

# Business Review

West Dorset District Council

Period: **Quarter 3 (1<sup>st</sup> October to 31<sup>st</sup> December 2016)**

Service	Prediction (£)	Head of Service/ Corporate Manager
Financial Services	38,000 (F)	Julie Strange
Corporate Finance	51,700 (F)	Julie Strange
Revenues & Benefits	1,326 (A)	Stuart Dawson
Business Improvement	81,238 (F)	Penny Mell
Community Protection	23,668 (F)	Graham Duggan
Housing	23,700 (F)	Clive Milone
Planning Development Management & Building Control	179,665 (A)	Jean Marshall
Community & Policy Development	71,722 (F)	Hilary Jordan
Economy, Leisure & Tourism	21,462 (F)	Nick Thornley
Assets & Infrastructure	55,591 (F)	David Brown
Democratic Services & Elections	60,795 (F)	Jacqui Andrews
Human Resources & Organisational Development	0	Bobbie Bragg
Legal Services	20,000 (A)	Robert Firth

<b>Overall predicted variance</b>	<b>234,885 (F)</b>
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(F) = Favourable variance prediction

(A) = Adverse variance prediction

## Financial Services

Head of Service – Julie Strange

(Accountancy, Audit, Exchequer, Corporate Planning & Performance, Corporate 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	505,691	There are 3 finance positions which have not yet been filled leading to a £22,000 favourable variance. Internal audit fees have been shared with North Dorset District Council leading to an overall saving. West Dorset's share is £20,000 favourable.
Supplies & Services	135,874	
Transport	2,257	
<b>Net expenditure</b>	<b>643,822</b>	
<b>Q3 Predicted variance</b>	<b>42,000 (F)</b>	
Q2 Predicted Variance	0	
Q1 Predicted variance	0	

### Revenue summary – Corporate Finance

Subjective analysis	Full Year Current Budget 2016/17 (£)	Comments / action
Employees	962,228	External audit fees are set nationally, they have been reduced this year leading to a £20,000 saving. A £20,000 salary saving has been achieved due to a post not being filled at present. Pension Added Years costs have been reduced by £8,000. £7,700 salary savings have been achieved within the Senior Leadership Team.
Premises	(200,183)	
Supplies & Services	585,323	
Transport	1,974	
Interest	(581,016)	
Grants	(12,177,213)	
<b>Net expenditure</b>	<b>(11,408,887)</b>	
<b>Q3 Predicted variance</b>	<b>55,700 (F)</b>	
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	
Q3 2016/17 Actual	94%	⚠	100%	✔	100%	
Q3 2016/17 Target	95%		95%		95%	
FY 2016/17 Target	95%		95%		95%	
FY 2015/16 Actual	90.62%		99.85%		99.83%	

[NDDC] 560 out of the 594 creditor payments have been made by BACS during Q3. There is still a number of cheques being processed but as the teams merge there will be a joint process. This will reduce the amount of cheques issued.

[WDDC] 1,780 out of the 1,781 creditor payments have been made by BACS during Q3.

[WPBC] 1,849 out of the 1,851 creditor payments have been made by BACS during Q3.

Quarter	NDDC	WDDC	WPBC
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
Q3 16/17	94.28	99.94	99.89

Percentage of non-disputed invoices paid within 30 calendar days (creditor payments)					Aim	↑
Authority	North Dorset		West Dorset		Weymouth & Portland	
Q3 2016/17 Actual	100%	✔	97%	✔	96%	
Q3 2016/17 Target	95%		95%		95%	
FY 2016/17 Target	95%		95%		95%	
FY 2015/16 Actual	98.87%		87.20%		94.53%	

[NDDC] 649 out of 651 non-disputed invoices to date were paid within 30 days during Q3.

[WDDC] 1,736 out of 1,781 non-disputed invoices to date were paid within 30 days during Q3.

[WPBC] 1,786 out of 1,852 non-disputed invoices to date were paid within 30 days during Q3.

Services continue to show improvements in processing times which will be helped further when the Intelligent Scanning module is implemented in late January. Ahead of this the Creditors team are going to be meeting with administrative officers to demonstrate the processes involved and ensure teams are prepared for when the module goes live.

Quarter	NDDC	WDDC	WPBC
Q3 15/16	98.21	92.71	94.33
Q4 15/16	98.63	79.44	92.81
Q1 16/17	98.62	88.37	92.05
Q2 16/17	98.04	92.98	89.97
Q3 16/17	98.69	97.47	96.44

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

### Key risk areas

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

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

## Revenues & Benefits

Head of Service – Stuart Dawson

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

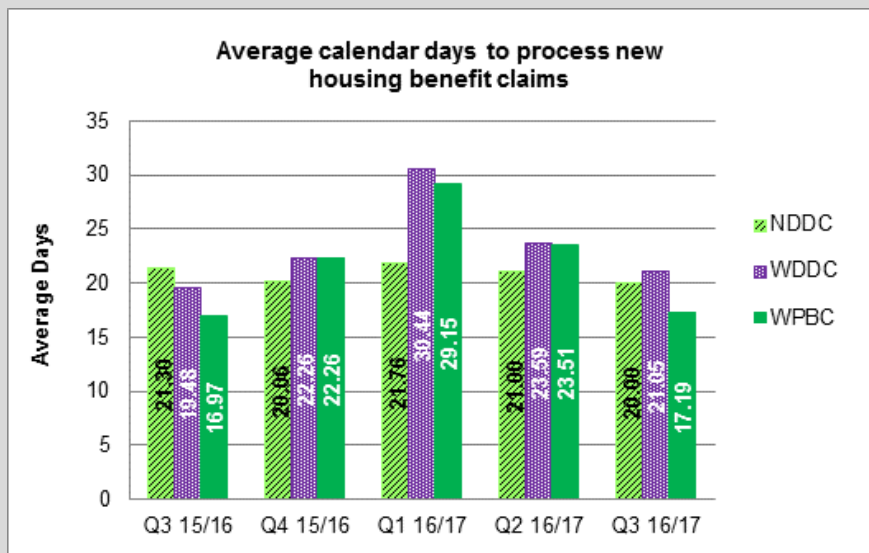
Executive Portfolio Holder – Cllr Peter Barrowcliff

### Revenue summary

Subjective analysis	Full Year Current Budget 2016/17 (£)	Comments / actions
Employees	1,332,779	Housing Benefit figures can vary greatly depending on the level of overpayments, recovery of overpayments and homeless accommodation demand.
Transport	24,015	
Supplies & Services	396,512	
Payments to clients	30,750,000	
Income	(31,883,585)	
<b>Net expenditure</b>	<b>619,721</b>	
<b>Q3 Predicted variance</b>	<b>1,326 (A)</b>	
Q2 Predicted Variance	0	
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		
Q3 2016/17 Actual	<b>20 days</b>	<b>21.05 days</b>	<b>17.19 days</b>		
Q3 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		



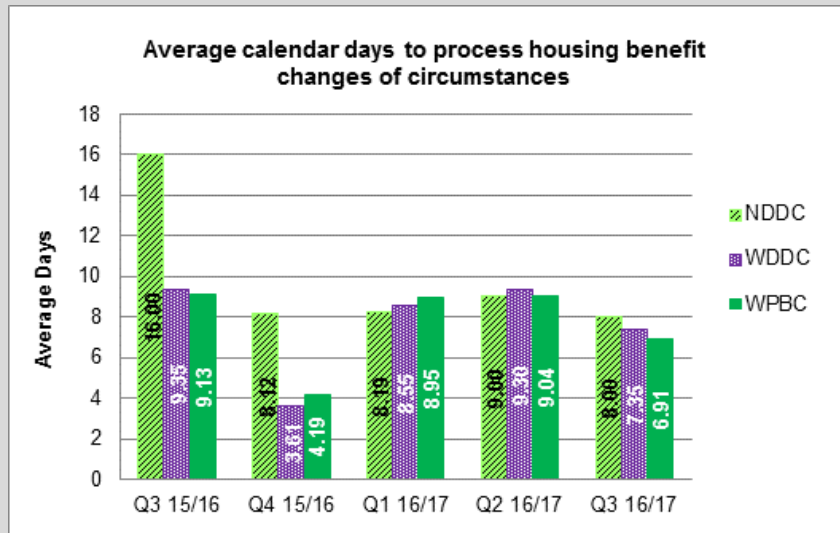
[NDDC] Actual number of new Housing Benefit claims processed is unavailable at this time.

[WDDC] 305 new Housing Benefit claims were processed during this period.

[WPBC] 376 new Housing Benefit claims were processed during this period.

As a result of a number of factors, a backlog of work developed in Q1. A recovery plan was subsequently designed and implemented which has led to ongoing improvements in Q2 and Q3. It is projected that these improvements will continue into Q4.

