

Business Review

West Dorset District Council

Period: Quarter 2 (July to September 2016)

Service	Prediction (£)	Head of Service/ Corporate Manager
Financial Services	0	Julie Strange
Revenues & Benefits	0	Stuart Dawson
Business Improvement	18,500 (F)	Penny Mell
Community Protection	23,368 (F)	Graham Duggan
Housing	73,300 (F)	Clive Milone
Planning Development Management & Building Control	117,228 (F)	Jean Marshall
Community & Policy Development	87,960 (F)	Hilary Jordan
Economy, Leisure & Tourism	600 (F)	Nick Thornley
Assets & Infrastructure	18,903 (F)	David Brown
Democratic Services & Elections	86,324 (F)	Jacqui Andrews
Human Resources & Organisational Development	2,885 (F)	Bobbie Bragg
Legal Services	19,000 (A)	Robert Firth

Overall predicted variance	410,068 (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	505,871	This budget is currently predicted to be on target.
Supplies & Services	141,539	
Transport	2,257	
Net expenditure	649,667	
Q2 Predicted variance	0	
Q1 Predicted variance	0	

Revenue summary – Corporate Finance

Subjective analysis	Full Year Current Budget 2016/17 (£)	Comments / action
Employees	962,048	This budget is currently predicted to be on target.
Premises	(200,183)	
Supplies & Services	667,069	
Transport	1,974	
Payments to Clients	19,449	
Interest	(581,016)	
Income	(5,632,367)	
Grants	(6,368,924)	
Net expenditure	(11,131,950)	
Q2 Predicted variance	0	
Q1 Predicted variance	0	

Key performance data

Percentage of creditor payments by BACS				Aim	↑
Authority	North Dorset	West Dorset	Weymouth & Portland		
Q2 2016/17 Actual	95%	99.95%	100%		
Q2 2016/17 Target	95%	95%	95%	✓	✓
FY 2016/17 Target	95%	95%	95%		
FY 2015/16 Actual	90.62%	99.85%	99.83%		

[NDDC] 620 out of the 652 creditor payments have been made by BACS during Q2. There still a number of cheques processed but as the teams merge there will be a joint process. This will reduce the amount of cheques issued.

[WDDC] 2,121 out of the 2,122 creditor payments have been made by BACS during Q2.

[WPBC] 2,233 out of the 2,233 creditor payments have been made by BACS during Q2.

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
Q2 16/17	95.09	99.95	100.00

Percentage of non-disputed invoices paid within 30 calendar days (creditor payments)				Aim	↑
Authority	North Dorset	West Dorset	Weymouth & Portland		
Q2 2016/17 Actual	99%	93%	90%		
Q2 2016/17 Target	95%	95%	95%	✓	✗
FY 2016/17 Target	95%	95%	95%		
FY 2015/16 Actual	98.87%	87.20%	94.53%		

[NDDC] 720 out of 727 non-disputed invoices to date were paid within 30 days during Q2.

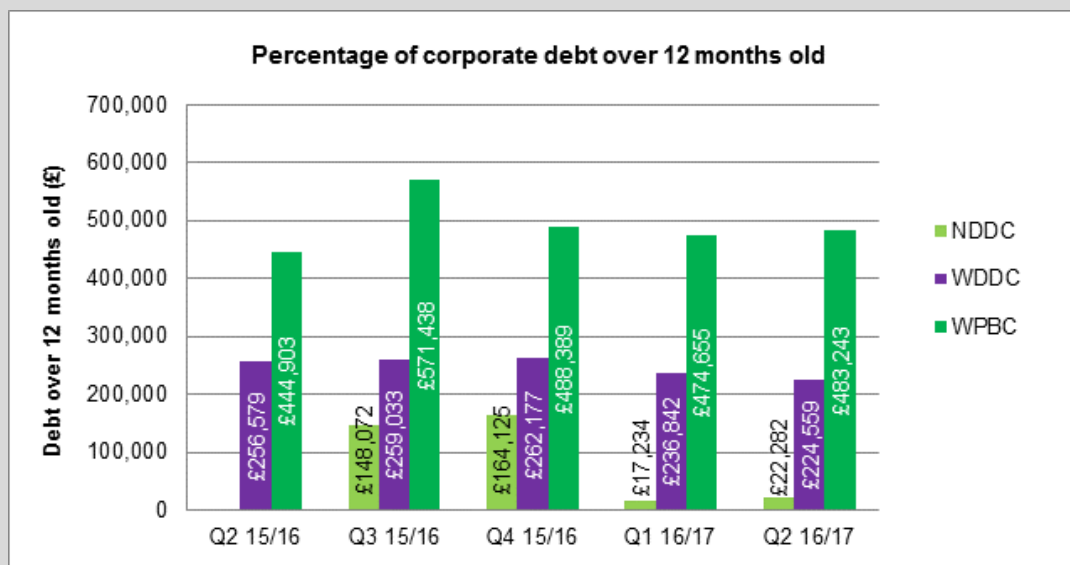
[WDDC] 1,973 out of 2,122 non-disputed invoices to date were paid within 30 days during Q2.

[WPBC] 2,009 out of 2,233 non-disputed invoices to date were paid within 30 days during Q2. Of the 222 invoices paid in over 30 days 119 (54%) were processed by Property Services and 73 (33%) processed by Parking Services.

The introduction of intelligent scanning from December should deliver improvements to this indicator.

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
Q2 16/17	99.04	92.98	89.97

Corporate debt over 12 months old			Aim	↓
Authority	North Dorset	West Dorset	Weymouth & Portland	
Q2 2016/17 Actual	£22,282	£224,559	£483,243	
Q1 2016/17 Actual	£17,234	£236,842	£474,655	



<p>Corporate Service Debt over 12 mths</p> <p>[NDDC] Housing (85%), Other Services (15%).</p> <p>[WDDC] Property Services (55%), Housing Services (31%), All other Services (14%).</p> <p>[WPBC] Housing Services (81%), Property Services (11%), All other Services (8%).</p>	<p>[NDDC] £22,282 of debt owed is over 12 months old, out of a total of £96,073 (23%).</p> <p>[WDDC] £224,559 of debt owed is over 12 months old, out of a total of £1,021,178 (22%).</p> <p>[WPBC] £483,243 of debt owed is over 12 months old, out of a total of £3,285,790 (15%).</p> <p>A project to review the process for debt recovery has been established. This has resulted in setting up a Property Debt group involving Finance, Property and Legal to monitor property debts more closely. Other actions including the outsourcing of some debts is also being considered/piloted to determine the best approach for the future. We are due to report the findings at the end of January 2017.</p>
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Overall General Fund predicted variances per Quarter (Favourable/Adverse)			
Authority	North Dorset	West Dorset	Weymouth & Portland
Q2 2016/17 Actual	£373,136 (F)	£410,068 (F)	£20,442 (F)
Q1 2016/17 Actual	£121,779 (F)	£80,234 (F)	£101,607 (A)

Key risk areas

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

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

Revenues & Benefits

Head of Service – Stuart Dawson

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

Executive Portfolio Holder – Cllr Peter Barrowcliff

Revenue summary

Subjective analysis	Full Year Current Budget 2016/17 (£)	Comments / actions
Employees	1,332,779	This budget is currently predicted to be on target. It is worth noting that Housing Benefit figures are extremely volatile and can alter significantly depending on a variety of factors such as levels of overpayments, recovery of overpayments and the demand for bed & breakfast accommodation due to homelessness.
Transport	24,015	
Supplies & Services	396,512	
Payments to clients	30,750,000	
Income	(31,883,585)	
Net expenditure	619,721	
Q2 Predicted variance	0	
Q1 Predicted variance	8,097 (A)	

Key performance data

Percentage of Council Tax collected (cumulative)					Aim	↑
Authority	North Dorset	West Dorset		Weymouth & Portland		
Q2 2016/17 Actual	Awaiting data	58.56%	⚠	57.12%	⚠	
Q2 2016/17 Target	TBC	58.61%		57.19%		
FY 2016/17 Target	98.10%	98.16%		96.30%		
FY 2015/16 Actual	98.10%	98.16%		96.30%		

[NDDC] Awaiting Q2 data from SVPP.

[WDDC] £42,833,939 collected out of £73,146,879 as at 30/09/16.

[WPBC] £22,175,673 collected out of £38,826,191 as at 30/09/16.

Please note this KPI is cumulative throughout the year.

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
Q2 16/17	58.56	57.12	57.12

Percentage of Business Rates collected (cumulative)				Aim	↑
Authority	North Dorset	West Dorset	Weymouth & Portland		
Q2 2016/17 Actual	Awaiting data	58.58%	58.54%		
Q2 2016/17 Target	TBC	58.19%	56.48%	✓	✓
FY 2016/17 Target	97.65%	97.78%	97.64%		
FY 2015/16 Actual	97.65%	97.78%	97.64%		

[NDDC] Awaiting Q2 data from SVPP.

[WDDC] £18,659,810 collected out of £31,851,166 as at 30/09/16.

