

## Agenda Item 7

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<b>Date</b>	27 <sup>th</sup> June 2017
<b>Ward (s) affected</b>	The 2016/17 Outturn Report covers the whole District

<b>Subject</b>	<b>2016/17 Outturn Report</b>
<p><b>RECOMMENDATIONS</b></p> <p>That the Executive:</p> <ol style="list-style-type: none"> <li>notes the Council's performance and financial position for the period April 2016 to March 2017;</li> <li>confirms the requested carry forwards amounting to £503,000 of Capital Minor Works from 2016/17 to 2017/18;</li> <li>endorses the Strategic Risk Register and the action taken in mitigation.</li> </ol>	

<p><b>EXECUTIVE SUMMARY</b></p> <p>This report provides the Executive with progress made during 2016/17 to deliver on our priorities, and provides the financial context. It highlights areas of good performance and, where performance has fallen below the target set, outlines the reasons and the actions taken in response. The report sets out the strategic risks faced by Mole Valley District Council in relation to achieving the priorities as defined in the Corporate Strategy, and notes the current mitigation action being taken to control these risks.</p> <p>The report is set out as follows:</p> <ul style="list-style-type: none"> <li>Part 1 - introduction</li> <li>Part 2 – service delivery</li> <li>Part 3 - financial outturn : revenue</li> <li>Part 4 – financial outturn : capital</li> <li>Part 5 – use of reserves</li> <li>Part 6 – budget carry forwards</li> <li>Part 6 – strategic risk</li> </ul> <p>There are five appendices:</p> <ul style="list-style-type: none"> <li>Appendix A summarises progress against the corporate strategy priorities</li> </ul>
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Appendix B summarises progress against the performance indicators  
Appendix C sets out the revenue position by service area  
Appendix D summarises the progress on capital schemes  
Appendix E Strategic Risk Register

## **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 Mole Valley's Corporate Strategy 2015-2019 is framed around three priority outcomes:

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

1.2 This report provides a final update on key areas of service and performance indicators for 2016/17 and the progress that has been made to deliver on the priorities in the Corporate Strategy.

### **Performance Indicators**

1.3 The full list of 20 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. At the end of March 2017, of the remaining 15 PIs, performance is assessed as follows:

- PIs on or above target (green): 13 (86.7%)
- PIs slightly off target (amber): 0 (0%)
- PIs off target (red): 2 (13.3%)

1.4 Comparing this year's performance with the same period last year, ten out of the sixteen PIs for which we have 2015/16 data have either performed better or stayed at similar levels (62.5%).

1.5 A number of indicators have performed better than the targets set, and are improved compared to the same period last year, notably:

- Housing: net increase in number of dwellings
- Percentage of waste sent for recycling, reuse and composting
- Percentage of non-domestic rates collected

### **Financial Outturn**

1.6 The final outturn on the Council's revenue budget shows an overspend of £98,000. The projection made at the end of January was an overspend of £143,000. The latest projected capital underspend is £0.3m; the projection at the end of January was a £78,000 underspend

## **2.0 SERVICE DELIVERY**

### **ENVIRONMENT**

## **Deepdene Trail**

- 2.1 In September 2017 the Deepdene Trail, which was funded by a £1m Heritage Lottery Fund Award, was opened. The estate's gardens have been enriched by stunning architectural features which have been repaired and restored to their former glory. Since the trail was opened there have been more than 11,000 visitors. Seasonal events have taken place, including a halloween hunt and easter weekend. The volunteer group, the Friends of Deepdene, have donated more than £70,000 worth of volunteer time to help transform the site. The Hope Mausoleum was short-listed for the Surrey Heritage Awards and was 'highly commended'.
- 2.2 A full programme of Heritage Open Days was held in September, with 70 well attended events across the District. A particular highlight over the four days included the Grand Opening of Dorking's Deepdene Trail.

## **Local Plan**

- 2.3 Work to establish a robust evidence base for the development of the Local Plan is nearing completion. A public consultation is planned during July and August 2017 on strategic issues and options. A report, 'Future Mole Valley -issues and options for consultation' is being considered by the Executive in June.

## **Affordable housing**

- 2.4 Ten affordable homes were built at Middlemead, Bookham in 2016/17. A further eight will be finished early in 2017/18 and the remaining 51 units on this site will be finished during 2017/18 and 2018/19.
- 2.5 Four supported affordable homes were completed at Upper Fairfield Road, Leatherhead. They will provide accommodation for clients of the Grange (an organisation in Bookham that supports people with learning disabilities to live independently within the community).
- 2.6 Transform Housing and Support (a supported housing provider based in Leatherhead) has refurbished a shared house, funded by MVDC, for under-35-year-olds on the housing register. The accommodation is for those who are unable to live in self contained accommodation as Housing Benefit only covers rent for a room in a shared house.

## **Waste and Recycling**

- 2.7 The latest update of the national recycling league tables, published in December 2016 by the Department for Environment, Food and Rural Affairs, showed that Mole Valley had a recycling rate of 59% in 2015/16, making MVDC the 11<sup>th</sup> best recycler in the country.
- 2.8 Over the past year various recycling promotional campaigns, initiated by the Surrey Waste Partnership, were run in Mole Valley. The material specific communications campaigns covered textiles, food waste, mixed recycling and garden waste. 2,500 properties were visited in the lowest performing recycling neighbourhoods to ensure residents are aware of the full range of recycling services available to them.
- 2.9 Early in 2016/17 the composting service began using technology that enables the extraction of plastic bags from the food waste. This means that residents no longer need to buy compostable liners and are able to use standard plastic bags instead.
- 2.10 Work has been ongoing with partner authorities, Elmbridge Borough Council, Surrey Heath Borough Council and Surrey Heath Borough Council, to implement the Joint Waste Contract. The partnership has been named Joint Waste Solutions, and a Partnership Director has been appointed. A key focus has been on preparing to TUPE-transfer of staff to Surrey Heath Borough Council as the employing authority for the central Contract Management Office. In June 2017 Elmbridge became the first authority to start working with the new contractors. Service delivery in Mole Valley commences from August 2018 for waste collection services, and from April 2019 for street cleaning services.

- 2.11 The number of missed bins per 100,000 collections was 46 for 2016/17. This is an improvement on the previous year and exceeded the target of 60.

### **Flooding Preparedness**

- 2.12 MVDC has maintained continued active membership of key groups, including the Surrey Local Resilience Forum and attended the Community Resilience Conference in September 2016 run by Surrey County Council. 'Surrey Prepared' leaflets were distributed to all Parish Councils and Residents Associations throughout Mole Valley. The leaflets reminded residents how to protect themselves and their property from flooding and other natural emergencies.
- 2.13 Together with the Environment Agency and other partners, MVDC is supporting further works on the Rye Brook and Pipp Brook tributaries of the River Mole to reduce the likelihood of flooding. MVDC is also continuing to work with the Environment Agency on a Middle Mole options appraisal. Once completed, the potential implications for MVDC will be considered
- 2.14 Flood alleviation is also being considered as part of the Transform Leatherhead proposals.

### **Environmental Enforcement**

- 2.15 Significant improvements have been made to the Council's approach to environmental enforcement. The Environmental Services Team are working in partnership with the Fraud and Investigation Team to tackle fly-tipping. This has led to improved processes when fly-tips are reported and, through evidence gathering and investigation, a number of Fixed Penalty Notices have been issued to people who had not appropriately arranged for the disposal of waste. An Environmental Anti-Social Behaviour Strategy was approved by the Executive in April 2017. This included an action plan to tackle a wide range of anti social behaviour, including fly-tipping, dog fouling, noise and bonfire complaints and community anti social behaviour.

