

## Agenda Item 7

<b>Report of</b>	Nick Gray, Strategic Director Angela Griffiths, Corporate Head of Service
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<b>To</b>	EXECUTIVE
<b>Date</b>	4 February 2014
<b>Executive Member</b>	Councillor Simon Ling Councillor Charles Yarwood
<b>Ward (s) affected</b>	All
<b>Subject</b>	2013/14 Month 9 Budget and Performance Monitoring Report
<b>RECOMMENDATION</b>	
That the Council's year end financial outturn projection and performance for Month 9 be noted.	

### EXECUTIVE SUMMARY

This report presents an integrated update to the Executive on the Council's finance and performance position at the end of month 9. This is in line with the wider development of a joint approach to Medium Term Financial and Business Planning.

The report is set out in three parts:

- Part 1 - introduction
- Part 2 - financial issues
- Part 3 - performance issues

There are six appendices:

- Appendix A sets out the revenue year-end projections by business area
- Appendix B lists key income and volume statistics
- Appendix C summarises the progress on capital schemes
- Appendix D summarises progress against the basket of performance indicators.
- Appendix E summarises progress against the corporate projects
- Appendix F is the website and social media report.

Finance projections for the year-end position are provided by Business Managers combining the actual spend data for the first nine months with their knowledge and judgment on the likely income and expenditure over the remaining quarter of the year.

For 2013/14, there are 27 performance indicators in the basket, of which 23 are included in this report, and 16 corporate projects. This report provides the Executive with progress made in the first nine months of the year. It highlights areas of good performance and, where performance falls below the target set, outlines the reasons and the actions taken in response. This report also sets out details of website and social media performance.

## **CORPORATE PRIORITIES**

This report is an update on the Council's progress in implementing the priorities contained in the Corporate Plan.

### **The Executive has the authority to determine the Recommendations**

## **1.0 INTRODUCTION**

1.1 The latest financial forecast anticipates an underspend on businesses of £174,000 by the end of the year, rising to £284,000 with the addition of Investment Income. The forecast in the previous monitoring report to Executive, at the end of October, was an overall underspend of £258,000 (£145,000 before investment income).

There are 27 Performance Indicators (PIs) in the basket; one is reported by exception, four do not have targets and are reported factually and a further three are reported annually and the figures are not yet available. At the end of Month 9 2013/14, of the remaining 19 PIs, performance is assessed as follows:

- PIs on or above target (green): 12 (63%)
- PIs slightly off target (amber): 6 (32%)
- PIs off target (red) 1 (5%)

1.2 The following targets have exceptionally good performance and are exceeding the targets set:

- Benefits – time taken to assess changes in circumstances for benefit claims
- Benefits – percentage of Housing Benefits overpayments recovered
- Planning – percentage of other applications processed within 8 weeks
- Missed bins - number of reported missed bins per 100,000 collections

1.3 Overall performance at the end of Month 9 is good with 95% (18 out of 19) of PIs on, or slightly below, target. Further information is provided below on those PIs that are currently off target. Comparing this year's performance with the same period last year, 58% of PIs (11 out of 19) have either performed better or stayed at similar levels.

1.5 Good progress is being made to implement the Corporate Projects. Five projects in the Corporate Project Portfolio for 2013/14 have been completed. They are; agreement of a Medium Term Financial Strategy, retender of the Dorking Sports Centre, the County Council election, review of the Governance model and Supporting Delivery of the Olympic Legacy events.

## 2. FINANCIAL ISSUES

### Changes since last monitoring round

- 2.1 The position has not changed substantially in the last two months. The previous monitoring report to Executive, based on the assessment of outturn at the end of October, forecast a total underspend at year-end of £258,000 - £145,000 on businesses and £113,000 additional investment income. The latest forecast, at the end of December, anticipates a total underspend of £284,000 by the end of the year - £174,000 on businesses and £110,000 additional investment income.
- 2.2 As reported last time, the level of the forecast underspend in businesses enables a £300,000 contribution to be made this year towards the costs of capital minor works. Ring-fencing these underspends has no detrimental impact on service provided and the process is being repeated in preparing the base budget for 2014/15.

### Revenue Costs

- 2.3 Budget Managers have projected their likely outturn position based on a combination of the details of spend to date, their knowledge and judgment of what is likely to happen over the next 3 months and information from previous years. A summary of the significant variances (over £50,000) projected against the year's budget is set out in the table below. An explanation of these variances is contained in the subsequent paragraphs. (Projected underspends in the table are shown in brackets.)

	<b><u>Variance Against Budget £'000</u></b>
<u>Underspends (&gt;£50,000)</u>	
Partnerships	(219)
Planning support	(58)
Community Support Services	(57)
<u>Overspends (&gt;£50,000)</u>	
Development Control	66
	<hr style="width: 100%; border: 0.5px solid black;"/> (268)
Other variations less than £50,000 - full analysis in Annex	(206)
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Total underspend on businesses	(474)
Less: Contribution to capital	300
	<hr style="width: 100%; border: 0.5px solid black;"/>
Total	(174)

- 2.4 **Partnerships: £219,000 underspend** – the main variation is the re-tender of the management of the Dorking Sports Centre which has generated savings of £140,000 this year and £442,000 in a full year. Other factors are additional income from Leatherhead Leisure Centre and staff turnover in the Partnerships Team.

**Planning Support: £58,000 underspend** – due to a combination of Land Charge income above budget and savings on staffing vacancies.

