

Agenda Item 6

Report of	Nick Gray, Strategic Director Angela Griffiths, Corporate Head of Service
Author	Phil Mitchell, Financial Services Manager Jane Nottage, Policy and Performance Manager
Telephone	Phil Mitchell - 01306 879149 Jane Nottage - 01306 879188
Email	Phil.mitchell@molevalley.gov.uk Jane.nottage@molevalley.gov.uk
To	EXECUTIVE
Date	26 th November 2013
Executive Member	Councillor Simon Ling Councillor Charles Yarwood
Ward (s) affected	All
Subject	2013/14 Month 7 Budget and Performance Monitoring Report
RECOMMENDATION	
That the Council's year end financial outturn projection and performance for Month 7 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 7. 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 half of the year with their knowledge and judgment on the likely income and expenditure in the second half.

For 2013/14, there are 27 performance indicators in the basket, of which 17 are included in this report, and 16 corporate projects. This report provides the Executive with progress made in the first seven 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 £145,000 by the end of the year, rising to £258,000 with the addition of Investment Income. The forecast in the previous monitoring report to Executive, at the end of September, was an underspend of £195,000 (£132,000 before investment income).

There are 27 Performance Indicators (PIs) in the basket; 5 of these are monitored on a yearly basis, one is reported by exception, 4 do not have targets and are reported factually. At the end of Month 7 2013/14, of the remaining 17 PIs, performance is assessed as follows:

- PIs on or above target (green): 11 (65%)
- PIs slightly off target (amber): 4 (23%)
- PIs off target (red) 2 (12%)

1.2 The following targets have exceptionally good performance and are exceeding 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 divided by the number of properties visited for scheduled collections of refuse and recycling

1.3 Overall performance at the end of Month 7 is good with 65% (11 out of 17) of PIs on 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, 65% of PIs (11 out of 17) have either performed better or stayed at similar levels.

1.4 Performance is strongest in the Environment and Value for Money themes, with 80% of PIs (4 out of 5) meeting the targets set.

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 month. The previous monitoring report, based on the assessment of outturn at the end of September, forecast a total underspend at year-end of £195,000 - £132,000 on businesses and £63,000 additional investment income. The latest forecast, at the end of October, anticipates a total underspend of £258,000 by the end of the year - £145,000 on businesses and £113,000 additional investment income.
- 2.2 As reported last month, 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.

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 5 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.)

	<u>Variance Against Budget £'000</u>
<u>Underspends (>£50,000)</u>	
Partnerships	(229)
Planning support	(67)
<u>Overspends (>£50,000)</u>	
Development Control	104
	<hr style="width: 100%; border: 0.5px solid black;"/> (189)
Other variations less than £50,000 - full analysis in Annex	(253)
	<hr style="width: 100%; border: 0.5px solid black;"/>
Total underspend on businesses	(445)
Less: Contribution to capital	300
	<hr style="width: 100%; border: 0.5px solid black;"/>
Total	(145)

- 2.4 **Partnerships: £229,000 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 £440,000 in a full year. Other factors are additional income from Leatherhead Leisure Centre and staff turnover in the Partnerships Team.

Planning Support: £67,000 underspend – due to a combination of Land Charge income above budget and savings on staffing vacancies.

- 2.5 **Development Control: £104,000 overspend** – reflecting developments on planning at Cherkley Court. Following the outcome of the Judicial Review of the planning decision, MVDC may be liable for the claimant's costs. The outturn position is far from certain but the projection of expenditure for the year currently includes estimates of costs for MVDC related to the Judicial Review decision as well as a potential cost claim against MVDC for the Judicial Review. The overspend also includes a projected shortfall in income from planning applications this year.