Average calendar days to process housing benefit changes of circumstances				Aim	↓
Authority	<b>North Dorset</b>		<b>West Dorset</b>		<b>Weymouth &amp; Portland</b>
Q3 2016/17 Actual	<b>8 days</b>	✔	<b>7.35 days</b>	⚠	<b>6.91 days</b>
Q3 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] Actual number of Housing Benefit change of circumstances processed is unavailable at this time..  
 [WDDC] 2,529 Housing Benefit change of circumstances were processed during this period.  
 [WPBC] 3,020 Housing Benefit change of circumstances were processed during this period.

As a result of a number of factors, a backlog of work developed in Q1. A recovery plan was subsequently designed and implemented which has led to ongoing improvements in Q2 and Q3. It is projected that these improvements will continue into Q4.

Number of Housing Benefit New Claims and Changes			
Authority	<b>North Dorset</b>	<b>West Dorset</b>	<b>Weymouth &amp; Portland</b>
Q3 2016/17 Actual	Awaiting data	<b>2,834</b>	<b>3,396</b>
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

Percentage of Council Tax collected (cumulative)					Aim	↑
Authority	North Dorset		West Dorset		Weymouth & Portland	
Q3 2016/17 Actual	85.50%	⚠	87.40%	⚠	85.43%	
Q3 2016/17 Target	85.91%		85.26%			
FY 2016/17 Target	98.10%		96.30%			
FY 2015/16 Actual	98.10%		96.30%			
					✓	

[NDDC] Awaiting data from SVPP.

[WDDC] £63,974,980 collected out of £73,201,725 as at 31/12/16.

[WPBC] £33,169,499 collected out of £38,826,349 as at 31/12/16.

Collection has been affected by a number of factors including that customers are now able to spread instalments over 12, rather than 10 months.

Please note this KPI is cumulative throughout the year.

Quarter	NDDC	WDDC	WPBC
Q3 15/16	85.91	87.42	85.26
Q4 15/16	98.10	98.10	96.30
Q1 16/17	29.83	30.47	29.33
Q2 16/17	57.52	56.50	57.12
Q3 16/17	85.50	87.40	85.43

Percentage of Business Rates collected (cumulative)					Aim	↑
Authority	North Dorset		West Dorset		Weymouth & Portland	
Q3 2016/17 Actual	84.50%	⚠	85.63%	⚠	83.69%	
Q3 2016/17 Target	84.71%		86.15%			
FY 2016/17 Target	97.65%		97.64%			
FY 2015/16 Actual	97.65%		97.64%			
					⚠	

[NDDC] Awaiting data from SVPP.

[WDDC] £27,418,761 collected out of £32,018,280 as at 31/12/16.

[WPBC] £15,440,991 collected out of £18,449,251 as at 31/12/16.

Collection has been affected by a number of factors including that customers are now able to spread instalments over 12, rather than 10 months.

Please note this KPI is cumulative throughout the year.

Quarter	NDDC	WDDC	WPBC
Q3 15/16	84.71	85.64	86.15
Q4 15/16	97.65	97.78	97.64
Q1 16/17	33.32	32.17	31.95
Q2 16/17	57.90	58.58	58.54
Q3 16/17	84.50	85.63	83.69

**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



## Business Improvement

Head of Service – Penny Mell

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

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	<p>A £20,000 telecoms saving is likely due to the continued rationalisation of telephone lines and usage, together with a £20,000 underspend in salaries due to vacancies. The new Dorset4you system is likely to be purchased after this financial year end, a carry forward has been requested in the main report together with a carry forward request to support IT Project Delivery.</p> <p>Additional income by the Customer Contact Centre has been achieved by supporting the Bridport office.</p> <p>A saving of £18,555 has been achieved by reducing the publications of 'Guide to Services' and this will be captured as part of the implementation of savings as agreed within the Communications Service.</p>
Premises	5,555	
Transport	3,383	
Supplies & Services	975,540	
Income	(406,558)	
<b>Net expenditure</b>	<b>1,722,702</b>	
<b>Q3 Predicted variance</b>	<b>81,238 (F)</b>	
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		
Q3 2016/17 Actual	<b>96%</b>	<b>88%</b>	<b>90%</b>		
Q3 2016/17 Target	92%	92%	92%	✓	⚠
FY 2016/17 Target	92%	92%	92%		
FY 2015/16 Actual	n/a	93.32%	89.05%		

[NDDC] 3,349 out of the 3,501 calls made were answered by a Customer Advisor during Q3.

[WDDC] 6,920 out of the 7,887 calls made were answered by a Customer Advisor during Q3.

[WPBC] 7,267 out of the 8,076 calls made were answered by a Customer Advisor during Q3.

[WPBC/WDDC] The average speed at which calls are answered remains good at 19.36 seconds for West Dorset and 20.52 seconds for Weymouth and Portland.

Customer Services no longer take benefits or council tax calls however data for the Revs & Bens service indicates that during Q3: 16,760 calls were answered from 21,309 received = 78.65%

**Percentage of telephone calls answered by a Customer Services Advisor**

Quarter	NDDC (%)	WDDC (%)	WPBC (%)
Q3 15/16	95.46	87.57	87.57
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
Q3 16/17	95.84	87.74	89.98

Percentage of telephone calls abandoned				Aim	↓
Authority	North Dorset		West Dorset		Weymouth & Portland
Q3 2016/17 Actual	3%	✓	7%	✗	4%
Q3 2016/17 Target	6%		6%		6%
FY 2016/17 Target	6%		6%		6%
FY 2015/16 Actual	n/a		5.43%		3.57%

[NDDC] 90 out of the 3,501 calls made were abandoned during Q3.

[WDDC] 544 out of the 7,887 calls made were abandoned during Q3.

[WPBC] 356 out of the 8,076 calls made were abandoned during Q3.

[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 have shortened the initial automated message that customers hear when calling the general numbers. This set of data will be available in the Q4 report.

Quarter	NDDC	WDDC	WPBC
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	3.34	11.04	4.49
Q3 16/17	2.87	6.90	4.41

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

Percentage of Corporate complaints dealt with within Corporate target (Stage 1: 10 working days, Stage 2 and 3: 15 working days)			Aim	↑
Authority	North Dorset	West Dorset	Weymouth & Portland	
Q3 2016/17 Actual	100%	50%	63%	
Q3 2016/17 Target	80%	80%	80%	
FY 2016/17 Target	80%	80%	80%	
FY 2015/16 Actual	n/a	66.22%	81.86%	

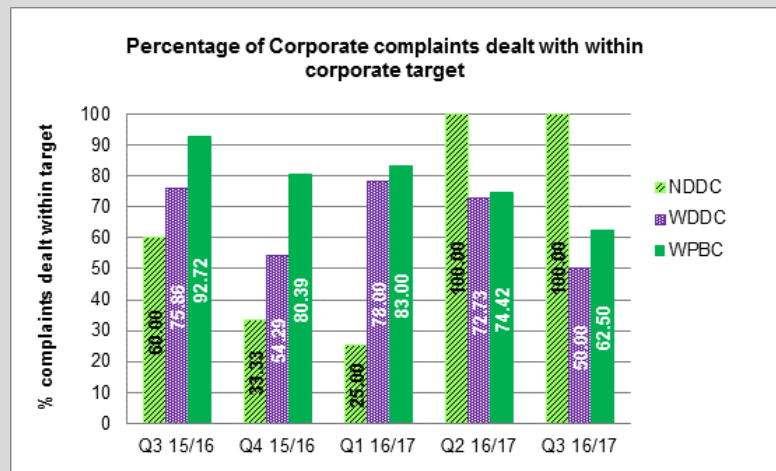


[NDDC] 4 out of the 4 corporate complaints (excl DCC complaints) dealt with within Q3 were completed within corporate targets.

[WDDC] 16 out of the 32 corporate complaints dealt with within Q3 were completed within corporate targets.

[WPBC] 20 out of the 32 corporate complaints dealt with within Q3 were completed within corporate targets.

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



## Key risk areas

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

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

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

Loss of IT Network & Systems				
CURRENT SCORE		Planned risk reduction initiatives Implement local recovery centre. Test Disaster Recovery/Business Continuity plan at least annually. Ensure restoration priorities are established and understood by the organisation. Services to have local fail over arrangements.	TARGET SCORE	
Impact	5		Impact	2
Likelihood	2		Likelihood	2
Risk Score	10		Risk Score	4
Risk Rating	<b>HIGH</b>		Risk Rating	<b>LOW</b>

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

## Community Protection

Head of Service – **Graham Duggan**

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

Executive Portfolio Holder – **Cllr Alan Thacker**

### Revenue summary

Subjective analysis	Full Year Current Budget 2016/17 (£)	Comments / actions
Employees	630,707	Salary saving from a vacant post and increased licensing income has contributed to the favourable position. Food hygiene training income is down due to a reduction in courses being run. Courses will cease next year due to the growth of the on-line provision.
Premises	26,318	
Transport	19,701	
Supplies & Services	3,206,814	
Payments to clients	4,565	
Income	(265,548)	
<b>Net expenditure</b>	<b>3,622,557</b>	
<b>Q3 Predicted variance</b>	<b>23,668 (F)</b>	
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		
Q3 2016/17 Actual	<b>92%</b>	<b>96%</b>	<b>96%</b>		
Q3 2016/17 Target	90%	90%	90%		✓
FY 2016/17 Target	90%	90%	90%		✓
FY 2015/16 Actual	90.87%	95.97%	96.49%		

[NDDC] 418 out of 457 catering premises are rated 4 or 5 under the National Food Hygiene Rating Scheme.