## **PROSPERITY**

### **Transform Leatherhead**

- 2.16 The transformation of Leatherhead town centre has begun with the works in Church Street and the opening of a Waitrose supermarket. These improvement works will continue throughout 2017 and be accompanied by communications in respect of any temporary closures, such as of roads and car parks.
- 2.17 The first Transform Leatherhead Forum was held on 23 March at the Leatherhead Leisure Centre. The Forum is an opportunity for residents to hear an update on Transform Leatherhead and ask questions about any aspect of the project. The event was streamed live and the video has had over 800 views.
- 2.18 Public expectations are in line with the proposals for Claire House and James House plus the Swan Centre. There is a keenness to see the transformation project begin in earnest.

### **Promotion of Dorking and Leatherhead**

- 2.19 The Dorking Town Partnership prepared a proposal to establish a Dorking Business Improvement District (BID) and MVDC made sure that it complied with the relevant regulations. A ballot was held in April 2017 amongst eligible businesses, the outcome of which was a vote in favour of establishing a BID in Dorking. It is anticipated that the BID will come into existence in the summer of 2017 when MVDC will be collecting the levy on behalf of the BID company.
- 2.20 There has been a programme of events to support Dorking and Leatherhead. Highlights for Leatherhead include the popular duck race which attracted large numbers of people, raised significant funds and was regarded as a great success; Halloween was scary but in a good way and the children loved it; the Christmas activities were also excellent. In Dorking the Christmas light switch on was held after the Economic Development Team stepped in after one of the usual organisers stepped back – it attracted lots of families and there was a great atmosphere. The Gala Night was regarded by many as the best ever with lots of people

turning out (the weather helped because it was kind) and many businesses recorded record sales.

### **Neighbourhood Development**

- 2.21 Following successful scrutiny by an independent examiner the Bookham and Ashted Neighbourhood Development Plans both received support in referenda on 4 May 2017. MVDC has subsequently adopted the two Plans and will use them to determine planning applications in the two communities.
- 2.22 Capel parish residents and businesses have been consulted on Capel's draft Neighbourhood Development Plan and the next step is for the Plan to be independently examined. A draft Neighbourhood Development Plan for Westcott has also been submitted and a consultation followed by an independent examination will be taking place in due course.

### **Rural issues**

- 2.23 The Mole Valley Rural Community Strategy was completed and adopted by MVDC following the Executive meeting on 7 February 2017. The strategy focuses on the issues and challenges facing our rural economy, rural communities and the rural environment and identifies actions to address them. Over 90% of Mole Valley is rural in character and is home to 26% of the District's population. It also provides accommodation for a variety of land based and other businesses.
- 2.24 The rural areas face a range of issues some of which are common to the rest of the District but others are unique to living and working in the countryside. These include the need to improve access to reliable and fast broadband and mobile phone reception; to expand and increase the value of rural Mole Valley's visitor economy; to retain and support multi-use rural community assets and rural services including for example, village shops, public houses and post offices; to maintain affordable housing and ensure the natural assets, heritage and quality of life in the rural areas are sustained. We will be holding an annual Rural Community Summit which will ensure that the rural agenda, and rural economy in particular, are kept at the forefront of the decisions we make.

### **Car Parking**

- 2.25 The Dorking parking review was completed with over 900 responses received and the results reported to Executive in November 2016. Subsequently, work is underway on advertising the orders to make North Street and West Street Car Parks short stay only in order to support local businesses. 25 free parking bays are also being created to encourage people to 'pop and shop' in Dorking.
- 2.26 A condition survey of all car parks owned by MVDC has been undertaken and this information is being used to develop an improvement programme.

### **New delivery models**

- 2.27 MVDC is continually working to protect the standard of our services and increase resilience. With reductions in local government funding local authorities are seeking alternative forms of service delivery, finding ways of reducing overheads, and exploring new means of raising revenue. This situation is reflected in MVDC's corporate objective to 'look for innovative ways to minimise the cost to taxpayers of Mole Valley District Council whilst protecting the standard of services'.
- 2.28 In line with this objective, work was undertaken in 2016/17 to establish the Southern Building Control Partnership comprising the building control services of Tandridge, Reigate and Banstead and Mole Valley. The vision is for the creation of a modern, resilient commercial service delivering high quality customer focused building control services. The new service was officially launched to the public on 5 June 2017 with a new website [www.southernbcp.co.uk](http://www.southernbcp.co.uk)

- 2.29 Other developments during the year are the Environmental Health shared service with Tandridge District Council which will enhance service resilience by sharing the skills and specialist experience of officers and maintain and improve service outcomes and quality. Similarly, the Joint Waste Service hosted by Surrey Heath Borough Council will maintain the high quality of service we expect in Mole Valley whilst delivering savings to our tax payers.
- 2.30 In October 2016 Council agreed the Asset Investment Strategy which sets out MVDC's plan to buy commercial property assets in order to generate rental income. As part of the strategy, Council authorised the addition of £48.5m to the Capital Programme, with the aim of generating at least £0.75m per annum by 2020. The reason we are doing this is to provide funding to address the majority of any likely reductions in government funding across the same period, without these impacting on service delivery.
- 2.31 We have set up a company structure comprising a holding company (Mova Holdings Limited) with a subsidiary (Mova Property Limited) which enables MVDC to borrow money with the most tax efficient arrangements possible. Purchases will only be undertaken when appropriate assets are identified - as such it is likely that expenditure of the full £48.5m will take a number of years. Potential property asset acquisitions are scored against a comprehensive set of investment evaluation criteria that were agreed by Council. An accepted offer is followed by a significant period of due diligence and the purchase decision is not contractually binding until this is completed and contracts exchanged. So far one purchase has been made of a supermarket in Ystalyfera, South Wales.

## **COMMUNITY WELLBEING**

### **Playground and Dorking Football Ground, Meadowbank**

- 2.32 The refurbishment of the Meadowbank playground in Dorking was completed in July 2016. The playground has transformed Meadowbank, with parents and children coming from Mole Valley and beyond to play there. It was officially opened at the 'Big Event' official opening in August of 2016 which was well attended and included local volleyball, football, rugby and tennis clubs supported the open day offering free taster sessions. The playground provides a range of inclusive features for children of all ages and physical abilities to enjoy. In recognition of this, the playground has been awarded Inclusive Play Area status. It is the first playground in Surrey to achieve this status.
- 2.33 Construction works on the redevelopment of Dorking football ground are underway in readiness for the 2017/18 football season. This will be followed by the opening of a café and an indoor soft play area as part of the sites redevelopment. Discussions continued during the year with the local football clubs and Surrey County Football Association, who have begun marketing the pitch facility and engaging with youth football teams. Legal documentation has been issued to Dorking Wanderers with the affiliated youth section to secure the bar and kitchen at the ground and to hire the pitch for significant periods of time during the football season.

### **Wellbeing and sports**

- 2.34 Mole Valley takes the lead across Surrey for work in inclusive sports and chairs the Surrey Disability Sport Network. Funding has been secured from Sport England to develop more opportunities for people with disabilities to participate in physical activity. Mole Valley coordinates district and boroughs across Surrey in further developing a strategy to get communities active and to overcome inequalities in sport.
- 2.35 MVDC has led on County-wide disability mapping, identifying over 70 physical activity sessions across Surrey which are truly inclusive. This data was shared with the various disability partners across Surrey with the aim of encouraging residents with disabilities to get more active. Nearly 600 people have taken part in a wide range of sporting opportunities for people with disabilities, attending over 2500 individual sports sessions during 2016/17 at the ten hub clubs (specialist sports clubs) across the District including rugby, football, squash, boccia and gymnastics.

