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| Date | 3 March 2015 |

| | |
|--------------------------|---|
| Ward (s) affected | None specifically |
| Subject | End of January (Month 10) 2014/15 Budget and Performance Report |

RECOMMENDATION

That the Executive notes the Council’s financial and performance position for the end of January (Month 10) 2014/15 and asks Officers to report back on any financial or performance issues identified by the Executive.

EXECUTIVE SUMMARY

In February 2011 the Council adopted a Corporate Plan for the period 2011-2015. Specific priorities were identified based around three themes of:

- Access to Services
- Environment
- Value for Money

To measure progress against these themes, a basket of performance indicators and key corporate actions were agreed to enable the Council to manage, monitor and report on progress made.

The Plan and associated performance indicators and priorities have been refreshed on an annual basis to ensure it continues to be relevant to the needs of the Council and the community.

For 2014/15, there are 26 performance indicators in the basket and 11 priorities, each with a number of associated actions. This report provides the Executive with progress made over the year with regards the performance indicators. It highlights areas of good performance and, where performance fell below the target set, outlines the reasons and the actions taken in response. An update on progress against the actions is provided quarterly.

The report includes the outcome of the monthly budget monitoring exercise for the end of January – after 10 months of the financial year

The report is set out in three parts:

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

There are three appendices:

- Appendix A sets out the revenue position by business area
- Appendix B summarises the progress on capital schemes
- Appendix C summarises progress against the basket of performance indicators.

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 monitoring of the Council's budget shows the latest projected underspend on revenue is £255,000 as compared to last month's reported £147,000. The latest projected capital underspend is £921,000, the same as last month.

1.2. There are 26 Performance Indicators (PIs) in the basket; three do not have targets and four are reported on an annual basis. At the end of Month 10 2014/15, of the remaining 19 PIs, performance is assessed as follows:

- PIs on or above target (green): 17 (89%)
- PIs slightly off target (amber): 1 (5.5%)
- PIs off target (red) 1 (5.5%)

Comparing this year's performance with the same period last year, 83% of PIs have either performed better or stayed at similar levels.

1.3 A number of targets have exceptionally good performance and exceeded the targets set. They include:

- Benefits – time taken to assess changes in circumstances for benefit claims
- Missed bins - number of reported missed bins per 100,000 collections
- All sickness absence – total number of working days lost per employee.

2.0 REVENUE & CAPITAL BUDGET (see Appendices A & B)

Projected Revenue Outturn

2.1 The projected year-end outturn on revenue expenditure as at the end of January is an underspend of £255,000. The position projected a month ago was an underspend of £147,000. The major variations from budget are explained below.

Major Variations

- 2.2 The detailed projections for each Business Manager are set out at Appendix A. The major items, where the total variation exceeds £50,000, are:
- Property - £102,000 underspend. The underspend is due to the successful completion of lease arrangements for the Curtis Road Industrial Estate, as previously reported, along with other one-off savings and vacancies.
 - Partnerships - £84,000 underspend. As previously reported, the underspend is due to agreed profit share of income at Leatherhead Leisure Centre.

Movement between months

- 2.3 Appendix A shows January's projected position as well as December's, for comparison purposes. The major changes since last month are:
- Benefits - £29,000 reduction in projected expenditure due to the recovery of increased overpayments following the Government matching exercise between MVDC and HMRC data (see para 3.17 below).
 - Planning Policy - £23,000 reduction in projected expenditure relating to the latest assessment of staff costs with updated forecasts for amounts reallocated to the Transform Leatherhead project and late-year vacancies.
 - Transform Leatherhead - £20,000 reduction in projected expenditure. Although the appointment of the Masterplanner partner has been confirmed and overall costs are in line with estimates, the expenditure completed before the end of 2014/15 (31 March) is likely to be less than anticipated.

Capital Budget

- 2.4 The projected position on capital is set out at Appendix B and is an underspend on the programme of £921,000, as last month. The main variation is a projected underspend of £508,000 on Pippbrook House.

3.0 PERFORMANCE ISSUES

Access to Services

- 3.1 A series of art workshops supported by Mole Valley District Council took place at Broome Park Nursing Home in Betchworth. Twelve residents collaborated during the workshops to create mosaics for Broome Park's new dementia-friendly sensory garden. The workshops were part of the county-wide 'Vitamin G' project to support the health and wellbeing of Surrey residents. The project involved the creation of eight community art gardens across the county to support vulnerable older people facing life-changing events, such as bereavement, physical or mental decline.
- 3.2 Overall performance in the Access to Services theme has been good. There are twelve performance indicators, seven of which are reported against a target. All seven of these performance indicators either exceeded or met their targets.
- 3.3 The **time taken to assess new benefits claims** has continued to decrease from 28 days in May and June, to just over 21 days in January.
- 3.4 The **time taken to assess changes in circumstances for benefits claims**

is showing strong performance at just over six days against a target of eleven days. The impact of the National Welfare Reforms continues to be monitored, and currently a general increase in volume and complexity of work continues to be experienced. This is being monitored to ensure we remain on track to achieve our targets.

