

Agenda Item 6

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Date	7 February 2016
Ward (s) affected	The Business and Budget Report covers the whole District
Subject	Month 9 (December) – 2016/17 Business and Budget Monitoring
<p>RECOMMENDATIONS</p> <p>That the Executive notes the Council's performance and financial position for the end of December (Month 9) 2016/17</p>	
<p>EXECUTIVE SUMMARY</p> <p>This report provides the Executive with progress made so far in 2016/17 to deliver on our priorities, and provides the financial context. It highlights areas of good performance and, where performance has fallen below the target set, outlines the reasons and the actions taken in response.</p> <p>The report is set out in four parts:</p> <ul style="list-style-type: none"> Part 1 - introduction Part 2 - performance issues Part 3 - budget monitoring – revenue Part 4 - budget monitoring – capital <p>There are four appendices:</p> <ul style="list-style-type: none"> Appendix A summarises progress against the corporate strategy priorities Appendix B summarises progress against the performance indicators Appendix C sets out the revenue position by business area Appendix D summarises the progress on capital schemes 	
<p>CORPORATE PRIORITIES</p> <p>This report is an update on the Council's progress in implementing the priorities contained in the Corporate Strategy.</p>	
<p>The Executive has the authority to determine the recommendations</p>	

1.0 Introduction

- 1.1 Mole Valley's Corporate Strategy 2015-2019 is framed around three priority outcomes:
- Environment – a highly attractive area with housing that meets local need
 - Prosperity – a vibrant local economy with thriving towns and villages
 - Community Wellbeing – active communities and support for those who need it
- 1.2 This report provides an update on key areas of work and performance indicators which enable MVDC to manage, monitor and report on progress being made to deliver the priorities.

Performance Indicators

- 1.3 The full list of 20 performance indicators (PIs), and progress being made on these, is given in Appendix B. Three¹ do not have targets as they are indicators which put the other performance indicators into context and two² are reported on an annual basis. At the end of December 2016, of the remaining 15 PIs, performance is assessed as follows:
- PIs on or above target (green): 12 (80.0%)
 - PIs slightly off target (amber): 2 (13.3%)
 - PIs off target (red): 1 (6.7%)
- 1.4 A number of PIs have exceeded the targets set, notably:
- Percentage of food businesses with a 'Scores on the door' of 3 or over
 - Percentage of waste sent for recycling, reuse and composting
 - Percentage of major applications processed within 13 weeks

Budget

- 1.6 The monitoring of the Council's budget shows projected overspends of £177,000 on the revenue budget and £78,000 on capital. Analysis of the variations is provided in the report and appendices.

2.0 Performance Issues

ENVIRONMENT - a highly attractive area with housing that meets local need

Deepdene restoration

- 2.1 Two new paths are being laid near the formal gardens within the Deepdene Trail site. They will improve access and further enhance the visitor experience. They are part of our ongoing development of the Deepdene Trail. MVDC are in discussion with SCC Highways regarding the possibility of creating a visitor car park (on the SCC owned land) and also negotiating with SCC regarding a long term lease to enable this. This is in response to visitor feedback which has highlighted the popularity for a car park at the entrance to the Deepdene Trail.

¹ PI 6 Overall business rateable value of the District
PI 10a Number of households in temporary Bed & Breakfast accommodation.
PI 11 Housing Advice – instances of homelessness prevented.

² P13a Community Transport Customer Satisfaction Survey
P13b Day Centre Customer Satisfaction Survey

Community involvement in planning matters

- 2.2 The revised Statement of Community Involvement (SCI) was agreed by Council in December. The Statement sets out how residents and businesses will be able to take part in the preparation of the new Local Plan and Neighbourhood Development Plans, and express their views on planning applications.
- 2.3 Work on the new Local Plan continues to focus on gathering evidence, including assessing housing and economic needs, brownfield land capacity and an analysis of development constraints. Following consideration by Members, extensive consultation on strategic options for new development will be carried out during late spring / early summer.

Affordable housing

- 2.4 Construction is underway at Middlemead, Bookham to provide 18 units as part of the first phase of a programme to build 69 affordable units on the site. Six units have been completed and some are now occupied, and the remainder of Phase 1 is scheduled for completion during 2016/17. The remaining 51 units are due to be completed during 2017/18.
- 2.5 Work to deliver four units at Upper Fairfield Road, Leatherhead is progressing well and completion is expected in early 2017. These units will provide homes for residents of the Grange (Bookham), an organisation supporting people with learning disabilities, to live independently within the community.
- 2.6 Affordable housing projects usually span 2 to 3 years through the planning and construction process. The number of completions will therefore fluctuate from year to year. There are a number of other schemes which are at various stages of development, totaling nearly 120 additional units of affordable housing across the District. Completion of these schemes is projected to occur during 2017/18 and 2018/19.
- 2.7 In negotiating with Circle Housing (now Clarion Housing Group) around the changes to the Stock Transfer contract approved at Council in December, Clarion have agreed an aspirational target to develop 500 new affordable homes in the District over the next 10 years. This would achieve the Council's current target of 50 new affordable homes per year.

Waste and recycling

- 2.8 DEFRA's national annual recycling figures record the percentage of household waste sent for reuse, recycling or composting. Recently published figures show that, during 2015/16, Mole Valley District Council (MVDC) achieved a recycling rate of 59%; 11th highest in the country and 2nd highest in Surrey.
- 2.9 The figures for MVDC incorporate recycling activity across the range of recycling services available to residents, including: weekly kerbside clothes & home textiles collections; weekly food waste; and fortnightly garden waste collections. MVDC has been steadily improving its recycling rate year-on-year due to a number of awareness campaigns to encourage recycling and to promote existing services. This achievement is particularly impressive at a time when recycling rates, particularly over the past two years, have been stagnating nationwide.
- 2.10 At the end of December 2016, the percentage of waste sent for recycling, re-use and composting remains above target at over 61%, against a target of 59%, and notably improved from the same period last year (59%). This was mainly due to an increase in garden waste collected following a prolific growing season. A Surrey Waste Partnership joint campaign was in place over the Christmas period, focussing on the theme of mixed recycling and what residents should put in their green bins.