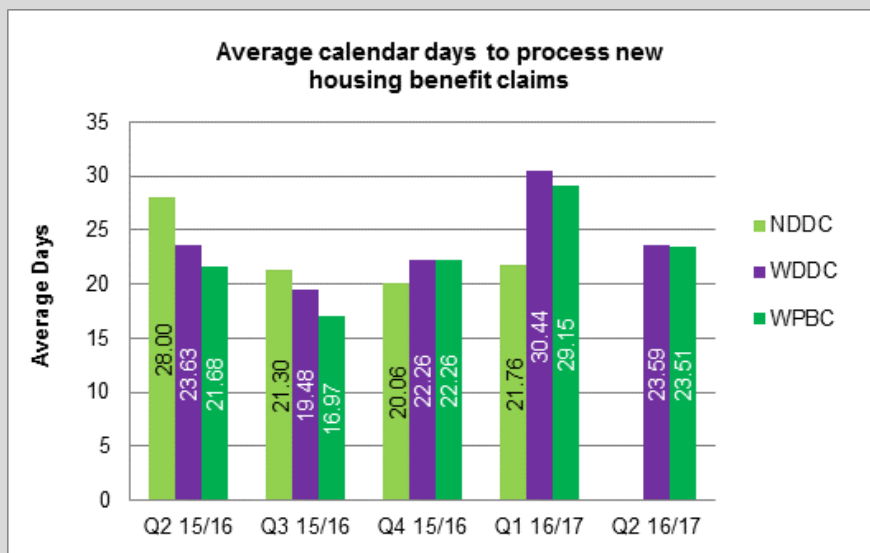
[WPBC] £10,722,444 collected out of £18,316,116 as at 30/09/16.

Please note this KPI is cumulative throughout the year.

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
Q2 16/17	58.58	58.54	

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

Average calendar days to process new housing benefit claims				Aim	↓
Authority	North Dorset	West Dorset	Weymouth & Portland		
Q2 2016/17 Actual	Awaiting data	23.5 days	23.5 days		
Q2 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		



[NDDC] Awaiting Q2 data from SVPP.

[WDDC] 375 new Housing Benefit claims were processed during this period.

[WPBC] 391 new Housing Benefit claims were processed during this period.

A backlog of work developed in Q1 through a variety of issues including:

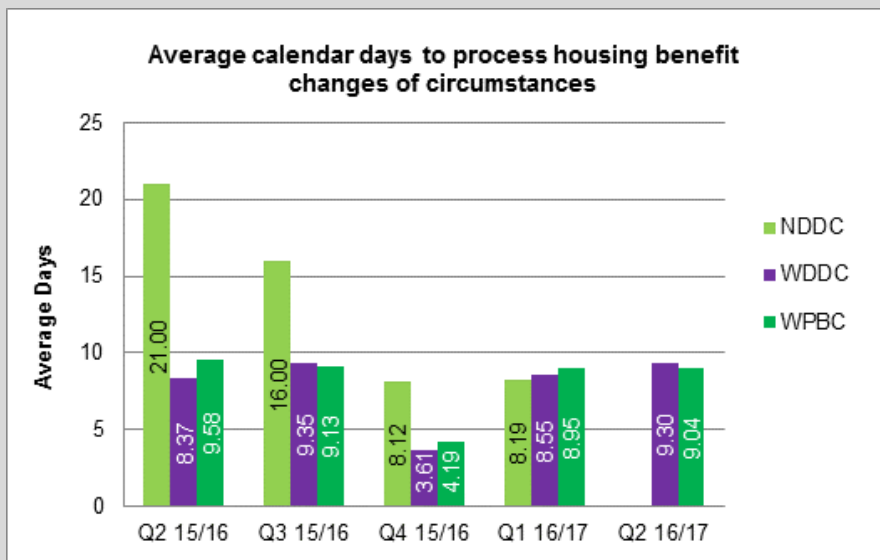
- A significant increase in workload following the issue of Council Tax bills and benefit “uprating” letters in March 2016.
- Increased complexity of workload due to legislative changes introduced as part of the Welfare Reform agenda.
- Incorrect notifications of rent increases by some RSL’s. This resulted in housing benefit awards in such cases having to be corrected manually.
- Reduction in capacity through vacancies.
- System issues affecting the input of data.

A recovery plan was designed and introduced in Q1 which has led to improvements in performance in Q2. This included:

- Backlog management.
- Employing additional temporary resources through the Capita Resilience Service.
- Investigating measures to help reduce the time it takes for claimants to provide evidence in support of their claim. Around 2/3rds of new claims received are not complete at time of submission. Claimants are notified of the evidence to be provided but any delays in this area affect performance data. (Performance is measured from the time that the claim is submitted not from when it is complete). The average time taken to process claims that are complete is 10 days.

Performance in the early months of Q2 was affected by the residue of backlog from Q1. However, as at 1 October 2016, workloads are up to date. Targets will be reviewed by the partnership board later in the year (next meeting October 16)

Average calendar days to process housing benefit changes of circumstances				Aim	↓
Authority	North Dorset		West Dorset		Weymouth & Portland
Q2 2016/17 Actual	Awaiting data		9 days		9 days
Q2 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



[NDDC] Awaiting Q2 data from SVPP.

[WDDC] 3,672 Housing Benefit change of circumstances were processed during this period.

[WPBC] 4,323 Housing Benefit change of circumstances were processed during this period.

A backlog of work developed in Q1 through a variety of issues including:

- A significant increase in workload following the issue of Council Tax bills and benefit “uprating” letters in March 2016.
- Increased complexity of workload due to legislative changes introduced as part of the Welfare Reform agenda.
- Incorrect notifications of rent increases by some RSL’s. This resulted in housing benefit awards in such cases having to be corrected manually.
- Reduction in capacity through vacancies.
- System issues affecting the input of data.

A recovery plan was designed and introduced in Q1 which has lead to improvements in performance in Q2. This included:

- Backlog management.
- Employing additional temporary resources through the Capita Resilience Service.

Performance in the early months of Q2 was affected by the residue of backlog from Q1. However, as at 1 October 2016, workloads are up to date. Targets will be reviewed by the partnership board later in the year (next meeting October 16)

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	1,144,782	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. There will be additional income received relating to the provision of reception services at the Bridport office. Due to rationalisation of IT infrastructure and applications, IT is progressing towards making further savings for 2016/17. IT is currently developing a mobility plan for DCP with the aim of being premise free in terms of infrastructure hardware. This will help enable Smart Working and overtime have the potential to deliver further savings.
Premises	5,555	
Transport	3,383	
Supplies & Services	975,540	
Income	(406,558)	
Net expenditure	1,722,702	
Q2 Predicted variance	18,500 (F)	
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		
Q2 2016/17 Actual	93%	87%	91%		
Q2 2016/17 Target	92%	92%	92%		
FY 2016/17 Target	92%	92%	92%		
FY 2015/16 Actual	n/a	93.32%	89.05%		

[NDDC] 4,189 out of the 4,494 calls made were answered by a Customer Advisor during Q2.

[WDDC] 9,273 out of the 10,644 calls made were answered by a Customer Advisor during Q2.

[WPBC] 8,780 out of the 9,659 calls made were answered by a Customer Advisor during Q2.

[WPBC/WDDC] The average speed at which calls are answered remains good at 21.3 seconds for West Dorset and 24 seconds for Weymouth and Portland.

Quarter	NDDC (%)	WDDC (%)	WPBC (%)
Q2 15/16	99.34	95.37	87.08
Q3 15/16	95.46	87.57	92.30
Q4 15/16	89.22	90.14	92.30
Q1 16/17	93.90	85.40	88.30
Q2 16/17	93.21	87.12	90.90

Percentage of telephone calls abandoned			Aim	↓																								
Authority	North Dorset	West Dorset	Weymouth & Portland																									
Q2 2016/17 Actual	4%	11%	4%	✓																								
Q2 2016/17 Target	6%	6%	6%																									
FY 2016/17 Target	6%	6%	6%																									
FY 2015/16 Actual	n/a	5.43%	3.57%																									
<p>[NDDC] 159 out of the 4,494 calls made were abandoned during Q2.</p> <p>[WDDC] 1,175 out of the 10,644 calls made were abandoned during Q2.</p> <p>[WPBC] 434 out of the 9,659 calls made were abandoned during Q2.</p> <p>[WPBC/WDDC] Over the last 3 month reporting period, the average time at which a West Dorset customer abandons their call is 32 seconds. Over the same reporting period, the average time at which a Weymouth and Portland customer abandons their call is 1 minute 22 seconds. To help reduce our abandoned call rate further, we will be shortening the initial automated message that customers hear when calling the general numbers.</p>																												
<table border="1"> <caption>Percentage of telephone calls abandoned</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>0.66</td> <td>3.66</td> <td>3.39</td> </tr> <tr> <td>Q3 15/16</td> <td></td> <td>3.43</td> <td>3.34</td> </tr> <tr> <td>Q4 15/16</td> <td>8.73</td> <td>8.13</td> <td>4.83</td> </tr> <tr> <td>Q1 16/17</td> <td>3.70</td> <td>12.60</td> <td>8.10</td> </tr> <tr> <td>Q2 16/17</td> <td>3.54</td> <td>11.04</td> <td>4.49</td> </tr> </tbody> </table>					Quarter	NDDC	WDDC	WPBC	Q2 15/16	0.66	3.66	3.39	Q3 15/16		3.43	3.34	Q4 15/16	8.73	8.13	4.83	Q1 16/17	3.70	12.60	8.10	Q2 16/17	3.54	11.04	4.49
Quarter	NDDC	WDDC	WPBC																									
Q2 15/16	0.66	3.66	3.39																									
Q3 15/16		3.43	3.34																									
Q4 15/16	8.73	8.13	4.83																									
Q1 16/17	3.70	12.60	8.10																									
Q2 16/17	3.54	11.04	4.49																									

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

Percentage of Corporate complaints dealt with within Corporate target (Stage 1: 10 working days, Stage 2 and 3: 15 working days)				Aim	↑
Authority	North Dorset		West Dorset		Weymouth & Portland
Q2 2016/17 Actual	100%	✓	73%	✗	74%
Q2 2016/17 Target	80%		80%		80%
FY 2016/17 Target	80%		80%		80%
FY 2015/16 Actual	n/a		66.22%		81.86%

[NDDC] 5 out of the 5 corporate complaints (excl DCC complaints) dealt with within Q2 were completed within corporate targets. 4 of the complaints were all dealt with at stage 1 within the target time. One has reached LGO stage and we have just received notification that the complainant is now also appealing the LGO decision.

