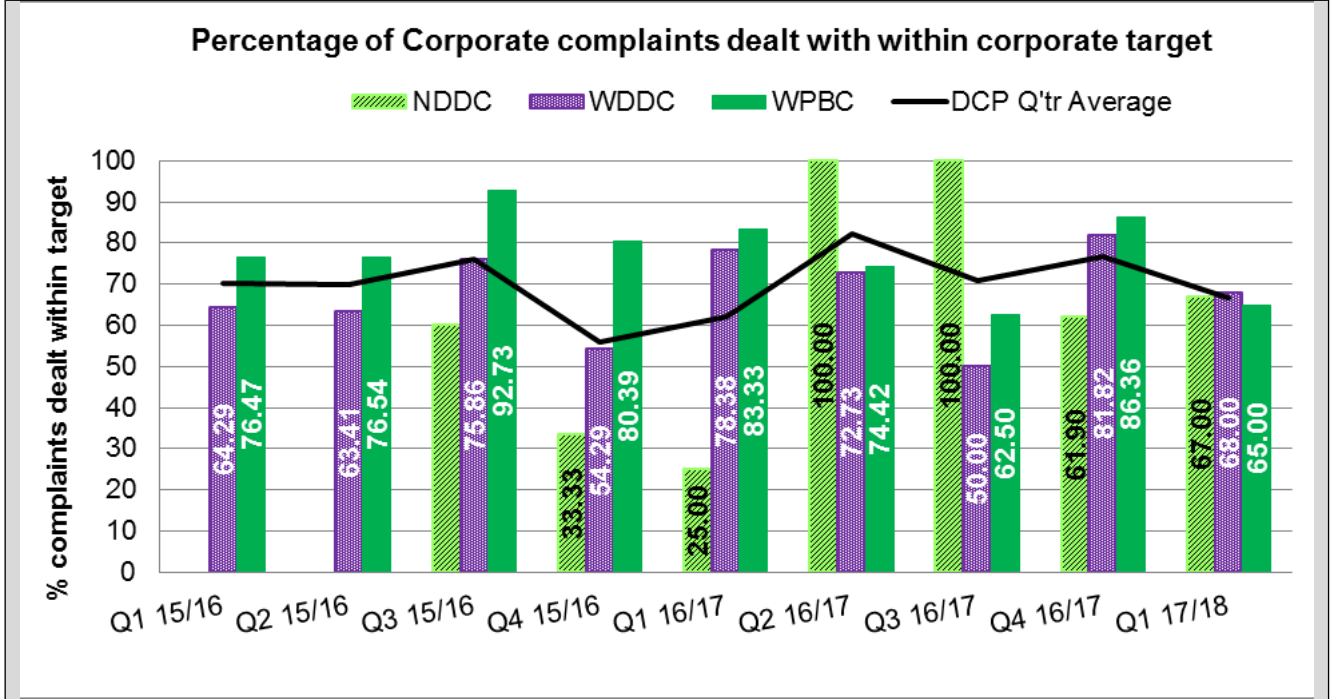
Percentage of telephone calls answered by a Customer Services Advisor				Aim	↑
Authority	North Dorset	West Dorset	Weymouth & Portland		
Q1 2017/18 Actual	94.5%	90.7%	88.9%		
Q1 2017/18 Target	92%	92%	92%	⚠	⚠
FY 2017/18 Target	92%	92%	92%	⚠	⚠
FY 2016/17 Actual	94%	88%	90%		



Percentage of telephone calls abandoned				Aim	↓
Authority	North Dorset	West Dorset	Weymouth & Portland		
Q1 2017/18 Actual	3.7%	5.2%	7.3%		
Q1 2017/18 Target	6%	6%	6%	✓	✗
FY 2017/18 Target	6%	6%	6%	✓	✗
FY 2016/17 Actual	4%	9%	6%		



Percentage of corporate complaints dealt with within corporate target (Stage One: 10 working days, Stage Two: 15 working days)				Aim	↑
Authority	North Dorset		West Dorset		Weymouth & Portland
Q1 2017/18 Actual	67%	✘	68%	✘	65%
Q1 2017/18 Target	80%		80%		80%
FY 2017/18 Target	80%		80%		80%
FY 2016/17 Actual	63%		70%		77%



Key risk areas

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

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

General Data Protection Regulation (GDPR) - Failure to comply with the new Data Protection reforms coming in force on 25th May 2018				
CURRENT SCORE		Planned risk reduction initiatives	TARGET SCORE	
Impact	4	Senior Leadership team buy in to a appoint a dedicated Data Protection officer and initial Data Protection awareness training for some members of staff. Completion of Corporate Information asset register and retention schedule. Appoint dedicated Data Protection Officer to lead on overall compliance programme across the partnership. Conduct awareness training and campaign for everyone to equip them with knowledge of the new legislation and their responsibilities towards managing personal data. Review contract clauses to ensure they reflect GDPR requirements, impalement, breach detection and notification procedures to manage data breaches, review privacy notices and consent gathering mechanisms. Carry data flow mapping to understand the flow of personal data, conduct privacy impact assessments to review personal data risks and develop adequate mitigating actions, encrypt personal data and develop mechanisms for secure transfer of personal data where there is a requirement to do so.	Impact	4
Likelihood	4		Likelihood	3
Risk Score	16		Risk Score	12
Risk Rating	High		Risk Rating	MEDIUM

Stronger Together team capacity and capability is inadequate to manage and implement change programme with learning from change programmes not reviewed and shared				
CURRENT SCORE		Planned risk reduction initiatives	TARGET SCORE	
Impact	4	As service business requirements are identified and defined, additional temporary resources to be procured where necessary to effectively deliver change. Skills matrix to identify current skillset against desired competencies, personal and team development plans to inform training programme. Ensure approach to achievements and lessons learnt are carried through during life and end of programme.	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	TARGET SCORE		
Impact	5		Implement local recovery centre. Test Disaster Recovery/Business Continuity plan at least annually. Ensure restoration priorities are established and understood by the organisation. Services to have local fail over arrangements.	Impact	2
Likelihood	2			Likelihood	2
Risk Score	10			Risk Score	4
Risk Rating	HIGH	<p>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:</p> <p>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</p>	Risk Rating	LOW	

Loss, disruption or interception of electronic data					
CURRENT SCORE		Planned risk reduction initiatives	TARGET SCORE		
Impact	5		A range of technical solutions are in place within the IT infrastructure to help secure the Partnership's data and prevent data loss. As a PSN organisation, the Partnership is also subject to annual PSN compliance regime including PEN testing. As well as these technical measures, work is underway to improve the Partnership's Information Governance arrangements under the leadership of the Partnership's Information Governance Officer. As the Partnership progresses, particularly with SMART working, IT users and their role within maintaining data security is critical and 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.	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 – **Cllr Francis Drake** (Community Safety), **Cllr Ray Nowak** (Environment and Sustainability),

Cllr Kate Wheller (Community Facilities)

Key performance data

Exception Report from Head of Service

Q1 data for 'percentage of Environmental Protection service requests responded to within 3 working days' is not available due to a change during the period in the business application supporting the service. Data will be reported at Q2.

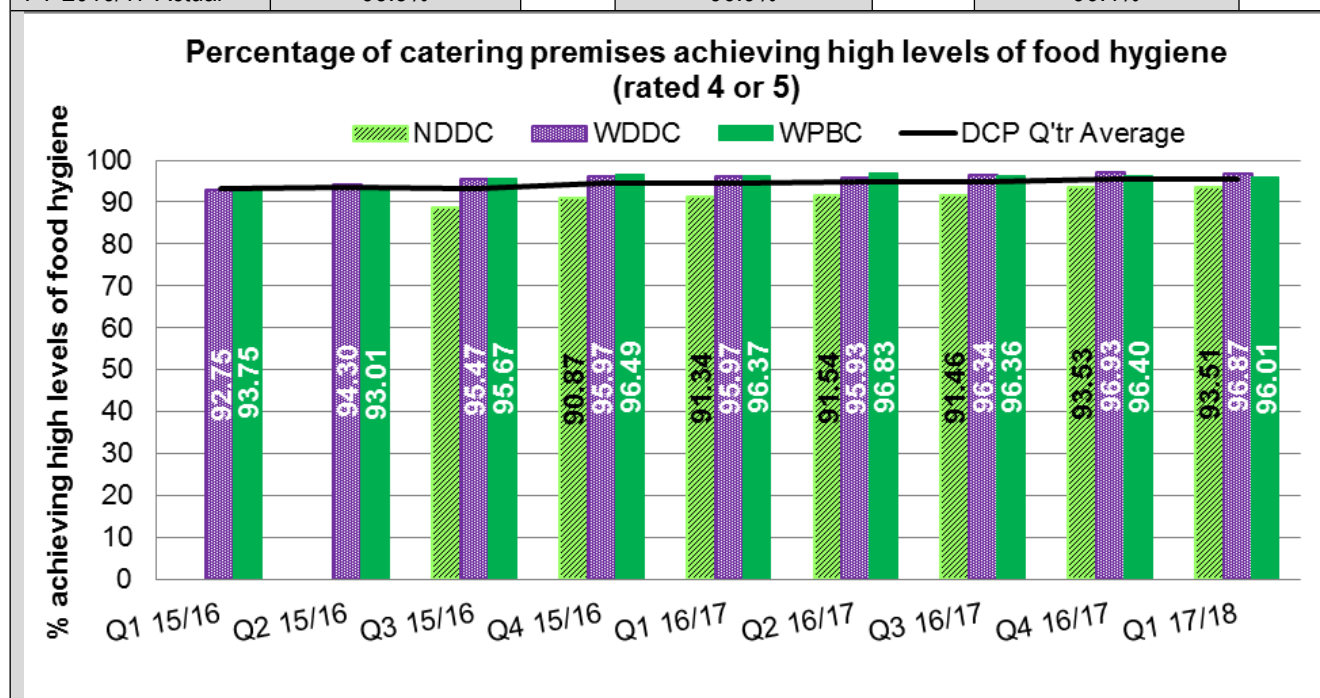
Q4 2016-17 data for waste & recycling collection and disposal is the latest available (data runs a quarter in arrears). This is due to a reliance on data being submitted by contractors and then validated.




North Dorset has continued to generate household waste above target but its disposal to landfill and recycling targets are close to targets (note that these latter targets are more challenging than for WDDC and WPBC). The DWP 'Right Stuff, Right Bin' campaign is taking place in North Dorset which can highlight to residents the amount of food waste being produced and with that awareness, lead to a reduction.

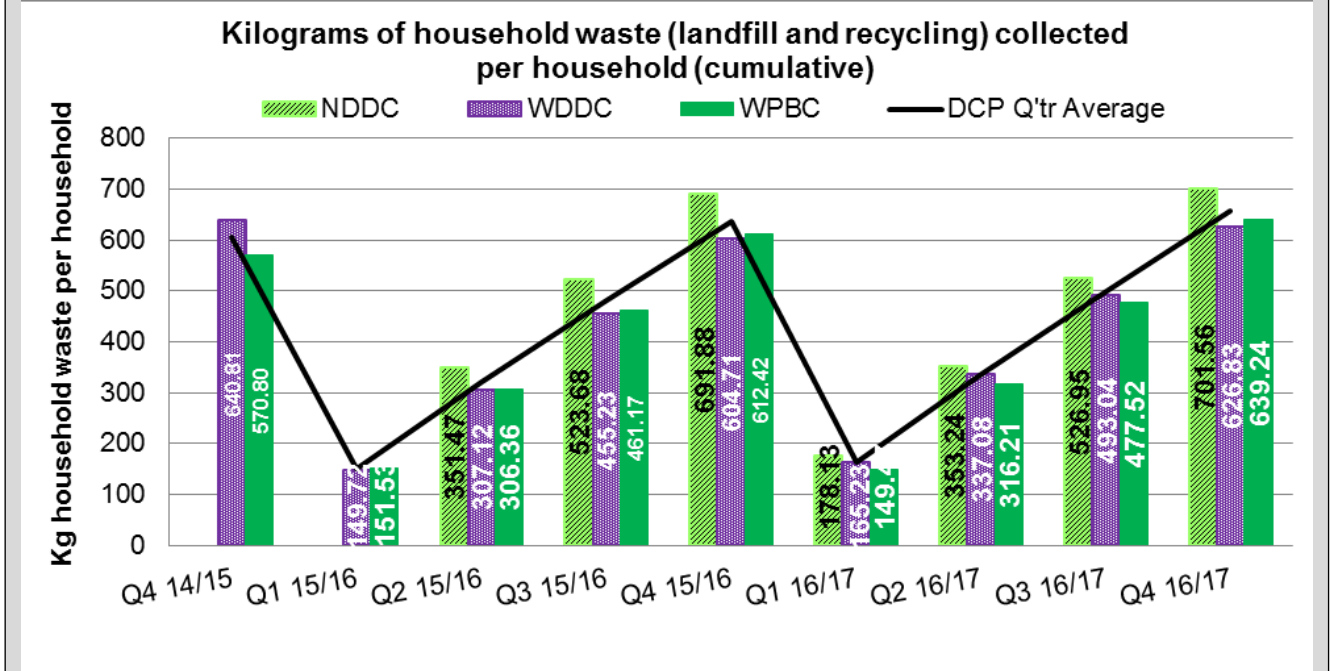
Missed collection data will be reported as a percentage of total collections for 2017-18 data.