Environmental enforcement

- 2.11 All fly-tips in Mole Valley continue to be searched for potential evidence, and the support of the Council's Fraud and Investigation Team continues to be invaluable. There are currently five ongoing cases which are being investigated. In January, a caution was issued to a resident from Leatherhead who was implicated in a fly-tipping incident.
- 2.12 Surrey County Council have appointed a Partnership and Intelligence Officer to lead on fly tipping as part of the delivery of the county wide Fly Tipping Strategy. Their role is to work with Districts and Boroughs on tackling fly tipping and to improve joint working arrangements between the authorities. Officers from MVDC are working to identify how to maximise the benefits of joint working and to support each other on investigations. They have met with the newly appointed SCC officer to discuss fly-tipping issues, how to continually improve the way in which all authorities manage the issue and, importantly, how to share intelligence and data between local authorities and partners, including the police and private land owners. MVDC officers provided a briefing as to how the Council is tackling fly-tipping, which the SCC officer considered to be robust.

Community resilience and flooding preparedness

- 2.13 As part of the work of the Leatherhead and Fetcham Project Board, MVDC is working with the Environment Agency to look at delivering an integrated flood alleviation scheme. Board Members include representatives from SCC and Thames Water. Meetings are planned towards the end of January to develop this work.
- 2.14 MVDC's sandbag stocks have been reviewed and the sandbag plan has been updated. 'Surrey Prepared' leaflets, which contain useful emergency numbers, have been provided to Incident Liaison Officers who will be able to hand these out to residents in an emergency situation.

PROSPERITY - a vibrant local economy with thriving towns and villages

Transform Leatherhead

- 2.15 Three key strands of consultation, badged under the name of 'Transform Leatherhead in Partnership', have been undertaken to support future stages of Transform Leatherhead. The joint consultation is intended to achieve greater impact and engagement, as well as demonstrating the partnership approach of a number of organisations. The consultation started on 31st October for a period of six weeks; the three aspects are:
- Flood alleviation (being led by the Environment Agency) proposing a potential solution to the Leatherhead and Fetcham flooding issues, as mentioned above.
 - A possible Sustainable Transport Package (STP) bid to the Coast to Capital Local Enterprise Partnership (being led by the Surrey County Council Sustainable Transport Team). This would potentially provide funding to support improvements to the cycling and pedestrian networks adjoining Leatherhead Town Centre. Following consultation, the design of some elements of the project are being revised, and funding is being sought from third parties, prior to a possible bid being made to the LEP, in the summer.
 - An assessment of car parking need in Leatherhead to support and inform the proposed improvements in Leatherhead town centre that will need to include better parking provision - the options for improving the Swan Centre car park are being reviewed as part of this. Feedback from the consultation is currently being considered.

The Transform Leatherhead project is a major, capital project, expected to take between 5 and 7 years.

Neighbourhood development

- 2.16 Capel Parish Council has submitted its draft Neighbourhood Development Plan (NDP) to MVDC. Subject to agreement at the Executive meeting on 7 February 2017, MVDC will consult all households and businesses in the Parish on the draft NDP and arrange an independent examination. MVDC will have an opportunity to formally consider the draft NDP following the examination and, in the meantime, will be making a representation as part of the consultation so that relevant issues are drawn to the attention of the examiner.

Town centre events

- 2.17 A successful Gala Night was held in Dorking on 1st December, with many people rating it as the best ever and many shops and traders noted excellent takings. This followed on from the Christmas lights switch on in November which was also well received.
- 2.18 The Economic Development Team arranged for over forty businesses Christmas trees and decorations in Leatherhead town centre and, with the Communications Team, worked with the Swan Centre to organise the 'Lighting Up Leatherhead' event which took place on 3rd December.

Rural Community Strategy

- 2.19 The Strategy is being considered by the Executive on 7th February. There are two key documents. The first is a strategy that spans the period 2017 to 2027 and sets out a vision and key priorities relating primarily to the rural community, rural environment and rural economy. The second is an action plan spanning the period 2017 to 2018. The strategy calls for the development of an Annual Rural Community Summit (ARCS) which will bring together both community (demand-side) and solution providers (supply-side) each year to review the previous years' action plan and to agree what the following subsequent action plan would look like. The benefit of this approach is that it ensures that the rural community is, and related issues are, kept at the forefront of everyone minds particularly policy makers and providers of affordable housing, broadband, mobile telephone networks, education and road infrastructure.

Promotion of business opportunities across the District

- 2.20 On 25th October the Executive agreed to the principle of the targeted application of serving Article 4 Directions to bring office-to-residential conversions within planning control. Assessment of the current and future office market supports the need to protect certain office buildings and locations from conversion to residential use. The approach will be to identify buildings that are likely to be vulnerable to conversion and whose loss would have an adverse impact on strategic employment sites.
- 2.21 The first batch of Article 4 Directions were served at the end of November. This included two locations in Dorking and two in Leatherhead. Since then, further Article 4 Directions have been served in Dorking and Leatherhead covering key business locations in both towns. All affected parties have been invited to respond as part of a consultation. MVDC has been asked to justify its actions by the Department of Communities and Local Government, and a response is being drafted.
- 2.22 The planning for the Dorking Business Improvement District (BID) continues and a report is being taken to the Executive on 7th February. Dorking Town Partnership (DTP) is the BID proposing organisation BID Proposal document is included in the report. The Council's endorsement of this document is key to enabling and triggering various elements of the

statutory process which includes operating and managing the ballot, managing the billing and collection of the BID levy, and agreeing base-line and operating agreements.

New dwelling completions

- 2.23 During the first eight³ months of the year, the housebuilding industry has delivered 142 new dwellings. This represents 87% of the annual target for the year. Whilst MVDC has responsibility for granting planning permission for new homes, the rate of delivery of new homes is in the hands of the house building industry.