[WDDC] 32 out of the 44 corporate complaints dealt with within Q2 were completed within corporate targets.

[WPBC] 32 out of the 43 corporate complaints dealt with within Q2 were completed within corporate targets.

We are in the process of revising our corporate complaints procedure under the guidance of the Local Government Ombudsman. The new procedure is designed to improve customer satisfaction by ensuring that most complaints are resolved at first point of contact, efficiently and effectively. Then, only the most serious complaints are subject to further review. This will allow the Councils to deal with complaints quickly.

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
Q2 16/17	100.00	72.73	74.42

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

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	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

(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	630,707	Vacancy management, improved debt recovery from private water supply work and reduced contaminated land assessment costs contribute to the favourable position.
Premises	26,318	
Transport	19,701	Less income will be achieved as we have stopped providing food safety training as businesses move to on-line options.
Supplies & Services	3,206,814	
Payments to clients	4,565	
Income	(265,548)	
Net expenditure	3,622,557	
Q2 Predicted variance	23,368 (F)	
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	
Q2 2016/17 Actual	92%	✓	96%	✓	97%	✓
Q2 2016/17 Target	90%		90%		90%	
FY 2016/17 Target	90%		90%		90%	
FY 2015/16 Actual	90.87%		95.97%		96.49%	

[NDDC] 411 out of 449 catering premises are rated 4 or 5 under the National Food Hygiene Rating Scheme.

[WDDC] 990 out of 1,032 catering premises are rated 4 or 5.

[WPBC] 427 out of 441 catering premises are rated 4 or 5.

The service continues to focus on improving poor performers to raise standards even further in the DCP area.

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
Q2 16/17	91.54	95.93	96.83

Percentage of Environmental Protection service requests responded to within 3 working days				Aim	↑
Authority	North Dorset		West Dorset		Weymouth & Portland
Q2 2016/17 Actual	99%	✓	99%	✓	99%
Q2 2016/17 Target	95%		95%		95%
FY 2016/17 Target	95%		95%		95%
FY 2015/16 Actual	100%		97.64%		97.28%

[NDDC] 287 out of 291 Environmental Protection service requests were responded to within 3 working days during Q2.

[WDDC] 680 out of 689 Environmental Protection service requests were responded to within 3 working days.

[WPBC] 553 out of 558 Environmental Protection service requests were responded to within 3 working days.

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	99.63	98.88	96.93
Q2 16/17	98.63	98.69	99.10

Kilograms of household waste (landfill and recycling) collected per household (cumulative)				Aim	↓
Authority	North Dorset		West Dorset		Weymouth & Portland
Q1 2016/17 Actual	178 Kg/hh	✗	165 Kg/hh	✗	149 Kg/hh
Q1 2016/17 Target	155 Kg/hh		155 Kg/hh		155 Kg/hh
FY 2016/17 Target	620 Kg/hh		620 Kg/hh		620 Kg/hh
FY 2015/16 Actual	692 Kg/hh		605 Kg/hh		612 Kg/hh

This is a revised KPI for 16-17 to make the set of KPI's more comparable and challenging target has been set. Household waste arising's can vary with the economic situation and DWP has limited influence.

Please note this KPI is cumulative throughout the year.

Q1 2016/17 is the latest data available from the Dorset Waste Partnership.

Quarter	NDDC	WDDC	WPBC
Q1 15/16	177.65	149.72	151.53
Q2 15/16	351.47	307.12	306.36
Q3 15/16	523.68	455.23	461.17
Q4 15/16	691.88	604.71	612.42
Q1 16/17	178.13	165.23	149.47

Kilograms of residual (landfill) household waste per household (cumulative)					Aim	↓
Authority	North Dorset		West Dorset		Weymouth & Portland	
Q1 2016/17 Actual	70 Kg/hh	✔	80 Kg/hh	✘	67 Kg/hh	✔
Q1 2016/17 Target	70 Kg/hh		70 Kg/hh		70 Kg/hh	
FY 2016/17 Target	280 Kg/hh		280 Kg/hh		280 Kg/hh	
FY 2015/16 Actual	281 Kg/hh		276 Kg/hh		298 Kg/hh	

This is a revised target and will help show where re-use and recycling initiatives need to be focused.

Please note this KPI is cumulative throughout the year.

Q1 2016/17 is the latest data available from the Dorset Waste Partnership.

Quarter	NDDC	WDDC	WPBC
Q1 15/16	69.34	73.25	73.28
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	70.06	79.82	66.67

Percentage of household waste sent to re-use, recycling and composting					Aim	↑
Authority	North Dorset		West Dorset		Weymouth & Portland	
Q1 2016/17 Actual	61%	✔	52%	✔	55%	✔
Q1 2016/17 Target	60%		50%		50%	
FY 2016/17 Target	60%		60%		60%	
FY 2015/16 Actual	59%		54%		51%	

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).

Q1 2016/17 is the latest data available from the Dorset Waste Partnership.

Quarter	NDDC	WDDC	WPBC
Q1 15/16	60.97	51.08	51.64
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	60.67	51.69	55.40

Number of missed household waste collections			Aim	↓
Authority	North Dorset	West Dorset	Weymouth & Portland	
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	

Significant improvement in Weymouth & Portland. All DCP councils comparable to other partners.

Key risk areas

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

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

(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	654,011	Significant savings relating to staffing will be realised, specifically relating to vacancy management and a flexible retirement case. The Council's contribution to the Wessex Loans pot is lower than anticipated. A cost of approximately £23,000 is forecast in relation to the write off of old rent in advance / deposit debts.
Premises	30,300	
Transport	7,048	
Supplies & Services	269,038	
Income	(124,100)	
Net expenditure	836,297	
Q2 Predicted variance	73,300 (F)	
Q1 Predicted variance	28,300 (F)	

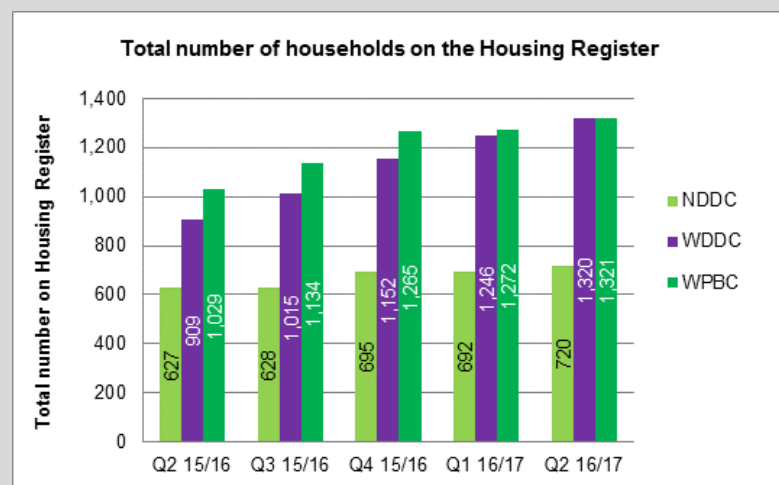
Key performance data

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

[NDDC] The housing register continues to grow slowly. This is as expected and there is no overriding cause for concern, as demand for social housing exceeds supply.

[WDDC/WPBC] both registers in WDWP have slowed in the last quarter with an increase of less than 100 on each. This is to be expected in the summer months.

All three register are highly likely to increase in coming months due to the impacts of welfare reform and in particular Universal Credit and the benefit cap.



Total number of households housed in Housing Associated stock			
Authority	North Dorset	West Dorset	Weymouth & Portland
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
Q2 2015/16 Actual	94	108	95

[WDDC/WPBC/NDDC] The numbers of applicants housed in WDDC have increased sharply, and this is partly due to new build developments and knock-on vacancies from previous developments. The figures for WPBC have dropped this quarter but are still fairly typical. NDDC has remained consistent over the last 3 quarters. This is something the housing team have no control over and is simply down to the number of voids available through the registered providers.

Quarter	NDDC	WDDC	WPBC
Q2 15/16	94	108	95
Q3 15/16	106	72	62
Q4 15/16	91	77	29
Q1 16/17	87	92	91
Q2 16/17	80	127	58

Total number of new applications to the Housing Register			
Authority	North Dorset	West Dorset	Weymouth & Portland
Q2 2016/17 Actual	284	309	318
Q1 2016/17 Actual	322	227	202
Q4 2015/16 Actual	344	301	254
Q3 2015/16 Actual	210	224	225
Q2 2015/16 Actual	245	195	180

[WDDC/WPBC/ NDDC] The average of new applications to the housing register is steadily increasing, which is reflected in the number of households on the housing register.

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

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

Quarter	NDDC	WDDC	WPBC
Q2 15/16	245	195	180
Q3 15/16	210	224	225
Q4 15/16	344	301	254
Q1 16/17	322	227	202
Q2 16/17	284	309	318

Number of homelessness decisions made			
Authority	North Dorset	West Dorset	Weymouth & Portland
Q2 2016/17 Actual	20	17	32
Q1 2016/17 Actual	18	19	26
Q4 2015/16 Actual	22	16	25
Q3 2015/16 Actual	20	11	36
Q2 2015/16 Actual	19	14	44

[NDDC] There has been no marked increase in the number of homelessness cases for NDDC. The increase in acceptances for the quarter is down to the 33 working days an officer has to make a decision with some cases being worked over two quarters.

