

Business Review

West Dorset District Council

Period: Quarter 1 (April to June 2016)

Service	Prediction (£)	Head of Service/ Corporate Manager	Page Number
Financial Services	0	Julie Strange	2-4
Revenues & Benefits	8,097 (A)	Stuart Dawson	5-7
Business Improvement	13,000 (F)	Penny Mell	8-11
Community Protection	5,368 (F)	Graham Duggan	12-15
Housing	28,300 (F)	Clive Milone	16-19
Planning Development Management & Building Control	15,491 (A)	Jean Marshall	20-26
Community & Policy Development	25,410 (F)	Hilary Jordan	27-29
Economy, Leisure & Tourism	989 (A)	Nick Thornley	30-31
Assets & Infrastructure	7,158 (F)	David Brown	32-35
Democratic Services & Elections	25,575 (F)	Jacqui Andrews	36
Human Resources & Organisational Development	0	Bobbie Bragg	37
Legal Services	0	Robert Firth	38

Overall predicted variance	80,234 (F)		
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(F) = Favourable variance prediction

(A) = Adverse variance prediction

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

Executive Portfolio Holder – **Cllr Peter Barrowcliff**

Revenue summary – Financial Services

Subjective analysis	Full Year Current Budget 2016/17 (£)	Comments / actions
Employees	505,144	This budget is currently predicted to be on target
Supplies & Services	154,641	
Transport	2,257	
Net expenditure	662,042	
Q1 Predicted variance	0	

Revenue summary – Corporate Finance

Subjective analysis	Full Year Current Budget 2016/17 (£)	Comments / action
Employees	940,542	This budget is currently predicted to be on target
Premises	(200,183)	
Supplies & Services	1,137,760	
Transport	1,974	
Interest	(581,016)	
Income	(5,660,863)	
Grants	(6,368,924)	
Net expenditure	(10,730,710)	
Q1 Predicted variance	0	

Key performance data

Percentage of creditor payments by BACS					Aim	↑
Authority	North Dorset		West Dorset		Weymouth & Portland	
Q1 2016/17 Actual	91.81%	⚠	99.95%	✅	99.89%	✅
Q1 2016/17 Target	95%		95%		95%	
FY 2016/17 Target	95%		95%		95%	
FY 2015/16 Actual	90.62%		99.85%		99.83%	

[NDDC] 650 out of the 708 creditor payments have been made by BACS during Q1.

[WDDC] 1,985 out of the 1,986 creditor payments have been made by BACS during Q1.

[WPBC] 1,884 out of the 1,886 creditor payments have been made by BACS during Q1.

Quarter	NDDC	WDDC	WPBC
Q2 15/16	90.51	99.90	99.85
Q3 15/16	91.85	99.90	99.90
Q4 15/16	94.65	99.94	99.95
Q1 16/17	91.81	99.95	99.89

Percentage of non-disputed invoices paid within 30 calendar days (creditor payments)					Aim	↑
Authority	North Dorset		West Dorset		Weymouth & Portland	
Q1 2016/17 Actual	99.62%	✅	88.37%	❌	92.05%	⚠
Q1 2016/17 Target	95%		95%		95%	
FY 2016/17 Target	95%		95%		95%	
FY 2015/16 Actual	98.87%		87.20%		94.53%	

Comments:

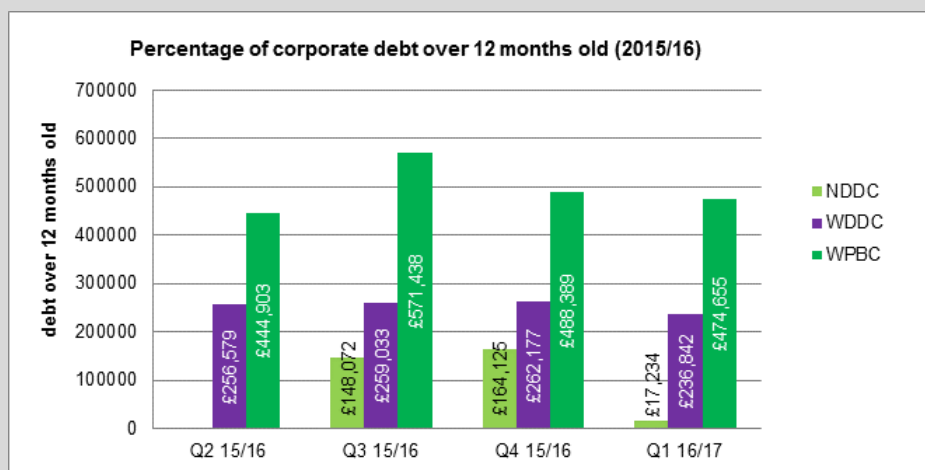
[NDDC] 793 out of 796 non-disputed invoices to date were paid within 30 days during Q1.

[WDDC] 1,755 out of 1,986 non-disputed invoices to date were paid within 30 days during Q1. Of the 231 invoices paid outside of 30 days 139 were processed by Property Services, 50 by Parking Services and 19 by Tourism & Events.

[WPBC] 1,736 out of 1,886 non-disputed invoices to date were paid within 30 days during Q1.

Quarter	NDDC	WDDC	WPBC
Q2 15/16	98.38	89.00	94.75
Q3 15/16	99.21	92.21	94.33
Q4 15/16	98.53	79.44	92.81
Q1 16/17	99.62	88.37	92.05

Corporate debt over 12 months old			Aim	↓
Authority	North Dorset	West Dorset	Weymouth & Portland	
Q1 2016/17 Actual	£17,234	£236,842	£474,655	



Corporate Service Debt over 12 mths	
[NDDC] Housing (79.12%), Other Services (20.88%).	[NDDC] £17,234 of debt owed is over 12 months old, out of a total of £195,542.
[WDDC] Property Services (60.05%), Housing Services (26.09%), All other Services (13.86%).	[WDDC] £236,842 of debt owed is over 12 months old, out of a total of £1,120,758.
[WPBC] Housing Services (77.55%), Property Services (10.91%), All other Services (11.54%).	[WPBC] £474,655 of debt owed is over 12 months old, out of a total of £2,413,214.

Overall General Fund predicted variances per Quarter (Favourable/Adverse)			
Authority	North Dorset	West Dorset	Weymouth & Portland
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)

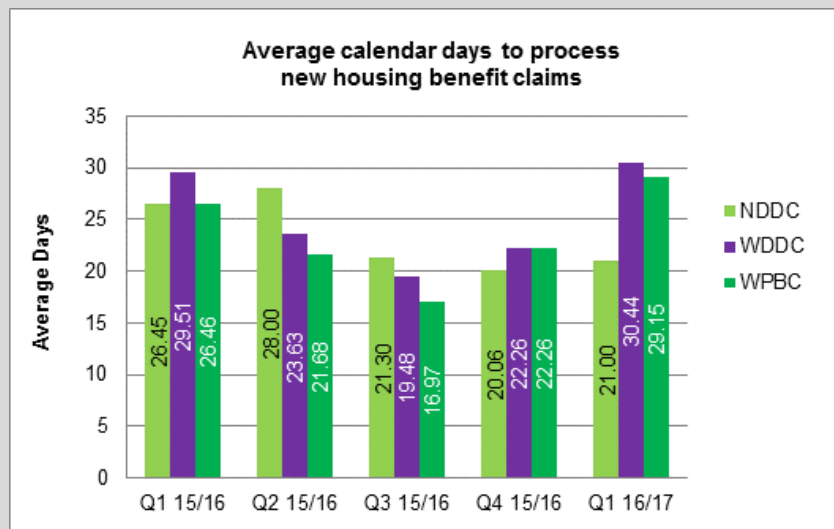
Executive Portfolio Holder – Cllr Peter Barrowcliff

Revenue summary

Subjective analysis	Full Year Current Budget 2016/17 (£)	Comments / actions
Employees	1,332,945	There is likely to be a shortfall in the corresponding subsidy against rent allowances paid.
Transport	24,015	
Supplies & Services	396,512	
Payments to clients	30,750,000	
Income	(31,883,585)	
Net expenditure	619,887	
Q1 Predicted variance	8,097 (A)	

Key performance data

Average calendar days to process new housing benefit claims				Aim	↓
Authority	North Dorset	West Dorset	Weymouth & Portland		
Q1 2016/17 Actual	21 days	30 days	29 days		
Q1 2016/17 Target	19 days	18 days	18 days		✘
FY 2016/17 Target	19 days	18 days	18 days		✘
FY 2015/16 Actual	23.50 Days	23.84 Days	21.91 Days		



Comments:[NDDC] HB New Claims processed – 200 Process stats 21.76 days

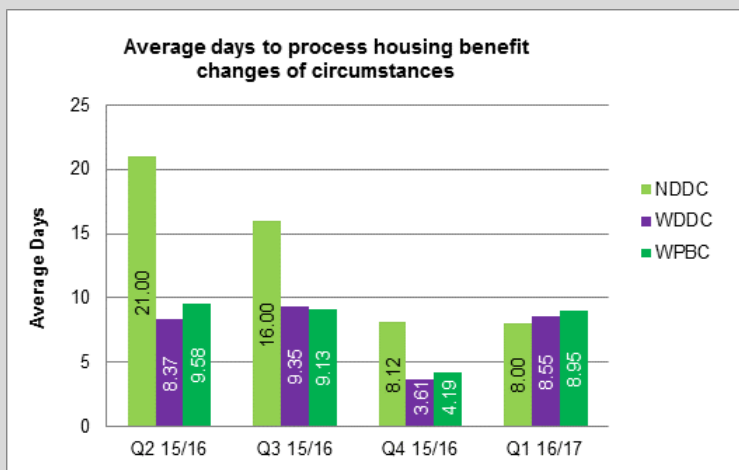
[WDDC/WPBC] The processing of HB claims has been affected by the issue of the Council Tax bills and annual uprating of benefit entitlement. This has resulted in an increase in workloads and consequently a backlog exists. The partnership has employed external resources (Capita), funded by the new burdens funding, to process new claims and it is confident that the backlog will be cleared during July 2016.