Capital Costs

- 2.6 The details of the latest capital expenditure and projections are set out in Annex C. The presentation of this annex has changed slightly to emphasize the different types of major projects. The one-off projects that span multiple years (e.g. Leatherhead Leisure Centre) are set out under a separate heading to distinguish them from Capital Block Sums (e.g. Affordable Housing, Disabled Facilities Grants) which are allocated annually or for a defined number of years.
- 2.7 Since the last report, significant expenditure has been recorded against the major schemes for Affordable Housing and Disability Adaptations. However, the level of current expenditure on Disability Adaptations continues to indicate a substantial underspending at year end and the projection has been further amended in line with this.
- 2.8 The Disability Adaptations budget comprises a grant from Government of £0.25m topped up by a Council capital contribution. The future of the budget, particularly the Government Grant element, is in some doubt following a recent announcement from Government that creates a new amalgamated fund – the Integration Transformation Fund – from 2015/16 to be shared between Health and the County's Social Care function. The grant that is currently paid to District Councils is included in this new fund. It is not yet clear whether the Council will retain a role in the new arrangements or precisely what that role might be. Further clarification is awaited.
- 2.9 The other major variation against the capital budget is in relation to s106 expenditure. As reported last month, the two major projects initially scheduled for this year are now more likely to incur significant expenditure in 2014/15. These are improvements to Church Street, Leatherhead and West Street, Dorking.

Funding

- 2.10 The latest position shows funding at anticipated levels on Council Tax and Business Rates. The New Homes Bonus (NHB) grant is determined by previous years' house numbers and will therefore not vary from budget.
- 2.11 The latest projection of income from investments this year shows an improvement on the budgeted figure by £113,000. 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 Following the dip in **website** performance as a result of the 'Anonymous Group' attack on the website in August, the latest figures show continued improvement. Cumulative performance (April to October) is currently just above 96% and is expected to continue to improve. During the month of October, there was over 99% availability for both the core website and planning website.
- 3.2 The number of families in **bed and breakfast** has decreased from seventeen at the end of September to eleven at the end of October. This remains one of the lowest in Surrey.
- 3.3 The percentage of **Customer Service Unit calls answered within 20 seconds** continues to rise and is now exceeding the target set, with 84% of calls answered within the timeframe, against a target of 80%.
- 3.4 The **time taken to assess new benefits claims** continues to reduce and is currently at just under 22 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.
- 3.5 There is good performance against key projects under the Access to Services. Three projects have been completed in the last six 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.

Environment

- 3.6 The **percentage of waste sent for recycling, reuse and composting** in Mole Valley remains one of the highest in the South East. The month 7 figure is similar to the same period last year. The Council's Waste Management Scrutiny Panel are currently working on determining the future recycling, reuse and composting target. The panel is due to meet again in December when they will make a range of recommendations including what future recycling, reuse and composting targets should be.
- 3.7 Performance is above target to process both **minor and 'other' planning applications** within 8 weeks. Over 68% of minor applications were processed within the timescale, against a target of 65%; and over 68% of 'other' applications were processed within the timescale, against a target of 80%.
- 3.8 Performance is below target for processing of **major planning applications**. To date, 50% of applications have been processed within 13 weeks, against a target of 60%. There have been no new major planning applications requiring a decision during October.
- 3.9 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 continues to liaise with key stakeholders to progress the purchase of an

alternative site', subject to planning permission.

Value for Money

- 3.10 **All sickness absence** remains low at 5 days against the target of 7 days and continues to be lower than the average when compared to other shire districts.
- 3.11 **The percentage of council tax collected** is now back on track following a problem with the September mid-month direct debit run and unavailability of the online payment system at the end of September. The Council is on track to achieve the year end target of 99%.
- 3.12 The **percentage of non domestic rates** collected remains above target due to a large advance payment being made in March 2013. As anticipated, the gap is narrowing as we get closer to the end of the normal instalment cycle in January 2014. The Council remains on track to achieve the year end target of 99%.
- 3.13 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 seven 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

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

- (a) **S151 Officer commentary** - I confirm that all financial implications have been taken into account.

Legal Implications

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

- (b) **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 consultations issues in this report.