- 3.5 The targets to answer both **telecare calls and calls to the Customer Services Unit** have both been met, with 98% of telecare calls being answered within 60 seconds, and 84% of CSU calls being answered within 20 seconds.
- 3.6 Nineteen **affordable homes** have been completed during the last month, bringing the total since April 2014 to 47. A further 54 affordable units are due to be completed by the end of March 2015 bringing the total for 2014/15 to 101 units.
- 3.7 There were ten households in **bed and breakfast** at the end of January 2015. Two family households had been there for more than six weeks, although one moved to alternative accommodation in early February. The housing service works closely with households in bed and breakfast to find suitable alternative accommodation as quickly as possible. There has been a gradual decline since the end of March 2014 when there were eighteen households in bed and breakfast.
- 3.8 Housing advice is offered with a view to preventing homelessness occurring and, so far during 2014/15, 63 households have been prevented from becoming homeless.
- 3.9 Availability of the main website and the planning website are both on target. The number of visits from a mobile device continues to increase and is nearly 40% higher when compared to the same time last year. The use of e-forms also continues to increase and, during January 2015, over 420 e-forms were submitted, compared to just over 310 submitted during January 2014.

Environment

- 3.10 Overall performance in the Environment theme has been good. There are seven performance indicators, each of which have a target set. Six of these performance indicators either exceeded or met their targets; performance to achieve a 35% reduction in CO2 emissions is shown as Red as reported to Executive 3 January 2015.
- 3.11 The **number of missed bins per 100,000 collections** is currently 32 missed bins per 100,000 collections. This is strong performance against a target of 90 missed bins per 100,000 collections
- 3.12 The **percentage of waste sent for recycling, reuse and composting** in Mole Valley remains one of the highest in the South East at 54.9%. At the end of March 2014, Mole Valley was ranked 3rd in Surrey.
- 3.13 Performance is above target to process **major, minor and other planning applications** within the agreed timeframes. The Development Control Team is now fully staffed and this has had a positive impact on the figures, with 'other' applications now meeting the target time.

Value for money

- 3.14 A Masterplanning partner has been appointed to work with Mole Valley District Council on the preparation of the masterplan for Leatherhead town

centre, part of the Transform Leatherhead project.

- 3.15 The proposal to improve the Church Street 'gateway' to Leatherhead town centre received £200,000 government Growth Deal funding through the Coast to Capital Local Enterprise Partnership (LEP). These significant additional funds to those already earmarked will allow MVDC and the County Council to consider a greater range of options for Church Street and the centre of Leatherhead that will complement the broader Transform Leatherhead project.
- 3.16 Performance in the Value for Money theme has been good overall. There are seven performance indicators, of which five have a target set. Four of these either exceeded or met their targets whilst one was slightly below target.
- 3.17 The **percentage of Housing Benefit (HB) overpayments recovered as a percentage of all HB payments** is above target at 72% compared to a target of 70%. The difference in performance when compared to the previous year is due to the introduction of a new national initiative known as the Real Time Information data matching exercise.
- 3.18 This compares the up to date earnings and private pensions information held by HM Revenues and Customs with that held by Mole Valley District Council. So far this has identified some additional £80K worth of overpayments since it commenced in October 2014. Recovery action has started on all of the overpayments raised. However due to the restrictions placed on the amounts the authority is able to recover each week from those still remaining on some form of benefit, full recovery may take some time.
- 3.19 As at the end of January, **the percentage of council tax collected** is on target and **the percentage of non-domestic rates collected** is slightly below target. Performance in these two areas has been affected by the number of people/businesses that have now opted to pay in 12 installments rather than the more usual 10. This means that we are collecting marginally less each month but we will collect installments in February and March, whereas normally the majority of bills would be paid in full by the end of January. The monthly targets will be updated for 2015/16 to reflect this change in the pattern of payment.
- 3.20 **All sickness absence** remains low with just under 5 days per employee against the target of 7 days. The local government average 2013 for Shire districts is 8.3 days.
- 3.21 **Staff turnover (voluntary leavers)** is currently at 8.0% which is within the preferred target range (8–15%). This indicator does not measure internal movement within the organisation, such as employees moving roles within it, or increasing partnership opportunities where our employees jointly work with our local government peers. As an organisation, MVDC promotes and encourages internal secondments, partnerships and job shadowing wherever possible as an effective way to develop skills, improve service delivery and make best use of our potential.