654 new claims processed during this period. (WDDC = 317 WPBC = 337)

Targets will be reviewed by the partnership board later in the year (next meeting October 16)

For benefits it is Housing Benefit data only which has been supplied for WDDC/WPBC & NDDC

Average days to process housing benefit changes of circumstances				Aim	↓
Authority	North Dorset		West Dorset		Weymouth & Portland
Q1 2016/17 Actual	8 days	✔	9 days	✘	9 days
Q1 2016/17 Target	10 days		7 days		7 days
FY 2016/17 Target	10 days		7 days		7 days
FY 2015/16 Actual	13.06 Days		6.82 Days		7.38 Days



Comments:

[NDDC] HB Change Events processed – 2,294 Process stats 8.19 days

[WDDC/WPBC] The processing of HB claims has been affected by the issue of the Council Tax bills and annual uprating of benefit entitlement. This has resulted in an increase in workloads and consequently a backlog exists. The partnership has employed external resources (Capita), funded by the new burdens funding, to process change of circumstances and it is confident that the backlog will be cleared during July 2016.

9,536 change of circumstances processed during this period. (WDDC = 4,453 WPBC = 5,083)
Targets will be reviewed by the partnership board later in the year (next meeting October 16)

For quarter 1, 2015/16 WDDC performance = 9.91 days and WPBC = 10.19 days.

Number of Housing Benefit New Claims and Changes			
Authority	North Dorset	West Dorset	Weymouth & Portland
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
Q1 2015/16 Actual	n/a	4,348	4,508

Percentage of Council Tax collected (cumulative)				Aim	↑
Authority	North Dorset		West Dorset		Weymouth & Portland
Q1 2016/17 Actual	29.83%	⚠	30.47%	✔	29.33%
Q1 2016/17 Target	29.97%		30.27%		29.09%
FY 2016/17 Target	98.10%		98.16%		96.30%
FY 2015/16 Actual	98.10%		98.16%		96.30%

Comment:

[NDDC] 29.83% = £13,687,584 collected out of £45,885,296 as at 30/06/16

[WDDC] 30.47% = £22,197,043 collected out of £72,848,845 as at 30/06/16.

[WPBC] 29.33% = £11,339,085 collected out of £38,660,365 as at 30/06/16.

Please note this KPI is cumulative throughout the year.

Percentage of Council Tax collected (cumulative)

Quarter	NDDC	WDDC	WPBC
Q2 15/16	57.74	58.61	57.19
Q3 15/16	85.91	87.42	85.26
Q4 15/16	98.10	98.16	96.30
Q1 16/17	29.83	30.47	29.33

Percentage of Business Rates collected (cumulative)				Aim	↑
Authority	North Dorset		West Dorset		Weymouth & Portland
Q1 2016/17 Actual	33.32%	✔	32.17%	✔	31.95%
Q1 2016/17 Target	33.29%		31.56%		30.65%
FY 2016/17 Target	97.65%		97.78%		97.64%
FY 2015/16 Actual	97.65%		97.78%		97.64%

Comments:

[NDDC] 33.32% = £4,827,142 collected out of £14,487,220 as at 30/06/2016

[WDDC] 32.17% = £10,258,186 collected out of £31,887,429 as at 30/06/16.

[WPBC] 31.95% = £5,855,352 collected out of £18,326,610 as at 30/06/16.

Please note this KPI is cumulative throughout the year.

Percentage of Business Rates collected (cumulative)

Quarter	NDDC	WDDC	WPBC
Q2 15/16	58.10	58.19	56.48
Q3 15/16	84.71	85.94	86.15
Q4 15/16	97.65	97.78	97.64
Q1 16/17	33.32	32.17	31.95

Key risk areas

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

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

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

Executive Portfolio Holders – Cllr Peter Barrowcliff, Cllr Alan Thacker

Revenue summary

Subjective analysis	Full Year Current Budget 2016/17 (£)	Comments / actions
Employees	1,146,404	A saving of £13,000 will be achieved as a result of producing only one edition of the guide to services, and channel shift away from producing paper versions of the guide.
Premises	5,555	
Transport	3,383	
Supplies & Services	975,540	
Income	(406,558)	
Net expenditure	1,724,324	
Q1 Predicted variance	13,000 (F)	

Key performance data

Percentage of telephone calls answered by a Customer Services Advisor				Aim	↑																				
Authority	North Dorset		West Dorset		Weymouth & Portland																				
Q1 2016/17 Actual	93%	✔	85%	✘	88%																				
Q1 2016/17 Target	92%		92%		92%																				
FY 2016/17 Target	92%		92%		92%																				
FY 2015/16 Actual	n/a		93.32%		89.05%																				
<p>Comments:</p> <p>[NDDC] 4789 out of the 5100 calls made were answered by a Customer Advisor during Q1.</p> <p>[WDDC] 10934 out of the 12802 calls made were answered by a Customer Advisor during Q1.</p> <p>As part of the Service Review, we put in place arrangements to monitor demand and keep resource requirements under review. The last two quarters have been busy for the team following the move from North Quay to Commercial Road. The Team are successfully adopting to new ways of working, however, we have experienced some periods staff sickness absence. The Team Leader and Service Manager are taking a number of actions. This includes extending the call centre to our staff (Corporate Support Team) based at Nordon and filling an outstanding vacancy. Additional staff are also being recruited to the Contact Centre casual bank and, once training is complete, will also help to improve performance.</p> <p>[WPBC] 10248 out of the 11607 calls made were answered by a Customer Advisor during Q1.</p>		<table border="1"> <caption>Percentage of telephone calls answered by a Customer Services Advisor</caption> <thead> <tr> <th>Quarter</th> <th>NDDC</th> <th>WDDC</th> <th>WPBC</th> </tr> </thead> <tbody> <tr> <td>Q2 15/16</td> <td>99.34</td> <td>95.37</td> <td>87.08</td> </tr> <tr> <td>Q3 15/16</td> <td>95.46</td> <td>87.57</td> <td></td> </tr> <tr> <td>Q4 15/16</td> <td>89.22</td> <td>90.14</td> <td>92.30</td> </tr> <tr> <td>Q1 16/17</td> <td>93.90</td> <td>85.40</td> <td>88.30</td> </tr> </tbody> </table>				Quarter	NDDC	WDDC	WPBC	Q2 15/16	99.34	95.37	87.08	Q3 15/16	95.46	87.57		Q4 15/16	89.22	90.14	92.30	Q1 16/17	93.90	85.40	88.30
Quarter	NDDC	WDDC	WPBC																						
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Q3 15/16	95.46	87.57																							
Q4 15/16	89.22	90.14	92.30																						
Q1 16/17	93.90	85.40	88.30																						

Number of phone calls received by Customer Services			
Authority	North Dorset	West Dorset	Weymouth & Portland
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
Q1 2015/16 Actual	7,237	13,283	18,058

Percentage of telephone calls abandoned			Aim	↓
Authority	North Dorset	West Dorset	Weymouth & Portland	
Q1 2016/17 Actual	3%	12%	8%	✘
Q1 2016/17 Target	6%	6%	6%	
FY 2016/17 Target	6%	6%	6%	
FY 2015/16 Actual	n/a	5.43%	3.57%	

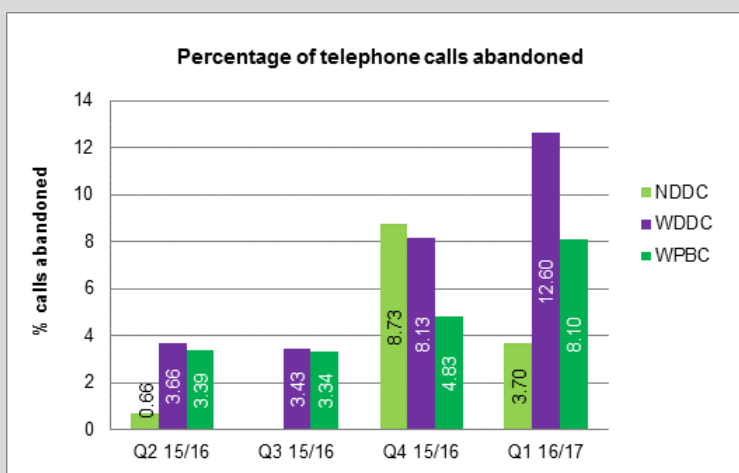
Comments:




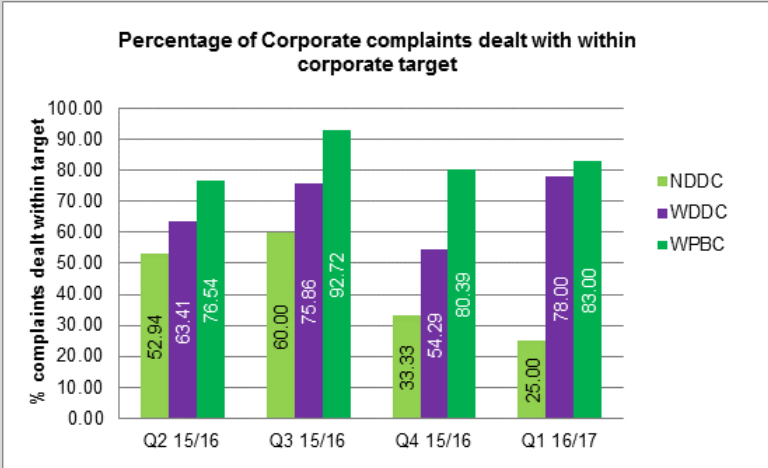
[NDDC] 188 out of the 5100 calls made were abandoned during Q1.

[WDDC] 1610 out of the 12802 calls made were abandoned during Q1.

[WPBC] 936 out of the 11607 calls made were abandoned during Q1.

As part of the service review, we have in place arrangements to monitor demand and keep resource requirements under review. The Team has experienced some periods of staff sickness, however, we are increasing resilience in recruiting for an outstanding vacancy, extending the call centre to the Corporate Support Team based at Nordon and recruiting additional staff to the Casual Bank. We are in discussions regarding a queue notification system to enhance customer experience, so our callers know what position they are in the queue.