BACKGROUND PAPERS

None

BUDGET MONITORING - MONTH 7

Appendix A

		Updated Budget 2013/14 £000	Forecast Outturn Expenditure (October) 2013/14 £000	Variance 2013/14 £000
<u>COSTS</u>				
Environment Portfolio	Car Parking	-1,174	-1,143	31
	Environmental Health	385	350	-35
	Parks & Open Spaces	596	560	-36
	Waste, Street Cleaning & Sustainability	3,234	3,247	13
		3,041	3,014	-27
Customer Services & Wellbeing Portfolio	Benefits	256	260	4
	Community Support	145	101	-44
	CSU & Communications	627	596	-31
	Housing	460	458	-2
	Partnerships	326	97	-229
	1,814	1,512	-302	
Communities & Assets Portfolio	Democratic Services	954	913	-41
	Dorking Halls	114	134	20
	Human Resources	288	255	-33
	ICT	787	807	20
	Legal	184	184	0
	Policy & Performance	42	22	-20
	Property	-904	-889	15
	1,465	1,426	-39	
Planning Portfolio	Building Control	-84	-101	-17
	Development Control	232	336	104
	Planning Policy	520	490	-30
	Planning Support	224	157	-67
		892	882	-10
Finance Portfolio	Finance & Corporate Costs	1,354	1,338	-16
	Revenues & Exchequer	386	349	-37
	Strategic Management Team	836	822	-14
		2,576	2,509	-67
	Revenue contribution to minor works	0	300	300
TOTAL COSTS		9,788	9,643	-145
<u>FUNDING</u>				
	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	-433	-113
	Carried forward from 2012/13	-103	-103	0
TOTAL FUNDING		-9,788	-9,901	-113
IMPACT ON BALANCES (GENERAL FUND)		0	-258	-258

			Budget / Profile for 2013/14 to Mth 7	Actual 2013/14 To Month 7	2013/14 Variance to Mth 7	Budget / Profile for 2013/14 full year	2013/14 Projected to Year End	2013/14 Full Year Variance
1.	Parking - pay & display	Tickets purchased Income £	809,483 697,773	836,821 740,754	27,338 42,981	1,377,265 1,187,200	1,434,550 1,260,000	57,285 72,800
2.	Parking - penalty notices (off street)	PCNs issued Income £	3,433 75,300	3,381 70,922	-52 -4,378	5,926 130,000	5,796 120,000	-130 -10,000
3.	Parking - penalty notices (on street)	PCNs issued Income £	2,167 62,600	2,301 63,012	134 412	3,738 108,000	3,944 108,000	206 0
4.	Parking permits	Income £	224,900	196,530	-28,370	265,200	252,700	-12,500
5.	Dorking Halls - events	Income £	50,400	76,148	25,748	95,000	96,000	1,000
6.	Dorking Halls - hire	Income £	16,200	43,976	27,776	70,000	72,000	2,000
7.	Dorking Halls - cinema	Income £	72,900	70,814	-2,086	130,000	126,000	-4,000
8.	Dorking Halls - catering	Income £	28,600	23,545	-5,055	56,600	56,600	0
9.	Dial-A-Ride	Income £	50,363	54,668	4,305	97,200	103,400	6,200
10.	Day Centres	Attendances Income £	18,929 20,205	19,910 18,961	981 -1,244	30,601 32,900	32,186 31,757	1,585 -1,143
11.	Telecare - subscribers	Number of subscribers Income £	2,768 321,305	2,702 311,493	-66 -9,812	2,768 531,100	2,702 514,000	-66 -17,100
12.	Telecare - block contracts	Number of contracts Income £	105 172,923	105 159,805	0 -13,118	105 323,300	105 317,900	0 -5,400
13.	Planning applications	Income £	264,425	203,017	-61,408	453,300	375,000	-78,300
14.	Land Charges	Searches undertaken Income £	741 133,000	930 176,147	189 43,147	1,270 228,000	1,430 260,000	160 32,000
15.	Building Control fees	Applications received Income £	452 253,925	474 255,965	22 2,040	775 435,300	773 424,400	-2 -10,900
16.	Licensing - taxis	Licenses issued Income £	221 46,375	289 49,517	68 3,142	442 79,500	474 83,000	32 3,500
17.	Licensing - public entertainment	Licenses issued Income £	426 43,867	471 51,527	45 7,660	730 75,200	766 75,200	36 0
18.	Licensing - other	Licenses issued Income £	93 13,300	59 11,455	-34 -1,845	160 22,800	147 20,874	-13 -1,926
19.	Council Tax	Percentage collected	70	70	0	99	99	0
20.	Rents	Income £	1,108,300	1,078,798	-29,502	1,815,100	1,785,100	-30,000
21.	Waste - recycling credits	Tonnes recycled Income £	7,262 386,000	9,808 528,500	2,546 142,500	16,075 858,000	15,460 832,900	-615 -25,100
22.	Waste - garden waste subscriptions	Number of customers Income £	10,135 556,800	10,118 567,500	-17 10,700	11,758 646,000	12,000 646,000	242 0
23.	Waste - special collections	Income £	24,500	25,300	800	42,000	42,000	0
24.	Housing - rents	Number of tenants Income £	19 62,461	18 70,166	-1 7,705	19 107,076	18 120,300	-1 13,224
25.	Benefits - overpayments recovered	Amount of debt raised Income recovered £	323,500 302,300	319,500 290,200	-4,000 -12,100	568,500 524,800	547,800 497,500	-20,700 -27,300