[WDDC] 1,001 out of 1,039 catering premises are rated 4 or 5.

[WPBC] 423 out of 439 catering premises are rated 4 or 5.

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

Quarter	NDDC	WDDC	WPBC
Q3 15/16	88.88	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	91.34	95.93	96.83
Q3 16/17	91.46	96.34	96.36

Percentage of Environmental Protection service requests responded to within 3 working days				Aim	↑
Authority	North Dorset		West Dorset		Weymouth & Portland
Q3 2016/17 Actual	100%	✓	98%	✓	96%
Q3 2016/17 Target	95%		95%		95%
FY 2016/17 Target	95%		95%		95%
FY 2015/16 Actual	100%		97.64%		97.28%

[NDDC] 167 out of 167 Environmental Protection service requests were responded to within 3 working days during Q3.

[WDDC] 594 out of 607 Environmental Protection service requests were responded to within 3 working days.

[WPBC] 297 out of 311 Environmental Protection service requests were responded to within 3 working days.

Quarter	NDDC	WDDC	WPBC
Q3 15/16	100.00	98.28	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
Q3 16/17	100.00	97.86	95.50

Kilograms of household waste (landfill and recycling) collected per household (cumulative)				Aim	↓
Authority	North Dorset		West Dorset		Weymouth & Portland
Q2 2016/17 Actual	353 Kg/hh	✓	337 Kg/hh	✓	316 Kg/hh
Q2 2016/17 Target	355 Kg/hh		355 Kg/hh		310 Kg/hh
FY 2016/17 Target	640 Kg/hh		640 Kg/hh		640 Kg/hh
FY 2015/16 Actual	692 Kg/hh		605 Kg/hh		612 Kg/hh

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

WDDC & NDDC targets have been reverted to the 15-16 values and will be reviewed for 2017-18.

Please note this KPI is cumulative throughout the year.

**Q2 2016/17 is the latest data available from the Dorset Waste Partnership.**

Quarter	NDDC	WDDC	WPBC
Q2 15/16	351.41	307.12	306.36
Q3 15/16	523.88	465.23	461.17
Q4 15/16	681.88	604.71	612.42
Q1 16/17	178.13	185.23	149.47
Q2 16/17	333.24	337.08	316.21

Kilograms of residual (landfill) household waste per household (cumulative)				Aim	↓
Authority	North Dorset	West Dorset	Weymouth & Portland		
Q2 2016/17 Actual	139 Kg/hh	164 Kg/hh	149 Kg/hh		
Q2 2016/17 Target	140 Kg/hh	168 Kg/hh	156 Kg/hh	✓	✓
FY 2016/17 Target	280 Kg/hh	340 Kg/hh	310 Kg/hh		
FY 2015/16 Actual	281 Kg/hh	276 Kg/hh	298 Kg/hh		

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

WDDC & WPBC targets have been reverted to the 15-16 values and will be reviewed for 2017-18.

Please note this KPI is cumulative throughout the year.

**Q2 2016/17 is the latest data available from the Dorset Waste Partnership.**

Quarter	NDDC	WDDC	WPBC
Q2 15/16	141.32	149.63	149.73
Q3 15/16	209.45	203.77	226.45
Q4 15/16	281.13	275.92	298.21
Q1 16/17	70.08	79.32	66.67
Q2 16/17	139.22	164.03	148.71

Percentage of household waste sent to re-use, recycling and composting				Aim	↑
Authority	North Dorset	West Dorset	Weymouth & Portland		
Q2 2016/17 Actual	61%	51%	51%		
Q2 2016/17 Target	60%	50%	50%	✓	✓
FY 2016/17 Target	60%	50%	50%		
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 reduced.

**Q2 2016/17 is the latest data available from the Dorset Waste Partnership.**

Quarter	NDDC	WDDC	WPBC
Q2 15/16	58.37	51.35	50.94
Q3 15/16	60.58	63.58	50.44
Q4 15/16	57.39	51.73	52.56
Q1 16/17	60.67	51.69	55.40
Q2 16/17	60.50	51.08	50.80

Number of missed household waste collections			Aim	↓
Authority	North Dorset	West Dorset	Weymouth & Portland	
Q3 2016/17 Actual	911	789	1,120	
Q2 2016/17 Actual	916	1,058	1,406	
Q1 2016/17 Actual	750	1,076	1,216	
Q4 2015/16 Actual	642	1,208	1,485	
Q3 2015/16 Actual	579	1,660	1,517	
Q2 2015/16 Actual	548	992	3,240	
Q1 2015/16 Actual	674	1,072	3,410	

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

### Key risk areas

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

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



## Housing

Head of Service – Clive Milone

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

Executive Portfolio Holder – Cllr Timothy Yarker

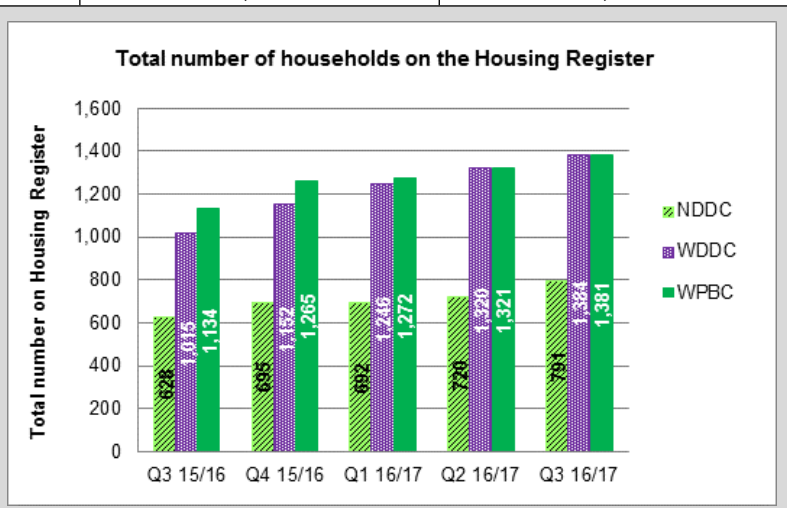
### Revenue summary

Subjective analysis	Full Year Current Budget 2016/17 (£)	Comments / actions
Employees	654,011	There have been a number of unfilled posts throughout Housing. Bed and breakfast costs have been less than anticipated. Redundancy costs have been made recently reducing the overall favourable variance.
Premises	73,300	
Transport	7,048	
Supplies & Services	269,038	
Income	(167,100)	
<b>Net expenditure</b>	<b>836,297</b>	
<b>Q3 Predicted variance</b>	<b>23,700 (F)</b>	
Q2 Predicted variance	73,300 (F)	
Q1 Predicted variance	28,300 (F)	

### Key performance data

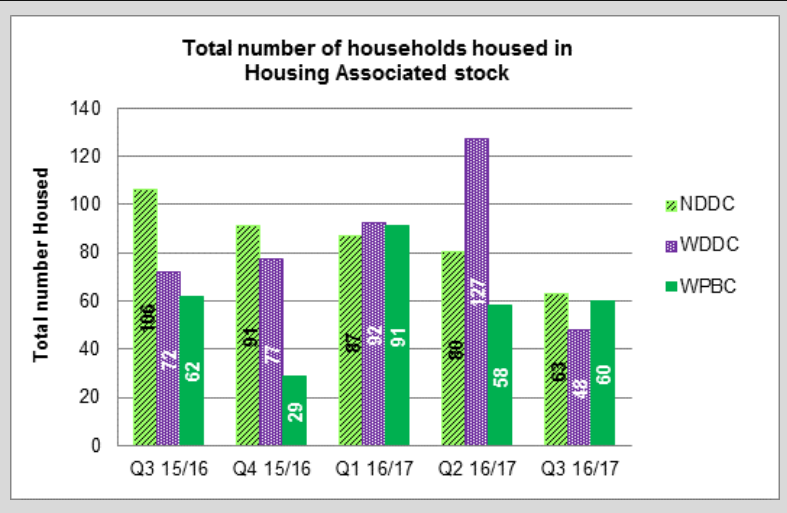
Total number of households on the Housing Register			
Authority	North Dorset	West Dorset	Weymouth & Portland
Q3 2016/17 Actual	791	1,384	1,381
Q2 2016/17 Actual	720	1,320	1,321
Q1 2016/17 Actual	692	1,246	1,272
Q4 2015/16 Actual	695	1,152	1,265
Q3 2015/16 Actual	628	1,015	1,134

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



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

The numbers of applicants housed within the three authorities reflect a decrease for WDDC, but we have no control over the number properties void and ready to be advertised. Some properties although advertised, are not ready for occupation until the following quarter which could reflect previous high numbers.