4.0 OPTIONS

The Executive has two options for consideration:

Option One – To note the Council’s financial and performance position for Month 10 2014/15

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

5.0 CORPORATE IMPLICATIONS

Monitoring Officer Commentary

The Monitoring Officer has confirmed that there are no legal implications arising as a direct consequence of this report.

S151 Officer Commentary

The S151 Officer confirms that all financial 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.

Communications

This report is posted on the website in the area on the Council's Performance.

BACKGROUND PAPERS

None

APPENDIX A

| <u>PROJECTED REVENUE COST OF SERVICES</u> | 2014/15 BUDGET £000 | 2014/15 PROJECT'N £000 | PROJECTED VARIANCE JANUARY £000 | PROJECTED VARIANCE DECEMBER £000 |
|--|---------------------------|------------------------------|--|---|
| 1. ENVIRONMENT <i>(Executive Member: Paul Newman)</i> | | | | |
| Waste, Street Care & Sustainability | 3,304 | 3,330 | 26 | 8 |
| Environmental Health & Licensing | 403 | 389 | (14) | (23) |
| TOTAL ENVIRONMENT | 3,707 | 3,719 | 12 | (15) |
| 2. WELLBEING <i>(James Friend)</i> | | | | |
| Parks & Open Spaces | 599 | 560 | (39) | (39) |
| Community Support Services | 125 | 132 | 7 | 19 |
| Partnerships (excl Grants & Youth Voice) | (432) | (516) | (84) | (78) |
| TOTAL WELLBEING | 292 | 176 | (116) | (98) |
| 3. COMMUNITY ENGAGEMENT & RESIDENT SERVICES <i>(Vivienne Michael)</i> | | | | |
| Benefits | 245 | 220 | (25) | 4 |
| CSU & Communications | 626 | 595 | (31) | (28) |
| Housing | 520 | 541 | 21 | 7 |
| Partnerships (Grants & Youth Voice) | 255 | 255 | 0 | 0 |
| TOTAL CE & RS | 1,646 | 1,611 | (35) | (17) |
| 4. ASSETS <i>(Charles Yarwood)</i> | | | | |
| Property | (837) | (939) | (102) | (97) |
| Car Parking | (1,195) | (1,153) | 42 | 44 |
| Dorking Halls | 124 | 135 | 11 | 11 |
| TOTAL ASSETS | (1,908) | (1,957) | (49) | (42) |
| 5. PLANNING <i>(John Northcott)</i> | | | | |
| Building Control | (95) | (120) | (25) | (29) |
| Development Control | 265 | 230 | (35) | (28) |
| Planning Policy | 457 | 460 | 3 | 26 |
| Planning Support | 195 | 193 | (2) | (3) |
| TOTAL PLANNING | 822 | 763 | (59) | (34) |
| 6. FINANCE & CORPORATE SERVICES <i>(Simon Ling)</i> | | | | |
| Finance & Corporate Costs | 1,874 | 1,869 | (5) | 9 |
| Revenue & Exchequer | 331 | 309 | (22) | (14) |
| ICT | 854 | 811 | (43) | (37) |
| HR | 278 | 290 | 12 | 16 |
| Democratic Services | 947 | 922 | (25) | (15) |
| Legal | 192 | 179 | (13) | (6) |
| Policy & Performance | 124 | 105 | (19) | (21) |
| Strategic Management Team | 905 | 936 | 31 | 31 |
| TOTAL F&CS | 5,505 | 5,421 | (84) | (37) |
| 7. LEATHERHEAD MASTERPLAN <i>(Chris Townsend)</i> | | | | |
| TOTAL SERVICE COSTS | 10,064 | 9,809 | (255) | (147) |