	Budget Manager	Project Budget £000	Project Expenditure to date - end October £000	Forecast Spend £000	Variance £000	Project Expenditure on previous report - end September £000
MAJOR PROJECTS						
1. CAPITAL PROJECTS						
Emergency Accommodation	Alison Wilks	1,400	0	1,400	0	0
HOPE Mausoleum (HLF funded)	Paul Anderson	123	1	123	0	1
Poplar Road	Alison Wilks	77	80	80	3	80
Leatherhead High Street (s106)	Jack Straw	33	25	28	-5	25
Ashted Village Centre	Jack Straw	28	1	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	84	0	67
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	170	172	-28	170
Pippbrook House	Paul Brooks	750	32	845	95	31
Kingston Road Gasometer (contaminated land)	Richard Haddad	197	136	165	-32	133
Depot Relocation	Steve Ruddy	210	0	210	0	0
Property Projects Advancement	Paul Brooks	135	9	135	0	11
2. CAPITAL BLOCK SUMS						
Disability Adaptations	Richard Haddad	996	188	500	-496	156
Affordable Housing	Alison Wilks	800	800	800	0	560
S106 Projects	Jack Straw	250	0	10	-240	0
Community Grants	Patrick McCord	74	32	74	0	11
Playground Refurbishment	Paul Anderson	65	65	65	0	65
Capitalised salaries	Phil Mitchell	430	0	430	0	0
Telecare Equipment	Tim Ward	150	86	150	0	82
Dial-A-Ride Vehicle Replacement	Tim Ward	200	47	200	0	47
Property Projects	Paul Brooks	150	89	150	0	87
TOTAL MAJOR PROJECTS		20,269	15,324	19,537	-732	15,006
MINOR PROJECTS						
Minor Works Contingency	Richard Burrows	89	0	89	0	0
Estates & Car Parking (19 projects)	Paul Brooks	404	240	409	5	221
Sustainability, Waste & Street Cleaning (6 projects)	Steve Ruddy	124	77	125	1	51
ICT (1 project)	Bob Thomas	50	18	50	0	7
Parks & Landscape (19 projects)	Paul Anderson	350	139	345	-5	135
Community Support Services (10 projects)	Tim Ward	216	150	249	33	69
Housing (6 projects)	Alison Wilks	84	27	84	0	18
Dorking Halls (13 projects)	Keith Garrow	233	154	239	6	138
CSU, Communications & Legal (1 project)	Angela Griffiths	21	0	21	0	0
TOTAL MINOR PROJECTS		1,571	805	1,611	40	639
TOTAL CAPITAL		21,840	16,129	21,148	-692	15,645