[WDDC/WPBC] The number of homeless cases taken over the year for WDWP remains fairly steady with acceptances still quite low.

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

The homeless cases accepted during the 2nd quarter of 2016/17 were:

Period	NDDC	WDDC	WPBC
Q2 16/17	20	12	32
Q1 16/17	14	6	10

Key risk areas

14 Service operational risks have been identified for Housing:-

Very High Risks	0
High Risks	1
Medium Risks	5
Low Risks	8

Loss of Homelessness Prevention Grant				
CURRENT SCORE		Planned risk reduction initiatives	TARGET SCORE	
Impact	4	Loss of Government grant to fund initiatives to prevent/limit homelessness. This is worth approximately £250,000 to the Partnership, with the loss of the grant applicable from April 2016. In WDDC, the reserve might last for 3 or 4 years, but not beyond. Beyond this, certain prevention initiatives would have to cease.	Impact	4
Likelihood	4		Likelihood	3
Risk Score	16		Risk Score	12
Risk Rating	HIGH		Risk Rating	MEDIUM

(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	1,407,419	Planning fee income is forecast to exceed the budget by £136,000, however it is worth noting these fees are demand led and can vary significantly. £50,000 of the additional income received will be used to fund the extension of resources used to deal with the current performance levels. There are vacancy management savings in Planning and Environmental Admin, although this has been offset by Agency staff costs. The net cost is approx. £15,000. Building Control income is approx. £20,000 adverse, however this is offset by vacancy management savings.
Transport	27,996	
Supplies & Services	157,692	
Income	(1,163,400)	
Net expenditure	429,707	
Q2 Predicted variance	117,228 (F)	
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
September	2	26	32	129	189
August	1	25	52	112	190
July	2	25	39	116	182
June	5	32	70	104	211
May	4	29	54	74	161
April	1	27	72	112	212

*Misc includes Pre-apps and PDs
Levels of applications remain generally stable.

Number of valid applications received – by application type – West Dorset					
Month	Major	Minor	Other	Misc*	TOTAL
September	6	23	67	60	162
August	6	43	84	70	203
July	5	41	91	69	206
June	2	39	82	65	188
May	3	43	93	84	223
April	6	34	109	68	217

*Misc includes Pre-apps and PDs
Levels of applications 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
September	0	6	12	22	40
August	2	13	25	16	56
July	0	16	23	23	62
June	2	11	38	34	85
May	3	14	35	18	70
April	1	17	23	23	64

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

Fee Income Q2			
Type of Fee	North Dorset	West Dorset	Weymouth & Portland
Condition Fee	£3,940	£3,349	£1,014
Non Material Amendment	£1,839	£3,539	£641
Permitted Development Case Fee	£0	£3,113	£856.80
Planning applications	£73,106	£252,168.50	£40,554
Pre-App	£10,487.61	£8,105	£1,478
Enforcement Case Appeals / Fees	£0	£350	£0
TOTAL	£89,372.61	£270,624.50	£44,543.80

Percentage of 'Major' planning applications determined within 13 weeks or agreed extension of time				Aim	↑
Authority	North Dorset	West Dorset		Weymouth & Portland	
Q2 2016/17 Actual	60%	✗	41%	✗	45%
Q2 2016/17 Target	70%	✗	70%	✗	70%
2FY (rolling) Actual	69%	✓	60%	✓	64%
2FY (rolling) Target	50%	✓	50%	✓	50%
FY 2015/16 Actual	56.52%		65.71%		75.00%

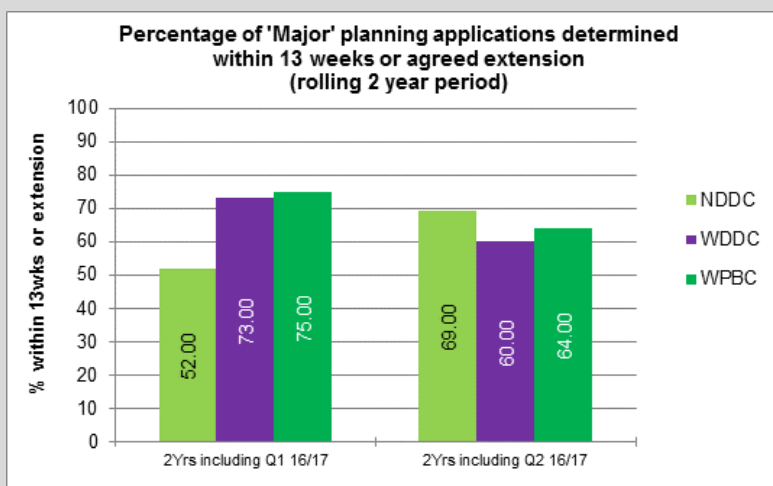
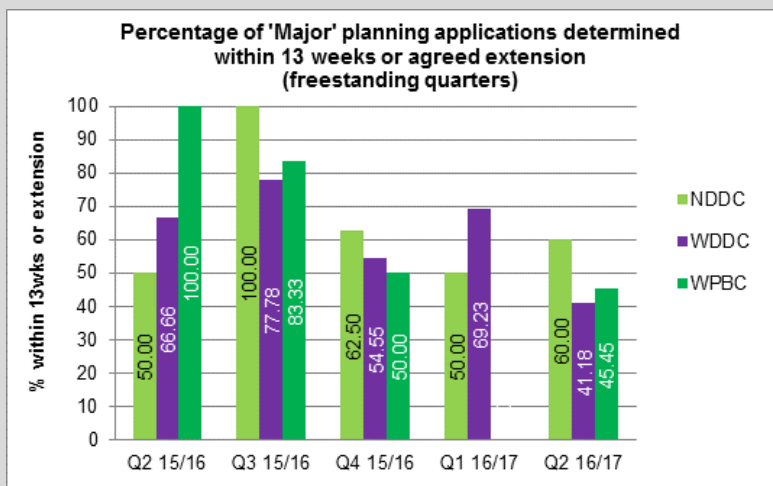
Targets now reflect DSIP (Development Services Improvement Plan) agreed targets. (NB the national target is lower at 60%). National requirement is also that the average over the previous 2 year period (rolling) should not fall below av 50%. Currently this rolling national target only applies to Major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

[NDDC] 3 out of 5 major planning applications have been processed within 13 weeks or agreed time extension during Q2.

[WDDC] 7 out of 17 major planning applications have been processed within 13 weeks or agreed time extension during Q2.

[WPBC] 5 out of 11 major planning applications have been processed within 13 weeks or agreed time extension during Q2.

A number of the above applications for WDWP include those which were determined prior to CIL where s106 had been outstanding and which needed to be determined prior to CIL charges and also include a number of backlog cases.



Percentage of 'Minor' planning applications determined within 8 weeks or agreed extension				Aim	↑
Authority	North Dorset	West Dorset	Weymouth & Portland		
Q1 2016/17 Actual	51%	58%	39%		
Q1 2016/17 Target	60%	60%	60%		
2FY (rolling) Actual	55%	56%	61%		
2FY (rolling) Target	65%	65%	65%		
FY 2015/16 Actual	60.06%	57.07%	63.87%		

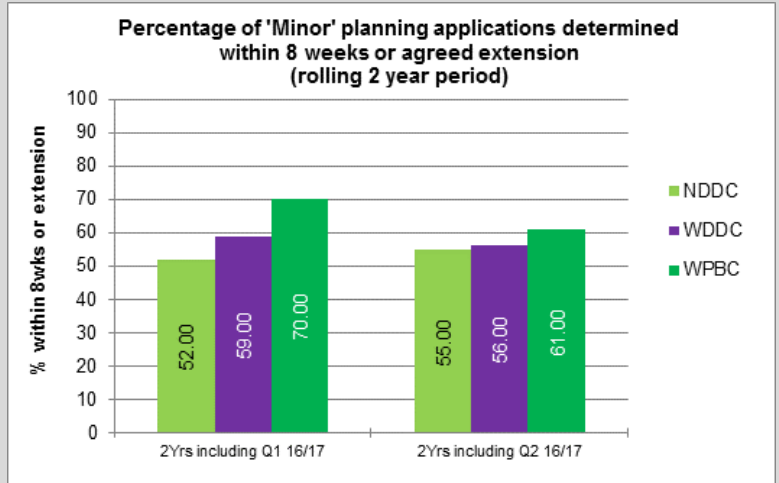
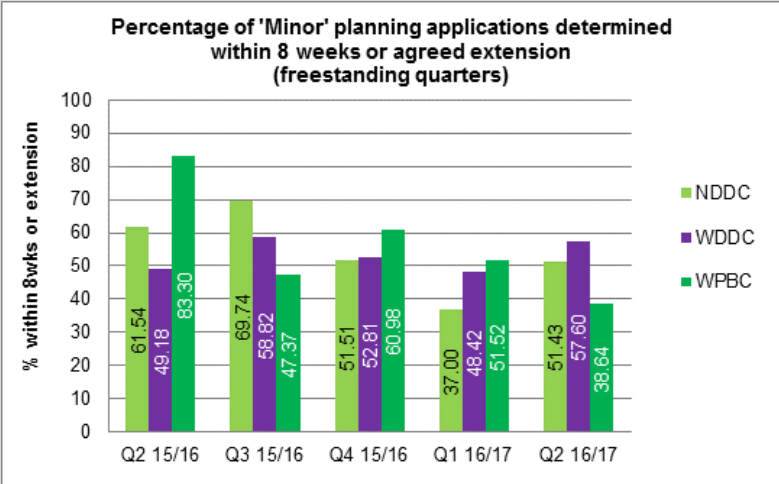
Targets now reflect DSIP agreed target. (NB National target is set at 65%). Government has indicated that a similar rolling indicator over a 2 year period may be introduced for Minor apps and therefore it is prudent to commence measuring at the same % as the national target as no other measure has yet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

[NDDC] 36 out of 70 minor planning applications have been processed within 8 weeks or agreed time extension during Q2.