APPENDIX B

CAPITAL MONITORING

| | BUDGET £000 | SPEND TO DATE £000 | PROJ'D SPEND £000 | PROJ'D VAR'CE £000 | START DATE | END DATE |
|---|----------------|-----------------------------|-------------------------|--------------------------|---------------|-------------|
| | £000 | £000 | £000 | £000 | MM/YY | MM/YY |
| MAJOR CAPITAL PROJECTS | | | | | | |
| Emergency Accommodation | 1,400 | 1,299 | 1,347 | (53) | 04/14 | 03/15 |
| HOPE Mausoleum (HLF) | 153 | 100 | 153 | 0 | 07/13 | 09/17 |
| Leatherhead High Street | 33 | 24 | 33 | 0 | 04/11 | 11/15 |
| Ashted Village Centre | 48 | 31 | 48 | 0 | 02/13 | 03/15 |
| LINKS Playing Field | 100 | 0 | 100 | 0 | 02/12 | 10/12 |
| Carbon Reduction Project | 300 | 176 | 300 | 0 | 03/11 | TBC |
| Multi Sports Conversion | 38 | 38 | 38 | 0 | 10/14 | 12/14 |
| KGV Playing Fields Improvements | 100 | 36 | 100 | 0 | 10/14 | 03/16 |
| Dorking Halls Cinema | 175 | 170 | 172 | (3) | 06/12 | 03/15 |
| Pippbrook House | 750 | 215 | 242 | (508) | 03/13 | TBC |
| Pippbrook HQ Refurbishment | | 12 | | | 01/15 | TBC |
| Depot Relocation | 210 | 0 | 210 | 0 | TBC | TBC |
| Property Project Advancement | 295 | 298 | 298 | 3 | 03/11 | TBC |
| CAPITAL BLOCK SUMS | | | | | | |
| Disability Adaptations | 760 | 303 | 400 | (360) | | |
| Section 106 : Environmental Improvements | 250 | 150 | 250 | 0 | | |
| Affordable Housing | 735 | 360 | 735 | 0 | | |
| Community Grants | 70 | 26 | 70 | 0 | | |
| Playground Refurbishment | 112 | 52 | 112 | 0 | | |
| Capitalised Salaries | 464 | 0 | 464 | 0 | | |
| Telecare Equipment | 151 | 84 | 151 | 0 | | |
| Dial-A-Ride Vehicles | 200 | 47 | 200 | 0 | | |
| Property Projects | 150 | 122 | 150 | 0 | | |
| CAPITAL MINOR WORKS | | | | | | |
| Minor Works Contingency | 193 | 0 | 167 | (26) | | |
| Estates & Car Parking | 467 | 380 | 494 | 27 | | |
| Waste, Street Cleaning | 53 | 46 | 53 | 0 | | |
| ICT | 100 | 94 | 100 | 0 | | |
| Parks & Landscape | 260 | 104 | 261 | 1 | | |
| Community Support | 245 | 160 | 248 | 3 | | |
| Housing | 67 | 18 | 43 | (24) | | |
| Dorking Halls | 275 | 185 | 294 | 19 | | |
| Legal | 21 | 15 | 21 | 0 | | |
| TOTAL CAPITAL | 8,175 | 4,545 | 7,254 | (921) | | |

APPENDIX C

Performance indicators April- January 2015

| | PRIORITY THEME: ACCESS TO SERVICES | April-Jan 2013/14 | April-Jan 2014/15 | Current Target Status | 2014/15 Target | DoT¹ |
|----|---|--------------------------|--------------------------|------------------------------|-----------------------|------------------------|
| 1 | Time taken to assess new benefit claims <i>(cumulative year to date figure. The PI measures the time between when a claim is received and when assessment is completed)</i> | 20.9 Days | 21.3 Days | ☺ | 24 Days | ↓ ² |
| 2 | Time taken to assess changes in circumstances for benefit claims <i>(cumulative year to date figure. The PI measures the time between when a claim is received and when assessment is completed)</i> | 6.3 Days | 6.2 Days | ☺ | 11 Days | ↔ |
| 3 | Percentage of Telecare calls answered within 60 seconds <i>(cumulative year to date figure generated from Telecare's call handling system, which automatically records all answering times)</i> | 97.1% | 98.1% | ☺ | 97.5% | ↑ |
| 4 | Dial a Ride Customer satisfaction (calculated from surveys with customers) | 96 ³ % | N/A | N/A | 98% | N/A |
| 5 | Day Centres Customer Satisfaction (calculated from surveys with customers) | 96.5% ⁴ | N/A | N/A | 95% | N/A |
| 6 | Telecare Customer Satisfaction (calculated from surveys with customers) | 98.8% ⁵ | N/A | N/A | 97.5% | N/A |
| 7 | Percentage of Customer Service Unit calls answered in 20 seconds (cumulative year to date figure of time taken to answer calls to 01306 885001) | 83% | 84% | ☺ | 80% | ↑ |
| 8 | 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> | 87 | 63 | N/A | Not targeted | N/A |
| 9 | Main Website availability (year to date figure showing the availability of the Council's website; generated automatically from IT reporting system) | 97.08% | 98.62% | ☺ | 98% | ↑ |
| 10 | Planning Website availability (year to date figure showing the availability of the Council's website; generated automatically from IT reporting system) | 96.60% | 98.58% | ☺ | 98% | ↑ |
| 11 | Percentage of households on electoral register <i>(Annual calculation of the % of households registered compared to total number of households where people are eligible to vote)</i> | 97.0% | 98.6% | ☺ | 98.6% | ↑ |
| 12 | Number of Affordable Homes delivered (a count of the number of affordable homes provided in the year) | 21 ⁶ | 47 | N/A | 150 ⁷ | ↑ |

