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Ward (s) affected	The Business and Budget Report covers the whole District
Subject	Month 9 – 2015/16 Business and Budget Monitoring

RECOMMENDATIONS

1. That the Executive notes the Council's performance and financial position for the end of December (Month 9) 2015/16 and the contracts set out in Appendix E.
2. That the Executive approves the loan of £30,000 to the Dorking Town Partnership as set out in paragraph 6 of this report.

EXECUTIVE SUMMARY

This report provides the Executive with progress made so far in 2015/16 to deliver on our priorities, and provides the financial context. It highlights areas of good performance and, where performance has fallen below the target set, outlines the reasons and the actions taken in response.

The report is set out in six parts:

- Part 1 - introduction
- Part 2 - performance issues
- Part 3 - budget monitoring – revenue
- Part 4 - budget monitoring – capital
- Part 5 – notifications under Contract Standing Orders
- Part 6 – proposed loan to Dorking Town Partnership

There are five appendices:

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

CORPORATE PRIORITIES

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

The Executive has the authority to determine the recommendations

1.0 INTRODUCTION

1.1 In March 2015, MVDC adopted a new Corporate Strategy for the period 2015-2019. The strategy is framed around three priority outcomes:

- Environment – a highly attractive area with housing that meets local need
- Prosperity – a vibrant local economy with thriving towns and villages
- Community Wellbeing – active communities and support for those who need it

1.2 A portfolio of projects and performance indicators has been developed to enable MVDC to manage, monitor and report on progress being made on delivering the priorities.

Projects

1.3 The full list of 17 projects, and progress being made, is given in Appendix A. Each project that is in its implementation phase has been rated for time and cost.

Time – is the project on schedule? Is completion forecast to slip? Amber status indicates that although the timescale might lengthen, the overall outcome of the project is unlikely to be compromised; red indicates that the outcome(s) of the project are likely to be compromised by the slippage in the programme.

Cost – is the project cost containable within the anticipated budget? Amber indicates a possibility/likelihood of a material overspending. Red indicates an inevitable material overspending.

1.4 One of the 17 projects is still being developed and therefore does not have red, amber or green (RAG) ratings. Of the remaining 16 projects, performance is assessed as follows for time and cost:

- Time: 13 projects are green, 2 amber, 1 red
- Cost: 15 projects are green, 1 amber, 0 red

Performance Indicators

1.5 The full list of 21 performance indicators (PIs), and progress being made on these, is given in Appendix B. Five do not have targets as they are indicators which put the other performance indicators into context, such as the overall business rateable value of the district. Four are reported on an annual basis. At the end of December 2015, of the remaining 12 PIs, performance is assessed as follows:

- PIs on or above target (green): 11 (91.7%)
- PIs slightly off target (amber): 1 (8.3%)
- PIs off target (red): 0 (0%)

1.6 Comparing this year's performance with the same period last year, eight out of the nine PIs for which we have 2014/15 data have either performed better or stayed at

similar levels (88.9%).

- 1.7 A number of indicators have performed better than the targets set, notably:
- Percentage of waste sent for recycling, reuse and composting (above target and improved compared to same period last year)
 - The 3 separate indicators for percentage of major, minor and 'other' planning applications processed within their target time (above target and improved compared to same period last year)
 - The number of households in B&B (fell to the lowest level in a year (6), with no families or 16 or 17 year olds staying in B&B for longer than 6 weeks).

Budget

- 1.8 The monitoring of the Council's budget shows a projected underspend on revenue of £161,000 after nine months of the year. The latest projected capital position is £0.3m below the previously approved budget.

2.0 PERFORMANCE ISSUES

ENVIRONMENT

- 2.1 There are three projects under the Environment priority. One is in the development stage and therefore does not have ratings; the remaining two have been rated green for time and cost.
- 2.2 There are five Environment performance indicators; with four being reported against a target; two of these have annual targets; two are reported monthly. The two monthly performance indicators with set targets, met or exceeded their targets.

Housing

- 2.3 A total of forty affordable homes have been completed so far this financial year.