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																						
Q1 2016/17 Actual	25%	78%	83%	  																					
Q1 2016/17 Target	85%	80%	80%																						
FY 2016/17 Target	85%	80%	80%																						
FY 2015/16 Actual	n/a	66.22%	81.86%																						
<p>Comments:</p> <p>[NDDC] 2 out of the 8 corporate complaints (Excl DCC complaints) dealt with within Q1 were completed within corporate targets. We are currently converging the NDDC complaints database with the WDDC and WPBC databases, to ensure greater consistency in the way data is processed across the three councils. The majority of complaints NDDC receive do not relate to the district council and are county matters. NDDC received 8 complaints in the last quarter. Two of those missed the target response period, by just a few days.</p> <p>[WDDC] 29 out of the 37 corporate complaints dealt with within Q1 were completed within corporate targets.</p> <p>[WPBC] 45 out of the 54 corporate complaints dealt with within Q1 were completed within corporate targets. We are currently reviewing the corporate complaints procedure for Dorset Councils Partnership, as the recording of data varies across the three councils. Actions being taken by the service include streamlining our complaints procedure and introducing a more efficient records management system.</p>																									
<p style="text-align: center;">Percentage of Corporate complaints dealt with within corporate target</p>  <table border="1"> <caption>Percentage of Corporate complaints dealt with within corporate target</caption> <thead> <tr> <th>Quarter</th> <th>NDDC</th> <th>WDDC</th> <th>WPBC</th> </tr> </thead> <tbody> <tr> <td>Q2 15/16</td> <td>52.94</td> <td>63.41</td> <td>76.54</td> </tr> <tr> <td>Q3 15/16</td> <td>60.00</td> <td>75.86</td> <td>92.72</td> </tr> <tr> <td>Q4 15/16</td> <td>33.33</td> <td>54.29</td> <td>80.39</td> </tr> <tr> <td>Q1 16/17</td> <td>25.00</td> <td>78.00</td> <td>83.00</td> </tr> </tbody> </table>						Quarter	NDDC	WDDC	WPBC	Q2 15/16	52.94	63.41	76.54	Q3 15/16	60.00	75.86	92.72	Q4 15/16	33.33	54.29	80.39	Q1 16/17	25.00	78.00	83.00
Quarter	NDDC	WDDC	WPBC																						
Q2 15/16	52.94	63.41	76.54																						
Q3 15/16	60.00	75.86	92.72																						
Q4 15/16	33.33	54.29	80.39																						
Q1 16/17	25.00	78.00	83.00																						

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	14

BT01 – 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 is 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				
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		Risk Rating	LOW

Loss or disruption or interception of electronic data				
CURRENT SCORE		Planned risk reduction initiatives	TARGET SCORE	
Impact	5	Implement appropriate controls across the Partnership.	Impact	3
Likelihood	3		Likelihood	1
Risk Score	15		Risk Score	3
Risk Rating	HIGH		Risk Rating	LOW

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

Executive Portfolio Holder – **Cllr Alan Thacker**

Revenue summary

Subjective analysis	Full Year Current Budget 2016/17 (£)	Comments / actions
Employees	631,557	Management of vacancies (vacant post - Technical Officer position) will achieve a £12,000 saving, however there will be a reduction in income due to less food safety training courses taking place as businesses switch to the on-line provision.
Premises	26,318	
Transport	19,701	
Supplies & Services	3,206,141	
Payments to clients	4,565	
Income	(236,379)	
Net expenditure	3,651,903	
Q1 Predicted variance	5,368 (F)	

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		
Q1 2016/17 Actual	91%	96%	96%		
Q1 2016/17 Target	90%	90%	90%	✓	✓
FY 2016/17 Target	90%	90%	90%		
FY 2015/16 Actual	90.87%	95.97%	96.49%		

[NDDC] 401 out of 439 catering premises are rated 4 or 5 under the National Food Hygiene Rating Scheme i.e. 91.34%.

[WDDC] 977 out of 1,018 catering premises are rated 4 or 5 under the National Food Hygiene Rating Scheme.

[WPBC] 425 out of 441 catering premises are rated 4 or 5 under the National Food Hygiene Rating Scheme.

Good standards in most of our catering premises. There is a targeted campaign on 'poor performers' which is yielding results.

Percentage of catering premises achieving high levels of food hygiene

Quarter	NDDC	WDDC	WPBC
Q2 15/16	86.00	94.30	93.01
Q3 15/16	88.68	95.47	95.67
Q4 15/16	90.87	95.97	96.49
Q1 16/17	91.34	95.97	96.37

Percentage of Public Health service requests responded to within 3 working days					Aim	↑
Authority	North Dorset		West Dorset		Weymouth & Portland	
Q1 2016/17 Actual	Awaiting data	n/a	99%	✓	97%	✓
Q1 2016/17 Target	95%		95%		95%	
FY 2016/17 Target	95%		95%		95%	
FY 2015/16 Actual	100.00%		97.64%		97.28%	

[NDDC] Awaiting Q1 data (anticipated to be on target). Examples of generic Public Health service requests and enquiries are: Noise related (the majority of requests relate to noise), dog barking, pest control, smoke pollution, contaminated land, sewage & reports of odours.

[WDDC] 619 out of 626 Public Health service requests were responded to within 3 working days during Q1.

[WPBC] 473 out of 488 Public Health service requests were responded to within 3 working days during Q1.

Good performance. There is a peak in demand during the summer and so the Q2 results may dip.

Quarter	NDDC	WDDC	WPBC
Q2 15/16	100.00	96.85	98.00
Q3 15/16	100.00	99.28	97.35
Q4 15/16	100.00	96.21	97.18
Q1 16/17	-	96.88	96.93

Kilograms of household waste (landfill and recycling) collected per household (cumulative)					Aim	↓
Authority	North Dorset		West Dorset		Weymouth & Portland	
Q1 2016/17 Actual	Awaiting data	✗	Awaiting data	✓	Awaiting data	✓
Q1 2016/17 Target	155Kg/hh		155Kg/hh		155Kg/hh	
FY 2016/17 Target	620Kg/hh		620Kg/hh		620Kg/hh	
FY 2015/16 Actual	692Kg/hh		605Kg/hh		612Kg/hh	
FY 2015/16 Target	620Kg/hh		620Kg/hh		620Kg/hh	
FY 2014/15 Actual	n/a		641Kg/hh		570Kg/hh	

Comments: Please note this KPI is cumulative throughout the year.

2015/16 outturn data used as it is the latest available from DWP.

Note that the 2015/16 target for W&P was more challenging than that of West Dorset. Targets have been revised for 2016/17 to be in line with the single DWP target of 620Kg/hh and will be reported in Q2 when fresh DWP data is available.

Quarter	NDDC	WDDC	WPBC
Q2 15/16	351.00	307.00	306.00
Q3 15/16	524.00	455.00	461.00
Q4 15/16	692.00	605.00	612.00
Q1 16/17	-	-	-

Kilograms of residual (landfill) household waste per household (cumulative)				Aim	↓
Authority	North Dorset		West Dorset		Weymouth & Portland
Q1 2016/17 Actual	Awaiting data		Awaiting data		Awaiting data
Q1 2016/17 Target	104Kg/hh		104Kg/hh		104Kg/hh
FY 2016/17 Target	415Kg/hh	✔	415Kg/hh	✔	415Kg/hh
FY 2015/16 Actual	281Kg/hh		276Kg/hh		298Kg/hh
FY 2015/16 Target	415Kg		340Kg		310Kg
FY 2014/15 Actual	280.46Kg		345.38Kg		317.67Kg

Comments: Please note this KPI is cumulative throughout the year.

2015/16 outturn data used as it is the latest available from DWP.

Performance demonstrates the success of the 'Recycle for Dorset' collection service, reducing landfill disposal costs.

Quarter	NDDC	WDDC	WPBC
Q2 15/16	141.52	149.83	149.73
Q3 15/16	209.45	203.77	226.45
Q4 15/16	281.13	275.92	298.21
Q1 16/17	-	-	-

Percentage of household waste sent to re-use, recycling and composting				Aim	↑
Authority	North Dorset		West Dorset		Weymouth & Portland
Q1 2016/17 Actual	Awaiting data		Awaiting data		Awaiting data
Q1 2016/17 Target	60%		60%		60%
Q4 2015/16 Actual	57%	⚠	52%	✔	52%
Q4 2015/16 Target	60%		50%		50%
FY 2015/16 Actual	59%		54%		51%
FY 2015/16 Target	60%		50%		50%
FY 2014/15 Actual	59.21%		52.98%		53%

Comments:

2015/16 outturn data used as it is the latest available from DWP.

Recycling rates are amongst the best in the UK. DWP is refreshing its recycling campaign in areas where performance has slipped over time (eastern Dorset).

Quarter	NDDC	WDDC	WPBC
Q2 15/16	58.47	51.35	50.94
Q3 15/16	60.56	63.58	50.44
Q4 15/16	57.39	51.73	52.56
Q1 16/17	-	-	-

Number of missed household waste collections			Aim	↓
Authority	North Dorset	West Dorset	Weymouth & Portland	
Q1 2016/17 Actual	Awaiting data	Awaiting data	Awaiting data	
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	
Comments: 2015/16 outturn data used as it is the latest available from DWP. Significant improvement in Weymouth & Portland. All DCP councils comparable to other partners.				