- 2.36 400 children aged 7-16 years old took part in free training sessions in 15 different sports in the spring and early summer of 2016. More than a third of these young people then went on to represent Mole Valley in the Surrey Youth Games county-wide competition, culminating in five team medals.
- 2.37 A successful Arts Alive festival was held in September with events taking place across the Mole Valley. Local bands, dance groups and poets entertained residents, shoppers and visitors to the town centres. Over 21,000 people of all age groups participated in a record 200 events across Mole Valley.
- 2.38 MVDC has worked in partnership with a number of charities to run art projects for older people and people who have a mental or physical disability. The projects include a drawing workshop with Sight for Surrey, a ceramics workshop with an art group based at Turner House and at the Freewheelers Theatre Company.
- 2.39 Heartstart training has continued, with over 770 local people trained in basic lifesaving skills as part of this initiative. There are approximately 40 public access defibrillators (PADs) in Mole Valley installed across the District. This includes three defibrillators and cabinets donated by the South East Coast Ambulance Service from the Gatwick Airport Project. Additional PAD's have been funded by MVDC for Wooton, Broadmore, Charlwood, Hookwood, Headley, Pixham and Ashted.
- 2.40 There has been an increase in the number of people taking part in the Walk for Health scheme since the timetable of walks was first launched in 2015. Working in partnership with the Mary Frances Trust, there are over 20 volunteers and nearly 300 walkers registered with the scheme. A variety of graded walks are on offer led by volunteer walk leaders who know the area well and engage fully with the group to offer support and encouragement. All walks are free, friendly and available all year round.
- 2.41 There has been an increase in the number of referrals to the Exercise on Referral Scheme, with over 260 referrals to Dorking Sports Centre and Leatherhead Leisure Centre combined. Referrals continue to be for a wide and diverse range of medical conditions, the most common of which is obesity followed by joint replacement rehabilitation, long standing back pain, mental health and arthritis. To date, 115 people have completed the 10/12 week course and over 50% have subsequently joined as full members to continue with regular exercise at the leisure centres.
- 2.42 A new Wellbeing Prescription Service pilot was launched in May 2017 with Reigate and Banstead and Tandridge in collaboration with the Surrey Downs Clinical Commissioning Group. Social prescriptions can be made for a variety of health and wellbeing issues including, for example, social isolation, low level mental health issues, smoking cessation or weight management.

### **Community Safety**

- 2.43 Mole Valley is one of the safest places to live in Surrey. Work is undertaken jointly with the Police and other partners to ensure that this remains the case. A number of Joint Action Groups have been held to address issues of anti-social behaviour which had been highlighted as a concern by Mole Valley residents. A successful joint funding application with the Police was made to the Police and Crime Commissioner to help solve anti-social behaviour issues at Chrystie Recreation Ground in Bookham. Following a consultation with residents the District's first Public Spaces Protection Order was introduced at Kingston Road Recreation Ground, Leatherhead which restricts the consumption of alcohol and thereby reduces anti-social behaviour.
- 2.44 Following a competitive tender process a new CCTV maintenance contract was procured to cover the network of CCTV cameras in the town centres and larger villages. Improvements have been made to the CCTV network in North Leatherhead allowing better viewing capability and improved image quality. We continue to look for ways by which we can provide greater reassurance to our residents and businesses and also for opportunities for funding that will enable us to do this. A successful funding application to the Mole Valley Local Committee has

enabled a second camera to be installed in Kingston Road Recreation ground which has been effective in reducing anti-social behaviour.

- 2.45 A new Safe Place scheme has been devised to make residents of Mole Valley feel safe in their community by giving them a place to go to if they feel vulnerable or need short term support. The scheme was piloted in Dorking Sports Centre and will soon be expanding to other locations in Dorking and Leatherhead.

### **Community Transport Review**

- 2.46 An independent review of the Community Transport service was undertaken late last year with a view to examining whether it is working for those residents who are most in need of the service. The review found that the service provides value for money and is well regarded by its users. An implementation plan was developed to consider options for further development of the service including examining what more it can do to address increasing social isolation. During 2017/18, amongst other initiatives, there will be a focus on trialling alternative membership options to encourage members to maximise their use of the service. Ultimately a Community Transport Strategy for Mole Valley will be developed in consultation with the community and partners.

### **Tackling Homelessness**

- 2.47 A key priority of the Homelessness Strategy is to achieve the National Practitioner Gold Standard for Homelessness services and, by the end of 2016/17, MVDC was awarded Silver Standard with good progress made to achieving Gold during 2017/18.
- 2.48 The first stage of the process was a peer review in 2015 undertaken by colleagues from other local authorities. The review involved scrutiny of MVDC's homelessness and housing options services. MVDC achieved high marks for the review and was commended for its programme to acquire more emergency accommodation in the District and its work with private sector landlords to provide accommodation for homeless households.
- 2.49 The second stage of the National Practitioner Standard was to achieve the ten challenges and Bronze Standard was soon awarded followed by Silver Standard. Two challenges remain to be completed to achieve Gold.
- 2.50 The Housing Team achieved Customer Service Excellence accreditation at the start of April 2017, and the pursuit of the Gold Standard to improve the homelessness service was recognised.
- 2.51 Preventing homelessness is a day to day priority of the Housing Team and, during 2016/17, 133 households were prevented from becoming homeless, up from 110 in 2015/16.
- 2.52 MVDC also aims to minimise the number of homeless families accommodated in bed and breakfast accommodation. The project to acquire additional emergency accommodation units was completed during the year. Eight properties have been acquired, which helps towards avoiding the use of bed and breakfast. At the end of March 2017, there were 19 homeless households placed in bed and breakfast accommodation.
- 2.53 The work of the fraud and investigation team continues to pay dividends in detecting or preventing social housing tenancy fraud. Social housing is a precious commodity and this work helps to ensure that it is made available to those who are eligible. In 2016, six properties that were being misused by the original tenants, either through being left empty or being sub-let, were returned to the housing stock for reletting.

### **Welfare Reform**

- 2.54 The new benefits cap has been in place in Surrey since November 2016 and there are around 60 households in Mole Valley who are affected. Each household has been given advice and, where appropriate, helped to access employment support and budgeting advice. The Council is supporting some of these households by way of temporary Discretionary Housing Payments until they are able to find longer term financial solutions.

## **Safe Cycling**

- 2.55 Throughout 2016/17, officers continued to work on the implementation of the Mole Valley Local Cycling Action Plan. This has been carried out in partnership with Surrey County Council and other key stakeholders. In March 2017, the Mole Valley Local Committee reviewed the progress of the action plan and formally acknowledged that the actions identified within the plan had been implemented. This view was endorsed by the Mole Valley Executive.
- 2.56 As part of this work, we were successful in securing funding of £65,834 for the development of a Destination Management Plan (DMP) for rural Mole Valley. The DMP, entitled 'Wheels, Feet and Hooves', will be looking at how the rural visitor economy can best benefit from the increasing number of visitors, with a particular focus on those cycling, mountain biking, riding and rambling. The project launch will be taking place in July and we aim to have the work completed by summer 2018.
- 2.57 The first Bronze Schools Mark was awarded to Charlwood Village Primary School as part of the Active Travel Programme. The programme enables us to work with schools and encourage the students to cycle, scoot and walk to school to reduce congestion on roads and encourage healthy and active lifestyles. Students are encouraged to cycle in a safe and responsible way. This work is delivered by Sustrans and funded by Mole Valley District Council and Surrey County Council.
- 2.58 MVDC worked in partnership with Surrey County Council and Surrey Police to commission a specialist company to develop and run a 12 month social media campaign aimed at cyclists using roads within Surrey. This enabled us to try to influence rider behaviour by encouraging responsible cycling and respecting the local area.