**Community Support Services: £57,000 underspend** – salary savings due to vacancies plus increased income from Surrey CC on Telecare and an additional school run for Dial-A-Ride from January 2014.

- 2.5 **Development Control: £66,000 overspend** – the projection of expenditure for the year currently includes estimates of costs for MVDC related to the Judicial Review decision on Cherkley Court as well as a potential cost claim against MVDC. The overspend has reduced by around £40,000 since the previous report following an improvement in the position on income from applications.

### **Capital Costs**

- 2.6 The details of the latest capital expenditure and projections are set out in Annex C. The main variations relate to Disability Adaptations (£596,000 projected underspend), s106 Projects (£240,000 projected underspend) and Pippbrook House (£116,000 projected overspend)
- 2.7 The Disability Adaptations budget comprises a grant from Government of £0.25m topped up by a Council capital contribution. The future of the Government Grant element has been confirmed in recent weeks and it is likely to continue to come to the Council though it will be allocated from within the Integration Transformation Fund – a pot shared between Health and the County's Social Care function – rather than directly from central government.
- 2.8 Disability Adaptations is a “demand-led” budget and the underspend reflects the reduced demand in 2013/14 which falls short of the year's budget. The budget was enhanced by the carry forward of last year's underspending. The carry forward will not be repeated to 2014/15. The unspent amount will be returned to the Council's capital balances at year end.
- 2.9 The variation in relation to s106 expenditure, as reported last time, comprises two major projects initially scheduled for this year that are now more likely to be spent in 2014/15. These are improvements to Church Street, Leatherhead and West Street, Dorking. The impact on the Council's finances is neutral as the funds are set against s106 income and will be deferred until next year.
- 2.10 Budgetary provision of £750,000 has been made for the structural maintenance of Pippbrook House. This provision was established some years ago and major works have been put on hold pending the outcome of the ongoing review of the Pippbrook site. In the meantime, cost indices have risen and the latest estimate of the amount required now stands at £866,000. If the work goes ahead, this will be an additional call on the council's balances.

### **Funding**

- 2.11 The latest position shows funding at anticipated levels on Council Tax and Business Rates. The New Homes Bonus grant is determined by previous years' house numbers and will therefore not vary from budget.

- 2.12 The latest projection of income from investments this year shows an improvement on the budgeted figure by £110,000. This follows some amendment to the Council's Treasury Management Strategy and the recent investment of £5m in a Property Fund which returned a yield of around 6% in the second quarter. A similar return is anticipated in the third and fourth quarters.

### 3.0 PERFORMANCE ISSUES

#### Access to Services

- 3.1 Two customer surveys have been carried out since the previous report. Satisfaction with the day centre and the telecare service are both above target at 96.5% and 98.8% respectively. Both have achieved the targets set.
- 3.2 The number of families in **bed and breakfast** has decreased from seventeen at the end of September to twelve at the end of December. This remains one of the lowest in Surrey. Where possible, homeless households have been helped with accommodation in the private rented sector. Improvement works have now been completed at the Poplar Road emergency accommodation. The acquisition of new emergency accommodation is progressing with three properties under offer and the conversion of two council -owned properties to two bedroom flats. Two leases are also being negotiated with Circle Housing Mole Valley to use property that will be eventually redeveloped.
- 3.3 The **time taken to assess new benefits claims** continues to reduce and is currently at just over 21 days against a target of 24 days. The impact of the National Welfare Reforms is being monitored, and currently a general increase in volume of work continues to be experienced. This is being monitored to ensure we remain on track to achieve our targets.
- 3.4 There is good performance against key projects under the Access to Services. Three projects have been completed in the last nine months - the County Council elections were successfully delivered in May, the agreed outcomes from the Governance review have been implemented and the support in delivering the Olympic Legacy events has taken place. All other projects are on track.

#### Environment

- 3.5 The **percentage of waste sent for recycling, reuse and composting** in Mole Valley remains one of the highest in the South East. The Council's Waste Management Scrutiny Panel met in December 2013 and agreed that the recycling, reuse and composting targets for 2014/15 will be a 1% increase on the end of year figure for 2013/14. This target will be included in the refreshed Corporate Plan.
- 3.6 Performance is above target to process both **minor and 'other' planning applications** within 8 weeks. 66% of minor applications were processed within the timescale, against a target of 65%; and 88% of 'other' applications were processed within the timescale, against a target of 80%.
- 3.7 Whilst performance is below target for processing of **major planning applications** performance has improved over previous months. To date, 57% of applications have been processed within 13 weeks, against a target of 60%.

- 3.8 Key projects under the Environment theme are being progressed successfully, including the development of the Mole Valley Land Allocations Plan and implementation of the Car Parking Strategy. The relocation of the Council's depot is currently assessed as 'Amber'; the Council is in dialogue with the solicitors acting for owners of the preferred site to progress the purchase of an alternative site', subject to planning permission.

### **Value for Money**

- 3.9 **All sickness absence** remains low at just over 5 days against the target of 7 days and continues to be lower than the average when compared to other shire districts.
- 3.10 **The percentage of council tax collected** is currently slightly below target. The collection rate was affected by the office closure in December and also the net collectable debit was increased by the removal of around 150 single discount cases during December. The Council is on track to achieve the year end target of 99%.
- 3.11 **The percentage of non domestic rates** collected is slightly below target. The figures have been impacted by the December office closure; all payments will be reflected in the January figures and we remain on track to achieve the year end target of 99%.
- 3.12 Key projects under the value for money theme are on track. The Medium Term Financial Strategy was approved by the Executive in October. Plans are in place to improve the Council's return on investments and make the best use of our property assets. The Council continues to review the way it provides services; partnership arrangements continue to be explored and established to improve services, increase resilience and improve value for money.