Key risk areas

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

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

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

Executive Portfolio Holder – Cllr Timothy Yarker

Revenue summary

Subjective analysis	Full Year Current Budget 2016/17 (£)	Comments / actions
Employees	660,418	Vacancy management will lead to savings of £18,500. Contributions to the Wessex loans pot are less than anticipated.
Premises	30,300	
Transport	7,048	
Supplies & Services	259,038	
Income	(114,100)	
Net expenditure	842,704	
Q1 Predicted variance	28,300 (F)	

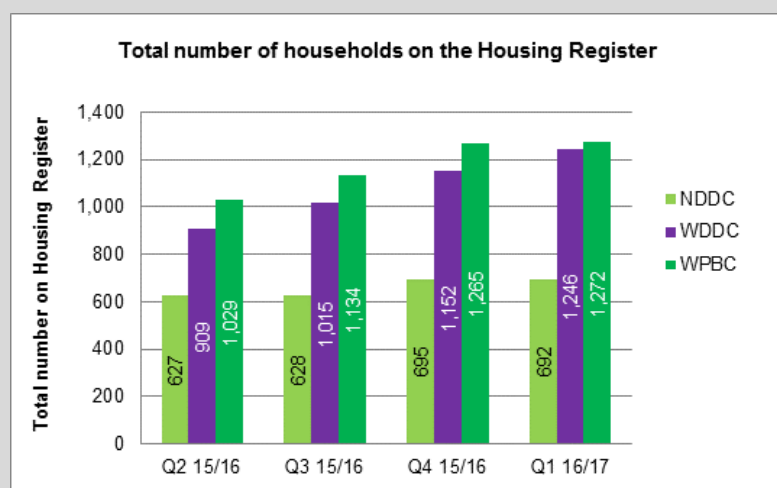
Key performance data

Total number of households on the Housing Register			
Authority	North Dorset	West Dorset	Weymouth & Portland
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
Q2 2015/16 Actual	627	909	1,029
Q1 2015/16 Actual	636	713	805

Comment:

[NDDC] The numbers on the register have increased slightly over the year from 636 in the first quarter 2015/16 to circa 690 in the fourth quarter 2015/16 & remained at a similar level for the first quarter of 2016/17. The increase occurred during the 4th quarter 2015/16 when we received 344 applications which is a large increase in applicants and explains the increase on the register.

[WDDC/WPBC] The number of households on the housing register has been gradually increasing for the last year, and regular annual reviews of existing applicants have now being implemented. We expect some removals due to changes in circumstances, failure to register etc. to balance new applications which should result in a more settled register in the future, with numbers stabilising. However, this, like the other indicators reported here, is difficult to predict and influence.



Total number of households housed in Housing Associated stock			
Authority	North Dorset	West Dorset	Weymouth & Portland
Q1 2016/17 Actual	87	92	91
Q4 2015/16 Actual	91	77	29
Q3 2015/16 Actual	106	72	62
Q2 2015/16 Actual	94	108	95
Q1 2015/16 Actual	80	127	52

Comment:

[WDDC/WPBC] Figures vary according to voids that occur with Housing Associations, as well as new developments coming on stream. In Weymouth and Portland social housing vacancies have historically been less frequent in comparison to West Dorset (there is less stock) and so our staff have to work hard with clients to find alternative housing solutions, and also being realistic with clients to manage their expectations of obtaining a social housing tenancy.

Total number of new applications to the Housing Register			
Authority	North Dorset	West Dorset	Weymouth & Portland
Q1 2016/17 Actual	322	227	202
Q4 2015/16 Actual	344	301	254
Q3 2015/16 Actual	210	224	225
Q2 2015/16 Actual	245	195	180
Q1 2015/16 Actual	313	160	157

[NDDC] Throughout the first three quarters of the year we have received on average 220 applications per quarter. During the 4th quarter we have received 344 applications which is a large increase in applicants and explains the increase on the register.

[WDDC/WPBC] The average of new applications per month to the housing register is steadily increasing since the implementation of the new allocation policy in December 2014, where we began to compile and grow a new housing register, with all existing applicants having to reapply from scratch.

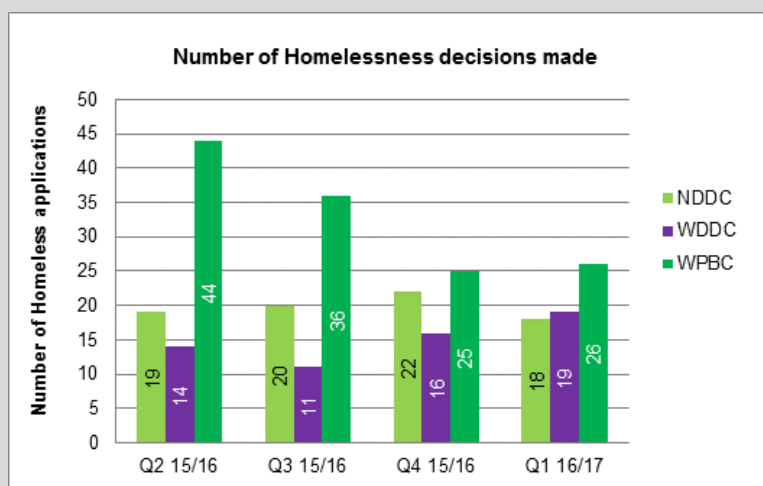
Number of homelessness decisions made			
Authority	North Dorset	West Dorset	Weymouth & Portland
Q1 2016/17 Actual	18	19	26
Q4 2015/16 Actual	22	16	25
Q3 2015/16 Actual	20	11	36
Q2 2015/16 Actual	19	14	44
Q1 2015/16 Actual	18	15	34

Comment:

[NDDC] The number of homelessness cases accepted during Q1 was 14. Throughout 2015/16 we have interviewed 618 households. We have prevented 187 households from homelessness, of which: 30 were able to remain in their homes through our prevention work and 157 were moved into further accommodation such as supported housing, social housing and private rented housing.

[WDDC/WPBC] Numbers vary widely from quarter to quarter. Homelessness is rising nationally, and we are seeing increasing pressure in Weymouth and Portland in particular. We believe this reflects the tenancy turnover in the private rented stock, which in the Borough is above the national average, representing nearly 20% of the stock. Our staff are also dealing with increasingly complex cases- for single person households it is often about their past housing history, and more generally households are facing greater financial uncertainty and debt issues. We are also seeing increasing pressure on our need to make use of temporary accommodation. Numbers vary widely from quarter to quarter. The number of homeless cases accepted during the 1st quarter of 2016/17 are:

Period	NDDC	WDDC	WPBC
Q1 '16/17	14	6	10



Key risk areas

13 Service operational risks have been identified for Housing:-

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

Poor collection rate of bed and breakfast charges					
CURRENT SCORE		Planned risk reduction initiatives	TARGET SCORE		
Impact	4		Collection rates continue to be very good. However, changes to the benefit system from late 2015 will mean that the gap between B&B charges and benefit payable will grow, placing an increased onus on the claimant to cover the gap, which many will be unable to do. It is expected that it will be much more difficult to collect the full charges payable to the B&B establishments, which might have a severe impact on budgets. Housing is exploring other temporary rehousing options for the most affected groups.	Impact	3
Likelihood	4			Likelihood	2
Risk Score	16			Risk Score	6
Risk Rating	HIGH		Risk Rating	LOW	

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

Executive Portfolio Holders – **Cllr Ian Gardner, Cllr Alan Thacker**

Revenue summary

Subjective analysis	Full Year Current Budget 2016/17 (£)	Comments / actions
Employees	1,424,071	Additional agency staff costs of £18,720 in Planning required to cover long term sickness. Building Control have salary savings mainly offset by wages expenditure on casual staff.
Transport	27,996	
Supplies & Services	145,092	
Income	(1,163,400)	
Net expenditure	433,759	
Q1 Predicted variance	15,491 (A)	

Key performance data

Number of valid applications received – by application type – North Dorset					
Month	Major	Minor	Other	Misc*	TOTAL
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 remain generally stable

Number of valid applications received – by application type – West Dorset					
Month	Major	Minor	Other	Misc*	TOTAL
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 remain generally stable although there is a slight reduction in major applications, reflecting a similar national reduction around the referendum

Number of valid applications received – by application type – Weymouth & Portland					
Month	Major	Minor	Other	Misc*	TOTAL
June	2	11	38	34	85
May	3	14	35	18	70
April	1	17	23	23	64

*Misc includes Pre-apps and PDs
Levels of applications remain generally stable although there is limited amount of major growth coming forward within the Borough

Fee Income Q1			
Type of Fee	North Dorset	West Dorset	Weymouth & Portland
Condition Fee	£3,330	£4,410	£2,317
Non Material Amendment	£1,031	£1,506	£920
Permitted Development Case Fee	£0	£2,236	£655
Planning applications	£125,445	£235,276	£80,577
Pre-App	£8,358	£10,500	£1,248
Enforcement Case Appeals / Fees	£0	£1,160	£0
TOTAL	£138,164	£255,088	£85,718

Comments:

[NDDC] Fee income holding steady in NDDC and applications stable. Slight change in how fees are split to reflect WDDC/WPBC reporting

[WPBC] Fee income is slightly down due to the lower application numbers as there appears to be a slowing of development in WPBC area over the quarter. Additional charges can be introduced for pre-apps which would slightly boost income subject to Member agreement,

[WDDC] Income generally stable with average levels of development within the District during the quarter.

Percentage of 'Major' planning applications determined within 13 weeks or agreed extension of time				Aim	↑
Authority	North Dorset	West Dorset	Weymouth & Portland		
Q1 2016/17 Actual	50%	69%	nil		n/a
Q1 2016/17 Target	70%	70%	70%		
2 FY (8 Qs) Actual	52%	73%	75%		
2 FY (8 Qs) Target	50%	50%	50%		
FY 2015/16 Actual	56.52%	65.71%	75.00%		

Targets now reflect DSIP (Development Services Improvement Plan) agreed targets. (NB the national target is lower at 60%). National requirement is also that the average over the previous 2 year period (rolling) should not fall below av 50%. Currently this rolling national target only applies to Major applications.

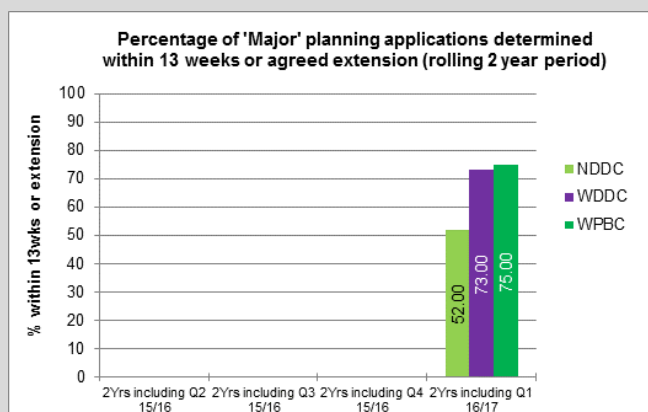
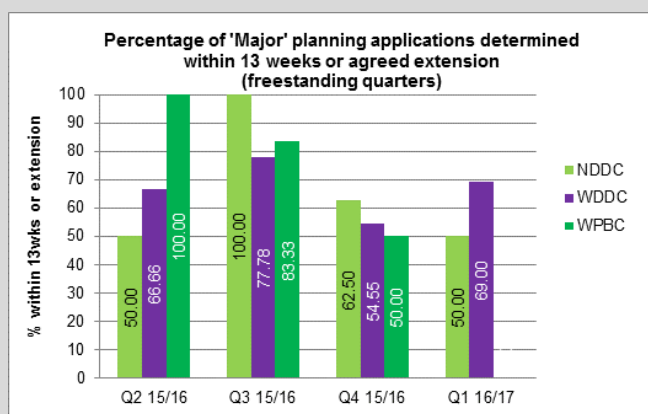
Comments:

[NDDC] 3 out of 6 major planning applications have been processed within 13 weeks or agreed time extension during Q1.