## **Customer care**

- 2.59 During 2016/17 we commenced a programme of reviewing customer service standards in our front line services. Customer Services Excellence is a nationally recognised standard which recognises customer service best practice in the public, private and third sectors. During the year, four of our services were assessed and all met the standards with a number of areas of best practice highlighted. The teams that successfully completed Customer Services Excellence were the Customer Services Unit, Planning Policy, Environmental Services and Housing. The programme of assessment has continued in the current year, with Parks and Planning Support being assessed in July 2017.
- 2.60 Approximately 200 staff have undertaken customer service training, and a number of other customer service initiatives have taken place including a new customer charter, linked to our organisational values, which highlights what customers can expect from Mole Valley District Council.

## **Food hygiene ratings**

- 2.61 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 93%.

## **3.0 Financial Outturn - Revenue**

- 3.1 The Council's revenue financial outturn, on service costs under the control of business managers, shows an overspend of £98,000 against the budget set at the start of the year. This represents a variation of 1% against the net budget and only 0.25% against the gross Council budget of around £40m. Strong financial management has ensured that the Council's spending has been close to budget, and to the position reported during the year through the regular monitoring processes.
- 3.2 The detailed outturn for each service is set out at Appendix C. The most significant overspends (over £50,000) are listed below.

- **Planning, Development Management: £187,000 overspend** – this was consistently reported during the year as a significant, projected overspend due to a combination of higher costs of temporary appointments filling key staff vacancies, consultants costs flowing from the Public Inquiries during the year and a shortfall in fee income. In the final analysis, the level of fee income was close to budget but the additional costs of temporary staff and consultants caused the overspend.
- **Environmental Services: £169,000 overspend** – although substantial savings are projected when MVDC switches to the new joint waste contract in 2018, the share of the preparatory costs during 2016/17 have been £50,000 higher than budgeted. In common with a number of other services, employing temporary staff to fill key vacancies where recruitment is difficult has added to the service costs. Some extra costs with the current contract have been incurred to prepare for the new contract, for example in extending the requirements of the contractor to fulfill “narrow lane” collections. Also, the level of recycling credits on garden waste has fallen significantly.
- **Revenues & Exchequer: £118,000 overspend** – this item featured in monitoring reports throughout the year. The overspend comprised a combination of higher agency staffing costs covering vacancies, some training and development costs to improve the skills of the existing team and additional, staff-related costs.
- **Building Control: £90,000 overspend** – the overspend comprises a shortfall of £40,000 on income and additional costs relating to the set up of the new joint service. Addressing the income shortfall is one of the objectives of the joint service. The set-up costs comprise one-off IT charges and an allocation of the costs of the newly appointed Building Control Manager. A budget addition for set-up costs has been provided as part of the 2017/18 Budget but was not anticipated in 2016/17. A reduction in the new year costs should therefore compensate.
- **Housing: £87,000 overspend** – the additional costs on Housing have arisen due to rising numbers of homeless households requiring bed & breakfast in the absence of vacant emergency accommodation. Also, the maintenance of the Council’s properties has been higher than budgeted this year
- **Financial Services: £65,000 overspend** – this was reported throughout the year as due to additional temporary staff or consultants costs to cover hard-to-fill vacancies. There were also extra costs arising from the necessary upgrade of the accounting system during the year.

### 3.3 The most significant underspends (over £50,000) are listed below.

- **Property: £249,000 underspend** – this was reported consistently during the year. An allocation was made for Property expenditure on staffing and minor (non-capital) maintenance from the income arising as a result of the purchase of the Swan Centre lease in Leatherhead in early 2016/17. This was not spent during 2016/17 though it will be required in the new year to fulfil plans for 2017/18.
- **ICT: £146,000 underspend** – there were underspends against budgets for staffing (£37,000), consultants (£65,000) and general equipment (£44,000) reflecting staff vacancies and delays on projects. In particular, £75,000 of underspend from 2015/16 was carried forward to fund the planned migration to a shared service centre but this proved unworkable during the year and is no longer being pursued.
- **Corporate Costs: £68,000 underspend** – reflecting a mix of over- and underspends, including £30,000 for the reduced provision for bad debts required this year. At the end of each year, the Council assesses the level of its debts outstanding and the age of those debts and makes a proportionate provision for debts that may never be repaid. A reduction in debts outstanding across the Council during 2016/17 has meant that the provision, within Corporate Costs, can be reduced.
- **Car Parking: £61,000 underspend/surplus income** – due mainly to increased “pay & display” income, particularly as a result of the purchase of the Swan Centre.

- **Partnerships & Communities (now Wellbeing and Community Safety): £53,000 underspend** – income from both Dorking and Leatherhead Sports Centres are slightly higher than budget (£38,000 in total). There has also been an underspend of £13,000 on Arts and Sports Development initiatives.

### **Transform Leatherhead**

- 3.3 The Council approved the expenditure of £0.5m on the development of a Master Plan for Leatherhead Town Centre at its meeting of 14 October 2014. This expenditure would be incurred over a two-year period beginning during 2014/15 and ending during 2016/17. It was envisaged that, being in addition to the allocated budget for services, this would be met from the Council's reserves.
- 3.4 The plan and spending has developed as approved. During 2016/17, the costs incurred on the project were in line with the planned total of £198,000.
- 3.5 When Claire House and James House were purchased, as part of the Transform Leatherhead project, it was agreed that running costs would be charged against the Council's reserves. These amounted to £84,000 in 2016/17.
- 3.6 An allocation of £100,000 from reserves was also approved to meet the costs of consultancy advice on the future development of Claire House and James House. The charge against reserves for this work is £92,000.

### **Asset Investment Strategy**

- 3.7 The Council approved the Asset Investment Strategy in October 2016 which involves £48m capital spend over the next three years, on property outside the MVDC area, that will produce an annual return of £750,000 by the end of 2019/20. The law requires that the purchases be undertaken by wholly owned companies which have been set up specifically for that purpose during 2016/17.
- 3.8 The first purchase for the new company (MOVA Property Limited) was made early in 2017/18, a freehold building occupied by a supermarket in Ystalyfera, near Swansea. There were no significant company transactions in 2016/17.

### **4 Year Efficiency Plan**

- 3.9 The adoption of the Asset Investment Strategy enabled the Council to put together a 4 year budget plan starting in 2016/17 which was required to be submitted to Government. The plan satisfied the Government requirement for an "Efficiency Plan" over the 4 year period and, in return for this, the Government grant levels for the medium term period have been confirmed. This provides the Council with a degree of certainty in setting out forward plans for the next few years.

### **Impact on 2017/18**

- 3.10 There are three services listed above – Development Management, Environmental Services and Revenues & Exchequer – that have reported overspends in excess of £100,000 during 2016/17. Looking ahead to 2017/18, the budgetary prospects for each are as follows:-
- (i) **Development Management:** additional resources for Enforcement were added as part of the 2017/18 budget. Also, new legislation will enable the service to increase its fees and charges for planning applications by a further 20%. Efforts continue to be made to recruit permanent staff rather than temporary or agency appointments. All of these factors will have a beneficial impact on budgetary control. The position will be closely monitored.
  - (ii) **Environmental Services:** additional resources of £230,000 were added during the budget build to counter anticipated loss of income from Surrey CC on recycling and anticipated preparatory costs for the new joint contract. Early indications are that cost

pressures in 2017/18 will continue to exceed the budget provision and cause the level of spend to remain higher than budgeted. The implementation of the new contract, and the substantial savings flowing from that, will not occur until August 2018. A full analysis of the 2017/18 forecast position will be prepared as part of the first quarter's monitoring.