NOTES

Minor Works budgets include carried forward sums from 2012/13

Performance Indicators as at 30th October 2013

Appendix D

	PRIORITY THEME: ACCESS TO SERVICES	Apr-October 2012/13	Apr-October 2013/14	Current Target Status	2013/14 Target	DoT¹
1	Time taken to assess new benefit claims (cumulative year to date figure. The PI measures the time between when a claim is received and when assessment is completed)	25.4 Days	21.8 Days	☺	24 Days	↑
2	Time taken to assess changes in circumstances for benefit claims (cumulative year to date figure. The PI measures the time between when a claim is received and when assessment is completed)	6.6 Days	6.2 Days	☺	11 Days	↑
3	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)	98.4%	97.8%	☹	98%	↓
4	Percentage of Customer Service Unit calls answered in 20 seconds (cumulative year to date figure of time taken to answer calls to 01306 885001)	82%	84%	☺	80%	↑
5	Housing Advice – Instances of homelessness prevented (cumulative year to date figure of the number of households prevented from becoming homeless, through advice offered by the housing team)	77	69	N/A	No target set	N/A
6	Main Website availability (year to date figure showing the availability of the Council's website; generated automatically from IT reporting system)	98.59%	96.02%	☹	98%	↓
7	Planning Website availability (year to date figure showing the availability of the Council's website; generated automatically from IT reporting system)	99.67%	96.02%	☹	98%	↓
8	Number of Affordable Homes delivered (a count of the number of affordable homes provided in the year)	23 ²	20	☹	50 ³	↓

	PRIORITY THEME: ENVIRONMENT	Apr-October 2012/13	Apr-October 2013/14	Current Target Status	2013/14 Target	DoT¹
9	Number of missed bins per 100,000 collections (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)	188	38	☺	125	↑
10	Percentage of waste sent for recycling, reuse and composting (cumulative year to date figure, calculated by comparing the amount of waste sent for recycling, reuse and composting against the total waste collected)	57.3%	56.5%	N/A	No target set ⁴	↓
11	Percentage of food businesses with a 'Scores on the door' of 3 or over (This is an 'as is now' figure at the end of each	85%	90%	☺		↑

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

² Total for 2012/13

³ Average annual target of 50 homes per year in line with target in Core Strategy

⁴ Target for 2014/15 to be agreed by the Waste Management Scrutiny Panel

	period, which represents the number of business assigned an hygiene rating of 3 or over, by the environmental health team)			☺	85%	
--	--	--	--	---	-----	--

	PRIORITY THEME: ENVIRONMENT	Apr-October 2012/13	Apr-October 2013/14	Current Target Status	2013/14 Target	DoT¹
12	Percentage of major applications processed within 13 weeks (cumulative year to date figure of the number of applications processed within timescales against total received)	50%	50% ⁵	☹	60%	↔
13	Percentage of minor applications processed within 8 weeks (cumulative year to date figure of the number of applications processed within timescales against total received)	72.9%	68.4% ⁶	☺	65%	↓
14	Percentage of other applications processed within 8 weeks (cumulative year to date figure of the number of applications processed within timescales against total received)	85.1%	88.6% ⁷	☺	80%	↑