Waste and Recycling

- 2.4 MVDC achieved an impressive 64.5% recycling rate in December, which is our highest ever monthly figure. The cumulative rate is now 59.10%, which is also our best figure for this stage of the year. A large part of this success is down to the impact of the Surrey-wide food waste intervention campaign launched in October, which resulted in collected food waste increasing by 55% compared to December 2014. Collected general waste from black bins also broke the record for the least amount collected in a month.
- 2.5 The current focus of the Surrey Waste Partnership communications programme is on recycling generally, which has involved the publication of Christmas campaign materials across the county, including MVDC's social media channels and website, followed by a further campaign in January including publicity messages on a number of our collection vehicles.
- 2.6 The number of missed bins per 100,000 collections is currently 40. Whilst slightly higher than the same time last year, overall, performance remains strong against a target of 80.

Hope Springs Eternal

- 2.7 Good progress has been made with the Hope Mausoleum repairs. An event to launch an oral history project in partnership with Dorking Museum was held during December at the museum. A provider of a virtual tour to digitally recreate the Deepdene Estate as it was in 1825 has been procured. Following MVDC's call for memories of the original Deepdene House, the project was featured by the BBC on the radio and their website <http://www.bbc.co.uk/news/uk-england-surrey-35183959> Contracts for repairing the remaining two historic structures at Deepdene Gardens, and the replacement maintenance building at Dorking Golf Club will be awarded in February for work on site to start in March.
- 2.8 The project will be launched during the Heritage Open Days (HOD) event (8-11 September 2016) and work is being undertaken with the HOD team to maximise media coverage. The dedicated Deepdene website has been developed in-house, and a photographer has been commissioned to start recording the site with the images going on the website for publicity and promotion purposes.

PROSPERITY

- 2.9 There are five projects under the Prosperity priority which have all been rated green for time and cost.
- 2.10 There are seven performance indicators, five of which are reported against a target. Four of these performance indicators either met or exceeded their targets.

Transform Leatherhead

- 2.11 The second stage of consultation has now been completed. There has been a high level of support for the ideas put forward. Extra effort has been made to engage with hard to reach groups. Details of the consultation feedback and the draft Masterplan will be put forward to the Executive in March, followed by further consultation from March through to June 2016.

Community Infrastructure Levy

- 2.12 In December, the Executive approved the draft Community Infrastructure Levy charging schedule and supporting documents for a consultation phase running until the end of January. Approval for submission to the Planning Inspectorate for examination is scheduled for the Council meeting in February.

Rateable Value

- 2.13 For December, the total rateable value of the district was £90,391,881, a marginal increase from £90,387,881 in November. The Council retains around £1.4m of the total amount collected.

Council Tax and Non-Domestic Rates

- 2.14 The percentage of non-domestic rates collected is slightly above the target at this point in the year, whilst council tax collected is slightly below. Performance in both areas has been affected by the shift to payment by twelve monthly instalments. Taking into account the amounts to be collected in February and March 2016, it is predicted the collection targets will be met.

Pippbrook Office Refurbishment

- 2.15 Surrey Adult Social Care colleagues have vacated their section of Pippbrook Office and have moved into Pippbrook House for the duration of the refurbishment works. Subsequent moves in the office have taken place, enabling the contractor to be given vacant possession of the first area to be refurbished.

Planning Applications

- 2.16 Performance is above target to process **major, minor and 'other' planning applications** within the agreed timeframes, with 100% of major applications approved within the timescale.

Parking

- 2.17 The free **Christmas parking** offer throughout December was very successful, with positive feedback received from traders and residents. Free parking was available from noon on the three Saturdays before Christmas and 'free after three' parking in each town and village was arranged to tie in with specific events. The free parking on Saturday 5 December coincided with Small Business Saturday, a national event promoted by the Federation of Small Businesses (FSB). The FSB provided notices for display in all Council car parks to recognise the support of MVDC. The initiative proved very popular, with large numbers of people visiting the District's main shopping centres.
- 2.18 **RingGo** continues to grow in terms of the numbers of users and, when compared nationally, MVDC has more RingGo customers as a proportion of all customers than most other councils. Work has commenced with Surrey County Council to prepare for the roll out of new residents' parking schemes in Dorking and Leatherhead in spring 2016.