Note that DWP depot collection boundaries are not directly aligned with council boundaries. This is due to maximising round collection efficiencies.

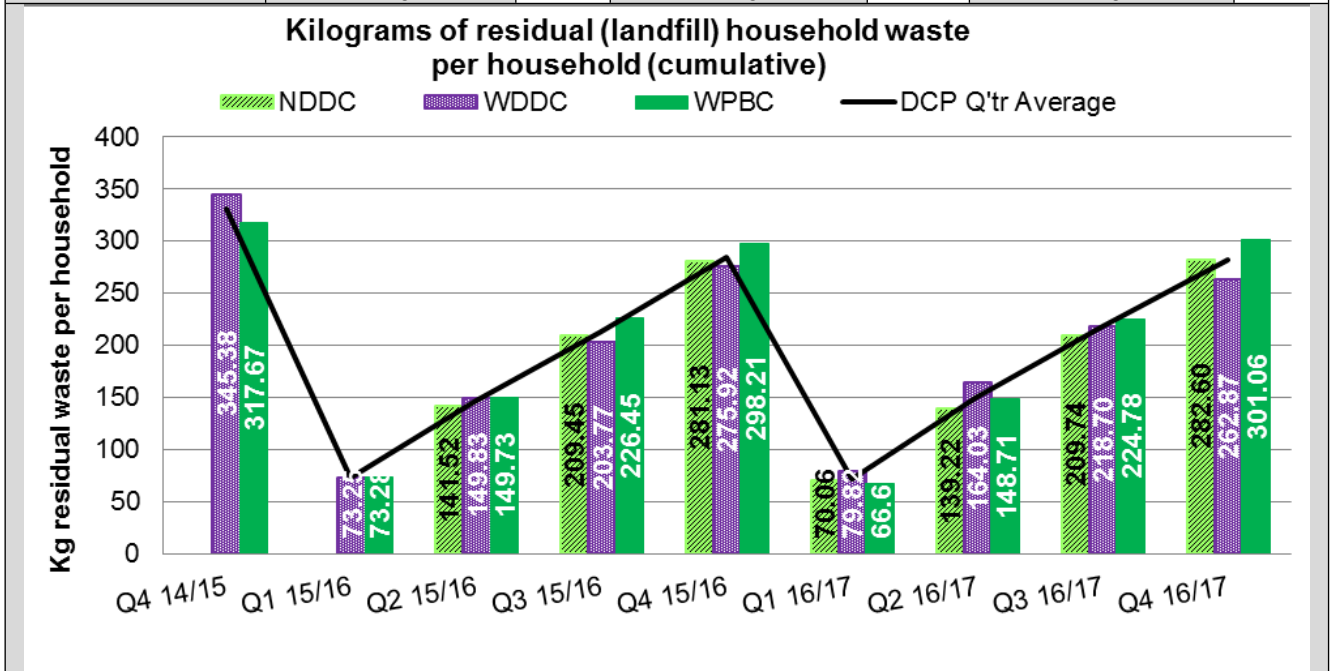
Percentage of catering premises achieving high levels of food hygiene (rated 4 or 5)					Aim	↑
Authority	North Dorset		West Dorset		Weymouth & Portland	
Q1 2017/18 Actual	93.5%		96.9%		96.0%	
Q1 2017/18 Target	90%	✓	90%	✓	90%	✓
FY 2017/18 Target	90%		90%		90%	
FY 2016/17 Actual	93.5%		96.9%		96.4%	



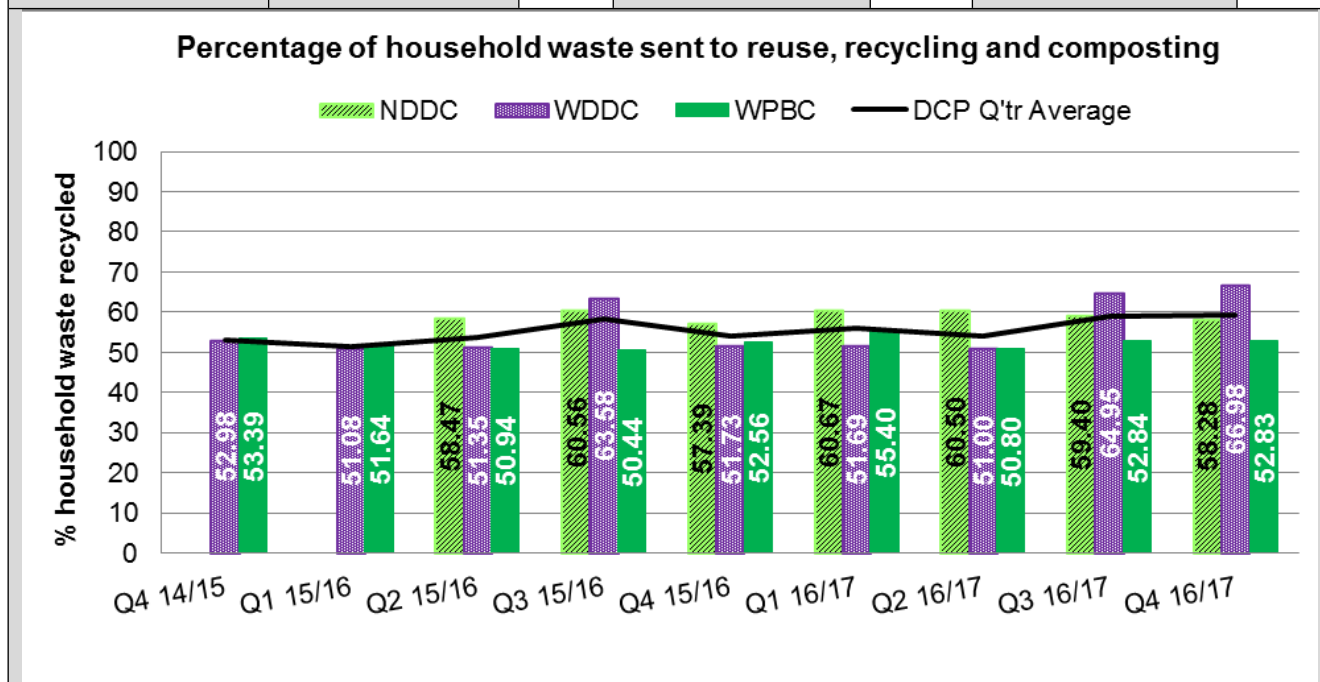
Kilograms of household waste (landfill and recycling) collected per household (cumulative)					Aim	↓
Latest available data is for Q4						
Authority	North Dorset		West Dorset		Weymouth & Portland	
FY 2016/17 Actual	702 Kg/hh		627 Kg/hh		639 Kg/hh	
FY 2016/17 Target	640 Kg/hh		640 Kg/hh		640 Kg/hh	
FY 2015/16 Actual	692 Kg/hh		605 Kg/hh		612 Kg/hh	



Kilograms of residual (landfill) household waste per household (cumulative)					Aim	↓
Latest available is Q4						
Authority	North Dorset		West Dorset		Weymouth & Portland	
FY 2016/17 Actual	283 Kg/hh		263 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	



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



Number of (justified) missed household waste collections (absolute number)				Aim	↓
Authority	North Dorset	West Dorset	Weymouth & Portland		
Q1 2017/18 Actual	926	733	856		
Q4 2016/17 Actual	1,090	873	963		
Q3 2016/17 Actual	911	789	1,120		
Q2 2016/17 Actual	916	1,058	1,406		
Q1 2016/17 Actual	750	1,076	1,216		
Q4 2015/16 Actual	642	1,208	1,485		
Q3 2015/16 Actual	579	1,660	1,517		
Q2 2015/16 Actual	548	992	3,240		
Q1 2015/16 Actual	674	1,072	3,410		

Key risk areas

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

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

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)

Key performance data

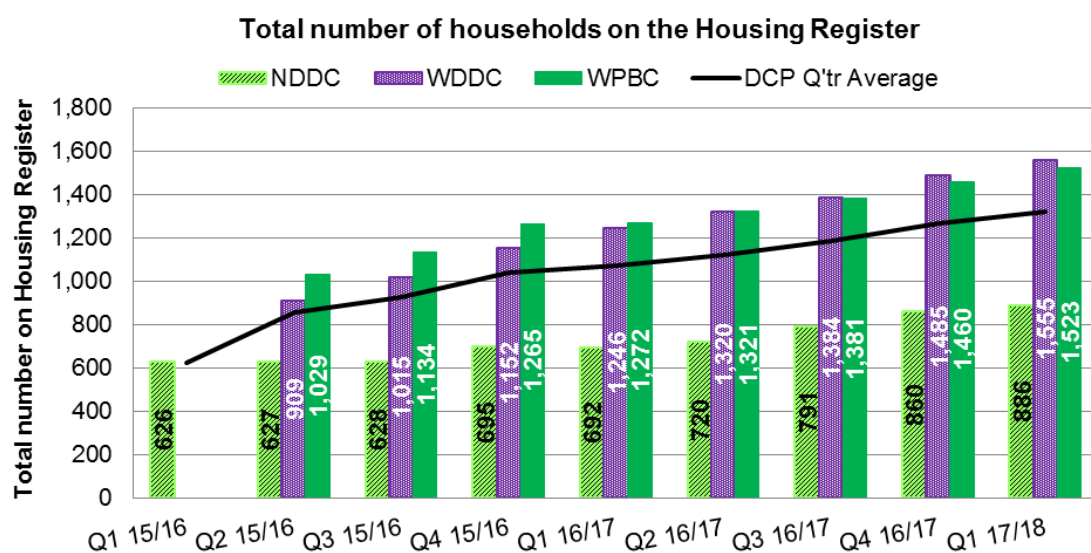
Exception Report from Head of Service	
<p>Number of homelessness decisions made [NDDC] There has been a decrease in the number of homelessness cases for NDDC [WDDC/WPBC] The number of decisions issued in WPBC increased. In WDDC there has been no change It is expected with the continued impact of welfare 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.</p>	
<p>Total number of households on the Housing Register All three registers continue to grow slowly. This is expected with no overriding cause for concern, as demand for social housing exceeds supply.</p>	
<p>Number of new applications of the Housing Register The Average of new applications to the housing register is slightly decreasing which is broadly expected however, during the last 4 quarters the number of new applications to the Housing Register rapidly increased. This may also increase due to the changes within the new policy which allows adequate housed in NDDC/WDDC; also we may see an increase in those applying for Community Land Trust. The figures across the partnership are now being collected in a consistent manner.</p>	
<p>Total number of households housed in Registered Provider (RP) stock There has been an increase in NDDC/WPBC and a small decrease in WDDC in the number of applicants housed by RPs. We do not have any control over the number of properties available as this lies with RPs.</p>	
<p>Definition of homeless decisions: These are decisions made by a Housing Officer within the month on all Homeless Applications received. The decisions can be either:-</p> <ul style="list-style-type: none"> • Eligible, unintentionally homeless and in priority need, • Eligible homeless and in priority need but intentionally so • Eligible, homeless but not in priority need, • Ineligible 	