Planning Applications

- 2.24 Performance for 'major' and 'other' planning applications continue to exceed their targets. The cumulative percentage of 'minor'⁴ planning applications determined within the 8 week period was just below target but has shown continued improvement month on month since the end of October. Actual performance during December was strong at over 80% and avoided decisions going out of time during the Christmas period. The way that planning applications are managed from receipt to determination is being reviewed in detail to identify efficiencies and boost performance.

Shared Services and Joint Contracts

- 2.25 From February 2017 Mole Valley, Reigate & Banstead and Tandridge will work together in a newly formed Southern Building Control Partnership. The Service will have bases in both Mole Valley (Pippbrook) and in the offices of Tandridge District Council in Oxted. The aim is to provide an effective, efficient service which benefits from economies of scale and so safeguards the provision of this service in Mole Valley. The shared service will deliver a resilient and customer-focussed service, and excellent value for the taxpayer. The new service will be overseen by a Joint Partnership Board.
- 2.26 A shared Environmental Health and Licensing service with Tandridge District Council will be in operation from April 2017. Environmental Health and Licensing services each cover a broad range of vital activities including food safety, private sector housing, health & safety at work, and alcohol, entertainment and taxi licensing. The new arrangement creates an integrated team that works collaboratively and shares expertise and knowledge, making them more effective and efficient. Decision-making with regards licensing will be retained at a local level by individual Licensing Committees.
- 2.27 Following confirmation of the successful bidder, Amey, plans are being developed with the four authorities and Amey for the roll out of the new Joint Waste Contract across the partnership area (including Mole Valley, Elmbridge, Woking and Surrey Heath). Whilst the contract will not begin in Mole Valley until August 2018, the customer service transactions and ICT systems to support these are already being designed. The Joint Waste Team expects to appoint a Partnership Director in March who will lead the formation of a single team to support the contract.

Parking

- 2.28 A joint operation with Surrey Police to tackle anti-social parking took place in December. The aim was to educate drivers about sensible parking in Mole Valley. Anti-social parking hotspots were targeted where inconsiderate parking was causing dangerous situations and unnecessary congestion in Mole Valley. Enforcement action was taken against vehicles committing a number of offences including illegal parking, no tax, bald tyres, obstructions

³ The figures are available a month in arrears

⁴ Minor applications are those involving 1-9 dwellings; business/retail development up to 999sq m

and excess speed. The team also patrolled areas outside a number of schools where inconsiderate behaviour by motorists has been causing congestion. Further operations will take place to continue to spread the message.

- 2.29 The free Christmas parking offer on four Saturdays in December was well received across the District as the Council continued its annual offer to encourage people to shop local.

Community Infrastructure Levy

- 2.30 The Community Infrastructure Levy (CIL) Charging Schedule was agreed by Council in October and has been in operation since 1 January 2017. The CIL is a charge on new residential development and some retail development to help fund infrastructure needs and support growth in the area for the benefit of residents. Funds raised by CIL will be divided between district-wide infrastructure needs, and much more locally-focused spending. The district-wide spending will account for the majority of CIL funds. MVDC will be responsible for directing this, and will work with Surrey County Council to ensure that CIL receipts are used effectively and efficiently to deliver infrastructure improvements. The local CIL spending will be directed by Parish Councils within those areas that have Parishes whilst, in other areas of the District, Residents' Associations will be invited to apply to MVDC for funding raised by CIL in their areas.

Investment

- 2.31 An Asset Investment Strategy was agreed by Council in October 2016. There have been steep reductions in Government grant in recent years and the Council has consequently been looking at innovative ways to make up the shortfall in order to protect services for residents. The Medium Term Financial Strategy sets out the approach to managing finances over the next four years, which includes a commitment to making best use of our assets and improving returns on investment. The Strategy sets out a plan to invest £48.5 million in property over the next four years. In doing so, MVDC expects to achieve an income of £0.75 million per annum to help cover the projected shortfall in government grant and protect services for the residents of Mole Valley.
- 2.32 The criteria for assessing possible property investments are set out for further consideration elsewhere on this agenda.

COMMUNITY WELLBEING – active communities and support for those who need it

Wellbeing Strategy

- 2.33 Three all-weather pieces of outdoor fitness equipment have been installed in Meadowbank recreation ground, Dorking. The equipment includes a free-runner, power bike and cross trainer and was donated by Kompan, the company that delivered the unique and inclusive playground earlier in the year.
- 2.34 The Heartstart training has continued, with approximately 620 people trained and further courses being planned. There are currently 30 Public Access Defibrillators installed across Mole Valley. Further PADs are planned to be installed during 2017 which will bring the total across the District to 40.
- 2.35 In the first nine months of this financial year there have been nearly 190 referrals to the two leisure centres for a wide range of health conditions from stroke rehabilitation, high blood pressure and obesity to arthritis, angina and mental health conditions. A rebranding and promotional campaign is underway to increase awareness of, and participation in, the Exercise on Referral Scheme.
- 2.36 Working with Tandridge and Reigate & Banstead Councils and the Surrey Downs Clinical Commissioning Group (CCG), a Wellbeing Prescription pilot scheme will be rolled out to 4

GPs surgeries across Mole Valley in the new year. The scheme received much interest from the CCG who recognise the benefits of the service working in conjunction with GPs and the additional non-clinical interventions that this service will offer to residents.

- 2.37 The Executive is to consider a review of the Council's Community Transport service at their meeting on the 7th February. This service has been reviewed previously and been found to represent value for money and provide a good service to those who use it. This review has considered whether the service is still focusing on the needs of the right people in our communities. Amongst the recommendations is the development of a Community Transport Strategy for Mole Valley.

Meadowbank Football Ground

- 2.38 The redevelopment of the Dorking Football Ground is now well underway. Ground work is being undertaken in order to create the required levels for the site. The major foundations were completed before Christmas and work on the footings for the stands is underway. The steelwork frames will start to be erected from the end of January. Regular discussions are taking place with MVDC, Surrey County Football Association and the two football clubs.