[WDDC] 9 out of 13 major planning applications have been processed within 13 weeks or agreed time extension during Q1.

[WPBC] 0 out of 0 major planning applications have been processed within 13 weeks or agreed extension of time during Q1.

Above figures for WPBC and WDDC have been skewed by the imminent introduction of CIL in July, which has led to more applications being determined ahead of this. NDDC applications did not have extensions of time agreed but this is now being more widely extended.



Percentage of 'Minor' planning applications determined within 8 weeks or agreed extension				Aim	↑
Authority	North Dorset	West Dorset	Weymouth & Portland		
Q1 2016/17 Actual	37%	48%	50%		
Q1 2016/17 Target	60%	60%	60%		
2FY (rolling) Actual	52%	58%	70%		
2FY (rolling) Target	65%	65%	65%		
FY 2015/16 Actual	60.06%	57.07%	63.87%		

Targets now reflect DSIP agreed target. (NB National target is set at 65%). Government has indicated that a similar rolling indicator over a 2 year period may be introduced for Minor apps and therefore it is prudent to commence measuring at the same % as the national target as no other measure has yet been set.

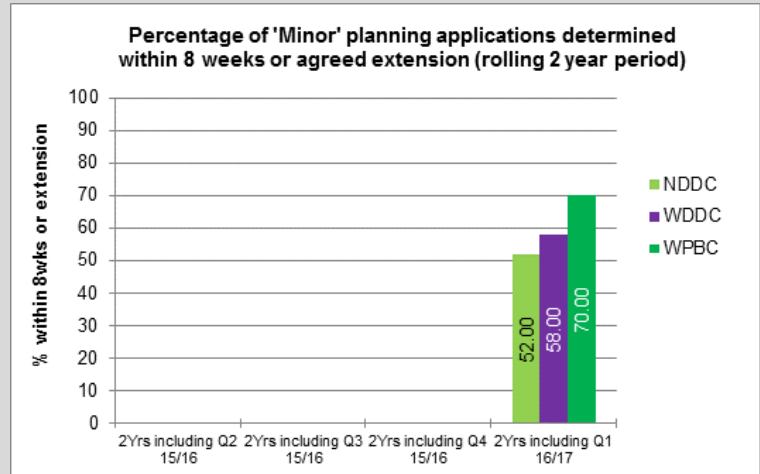
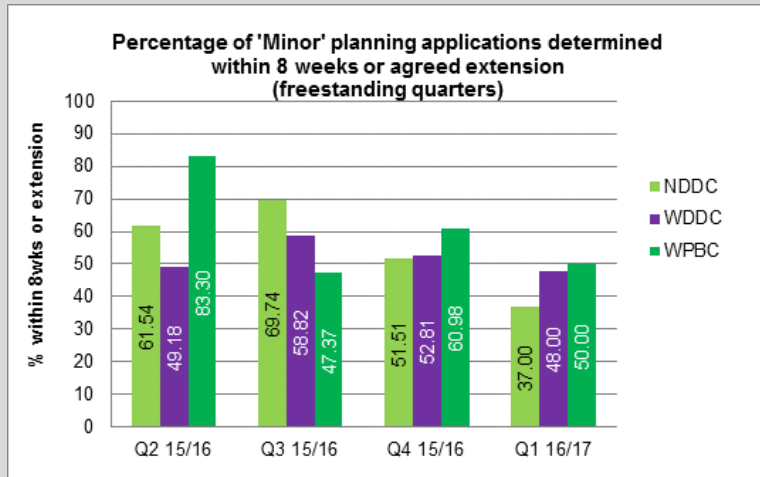
Comments:

[NDDC] 43 out of 115 minor planning applications have been processed within 8 weeks or agreed time extension during Q1.

[WDDC] 46 out of 95 minor planning applications have been processed within 8 weeks or agreed time extension during Q1.

[WPBC] 34 out of 17 minor planning applications have been processed within 8 weeks or agreed time extension during Q1.

Above figures for WPBC and WDDC have been skewed by the imminent introduction of CIL in July, which has led to more applications being determined ahead of this which would be CIL liable. There has also been a significant impact on having to renegotiate Minor applications as a result of changes to national policy for affordable housing thresholds which has affected Minor applications in WPBC and WDDC due to HOUS1 policy. In NDDC applications did not have extensions of time agreed but this is now being more widely extended and will improve performance.



Percentage of 'Other' planning applications determined within 8 weeks or agreed extension				Aim	↑
Authority	North Dorset	West Dorset	Weymouth & Portland		
Q1 2016/17 Actual	47%	70%	49%		
Q1 2016/17 Target	80%	80%	80%		
2FY (rolling) Actual	59%	72%	74%		
2FY (rolling) Target	80%	80%	80%		
FY 2015/16 Actual	68.26%	71.41%	69.23%		

Targets now reflect DSIP agreed target(national target is also 80%). Government has indicated that a similar rolling indicator over a 2 year period may be introduced for other apps and therefore it is prudent to commence measuring at the same % as the national target as no other measure has yet been set

Comments:
 [NDDC] 130 out of 274 other planning applications have been processed within 8 weeks or agreed time extension during Q1.
 [WDDC] 174 out of 250 other planning applications have been processed within 8 weeks or agreed time extension during Q1.
 [WPBC] 36 out of 74 other planning applications have been processed within 8 weeks or agreed time extension during Q1.

Minor applications in WDDC and WPBC have been affected by the need to prioritise those applications affected by CIL and affordable housing threshold changes as set out above. Many of the 'other' applications are also part of the current managed planning backlog and are being dealt with on a priority basis. NDDC applications did not have extensions of time agreed but this is now being more widely extended and performance will improve.

Percentage of 'Other' planning applications determined within 8 weeks or agreed extension (freestanding quarters)

Quarter	NDDC	WDDC	WPBC
Q2 15/16	68.63	74.87	72.72
Q3 15/16	71.32	66.34	70.91
Q4 15/16	67.63	67.63	60.47
Q1 16/17	47.00	70.00	49.00

Percentage of 'Other' planning applications determined within 8 weeks or agreed extension (rolling 2 year period)

Period	NDDC	WDDC	WPBC
2Yrs including Q1 16/17	59.00	72.00	74.00

Total number of appeals submitted			
Authority	North Dorset	West Dorset	Weymouth & Portland
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
Q1 2015/16 Actual	2	15	2

Percentage of appeals allowed against the authority's decision to refuse planning applications			Aim	↓
Authority	North Dorset	West Dorset	Weymouth & Portland	
Q1 2016/17 All Apps. Actual	14%	29%	67%	
2FY (rolling) Majors Actual	0%	18%	14%	
2FY (rolling) Majors Target	20%	20%	20%	
FY 2015/16 Actual	35.71%	35.29%	13.33%	

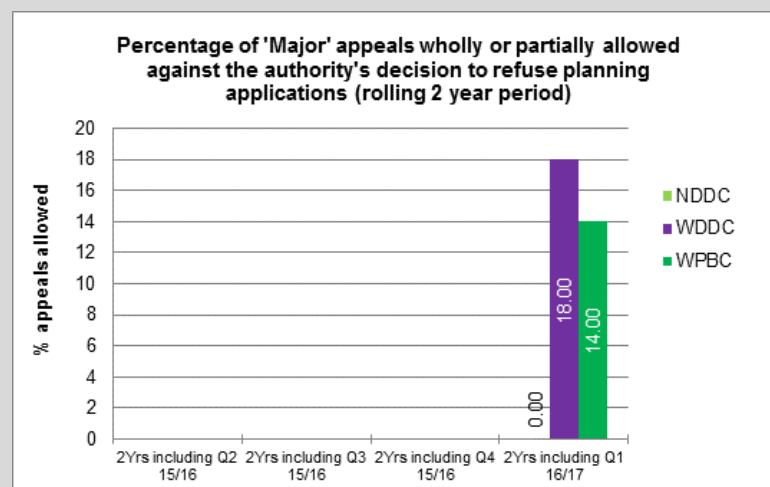
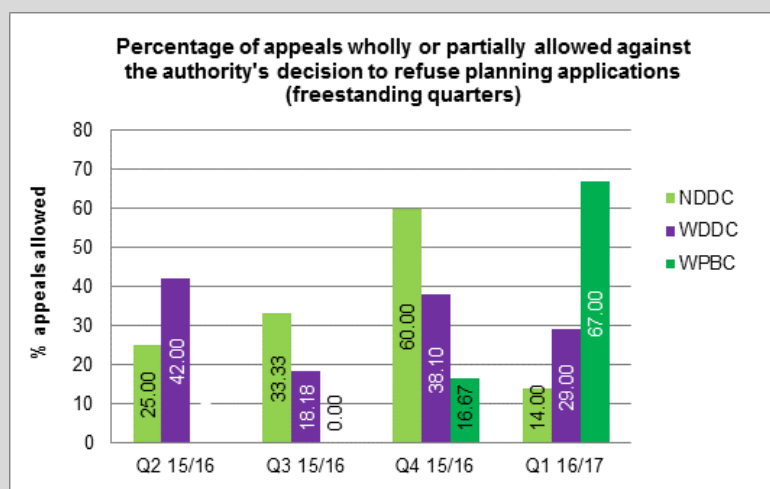
National requirement is that the average over the previous 2 year period (rolling) should not be greater than 20% of Major applications overturned at appeal (overturns of minors and other applications are not measured nationally)