Average number of working days to process Housing Register applications				Aim	↓
Authority	North Dorset	West Dorset	Weymouth & Portland		
Q1 2017/18 Actual	4.87 days	2.32 days	2.03 days		
Q1 2017/18 Target	9 days	9 days	9 days		✓
FY 2017/18 Target	9 days	9 days	9 days		✓
FY 2016/17 Actual	N/A, new KPI	N/A, new KPI	N/A, new KPI		

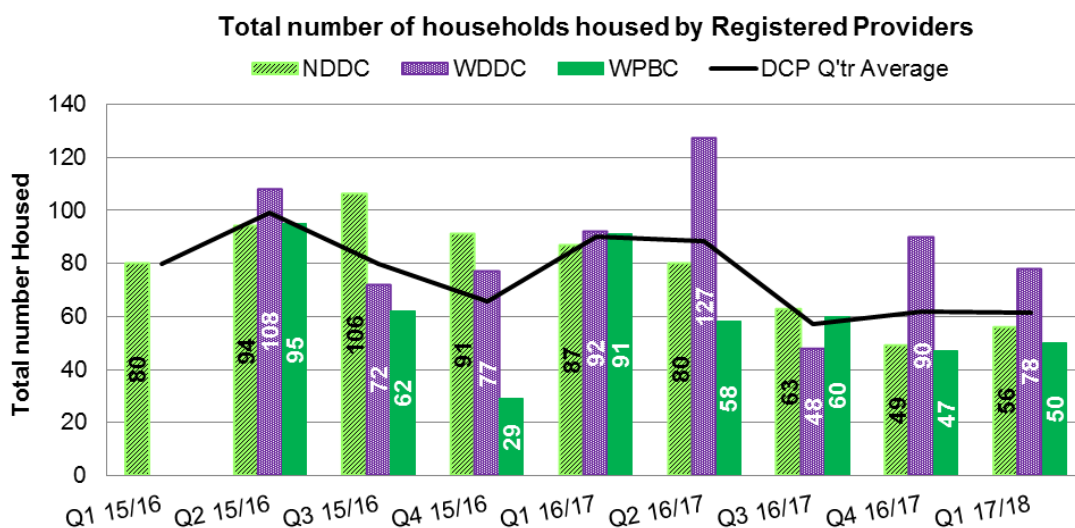
Average number of days taken to process Housing Register applications			
Authority	Days	Authority	Days
NDDC	4.87	WDDC	2.32
WPBC	2.03		

Q1 17/18

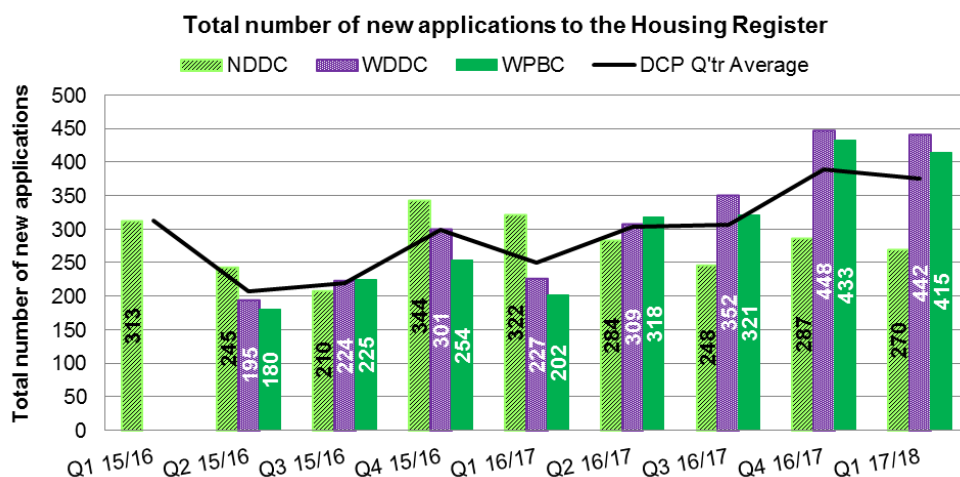
Total number of households on the Housing Register			
Authority	North Dorset	West Dorset	Weymouth & Portland
Q1 2017/18 Actual	886	1,555	1,523
Q4 2016/17 Actual	860	1,485	1,460
Q3 2016/17 Actual	791	1,384	1,381
Q2 2016/17 Actual	720	1,320	1,321
Q1 2016/17 Actual	692	1,246	1,272
Q4 2015/16 Actual	695	1,152	1,265
Q3 2015/16 Actual	628	1,015	1,134



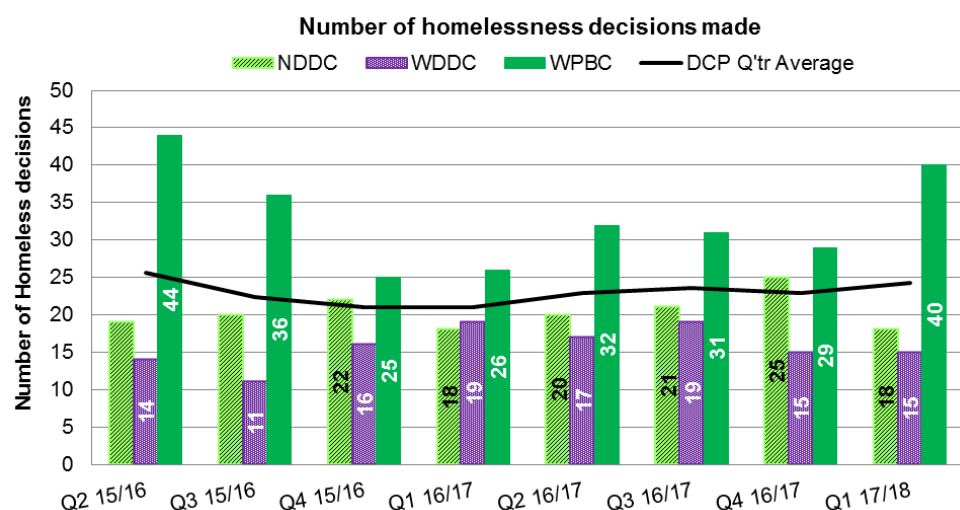
Total number of households housed by Registered Providers			
Authority	North Dorset	West Dorset	Weymouth & Portland
Q1 2017/18 Actual	56	78	50
Q4 2016/17 Actual	49	90	47
Q3 2016/17 Actual	63	48	60
Q2 2016/17 Actual	80	127	58
Q1 2016/17 Actual	87	92	91
Q4 2015/16 Actual	91	77	29
Q3 2015/16 Actual	106	72	62



Total number of new applications to the Housing Register			
Authority	North Dorset	West Dorset	Weymouth & Portland
Q1 2017/18 Actual	270	442	415
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

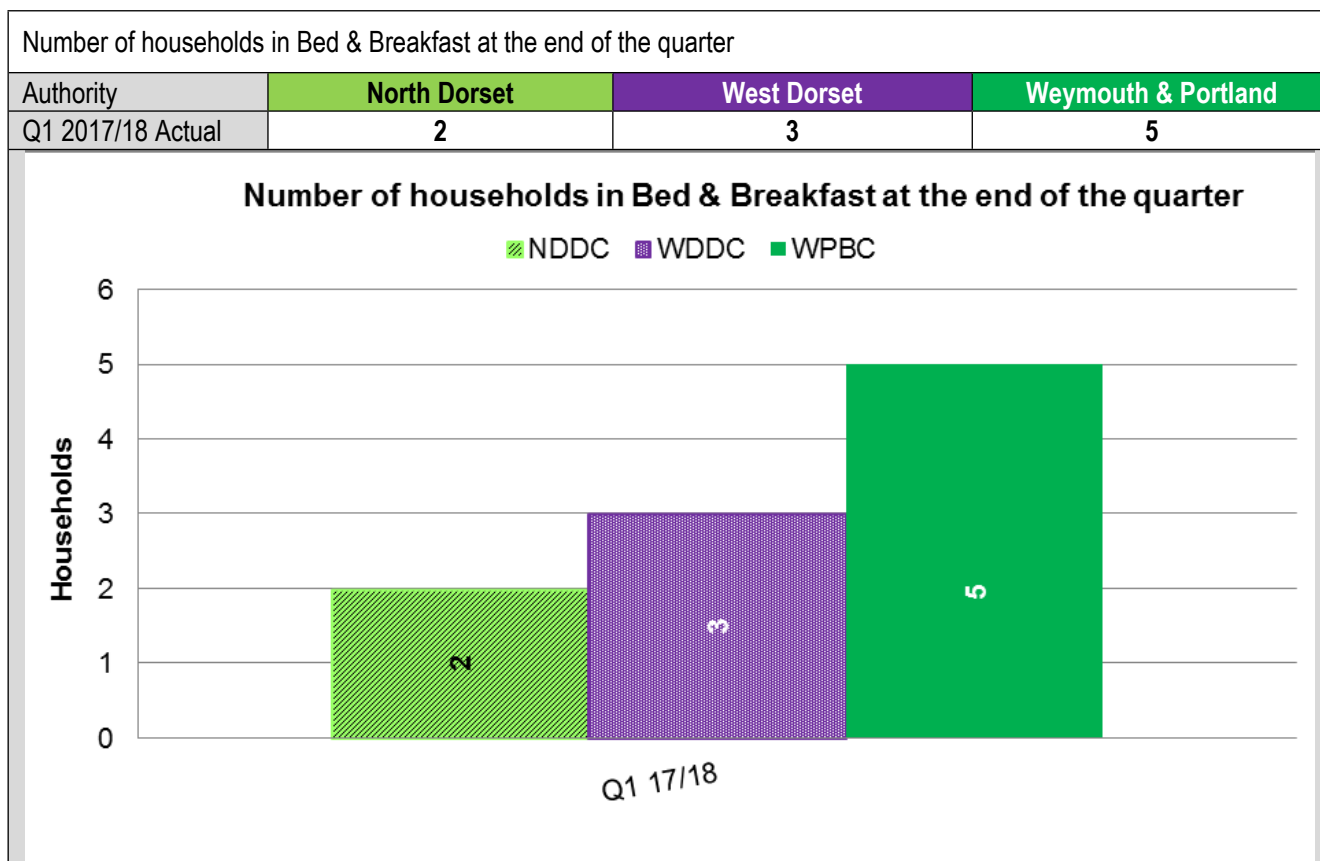


Number of homelessness decisions made			
Authority	North Dorset	West Dorset	Weymouth & Portland
Q1 2017/18 Actual	18	15	40
Q4 2016/17 Actual	25	15	29
Q3 2016/17 Actual	21	19	31
Q2 2016/17 Actual	20	17	32
Q1 2016/17 Actual	18	19	26



Number of homelessness cases accepted:

Authority	NDDC	WDDC	WPBC
Q1 17/18	7	9	18
Q4 16/17	15	7	12
Q3 16/17	13	10	12
Q2 16/17	20	12	32
Q1 16/17	14	6	10



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

Authority	NDDC	WDDC	WPBC
Jun 17/18	2	3	8
May 17/18	0	1	6
Apr 17/18	0	1	1

Key risk areas

13 Service operational risks have been identified for Housing:-

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

Planning Development Management & Building Control

Head of Service – Jean Marshall

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

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

Key performance data

Exception Report from Head of Service: The number of applications has remained constant, if anything a slight increase but the application numbers reported do not reflect the numbers being received due to the current delays in validation whilst we have moved staff around to support the proposed ICT project. Staff have been seconded to the project and other administrative staff moved into planning roles meaning that there has been a shortage of staff in validation whilst new appointments have been made. In addition two members of the permanent validation staff are absent long term on maternity and planned operation leaving relatively inexperienced staff in many of the posts. Additional staff have been recruited but have yet to commence work and thus there are current delays in validation. Despite delays in the early part of the process, planning performance in the determining of applications is well above government targets for the quarter and has been sustained at high level following a number of performance changes although there is a high reliance at present on agreed extensions of time. The criteria for designation however, will look back 8 quarters from Q2 2017 and will thus include last years' performance when we were dealing with a considerable backlog. It is therefore not possible to state that we will meet the overall 2 year performance target in particular, for non majors for any of the 3 authorities although WPBC appears most at risk as it was last year. This is due primarily to the smaller number of applications being dealt with in WPBC area where a small shift in performance has a greater impact on the percentage margins. Further process changes are planned over the coming year in addition to the further streamlining of processes which a single ICT system will allow. Income is generally on target at this early stage of the year although slightly down in NDDC and WPBC against predictions but a single major application could change that.