Customer care

- 2.39 As part of the Council's Customer Care Programme, frontline services will be working towards being assessed against the Customer Service Excellence Accreditation Scheme. This national scheme assesses services against key criteria which ensure that customers are at the heart of our service delivery.
- 2.40 The Customer Services Unit, Planning Policy and Environmental Services were externally assessed against the 57 criteria for Customer Service Excellence accreditation just before Christmas. The assessor visited Pippbrook on 14 December and was very impressed with what he saw. As a result, all three services have achieved Customer Service Excellence accreditation with a number of areas being noted as being of good practice. Of particular note is the comprehensive approach we have taken to reviewing our Customer Charter which has been given special mention as 'Compliance Plus'.

Cycling

- 2.41 MVDC has been awarded funding by the Rural Payments Agency to support the creation of a destination management plan (DMP) for the Mole Valley Surrey Hills. The plan will be developed in conjunction with key stakeholders, such as Surrey County Council and the Surrey Hills Area of Outstanding Natural Beauty, as well as through engagement with our local communities. The DMP will look at opportunities for rural communities to increase tourism income from people who either, walk, cycle or horse-ride in the District. It is anticipated that work will begin in late spring / early summer 2017.

Tackling homelessness

- 2.42 There were seven households in B&B at the end of December, a reduction from fourteen at the end of the previous month. The Council has a responsibility to avoid homeless families with children being in bed and breakfast accommodation for more than six weeks and, at the end of December, none of the families in B&B had been there for longer than six weeks. The Housing service works hard to prevent homelessness occurring and, at the end of December, 105 households have been prevented from becoming homeless since April.

3.0 BUDGET MONITORING – REVENUE

- 3.1 The latest net revenue budget for 2016/17 is £10,054,000, comprising a base budget of £9,971,000 approved by Council in February plus carry forwards of £83,000 approved by Executive on 19th July. The budget managers have assessed their financial position after nine months of the year (end of December) and projected their most likely outturn figure. The sum of these projections overall is £177,000 above the budget which is a slight increase on last month's figure of £172,000.
- 3.2 Budget Managers will continue to look for ways to reduce the projected overspend over the final quarter of the year. Experience in previous years has been that the projections at this stage are higher than the actual spend at year end. The position will continue to be monitored over the final months.
- 3.3 The details for each service are set out at Appendix C. The most significant projected variations (over £50,000) are listed below:
- **Planning Development Management: £137,000 overspend** – a combination of costs of temporary staff to cover key vacancies and a shortfall in income due to the deregulation of the requirement for formal planning applications in relation to permitted developments. The overspend has increased over the last month due to further staff turnover and another month of lower-than-budgeted income during December.
 - **Revenues & Exchequer: £128,000 overspend** – due to the anticipated additional cost of employing agency staff to cover the current level of staffing vacancies in the team and some one-off costs relating to identifying, planning and implementing required training and skills improvements in the team following recent personnel changes
 - **Waste, Street Care & Sustainability: £75,000 overspend** - Mole Valley's waste collection will become part of the joint waste contract with Elmbridge, Woking and Surrey Heath from 2018, at which time a saving of around £1.3m per year is anticipated. Some preparatory costs of £30,000 have been incurred this year in relation to the combined control and monitoring arrangements for the new contract. These are provided for in the 2017/18 draft budget, but not in the current year. Also, there has been a change to the current contract to pass "narrow lane" waste collection back to the contractor, in line with the arrangements planned from 2018. Some extra cost has been incurred as a result.
 - **Housing: £53,000 overspend** – the extra costs are due to a combination of required maintenance and repair expenditure on temporary accommodation and additional bed & breakfast costs
 - **Property: £158,000 underspend** – the recent purchase of the Swan Centre, Leatherhead lease has generated extra income. Some of this has been put aside to fund further property development and to cover the cost of small scale (de minimis) maintenance work which must be funded from revenue rather than capital. Calls against these set aside amounts remain less than the amounts provided. Vacancy savings against the staffing budget have also been made.
 - **ICT: £65,000 underspend** – due to project-related expenditure slipping in the current year
 - **Car Parking: £52,000 underspend** – due to levels of pay and display income and some additional income from the Swan Centre during the year

- **Transform Leatherhead:** the Council approved the use of reserves to fund spending on this project between 2014/15 to 2016/17 of up to £511,000. This year's spend is £198,000, in line with the projected spending profile.

4. BUDGET MONITORING – CAPITAL

- 4.1 The capital programme is set out at Appendix D. The size of the forward programme has increased by £48.5m since the beginning of the year following the decision of Council to approve the Asset Investment Strategy on 11 October 2016.
- 4.2 Programme managers have projected the latest estimate of costs of each scheme and these are also listed in the appendix. The latest projected position on the £78m capital budget is an anticipated overspend of £78,000.
- 4.3 The main item is the forecast overspend on Disabled Facilities Grants which, on the basis of demand to date in the current year, stands at £68,000.

MVDC Corporate Strategy Progress. April to December 2016.