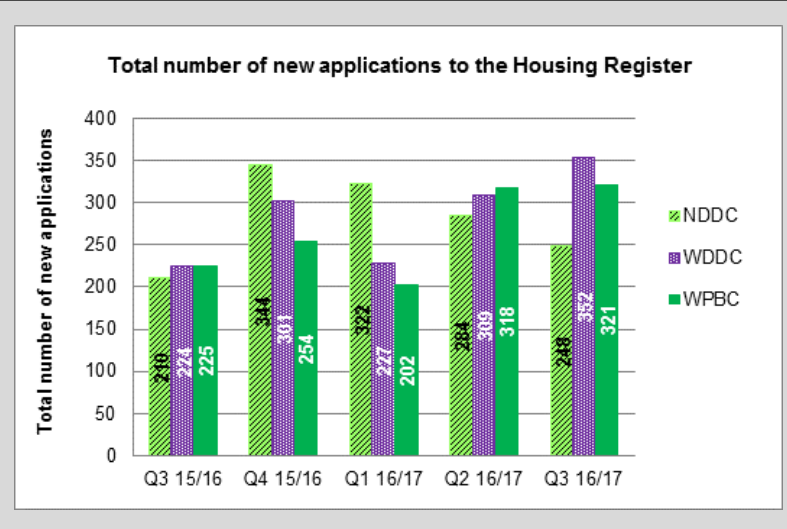


Total number of new applications to the Housing Register			
Authority	North Dorset	West Dorset	Weymouth & Portland
Q3 2016/17 Actual	248	352	321
Q2 2016/17 Actual	284	309	318
Q1 2016/17 Actual	322	227	202
Q4 2015/16 Actual	344	301	254
Q3 2015/16 Actual	210	224	225

The average of new applications to the housing register is 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.

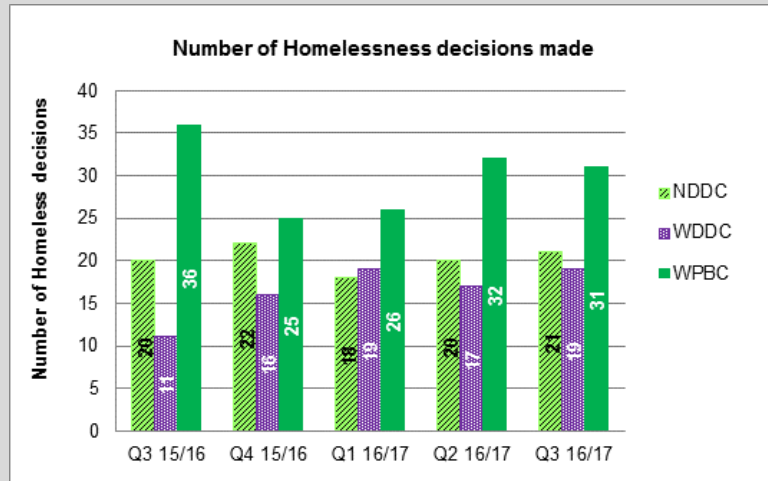


Number of homelessness decisions made			
Authority	North Dorset	West Dorset	Weymouth & Portland
Q3 2016/17 Actual	21	19	31
Q2 2016/17 Actual	20	17	32
Q1 2016/17 Actual	18	19	26
Q4 2015/16 Actual	22	16	25
Q3 2015/16 Actual	20	11	36

[NDDC] There has been no marked increase in the number of homelessness cases for NDDC. 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 3rd quarter of 2016/17 were:

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

**Key risk areas**

14 Service operational risks have been identified for Housing:-

Very High Risks	0
High Risks	1
Medium Risks	6
Low Risks	7

Loss of Homelessness Prevention Grant				
CURRENT SCORE		Planned risk reduction initiatives	TARGET SCORE	
Impact	<b>4</b>	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	<b>4</b>		Likelihood	3
Risk Score	<b>16</b>		Risk Score	12
Risk Rating	<b>HIGH</b>		Risk Rating	<b>MEDIUM</b>

**Planning Development Management & Building Control**

Head of Service – Jean Marshall

(Major Projects &amp; 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	Consultants' fees for the Dorchester Prison public enquiry and development at Yetminster will cost approximately £70,000. Increased competition and a significant reduction in large building schemes has led to a predicted £68,000 adverse variance. Vacancies and the implementation of the new structure has led to a favourable variance.
Transport	27,996	
Supplies & Services	157,692	
Income	(1,223,400)	
<b>Net expenditure</b>	<b>369,707</b>	
<b>Q3 Predicted variance</b>	<b>179,665 (A)</b>	
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
December	0	16	39	61	116
November	1	18	47	123	189
October	0	35	48	108	191
September	2	26	32	129	189
August	1	25	52	112	190
July	2	25	39	116	182
June	5	32	70	104	211
May	4	29	54	74	161
April	1	27	72	112	212

\*Misc includes Pre-apps and PDs  
Levels of applications have dropped during Q3. Although there is often a fall off in December the numbers are considerably lower than anticipated particularly for smaller scale miscellaneous applications. This has had an impact on fees received, see below.

Number of valid applications received – by application type – <b>West Dorset</b>					
Month	Major	Minor	Other	Misc*	TOTAL
December	2	12	35	62	111
November	6	40	86	102	234
October	5	36	98	102	241
September	6	23	67	60	162
August	6	43	84	70	203
July	5	41	91	69	206
June	2	39	82	65	188
May	3	43	93	84	223
April	6	34	109	68	217

\*Misc includes Pre-apps and PDs  
Levels of applications have dropped during Q3. Although there is often a fall off in December the numbers are considerably lower than anticipated across all application types. This has had a significant impact on fees received see below.

Number of valid applications received – by application type – <b>Weymouth &amp; Portland</b>					
Month	Major	Minor	Other	Misc*	TOTAL
December	0	6	19	18	43
November	2	9	38	29	78
October	1	9	27	29	66
September	0	6	12	22	40
August	2	13	25	16	56
July	0	16	23	23	62
June	2	11	38	34	85
May	3	14	35	18	70
April	1	17	23	23	64

\*Misc includes Pre-apps and PDs  
Levels of applications have dropped during Q3. Although there is often a fall off in December the numbers are considerably lower than anticipated particularly for smaller scale householder (others) and miscellaneous applications. This has had an impact on fee income, see below.

Fee Income Q3			
Type of Fee	North Dorset	West Dorset	Weymouth & Portland
Condition Fee	£3,067	£3,828	£1,580
Non Material Amendment	£1,087	£3,483	£669
Permitted Development Case Fee	£0	£2,193	£612.20
Planning applications	£53,263.50	£165,349.50	£343,09
Pre-App	£5,497.52	£6,865	£3,938
Enforcement Case Appeals / Fees	£0	£350	£0
<b>TOTAL</b>	<b>£62,915.02</b>	<b>£182,068.50</b>	<b>£41,108.20</b>

The above figures are significantly lower in terms of income than predicted and reflect the falling off of applications during December and the nature and type of applications being received. It should be noted that applications resubmitted after a refusal do not pay a fee providing the proposal is of the same character and description and therefore whilst numbers remain reasonably level (excluding the dip in December) the associated income derived from those applications has been less. This is particularly noticeable this quarter in North Dorset and West Dorset where income is about 2/3 of the Q2 income in these authorities.

Percentage of 'Major' planning applications determined within 13 weeks or agreed extension of time					Aim	↑
Authority	North Dorset		West Dorset		Weymouth & Portland	
Q3 2016/17 Actual	100%	✓	85%	✓	33% (1 of 3)	✗
Q3 2016/17 Target	70%	✓	70%	✓	70%	✗
2FY (rolling) Actual	71%	✓	65%	✓	60%	✓
2FY (rolling) Target	50%	✓	50%	✓	50%	✓
FY 2015/16 Actual	56.52%		65.71%		75.00%	