DCLG will look at past performance during December each year to see how authorities are performing against a 2 years set of performance which we believe to be from October 2015 – September 2017 for this December's work. In all 3 authorities case against this performance is marginal although less so for NDDC and WDDC due to the larger volume of applications received per quarter.

Clarity has now been received from DCLG regarding the criteria for performance on appeals (quality decision making). The 10% threshold is for appeals overturning a refusal again the TOTAL number of decisions made, not as previously assumed as a percentage of appeal decisions. This means that performance for majors and non majors at appeal meets the criteria as now clarified with ease in all 3 authorities.

New enforcement details have been provided this quarter to show the different types of enforcement enquiry being received and new live cases. This does not include any case which has been ongoing since the new recording system was introduced and therefore does not give the totality of cases on hand, only new cases. The majority of priority cases are those affecting TPO trees and Listed Buildings where immediate intervention is most necessary to prevent irreversible damage.

Building Control


Nationally figures range from those similar to DCP's right down to around 35% of market share, it is totally dependant upon the competition from Approved Inspectors and the types of development being undertaken.

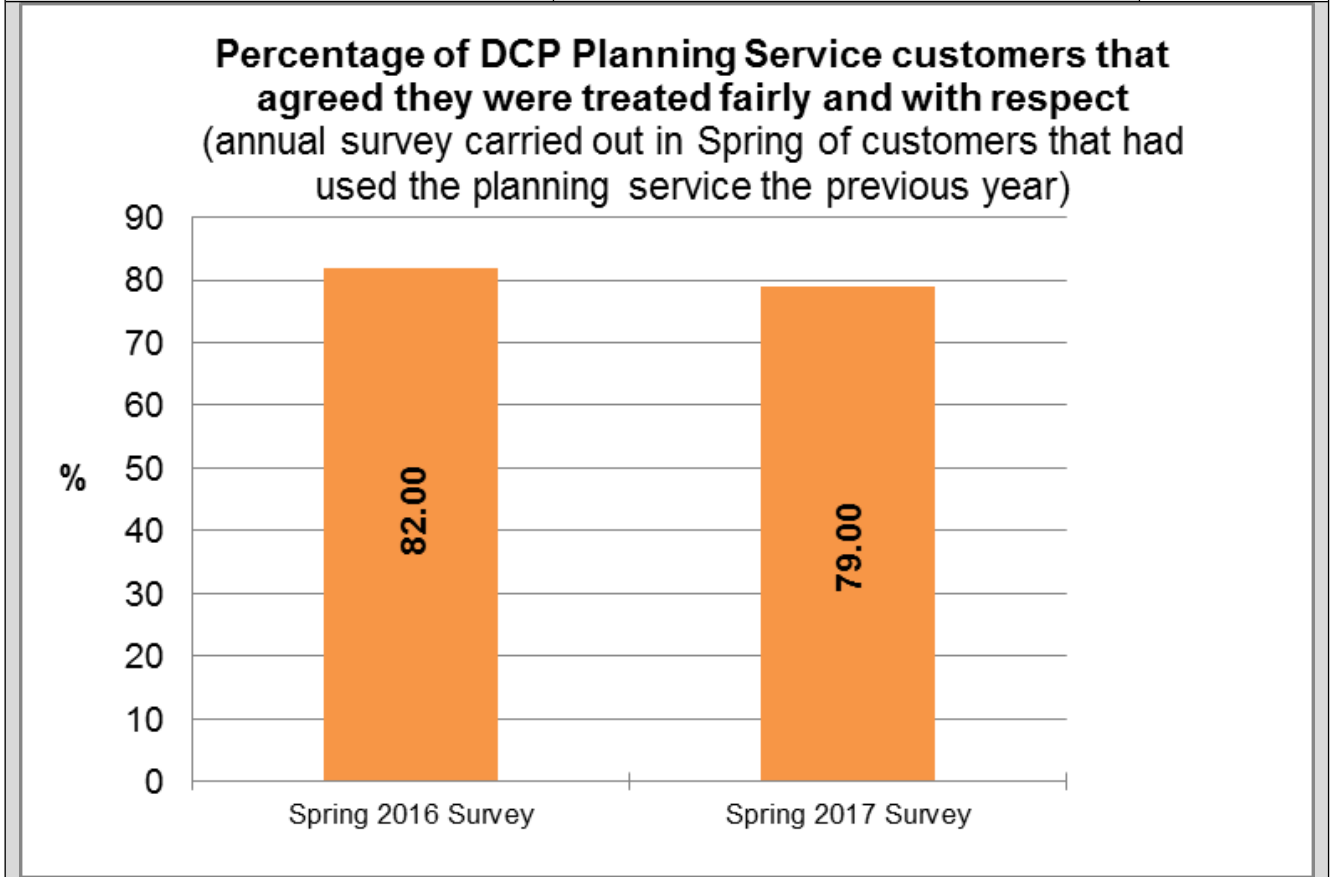
Dorset also benefits from a locally poor road network without any motorway links which makes the area not so attractive to the competition coupled with the lack of large high fee earning schemes.

The service also benefits from a large number of repeat customers especially local builders which is a key market to retain, coupled with a realistic approach to fee setting & the flexible, polite approach of all staff connected with the service.

Building Control Market Share (as at 20th July 2017)

Authority	North Dorset	West Dorset	Weymouth & Portland
Full Plans	83	189	89
Building Notice	173	303	177
Partnership	15	267	147
Regularisation	21	41	13
Privately Certified	125	261	66
MARKET SHARE	70.00%	75.40%	86.58%

Percentage of DCP Planning Services customers that agreed they were treated fairly and with respect		Aim	↑
Authority	Dorset Council's Partnership (DCP)		
Spring 2017 Survey of Service Provided in 2016	79%		
Target	80%		
Spring 2016 Survey of Service Provided in 2015	82%		



Number of valid applications received – by application type – North Dorset *figures for June incomplete as currently validating applications received 07/06/2017*

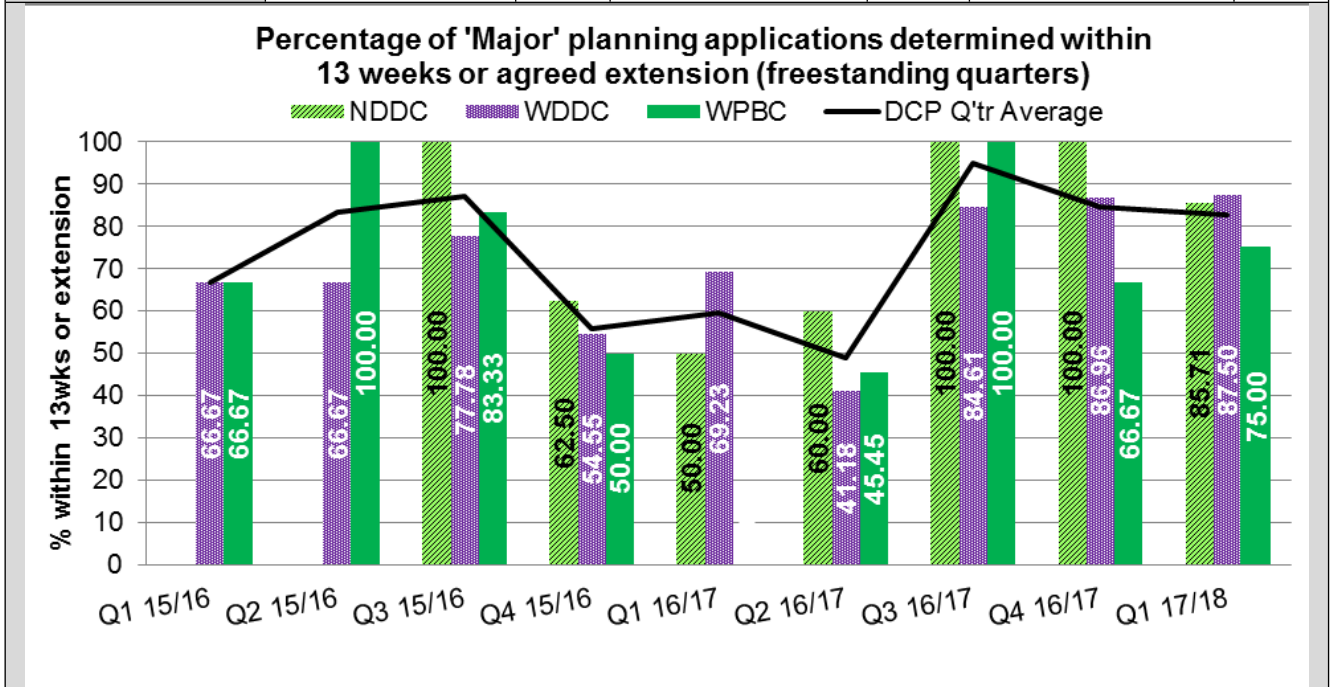
Month	Major	Minor	Other	Misc*	TOTAL
June	1	14	20	111	146
May	5	27	44	92	168
April	2	25	39	116	182
March	3	31	30	133	197
February	6	23	59	142	230
January	1	25	40	109	175
December	0	16	39	61	116
November	1	18	47	123	189
October	0	35	48	108	191

Number of valid applications received – by application type – West Dorset <i>*figures affected by backlog</i>					
Month	Major	Minor	Other	Misc*	TOTAL
June	3	13	49	79	144
May	4	33	99	92	228
April	7	44	89	91	231
March	3	42	110	104	259
February	2	45	86	97	230
January	2	52	131	108	293
December	2	12	35	62	111
November	6	40	86	102	234
October	5	36	98	102	241

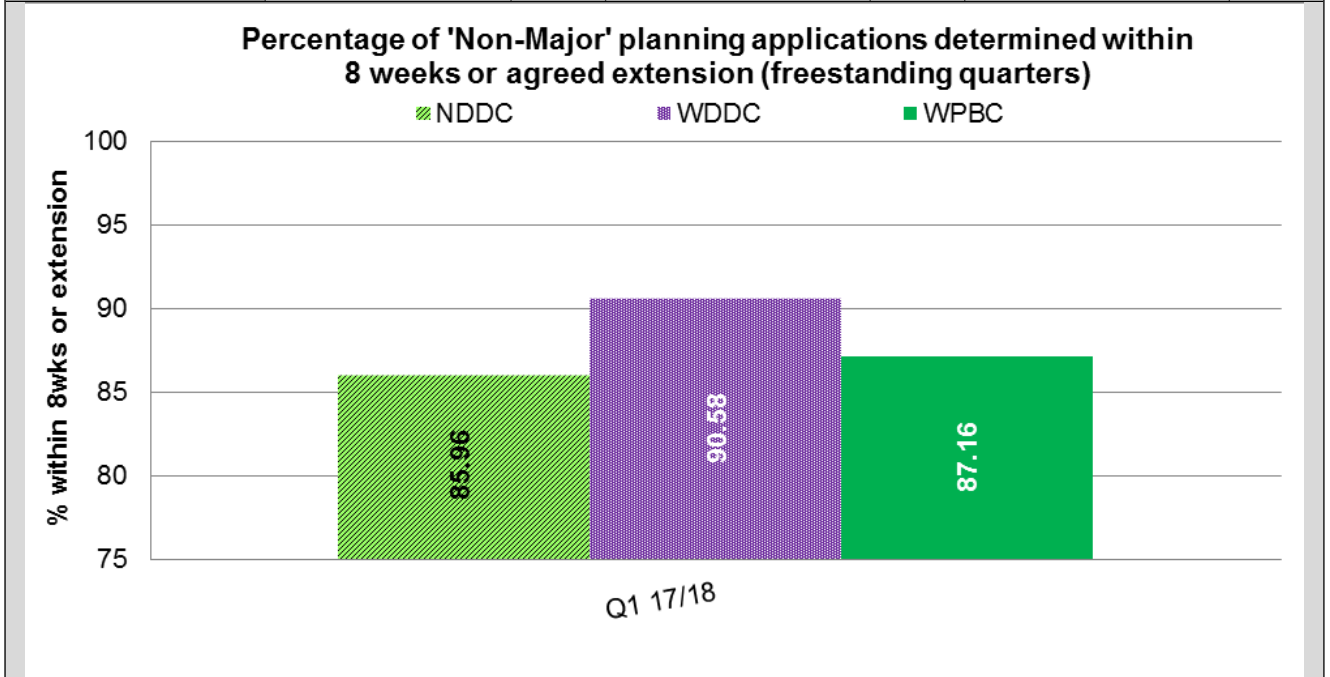
Number of valid applications received – by application type – Weymouth & Portland <i>*figures affected by backlog</i>					
Month	Major	Minor	Other	Misc*	TOTAL
June	0	4	17	22	43
May	0	5	24	31	60
April	3	13	36	24	76
March	2	18	41	43	104
February	0	8	28	25	61
January	1	12	29	27	69
December	0	6	19	18	43
November	2	9	38	29	78
October	1	9	27	29	66