[WDDC] 72 out of 125 minor planning applications have been processed within 8 weeks or agreed time extension during Q2.

[WPBC] 17 out of 44 minor planning applications have been processed within 8 weeks or agreed time extension during Q2.

Some of the above applications for WDWP include those which were determined prior to CIL where s106 had been outstanding and also include a number of backlog cases.



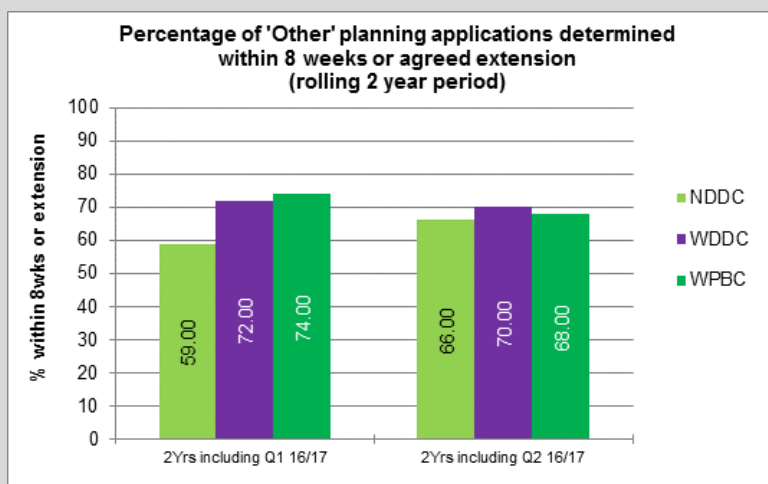
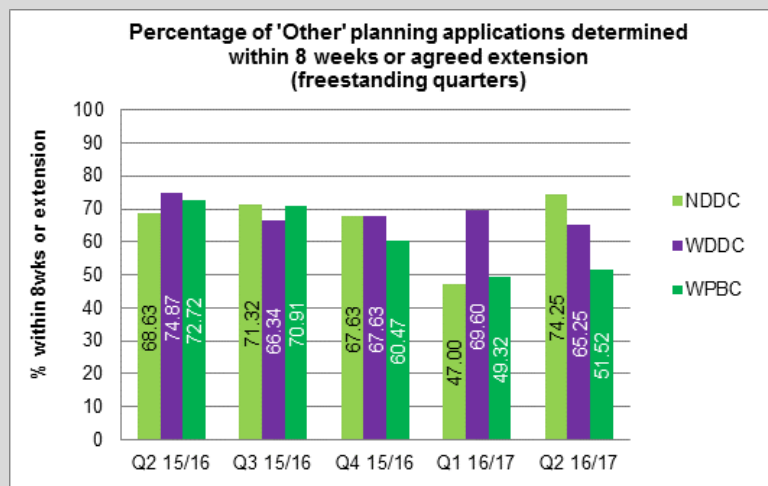
Percentage of 'Other' planning applications determined within 8 weeks or agreed extension				Aim	↑
Authority	North Dorset	West Dorset	Weymouth & Portland		
Q2 2016/17 Actual	74%	65%	52%		
Q2 2016/17 Target	80%	80%	80%		
2FY (rolling) Actual	66%	70%	68%		
2FY (rolling) Target	80%	80%	80%		
FY 2015/16 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.

[NDDC] 124 out of 167 other planning applications have been processed within 8 weeks or agreed time extension during Q2.

[WDDC] 169 out of 259 other planning applications have been processed within 8 weeks or agreed time extension during Q2.

[WPBC] 50 out of 98 other planning applications have been processed within 8 weeks or agreed time extension during Q2.



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

Percentage of appeals allowed against the authority's decision to refuse planning applications				Aim	↓
Authority	North Dorset	West Dorset	Weymouth & Portland		
Q2 2016/17 All Apps. Actual	14%	14%	0%	✓	✓
Q2 2016/17 All Apps. Target	20%	20%	20%	✓	✓
2FY (rolling) Majors Actual	0%	44%	100%	✓	✗
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).

[NDDC] 1 out of 7 appeals have been wholly or partially allowed against refused planning applications during Q2, of which 0 allowed was a major application. Of those allowed 0 was an overturn of officer recommendation at committee.

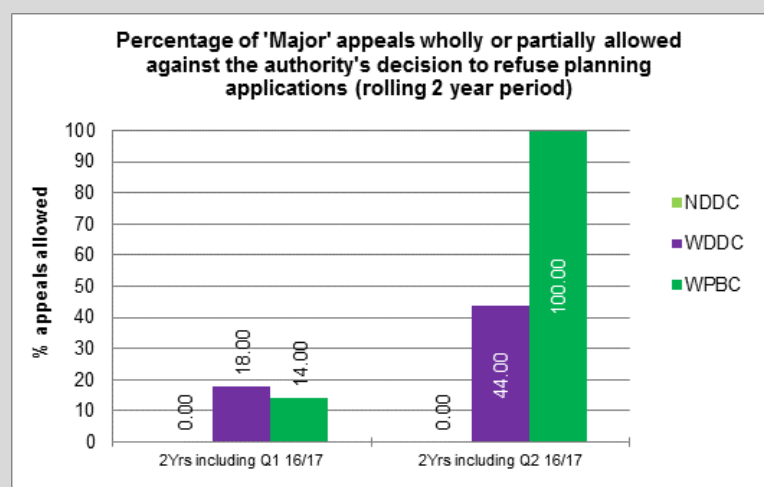
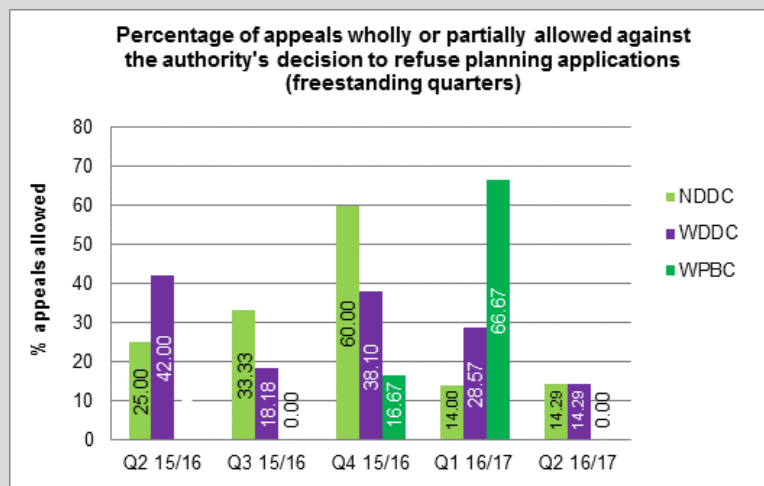
It should be noted that in NDDC the 0% statistic within 2 years represents 0 of 1 majors appealed.

[WDDC] 1 out of 7 appeals have been wholly or partially allowed against refused planning applications during Q2, of which 0 allowed was a major application. Of those allowed 0 was an overturn of officer recommendation at committee.

It should be noted that in WDDC the 44% statistic within 2 years represents 4 of 9 majors appealed.

[WPBC] 0 out of 2 appeals have been wholly or partially allowed against refused planning applications during Q2.

It should be noted that the 100% statistic for WPBC within 2 years is actually only 1 application overturned of 1 and therefore the statistic is skewed.



Enforcement – Number of cases received			
Authority	North Dorset	West Dorset	Weymouth & Portland
Q2 2016/17 Actual	71	83	55
Q1 2016/17 Actual	42	85	62
Q4 2015/16 Actual	33	75	47
Q3 2015/16 Actual	43	77	62
Q2 2015/16 Actual	46	98	32
Q1 2015/16 Actual	59	99	63

[NDDC] 70 cases were signed off or completed within the Q2 period.
[WDDC] 109 cases were signed off or completed within the Q2 period.
[WPBC] 70 cases were signed off or completed within the Q2 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.

At present the number of enforcement enquiries received appears to be rising. In order to look at the nature and type of cases being opened and investigated a new system of recording data, to give a greater understanding of the types of cases being opened and closed will be set up. This will require amendments to the current ICT databases and will therefore be implemented over the next quarter (Q3) with data being available for Q4.

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

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.