## **4.0 OPTIONS**

The Executive has two options for consideration:

**Option One** – To note the Council's financial and performance position in the first nine months of 2013/14.

**Option Two** – To ask Officers to report back on any financial or performance issues identified by the Executive.

## **5.0 CORPORATE IMPLICATIONS**

### **Financial Implications**

**The S151 Officer** confirms that all financial implications have been taken into account.

### **Legal Implications**

*There are no legal implications arising as a direct consequence of this report.*

- (a) **Monitoring Officer commentary** - *I confirm that all legal implications have been taken into account.*

**Risk Implications**

This is fundamentally a risk report and as such those implications are contained within the report itself.

**Equalities Implications**

There are no equalities implications arising as a direct consequence of this report.

**Employment Issues**

There are no employment implications arising as a direct consequence of this report.

**Sustainability Issues**

There are no sustainability implications arising as a direct consequence of this report.

**Consultation**

There are no consultation issues in this report.

**BACKGROUND PAPERS**

None

## Budget Monitoring Month 9

## Appendix A

		Updated Budget 2013/14 £000	Forecast Outturn Expenditure (December) 2013/14 £000	Variance 2013/14 £000
<b><u>COSTS</u></b>				
<b>Environment Portfolio</b>	Car Parking	-1,174	-1,164	10
	Environmental Health	385	361	-24
	Parks & Open Spaces	596	553	-43
	Waste, Street Cleaning & Sustainability	3,234	3,237	3
		<u>3,041</u>	<u>2,987</u>	<u>-54</u>
<b>Customer Services &amp; Wellbeing Portfolio</b>	Benefits	256	263	7
	Community Support	145	88	-57
	CSU & Communications	627	591	-36
	Housing	460	457	-3
	Partnerships	326	107	-219
		<u>1,814</u>	<u>1,506</u>	<u>-308</u>
<b>Communities &amp; Assets Portfolio</b>	Democratic Services	954	916	-38
	Dorking Halls	114	141	27
	Human Resources	288	251	-37
	ICT	788	782	-6
	Legal	184	188	4
	Policy & Performance	42	25	-17
	Property	-904	-871	33
		<u>1,466</u>	<u>1,432</u>	<u>-34</u>
<b>Planning Portfolio</b>	Building Control	-84	-91	-7
	Development Control	232	298	66
	Planning Policy	520	502	-18
	Planning Support	224	166	-58
		<u>892</u>	<u>875</u>	<u>-17</u>
<b>Finance Portfolio</b>	Finance & Corporate Costs	1,353	1,342	-11
	Revenues & Exchequer	386	350	-36
	Strategic Management Team	836	822	-14
		<u>2,575</u>	<u>2,514</u>	<u>-61</u>
	Revenue contribution to minor works	0	300	300
	<b>TOTAL COSTS</b>	<b>9,788</b>	<b>9,614</b>	<b>-174</b>
<b><u>FUNDING</u></b>				
	Council Tax (estimated)	-6,000	-6,000	0
	Central Government Grant & New Homes Bonus	-2,326	-2,326	0
	Retention of Business Rates	-1,039	-1,039	0
	Investment Income	-320	-430	-110
	Carried forward from 2012/13	-103	-103	0
	<b>TOTAL FUNDING</b>	<b>-9,788</b>	<b>-9,898</b>	<b>-110</b>
	<b>IMPACT ON BALANCES (GENERAL FUND)</b>	<b>0</b>	<b>-284</b>	<b>-284</b>