APPENDIX A

Priority	Aim	Summary of key progress to date	Lead Member	Overall Progress
<p>ENVIRONMENT A highly attractive area with housing that meets local needs</p>	<p>Protect and enhance the natural and built environment and ensure our areas of natural beauty are well looked after</p>	<p>Deepdene Trail officially opened on 9 September with a private event for partners, and opened to the public on 10 September. Significant press coverage and interest including BBC Surrey, Surrey Life and local papers. Currently 100-150 visitors per weekend. Programme of walks and talks in place.</p> <p>Agreement by Heritage Lottery to use funding from the grant to reinstate two extra paths. Work underway.</p> <p>A programme of Heritage Open Days held in September. There were 70 well attended events across the District. The grand opening of the Deepdene Trail was a key highlight of four Heritage Open Days.</p> <p>River Mole Discovery Day took place on 25 September between the River Mole and Leatherhead Football Club. The free event was designed to raise awareness of the importance of rivers and other waterways and the threats that they face. Visitors were able to learn more about the biodiversity in the River Mole while enjoying a family fun day out.</p>	<p>Cllr Vivienne Michael</p>	<p>G</p>
	<p>In consultation with the community, develop plans for how land is used in Mole Valley. Whilst safeguarding the Green Belt, we will set out proposals for jobs and homes, retail, leisure and commercial development</p>	<p>Consultation completed on draft Statement of Community Involvement (SCI). Revised Statement of Community Involvement agreed by Council on 6th December.</p> <p>Six week invitation to submit brownfield sites for consideration closed on 7th November. Results being analysed.</p> <p>Study by consultants underway on M25 Noise Assessment.</p> <p>Targeted application of Article 4 Directions to bring office to residential conversions within planning control approved by Executive in October. First batch of Article 4 Directions served in Dorking and Leatherhead.</p>	<p>Cllr Duncan Irvine</p>	<p>G</p>

Priority	Aim	Summary of key progress to date	Lead Member	Overall Progress
	Identify opportunities to create more affordable housing	<p>Construction underway at Middlemead, Bookham to provide 18 units as part of the first phase of a programme to build 69 units on the site. 6 units completed.</p> <p>Number of other schemes at various stages of development totalling 120 additional units of affordable housing across the District.</p> <p>Affordable Housing Position Statement and Action Plan 2016 agreed by Executive in March 2016.</p> <p>In negotiating with Circle Housing (now Clarion Housing Group) around the changes to the Stock Transfer contract approved Circle Housing (now Clarion) agreed aspirational target to develop 500 new affordable homes in the District over the next 10 years. This would achieve the Council's current target of 50 new affordable homes per year. Agreed at Council in December 2016.</p>	Cllr Corinna Osborne-Patterson	G
	Encourage residents to protect the environment by reducing their use of our natural resources, reusing materials and recycling more	<p>Work with Surrey Waste Partnership, in line with Mole Valley's Action Plan, has included:</p> <ul style="list-style-type: none"> - Food waste sticker campaign raised food waste collection by 26% compared to same period last year. - Contamination and participation initiative at Goodwyns to boost recycling in that area - Switch to plastic bags for food waste bins to encourage participation - Communications campaigns across targeted materials on a range of digital, paper and outdoor channels - Composition analysis of bins to identify areas for improvement - Final recycling rates for 2015/16 confirmed that MVDC achieved second highest rate in Surrey and 11th nationally (out of 354 authorities). - Surrey Waste Partnership completed recycling engagement project working with Keep Britain Tidy to engagement with residents to increase recycling rates. - Surrey Waste Partnership's joint communications campaign running from November to January. Theme is general recycling and concerned particularly with mixed recycling, i.e. what residents put in their green bins. - Surrey County Council appointed a Partnership and Intelligence Officer to lead on fly tipping as part of the delivery of the County Wide Fly Tipping Strategy. - Phase Two of the County's waste composition analysis completed 	Cllr Michelle Watson	G

Priority	Aim	Summary of key progress to date	Lead Member	Overall Progress
	<p>Help protect our communities and their properties by taking an active role in flood management</p>	<p>Procurement of the Joint Waste Contract with Elmbridge, Surrey Heath and Woking Borough Councils completed, with Amey confirmed as the successful bidder.</p> <p>Continued active membership of key groups, including Surrey Local Resilience Forum, Community Resilience Partnership and Surrey Flood Risk Partnership Board.</p> <p>Attendance at the Community Resilience Conference 27 September run by SCC.</p> <p>Surrey Prepared leaflets distributed to all Parish Councils and Residents Associations throughout Mole Valley. The leaflets remind residents of how to protect themselves and their property from natural emergencies including flooding. Leaflets also provided to Incident Liaison Officers to hand out to residents in an emergency situation.</p> <p>MVDC sandbag stocks reviewed and sandbag plan updated.</p> <p>Fraud and Investigation Team leading on fly-tipping investigations where there is potential evidence of who tipped the waste or where it is from.</p> <p>Extension of bulky waste collection service to include rubble and bricks in order to provide residents with legal and convenient ways to dispose of this waste.</p> <p>2016 #CleanMV campaign with a focus on the fines that could be issued for littering, dog fouling, fly tipping and other environmental crimes.</p> <p>Supporting Surrey-wide Fly-tipping Campaign. SCC appointed Partnership and Intelligence Officer to lead on fly tipping. Initial discussions held with regards how the authorities work better together and support one another on investigations.</p> <p>Promotion of Surrey-wide communications in Autumn 2016 to remind residents of their responsibilities in relation to disposing of waste legally and responsibly.</p> <p>Signage erected in high risk areas to deter fly-tipping.</p> <p>Promotion of the 'Green Dog Walker Scheme' to encourage responsible dog ownership and combat dog fouling.</p>	<p>Cllr Corinna Osborne-Patterson</p>	<p>G</p>
	<p>Encourage our communities to take care of their environment, and support them by tackling fly-tipping, littering and dog fouling</p>	<p>2016 #CleanMV campaign with a focus on the fines that could be issued for littering, dog fouling, fly tipping and other environmental crimes.</p> <p>Supporting Surrey-wide Fly-tipping Campaign. SCC appointed Partnership and Intelligence Officer to lead on fly tipping. Initial discussions held with regards how the authorities work better together and support one another on investigations.</p> <p>Promotion of Surrey-wide communications in Autumn 2016 to remind residents of their responsibilities in relation to disposing of waste legally and responsibly.</p> <p>Signage erected in high risk areas to deter fly-tipping.</p> <p>Promotion of the 'Green Dog Walker Scheme' to encourage responsible dog ownership and combat dog fouling.</p>	<p>Cllr Michelle Watson</p>	<p>G</p>