Comments:

[NDDC] 1 out of 7 appeals have been wholly or partially allowed against refused planning applications during Q1 of which 0 allowed was a major application. Of those allowed 0 was an overturn of officer recommendation at committee

[WDDC] 2 out of 7 appeals have been wholly or partially allowed against refused planning applications during Q1 of which 0 allowed was a major application. Of those allowed 1 was an overturn of officer recommendation at committee

[WPBC] 2 out of 3 appeals have been wholly or partially allowed against refused planning applications during Q1 of which 1 allowed was a major application. Of those allowed 1 was an overturn of officer recommendation at committee



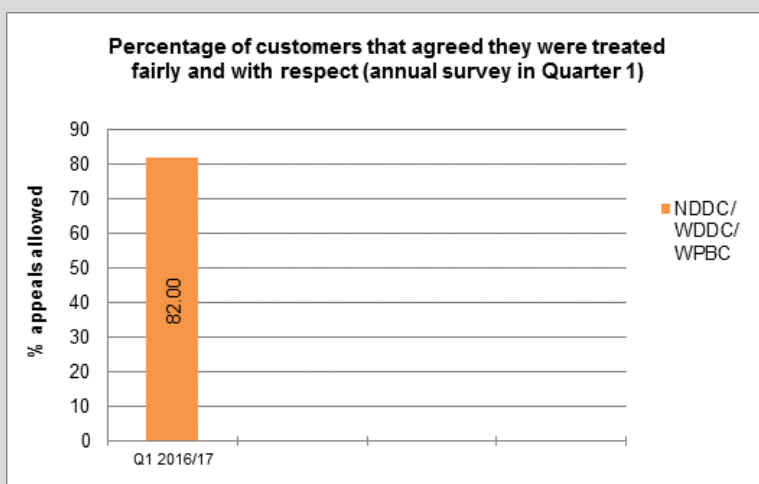
Enforcement – Number of cases received			
Authority	North Dorset	West Dorset	Weymouth & Portland
Q1 2016/17 Actual	42	85	62
Q4 2015/16 Actual	33	75	47
Q3 2015/16 Actual	43	77	62
Q2 2015/16 Actual	46	98	32
Q1 2015/16 Actual	59	99	63

Comments:
 [NDDC] 43 cases were signed off or completed within the Q1 period.
 [WDDC] 72 cases were signed off or completed within the Q1 period.
 [WPBC] 32 cases were signed off or completed within the Q1 period.

Please note most cases are not signed off within the quarter in which they were received. The number of cases received in WDDC and WPBC is currently exceeding those closed which needs to be carefully monitored against workloads.

New Annual Indicators

Percentage of Planning Development customers that agreed they were treated fairly and with respect (annual survey in quarter 1)		Aim	↑
Authority	North Dorset / West Dorset / Weymouth & Portland		
Q1 2016/17 Actual	82%	✓	
Q1 2016/17 Target	80%		



Comments:

[All Three Districts] Customer Survey April 2016 82% indicated that they were fairly or very satisfied that they were treated fairly and with respect. (Total respondents = 360)

Proposed Additional Annual Indicators

There are a number of proposed indicators in the DSIP regarding quality of decision making which have yet to be implemented as ways of measuring this have yet to be agreed. These will include how many RTPI or Design Award submissions have been made and how undertaking pre-application discussions have improved final decision making.

Key risk areas

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

Very High Risks	0
High Risks	0
Medium Risks	3
Low Risks	2

Future issues

Future Service Issues
<p>The Development Management Service is one of the first services to be part of Service transformation and all 3 authorities have also agreed a Draft Service Improvement Plan in acknowledgement of performance issues and the need to bring the service areas together with one common ICT system. Part of this will involve a major review of processes involved within the planning service which will lead to staff being required to undertake training and reconsider all parts of their processes and thus there will be an impact on performance for all 3 authorities within the next 6 months. This is inevitable whilst processes are being reviewed and new systems embedded but will result in a more stable and consolidated service for the future.</p>

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

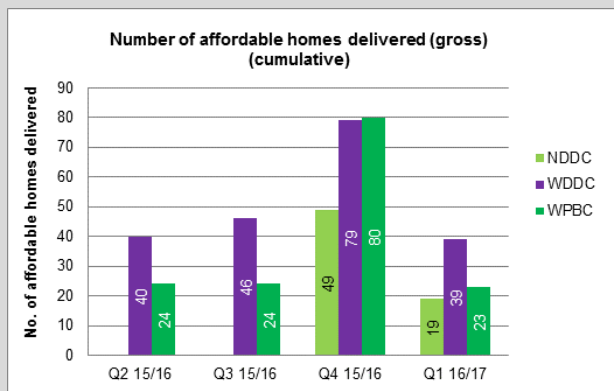
Executive Portfolio Holders – Cllr Ian Gardner, Cllr Timothy Yarker

Revenue summary

Subjective analysis	Full Year Current Budget 2016/17 (£)	Comments / actions
Employees	450,328	Salary savings have been achieved throughout Community & Policy Development. A reduction in car costs and grant contributions has also been achieved.
Premises	3,283	
Transport	8,759	
Supplies & Services	962,626	
Payments to clients	140,747	
Income	(562,710)	
Net expenditure	1,003,033	
Q1 Predicted variance	25,410 (F)	

Key performance data

Number of affordable homes (gross) delivered (cumulative)				Aim	↑
Authority	North Dorset		West Dorset		Weymouth & Portland
Q1 2016/17 Actual	19	✓	39	✓	23
FY 2016/17 Target	68		100		65
FY 2015/16 Actual	49		88		80



Comments:

[NDDC] Rented: 16, Intermediate: 3, Total: 19 In the first quarter 19 affordable homes completed. It is anticipated that a further 43 will complete on sites in Okeford Fitzpaine, Charlton Marshall, Blandford and Stourpaine.

[WDDC] Rented: 4, Intermediate: 35, Total: 39 It is anticipated that approximately 80 affordable homes will complete this year. Homes are due to be finished at Barton Farm in Sherborne, Putton Lane in Chickerell, Poundbury and Tolpuddle. These completion dates could change. The numbers could increase depending on progress made on the next phases of Barton Farm and Woodberry Down in Lyme Regis.

An Extra Care scheme has been started in Dorchester which will deliver 63 affordable homes by September 2017. The Lyme Regis Community Land Trust have planning permission for 15 affordable homes and hope work on these will commence shortly. Note: Correction made in table above to 2015/16 WDDC outturn, 88 (amended from 79 previously reported).

[WPBC] Rented: 0, Intermediate: 23, Total: 23 The Radipole Court development (Finn Square) has completed. Further properties this year will be delivered at Pemberley in Littlemoor. It is likely that 41 affordable homes will be completed, this number could increase depending on the progress made at the Curtis Field development. Recently planning permission was granted on a site in Portland for 22 affordable homes.

There are several large housing developments across the Partnership area coming through planning but these are unlikely to deliver homes this year.

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 (ie it is not possible to set the target at the beginning of the year and then see whether it has been met at the end of the year. Instead, by the end of the year it is necessary to recalculate both supply and target.
- The base date is 1 April each year, however there is a time lag due to the processing involved to calculate the target and outturn, so the the latest figures are not available until a few months later.

April 2016 figures are being finalised, however the table below provides the 2015 figures (which are currently still being used for decisions):

	Target	Actual
North Dorset	1,723	2,333
West Dorset and Weymouth & Portland Combined	6,109 (shared with Weymouth & Portland)	6,567 (shared with Weymouth & Portland)

This data indicates that all three councils are currently meeting the targets.

Key risk areas

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

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


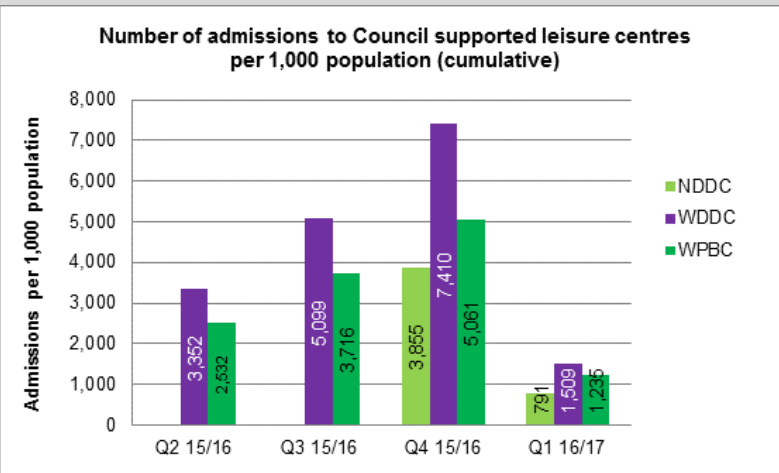
(Economic Regeneration, Business Support, Tourism & Visitor Management, Leisure & Cultural Development and Facilities, Harbour Management)


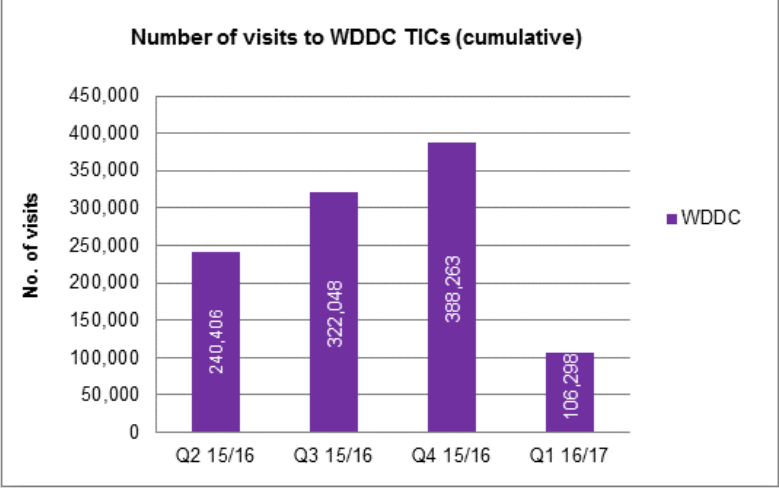
Executive Portfolio Holders – Cllr Mary Penfold, Cllr Alan Thacker