¹ DoT: Direction of Travel compared with same period last year

² In year performance is showing a positive trend

³ Customer satisfaction survey 2011

⁴ Customer satisfaction survey 2013

⁵ Customer satisfaction survey 2013

⁶ Total for 2013/14

⁷ The number of affordable homes to be provided over a three year period in line with target in Core Strategy

| | PRIORITY THEME: ENVIRONMENT | April-Jan 2013/14 | April-Jan 2014/15 | Current Target Status | 2014/15 Target | DoT¹ |
|----|---|--------------------------|--------------------------|------------------------------|-----------------------|------------------------|
| 13 | 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> | 31 | 32 | ☺ | 90 | ↓ |
| 14 | 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> | 54.8% | 54.9% | ☺ | 54.9% | ↔ |
| 15 | CO2 reduction from the Council's operations <i>(Collected annually. Council's CO2 is collected from annual energy usage in buildings and fuel consumption of vehicles on Council business. The year on year usage is then compared to get the CO2 reduction.)</i> | 7.7% ⁸ | 10.3% ⁹ | ☹ | 35% ¹⁰ | N/A |
| 16 | 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> | 98% | 92% | ☺ | 85% | ↓ |
| 17 | Percentage of major applications processed within 13 weeks <i>(cumulative year to date figure of the number of applications processed within timescales against total received)</i> | 54.5% | 77.8% ¹¹ | ☺ | 60% | ↑ |
| 18 | Percentage of minor applications processed within 8 weeks <i>(cumulative year to date figure of the number of applications processed within timescales against total received)</i> | 64.1% | 69.1% ¹² | ☺ | 65% | ↑ |
| 19 | Percentage of other applications processed within 8 weeks <i>(cumulative year to date figure of the number of applications processed within timescales against total received)</i> | 88.3% | 80.5% ¹³ | ☺ | 80% | ↓ |

⁸ Percentage reduction by 2012/13 from 2008/09 baseline

⁹ Percentage reduction by 2013/14 from 2008/09 baseline

¹⁰ Target reduction by March 2015

¹¹ 7 out of 9 major applications determined in the period (including with an agreed extension of time)

¹² 181 out of 262 minor applications determined in the period (including with an agreed extension of time)

¹³ 569 out of 708 other applications determined in the period (including with an agreed extension of time). In year performance is showing a positive trend.

| | PRIORITY THEME: VALUE FOR MONEY | April-Jan 2013/14 | April-Jan 2014/15 | Current Target Status | 2014/15 Target | DoT |
|----|--|--------------------------|--------------------------|------------------------------|-----------------------|------------|
| 20 | Percentage of Housing Benefit (HB) overpayments recovered as a % of all HB overpayments (<i>This is an 'as is now' figure at the end of each period of the total HB overpayments collected against total overpayments raised</i>) | 93% | 72% | ☺ | 70% | ↓ |
| 21 | Staff turnover (voluntary leavers) in the past twelve months (<i>rolling annual figure; calculated from the total number of staff leaving voluntarily as a percentage of total staff in post</i>) | 8.8% | 8.0% | ☺ | 8-15% | ↓ |
| 22 | All Sickness Absence (<i>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</i>) | 5.1 Days | 4.8 Days | ☺ | <7.8 Days | ↑ |
| 23 | 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>) | 97.7% | 97.6% | ☺ | 97.6% ¹⁴ | ↔ |
| 24 | 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>) | 97.5% | 94.7% | ☹ | 97.44% ¹⁵ | ↓ |
| 25 | Percentage of income generating properties that are in arrears for more than 3 months (<i>calculated as a percentage of all the rent invoiced for the Council's property portfolio</i>) | N/A | 6.12% ¹⁶ | N/A | No target set | N/A |
| 26 | Car Parking: Average Duration of Pay and Display tickets purchased (<i>calculated as the mean, in minutes, of the total duration of pay and display tickets bought in the period</i>) | 89 Minutes | 89 Minutes | N/A | Not targeted | N/A |

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

¹⁴ Target as at end January 2015

¹⁵ Target as at end January 2015

¹⁶ Calculated quarterly. Figure as at end December 2014.