Community & Policy Development

Corporate Manager – Hilary Jordan

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

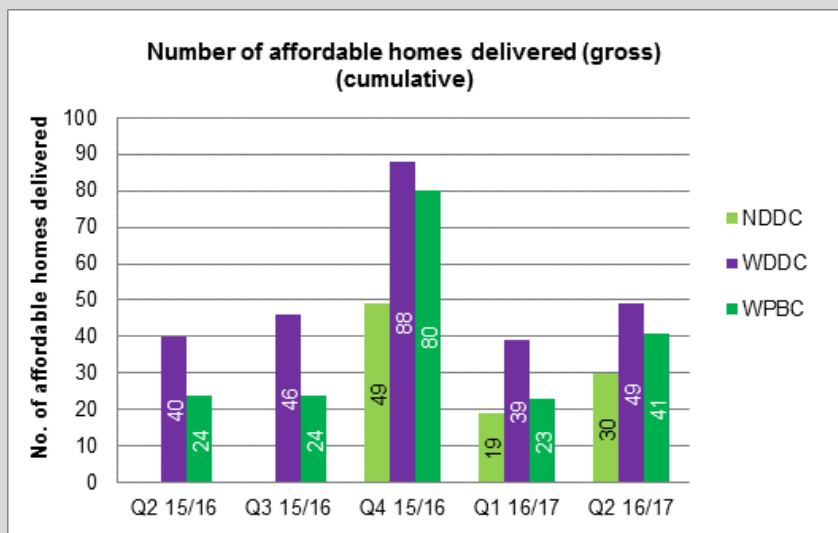
Executive Portfolio Holders – Cllr Ian Gardner, Cllr Timothy Yarker

Revenue summary

Subjective analysis	Full Year Current Budget 2016/17 (£)	Comments / actions
Employees	448,528	There are significant salary savings across the whole of Community and Policy Development. Additionally, expenditure on Other Donations will be reduced by £6,700, along with smaller savings on Transport costs, fewer Environmental Initiative projects and increased income on S106 Admin Fees.
Premises	3,283	
Transport	8,759	
Supplies & Services	962,626	
Payments to clients	140,747	
Income	(562,710)	
Net expenditure	1,001,233	
Q2 Predicted variance	87,960 (F)	
Q1 Predicted variance	25,410 (F)	

Key performance data

Number of affordable homes (gross) delivered (cumulative)					Aim	↑
Authority	North Dorset		West Dorset		Weymouth & Portland	
Q2 2016/17 Actual	30		49		41	
Projected Year End	50	✘	80	✘	48	✘
FY 2016/17 Target	68		100		65	
FY 2015/16 Actual	49		88		80	



[NDDC] Rented: 22, Intermediate: 8, Total: 30. In the 2nd quarter 11 affordable homes have been completed. Completions in this quarter have come at the Millbank development in Blandford. Further completions are due later this year in Okeford Fitzpaine, Stourpaine and Charlton Marshall. The predicted completions for the year will be around 50, which is below the target of 68.

[WDDC] Rented: 14, Intermediate: 35, Total: 49. This quarter rented homes were completed at Barton Farm, Sherborne and Poundbury, Dorchester. Further affordable homes this year are due to be completed at Poundbury, Tolpuddle, Chickerell and Charmouth. It is anticipated the total number of completions this year will be around 80, although this may vary depending on the speed of development at Barton Farm and Poundbury.

[WPBC] Rented: 18, Intermediate: 23, Total: 41. This quarter 18 affordable rented homes were completed on the Pemberley development at Littlemoor. There are a further 7 units due to complete at Pemberley later in the year. It is anticipated the total number of completions this year will be around 48, though this figure could change.

Five Year Supply of Housing

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

- West Dorset and Weymouth & Portland have a joint one, as they have a joint local plan;
- The formula for calculating it includes factoring in any shortfalls from previous years, so the target is adjusted each time the supply is assessed
- The base date is 1 April each year, however there is a time lag due to the processing involved to calculate the target and outturn, so the latest figures are not available until a few months later.

April 2016 figures have now been published for West Dorset, Weymouth & Portland. North Dorset's 2016 figures will be published at the end of the year and so 2015 figures are still referred to this quarter.

	Target	Actual
North Dorset	1,723	2,333
West Dorset and Weymouth & Portland Combined	6,240 (shared with Weymouth & Portland)	6,177 (shared with Weymouth & Portland)

This data indicates that West Dorset, Weymouth & Portland no longer have a five year land supply (4.9 years) but that North Dorset still meets the target.

Key risk areas

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

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

Council has inadequate supply of development land and so risks losing planning applications on appeal				
CURRENT SCORE		Planned risk reduction initiatives 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 the supply.	TARGET SCORE	
Impact	4		Impact	3
Likelihood	5		Likelihood	2
Risk Score	20		Risk Score	6
Risk Rating	VERY HIGH	Risk Rating	LOW	


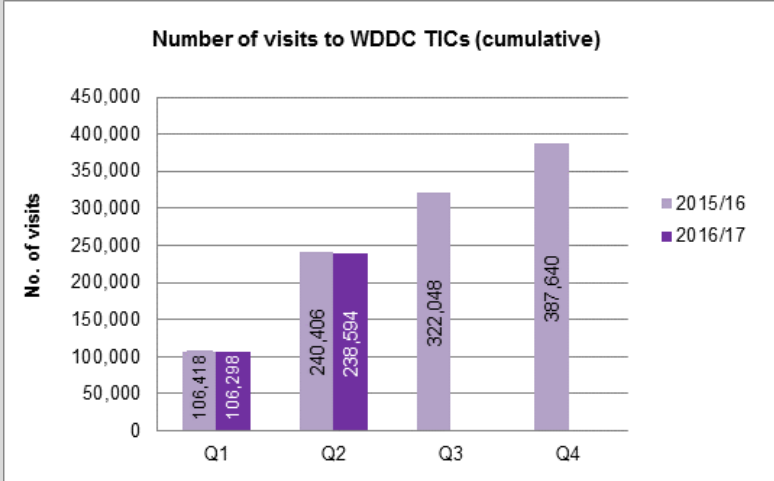
(Economic Regeneration, Business Support, Tourism & Visitor Management, Leisure & Cultural Development and Facilities, Harbour Management)

Executive Portfolio Holders – Cllr Mary Penfold, Cllr Alan Thacker


Revenue summary

Subjective analysis	Full Year Current Budget 2016/17 (£)	Comments / actions
Employees	1,088,899	Additional costs are forecast due to beach safety signs in order to meet the Local Authority's duty of care. The generally good weather over the summer will lead to small favourable income variances across the District's 2 harbours. Dorchester Sports Centre will be favourable due to the inflationary increase in the contribution received from DCC not being accounted for in the budget.
Premises	373,781	
Transport	29,495	
Supplies & Services	1,372,610	
Payments to Clients	744,447	
Income	(1,451,941)	
Net expenditure	2,157,291	
Q2 Predicted variance	600 (F)	
Q1 Predicted variance	989 (A)	

Key performance data

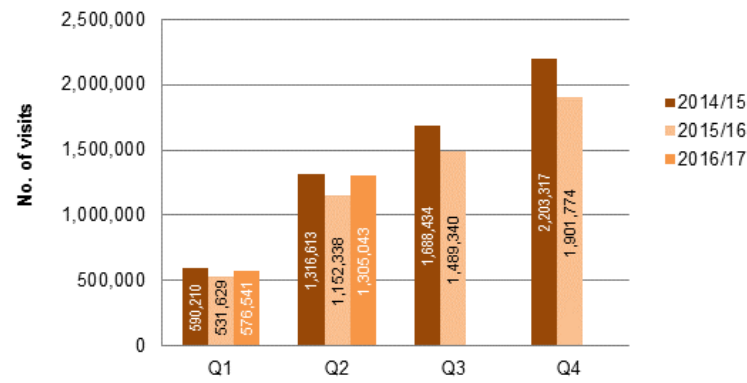
Number of visits to WDDC TICs (cumulative)		Aim	↑															
Authority	West Dorset																	
Q2 2016/17 Actual	238,594																	
Q2 2016/17 Target	240,406																	
FY 2016/17 Target	387,640																	
FY 2015/16 Actual	387,640																	
<p>Q2 breakdown by TIC: Dorchester: 48,570 (July 15,510, Aug 17,898, Sept 15,162) Bridport: 40,193 (July 12,240, Aug 14,511, Sept 13,442) Sherborne: 16,208 (July 5,108, Aug 6,028, Sept 5,072) Lyme Regis: 27,325 (July 8,905, Aug 10,186, Sept 8,234)</p> <p>A significant (8%) drop in visitor numbers to Dorchester TIC compared to the same period last year reflects a general downward trend in TIC usage and accounts for the overall drop in combined visitor numbers for this quarter. Bridport and Lyme Regis TICs have seen visitor numbers increase compared to the same period last year.</p>		<div style="text-align: center;"> <p>Number of visits to WDDC TICs (cumulative)</p>  <table border="1"> <caption>Number of visits to WDDC TICs (cumulative)</caption> <thead> <tr> <th>Quarter</th> <th>2015/16</th> <th>2016/17</th> </tr> </thead> <tbody> <tr> <td>Q1</td> <td>106,418</td> <td>106,298</td> </tr> <tr> <td>Q2</td> <td>240,406</td> <td>238,594</td> </tr> <tr> <td>Q3</td> <td>322,048</td> <td>322,048</td> </tr> <tr> <td>Q4</td> <td>387,640</td> <td>387,640</td> </tr> </tbody> </table> </div>		Quarter	2015/16	2016/17	Q1	106,418	106,298	Q2	240,406	238,594	Q3	322,048	322,048	Q4	387,640	387,640
Quarter	2015/16	2016/17																
Q1	106,418	106,298																
Q2	240,406	238,594																
Q3	322,048	322,048																
Q4	387,640	387,640																

Number of visits to VisitDorset.com (cumulative)		Aim	↑
Authority	Dorset Council's Partnership (DCP)		
Q2 2016/17 Actual	1,305,043		
Q2 2016/17 Target	1,135,000		
FY 2016/17 Target	1,900,000		
FY 2015/16 Actual	1,901,774		



The visit-dorset.com website is a partnership site and promotes all Dorset boroughs and districts excluding Bournemouth and Poole.