## Budget Monitoring Month 9 – Income and Volumes

## Appendix B

			Budget / Profile for 2013/14 to Mth 9	Actual 2013/14 To Month 9	2013/14 Variance to Mth 9	Budget / Profile for 2013/14 full year	2013/14 Projected to Year End	2013/14 Full Year Variance
1.	Parking - pay & display	Tickets purchased	1,015,100	1,057,050	41,950	1,377,300	1,414,700	37,400
		Income £	875,000	941,455	66,455	1,187,200	1,260,000	72,800
2.	Parking - penalty notices (off street)	PCNs issued	4,404	4,087	-317	5,926	5,600	-326
		Income £	96,600	88,848	-7,752	130,000	120,000	-10,000
3.	Parking - penalty notices (on street)	PCNs issued	2,779	2,842	63	3,738	3,849	111
		Income £	80,300	80,128	-172	108,000	108,000	0
4.	Parking permits	Income £	292,100	246,800	-45,300	313,700	255,700	-58,000
5.	Dorking Halls - events	Net Income £	71,000	97,157	26,157	95,000	96,000	1,000
6.	Dorking Halls - hire	Net Income £	83,800	90,077	6,277	70,000	72,000	2,000
7.	Dorking Halls - cinema	Net Income £	98,500	99,804	1,304	130,000	126,000	-4,000
8.	Dorking Halls - catering	Net Income £	46,400	26,473	-19,927	56,600	56,000	-600
9.	Dial-A-Ride	Income £	67,300	73,350	6,050	97,200	110,500	13,300
10.	Day Centres	Attendances	24,461	26,169	1,708	30,601	32,917	2,316
		Income £	24,650	22,850	-1,800	32,900	32,570	-330
11.	Telecare - subscribers	Number of subscribers	2,768	2,698	-70	2,768	2,698	-70
		Income £	400,320	389,500	-10,820	531,100	514,000	-17,100
12.	Telecare - block contracts	Number of contracts	105	105	0	105	105	0
		Income £	246,050	239,250	-6,800	323,300	318,200	-5,100
13.	Planning applications	Income £	339,975	277,369	-62,606	453,300	420,000	-33,300
14.	Land Charges	Searches undertaken	952	1,168	216	1,270	1,453	183
		Income £	171,000	217,583	46,583	228,000	265,000	37,000
15.	Building Control fees	Applications received	581	571	-10	775	772	-3
		Income £	326,475	307,488	-18,987	435,300	415,500	-19,800
16.	Licensing - taxis	Licenses issued	331	356	25	442	467	25
		Income £	59,625	62,803	3,178	79,500	82,725	3,225
17.	Licensing - public entertainment	Licenses issued	547	559	12	730	734	4
		Income £	56,400	58,501	2,101	75,200	75,850	650
18.	Licensing - other	Licenses issued	120	81	-39	160	122	-38
		Income £	17,100	14,438	-2,662	22,800	20,314	-2,486
19.	Council Tax	Percentage collected	88.6	88.4	0.2	99.0	99.0	0.0
20.	Rents	Income £	1,557,900	1,536,805	-21,095	1,815,100	1,779,582	-35,518
21.	Waste - recycling credits	Tonnes recycled	11,697	12,552	855	16,075	15,460	-615
		Income £	625,000	688,853	63,853	858,000	832,984	-25,016
22.	Waste - garden waste subscriptions	Number of customers	11,057	11,087	30	11,758	12,000	242
		Income £	607,300	611,278	3,978	646,000	665,000	19,000
23.	Waste - special collections	Income £	31,500	30,621	-879	42,000	42,000	0
24.	Housing - rents	Number of tenants	19	19	0	19	19	0
		Income £	80,307	87,610	7,303	107,076	116,810	9,734
25.	Benefits - overpayments recovered	Amount of debt raised	421,500	377,300	-44,200	568,500	503,000	-65,500
		Income recovered £	391,300	354,000	-37,300	524,800	472,000	-52,800

## Capital Monitoring Month 9

## Appendix C

	Budget Manager	Project Budget £000	Project Expenditure to date - end December £000	Forecast Spend £000	Variance £000	Project Expenditure on previous report - end October £000
<b>MAJOR PROJECTS</b>						
<b>1. CAPITAL PROJECTS</b>						
Emergency Accommodation	Alison Wilks	1,400	3	1,400	0	0
HOPE Mausoleum (HLF funded)	Paul Anderson	123	1	123	0	1
Poplar Road	Alison Wilks	77	82	82	5	80
Leatherhead High Street (s106)	Jack Straw	33	25	28	-5	25
Ashted Village Centre	Jack Straw	28	21	28	0	1
Leatherhead Leisure Centre	Patrick McCord	12,638	12,584	12,623	-15	12,584
LINKS Playing Field	Patrick McCord	100	0	100	0	0
Betchworth Castle	Paul Brooks	84	84	90	6	84
Carbon Reduction Project	Steve Ruddy	300	176	300	0	176
Multi Sports Conversion & Renovation	Paul Anderson	38	0	38	0	0
Kingston Road Pavilion	Paul Anderson	241	235	235	-6	235
KGV Playing Fields Improvements	Paul Anderson	100	12	100	0	12
Brockham Big Field changing rooms	Paul Anderson	500	472	492	-8	472
Dorking Halls Cinema	Keith Garrow	200	171	172	-28	170
Pippbrook House	Paul Brooks	750	32	866	116	32
Kingston Road Gasometer (contaminated land)	Richard Haddad	197	174	174	-23	136
Depot Relocation	Steve Ruddy	210	0	210	0	0
Property Projects Advancement	Paul Brooks	135	54	135	0	9
<b>2. CAPITAL BLOCK SUMS</b>						
Disability Adaptations	Richard Haddad	996	246	400	-596	188
Affordable Housing	Alison Wilks	800	800	800	0	800
S106 Projects	Jack Straw	250	0	10	-240	0
Community Grants	Patrick McCord	74	32	74	0	32
Playground Refurbishment	Paul Anderson	65	65	65	0	65
Capitalised salaries	Phil Mitchell	430	0	452	22	0
Telecare Equipment	Tim Ward	150	82	150	0	86
Dial-A-Ride Vehicle Replacement	Tim Ward	200	47	200	0	47
Property Projects	Paul Brooks	150	108	150	0	89
<b>TOTAL MAJOR PROJECTS</b>		<b>20,269</b>	<b>15,506</b>	<b>19,497</b>	<b>-772</b>	<b>15,324</b>
<b>MINOR PROJECTS</b>						
Minor Works Contingency	Richard Burrows	89	0	89	0	0
Estates & Car Parking (19 projects)	Paul Brooks	404	292	414	10	240
Sustainability, Waste & Street Cleaning (6 projects)	Steve Ruddy	124	78	125	1	77
ICT (1 project)	Bob Thomas	50	36	43	-7	18
Parks & Landscape (19 projects)	Paul Anderson	350	172	345	-5	139
Community Support Services (10 projects)	Tim Ward	216	151	242	26	150
Housing (6 projects)	Alison Wilks	84	30	65	-19	27
Dorking Halls (13 projects)	Keith Garrow	233	173	242	9	154
CSU, Communications & Legal (1 project)	Chris Harris	21	0	21	0	0
<b>TOTAL MINOR PROJECTS</b>		<b>1,571</b>	<b>932</b>	<b>1,586</b>	<b>15</b>	<b>805</b>
<b>TOTAL CAPITAL</b>		<b>21,840</b>	<b>16,438</b>	<b>21,083</b>	<b>-757</b>	<b>16,129</b>