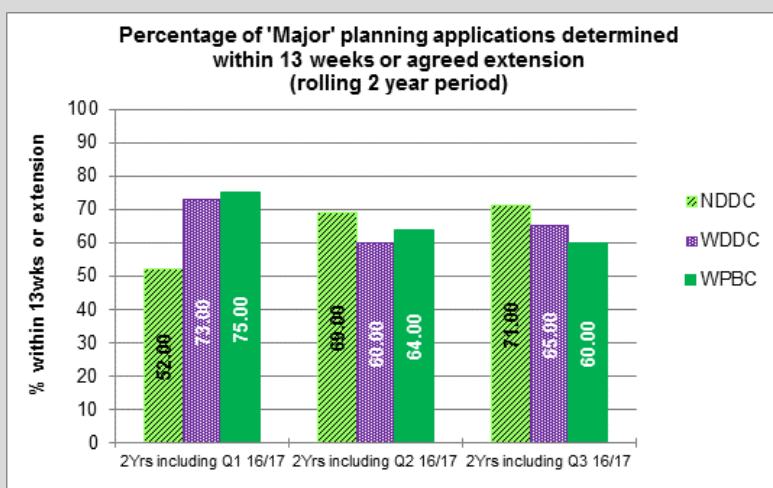
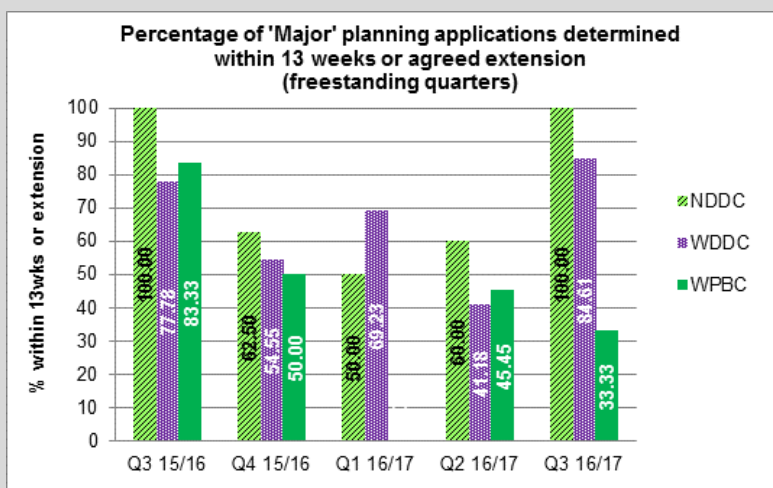
[NDDC] 4 out of 4 major planning applications have been processed within 13 weeks or agreed time extension during Q3.










[WDDC] 11 out of 13 major planning applications have been processed within 13 weeks or agreed time extension during Q3.

[WPBC] 1 out of 3 major planning applications have been processed within 13 weeks or agreed time extension during Q3.

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 an average of 50%. Currently this rolling national target only applies to Major applications. New national targets are likely to be introduced from April which will need to be reflected in next year's KPIs

Please note that the above figures include the clearing of the majority of outstanding "backlog cases" in WDDC.



Percentage of 'Minor' planning applications determined within 8 weeks or agreed extension				Aim	↑
Authority	North Dorset	West Dorset	Weymouth & Portland		
Q3 2016/17 Actual	84% 	75% 	73% 		
Q3 2016/17 Target	60% 	60% 	60% 		
2FY (rolling) Actual	60% 	58% 	61% 		
2FY (rolling) Target	65%	65%	65%		
FY 2015/16 Actual	60.06%	57.07%	63.87%		

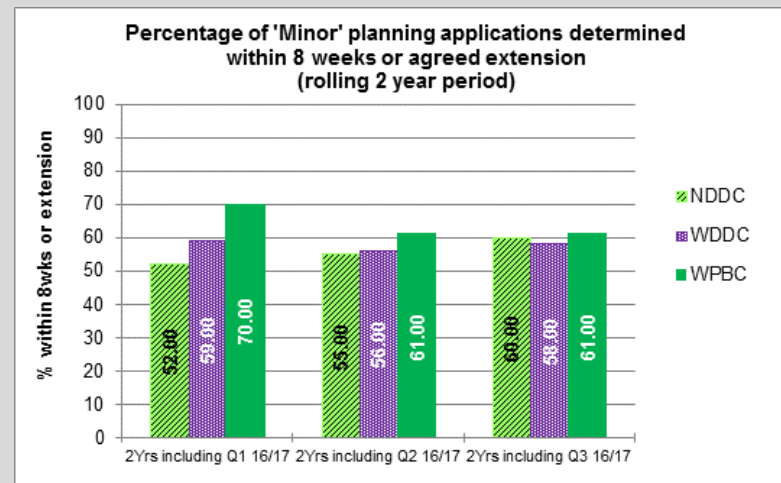
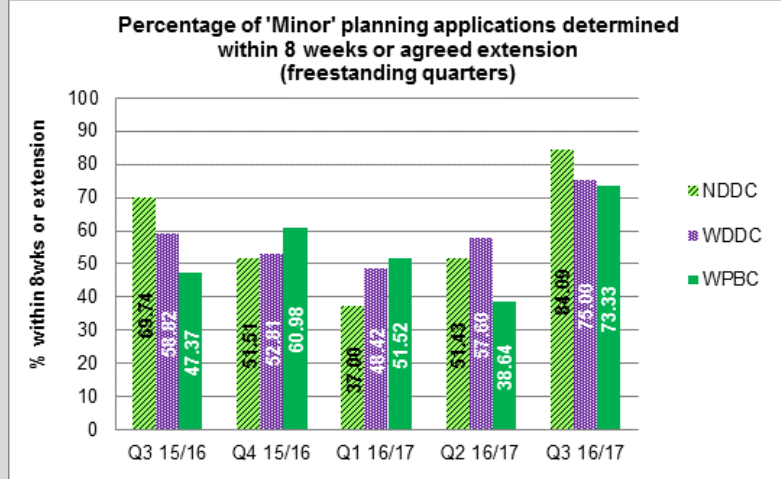
[NDDC] 74 out of 88 minor planning applications have been processed within 8 weeks or agreed time extension during Q3.

[WDDC] 102 out of 136 minor planning applications have been processed within 8 weeks or agreed time extension during Q3.

[WPBC] 33 out of 45 minor planning applications have been processed within 8 weeks or agreed time extension during Q3.

Targets now reflect DSIP agreed target. (NB National target is currently set at 65%). Government has indicated that new targets and a similar rolling indicator over a 2 year period is likely to be introduced for Minors/Others (but not necessarily the whole of these categories). New national targets are likely to be introduced later this month which will need to be reflected in next year's KPIs. The targets therefore have yet to be updated pending that announcement and have been held as at previous Q2 targets.

Please note that the above figures include the clearing of the majority of outstanding "backlog cases" in WDDC.





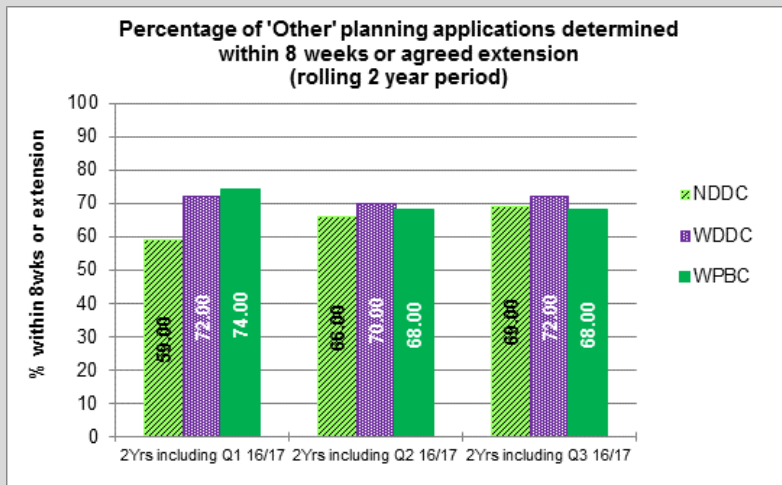
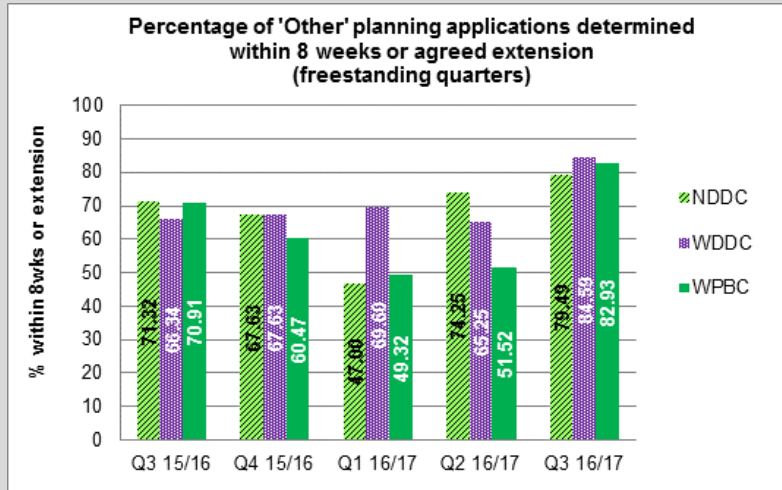
Percentage of 'Other' planning applications determined within 8 weeks or agreed extension				Aim	↑
Authority	North Dorset	West Dorset	Weymouth & Portland		
Q3 2016/17 Actual	79%	85%	83%		✓
Q3 2016/17 Target	80%	80%	80%	⚠	✓
2FY (rolling) Actual	69%	72%	68%	✗	✗
2FY (rolling) Target	80%	80%	80%	✗	✗
FY 2015/16 Actual	68.26%	71.41%	69.23%		

[NDDC] 93 out of 117 other planning applications have been processed within 8 weeks or agreed time extension during Q3.