COMMUNITY WELLBEING

- 2.19 There are nine projects under the Community Wellbeing priority. One has been rated red for time and amber for cost (Meadowbank regeneration), one has been rated amber for time and green for cost (the Pitstop); the rest of the projects are rated green for time and cost.
- 2.20 There are six performance indicators, of which four have a target set. All four of these performance indicators either met or exceeded their target.

Meadowbank regeneration

- 2.21 The contractors are currently working up their offer to carry out the works to redevelop Dorking Football Ground in conjunction with both their supply chain and MVDC's consultants. MVDC has also been looking at other possible delivery options for this project. If other procurement routes are believed to offer a better value solution for the delivery of the project, they will be presented to the Executive for consideration.

Wellbeing Strategy

- 2.22 Following the adoption of the Wellbeing Strategy by the Executive in October 2015 work is underway to develop activities to achieve the priorities in 2016/17. This includes further work with socially isolated residents to understand their needs and enable them to take up MVDC services and those of our partners in the community.

- 2.23 Building on the success of the existing exercise on referral scheme, we are exploring social prescribing as an extension of this scheme. It will allow GPs to signpost patients, who are not in need of specific clinical intervention, to advisory services and activities to improve their overall wellbeing.
- 2.24 The Community Heartstart project which MVDC is delivering in partnership with SECAMB, British Heart Foundation and our communities has seen 285 individuals successfully trained in basic lifesaving skills and the use of defibrillators. The project has also led to 14 new Public Access Defibrillators being made available in towns and villages across the District. Some of these are already in place, with others due to be installed shortly.
- 2.25 MVDC worked with the police to deliver a Child Sexual Exploitation event at Dorking Halls for public sector, businesses and parents, to raise awareness of the issue and signs to be aware of. Two events were run with more than 400 attendees. The Council is committed to working closely with the police in relation to all areas of exploitation of vulnerable children and adults. We are also working with the police and Surrey Safeguarding Adults Board to explore issues related to human trafficking in Mole Valley.

Play Provision

- 2.26 The playgrounds at **Lower Road Rec, King George V (KGV) Playing Fields and Holmwood Park** have all been completed and are open for use. Planting at Lower Road Rec and KGV Playing Fields will be undertaken in the spring.
- 2.27 The playground tenders for **Meadowbank** have been returned and six companies responded with a bid and design. The designs were put out for public consultation. The consultation was promoted online, on site, in the local press and in the Pippbrook Office reception, and sessions with local schools and youth groups have taken place. A total of nearly 200 voters placed approximately 600 votes for their favourite three designs. Four companies have been invited to progress to the final stage; they have been given feedback from the first round and their final designs will be out for consultation during February.

Cycling Plan

- 2.28 The cycling campaign 'Be Safe Be Seen' was launched in November. An advert was placed in local newspapers, promoted on social media and on the information screens outside Dorking Halls. Feedback on the campaign has been positive and this will be built on further with a wider 'responsible cycling' campaign planned for 2016.
- 2.29 Through the Active Travel initiative, MVDC is actively working with six schools in the District. In December, Charlwood Infants School held a 'Cycle to Santa' contest, with pupils receiving a raffle ticket for every day they travelled to school in a sustainable way – nearly 250 tickets were given out in total over the ten-day period equating to around 53% of all journeys. In the coming months, the Active Travel Officer will continue to work with these schools to promote safe, sustainable and healthy transport options.

Homelessness

- 2.30 The basis of the **Homelessness Strategy** is to achieve the National Practitioner Standard for Homelessness. The first stage is a peer review that was successfully completed in the summer. The Homelessness Strategy action plan has been combined with the improvement plan from the peer review. The second stage of the

National Practitioner Standard has commenced and the first of the ten challenges on the corporate commitment to tackle homelessness has been submitted for assessment and the result is awaited. The second of the ten challenges was submitted for assessment in January.