Fee Income Q1 <i>figures for all 3 Authorities will be incomplete due to backlog in validation</i>			
Type of Fee	North Dorset	West Dorset	Weymouth & Portland
Condition Fee	£3,190.00	£4,008	£1,906
Non Material Amendment	£1,839.00	£3,652	£502
Permitted Development Case Fee	£0.00	£1,548	£799
Planning applications	£86,674.00	£219,954.50	£48,716.10
Pre-App	£7,933.30	£10,853	£4,959
Enforcement Case Appeals / Fees	£0	£0	£0
TOTAL	£99,636.30	£240,015.50	£56,882.10

Percentage of 'Major' planning applications determined within 13 weeks or agreed extension of time					Aim	↑
Authority	North Dorset		West Dorset		Weymouth & Portland	
Q1 2017/18 Actual	86% (6 of 7)	✓	88% (7 of 8)	✓	75% (3 of 4)	✓
Q1 2017/18 Target	60%		60%		60%	

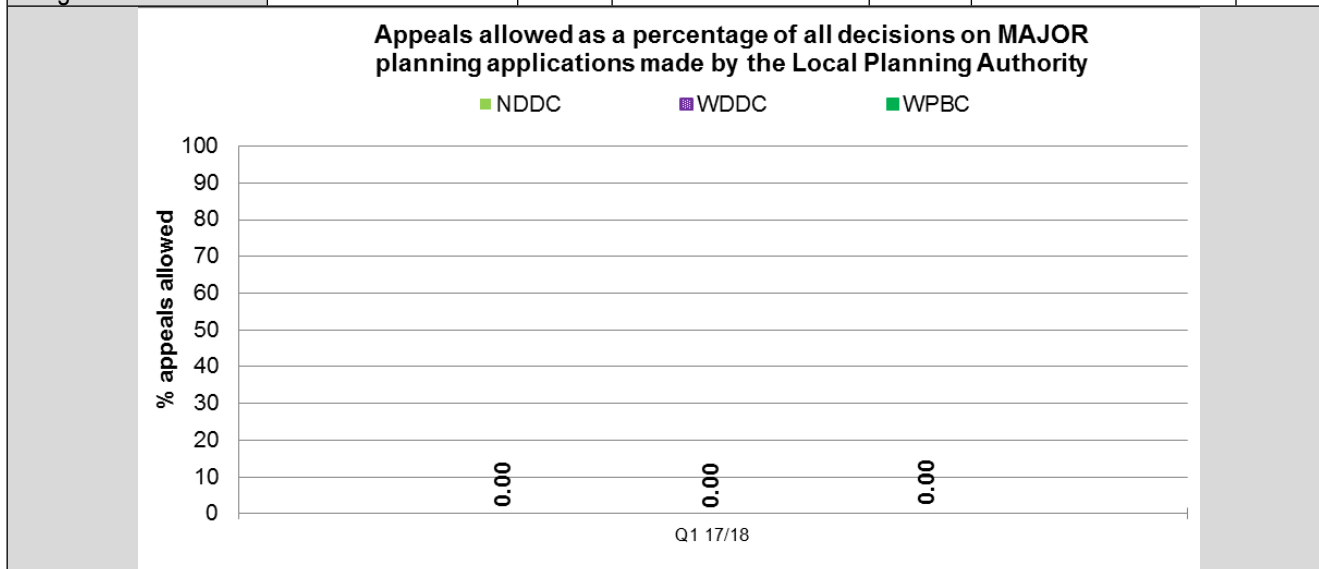


Percentage of 'Non-Major' planning applications determined within 8 weeks or agreed extension					Aim	↑
Authority	North Dorset		West Dorset		Weymouth & Portland	
Q1 2017/18 Actual	86% (202 of 235)	✓	91% (279 of 308)	✓	87% (95 of 109)	✓
Q1 2017/18 Target	70%		70%		70%	

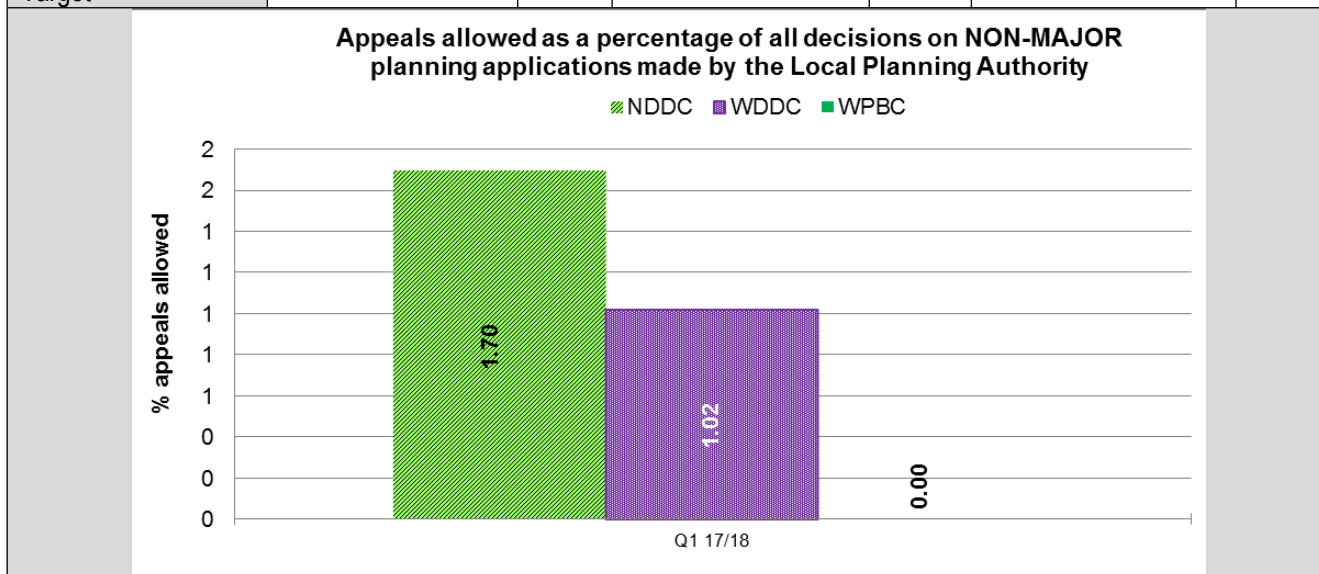


Total number of appeals submitted			
Authority	North Dorset	West Dorset	Weymouth & Portland
Q1 2017/18 Actual	9	2	2
Q4 2016/17 Actual	7	1	1
Q3 2016/17 Actual	16	9	3
Q2 2016/17 Actual	7	7	2

Appeals allowed as a percentage of all decisions on MAJOR planning applications made by the Local Planning Authority						Aim	↓
Authority	North Dorset		West Dorset		Weymouth & Portland		
Q1 2017/18 Actual	0% (0 of 7)	✓	0% (0 of 8)	✓	0% (0 of 4)	✓	
Q1 2017/18 Target	10%		10%		10%		



Appeals allowed as a percentage of all decisions on NON-MAJOR planning applications made by the Local Planning Authority						Aim	↓
Authority	North Dorset		West Dorset		Weymouth & Portland		
Q1 2017/18 Actual	1.7% (4 of 235)	✓	1.02% (3 of 293)	✓	0% (0 of 108)	✓	
Q1 2017/18 Target	10%		10%		10%		



Enforcement – Number of cases received			
Authority	North Dorset	West Dorset	Weymouth & Portland
Q1 2017/18 Actual	59	88	39
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

Enforcement – Number of <u>new</u> live cases									
Authority	North Dorset			West Dorset			Weymouth & Portland		
Enforcement Level	Priority	Urgent	Non-Urgent	Priority	Urgent	Non-Urgent	Priority	Urgent	Non-Urgent
Q1 2017/18 Actual ADV	0	0	0	0	0	2	2	0	0
Q1 2017/18 Actual DEV	1	8	29	0	18	20	1	10	6
Q1 2017/18 Actual BOC	0	3	0	0	9	2	0	9	2
Q1 2017/18 Actual COU	0	3	3	0	11	10	0	4	0
Q1 2017/18 Actual LBW	1	1	0	2	4	2	0	4	0
Q1 2017/18 Actual SEC	0	0	1	0	0	1	0	0	1
Q1 2017/18 Actual HH	0	0	0	0	0	0	0	0	0
Q1 2017/18 Actual TRE	6	3	0	1	2	4	0	0	0
SUB TOTALS	8	18	33	3	44	41	3	27	9
TOTAL	59			88			39		

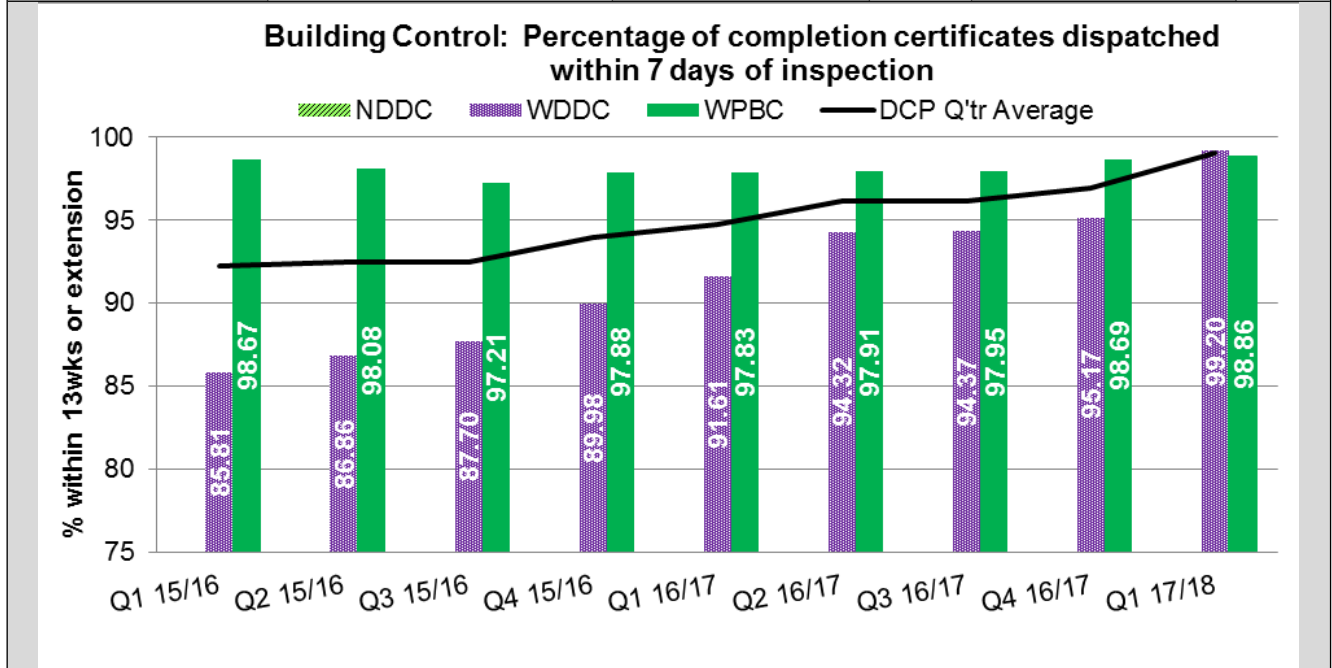
Key:

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

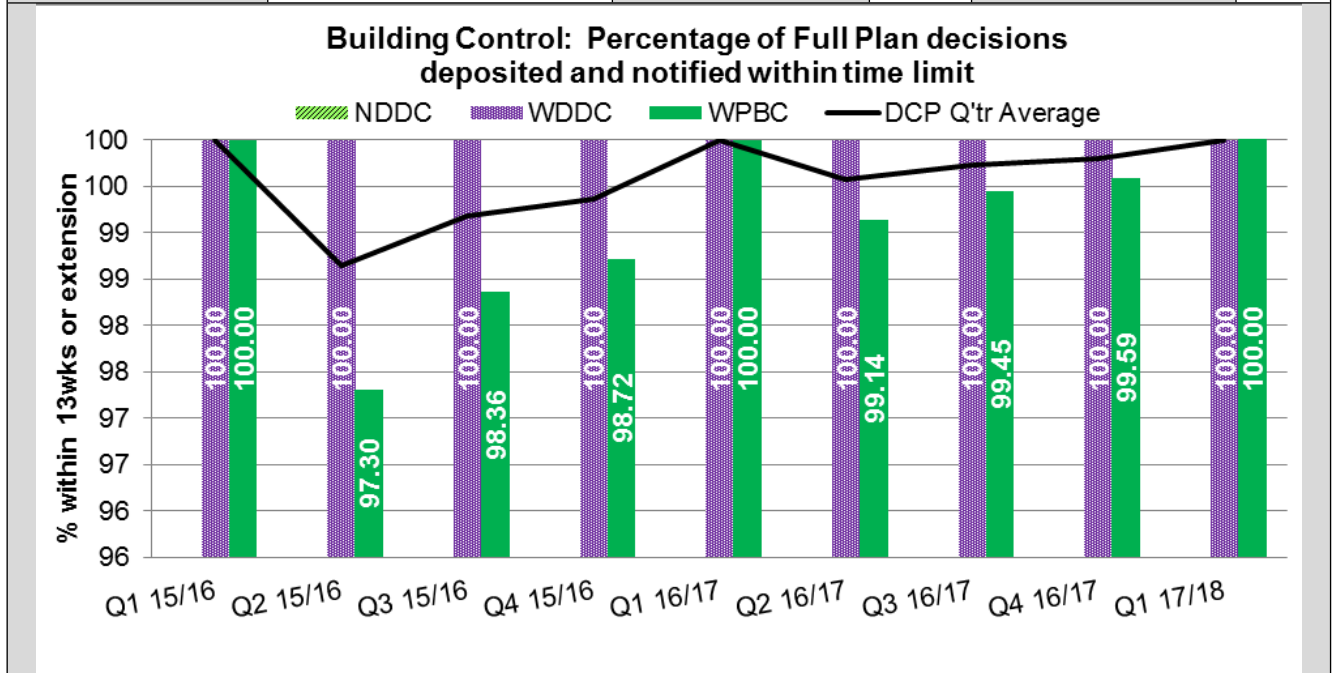
This data is a quarterly update on the number of new live cases per quarter for each of the 8 enforcement categories.

Building Control

Building Control: Percentage of completion certificates dispatched within 7 days of inspection				Aim	↑
Authority	North Dorset	West Dorset	Weymouth & Portland		
Q1 2017/18 Actual	Currently unable to report data for North. IT system is being developed to enable this.	99.20%	98.86%	✓	✓
Q1 2017/18 Target		98.00%	97.00%		
FY 2017/18 Target		98.00%	97.00%		
FY 2016/17 Actual		95.17%	98.69%		



Building Control: Percentage of Full Plan decisions deposited and notified within time limit				Aim	↑
Authority	North Dorset	West Dorset	Weymouth & Portland		
Q1 2017/18 Actual	Currently unable to report data for North. IT system is being developed to enable this.	100%	100%	✓	✓
Q1 2017/18 Target		100%	100%		
FY 2017/18 Target		100%	100%		
FY 2016/17 Actual		100%	99.59%		



Key risk areas

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

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

Failure of new public facing ICT system				
CURRENT SCORE		Planned risk reduction initiatives	TARGET SCORE	
Impact	4		An importance for sufficient dedicated resource to be given and time allocated to allow for full testing prior to go live. Ensure adequate testing is undertaken and end users are well trained. Insufficient resources currently in place but recruitment proposed April/May 2017 for secondment team and budget bid for permanent resources to be made.	Impact
Likelihood	4	Likelihood		3
Risk Score	16	Risk Score		12
Risk Rating	High	Risk Rating		MEDIUM

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

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

Community & Policy Development

Corporate Manager – Hilary Jordan

(Spatial planning, Urban design, Landscape & Sustainability, Community Planning, Community Development, Housing Enabling, Planning Obligations)

Lead Brief Holders – **Cllr Ray Nowak** (Environment and Sustainability), **Cllr Christine James** (Social Inclusion)

Key performance data

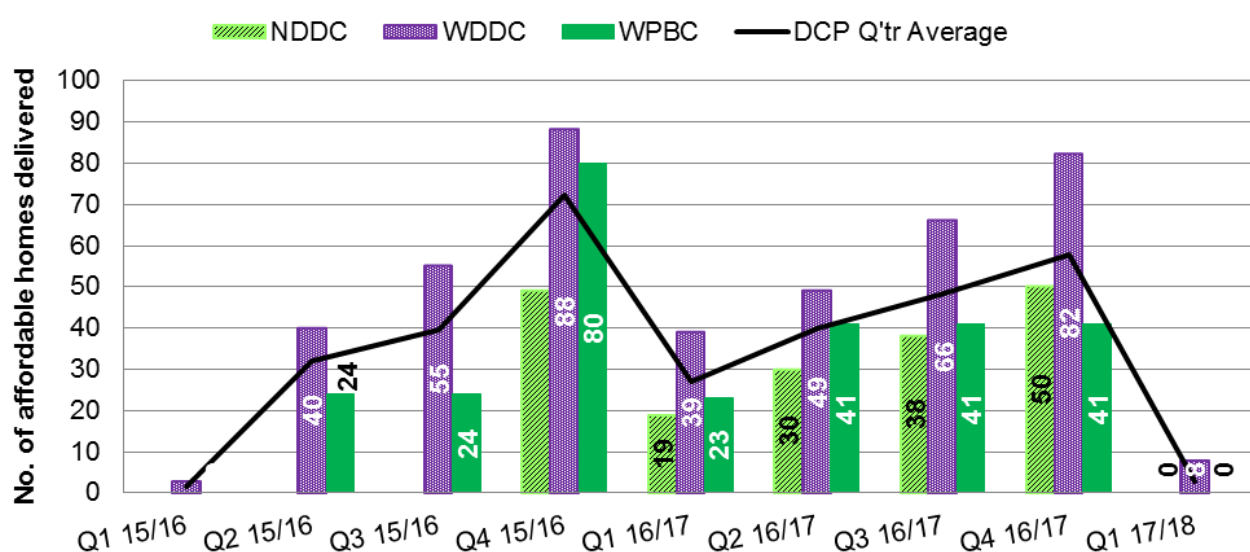
Exception Report from Head of Service

Affordable Housing: There were no affordable housing completions in North Dorset in the first quarter but there are affordable homes under construction in Stourpaine, Winterbourne Kingston, Marnhull and Gillingham that are due to complete this year. In Weymouth there are affordable homes being constructed at Curtis Field and the Waverley Arms in Weymouth and Pemberley in Littlemoor. For West Dorset there were 8 homes completed in Lyme Regis and a number of other schemes are progressing well including the Extra Care scheme in Dorchester and the Community Land Trust scheme in Lyme Regis.

Five-Year Housing Land Supply: As at April 2017, none of the councils has the required five-year supply of deliverable housing sites. Housing completions in North Dorset were only 142 last year and there has been slower progress than anticipated on a number of major development sites including the allocation at Gillingham. We have had to start applying a 20% buffer to the target due to previous underdelivery. There is now 3.42 years' supply. West Dorset and Weymouth & Portland has 4.98 years' supply – this has increased since last year and is very close to the target. There were 772 housing completions in the 2016-17 year, very close to the 775 target, and housing completions have increased significantly in both of the last two years.

Number of affordable homes (gross) delivered (cumulative)					Aim	↑
Authority	North Dorset		West Dorset		Weymouth & Portland	
Q1 2017/18 Actual	0		8		0	
Q1 2017/18 Target	13		18		13	
FY 2017/18 Target (Range)	50-68	✘	70-100	✘	50-65	✘
Projected Year End	30		120		39	
FY 2016/17 Actual	50		82		41	

Number of affordable homes delivered (gross, cumulative)



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 has to be 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 time taken to complete the surveys and calculate the target and outturn, so the latest figures are not available until a few months later.		
April 2017-based figures for all areas are:		
	Target	Actual
North Dorset	2,219	1,517 (3.42 years – target not met)
West Dorset and Weymouth & Portland Combined	6,244 (joint target)	6,222 (4.98 years – target not met)
The data indicates that none of the councils has the required five-year housing land supply, though the figure for West Dorset and Weymouth & Portland is very close to the target and there has also been a significant increase in housing completions last year.		

Key risk areas

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

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

Council has inadequate supply of development land and so risks losing planning applications on appeal					
CURRENT SCORE		Planned risk reduction initiatives	TARGET SCORE		
Impact	4		Five year land supply is monitored annually and falling below target is always a risk if development sites fail to come forward. 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	4			Likelihood	2
Risk Score	20			Risk Score	6
Risk Rating	HIGH	Risk Rating	LOW		

Economy, Leisure & Tourism

Head of Service – Nick Thornley

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

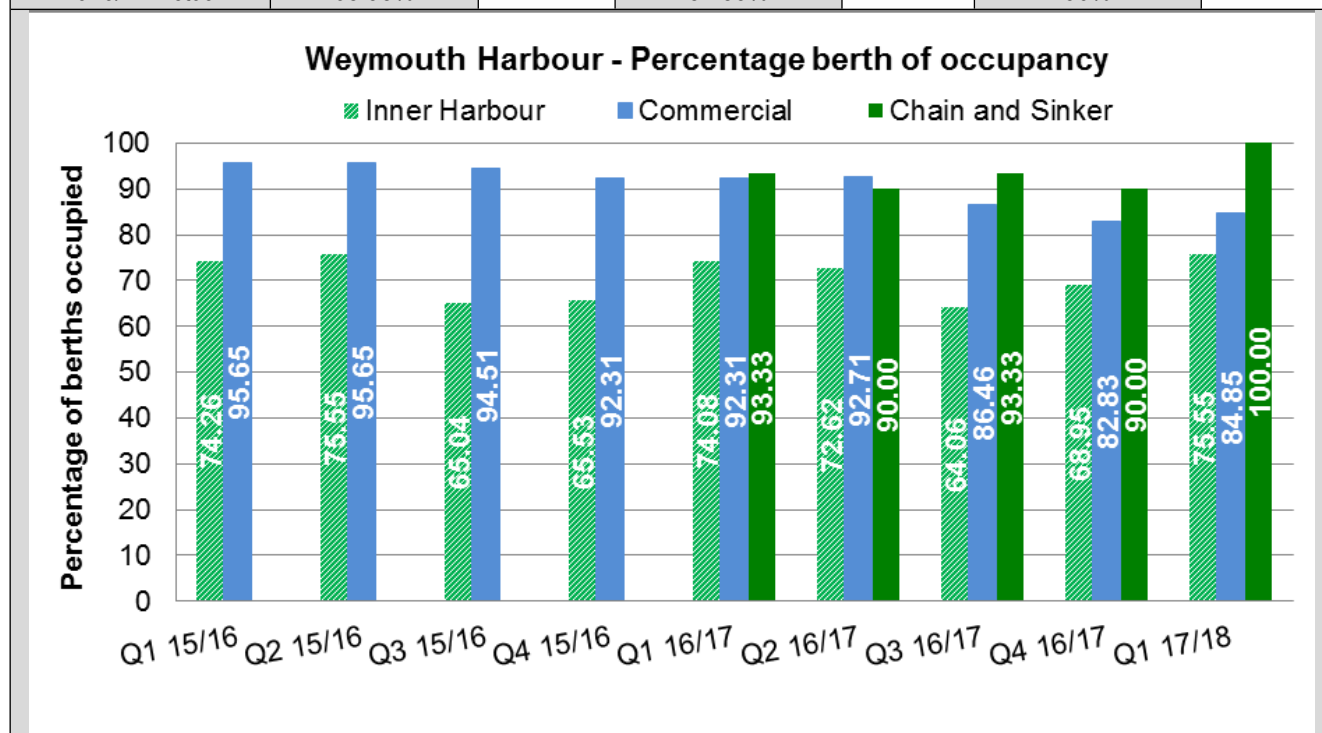
Lead Brief Holders – **Cllr Richard Kosior** (Tourism and Culture and Harbour), **Cllr Kate Wheller** (Community Facilities),