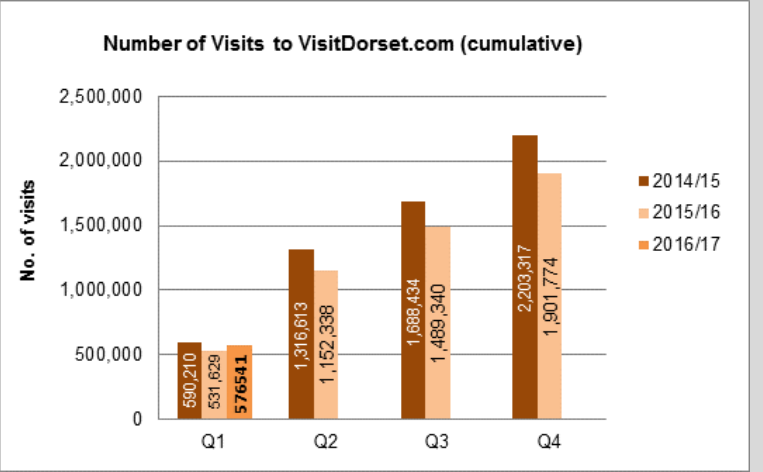
Revenue summary

Subjective analysis	Full Year Current Budget 2016/17 (£)	Comments / actions
Employees	1,090,773	Additional cost due to beach safety signs to meet the Local Authorities duty of care.
Premises	373,781	
Transport	29,495	
Supplies & Services	888,817	
Payments to Clients	763,896	
Income	(1,451,941)	
Net expenditure	1,694,821	
Q1 Predicted variance	989 (A)	

Key performance data

Number of admissions (excl. spectators and school use) to Council supported leisure centres per 1,000 population (cumulative)				Aim	↑																				
Authority	North Dorset	West Dorset	Weymouth & Portland																						
Q1 2016/17 Actual	791	1,509	1,235																						
Q1 2016/17 Target	1,150	1,477	1,250																						
FY 2016/17 Target	4,600	5,900	4,950																						
FY 2015/16 Actual	3,855	7,410	5,061																						
<p>Comment:</p> <p>[NDDC] Data from Q1 2016/17 onwards is for Blandford Leisure Centre only. There have been 80,386 admissions to BLCentre so far during 2016/17.</p> <p>[WDDC] Includes Dorchester Sports Centre, Bridport Leisure Centre and the Gryphon Sports Centre. So far during 16/17 there have been a total of 150,929 visits.</p> <p>[WPBC] There have been 80,386 admissions to Weymouth Swimming Pool so far during 2016/17.</p> <p>Please note this KPI is cumulative throughout the year.</p>																									
<p style="text-align: center;">Number of admissions to Council supported leisure centres per 1,000 population (cumulative)</p>  <table border="1"> <caption>Data for Admissions per 1,000 population chart</caption> <thead> <tr> <th>Quarter</th> <th>NDDC</th> <th>WDDC</th> <th>WPBC</th> </tr> </thead> <tbody> <tr> <td>Q2 15/16</td> <td>3,352</td> <td>2,532</td> <td>3,352</td> </tr> <tr> <td>Q3 15/16</td> <td>5,089</td> <td>3,716</td> <td>3,716</td> </tr> <tr> <td>Q4 15/16</td> <td>3,855</td> <td>7,410</td> <td>5,061</td> </tr> <tr> <td>Q1 16/17</td> <td>791</td> <td>1,509</td> <td>1,235</td> </tr> </tbody> </table>						Quarter	NDDC	WDDC	WPBC	Q2 15/16	3,352	2,532	3,352	Q3 15/16	5,089	3,716	3,716	Q4 15/16	3,855	7,410	5,061	Q1 16/17	791	1,509	1,235
Quarter	NDDC	WDDC	WPBC																						
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Q3 15/16	5,089	3,716	3,716																						
Q4 15/16	3,855	7,410	5,061																						
Q1 16/17	791	1,509	1,235																						

Number of visits to WDDC TICs (cumulative)		Aim	↑
Authority	West Dorset		
Q1 2016/17 Actual	106,298		
Q1 2016/17 Target	106,000		
FY 2016/17 Target	388,000		
FY 2015/16 Actual	388,263		
<p>TIC figures for the first quarter of this year: Dorchester: 42,459 (April 14,184, May 13,715, June 14,560) Bridport: 31,348 (April 9,788, May 9,712, June 11,848) Sherborne: 14,145 (April 4,335, May 4,828, June 4,982) Lyme Regis: 18,346 (April 5,334, May 5,983, June 7,029) Total 106,298</p> <p>Comment: Visitor numbers comparable (reduced by 120) to same period in previous year, bearing in mind Easter did not fall within this quarter. Visitor numbers reflect general downward trend in visitor numbers and TIC usage.</p>			

Number of visits to VisitDorset.com (cumulative)		Aim	↑
Authority	DCP		
Q1 2016/17 Actual	576,541		
Q1 2016/17 Target	510,000		
FY 2016/17 Target	1,900,000		
FY 2015/16 Actual	1,901,774		
<p>Comment: The visit-dorset.com website is a partnership site and promotes all rural Dorset boroughs and districts excluding Bournemouth and Poole.</p>			

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

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

Executive Portfolio Holders – Cllr Peter Barrowcliff, Cllr John Russell

Revenue summary

Subjective analysis	Full Year Current Budget 2016/17 (£)	Comments / actions
Employees	1,008,995	There are savings in salaries due to a post not yet filled in Property Services and a Project Engineer post on a career break not being filled leading to a £36,898 favourable variance. Potential overspends in contract cleaning and unbudgeted dilapidation costs.
Premises	1,939,095	
Transport	48,127	
Supplies & Services	760,870	
Payments to clients	10,305	
Income	(5,089,931)	
Net expenditure	(1,322,539)	
Q1 Predicted variance	7,158 (F)	

Key performance data

Percentage return on property asset value for all non-operational properties		Aim	↓												
Authority	West Dorset														
Q1 2016/17 Actual	8.82%														
Q1 2016/17 Target	8%														
FY 2016/17 Target	8%														
FY 2015/16 Actual	9.26%														
Comment:	<p>[WDDC] The variation in commercial yields reflects a softening in yields and revised asset valuations reported by external valuers.</p>														
<table border="1"> <caption>Percentage return on property asset value for all non-operational properties</caption> <thead> <tr> <th>Quarter</th> <th>% return</th> </tr> </thead> <tbody> <tr> <td>Q1 15/16</td> <td>8.93</td> </tr> <tr> <td>Q2 15/16</td> <td>8.90</td> </tr> <tr> <td>Q3 15/16</td> <td>8.90</td> </tr> <tr> <td>Q4 15/16</td> <td>9.26</td> </tr> <tr> <td>Q1 16/17</td> <td>8.82</td> </tr> </tbody> </table>				Quarter	% return	Q1 15/16	8.93	Q2 15/16	8.90	Q3 15/16	8.90	Q4 15/16	9.26	Q1 16/17	8.82
Quarter	% return														
Q1 15/16	8.93														
Q2 15/16	8.90														
Q3 15/16	8.90														
Q4 15/16	9.26														
Q1 16/17	8.82														

Percentage of operational council property in terms of floor area that is empty				Aim	↓
Authority	North Dorset	West Dorset	Weymouth & Portland		
Q1 2016/17 Actual	5%	0.00%	0.00%		
Q1 2016/17 Target	No target	0.25%	1.75%	✓	✓
FY 2016/17 Target	No target	0.25%	1.75%		
FY 2015/16 Actual	5%	0.00%	8.04%		

Percentage of operational council property in terms of floor area that is empty																									
<p>Comments:</p> <p>[NDDC] Nordon Offices approx. only.</p> <p>[WDDC] 0m² out of 10696m² of operational floor space is currently empty.</p> <p>[WPBC] 0m² out of 3939m² 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 this report.</p>	<table border="1"> <caption>Percentage of operational council property in terms of floor area that is empty</caption> <thead> <tr> <th>Quarter</th> <th>NDDC (%)</th> <th>WDDC (%)</th> <th>WPBC (%)</th> </tr> </thead> <tbody> <tr> <td>Q1 15/16</td> <td>5.00</td> <td>0.00</td> <td>8.67</td> </tr> <tr> <td>Q2 15/16</td> <td>5.00</td> <td>0.00</td> <td>8.67</td> </tr> <tr> <td>Q3 15/16</td> <td>5.00</td> <td>0.00</td> <td>8.67</td> </tr> <tr> <td>Q4 15/16</td> <td>5.00</td> <td>0.00</td> <td>8.04</td> </tr> <tr> <td>Q1 16/17</td> <td>5.00</td> <td>0.00</td> <td>0.00</td> </tr> </tbody> </table>	Quarter	NDDC (%)	WDDC (%)	WPBC (%)	Q1 15/16	5.00	0.00	8.67	Q2 15/16	5.00	0.00	8.67	Q3 15/16	5.00	0.00	8.67	Q4 15/16	5.00	0.00	8.04	Q1 16/17	5.00	0.00	0.00
Quarter	NDDC (%)	WDDC (%)	WPBC (%)																						
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Q3 15/16	5.00	0.00	8.67																						
Q4 15/16	5.00	0.00	8.04																						
Q1 16/17	5.00	0.00	0.00																						

Percentage of non-operational council property in terms of floor area that is empty				Aim	↓
Authority	West Dorset	Weymouth & Portland			
Q1 2016/17 Actual	1.5%	11.36%			
Q1 2016/17 Target	5%	6%	✓	✗	✗
FY 2016/17 Target	5%	6%			
FY 2015/16 Actual	1.26%	11.36%			