[WDDC] 225 out of 266 other planning applications have been processed within 8 weeks or agreed time extension during Q3.

[WPBC] 68 out of 82 other planning applications have been processed within 8 weeks or agreed time extension during Q3.

Targets now reflect DSIP agreed target. (NB National target is currently set at 65%). Government has indicated that new targets and a similar rolling indicator over a 2 year period is likely to be introduced for Minors/Others (but not necessarily the whole of these categories). New national targets are likely to be introduced later this month which will need to be reflected in next year's KPIs. The targets therefore have yet to be updated pending that announcement and have been held as at previous Q2 targets.



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

Percentage of all appeals allowed against the authority's decision to refuse planning applications					Aim	↓
Authority	North Dorset		West Dorset		Weymouth & Portland	
Q3 2016/17 All Apps. Actual	86%	✘	27%	✘	0%	✔
Q3 2016/17 All Apps. Target	20%		20%		20%	
FY 2015/16 Actual	35.71%		35.29%		13.33%	

[NDDC] 6 out of 7 appeals have been wholly or partially allowed against refused planning applications during Q3, of which 0 allowed was a major application. Of those allowed 0 was an overturn of officer recommendation at committee. Please note this also includes Qty x 3 Tree Works allowed at Appeal.

[WDDC] 3 out of 11 appeals have been wholly or partially allowed against refused planning applications during Q3, of which 0 allowed was a major application. Of those allowed 1 was an overturn of officer recommendation at committee.

[WPBC] 0 out of 4 appeals have been wholly or partially allowed against refused planning applications during Q3.

**Percentage of appeals wholly or partially allowed against the authority's decision to refuse planning applications (freestanding quarters)**

Quarter	NDDC	WDDC	WPBC
Q3 15/16	33.33	18.18	0.00
Q4 15/16	60.00	36.36	16.67
Q1 16/17	14.29	28.57	66.67
Q2 16/17	14.29	7.14	0.00
Q3 16/17	85.71	21.43	0.00

Percentage of appeals allowed against the authority's decision to refuse Major planning applications (2 Year Rolling period)					Aim	↓
Authority	North Dorset		West Dorset		Weymouth & Portland	
2FY (rolling) Majors Actual	0%	✔	44%	✘	33%	✘
2FY (rolling) Majors Target	20%		20%		20%	

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

[WDDC] the 44% statistic within 2 years represents 4 of 9 majors appealed.

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

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). The Government has indicated that it is proposing to introduce different targets and to also measure performance in the future for appeal on all application types but until these are introduced current targets for majors only has been reported.

**Percentage of 'Major' appeals wholly or partially allowed against the authority's decision to refuse planning applications (rolling 2 year period)**

Rolling Period	NDDC	WDDC	WPBC
2Yrs including Q1 16/17	0.00	18.00	14.00
2Yrs including Q2 16/17	0.00	44.00	100.00
2Yrs including Q3 16/17	0.00	44.00	33.00

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

[NDDC] 72 cases were signed off or completed within the Q3 period.  
[WDDC] 107 cases were signed off or completed within the Q3 period.  
[WPBC] 84 cases were signed off or completed within the Q3 period.

Please note most cases are not signed off within the quarter in which they were received. The number of cases closed has exceeded those opened this quarter but this needs to be carefully monitored to ensure workloads can be managed.

At present the number of enforcement enquiries received appears to be remaining at a high level. 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 during Q4 so it may be possible to record partial data at the end of the year with a view to subsequently reporting more accurately on the types of enforcement case types. The amendments require alterations to the current ICT database.

## 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

## Community & Policy Development

Corporate Manager – Hilary Jordan

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

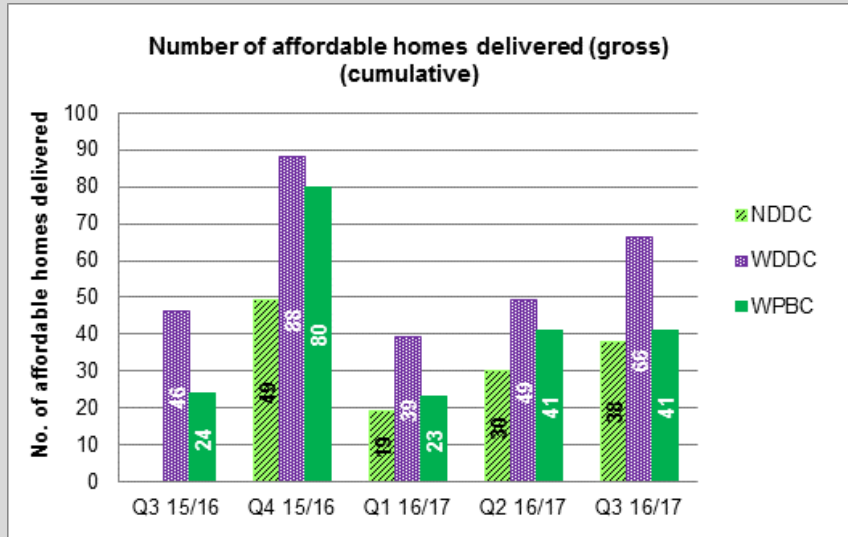
Executive Portfolio Holders – Cllr Ian Gardner, Cllr Timothy Yarker

### Revenue summary

Subjective analysis	Full Year Current Budget 2016/17 (£)	Comments / actions
Employees	448,528	There are a number of salary savings throughout Community & Policy Development. There have been savings on spending for some of the grants such as the 'Environmental improvement' grants. Self Build & Custom Housebuilding grant as well as Section 106 admin fees provides a £9,500 favourable variance.
Premises	3,283	
Transport	8,759	
Supplies & Services	1,037,586	
Payments to clients	140,747	
Income	(636,670)	
<b>Net expenditure</b>	<b>1,002,233</b>	
<b>Q3 Predicted variance</b>	<b>71,722 (F)</b>	
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	
Q3 2016/17 Actual	38	✘	66	✘	41	✘
Projected Year End	50		80		41	
FY 2016/17 Target	68		100		65	
FY 2015/16 Actual	49		88		80	



[NDDC] Rented: 25, Intermediate: 13, Total: 38. Affordable homes were completed in Blandford and Charlton Marshall in this quarter. A further 12 affordable homes are due to complete by the end of the year in Okeford Fitzpaine.

[WDDC] Rented: 20, Intermediate: 46, Total: 66. This quarter affordable homes were completed in Charmouth and Chickerell. In the last quarter of this year affordable homes are due to be completed in Tolpuddle and Poundbury.

[WPBC] Rented: 18, Intermediate: 23, Total: 41. There have been no new affordable homes completed in Weymouth and Portland this quarter. New affordable homes are being developed at the Pemberley site in Littlemoor but these will not be complete until next year. Affordable homes will also be developed as part of the Curtis Field development.

<b>Five Year Supply of Housing</b>		
<p>This is a national requirement that has a significant impact on planning decisions.</p> <ul style="list-style-type: none"> <li>West Dorset and Weymouth &amp; Portland have a joint one, as they have a joint local plan;</li> <li>The formula for calculating it includes factoring in any shortfalls from previous years, so the target is adjusted each time the supply is assessed</li> <li>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.</li> </ul> <p>April 2016 figures have now been published for West Dorset, Weymouth &amp; 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.</p>		
	Target	Actual
North Dorset	1,723	<b>2,333</b>
West Dorset and Weymouth & Portland Combined	6,240 (shared with Weymouth & Portland)	<b>6,177 (shared with Weymouth &amp; Portland)</b>
<p>This data indicates that West Dorset, Weymouth &amp; Portland no longer have a five year land supply (4.9 years) but that North Dorset still meets the target.</p>		

## 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	<b>4</b>		Impact	3
Likelihood	<b>5</b>		Likelihood	2
Risk Score	<b>20</b>		Risk Score	6
Risk Rating	<b>VERY HIGH</b>	Risk Rating	<b>LOW</b>	

## Economy, Leisure & Tourism

Head of Service – Nick Thornley


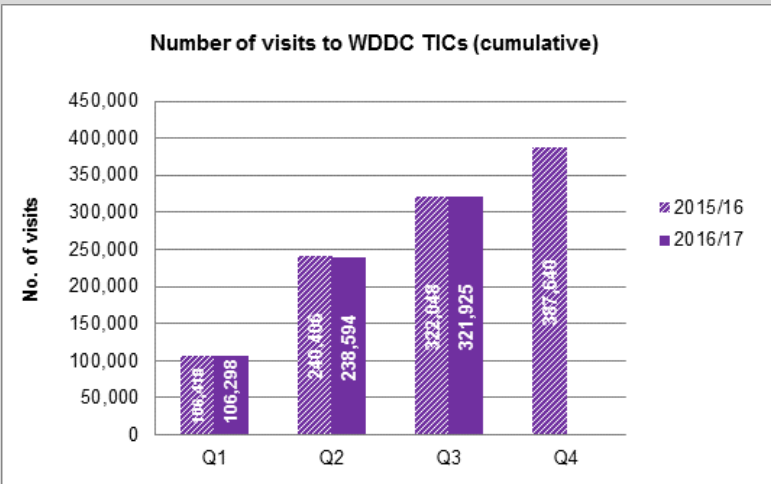
(Economic Regeneration, Business Support, Tourism & Visitor Management, Leisure & Cultural Development and Facilities, Harbour Management)