Priority	Aim	Summary of key progress to date	Lead Member	Overall Progress
<p style="text-align: center;">PROSPERITY A vibrant local economy with thriving towns and villages</p>	<p>Begin the transformation of Leatherhead town centre</p>	<p>Transform Leatherhead Masterplan adopted by MVDC.</p> <p>Survey work in advance of improvements to the Church Street public realm completed. Materials ordered. Local traders briefed. Trial excavations in November.</p> <p>Six-week consultation badged 'Transform Leatherhead in Partnership' began on 31st October – three aspects are flood alleviation, a sustainable transport bid and car parking improvements.</p> <p>Review of parking availability undertaken.</p> <p>A '30p for 30 minutes' being trialled for The Swan Centre following suggestions during the public consultation to encourage increased use.</p> <p>Animation that brings the Masterplan to life available on the Transform Leatherhead website.</p>	<p>Cllr Howard Jones</p>	<p>G</p>
	<p>Work with rural communities and businesses to help them thrive</p>	<p>Examinations of Bookham and Ashted Neighbourhood Development Plans (NDPs) completed. Examiner's recommendations considered by Council in December. Agreed that the two NDPs should proceed to a referendum on 4th May 2017.</p> <p>Consultation, carried out by the Parish Council, on the draft Capel plan undertaken over a six week period commencing 8 July. Draft submitted to MVDC.</p> <p>Ockley Parish Council and Westcott Neighbourhood Forum working on draft plans.</p> <p>Work commenced to develop a Rural Communities Strategy. Stakeholder workshop held 7 September. Discussed at Scrutiny Committee on 8 November.</p>	<p>Cllr Duncan Irvine</p>	<p>G</p>
	<p>Promote the culture and economy of the market town of Dorking</p>	<p>Economic Development Service working with businesses based in the town centre, including Dorking Coordinators' group, to progress a range of activities to improve communication, co-ordination and promotion ahead of the Business Improvement District being established.</p> <p>Dorking Town Partnership Board agreed BID should progress to next stage.</p>	<p>Cllr Corinna Osborne-Patterson Cllr Charles Yarwood</p>	<p>G</p>

Priority	Aim	Summary of key progress to date	Lead Member	Overall Progress
		Gala Night held on 1st December. Rated by many people as the best ever and many shops and traders noting excellent takings. This followed on from the Christmas lights switch on which was also well received. Similar event in Leatherhead event in December, focused on the Swan Centre and High Street.		
	Promote business opportunities across the district	Business Improvement District (BID) Manager recruited by Dorking Town Centre Partnership to co-ordinate the BID. Funded by loan from MVDC. All businesses involved being contacted to promote awareness and to gauge interest. [See above for further information]	Cllr Charles Yarwood	G
	Make best use of our town centre parking, balancing the needs of residents and local businesses	Dorking parking review completed. Over 900 responses received. Reported to Executive in November. Additional twenty five spaces temporarily added to Bridge Street car park, Leatherhead. Consultation underway on parking in Leatherhead as part of Transform Leatherhead. Joint operation with Surrey Police in December to tackle anti-social parking. Free Christmas parking in place to support town and village centres.	Cllr Charles Yarwood	G
	Look for innovative ways to minimise the cost to taxpayers of Mole Valley District Council whilst protecting the standard of services	Anti Fraud and Anti Corruption Policy agreed by Executive in July 2016. The approach will ensure the best use of taxpayers' money and ensure Mole Valley District Council resources are allocated to those in greatest need. Proposals to create a shared building control service for the east Surrey local authorities led by Tandridge DC approved by Council in October. Proposals to create a shared environmental health service being led by MVDC approved by Executive in November. Asset Investment Strategy, providing potential for the acquisition of property assets in order to generate additional income, approved by Council in October. Procurement of a Joint Waste Collection Contract with three other partner authorities	Cllr Lynne Brooks Cllr Duncan Irvine Cllr Michelle Watson Cllr Lynne Brooks Cllr	G

Priority	Aim	Summary of key progress to date	Lead Member	Overall Progress
COMMUNITY WELLBEING Active communities and support for those who need it	Improve opportunities for residents to live active lives	<p>has been completed with an estimated saving of over £1m/year for Mole Valley District Council for the duration of the 10 year contract.</p> <p>Meadowbank Playground refurbishment completed. Official opening held at Big Event in Dorking on 13 August. Participation of local rugby, football, cycling, volleyball and tennis clubs with great public interest and involvement. Outdoor fitness equipment installed. Meadowbank Football ground:</p> <ul style="list-style-type: none"> - Planning permission agreed June 2016 - Award of contract agreed July 2016. - Started on site 5 September. - Communications campaign being developed and implemented. <p>Regular discussions taking place with MVDC, Surrey County Football Association and the two football clubs.</p> <p>Continued implementation of actions in the Wellbeing Action Plan.</p> <p>Exercise on Referral scheme extended to include swimming as well as gym instruction. 188 referrals made to two MVDC leisure centres (April to Dec).</p> <p>Heartstart training continues. Approx 620 residents trained.</p> <p>30 Public Access Defibrillators installed across the District. Information available on the MVDC Website.</p> <p>MVDC agreed to fund PAD's Wotton, Charlwood, Headley, Pixham, Hookwood, Ranmore, Broadmore, Gadbrook, Lower Ashtead and the central Dorking area.</p>	Michelle Watson	
	Deliver a programme of inclusive sports and wellbeing activities, which increase participation across all generations, targeting our communities most in need	<p>Increase in participation this year from just over 200 to 500 people taking part. Wide ranging communications campaign run across the District earlier in the year; positive feedback received.</p> <p>Delivery of wide range of sporting opportunities for disabled people, including the ten Hub Clubs which provide rugby, football, squash, boccia and trampolining.</p> <p>Bespoke events with local charities such as the Grange and Sight For Surrey.</p>	Cllr Charles Yarwood	G
			Cllr Lucy Botting	G