Percentage of non-operational council property in terms of floor area that is empty																			
<p>Comment:</p> <p>[WDDC] 266m² out of 17,774m² of non-operational floor space is currently empty. This is a vacant unit on the Marabout Trading Estate that is actively being marketed by local agents.</p> <p>[WPBC] 3,731m² out of 32,830m² of non-operational floor space is currently empty. These are mainly harbour buildings that are vacant following the departure of Condor and they are to be marketed by local agents but have been used short term in July to host a film unit.</p>	<table border="1"> <caption>Percentage of non-operational council property in terms of floor area that is empty</caption> <thead> <tr> <th>Quarter</th> <th>WDDC (%)</th> <th>WPBC (%)</th> </tr> </thead> <tbody> <tr> <td>Q1 15/16</td> <td>1.26</td> <td>5.32</td> </tr> <tr> <td>Q2 15/16</td> <td>1.26</td> <td>7.57</td> </tr> <tr> <td>Q3 15/16</td> <td>2.60</td> <td>7.78</td> </tr> <tr> <td>Q4 15/16</td> <td>1.26</td> <td>11.36</td> </tr> <tr> <td>Q1 16/17</td> <td>1.5</td> <td>11.36</td> </tr> </tbody> </table>	Quarter	WDDC (%)	WPBC (%)	Q1 15/16	1.26	5.32	Q2 15/16	1.26	7.57	Q3 15/16	2.60	7.78	Q4 15/16	1.26	11.36	Q1 16/17	1.5	11.36
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Q1 15/16	1.26	5.32																	
Q2 15/16	1.26	7.57																	
Q3 15/16	2.60	7.78																	
Q4 15/16	1.26	11.36																	
Q1 16/17	1.5	11.36																	

Key risk areas

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

Very High Risks	0
High Risks	7
Medium Risks	12
Low Risks	1

Failure to manage projects				
CURRENT SCORE		Planned risk reduction initiatives	TARGET SCORE	
Impact	4		Appropriate numbers of trained staff. Staff who have left need to be replaced, and a restructure of the teams are being undertaken to ensure permanent numbers and calibre of staff can be utilised, subject to recruitment being successful. In the interim outsourcing where appropriate is being undertaken.	Impact
Likelihood	4	Likelihood		2
Risk Score	16	Risk Score		8
Risk Rating	HIGH	Risk Rating		MEDIUM

Over reliance on key staff, agency staff and interim staff				
CURRENT SCORE		Planned risk reduction initiatives	TARGET SCORE	
Impact	4		A restructure of the teams is being undertaken to try to ensure permanent numbers and calibre of staff can be employed. Recruitment on current grades following Job Evaluations is not assisting recruitment or staff retention.	Impact
Likelihood	4	Likelihood		3
Risk Score	16	Risk Score		6
Risk Rating	HIGH	Risk Rating		LOW

Information Management				
CURRENT SCORE		Planned risk reduction initiatives	TARGET SCORE	
Impact	4		Current separate systems need linking together, and at present this is not the case. Data capture then will be systematically checked and input. A Technology Forge upgrade to a web based linked system is underway, as well as employing temporary data input and checking staff.	Impact
Likelihood	4	Likelihood		3
Risk Score	16	Risk Score		3
Risk Rating	HIGH	Risk Rating		LOW

Inability to access/source external funding for major projects				
CURRENT SCORE		Planned risk reduction initiatives	TARGET SCORE	
Impact	4		Market forces and expectations of planning and other organisations need to be understood early in any project proposal. These matters can be factored in, and this process will then better advise if the intended outcomes can be achieved. This process is being undertaken as part of the review process for new projects.	Impact
Likelihood	4	Likelihood		3
Risk Score	16	Risk Score		12
Risk Rating	HIGH	Risk Rating		MEDIUM

Policy documents for all areas of operation are not in place				
CURRENT SCORE		Planned risk reduction initiatives	TARGET SCORE	
Impact	4	Asset Management Plans (AMP) is prepared. Policy reviews are being considered in a number of areas, but this process will take place after the AMP completion, and the priority areas clearer.	Impact	4
Likelihood	4		Likelihood	3
Risk Score	16		Risk Score	12
Risk Rating	HIGH		Risk Rating	MEDIUM

Concessionary use and less than best value use				
CURRENT SCORE		Planned risk reduction initiatives	TARGET SCORE	
Impact	4	A car parking policy review is being undertaken and this will consider the current concessionary use of these facilities and suggest a basis for the way forward. In addition, following AMP completion further work done with regards to property concessionary rents and grants.	Impact	3
Likelihood	4		Likelihood	3
Risk Score	16		Risk Score	9
Risk Rating	HIGH		Risk Rating	MEDIUM

(Democratic Support, Electoral Registration & Elections)

Executive Portfolio Holders – Cllr Peter Barrowcliff, Cllr Mary Penfold

Revenue summary

Subjective analysis	Full Year Current Budget 2016/17 (£)	Comments / actions
Employees	282,279	There is an underspend on election expenditure.
Transport	16,567	
Supplies & Services	566,398	
Income	(29,925)	
Net expenditure	835,319	
Q1 Predicted variance	25,575 (F)	

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


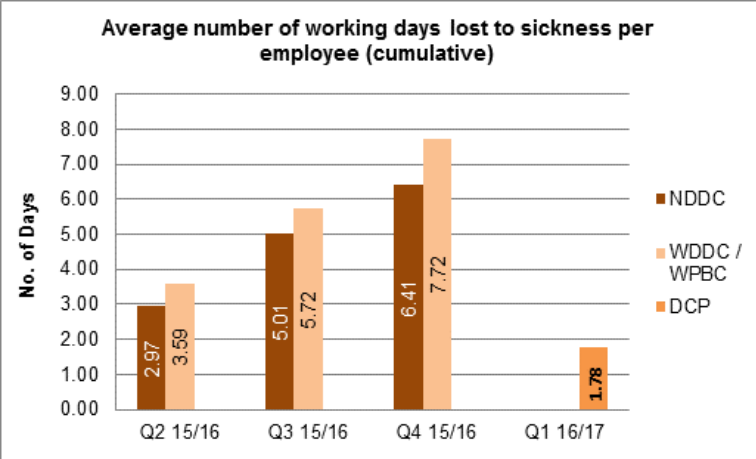
(HR Policy, Recruitment, Workforce Planning, Staff Performance, Health & Safety)

Executive Portfolio Holders – **Cllr Peter Barrowcliff**

Revenue summary

Subjective analysis	Full Year Current Budget 2016/17 (£)	Comments / actions
Employees	223,597	This budget is currently expected to be on target.
Transport	1,772	
Supplies & Services	26,305	
Net expenditure	251,674	
Q1 Predicted variance	0	

Key performance data

Average number of working days lost to sickness per employee (cumulative)		Aim	↓																				
Authority	DCP																						
Q1 2016/17 Actual	1.78 days																						
Q1 2016/17 Target	1.75 days																						
FY 2016/17 Target	7.00 days																						
FY 2015/16 Actual	7.72 days																						
<p>Comment: Average FTE figure is based on a comparison of data supplied for the ONS Quarterly surveys as at March & June 2016.</p> <p>[DCP] 956 days sick in total divided by 535.78 Full Time Equivalent (FTE) = <u>1.78 days per FTE</u></p> <p>The management of general absence through return to work interviews continues to be applied consistently across services. Please note this KPI is cumulative throughout the year.</p>		 <table border="1"> <caption>Average number of working days lost to sickness per employee (cumulative)</caption> <thead> <tr> <th>Quarter</th> <th>NDDC</th> <th>WDDC / WPBC</th> <th>DCP</th> </tr> </thead> <tbody> <tr> <td>Q2 15/16</td> <td>2.97</td> <td>3.59</td> <td></td> </tr> <tr> <td>Q3 15/16</td> <td>5.01</td> <td>5.72</td> <td></td> </tr> <tr> <td>Q4 15/16</td> <td>6.41</td> <td>7.72</td> <td></td> </tr> <tr> <td>Q1 16/17</td> <td></td> <td></td> <td>1.78</td> </tr> </tbody> </table>		Quarter	NDDC	WDDC / WPBC	DCP	Q2 15/16	2.97	3.59		Q3 15/16	5.01	5.72		Q4 15/16	6.41	7.72		Q1 16/17			1.78
Quarter	NDDC	WDDC / WPBC	DCP																				
Q2 15/16	2.97	3.59																					
Q3 15/16	5.01	5.72																					
Q4 15/16	6.41	7.72																					
Q1 16/17			1.78																				

Key risk areas

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

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

(Legal, Deputy Monitoring Officer, Land Charges)

Executive Portfolio Holders – Cllr Peter Barrowcliff

Revenue summary

Subjective analysis	Full Year Current Budget 2016/17 (£)	Comments / actions
Employees	397,836	Although the budget currently is on target, issues relating to both land charges and legal remain under review (see below) and might give rise to issues that need to be addressed during the current financial year.
Transport	816	
Supplies & Services	103,496	
Income	(206,500)	
Net expenditure	295,648	
Q1 Predicted variance	0	

Key performance data

Land Charges KPI are being drafted to be introduced from quarter 2.

Key risk areas

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

Very High Risks	0
High Risks	1
Medium Risks	1
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		Implementation of action plan and on-going review of outcomes; potential use of consultants. Commencement -immediate; current end date for all action 2019.	Impact
Likelihood	5	Likelihood		2
Risk Score	15	Risk Score		6
Risk Rating	HIGH	Risk Rating		LOW

Future Issues

Future Service Issues
<p>Legal: the need to maintain and secure a resilient service particularly in the provision of property related legal matters is already and is likely to remain a key challenge. To the extent that this cannot be achieved by way of recruitment which is exceptionally challenging due to current market conditions, then alternative but more expensive options (e.g. locums) are already being explored.</p> <p>Land Charges: ongoing implementation of the action plan to address land charges issues will continue to impact on service provision although this is being carefully managed and mitigated so far as possible. The speed at which it has been possible to introduce change has also been impacted by other issues outside the control of the unit, including in particular the national introduction of the new CON29 forms (Standard forms used for submitting a Land Charges search). The benefits of the action plan measures already implemented are under review; at this stage it is too early to reach any definitive conclusions as to the extent to which further measures (in addition to those that are still being progressed), may be needed but this may have an impact on budgets going forward. The convergence of the land charges units across the partnership will also have an impact on service but in the future is likely to make a positive contribution to issues of resilience.</p>