Executive Portfolio Holders – Cllr Mary Penfold, Cllr Alan Thacker

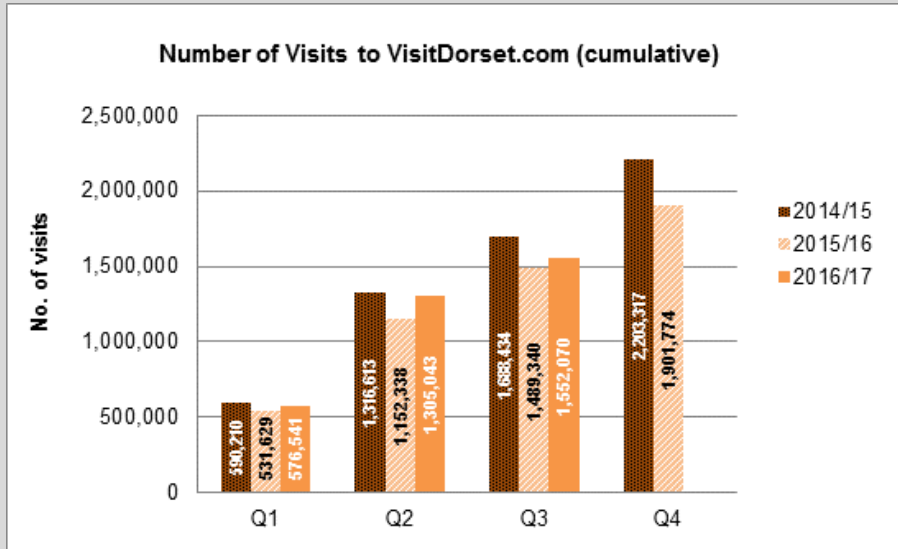
### Revenue summary

Subjective analysis	Full Year Current Budget 2016/17 (£)	Comments / actions
Employees	1,088,899	Harbour expenditure management at West Bay through reducing costs, and increasing income from air supplies to divers has led to a predicted £20,000 favourable variance. Sports Development overall are expecting a £3,000 adverse variance, due to an increase in staff cost. Additional signage and Health & Safety works has led to a predicted £2,400 adverse variance for the Beach & Esplanade budget.
Premises	373,781	
Transport	29,495	
Supplies & Services	1,605,392	
Payments to Clients	793,447	
Income	(1,451,941)	
<b>Net expenditure</b>	<b>2,439,073</b>	
<b>Q3 Predicted variance</b>	<b>21,462 (F)</b>	
Q2 Predicted variance	600 (F)	
Q1 Predicted variance	989 (A)	

### Key performance data

Number of visits to WDDC TICs (cumulative)		Aim	↑															
Authority	West Dorset																	
Q3 2016/17 Actual	<b>321,925</b>																	
Q3 2016/17 Target	322,047																	
FY 2016/17 Target	387,640																	
FY 2015/16 Actual	387,640																	
<p>Q3 breakdown by TIC:</p> <p>Dorchester: 39,524 (Oct 14,144, Nov 14,055, Dec 11,325)</p> <p>Bridport: 22,184 (Oct 10,178, Nov 7,045, Dec 4,961)</p> <p>Sherborne: 12,319 (Oct 4,591, Nov 4,521, Dec 3,207)</p> <p>Lyme Regis: 9,304 (Oct 5,860, Nov 2,201, Dec 1,243)</p> <p>Bridport TIC was transferred to Bridport Town Council on the 1 January 2017. Therefore, Bridport TIC figures will no longer be included from next quarter onwards. The target will be adjusted to reflect this.</p>		<p style="text-align: center;"><b>Number of visits to WDDC TICs (cumulative)</b></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>106,298</td> <td>108,418</td> </tr> <tr> <td>Q2</td> <td>238,594</td> <td>240,806</td> </tr> <tr> <td>Q3</td> <td>321,925</td> <td>322,048</td> </tr> <tr> <td>Q4</td> <td>387,640</td> <td>387,640</td> </tr> </tbody> </table>		Quarter	2015/16	2016/17	Q1	106,298	108,418	Q2	238,594	240,806	Q3	321,925	322,048	Q4	387,640	387,640
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Q1	106,298	108,418																
Q2	238,594	240,806																
Q3	321,925	322,048																
Q4	387,640	387,640																

Number of visits to VisitDorset.com (cumulative)		Aim	↑
Authority	<b>Dorset Council's Partnership (DCP)</b>		
Q3 2016/17 Actual	1,552,070		
Q3 2016/17 Target	1,465,000		
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.

### Key risk areas

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

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



## Assets & Infrastructure

Head of Service – David Brown


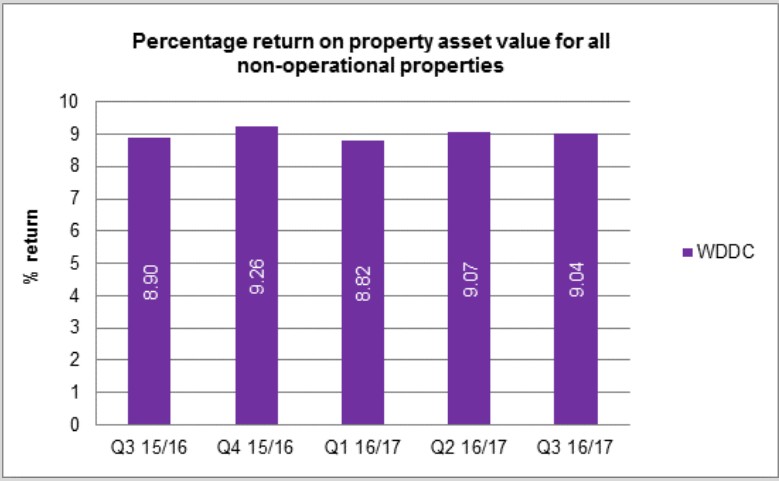
(Harbour & Coastal Infrastructure, Land Drainage, Emergency Planning, Capital Works, Property Development, Property & Facilities Management, Parking, Transport & Fleet Management)

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	Vacancies in the Assets & Infrastructure team are predicted to lead to a £62,000 favourable variance. Car parking income is predicted to £129,000 favourable, this will be reduced by £100,000 if the carry forward is agreed.
Premises	2,168,500	
Transport	48,127	
Supplies & Services	1,031,770	
Income	(5,579,931)	
<b>Net expenditure</b>	<b>(1,325,179)</b>	
<b>Q3 Predicted variance</b>	<b>55,591 (F)</b>	
Q2 Predicted variance	18,903 (F)	
Q1 Predicted variance	7,158 (F)	

### Key performance data

Percentage return on property asset value for all non-operational properties		Aim	↑												
Authority	West Dorset														
Q3 2016/17 Actual	9%														
Q3 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>		 <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>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> <tr> <td>Q3 16/17</td> <td>9.04</td> </tr> </tbody> </table>		Quarter	% return	Q3 15/16	8.90	Q4 15/16	9.26	Q1 16/17	8.82	Q2 16/17	9.07	Q3 16/17	9.04
Quarter	% return														
Q3 15/16	8.90														
Q4 15/16	9.26														
Q1 16/17	8.82														
Q2 16/17	9.07														
Q3 16/17	9.04														

Percentage of operational council property in terms of floor area that is empty				Aim	↓
Authority	North Dorset	West Dorset	Weymouth & Portland		
Q3 2016/17 Actual	5%	0%	0%		
Q3 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] 0m<sup>2</sup> out of 10,696m<sup>2</sup> of operational floor space is currently empty.

[WPBC] 0m<sup>2</sup> out of 3,432m<sup>2</sup> 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 (%)
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
Q3 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			
Q3 2016/17 Actual	4%	9%			
Q3 2016/17 Target	5%	6%	✔	✘	
FY 2016/17 Target	5%	6%			
FY 2015/16 Actual	1.26%	11.36%			

[WDDC] 790m<sup>2</sup> out of 17,774m<sup>2</sup> of non-operational floor space is currently empty. Empty properties at Marabout Industrial Estate and Burraton Yard Units.

[WPBC] 3,105m<sup>2</sup> out of 32,830m<sup>2</sup> of non-operational floor space is currently empty. The Harbour Provedore Store and part of the Ferry Terminal Offices has now been let. The remaining vacant space is mainly Ferry Port buildings that are vacant following the departure of Condor. Marketing on these buildings is ongoing for a two year let.