- (iii) **Revenues & Exchequer:** some elements of the 2016/17 overspend were one-off and will not be repeated in 2017/18. As with other services, a level of spend in line with the service budget may depend on success with permanent recruitment, which has been a strong feature of budget monitoring over the past year. The position will be updated with the first of the year's monitoring reports.

#### 4.0 Financial Outturn - Capital

- 4.1 The current capital programme is set out in Appendix D. Its full value, spanning a number of years and including the Asset Investment Strategy, is £77.9m. The actual spend in 2016/17 on capital projects was £17.5m. The largest item was £8.4m spent on the acquisition of the lease of the Swan Centre as part of the Transform Leatherhead project. Other significant spending was undertaken on Pippbrook refurbishment (£3.6m), Meadowbank Refurbishment (£1.6m) and Adaptations for the Disabled (£0.7m).
- 4.2 The latest projected spend on this list of schemes is £77.6m. The major variations underlying this projected reduction are set out below.
- The recharge of revenue salaries to capital projects was £0.3m lower than budgeted. Where the time of a Council employee can be identified, in line with the latest CIPFA Code of Practice, as "bringing an asset to the location and condition necessary for . . . operating", the relevant proportion of his/her salary can be charged against the capital programme. After a rigorous assessment of time apportioned in this way, mainly arising in Property, IT and Legal, the value of time spent that complied with the Code was lower than originally budgeted.
  - On minor works, there was an assortment of balancing under- and overspends but a reduced call on the contingency which left an underspend, overall, at year end of £0.2m.

#### 5.0 Budget Carry Forwards

- 5.1 On the Capital Programme, carry forward of unspent provision on major projects is assumed. For minor projects, requests have been made to carry forward £503,000 of the underspend on these projects.
- 5.2 The underspend on the Minor Works Contingency will be carried forward as part of the above requested figure to fund the refurbishment work required to the Church Gardens properties in Dorking. This is in line with Executive approval at its meeting of 18 April 2017.

#### 6.0 Use of reserves

- 6.1 The Council's Usable Reserves stand at £15.9m at the end of 2016/17 (as compared to £19.9m a year ago). The table shows the detail for 2016/17 and 2015/16.

	2016/17 £000	2015/16 £000
General Fund	2,203	5,290
Earmarked Reserves – capital	3,217	2,668
Earmarked Reserves – revenue	6,812	6,716
Capital Grants Unapplied	883	1,199
Capital Receipts	2,773	4,044
<b>Total Usable Reserves</b>	<b>15,888</b>	<b>19,917</b>

## 7.0 Strategic Risk

- 7.1 The Strategic Risk Register (Appendix E) is owned by the Chief Executive and details Mole Valley District Council's strategic risks. The risk register focuses specifically on the strategic risks that have the potential to significantly destabilise the organisation.
- 7.2 The Strategic Risk Register is reviewed by the Statutory Responsibilities Network on a six-weekly basis and by the Risk Management Group on a bi-monthly basis. Audit Committee receives an annual Risk Management Report on MVDC arrangements. Updates to the Register are made as necessary to ensure it remains current.
- 7.3 The Register is presented as part of this report to enable MVDC to keep its strategic risks under review and to ensure that appropriate action is being taken to mitigate risks to a tolerable level in the most effective way.
- 7.4 There are six strategic risks that are being closely and actively managed. The matrix summarises these risks, and shows the risk rating for each after mitigation. Further information for each risk can be found in Appendix E.

<b>IMPACT</b>	Catastrophic 5					
	Major 4		C1b, C1c, C3			
	Moderate 3		C5, C4c			
	Minor 2				C4b	
	Insignificant 1					
		Remote 1	Possible 2	Likely 3	Probable 4	Highly Probable 5
<b>PROBABILITY</b>						

C1b Funding Streams  
 C1c Asset Investment Strategy  
 C3 Health and Safety  
 C4b IT – hacking  
 C4c IT – resilience  
 C5 Data Protection/Information Governance

- 7.5 The Executive agrees the risk tolerance level for MVDC every four years. It is set out in the Risk Management Policy that was agreed by Executive in March 2015. The risk tolerance level is the threshold above which the level of risk is not acceptable and requires further action to reduce the risk. The level was agreed to be any risk with a residual score of 15 or above. Currently, all risks are below the risk tolerance level.

### Financial Implications

Financial implications are set out in the sections on the 2016/17 budget in the report.

### Legal Implications

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

## 2.0 OPTIONS

- **Option 1:** That the Executive notes the report and agrees the requested carry forwards of capital minor works from 2016/17 to 2017/18;
- **Option 2:** That the Executive notes the report and requests further work by officers prior

to agreement of requested carry forwards.

### **3.0 CORPORATE IMPLICATIONS**

#### **Monitoring Officer commentary**

The Monitoring Officer is satisfied that all relevant legal implications have been considered.

#### **S151 Officer commentary**

The s151 Officer confirms that all relevant financial risks and implications have been taken into account.

#### **Risk Implications**

This section should be completed for all reports and the Performance and Risk Management Officer should see a draft report as soon as possible. Please include any reputational risks in this section.

#### **Equalities Implications**

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

#### **Employment Issues**

There are no employment issues arising as a direct result of this report.

#### **Sustainability Issues**

There are no sustainability issues arising as a direct result of this report.

#### **Communications**

A press release has been prepared.

#### **BACKGROUND PAPERS**

None

## MVDC Corporate Strategy Progress April 2016 to March 2017

Priority	Aim	Summary of key progress to date	Lead Member
ENVIRONMENT A highly attractive area with housing that meets local needs	Protect and enhance the natural and built environment and ensure our areas of natural beauty are well looked after	<p><b>Deepdene Trail</b> officially opened on 9 September with a private event for partners; opened to the public on 10 September. Significant press coverage and interest including BBC Surrey, Surrey Life and local papers. In excess of 11,000 visitors to date. £70k volunteer time provided through Friends of Deepdene volunteer group.</p> <p>Programme of walks and talks in place.</p> <p>Agreement by Heritage Lottery to use funding from the grant to reinstate two extra paths. Work completed.</p> <p>Programme of <b>Heritage Open Days</b> held in September. 70 well attended events across the District. The grand opening of the Deepdene Trail was a key highlight of four Heritage Open Days.</p> <p><b>River Mole Discovery Day</b> took place on 25 September between the River Mole and Leatherhead Football Club. The free event was designed to raise awareness of the importance of rivers and other waterways and the threats that they face. Visitors were able to learn more about the biodiversity in the River Mole while enjoying a family fun day out.</p>	Cllr Vivienne Michael
	In consultation with the community, develop plans for how land is used in Mole Valley. Whilst safeguarding the Green Belt, we will set out proposals for jobs and homes, retail, leisure and commercial development	<p>Consultation completed on draft Statement of Community Involvement (SCI). Revised <b>Statement of Community Involvement</b> agreed by Council on 6th December.</p> <p>Work to establish evidence base nearing completion. Includes: Economic Development Needs Assessment; Strategic Housing Market Assessment; Brownfield Land Availability Assessment; Constraints Analysis.</p> <p>Strategic Flood Risk Assessment underway in partnership with Tandridge DC and Reigate &amp; Banstead BC.</p> <p>Targeted application of <b>Article 4 Directions</b> to bring office to residential conversions within planning control approved by Executive in October. Three batches of Article 4 Directions served in Dorking and Leatherhead.</p>	Cllr Duncan Irvine
	Identify opportunities to create more affordable housing	<p><b>15 affordable units</b> provided during 2016/17; 10 at Middlemead, Bookham; 4 supported units at Upper Fairfield Road, Leatherhead for clients of the Grange, Bookham; Transform Housing and Support (a supported housing provider based in Leatherhead) has refurbished a shared house, funded by MVDC for under-35-year-olds on the housing register.</p> <p>Number of other schemes at various stages of development Affordable Housing Position Statement and Action Plan 2016 agreed by Executive in March 2016.</p> <p>Promotion of development of new affordable homes to Parish Councils and Residents Associations.</p> <p>Hosted event with Elmbridge BC to raise awareness of housing companies and what they could achieve.</p> <p>In negotiating with Circle Housing (now Clarion Housing Group)</p>	Cllr Corinna Osborne-Patterson