### NOTES

Minor Works budgets include carried forward sums from 2012/13

Performance Indicators as at 31 December 2013

Appendix D

	<b>PRIORITY THEME: ACCESS TO SERVICES</b>	<b>Apr-December 2012/13</b>	<b>Apr-December 2013/14</b>	<b>Current Target Status</b>	<b>2013/14 Target</b>	<b>DoT<sup>1</sup></b>
1	<b>Time taken to assess new benefit claims</b> <i>(cumulative year to date figure. The PI measures the time between when a claim is received and when assessment is completed)</i>	23.6 Days	21.1 Days	☺	24 Days	↑
2	<b>Time taken to assess changes in circumstances for benefit claims</b> <i>(cumulative year to date figure. The PI measures the time between when a claim is received and when assessment is completed)</i>	6.4 Days	6.3 Days	☺	11 Days	↔
3	<b>Percentage of Telecare calls answered within 60 seconds</b> <i>(cumulative year to date figure generated from Telecare's call handling system, which automatically records all answering times)</i>	98.3%	97.9%	☹	98%	↔
4	<b>Day Centres Customer Satisfaction</b> <i>(calculated annually from surveys with customers)</i>	98.8% <sup>2</sup>	96.5%	☺	92.5%	↓
5	<b>Telecare Customer Satisfaction</b> <i>(calculated annually from surveys with customers)</i>	99.5% <sup>3</sup>	98.8%	☺	98.4%	↓
6	<b>Percentage of Customer Service Unit calls answered in 20 seconds</b> <i>(cumulative year to date figure of time taken to answer calls to 01306 885001)</i>	82%	84 <sup>4</sup> %	☺	80%	↑
7	<b>Housing Advice – Instances of homelessness prevented</b> <i>(cumulative year to date figure of the number of households prevented from becoming homeless, through advice offered by the housing team)</i>	88	86	N/A	No target set	N/A
8	<b>Main Website availability</b> <i>(year to date figure showing the availability of the Council's website; generated automatically from IT reporting system)</i>	99.65%	96.6%	☹	98%	↓
9	<b>Planning Website availability</b> <i>(year to date figure showing the availability of the Council's website; generated automatically from IT reporting system)</i>	98.74%	96.76%	☹	98%	↓
10	<b>Number of Affordable Homes delivered</b> <i>(a count of the number of affordable homes provided in the year)</i>	23 <sup>5</sup>	20	☹	50 <sup>6</sup>	↓

	<b>PRIORITY THEME: ENVIRONMENT</b>	<b>Apr-December 2012/13</b>	<b>Apr-December 2013/14</b>	<b>Current Target Status</b>	<b>2013/14 Target</b>	<b>DoT<sup>1</sup></b>
11	<b>Number of missed bins per 100,000 collections</b> <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>	197	29	☺	125	↑
12	<b>Percentage of waste sent for recycling, reuse and</b>	58.5%	55.6%			

<sup>1</sup> DoT: Direction of Travel compared with same period last year

<sup>2</sup> Customer satisfaction survey 2011

<sup>3</sup> Customer satisfaction survey 2011

<sup>4</sup> Provisional

<sup>5</sup> Total for 2012/13

<sup>6</sup> Average annual target of 50 homes per year in line with target in Core Strategy

	<b>composting</b> (cumulative year to date figure, calculated by comparing the amount of waste sent for recycling, reuse and composting against the total waste collected)			N/A	No target set <sup>7</sup>	↓
13	<b>Percentage of food businesses with a 'Scores on the door' of 3 or over</b> (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)	86%	91%	😊	85%	↑
14	<b>Percentage of major applications processed within 13 weeks</b> (cumulative year to date figure of the number of applications processed within timescales against total received)	61.5%	57.1% <sup>8</sup>	😐	60%	↓
15	<b>Percentage of minor applications processed within 8 weeks</b> (cumulative year to date figure of the number of applications processed within timescales against total received)	74.3%	66.1% <sup>9</sup>	😊	65%	↓
16	<b>Percentage of other applications processed within 8 weeks</b> (cumulative year to date figure of the number of applications processed within timescales against total received)	88.7%	88.1% <sup>10</sup>	😊	80%	↔

<b>PRIORITY THEME: VALUE FOR MONEY</b>		<b>Apr-December 2012/13</b>	<b>Apr-December 2013/14</b>	<b>Current Target Status</b>	<b>2013/14 Target</b>	<b>DoT</b>
17	<b>Percentage of Housing Benefit (HB) overpayments recovered as a % of all HB overpayments</b> (This is an 'as is now' figure at the end of each period of the total HB overpayments collected against total overpayments raised)	92%	94%	😊	70%	↑
18	<b>Staff turnover (voluntary leavers) in the past twelve months</b> (rolling annual figure; calculated from the total number of staff leaving voluntarily as a percentage of total staff in post)	9.4%	7.9%	😊	10%	N/A
19	<b>All Sickness Absence</b> (rolling annual figure, calculated from the total number of working days lost, due to sickness, including self-certified, GP certified or long term; per employee)	5.8 Days	5.3 Days	😊	7 Days	↑
20	<b>Percentage of council tax collected</b> (calculated, as a cumulative year to date figure, from the total council tax payments received compared to the total amounts payable in that year)	88.6%	88.4%	😐	88.7% <sup>11</sup>	↔
21	<b>Percentage of non-domestic rates collected</b> (calculated, as a cumulative year to date figure, from the total business rates payments received compared to the total amounts payable in that year)	89.9%	89.4%	😐	89.8% <sup>11</sup>	↔
22	<b>Percentage of rent received compared to rent invoiced</b> (calculated as a percentage of all the rent invoiced for the Council's property portfolio)	N/A	103% <sup>12</sup>	N/A	No target set	N/A
23	<b>Car Parking: Average Duration of Pay and Display tickets purchased</b> (calculated as the mean, in minutes, of the total duration of pay and display tickets bought in the period)	N/A	89 Minutes	N/A	No target set	N/A