- 2.31 The **emergency accommodation** project is complete and seven homes have been secured. On 19th January the Executive approved expenditure of the remainder of the £1.4m budget to go towards the purchase of a two bedroom property. This property will replace the Thomas Flack Fund property in Leatherhead that will not be used for emergency accommodation in the future.
- 2.32 At the end of December there were 6 homeless households placed in **bed and breakfast** accommodation, reduced from eleven households as at the end of November. No families with children, or 16 or 17 year olds, had remained in bed and breakfast for over six weeks.
- 2.33 **Housing advice** is offered with a view to preventing homelessness occurring and, during the first nine months of 2015-16, 88 households have been prevented from becoming homeless.

Customer care

- 2.34 As part of MVDC's commitment to consistently raise standards of customer care across all services, the Customer Care project team are working across the organisation to identify ways to gain enhanced customer feedback as well as ensure our employees are appropriately trained in customer care. The project is on track to embed a customer-focused culture across the organisation.

Community Connect Network

- 2.35 MVDC is organising a community resilience workshop in March for key stakeholders including community leaders and partner agencies to explore ways to encourage and foster community spirit and resilience across Mole Valley. Through the countywide community resilience group, MVDC is also helping to devise a training programme to support community resilience groups.

Food hygiene ratings

- 2.36 The percentage of food businesses with a 'score on the door' of 3 or over remains at a high level, with 96% of business premises assigned a hygiene rating of 3 or over, well in excess of the target of 90%.

3.0 BUDGET MONITORING – REVENUE

- 3.1 The net revenue budget for 2015/16 is £10,055,000. The budget managers have assessed their financial position after nine months of the year (end of December) and projected their most likely outturn figure. The sum of these projections is £9,894,000, a projected underspend of £161,000. The previous round of budget monitoring projected an underspend of £107,000, reported as at the end of November.
- 3.2 The details for each service are set out at Appendix C. The most significant projected variations (over £50,000) are listed below:
- **Partnerships: £81,000 underspend** – as reported in previous months, the receipts from fees and charges have continued to rise at the Leatherhead Leisure

Centre. The year-end assessment of income has resulted in a “profit share” of the surplus with the Council.

- **Planning Policy: £72,000 underspend** – the projected underspend is due to the current level of staffing vacancies in the team. Following the completion of a current formal staff consultation on restructuring, recruitment will soon be underway to address immediate capacity and capability issues in the economic development function. Looking ahead to the preparation of the Local Plan, it will be important to ensure sufficient staff resource is in place to manage the complex and inter-related programme of work involved in its development. Additional provision has been built into the 2016/17 budget to assist with this.
- **Planning Support: £93,000 underspend** – the current level of business, including grant from Government, indicates a surplus of £93,000 this year beyond the budgeted income.
- **Property: £90,000 underspend** – the net underspend on Property has increased by £46,000 since Month 8. This is mainly due to transactions relating to non-operational property. A £25,000 premium has been received for surrender of a lease on St Martin’s Walk in Dorking and review of rent income paid on the Swan Centre in Leatherhead has yielded £16,000.
- **Strategic Management Team: £63,000 overspend** – this arises partly from difficulties in the recruitment of strategic planning managers in the current labour market.
- **Benefits: £5,000 overspend overall** – although the overall projected outturn is broadly in line with budget, there are major variations when the cost of the Administration Team is separated from the actual benefits paid and recovered. There is a projected overspend on the cost of the Administration Team due to reduced government grant as reported in the Month 3 report to Executive. This is offset by a forecast of increased recovery of overpayments following a national large-scale data matching exercise.
- **Transform Leatherhead:** the Council approved the use of reserves to fund spending on this project between 2014/15 to 2016/17 of up to £511,000. The latest projection for this year’s spend is £248,000, in line with the projected spending profile.
- **Property: Claire House & James House, Leatherhead** – These properties were purchased earlier in the year in connection with the Transform Leatherhead project. The full costs relating to the management and development of these properties will be assessed and included in a proposal to Council. Ongoing revenue costs such as rates and security amount to around £85,000 and are being funded from the Council’s reserves this year.

4.0 BUDGET MONITORING – CAPITAL

- 4.1 Projected capital expenditure on the total £21m programme has changed by £0.1m since the previous monitoring report.
- 4.2 The assessment of “amber” in relation to the costs of the Meadowbank regeneration project reflects the possibility of a material variation in costs when the contract price is finalised in May 2016. Discussion and negotiation with the contractor will continue

until the figures are finalised. Until then, in the absence of a definitive alternative figure, the projection remains at £4.1m.