Priority	Aim	Summary of key progress to date	Lead Member
		<p>around the changes to the Stock Transfer contract approved Circle Housing (now Clarion Housing Group) agreed aspirational target to develop 500 new affordable homes in the District over the next 10 years. This would achieve the Council's current target of 50 new affordable homes per year. Agreed at Council in December 2016.</p>	
	<p>Encourage residents to protect the environment by reducing their use of our natural resources, reusing materials and recycling more</p>	<p>1% target increase in recycling achieved. Final <b>recycling rates</b> for 2015/16 confirmed that MVDC achieved second highest rate in Surrey and 11<sup>th</sup> nationally (out of 354 authorities).</p> <p>Surrey Waste Partnership recruited 4 members of staff on a two year project to improve recycling activity in flats and communal areas across Surrey. Mapping exercise of communal bin areas completed to identify requirements for improvement.</p> <p>Work with Surrey Waste Partnership, in line with Mole Valley's Action Plan, has included:</p> <ul style="list-style-type: none"> <li>- Food waste sticker campaign raised food waste collection by 26% compared to same period last year.</li> <li>- Contamination and participation initiative at Goodwyns to boost recycling in that area</li> <li>- Switch to plastic bags for food waste bins to encourage participation</li> <li>- Communications campaigns across targeted materials using a range of digital, paper and outdoor channels</li> <li>- Composition analysis of bins to identify areas for improvement</li> <li>- Surrey Waste Partnership completed recycling engagement project working with Keep Britain Tidy to engage with residents to increase recycling rates. 2500 households visited</li> <li>- Surrey Waste Partnership's joint communications campaign ran from November to January. Theme is general recycling and concerned particularly with mixed recycling, i.e. what residents put in their green bins</li> <li>- Surrey County Council appointed a Partnership and Intelligence Officer to lead on fly tipping as part of the delivery of the County Wide Fly Tipping Strategy</li> <li>- Phase Two of the County's waste composition analysis completed</li> </ul> <p>Procurement of the <b>Joint Waste Contract</b> with Elmbridge, Surrey Heath and Woking Borough Councils completed, with Amey confirmed as the successful bidder. Partnership branded as 'Joint Waste Solutions'.</p>	<p>Cllr Michelle Watson</p>
	<p>Help protect our communities and their properties by taking an active role in flood management</p>	<p>Continued active membership of key groups, including Surrey Local Resilience Forum, Community Resilience Partnership and Surrey Flood Risk Partnership Board. Attendance at the Community Resilience Conference 27 September run by SCC. <a href="#">'Surrey Prepared'</a> leaflets distributed to all Parish Councils and Residents Associations throughout Mole Valley. The leaflets remind residents of how to protect themselves and their property from natural emergencies including flooding. Leaflets also provided to Incident Liaison Officers to hand out to residents in an emergency situation.</p> <p>MVDC sandbag stocks reviewed and sandbag plan updated. MVDC approval of Surrey Local Flood Risk Management Plan. Executive April 2017.</p>	<p>Cllr Corinna Osborne- Patterson</p>

Priority	Aim	Summary of key progress to date	Lead Member
	Encourage our communities to take care of their environment, and support them by tackling fly-tipping, littering and dog fouling	<p>Fraud and Investigation Team leading on <b>fly-tipping</b> investigations where there is potential evidence of who tipped the waste or where it is from.</p> <p>Extension of <b>bulky waste collection service</b> to include rubble and bricks in order to provide residents with legal and convenient ways to dispose of this waste.</p> <p>2016 #CleanMV campaign with a focus on the fines that could be issued for littering, dog fouling, fly tipping and other environmental crimes. A number of Fixed Penalty Notices have been issued.</p> <p>Supporting Surrey-wide Fly-tipping Campaign. SCC appointed Partnership and Intelligence Officer to lead on fly tipping. Initial discussions held with regards how the authorities work better together and support one another on investigations. Promotion of Surrey-wide communications in Autumn 2016 to remind residents of their responsibilities in relation to disposing of waste legally and responsibly.</p> <p>Signage erected in high risk areas to deter fly-tipping. Promotion of the '<b>Green Dog Walker Scheme</b>' to encourage responsible dog ownership and combat dog fouling. Environmental Anti-social Behaviour Strategy approved by Executive in April 2017.</p>	Cllr Michelle Watson
<b>PROSPERITY</b> A vibrant local economy with thriving towns and villages	Begin the transformation of Leatherhead town centre	<p>Transform Leatherhead Masterplan adopted by MVDC.</p> <p>Work on Church Street public realm enhancements commenced April 2017.</p> <p>Six-week consultation badged 'Transform Leatherhead in Partnership' began on 31<sup>st</sup> October – three aspects were flood alleviation, a sustainable transport bid and car parking improvements.</p> <p>Review of parking availability undertaken.</p> <p>Animation that brings the Masterplan to life available on the Transform Leatherhead website.</p> <p>Transform Leatherhead Forum held in March 2017 with over 200 attendees and three times that figure viewing the recording of the meeting. Included trailing the ideas for the Swan Centre and Claire House &amp; James House to be put before the Executive.</p>	Cllr Howard Jones
	Work with rural communities and businesses to help them thrive	<p>Examinations of Bookham and Ashted <b>Neighbourhood Development Plans</b> (NDPs) completed. Examiner's recommendations considered by Council in December. 'Yes' vote on both Plans at referenda on 4th May 2017. Capel parish residents and businesses consulted on Capel's draft neighbourhood development plan.</p> <p>Draft neighbourhood plan for Westcott submitted to Executive, April 2017</p> <p>Ockley Parish Council working on draft plan.</p> <p><b>Rural Community Strategy</b> adopted. Executive February 2017.</p>	Cllr Duncan Irvine