Priority	Aim	Summary of key progress to date	Lead Member	Overall Progress
	<p>Make the most of local cycling opportunities to promote sustainable travel and support our rural economy whilst educating cyclists and other road users, and protecting residents and businesses from the impacts of formal and informal cycling events</p>	<p>Mole Valley. Information reported to Homeless Link and DCLG.</p> <p>Coaching sessions run by Dorking Cycling Club and British Cycling at 'Big Event' on 13 August.</p> <p>Confirmation received by Surrey County Council of Bikeability funding for next three years. Confirmation of additional school, St John's School, Dorking, in the 2017/18 programme.</p> <p>Charlwood Village Primary School became the first in Mole Valley to be awarded for its outstanding commitment to active travel. (November 2016)</p> <p>Contract with Active Travel ended; working with Sustrans to ensure continuation. Active Travel Officer (0.2FTE) recruited.</p> <p>Government launch of Access Funds. MVDC supporting SCC in their application.</p> <p>Social Media Engagement Trial underway. Update from provider presented at the Cycling Board in September.</p> <p>Rural Payments Agency confirmed funding for creation of a destination management plan.</p> <p>Officer and Member representation at the Surrey Cycling Board.</p>	<p>Cllr Corinna Osborne-Patterson</p>	<p>G</p>

APPENDIX B

Performance indicators April – December 2016

	PRIORITY : ENVIRONMENT	December 2015/16	December 2016/17	Current Target Status	2016/17 Target	DoT⁵
1a	Housing :net increase in number of dwellings <i>(The net increase in the number of dwellings completed in the period in Mole Valley)</i>	125 ⁶	142 ⁷	😊 ⁸	163	↑
1b	Housing :number of affordable homes <i>(a count of the number of affordable homes provided in the year)w</i>	40 ⁹	6	😞 ¹⁰	50 ¹¹	N/A
2	Number of missed bins per 100,000 collections <i>(cumulative year to date figure calculated from the number of reported missed bins divided by the number of properties visited for scheduled collections of refuse and recycling)</i>	40	39	😊	60	↔
3	Percentage of waste sent for recycling, reuse and composting <i>(cumulative year to date figure, calculated by comparing the amount of waste sent for recycling, reuse and composting against the total waste collected)</i>	59.10%	61.41%	😊	59.03% ¹²	↑

	PRIORITY : PROSPERITY	December 2015/16	December 2016/17	Current Target Status	2016/17 Target	DoT
4	Percentage of council tax collected <i>(calculated, as a cumulative year to date figure, from the total council tax payments received compared to the total amounts payable in that year)</i>	88.1%	87.6%	😊	88.2% ¹³	↔
5	Percentage of non-domestic rates collected <i>(calculated, as a cumulative year to date figure, from the total business rates payments received compared to the total amounts payable in that year)</i>	88.6%	86.5%	😊	85.4% ¹⁴	↓
6	Overall business rateable value of the district <i>(total rateable value held on the Local Valuation List for Mole Valley in respect of the business properties situated within the Mole Valley area)</i>	£90.39m	£90.05m	N/A	Context indicator	↔
7	Cost of services <i>(net cost of services divided by population)</i>	£116.50	£115.63 ¹⁵	😊	Same or less than	↑

⁵ DoT: Direction of Travel compared with same period last year

⁶ Figure one month in arrears. As at November 2015.

⁷ Figure available a month in arrears. As at November 2016.

⁸ Annual target. Current target status based on year to date completions (one month in arrears) in number of dwellings against target (142/ 163= 87.1%) compared to the monthly period to date as a percentage of the year (8 months out of 12 = 66.7%)

⁹ Total for 2015/16

¹⁰ Annual target. Current target status based on year to date percentage of affordable homes provided (12%) against the equivalent percentage of annual target (75%).

¹¹ The target is based on the adopted Core Strategy policy CS4. An average of 150 homes should be provided over a three year period.

¹² Target based on 1 percentage point increase on 15/16 end of year result.

¹³ Target as at end December 2016

¹⁴ Target as at end December 2016

¹⁵ Annual figure.

	PRIORITY : PROSPERITY	December 2015/16	December 2016/17	Current Target Status	2016/17 Target	DoT
					previous year	
8a	Percentage of major applications processed within 13 weeks (cumulative year to date figure of the number of applications processed within timescales against total received)	100%	88.2% ¹⁶	😊	60%	↓
8b	Percentage of minor applications processed within 8 weeks (cumulative year to date figure of the number of applications processed within timescales against total received)	76.8%	64.7% ¹⁷	😐	65%	↓
8c	Percentage of other applications processed within 8 weeks (cumulative year to date figure of the number of applications processed within timescales against total received)	91.3%	83.8% ¹⁸	😊	80%	↓

	PRIORITY : COMMUNITY WELLBEING	December 2015/16	December 2016/17	Current Target Status	2016/17 Target	DoT
9	Percentage of Telecare calls answered within 60 seconds (cumulative year to date figure generated from Telecare's call handling system, which automatically records all answering times)	98.0%	97.8%	😊	97.5%	↔
10a	Number of households in temporary Bed & Breakfast accommodation (actual number of all households in temporary Bed & Breakfast at the end of the month)	6	7	N/A	Context indicator	↔
10b	Number of families with children in temporary Bed & Breakfast accommodation for longer than six weeks (actual number of households with children and/or expecting a child in temporary Bed & Breakfast for longer than six weeks at the end of the month)	0	0	😊	0	↔

¹⁶ 15 out of 17 major applications determined in the period (including with an agreed extension of time)
Previous 3 months performance

Month	Sept 16	Oct 16	Nov 16	Dec 16
Cumulative	88.9%	88.9%	91.7%	88.2%
Actual	100%	N/A*	100%	80%

*No Major application required determining within this August period

¹⁷ 172 out of 266 minor applications determined in the period (including with an agreed extension of time)
Previous 3 months performance

Month	Sept 16	Oct 16	Nov 16	Dec 16
Cumulative	65.0%	60.4%	62.8%	64.7%
Actual	67.9%	41.0%	77.1%	81.5%