Cllr James Farquharson (Economic Development)

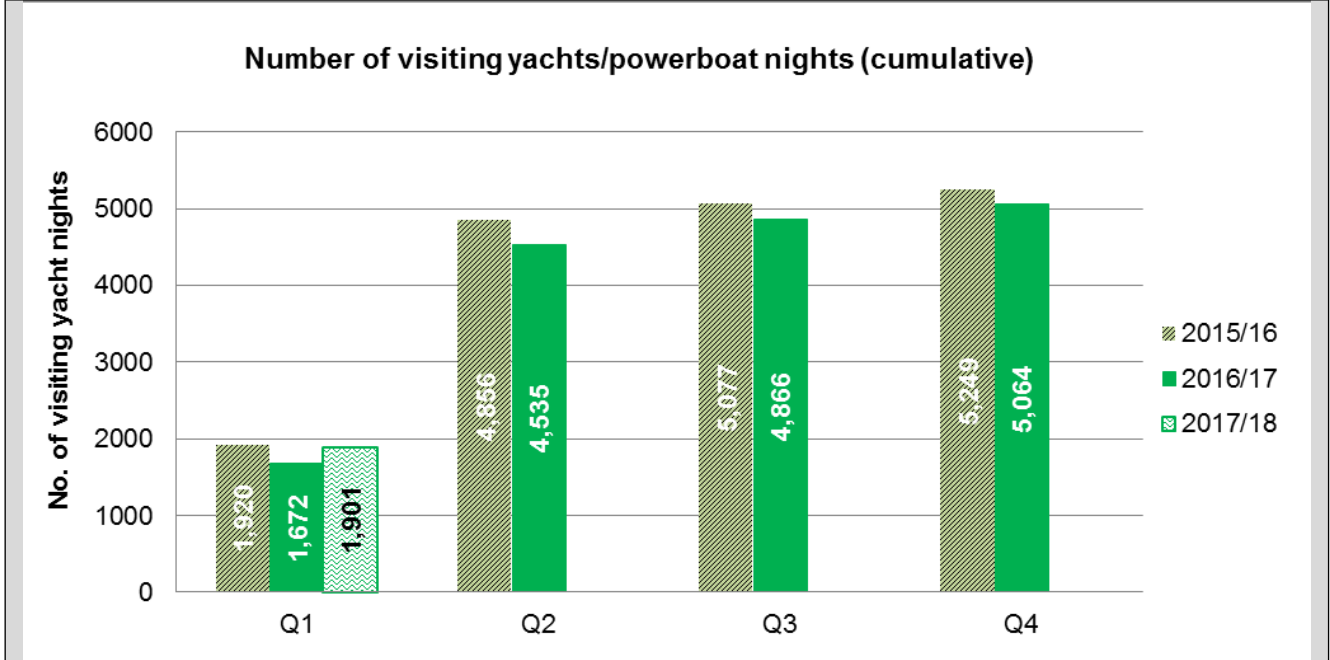
Key performance data

Exception Report from Head of Service
Promotional activity taking place to attract new custom to Weymouth Harbour.

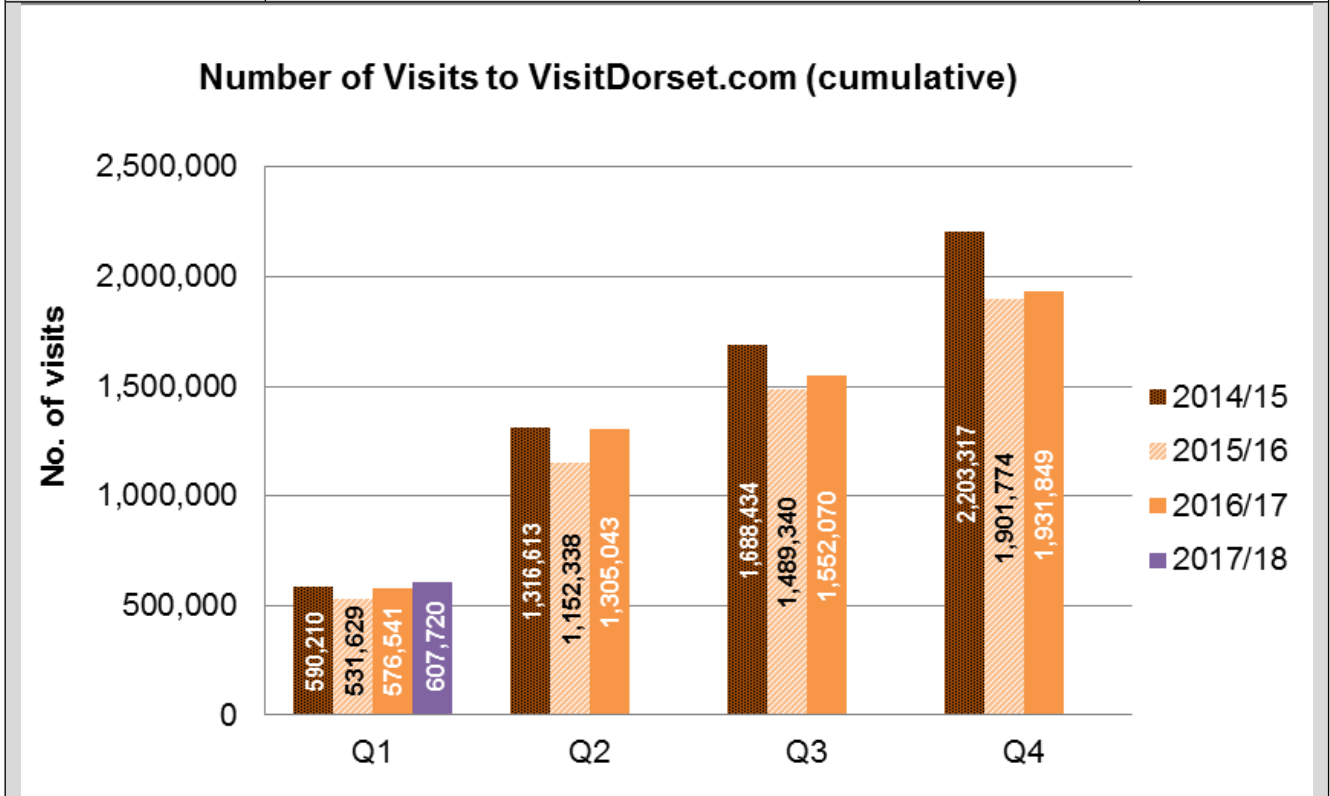
Weymouth Harbour - Percentage of berth occupancy				Aim	↑
Authority	Weymouth & Portland				
Type of Berth	Inner Harbour Marinas		Commercial Berths		Chain and Sinker Moorings
Q1 2017/18 Actual	75.55%	⚠	84.85%	✔	100%
Q1 2017/18 Target	80%		80%		80%
FY 2017/18 Target	80%		80%		80%
FY 2016/17 Actual	68.95%		82.83%		90%



Number of visiting yachts/powerboat nights (cumulative)		Aim	↑
Authority	Weymouth & Portland		
Q1 2017/18 Actual	1,901		
FY 2016/17 Actual	5,064		



Number of visits to VisitDorset.com (cumulative)		Aim	↑
Authority	Dorset Council's Partnership (DCP)		
Q1 2017/18 Actual	607,720		
Q1 2017/18 Target	550,000		
FY 2017/18 Target	2,000,000		
FY 2016/17 Actual	1,931,849		



Key risk areas

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

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

Assets & Infrastructure

Head of Service – David Brown

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

Lead Brief Holders – **Cllr Colin Huckle** (Transport and Infrastructure), **Cllr Ray Nowak** (Environment and Sustainability),

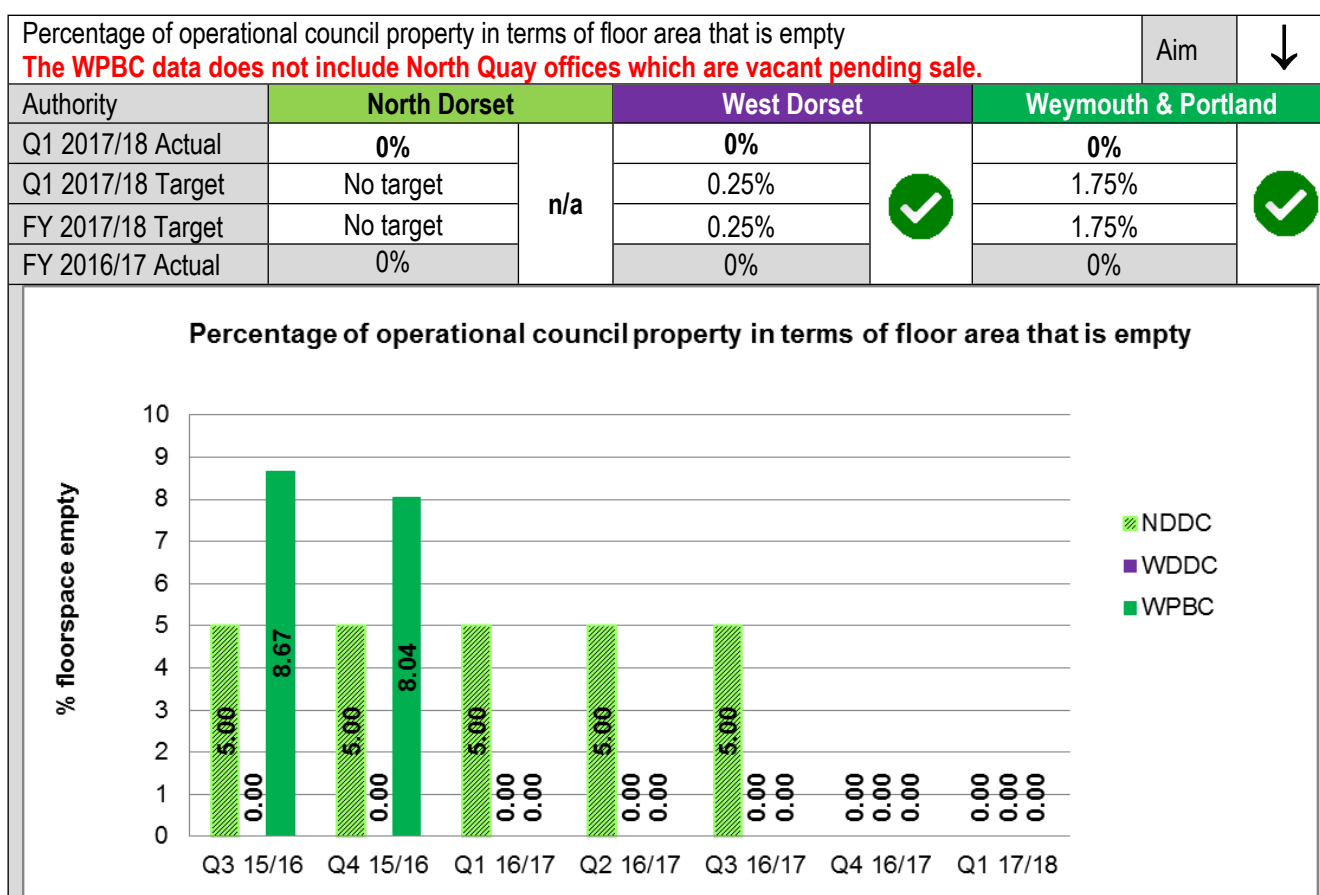
Cllr Jeff Cant (Finance and Assets)