<sup>7</sup> Target for 2014/15 to be agreed by the Waste Management Scrutiny Panel

<sup>8</sup> 12 out of 21 major applications determined in the period

<sup>9</sup> 148 out of 224 minor applications determined in the period

<sup>10</sup> 587 out of 666 other applications determined in the period

<sup>11</sup> This is the target for end of December. Year end target is 99%

<sup>12</sup> Figure is greater than 100%. This is likely to be due to tenants making payments to cover their arrears or paying their December quarter in advance

**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

	<b>ACCESS TO SERVICES</b> Project Description	Lead Business Unit	Position Statement	Status
1	Improve the way we engage with our Customers and listen to our communities.	Customer Services and Communications Manager- Louise Bircher	<p>This project framework has been reviewed and re-written to better explore the opportunities to work with and listen to our communities, taking a proactive, themed approach to the wide remit of this project as follows:</p> <ul style="list-style-type: none"> <li>• <b>Listening to and Understanding our Communities and our Customers.</b> This theme aims to better understand who our customers are and what their needs might be. To do this, we will analyse the customer data we already hold to look at how our customers choose to engage with us and what methods we currently use to engage with them. We will evaluate what this data tells us about the customer's journey and what we can do to improve their experiences of engaging with the Council. We will also consider whether there are any gaps in the data and identify ways to fill those gaps. We will review the wide range of communication methods available to us so we can identify the most appropriate ways to listen to, engage and communicate with our customers.</li> <li>• <b>Adopting a 'Customer First' approach.</b> In this theme, we aim to improve the customer experience. We will review how we deliver customer service to ensure our customers can engage with us and access our services in a way, and at a time, that suits them. Where possible, we will improve our processes to make it easier for customers to access the services they require and offer user-friendly feedback mechanisms. Finally, we will continue to develop a culture within our organisation which emphasises the importance of high quality customer service.</li> <li>• <b>Promoting our Services/Managing our Reputation</b> is a wide-ranging theme whereby services are more widely promoted in a joined-up fashion, identifying links between services and ensuring that customers understand how closely the council works together and with partners to deliver good services and value for money.</li> </ul> <p>These themes reflect the high-level aspirations of this project. The next step will be to define the deliverables.</p>	Green

2	Implementing National Welfare Reform	Benefits Services- Rob Boxall	<p>Council agreed to adopt the "Default Scheme" of Council Tax Support for the financial year 2013/2014 and has agreed to continue this scheme throughout 2014/15.</p> <p>The capping of Welfare Benefits to a limit of £350/£500 per week commenced at the end of July 2013. All those identified in the initial roll-out phase have now had their entitlement reduced to the required levels.</p> <p>The under-occupancy rules for social housing have been in place from April 2013. We are identifying cases most impacted by Welfare Reforms and working with Housing Options and MVHA to provide support and advice. This includes carrying out Discretionary Housing Benefit assessments to look to help the most vulnerable.</p> <p>Universal Credit started with one Local Authority pathfinder in the North West. It was due to start nationally from October 2013. However, this has been revised and further pilots will now commence from that date and will not be fully rolled out until 2017 based on current predictions.</p>	Green
3	Monitor and review the implementation of the Localised Support for Council Tax	Revenues & Exchequer - Dave Price	<p>Number of people receiving Council Tax Support at end of December is up slightly on the end of November figure, but remains well below the number in receipt as at 1 April 2013. Collection continues to hold up well despite changes to discount/exemption levels effective from the 1 April 2013.</p> <p>Business rates collection is being closely monitored as is the fluctuation in rateable value, which is currently decreasing. The Valuation Office Agency has been contacted in respect of one or two potentially large assessments which have yet to be valued, as there has been an unacceptable delay between requesting a rateable value and the valuation being completed and the Revenue Section receiving notification. Collection is currently at similar levels to last year.</p>	Green
4	Managing the County Council Elections in May 2013	Democratic Services – Bella Davies	County Council elections successfully carried out.	Complete
5	Supporting the delivery of Olympic Legacy events	Strategic Leadership – Graeme Kane	<p>All 3 2013 events have taken place</p> <ul style="list-style-type: none"> <li>• Vachery Triathlon – 21<sup>st</sup> July</li> <li>• RideLondon – 4<sup>th</sup> August</li> <li>• Tour of Britain – 21<sup>st</sup> September</li> </ul>	Complete
6	Implementing the outcomes of the review of Governance	Democratic Services – Bella Davies	The Council agreed in March 2013 that no change be made to the Council's model of Governance and that the Executive model be retained. The appointment of Members to represent the Council	Complete