- 4.3 The estimated demand for adaptations for the disabled, partly funded through the Disabled Facilities Grant, has increased to £650,000 on the basis of the level of demand this year to date. This is a “demand led” budget and was reduced to £500,000 this year on the basis of the evidence of demand over the last few years. However, expenditure and commitments of £474,000 at the end of December suggests an outturn beyond the budgeted estimate.
- 4.4 A capital budget of £425,000 has been included to enable The Pitstop to purchase a property to operate in the Leatherhead area. Suitable premises have not been identified and an underspend of this amount is now the most likely outcome.
- 4.5 The £100,000 underspend on the LINKS project to contribute to an all weather pitch has been reported in previous months.

5.0 CONTRACT STANDING ORDERS

- 5.1 In accordance with Contract Standing Orders, the contracts set out in Appendix E have been approved since the last meeting of the Executive and are required to be reported to the Executive.

6.0 LOAN TO DORKING TOWN PARTNERSHIP

- 6.1 The Council has been approached by a recently constituted body called Dorking Town Partnership (DTP) which has been set up by local traders for the purpose of establishing a Business Improvement District (BID) in Dorking.
- 6.2 A BID is an area within which businesses agree to collect a levy, in the form of increased business rate, to deliver improvements they wish to see in the area. The Partnership is formed from members of the Chamber of Commerce, Transition Dorking and local retailers and businesses. The objectives are to promote the area and to increase footfall.
- 6.3 Consultation and a ballot of businesses are required before the BID can be introduced. To help negotiate these and achieve a positive outcome on the ballot, the DTP has asked for a loan of £30,000, repayable over five years on the successful establishment of the BID, paid from the proceeds. The Government has established a fund for such loans but it is currently fully expended. The Government scheme stipulates various milestones that must be achieved and a mechanism of staged loan payments as progress is made. The terms of the proposed Council loan and the progress to be completed in advance of each staged payment will be agreed with DTP on the basis of the Government’s template.
- 6.4 The loan would be payable over 5 defined work stages as set out in the central Government guidance with monies being released on the achievement of each milestone. The Executive is requested to waive interest charges as a contribution in kind towards the BID.
- 6.5 The loan will be repaid from the additional business rates if the ballot is successful. There is a risk that the Council’s loan will not be repaid if either the ballot response is negative or the scheme is not completed for any other reason.

- 6.6 It is proposed to fund the loan from the Council's revenue reserves. These currently stand at £4.6m with the prospect of a further top-up of £161,000, at the end of March, from the underspending projected in this report.
- 6.7 The Executive is asked to approve the loan to Dorking Town Partnership.

Projects Portfolio (Month 9 – December 2015)

Each project has been scored 'red', 'amber' or 'green' for time and cost. The following criteria have been used:

Time – is the project on schedule? Is completion forecast to slip? (Amber status indicates that although the timescale might lengthen, the overall outcome of the project is unlikely to be compromised. Red indicates that the outcome(s) of the project are likely to be compromised by the slippage in the programme).

Cost – is the project cost containable within the anticipated budget? (Amber indicates a possibility/likelihood of a material overspending. Red indicates an inevitable material overspending).

n/a is given where the project is not yet in its implementation phase.

ENVIRONMENT

Project title and description	Time	Cost
Waste and Recycling Plan Implementing the waste and recycling action plan developed in partnership with the Surrey Waste Partnership	G	G
Mole Valley Local Plan Setting out policies and proposals for the use and development of land in the district	N/A	N/A
Hope Springs Eternal Regenerating Deepdene Estate	G	G

PROSPERITY

Project title and description	Time	Cost
Transform Leatherhead Transforming Leatherhead town centre	G	G
Pippbrook refurbishment Delivering the building works aspect of the Pippbrook site programme	G	G
Pippbrook House Deciding the future of Pippbrook House, in conjunction with the office refurbishment	G	G
Community Infrastructure Levy (CIL) Implementing the Community Infrastructure Levy	G	G
Parking Strategy Making the best use of our town centre parking, balancing the needs of residents and local businesses	G	G