Key performance data

Exception Report from Head of Service

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

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



Key risk areas

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

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

Democratic Services & Elections

Corporate Manager – Jacqui Andrews

(Democratic Support, Electoral Registration & Elections)

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

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	2
Low Risks	5

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


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

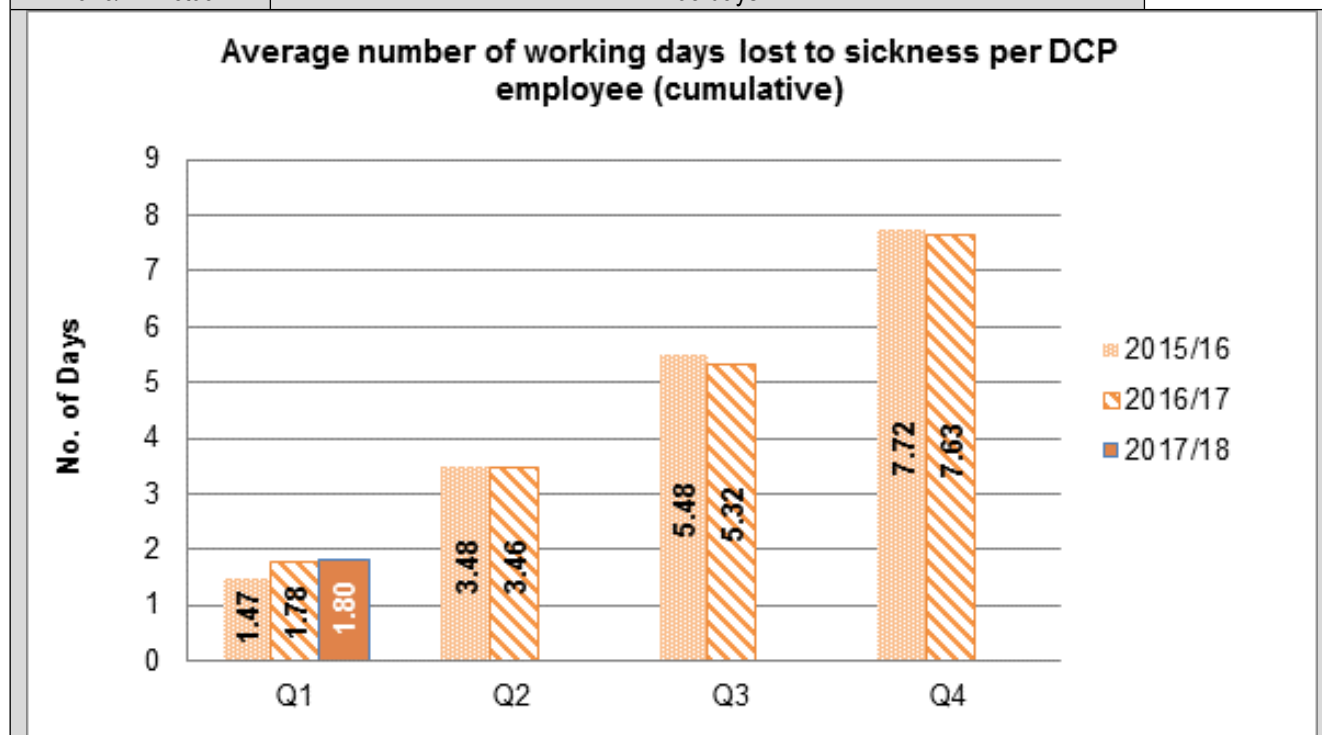
Lead Brief Holder – **Cllr Alison Reed** (Corporate Affairs and Continuous Improvement)**Key performance data****Exception Report from Head of Service**

487.5 days were lost to short term absence and 475.5 to long term absence – approximately a 50/50 split.

There were 194 ST absences and 15 LT absences.

Data for both days lost and frequency for Q1 last year was very similar.

Average number of working days lost to sickness per employee (cumulative)		Aim	↓
Authority	Dorset Council's Partnership (DCP)		
Q1 2017/18 Actual	1.80 days		
Q1 2017/18 Target	1.75 days		
FY 2017/18 Target	7 days		
FY 2016/17 Actual	7.63 days		

**Key risk areas**

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

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

Legal Services

Corporate Manager – Robert Firth

(Legal, Deputy Monitoring Officer, Land Charges)

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

Key performance data

Exception Report from Head of Service

Land Charges.

Q1 had been identified as likely to be challenging for the Land Charges Unit due to a convergence of issues including the unit restructure (a new Land Charges Team Leader has now been appointed); migration of North Dorset staff to SWH, planned staff absences and increased focus of the Data Preparation Project. When assessed against the primary KPI of average processing days, results evidencing that North Dorset and Weymouth remain within target and West Dorset continues to reduce its average turnaround is positive, although despite all the challenges, it was still disappointing that Q1 saw the first reversal in reduction in total number of West Dorset searches since Q2 last year.

Slippage between Q4 and Q1 within the target turnaround for Weymouth and Portland is evidence of continuing lack of resilience within the service as whole. Overall search performance in all three Councils remains vulnerable to absences of staff able to do searches; the gradual integration of the three Council functions into one single unit (including the planned securing of a single common IT system), are key to mitigating this risk. In the short / medium term, the addition of a further two new temporary staff who have/are starting with the land charges unit in July will provide the opportunity to further help manage fluctuations in performance once relevant training has been completed.

*Progress against all current action plan milestones has been progressed; however, the start time of one milestone for the early review as to the outcome of the restructure has been put back to take account of delays in completion of the restructure.

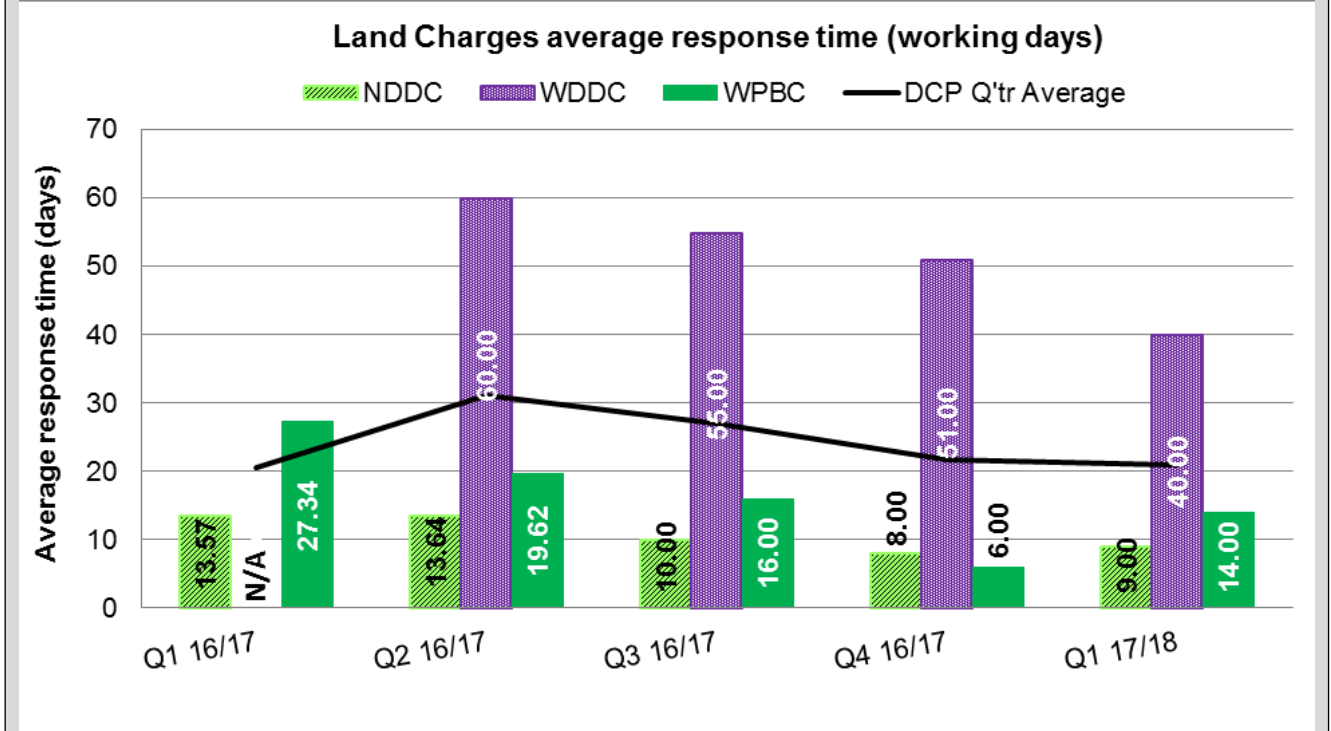
A key aspect of the Data Preparation Project, namely the scanning/ digitalisation of planning microfiche back to 1974 is currently going through procurement and a number of related temporary appointments are programmed over the next few weeks. All of these are critical contributors to an overall objective of improving automation of the delivery of land charges searches. Focus will move to a number of other important work streams within the Data Preparation project once scanning has been able to commence.

Legal

The Legal Services Unit is progressing through its restructure. If vacancies remain due to an inability to appoint then it is likely that the need to retain locums for the foreseeable future will remain.

Authority	West Dorset	
Maintain progress towards improvement against all action plan milestones to improve service		YES*
Reduce the backlog of searches on a quarter by quarter basis until able to deliver target of average turnaround for land charges searches over a quarter to be within 15 working days of first registration Land Searches backlog at end of Q1 2017/18 = 497, Q4 '16/17 = 458, Q3 '16/17 = 504, Q2 '16/17 = 663		NO

Average days to process Land Charge searches (working days)				Aim	↓
Authority	North Dorset		West Dorset		Weymouth & Portland
Q1 2017/18 Actual	9 days		40 days		14 days
Q1 2017/18 Target	15 days	✓	15 days	✗	15 days
FY 2017/18 Target	15 days		15 days		15 days
FY 2016/17 Actual	8 days		51 days		6 days



Key risk areas

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

Very High Risks	0
High Risks	1
Medium Risks	5
Low Risks	2

Issues relating to historic underresourcing/ lack of resilience. Pressure to deliver a substantial change programme in condensed time frames creates a clear risk of failure to deliver effective improvement due to consequential pressures					
CURRENT SCORE		Planned risk reduction initiatives Members kept regularly informed of progress and continuing issues. Regular on-going involvement of staff on processes. New interim project support and land charges team leader in place. Further temporary support commencing July.	TARGET SCORE		
Impact	3		Impact	3	
Likelihood	5		Likelihood	2	
Risk Score	15		Risk Score	6	
Risk Rating	HIGH		Risk Rating	LOW	

Future Issues

<p>Legal: The Unit currently has a number of vacant posts and is progressing through its restructure. To the extent that it does not prove possible to fill posts through recruitment then the need to maintain an effective and resilient service means that it will remain necessary to continue to make use of other options such as locums to seek to ensure effective service delivery.</p> <p>Land Charges: Progress continues on converging the three separate units into a single land charges function through an on-going restructure and the implementation of both the Data Preparation project which includes seeking a single IT system and a land charges change programme. All staff are now based at SWH. The continuing implementation of an action plan which is focused on improving West Dorset search turnarounds and the steady delivery of change within the unit will continue to give rise to performance challenges which will be managed as appropriate to seek to mitigate impacts. Issues beyond the control of the unit, including the internal capacity and resource of other service units, impact upon the potential speed of change and some slippage against initial programme times is occurring. As new issues are identified and occur there is also an increasing potential for impacts on budgets which will need resolution going forward. Such matters continue to be actively monitored and managed.</p>
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