			<p>on outside organisations is now undertaken by the Council at the Annual Meeting, (with decisions of any vacancies/new appointments occurring during the year being taken by the Executive). Furthermore, Councillors representing the Council on outside organisations are asked to provide regular updates on the work of those organisations.</p> <p>The Leader is implementing his undertaking to bring “major issues” to the Council for full debate before consideration and decision by the Executive.</p>	
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<b>ENVIRONMENT</b>		<b>Lead Business Unit</b>	<b>Position statement</b>	<b>Status</b>
	<b>Project Description</b>			
7	Relocation of the Council's Depot	Environmental Services, Legal (Chris Harris) & Property	The relocation of the Council's depot is currently assessed as 'Amber'; the Council is in dialogue with the solicitors acting for owners of the preferred site to progress the purchase of an alternative site, subject to planning permission.	Amber
8	Implementing the chosen option for the refurbishment or redevelopment of the Pippbrook site	Property and Legal – Paul Brooks & Chris Harris	Turner & Townsend has submitted their report with additional information. This has been considered by the Members Working Group. A report on the Working Group's recommendations is being presented to the Executive in February 2014.	Green
9	Developing the Mole Valley Land Allocations Plan	Planning Policy – Jack Straw	<p>Consultation on Green Belt Review methodology and assessment completed. Sustainability Appraisal completed.</p> <p>Early discussion with local stakeholders about Plan preparation process and emerging issues has been completed.</p> <p>Tours of potential development sites for Local Plan Working Group carried out.</p> <p>Format of report to Council on contents of Consultation Document discussed with Portfolio Holder who shared it with Executive colleagues.</p> <p>Appraisal of potential development sites completed.</p> <p>Report on proposed consultation document considered by Council on 3rd December and the Executive meeting on 17th December.</p> <p>Consultation to start on 10<sup>th</sup> January and run until 7<sup>th</sup> March with an extension for Bookham to reflect later consultation start.</p>	Green
10	Implementing the car parking strategy	Car Parking – Paul Anderson	<p>Implementation of the strategy remains broadly on track.</p> <p>Examples of progress made include:  RingGo cashless parking successfully introduced on 2 December and take up of the service has been positive to date  Free Parking provided in Dorking on 9 November in support of the Dorking Golden Ticket initiative  Free parking provided across the District on the three Saturdays in the lead up to Christmas from 12 noon.</p>	Green

	<b>VALUE FOR MONEY</b>	<b>Lead Business Unit</b>	<b>Position statement</b>	<b>Status</b>
	<b>Project Description</b>			
11	Develop and agree a Medium Term Financial Strategy through to 2020	SMT – Nick Gray	MTFS 2014/15 to 2020/21 agreed by the Executive on 29 October 2013	Complete
12	Where appropriate, review the way in which we provide our services	SMT – Nick Gray	<p>There are a number of partnership arrangements being implemented / considered, including:</p> <p>Implementation of a shared database for regulatory services between SCC (Trading Standards ) and MVDC (Environmental Health) which enhances available intelligence and reduces costs.</p> <p>Using the same database helps ensure that the Environmental Health and Trading Standards teams can target their interventions and inspections to ensure better protection for residents. The shared database is already proving of interest to other potential partners, creating further opportunities to change the way services are delivered.</p> <p>One good example of this is the new pilot to improve the experience of regulation of food businesses. The initiative will enable the businesses to have a single inspection from one officer covering both food hygiene and food standards (composition, labelling, advertising claims etc) inspections at the same time, rather than having separate inspections by Environmental Health and Trading Standards Officers. This is both better for the business but also a more efficient use of limited resources</p> <p>Primary Authority Partnerships provide businesses with professional regulatory business advice and support which has a powerful legal status, enabling the business to make business decisions with confidence. A business getting advice under a Primary Authority Partnership can rely on that advice regionally, and nationally hence it is particularly helpful for businesses trading across local authority boundaries. This enables the business to deal efficiently and effectively with other regulators, and also helps in finding efficiencies whilst remaining fully compliant with legal obligations. This is a new approach offered in partnership with the SCC Trading Standards team and the Mole Valley Environmental Health service.</p> <p>A joint Environmental Services management role with Surrey Heath has been established. This is helping in identifying and developing other opportunities for enhancing services, ensuring</p>	Green

			<p>resilience and reducing costs for both local authorities.</p> <p>There have also been external reviews of two services:</p> <p>A Planning Peer review, led by the LGA but with support from members and officers from 3 authorities and the Planning Advisory Service was completed in June. The review gave a positive endorsement of the service and also made a number of important recommendations. The formal report has been received and taken to Scrutiny and Executive. A Members Working Group has been established to progress the action plan.</p> <p>The Health and Safety Executive has conducted an inspection of how we procure, deliver and manage our waste collection services and have confirmed that there are no Health and Safety breaches. Some minor recommendations were made which are in the process of being implemented.</p> <p>The Council is prioritising and coordinating their work on important cross-cutting themes such as welfare reform, community safety, safeguarding, family support, wellbeing services and public health. Key partners and stakeholders are working together in thematic boards to ensure a coordinated approach.</p>	
13	Invest in our staff and councillors	SMT – Rachel O'Reilly	<p>The Management Development Programme for Business Managers is well underway. This mandatory programme is aimed at developing the wide range of management skills that are needed to ensure the council provides efficient and effective services to the community.</p> <p>A programme has commenced for all our remaining staff who have line management responsibility within the Council to ensure that they are supported in their roles with a common skill set and to develop their internal network.</p> <p>Regular updates are given to Business Managers of the requirement for managers to have ongoing discussions with their staff on training and development opportunities, in addition to the discussions at appraisal time.</p> <p>There is an e-learning package which all staff can access.</p> <p>There are also regular courses promoted by HR that are provided by STOG (Surrey Training Officers Group).</p>	Green