	PRIORITY THEME: VALUE FOR MONEY	Apr-October 2012/13	Apr-October 2013/14	Current Target Status	2013/14 Target	DoT
15	Percentage of Housing Benefit (HB) overpayments recovered as a % of all HB overpayments (This is an 'as is now' figure at the end of each period of the total HB overpayments collected against total overpayments raised)	91%	91%	☺	70%	↔
16	Staff turnover (voluntary leavers) in the past twelve months (rolling annual figure; calculated from the total number of staff leaving voluntarily as a percentage of total staff in post)	8.4%	8.6%	☺	10%	N/A
17	All Sickness Absence (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)	7.8 Days	5 Days	☺	7 Days	↑
18	Percentage of council tax collected (calculated, as a cumulative year to date figure, from the total council tax payments received compared to the total amounts payable in that year)	69.9%	69.8%	☹	70% ⁸	↔
19	Percentage of non-domestic rates collected (calculated, as a cumulative year to date figure, from the total business rates payments received compared to the total amounts payable in that year)	71.8%	73.1%	☺	71.4% ⁸	↑
20	Percentage of rent received compared to rent invoiced (calculated as a percentage of all the rent invoiced for the Council's property portfolio)	N/A	98.4% ⁹	N/A	No target set	N/A
21	Car Parking: Average Duration of Pay and Display tickets purchased (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

⁵ 9 out of 18 major applications determined in the period

⁶ 117 out of 171 minor applications determined in the period

⁷ 487 out of 550 other applications determined in the period

⁸ This is the target for end of October. Year end target is 99%

⁹ Performance is reported quarterly. Figures is at end September.

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

	ACCESS TO SERVICES 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"> • Listening to and Understanding our Communities and our Customers. This theme incorporates analysing the wide range of communication methods available to us and the data that these methods provide so that we can better understand our customers' needs. • Adopting a 'Customer First' approach will allow us to use that information to better inform customers, improve our processes, deliver better services, and ensure that we use the right delivery methods to enhance the customer's ability to access our services and engage with us in a way and at a time that suits them. • Promoting our Services/Managing our Reputation 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. <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. This position is being reviewed during the current year to consider what changes, if any may need to be made for 2014/15 and further forward.</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 Bedroom Tax has been in place from April 2013. Identifying cases most impacted by Welfare Reforms and working with Housing Options and</p>	Green

			<p>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>	
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 October continues to fall. 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 trend in the rateable value did start to show signs of improvement with one or two new valuations coming into the valuation list, however due to more properties being removed from the list this has started to fall again. 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	SMT – Graeme Kane	<p>All 3 2013 events have taken place</p> <ul style="list-style-type: none"> • Vachery Triathlon – 21st July • RideLondon – 4th August • Tour of Britain – 21st September 	Complete
6	Implementing the outcomes of the review of Governance	Democratic Services – Bella Davies	<p>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 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>	Complete

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 continues to liaise with key stakeholders to progress the purchase of an alternative site', subject to planning permission.	Status
---	-----------------------------------	---	---	--------

8	Implementing the chosen option for the refurbishment or redevelopment of the Pippbrook site	Property and Legal – Paul Brooks & Chris Harris	Following the meeting of the Members working group in August, further information has been requested from Turner Townsend, This will be considered by the working group at the end of November with a view to recommendations being considered by Council in February.	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>Appraisal of potential development sites is well advanced.</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>Report on proposed consultation document to be considered by BEM on 12th November Council on 3rd December and Executive on 17th December.</p>	Green
10	Implementing the car parking strategy	Car Parking – Paul Anderson	The majority of the targets within the strategy remain on target. The first meeting of the Joint MVDC/SCC Local Committee was held in October 2013, where Members discussed opportunities to improve joint working between the authorities on parking matters. The Group reviewed both Councils' parking strategies and agreed that they complemented each other in terms of their focus and approach. The Council has announced free parking from noon in the three Saturdays before Christmas to help support retailers across Mole Valley at this crucial time.	Green

	VALUE FOR MONEY	Lead Business Unit	Position statement	Status
	Project Description			
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 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</p>	Green
----	--	-----------------	--	-------