COMMUNITY WELLBEING

Project title and description	Time	Cost
Meadowbank regeneration Redeveloping Dorking Football Ground site to include new clubhouse and offices and associated facilities; sustainable pitch; children's soft play area; toilets and cafe; stands, dugouts and cycle stores	R	A
Wellbeing Strategy Implementing wellbeing priorities, in line with the county council's strategy	G	G
Play provision improvements Replacing play equipment: a) King George V playing field; Holmwood Park; Lower Road; b) Meadowbank	G	G
Local Cycling Plan Promoting cycling as a healthy and sustainable mode of transport and reduce the impact of formal and informal cycling events on our communities and businesses	G	G
Homelessness Strategy Preventing and managing homelessness	G	G
Emergency accommodation Acquiring emergency accommodation for homeless households	G	G
The Pitstop Acquiring new premises for the Pitstop day centre	A	G
Customer Care Programme Embedding a customer-focused culture across the organisation	G	G
Community Connect Network Supporting and encouraging community resilience following the flood events of Christmas 2013	G	G

Performance indicators April – December 2015

	PRIORITY : ENVIRONMENT	April – December 2014/15	April-December 2015/16	Current Target Status	2015/16 Target	DoT¹
1a	Housing :net increase in number of dwellings (<i>The net increase in the number of dwellings completed in the period in Mole Valley</i>)	N/A	113 ²	N/A	163	N/A
1b	Housing :number of affordable homes (<i>a count of the number of affordable homes provided in the year</i>)	66 ³	40	N/A	50	N/A
2	Energy efficiency: 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>)	10.3% ⁴	N/A	N/A ⁵	Context indicator	N/A
3	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	40	☺	80	↓ ⁶
4	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>)	55.7	59.1%	☺	54.96% ⁷	↑

	PRIORITY : PROSPERITY	April-December 2014/15	April-December 2015/16	Current Target Status	2015/16 Target	DoT
5	Percentage of council tax collected (<i>calculated, as a cumulative year to date figure, from the total council tax payments received compared to the total amounts payable in that year</i>)	88.4%	88.1%	☺	88.5% ⁸	↔
6	Percentage of non-domestic rates collected (<i>calculated, as a cumulative year to date figure, from the total business rates payments received compared to the total amounts payable in that year</i>)	88.1%	88.6%	☺	86.5% ⁹	↔
7	Overall business rateable value of the district (<i>total rateable value held on the Local Valuation List for Mole Valley in respect of the business properties situated within the Mole Valley area</i>)	N/A	£90.39m	N/A	Context indicator	N/A

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

² Figure available a month in arrears. As at November 2015.

³ Total for 2014/15

⁴ Percentage reduction by 2013/14 from 2008/19 baseline

⁵ Calculated using data from a variety of sources, with the annual figure now expected in fourth quarter.

⁶ Whilst performance is slightly lower than the same time last year it is well within target.

⁷ Target amended following Environment Agency/DEFRA decision to permit street sweepings to be included

⁸ Target as at end December 2015

⁹ Target as at end December 2015

	PRIORITY : PROSPERITY	April-December 2014/15	April-December 2015/16	Current Target Status	2015/16 Target	DoT
8	Cost of services (<i>expenditure per head of population in comparison with other Surrey Districts and Boroughs</i>)	N/A	£116.50 ¹⁰	N/A	Context indicator	N/A
9a	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>)	77.8%	100% ¹¹	😊	60%	↑
9b	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>)	66.8%	76.8% ¹²	😊	65%	↑
9c	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>)	79.6%	91.3% ¹³	😊	80%	↑

	PRIORITY : COMMUNITY WELLBEING	April – December 2014/15	April-December 2015/16	Current Target Status	2015/16 Target	DoT
10	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>)	98.0%	98.0%	😊	97.5%	↔
11a	Number of households in temporary Bed & Breakfast accommodation (actual number of all households in temporary Bed & Breakfast at the end of the month)	6	6	N/A	Context indicator	N/A
11b	Number of families with children in temporary Bed & Breakfast accommodation for longer than six weeks (actual number of households with children and/or expecting a child in temporary Bed & Breakfast for longer than six weeks at the end of the month)	N/A	0	😊	0	N/A
11c	Number of 16 or 17 year olds in temporary Bed & Breakfast accommodation for longer than six weeks (actual number of 16 or 17 year olds in temporary Bed & Breakfast for longer than six weeks at the end of the month)	N/A	0	😊	0	N/A
12	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>)	62	88	N/A	Context indicator	N/A
13	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>)	92%	96%	😊	90%	↑