Priority	Aim	Summary of key progress to date	Lead Member
	Promote the culture and economy of the market town of Dorking	<p>Ballot on establishment of <b>Dorking Business Improvement District</b> held in April 2017. 'Yes' vote received.</p> <p>Gala Night held on 1st December. Rated by many people as the best ever and many shops and traders noting excellent takings. This followed on from the Christmas lights switch on which was also well received.</p> <p>Planning permission granted for public sculpture in West Street. Construction of sculpture underway.</p>	Cllr Charles Yarwood
	Promote business opportunities across the district	Dorking Business Improvement District: see above for further information.	Cllr Charles Yarwood
	Make best use of our town centre parking, balancing the needs of residents and local businesses	<p><b>Dorking parking review</b> completed. Over 900 responses received. Reported to Executive in November. New car parking orders advertised.</p> <p>Trial of new Pay &amp; Display machine in Leatherhead' ahead of programme to replace existing machines.</p> <p>Additional twenty five spaces temporarily added to Bridge Street car park, Leatherhead.</p> <p>Consultation underway on parking in Leatherhead as part of Transform Leatherhead.</p> <p>Joint operation with Surrey Police in December to tackle anti-social parking.</p> <p>Free Christmas parking in place to support town and village centres.</p>	Cllr Charles Yarwood
	Look for innovative ways to minimise the cost to taxpayers of Mole Valley District Council whilst protecting the standard of services	<p><b>Anti Fraud and Anti Corruption Policy</b> agreed by Executive in July 2016. The approach will ensure the best use of taxpayers' money and ensure Mole Valley District Council resources are allocated to those in greatest need.</p> <p>Proposals to create a <b>shared building control service</b> for the east Surrey local authorities led by Tandridge DC approved by Council in October. Official launch date 5 June 2017.</p> <p>Proposals to create a <b>shared environmental health service</b> being led by MVDC approved by Executive November 2016. Launched 1 April 2017.</p> <p><b>Asset Investment Strategy</b>, providing potential for the acquisition of property assets in order to generate additional income, approved by Council in October. Criteria for investment approved by Executive February 2017.</p> <p>Procurement of a <b>Joint Waste Collection Contract</b> with three other partner authorities completed with an estimated saving of over £1m/year for Mole Valley District Council for the duration of the 10 year contract. [See above under 'waste and recycling']</p>	<p>Cllr Lynne Brooks</p> <p>Cllr Duncan Irvine</p> <p>Cllr Michelle Watson</p> <p>Cllr Lynne Brooks</p> <p>Cllr Michelle Watson</p>



Priority	Aim	Summary of key progress to date	Lead Member
		<p>New <b>Meadowbank playground</b>. Provides range of inclusive features for children of all ages and physical abilities to enjoy. Inclusive Play Award achieved.</p> <p>400 children took part in free training sessions in spring/summer 2016 in 15 different sports. Some children then represented Mole Valley in the <b>Surrey Youth Games</b>. Five team medals achieved.</p> <p>More than 90% satisfaction achieved at both <b>Leisure Centres</b>. Increased attendance at Leatherhead Leisure Centre (760,000).</p> <p><b>Arts Alive Festival</b> held September 2016. 21,000 people participated in 200 events.</p> <p><b>Art projects</b> run in partnership with a number of charities for the elderly and people who have a mental or physical disability. Includes a drawing workshop with Sight for Surrey, a ceramics workshop with an art group based at Turner House and the Freewheelers Theatre Company.</p> <p><b>Safe Place scheme</b> piloted at Dorking Sports Centre designed to make residents of Mole Valley feel safe in their community by giving them a place to go to if they feel vulnerable or need short term support.</p>	
	<p>Promote community spirit, encourage individuals, families and communities to support each other and help our neighbourhoods to be more resilient in times of need</p>	<p>Engagement with community groups to promote best practice in emergency resilience, building support networks for the vulnerable and supporting those at risk of flooding.</p> <p>Two events (22 and 27 September) supported and facilitated by MVDC together with the Surrey Community Resilience Forum.</p> <p><a href="#">‘Surrey Prepared’</a> leaflets distributed to all Parish Councils and Residents Associations throughout Mole Valley. Includes information on establishing community resilience groups.</p> <p>Enhanced wellbeing activities at Fairfield Centre and Dorking Christian Centre.</p> <p>Promotion of Prevention and Personalisation in Partnership fund for community projects that enhance wellbeing and reduce social isolation for older people across the District.</p> <p>Work on the <b>Armed Forces Covenant</b> continues to ensure those in armed service are not disadvantaged. Bronze Award for the Employers’ Recognition Scheme achieved in recognition of our commitment to support Armed Services personnel and their families living and working in our communities. Housing policies updated. Remembrance events promoted and marked.</p> <p>Engagement and support of cadets. Relationships with 22 Field Hospital (Task Force Commander) and Headley Court are developing strongly. Officers participating in Sandhurst Leadership days. Participation in the Surrey Armed Forces Covenant conference in November.</p> <p>Messages denouncing Hate Crime promoted through media and e-newsletter.</p>	<p>Cllr Corinna Osborne-Patterson</p> <p>Cllr Lucy Botting</p> <p>Cllr Lucy Botting</p> <p>Cllr Vivienne Michael</p> <p>Cllr Lucy Botting</p>

Priority	Aim	Summary of key progress to date	Lead Member
		Independent review of community transport service completed. Recommendations approved by Executive February 2017.	
	Support individuals and families who find themselves unintentionally homeless so that education and employment are not put at risk	<p>Silver status achieved in relation to the <b>National Practitioner Standard for Homelessness</b>.</p> <p>Completion of programme to acquire <b>additional emergency accommodation</b> to reduce use of bed and breakfast out of the District.</p> <p>Estimate of rough sleepers in November across Surrey. One rough sleeper identified in Mole Valley. Information reported to Homeless Link and DCLG.</p>	Cllr Corinna Osborne-Patterson
	Make the most of local cycling opportunities to promote sustainable travel and support our rural economy whilst educating cyclists and other road users, and protecting residents and businesses from the impacts of formal and informal cycling events	<p>Coaching sessions run by Dorking Cycling Club and British Cycling at 'Big Event' on 13 August.</p> <p>Confirmation received by Surrey County Council of Bikeability funding for next three years. Confirmation of additional school, St John's School, Dorking, in the 2017/18 programme.</p> <p>Charlwood Village Primary School became the first in Mole Valley to be awarded for its outstanding commitment to active travel. (November 2016)</p> <p>Social Media Engagement Trial completed. Update from provider presented at the Cycling Board in September.</p> <p>Rural Payments Agency confirmed funding for creation of a destination management plan.</p> <p>Officer and Member representation at the Surrey Cycling Board. Local Cycling Plan completed and signed off by Mole Valley Local Committee.</p>	Cllr Corinna Osborne-Patterson

## APPENDIX B

### Performance indicators April 2016 – March 2017

	<b>PRIORITY : ENVIRONMENT</b>	<b>March 2015/16</b>	<b>March 2016/17</b>	<b>Current Target Status</b>	<b>2016/17 Target</b>	<b>DoT<sup>1</sup></b>
1a	<b>Housing :net increase in number of dwellings</b> <i>(The net increase in the number of dwellings completed in the period in Mole Valley)</i>	164	201	☺	163	↑
1b	<b>Housing :number of affordable homes</b> <i>(a count of the number of affordable homes provided in the year)</i>	40 <sup>2</sup>	15	☹	50 <sup>3</sup>	↓
2	<b>Number of missed bins per 100,000 collections</b> <i>(cumulative year to date figure calculated from the number of reported missed bins divided by the number of properties visited for scheduled collections of refuse and recycling)</i>	50	46	☺	60	↑
3	<b>Percentage of waste sent for recycling, reuse and composting</b> <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>	57.88%	59.80% <sup>4</sup>	☺	59.03% <sup>5</sup>	↑

	<b>PRIORITY : PROSPERITY</b>	<b>March 2015/16</b>	<b>March 2016/17</b>	<b>Current Target Status</b>	<b>2016/17 Target</b>	<b>DoT</b>
4	<b>Percentage of council tax collected</b> <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>	99.3%	99.2%	☺	99%	↔
5	<b>Percentage of non-domestic rates collected</b> <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>	97.6%	99.3%	☺	98.9%	↑
6	<b>Overall business rateable value of the district</b> <i>(total rateable value held on the Local Valuation List for Mole Valley in respect of the business properties situated within the Mole Valley area)</i>	£90.29m	£89.34m	N/A	Context indicator	↓
7	<b>Cost of services</b> <i>(net cost of services divided by population)</i>	£115.63	£109.53 <sup>6</sup>	☺	Same or less than previous year	↑

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

<sup>2</sup> Total for 2015/16

<sup>3</sup> The target is based on the adopted Core Strategy policy CS4. An average of 150 homes should be provided over a three year period.