			<p>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>An external contractor has been commissioned to review corporate health and safety arrangements and to make recommendations to SMT.</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 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. A programme is also being rolled out for staff who have management responsibility within the Council.</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> <p>A review of the Member Development Plan will be undertaken by the end of the municipal year.</p>	Green
14	Dorking Sports Centre Retender	Partnerships & Legal – Patrick McCord & Chris Harris	<p>The DSC decision has been made by the Executive and DC Leisure were appointed.</p> <p>The objective to 'increase revenue to the Council whilst maintaining a good level of service' has been</p>	Complete

			fully met. Mobilisation of the new contract has commenced and will take effect on 26th November.	
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. The corporate context to be written in new Asset Management Plan by April 2014	Green
16	Achieve an improved return on the Council's investments	Finance – Phil Mitchell	<p>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.</p> <p>£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 recently been notified at more than 6%.</p> <p>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.</p>	Green

Website and Social Media Report – October 2013

Overview

October's visitor numbers were down by 4.2% compared to September 2013 but up 11.5% when compared to October 2012. Visitor numbers have returned to what is expected following the hacking attack in August.

Visitors:

- 44,167 visits
- 33,531 unique visitors
- 124,527 page views
- 2.82 average number of pages viewed per visitor
- 6,703 visits from a mobile



New visitors: those people who have visited the site only once in the month:
27,465

Returning visitors: those who have visited our site more than once in the month:
16,702

The highest number of visitors was on Tuesday 1 October with 1,756 visitors. The lowest was on Saturday 12 October with 897 visitors.

Top 10 Pages

1	Search for a Planning App	5,554
2	Planning / Building	4,488
3	Search	2,901
4	Contact Us	2,890
5	Pay It	2,094
6	Recycling & Waste	1,527
7	Planning Applications	1,305
8	Council Tax & Benefits	1,259
9	Housing	858
10	Council & Democracy	769

Payment Transactions:

October 2013: £286,706.10 (in 1,672 transactions) online payments made

October 2012: £223,862 (in 1,298 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. It has not yet been reinstated and, as a result, there were no feedback forms received during October.

Eforms: 187. This figure is still comparatively low because the forms that arrive by email have been switched off since the hacking incident. An alternative method with secure processes is still being investigated. Online diary event forms have been reintroduced by IT following the hacking attack – accounting for a slight increase in the number of eforms received.

Social Networks

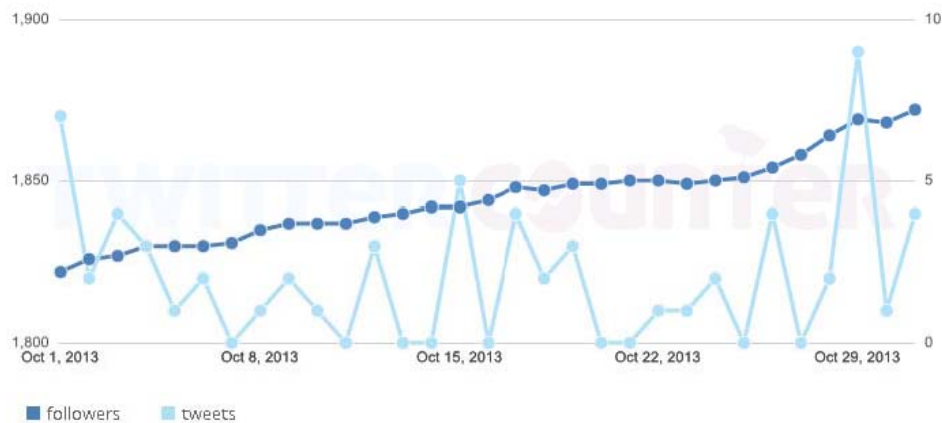
YouTube:

Videos uploaded: 28

Video views: (For October) 134 (In Total) 6,516

Twitter:

3,222 tweets; 1,887 followers (+52 on last month); 55 retweets; 79 @mentions



Core Website Availability

Core Planning and Website availability: 99.66%