¹⁰ Annual figure. Comparative figures from other Surrey Districts and Boroughs are being collated to provide benchmark data. The data will be collected once each year, based on the agreed budget decisions of each Council.

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

¹² 195 out of 254 minor applications determined in the period (including with an agreed extension of time)

¹³ 649 out of 711 other applications determined in the period (including with an agreed extension of time)

	CUSTOMER SATISFACTION	April-December 2014/15	April-December 2015/16	Current Target Status	2015/16 Target	DoT¹⁴
	Community Transport Customer satisfaction <i>(calculated from surveys with customers)</i>	96% ¹⁵	N/A	N/A	98%	N/A
	Day Centres Customer Satisfaction <i>(calculated from surveys with customers)</i>	96.5% ¹⁶	N/A	N/A	92.5%	N/A
	Telecare Service – Customer Satisfaction Score following use of alarm service <i>(calculated from surveys with customers)</i>	98.8% ¹⁷	99.5% ¹⁸	☺	98.5%	N/A

The Customer Satisfaction surveys for Community Transport and the Day Centre are scheduled to take place in February 2016.

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 DoT: Direction of Travel compared with same period last year

¹⁵ Customer satisfaction survey 2011

¹⁶ Customer satisfaction survey 2013

¹⁷ Customer satisfaction survey 2013

¹⁸ Customer Satisfaction score December 2015

APPENDIX C

<u>REVENUE COST OF SERVICES</u>	2015/16 BUDGET £000	2015/16 PROJECTION £000	2015/16 VARIANCE £000	2015/16 LAST MONTH
1. ENVIRONMENT (Executive Member: Michelle Watson)				
Waste, Street Care & Sustainability	3,363	3,372	9	10
Environmental Health & Licensing	397	385	(12)	(5)
TOTAL ENVIRONMENT	3,760	3,757	(3)	5
2. WELLBEING (Lucy Botting)				
Parks & Open Spaces	425	421	(4)	13
Community Support Services	163	119	(44)	(43)
Partnerships (excl Grants & Comm'y Safety)	(562)	(643)	(81)	(73)
TOTAL WELLBEING	26	(103)	(129)	(103)
3. COMMUNITY ENGAGEMENT & RESIDENT SERVICES (Vivienne Michael)				
Benefits – Administration Team	300	376	76	75
Benefits – paid & recovered	(4)	(75)	(71)	(75)
CSU & Communications	598	573	(25)	(26)
Housing	520	569	49	61
Partnerships (Grants, Comm'y Safety)	275	283	8	1
TOTAL CE & RS	1,689	1,726	37	36
4. PROPERTY & PARKING (Charles Yarwood)				
Property	(865)	(955)	(90)	(44)
Car Parking	(1,123)	(1,125)	(2)	8
Dorking Halls	112	136	26	24
TOTAL P & P	(1,876)	(1,942)	(66)	(12)
5. PLANNING (Sarah Seed)				
Building Control	(104)	(89)	15	(13)
Development Control	258	276	18	32
Planning Policy	501	429	(72)	(72)
Planning Support	208	115	(93)	(91)
TOTAL PLANNING	863	731	(132)	(144)
6. FINANCE & PERFORMANCE (Lynne Brooks)				
Financial Services	392	432	40	33
Corporate Costs	1,402	1,431	29	22
Revenue & Exchequer	341	360	19	7
ICT	904	926	22	32
HR	308	286	(22)	(22)
Democratic Services	964	942	(22)	(27)
Legal	196	203	7	8
Policy & Performance	126	122	(4)	(5)
Strategic Management Team	960	1,023	63	63
TOTAL F&P	5,593	5,725	132	111
TOTAL SERVICE COSTS	10,055	9,948	(161)	(107)
7. TRANSFORM LEATHERHEAD (Howard Jones)	248*	248	0	0