Number of Visits to VisitDorset.com (cumulative)



Quarter	2014/15	2015/16	2016/17
Q1	590,210	531,629	576,541
Q2	1,316,613	1,152,338	1,305,043
Q3	1,688,484	1,489,340	
Q4	2,203,317	1,901,774	

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


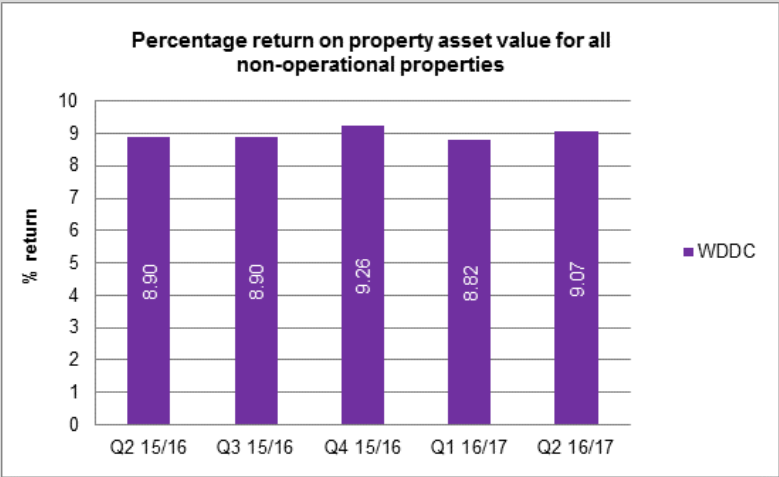
(Harbour & Coastal Infrastructure, Land Drainage, Emergency Planning, Capital Works, Property Development, Property & Facilities Management, Parking, Transport & Fleet Management)


Executive Portfolio Holders – Cllr Peter Barrowcliff, Cllr John Russell

Revenue summary

Subjective analysis	Full Year Current Budget 2016/17 (£)	Comments / actions
Employees	1,006,355	£300,000 of reserves was allocated to fund various Car Parking projects, however the additional income already received will be used to fund these projects first before using reserves.
Premises	1,948,500	
Transport	48,127	
Supplies & Services	761,770	
Income	(5,089,931)	
Net expenditure	(1,325,179)	There are salary savings due to a vacant Operations Assistant post and a career break of a Project Engineer, totalling approx. £35,000.
Q2 Predicted variance	18,903 (F)	There are likely to be various overspends in Property Services, including voids in Industrial Site rents, Consultancy Fee spend and utility / maintenance costs in South Walks House. These will be mainly offset by underspends on maintenance relating to Public Conveniences and the Market.
Q1 Predicted variance	7,158 (F)	

Key performance data

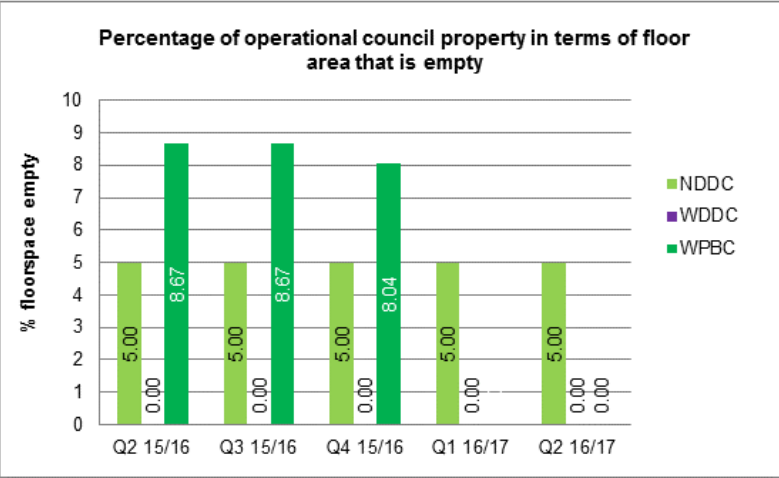
Percentage return on property asset value for all non-operational properties		Aim	↑												
Authority	West Dorset														
Q2 2016/17 Actual	9%														
Q2 2016/17 Target	8%														
FY 2016/17 Target	8%														
FY 2015/16 Actual	9.26%														
<p>[WDDC] The variation in commercial yields reflects a softening in yields and revised asset valuations reported by external valuers.</p>		<p>Percentage return on property asset value for all non-operational properties</p>  <table border="1"> <caption>Percentage return on property asset value for all non-operational properties</caption> <thead> <tr> <th>Period</th> <th>% return</th> </tr> </thead> <tbody> <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> <tr> <td>Q2 16/17</td> <td>9.07</td> </tr> </tbody> </table>		Period	% return	Q2 15/16	8.90	Q3 15/16	8.90	Q4 15/16	9.26	Q1 16/17	8.82	Q2 16/17	9.07
		Period	% return												
		Q2 15/16	8.90												
		Q3 15/16	8.90												
		Q4 15/16	9.26												
		Q1 16/17	8.82												
Q2 16/17	9.07														

Percentage of operational council property in terms of floor area that is empty				Aim	↓
Authority	North Dorset	West Dorset	Weymouth & Portland		
Q2 2016/17 Actual	5%	0%	0%	n/a	
Q2 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%		



[NDDC] Nordon Offices approx. only.

[WDDC] 0m² out of 10,696m² of operational floor space is currently empty.

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

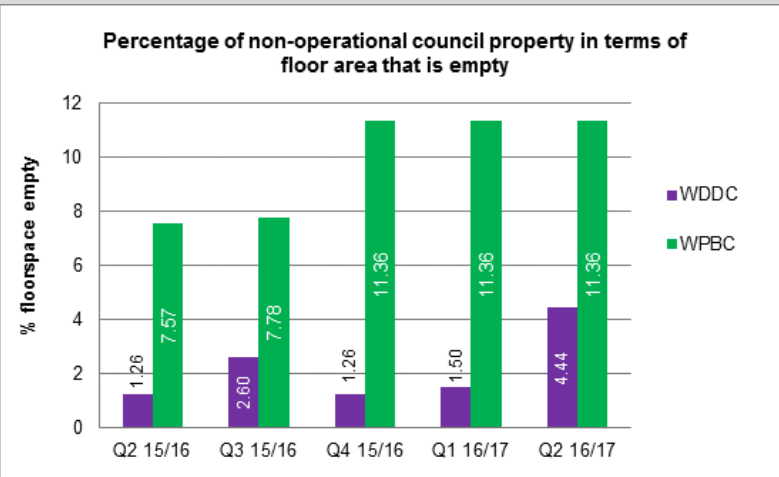


Quarter	NDDC	WDDC	WPBC
Q2 15/16	5.00	0.00	8.67
Q3 15/16	5.00	0.00	8.67
Q4 15/16	5.00	0.00	8.04
Q1 16/17	5.00	0.00	0.00
Q2 16/17	5.00	0.00	0.00

Percentage of non-operational council property in terms of floor area that is empty				Aim	↓
Authority	West Dorset	Weymouth & Portland			
Q2 2016/17 Actual	4%	11%			
Q2 2016/17 Target	5%	6%			
FY 2016/17 Target	5%	6%			
FY 2015/16 Actual	1.26%	11.36%			

[WDDC] 790m² out of 17,774m² of non-operational floor space is currently empty. Empty properties at Marabout Industrial Estate and Burraton Yard Units.

[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. Marketing on these buildings is ongoing for a two year let.



Quarter	WDDC	WPBC
Q2 15/16	1.26	7.57
Q3 15/16	2.60	7.78
Q4 15/16	1.26	11.36
Q1 16/17	1.50	11.36
Q2 16/17	4.44	11.36

Key risk areas

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

Very High Risks	0
High Risks	4
Medium Risks	3
Low Risks	10

Failure to manage projects				
CURRENT SCORE		Planned risk reduction initiatives	TARGET SCORE	
Impact	4	Additional staff have now returned to work following leave of absences so there are additional resources, but the number of high priority projects has also increased.	Impact	4
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	Staff are still largely interim and temporary due to the inability to recruit and so the risk remains unchanged.	Impact	2
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	Staff training is being repeated in October 2016. Data reconciliation is being undertaken and new procedures will follow, with training to ensure better system control moving forward.	Impact	1
Likelihood	4		Likelihood	3
Risk Score	16		Risk Score	3
Risk Rating	HIGH		Risk Rating	LOW

Concessionary use and less than best value use				
CURRENT SCORE		Planned risk reduction initiatives	TARGET SCORE	
Impact	4	Custom and practice has continued with previously agreed users and usage. This will require a considerable combined DCP review and will potentially be a challenge for Members. However this review is more to regularise these uses and for them to be formally agreed.	Impact	3
Likelihood	4		Likelihood	3
Risk Score	16		Risk Score	9
Risk Rating	HIGH		Risk Rating	MEDIUM

Democratic Services & Elections

Corporate Manager – Jacqui Andrews

(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	281,466	A vacancy in Committee support has led to a saving of £12,000, while there is a £20,000 saving on a maintenance charge and printing underspend. Elections will underspend by approx. £30,000 mainly due to less than anticipated costs on the WDDC constitution referendum. There will be savings in Member services as Councillors will no longer be in the LGPS, while joint training events across the partnership will save on training costs.
Transport	16,567	
Supplies & Services	566,398	
Income	(29,925)	
Net expenditure	834,506	
Q2 Predicted variance	86,324 (F)	
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