			A review of the Member Development Plan will be undertaken by the end of the municipal year.	
14	Dorking Sports Centre Retender	Partnerships & Legal – Patrick McCord & Chris Harris	The DSC decision has been made by the Executive and DC Leisure were appointed.  The new contract was mobilised in November 2013.	Complete
15	Identifying property assets that could deliver greater yield to the Council through redevelopment and to develop proposals for the better use of those assets	Property & Legal – Paul Brooks & Chris Harris	Property assets have been identified. Principle assets are; the site at North Leatherhead Bypass, Pippbrook; Bull Hill, Leatherhead; Dorking Depot; and Plot 5 Curtis Road.  A new Asset Management Plan is being produced which will include our arrangements to make better use of our assets.	Green
16	Achieve an improved return on the Council's investments	Finance – Phil Mitchell	The Treasury Management Strategy for 2013/14, approved by Council in February 2013, set out the Council's intention to target a better return on its investments by redirecting £8m from our current investments into more lucrative areas. This was confirmed in the 2014/15 Strategy, which was approved by Audit Committee on 28 November 2013 on its way to Council in February 2014.  £5m has been invested in a Property Fund with expected returns substantially higher than the current yield of between 1 and 1.5%. The first quarter's return has been notified at more than 6%.  We also expect to generate revenue savings equivalent to around 4% of the capital investment of £1.4m in emergency housing accommodation which was approved by Executive at the end of June.  Recent 2013/14 budget monitoring reports have signalled a projected improvement of £100,000 in the return on investments over the current year's budget.	Green

**Website Statistics Report – December 2013**

Overview

December’s visitor numbers were up by 4.5% compared to November 2013 and up 19.6% when compared to December 2012. This is unusual; December’s figures in 2012 and 2011 were lower than in October and November in the same year. This could be attributed to the floods in the district, as of 23/24 December and over the festive period where information was provided on what to do during and after a flood. This included information relating to the Environment Agency, sandbag availability and skips.

Visitors

- 44,905 visits
- 34,879 unique visitors
- 119,061 page views
- 2.64 average number of pages viewed per visitor
- 9,140 visits from a mobile



New visitors: those people who have visited the site only once in the month:  
28,652

Returning visitor: those who have visited our site more than once in the month:  
16,253

The highest number of visitors was on Tuesday 24 December with 2,129 visitors. The lowest was on Saturday 14 December with 963 visitors.

Top 10 Pages

1.	Search for a Planning App	4,623
2.	Planning / Building	3,872
3.	Search	2,726
4.	Contact Us	2,623
5.	Recycling & Waste	2,448
6.	Xmas & NY collection calendar	1,939
7.	Pay It	1,764
8.	Planning Applications	1,092
9.	Waste & Recycling calendar	977
10.	Council Tax & Benefits	955

## Payment Transactions

The volume of payment transactions continues to rise on a month by month basis.

December 2013: £215,665.52 (in 1,415 transactions) online payments made

December 2012: £196,165.34 (in 1,262 transactions) online payments made

## Feedback Forms

The 'Report it' function on every page has been temporarily removed as it was identified as a potential risk during Anonymous' and subsequent hacker attacks. This is being looked at by ICT in January 2014 going forward, with a view to reinstating this function early in 2014.

## Eforms

Information relating to the use of eforms has been affected by the hacking in August. A review is underway to ensure that a complete picture of all forms received is available. An update will be included in future reports. Online diary event forms have been live for around a month. The popularity of this function appears to have been negatively impacted upon as a result of August's hack and subsequent problems; however, it now appears to be increasing in popularity and it is anticipated that this will be reflected in future reports.

## Social Networks

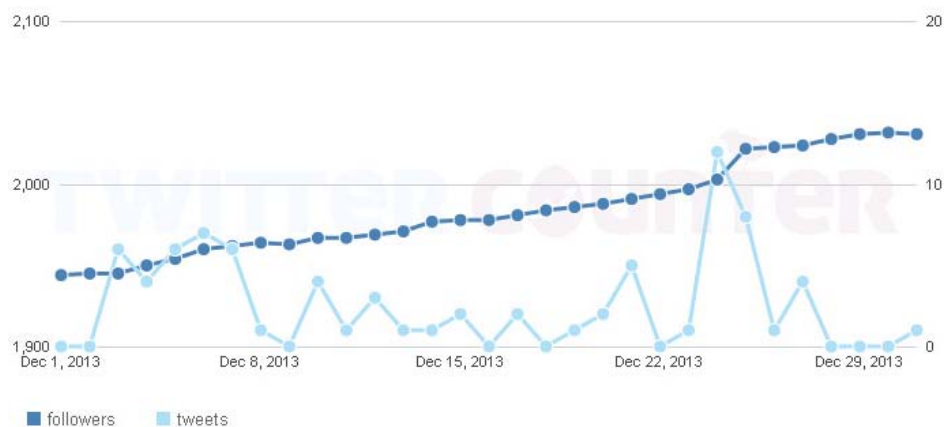
### YouTube:

Videos uploaded: 28

Video views: (For December) N/A (In Total) N/A – Temporary issue logging into YouTube

### Twitter:

3,356 tweets; 2,031 followers (+76 on last month); 121 retweets; 140 @mentions



MVDC continued to tweet useful information relating to the floods over Christmas Day and Boxing Day.

## Core Website Availability

Core Planning and Website availability in December: 97.57%