* Approved funding from reserves

APPENDIX D

CAPITAL PROGRAMME 2015/16

	Budget Manager	Project Budget	Project Expenditure to-date	Forecast Spend on Project	Variance
		£000	£000	£000	£000
MAJOR PROJECTS					
<u>CAPITAL PROJECTS</u>					
Pippbrook HQ Refurbishment	Paul Brooks	4,500	332	4,500	0
Meadowbank Wellbeing Centre, Dorking	Paul Brooks	4,100	212	4,100	0
Claire & James House, Leatherhead	Paul Brooks	3,410	3,430	3,450	40
Hope Springs Eternal	Paul Anderson	928	100	928	0
Emergency Accommodation	Alison Wilks	1,400	1,343	1,400	0
Leatherhead Youth Football Club	Paul Brooks	920	22	920	0
The Pitstop, Leatherhead	Alison Wilks	425	0	0	(425)
Leatherhead High Street (Dev Cont's)	Jack Straw	353	39	353	0
Ashted Village Centre	Jack Straw	49	44	49	0
LINKS Playing Field	Patrick McCord	100	0	0	(100)
Carbon Reduction Project	Paul Brooks	300	176	300	0
KGV Playing Fields Improvements	Paul Anderson	100	96	100	0
Pippbrook House	Paul Brooks	201	199	201	0
<u>CAPITAL BLOCK SUMS</u>					
Disability Adaptations	Richard Haddad	500	474	650	150
Affordable Housing	Alison Wilks	735	43	735	0
Developer Contribution projects	Jack Straw	30	15	30	0
Community Grants	Patrick McCord	127	93	127	0
Playground Refurbishment	Paul Anderson	125	127	127	2
Capitalised salaries	Phil Mitchell	473	0	473	0
Telecare Equipment	Tim Ward	151	99	151	0
Dial-a-Ride Vehicle Replacement	Tim Ward	200	86	200	0
Property Projects	Paul Brooks	150	147	150	0
TOTAL MAJOR PROJECTS		19,277	7,077	18,944	(333)
MINOR PROJECTS					
Minor Works Contingency	Richard Burrows	282	0	247	(35)
Estates & Car Parking (15 projects)	Paul Brooks	440	311	483	43
Environmental Services - Depot (4 projects)	Graeme Kane	164	94	164	0
ICT (1 project)	Bob Thomas	93	72	93	0
Parking, Parks & Landscape (13 projects)	Paul Anderson	293	126	293	0
Partnerships & Development (1 project)	Patrick McCord	26	26	26	0
Community Support Services (9 projects)	Tim Ward	245	133	239	(6)
Housing (4 projects)	Alison Wilks	49	28	43	(6)
Dorking Halls (12 projects)	Keith Garrow	286	183	290	4
TOTAL MINOR PROJECTS		1,878	973	1,878	0
TOTAL CAPITAL		21,155	8,050	20,822	(333)
<u>NOTES</u>					
Minor Works budgets include carried forward sums from 2014/15					

Contract Standing Orders notifications : October to December 2015

- Purchase of a tractor
There was an urgent need for a tractor for the depot. An opportunity was identified for the sale of a nearly new tractor which had minimal usage of 40 hours. The purchase price was 25% below the best price available for a new tractor.
- Beare Green Village Hall Alterations
Beare Green Community Association (BGCA) is a tenant of MVDC. They had contracted Corniche for works to upgrade the village hall. However the funding available was not sufficient. The Council entered into a contract with the builders to complete the balance of the work which they had started. The costs will be recovered from BGCA over the period of the lease.
- Mansion Gardens erosion works
Urgent works to stabilise and consolidate the remaining riverbank and re-direct the main water flow so that further damage (and risk to public health and property damage) is averted
- Consultancy Services for Property Transactions
To advise Council and conduct negotiations on behalf of the Council for the purchase of long leasehold interests. An investment opportunity came to the market late last year with a three week deadline which meant that it was not possible to procure an agent to represent the Council within the normal provisions of the CSOs.