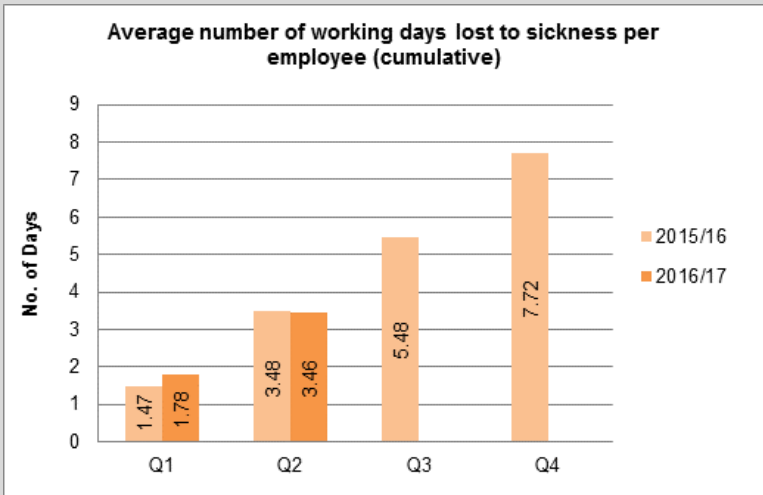
(HR Policy, Recruitment, Workforce Planning, Staff Performance, Health & Safety)

Executive Portfolio Holders – **Cllr Peter Barrowcliff**

Revenue summary

Subjective analysis	Full Year Current Budget 2016/17 (£)	Comments / actions
Employees	222,886	Minor favourable variances are forecast relating to savings on Training costs and the Occupational Health service fee.
Transport	1,772	
Supplies & Services	26,305	
Net expenditure	250,963	
Q2 Predicted variance	2,885 (F)	
Q1 Predicted variance	0	

Key performance data

Average number of working days lost to sickness per employee (cumulative)		Aim	↓															
Authority	Dorset Council's Partnership (DCP)																	
Q2 2016/17 Actual	3.46 days																	
Q2 2016/17 Target	3.50 days																	
FY 2016/17 Target	7.00 Days																	
FY 2015/16 Actual	7.72 Days																	
<p>Average FTE figure is based on a comparison of data supplied for the ONS Quarterly surveys as at March & Sept 2016.</p> <p>[DCP] 1,847 days sick in total divided by 534.40 Full Time Equivalent (FTE) = <u>3.46 days per FTE</u></p> <p>The Q2 figure of 3.46 days per FTE employee compares with a corresponding figure of 3.48 days for last year. The proportion of days lost for long term absence was 60%.</p> <p>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>2015/16</th> <th>2016/17</th> </tr> </thead> <tbody> <tr> <td>Q1</td> <td>1.47</td> <td>1.78</td> </tr> <tr> <td>Q2</td> <td>3.48</td> <td>3.46</td> </tr> <tr> <td>Q3</td> <td>5.48</td> <td>-</td> </tr> <tr> <td>Q4</td> <td>7.72</td> <td>-</td> </tr> </tbody> </table>		Quarter	2015/16	2016/17	Q1	1.47	1.78	Q2	3.48	3.46	Q3	5.48	-	Q4	7.72	-
Quarter	2015/16	2016/17																
Q1	1.47	1.78																
Q2	3.48	3.46																
Q3	5.48	-																
Q4	7.72	-																

Key risk areas

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

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


(Legal, Deputy Monitoring Officer, Land Charges)


Executive Portfolio Holders – Cllr Peter Barrowcliff

Revenue summary

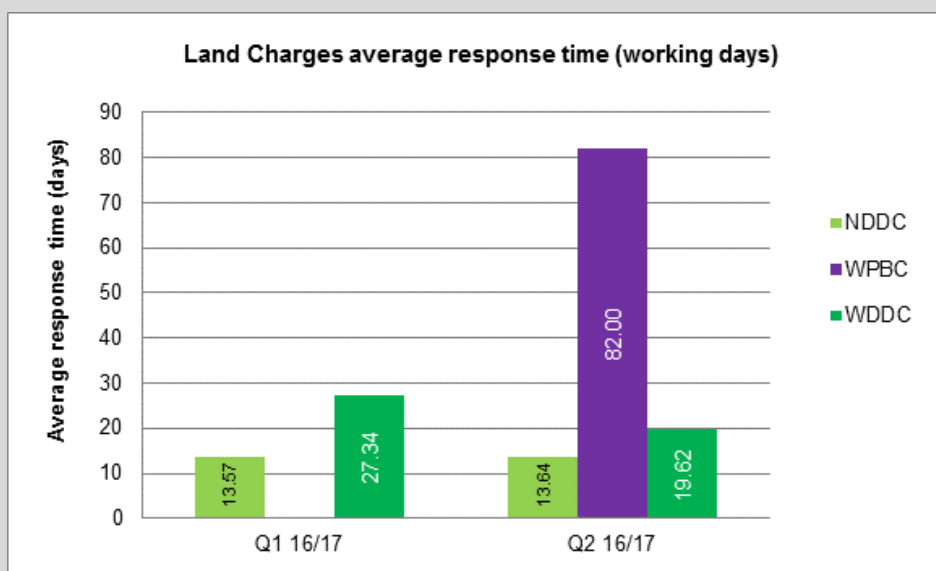
Subjective analysis	Full Year Current Budget 2016/17 (£)	Comments / actions
Employees	396,538	Legal services continue to manage 2 unforeseen staffing absences. The additional costs of Agency and Locum staff to cover these absences is projected to be £19,000. It is proposed that this be funded through the Invest to Save initiative. However, as circumstances remain unpredictable, the situation will remain subject to regular monitoring.
Transport	816	
Supplies & Services	103,496	
Income	(206,500)	
Net expenditure	294,350	
Q2 Predicted variance	19,000 (A)	
Q1 Predicted variance	0	

Key performance data

Maintain progress towards improvement against all action plan milestones to improve service	
Authority	West Dorset
All Action plan milestones remain either on target or ahead of target.	

Reduce the backlog of searches on a quarter by quarter basis until able to deliver target of average turnaround for land charges searches over quarter to be within 15 working days the date of first registration	
Authority	West Dorset
Land Searches backlog figure at the end of Q1 2016/17 = 734 Land Searches backlog figure at the end of Q2 2016/17 = 663 We are on target in so far as this suggests a circa 9% reduction in the backlog of Land Charges searches.	

Average days to process Land Charge searches (working days)					Aim	↓
Authority	North Dorset		West Dorset		Weymouth & Portland	
Q2 2016/17 Actual	14 Days		82 Days		20 Days	
Q2 2016/17 Target	15 Days		15 Days		15 Days	
FY 2016/17 Target	15 Days		15 Days		15 Days	
FY 2015/16 Actual	n/a		n/a		n/a	



[NDDC] 433 Land Charges searches were processed during Q2. NDDC staff continue to progress training to assist WDDC search backlogs. Despite this additional time pressure, Officers at North have shown noteworthy commitment in enabling turnaround times to both be within target and shows an on-going positive downward trend.

[WDDC] 754 Land Charges searches were processed during Q2. Due to the mix of manual and automated processing for West Dorset Land Charges, as opposed to the North Dorset and Weymouth and Portland services, the average time figure for West Dorset is a good estimate and may not be entirely accurate. Whilst the backlog remains significant (albeit a reducing number), the average time will continue to be a long way off the performance of the other two councils. At present the West Dorset resource is splitting its focus between dealing with urgent searches and tackling the oldest searches. Shifting that resource towards the more recent searches and away from the older ones would reduce the average time quite quickly, but would clearly not be the right thing to do for customers. I would suggest that, until the backlog is reduced significantly, the best measure of the Land Charges improvement plan's progress is to track the level of reduction in the number of searches outstanding. Once the backlog is significantly lower, resource can safely be focussed more towards the more recent searches and the average figure will begin to reduce more sharply.

[WPBC] 439 Land Charges searches were processed during Q2. Following identification of issues during Q1 regarding turnaround times for Weymouth searches, measures were introduced to address this. The improvement between Q1 and Q2 suggest that these temporary measures have already delivered some benefit and should continue to do so. Nevertheless, certain underlying challenges remain e.g. progressing training of newer land charges staff and the effect of staff taking leave on what is currently still a small team. These cannot be resolved overnight and whilst they remain they will continue to have the potential to impact on short term performance. The pending restructure of the land charges unit does have the potential to provide effective medium/long term solutions to a number of these issues.

Key risk areas

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

Very High Risks	0
High Risks	2
Medium Risks	1
Low Risks	3

Reputational risks to the Council as a result of historic and current search backlogs in Land Charges				
CURRENT SCORE		Planned risk reduction initiatives	TARGET SCORE	
Impact	3		Maintain focus on action plan. Consultants now in place and helping to progress process changes. Further temporary resource identified to increase medium term resilience. Delivery of critical improved managerial capacity currently to take place as part of service redesign of land charges with provisional target date (subject to adequate resource and IT accessibility) circa February 2017.	Impact
Likelihood	5	Likelihood		1
Risk Score	15	Risk Score		1
Risk Rating	HIGH	Risk Rating		LOW

Issues arising from lack of resilience/ staffing issues / process issues - both historic issues and on-going				
CURRENT SCORE		Planned risk reduction initiatives	TARGET SCORE	
Impact	3		Continuing implementation of action plan and on-going review of outcomes. Regular discussions with staff via Huddles and Team meetings.	Impact
Likelihood	5	Likelihood		2
Risk Score	15	Risk Score		6
Risk Rating	HIGH	Risk Rating		LOW

Future 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>
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