Quarter	WDDC (%)	WPBC (%)
Q3 15/16	2.60	7.78
Q4 15/16	1.26	11.36
Q1 16/17	1.67	11.36
Q2 16/17	4.44	11.36
Q3 16/17	4.44	9.46

**Key risk areas**

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

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

## Democratic Services & Elections

Corporate Manager – Jacqui Andrews

(Democratic Support, Electoral Registration &amp; 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 new printing contract has led to a saving of £11,500. There is a vacancy in Democratic Services leading to a £12,000 saving. Savings have also been made on implementing the 'Mod Gov' system. A saving of £15,000 has been made on Members Superannuation due to change in the pension scheme. Savings have also been achieved on Member allowances, training.
Transport	16,567	
Supplies & Services	566,398	
Income	(29,925)	
<b>Net expenditure</b>	<b>834,506</b>	
<b>Q3 Predicted variance</b>	<b>60,795 (F)</b>	
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


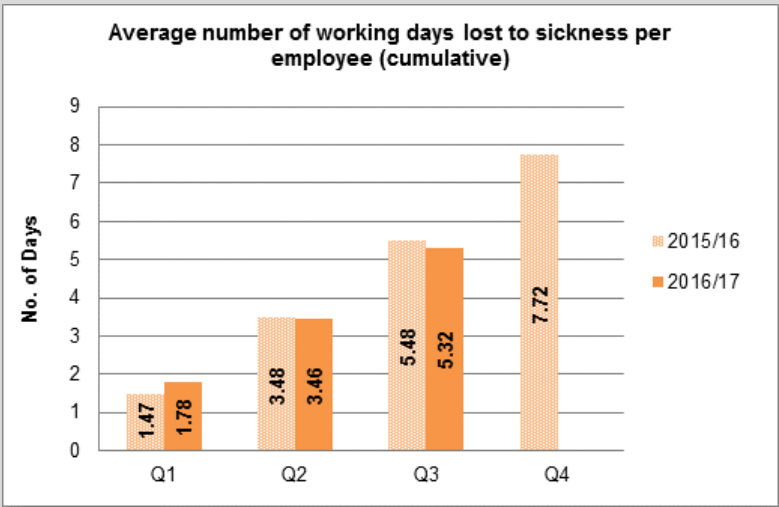
**Human Resources & Organisational Development**Corporate Manager – **Bobbie Bragg**

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

Executive Portfolio Holders – **Cllr Peter Barrowcliff****Revenue summary**

Subjective analysis	Full Year Current Budget 2016/17 (£)	Comments / actions
Employees	222,886	This budget is currently predicted to be on target.
Transport	1,772	
Supplies & Services	26,305	
<b>Net expenditure</b>	<b>250,963</b>	
<b>Q3 Predicted variance</b>	<b>0</b>	
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	<b>Dorset Council's Partnership (DCP)</b>		
Q3 2016/17 Actual	<b>5.32 days</b>		
Q3 2016/17 Target	5.25 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 and December 2016.</p> <p>[DCP] The Q3 figure of 5.31 days per FTE employee compares with a corresponding figure of 5.48 days for last year. The proportion of days lost for long term absence fell from 60% to 40% whilst days lost for short term absence increased from 40% to 60%.</p> <p>Please note this KPI is cumulative throughout the year.</p>			

**Key risk areas**

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

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

## Legal Services

Corporate Manager – Robert Firth


(Legal, Deputy Monitoring Officer, Land Charges)


Executive Portfolio Holders – Cllr Peter Barrowcliff

### Revenue summary

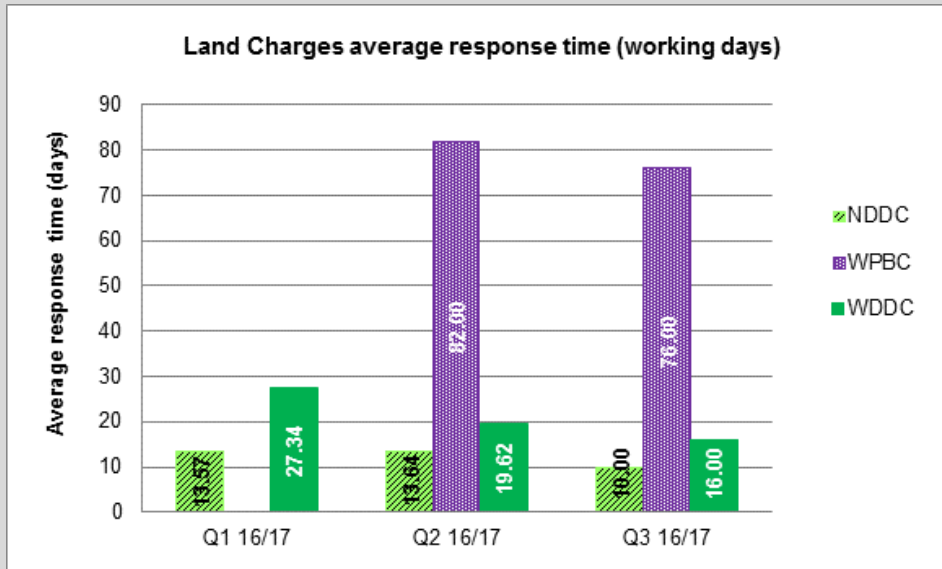
Subjective analysis	Full Year Current Budget 2016/17 (£)	Comments / actions
Employees	456,538	Additional agency staff and locum requirements in Legal Services has led to a predicted £20,000 adverse variance. Land Charges is predicted to be on target.
Transport	816	
Supplies & Services	103,496	
Income	(206,500)	
<b>Net expenditure</b>	<b>354,350</b>	
<b>Q3 Predicted variance</b>	<b>20,000 (A)</b>	
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 on target. Material slowdown did occur due in particular to the loss of project support for a number of months. An interim land charges manager / project support has now been secured which should enable stalled projects to be reinvigorated. The duration of this support will need to be kept under review and further funding may be needed if the initial duration period does not prove sufficient.		

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 Q2 2016/17 = 663 Land Searches backlog figure at the end of Q3 2016/17 = 504		
This remains on target identifying a further circa 24% reduction in the backlog of Land Charges searches on top of the previous Q2 reduction. However, speed of reduction continues to be a challenge.		

Average days to process Land Charge searches (working days)				Aim	↓
Authority	North Dorset		West Dorset		Weymouth & Portland
Q3 2016/17 Actual	10 Days	✔	76 Days	✘	16 Days
Q3 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] 398 Land Charges searches were processed during Q3. NDDC staff continue to provide assistance to the other land charges teams, although, targets remain well within acceptable levels. Over the next two quarters NDDC land charges staff are likely to face a number of additional challenges including gradual migration over to SWH and consequential changes to IT. It is very likely that this will have an impact on search turnarounds; however, every effort will be made to minimise potential disruption.

[WDDC] 771 Land Charges searches were processed during Q3. Whilst the overall turnaround times clearly remain unacceptably high, progress in reducing the backlog continues and provided this can be sustained then this will gradually filter through into turnaround times. During Quarter 3 delivery of various projects to help address the backlog slowed materially due to the loss of internal project support as a result of secondments and the inability to secure interim managerial support pending service redesign. As from the beginning of January this interim support has now started and consequently there is reason to be optimistic that projects can now progress more expeditiously. Equally positive is that momentum is now starting to build in respect of progressing what is now being identified as a corporate initiative to improve data quality. Improving data capture and retrieval has been identified as a key element to resolving West Dorset land charges challenges for a number of years. However, timing in relation to this is critical and on-going short term funding for limited data cleansing in relation to land charges searches may still be needed whilst the project gradually takes shape.

[WPBC] 476 Land Charges searches were processed during Q3, representing approximately a 10% increase on the previous quarter. Following identification of issues during Q1 regarding turnaround times for Weymouth searches, measures introduced to address this have continued to produce results. Whilst Q3 overall outturns produce an average turnaround just outside target, monthly data returns identify that as at 23<sup>rd</sup> December the date of the oldest search was down to 8 working days. Whilst the latest figures are therefore well within target, underlying challenges which were previously identified do still remain and will gradually be tackled as part of service redesign e.g. progressing training of newer land charges staff and the effect of staff taking leave / being ill on what is currently still a small team. For now the aim will be to gradually phase out the short term measures that were introduced to resolve the backlog issue; this will also require careful monitoring.

## 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.  Backlog has begun to show some signs of reduction (over 20% in 5 months). Further and quick reductions remain as the critical target.	Impact
Likelihood	5	Likelihood		1
Risk Score	15	Risk Score		1
Risk Rating	<b>HIGH</b>	Risk Rating		<b>LOW</b>

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, this remains on track. Regular discussions with staff via Huddles and Team meetings. Likely to change with gradual improvements to backlog.	Impact
Likelihood	5	Likelihood		2
Risk Score	15	Risk Score		6
Risk Rating	<b>HIGH</b>	Risk Rating		<b>LOW</b>

## 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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