¹⁸ 554 out of 661 other applications determined in the period (including with an agreed extension of time)
Previous 3 months performance

Month	Sept 16	Oct 16	Nov 16	Dec 16
Cumulative	80.7%	81.5%	82.4%	83.8%
Actual	83.0%	86.3%	88.5%	96.78%

10c	Number of 16 or 17 year olds in temporary Bed & Breakfast accommodation for longer than six weeks <i>(actual number of 16 or 17 year olds in temporary Bed & Breakfast for longer than six weeks at the end of the month)</i>	0	0	😊	0	↔
11	Housing Advice – Instances of homelessness prevented <i>(cumulative year to date figure of the number of households prevented from becoming homeless, through advice offered by the housing team)</i>	88	105	N/A	Context indicator	N/A
12	Percentage of food businesses with a ‘Scores on the door’ of 3 or over <i>(This is an ‘as is now’ figure at the end of each period, which represents the number of business assigned an hygiene rating of 3 or over, by the environmental health team)</i>	96%	96%	😊	93%	↔

	CUSTOMER SATISFACTION	December 2015/16	December 2016/17	Current Target Status	2016/17 Target	DoT¹⁹
13a	Community Transport Customer satisfaction <i>(calculated from surveys with customers)</i>	97% ²⁰	N/A ²¹	N/A	98%	N/A
13b	Day Centre Customer Satisfaction <i>(calculated from surveys with customers)</i>	96.5% ²²	97.5% ²³	N/A	92.5%	N/A
13c	Telecare Service – Customer Satisfaction Score following use of alarm service <i>(calculated from surveys with customers)</i>	99.5%	99.8%	😊	98.5%	↔

Key to symbols

Direction of Travel (DoT)

- ↑ - Performance has improved compared to same period last year
- ↓ - Performance has not improved compared to same period last year
- ↔ - Performance has stayed the same

¹⁹ DoT: Direction of Travel compared with same period last year

²⁰ Customer satisfaction survey 2015

²¹ The Customer Satisfaction surveys for Community Transport is scheduled for the fourth quarter of 2016/17

²² Customer satisfaction survey 2013

²³ Customer Satisfaction survey March 2016

APPENDIX C

REVENUE COST OF SERVICES

		Base Budget 2016/17 £000	Forecast Outturn Spend (Dec) 2016/17 £000	Variance 2016/17 £000
	COSTS			
Environment (Executive Member : Michelle Watson)	Waste, Street Care & Sustainability	3,459	3,534	75
	Environmental Health & Licensing	396	420	24
		3,855	3,954	99
Wellbeing (Lucy Botting)	Parks & Open Spaces	423	423	0
	Community Support Services	161	178	17
	Partnerships & Communities	-240	-266	-26
		344	335	-9
Communities, Services and Housing (Corinna Osborne- Patterson)	Benefits Administration Team	427	420	-7
	Benefits - paid and recovered	-90	-73	17
	CSU & Communications	620	631	11
	Housing	532	585	53
	Cycling	15	15	0
		1,504	1,578	74
Property, Parking & Economic Development (Charles Yarwood)	Property	-1,253	-1,411	-158
	Economic Development	122	161	39
	Car Parking	-1,149	-1,201	-52
	Darking Hills	109	109	0
		-2,171	-2,342	-171
Planning (Duncan Irvine)	Building Control	-126	-91	35
	Development Management	345	482	137
	Planning Policy	374	349	-25
	Planning Support	197	225	28
		790	965	175
Finance & Investments (Lynne Brooks)	Strategic Management Team	353	316	-37
	Financial Services	450	495	45
	Corporate Costs	1,824	1,775	-49
	Revenues & Exchequer	343	471	128
	ICT	915	850	-65
	Human Resources	311	343	32
	Democratic Services	950	894	-56
	Legal	215	221	6
	Policy & Performance	127	124	-3
	Strategic Leadership Team	245	253	8
		5,733	5,742	9
	TOTAL SERVICE COSTS / NET REVENUE BUDGET	10,055	10,232	177
Transform Leatherhead (Howard Jones)	Leatherhead Town Centre Masterplan (approved funding from reserves)	198	198	0
	OVERALL TOTAL	10,253	10,430	177

APPENDIX D

CAPITAL PROGRAMME – LATEST PROJECTED SPEND (END DECEMBER)

	Capital Programme 2016/17 £000	Latest Projected Cost £000	Variation £000
MAJOR PROJECTS			
<u>CAPITAL PROJECTS</u>			
Housing - Emergency Accommodation (phase 1 & 2)	1,700	1,700	0
Swan Centre Leatherhead - purchase of lease	8,618	8,618	0
Pippbrook HQ refurbishment	4,500	4,500	0
Meadowbank, Dorking - regeneration	6,476	6,476	0
Deepdene Trail (HLF funded)	928	928	0
Leatherhead Youth Football Club	920	929	9
Leatherhead High Street (Developer Contributions)	488	488	0
Carbon Reduction Project	300	300	0
KGV Playing Fields Improvements	100	100	0
Pippbrook House	201	203	2
<u>CAPITAL BLOCK SUMS</u>			
Disability Adaptations	606	674	68
Affordable Housing	1,470	1,470	0
Developer Contributions (s106 schemes)	115	115	0
Community Grants (including carry forward)	60	59	-1
Playground Refurbishment	244	244	0
Capitalised salaries	477	477	0
Telecare Equipment	151	151	0
Dial-A-Ride Vehicle Replacement	200	200	0
Property Projects	150	150	0
TOTAL MAJOR PROJECTS	27,704	27,782	78
MINOR CAPITAL PROJECTS (including carry forward)	1,816	1,816	0
TOTAL MMDC CAPITAL PROGRAMME	29,520	29,598	78
Asset Investment Strategy	48,530	48,530	0
TOTAL CAPITAL PROGRAMME	78,050	78,128	78