<sup>4</sup> Provisional figure

<sup>5</sup> Target based on 1 percentage point increase on 15/16 end of year result.

<sup>6</sup> Annual figure

	<b>PRIORITY : PROSPERITY</b>	<b>March 2015/16</b>	<b>March 2016/17</b>	<b>Current Target Status</b>	<b>2016/17 Target</b>	<b>DoT</b>
8a	<b>Percentage of major applications processed within 13 weeks</b> (cumulative year to date figure of the number of applications processed within timescales against total received)	100%	90.5% <sup>7</sup>	😊	60%	↓
8b	<b>Percentage of minor applications processed within 8 weeks</b> (cumulative year to date figure of the number of applications processed within timescales against total received)	73.3%	71.1% <sup>8</sup>	😊	65%	↓
8c	<b>Percentage of other applications processed within 8 weeks</b> (cumulative year to date figure of the number of applications processed within timescales against total received)	89.8%	87.5% <sup>9</sup>	😊	80%	↓

	<b>PRIORITY : COMMUNITY WELLBEING</b>	<b>March 2015/16</b>	<b>March 2016/17</b>	<b>Current Target Status</b>	<b>2016/17 Target</b>	<b>DoT</b>
9	<b>Percentage of Telecare calls answered within 60 seconds</b> (cumulative year to date figure generated from Telecare's call handling system, which automatically records all answering times)	97.8%	97.7%	😊	97.5%	↔
10a	<b>Number of households in temporary Bed &amp; Breakfast accommodation</b> (actual number of all households in temporary Bed & Breakfast at the end of the month)	11	19	N/A	Context indicator	↓
10b	<b>Number of families with children in temporary Bed &amp; Breakfast accommodation for longer than six weeks</b> (actual number of households with children and/or expecting a child in temporary Bed & Breakfast for longer than six weeks at the end of the month)	0	1	😞	0	↓
10c	<b>Number of 16 or 17 year olds in temporary Bed &amp; Breakfast accommodation for longer than six weeks</b> (actual number of 16 or 17 year olds in temporary Bed & Breakfast for longer than six weeks at the end of the month)	0	0	😊	0	↔

<sup>7</sup> 19 out of 21 major applications determined in the period (including with an agreed extension of time)  
Previous 3 months performance

Month	Dec 16	Jan 17	Feb 17	<b>Mar 17</b>
Cumulative	88.2%	89.5%	90%	90.5%
Actual	80%	100%	100%	100%

<sup>8</sup> 234 out of 329 minor applications determined in the period (including with an agreed extension of time)  
Previous 3 months performance

Month	Dec 16	Jan 17	Feb 17	<b>Mar 17</b>
Cumulative	64.7%	66.7%	68.66%	71.1%
Actual	81.5%	100%	100%	96.4%

<sup>9</sup> 778 out of 889 other applications determined in the period (including with an agreed extension of time)  
Previous 3 months performance

Month	Dec 16	Jan 17	Feb 17	<b>Mar 17</b>
Cumulative	83.8%	85.38%	86.45%	87.5%
Actual	96.78%	100%	98.46%	96.8%

11	<b>Housing Advice – Instances of homelessness prevented</b> <i>(cumulative year to date figure of the number of households prevented from becoming homeless, through advice offered by the housing team)</i>	110	133	N/A	Context indicator	N/A
12	<b>Percentage of food businesses with a 'Scores on the door' of 3 or over</b> <i>(This is an 'as is now' figure at the end of each period, which represents the number of business assigned an hygiene rating of 3 or over, by the environmental health team)</i>	96%	96%	😊	93%	↔

	<b>CUSTOMER SATISFACTION</b>	<b>March 2015/16</b>	<b>March 2016/17</b>	<b>Current Target Status</b>	<b>2016/17 Target</b>	<b>DoT<sup>10</sup></b>
13a	<b>Community Transport Customer satisfaction</b> <i>(calculated from surveys with customers)</i>	97% <sup>11</sup>	N/A <sup>12</sup>	N/A	98%	N/A
13b	<b>Day Centre Customer Satisfaction</b> <i>(calculated from surveys with customers)</i>	96.5% <sup>13</sup>	97.5% <sup>14</sup>	N/A	92.5%	N/A
13c	<b>Telecare Service – Customer Satisfaction Score following use of alarm service</b> <i>(calculated from surveys with customers)</i>	99.0%	99.9%	😊	98.5%	↑

### Key to symbols

#### Direction of Travel (DoT)

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

<sup>10</sup> DoT: Direction of Travel compared with same period last year

<sup>11</sup> Customer satisfaction survey 2015

<sup>12</sup> The Customer Satisfaction surveys for Community Transport is scheduled for 2017/18

<sup>13</sup> Customer satisfaction survey 2013

<sup>14</sup> Customer Satisfaction survey March 2016

**APPENDIX C**

<b><u>REVENUE COST OF SERVICES</u></b>	2016/17 BUDGET £000	2016/17 OUTTURN £000	ACTUAL VARIANCE YEAR- END £000	PROJECTED VARIANCE JANUARY £000
<b>1. ENVIRONMENT</b>				
Waste, Street Care & Sustainability	3,478	3,647	169	76
Environmental Health & Licensing	403	419	16	24
<b>TOTAL ENVIRONMENT</b>	<b>3,881</b>	<b>4,066</b>	<b>185</b>	<b>100</b>
<b>2. WELLBEING</b>				
Parks & Open Spaces	440	413	(27)	(17)
Community Support Services	170	183	13	24
Wellbeing & Community Safety (formerly Partnerships)	(221)	(274)	(53)	(8)
<b>TOTAL WELLBEING</b>	<b>389</b>	<b>322</b>	<b>(67)</b>	<b>(1)</b>
<b>3. COMMUNITIES, SERVICES &amp; HOUSING</b>				
Benefits – paid & recovered	(90)	(78)	12	51
Benefits – Administrative Team	427	397	(30)	(23)
CSU & Communications	620	609	(11)	(2)
Housing	555	642	87	58
Cycling	15	15	0	0
<b>TOTAL CS&amp;H</b>	<b>1,527</b>	<b>1,585</b>	<b>58</b>	<b>84</b>
<b>4. PROPERTY, PARKING &amp; ECONOMIC DEVELOPMENT</b>				
Property	(1,202)	(1,451)	(249)	(158)
Car Parking	(1,136)	(1,197)	(61)	(101)
Economic Development	122	156	34	41
Dorking Halls	143	162	19	3
<b>TOTAL PP&amp;ED</b>	<b>(2,073)</b>	<b>(2,330)</b>	<b>(257)</b>	<b>(215)</b>
<b>5. PLANNING</b>				
Building Control	(126)	(36)	90	35
Development Management	345	532	187	145
Planning Policy	374	342	(32)	(25)
Planning Support	197	205	8	27
<b>TOTAL PLANNING</b>	<b>790</b>	<b>1,043</b>	<b>253</b>	<b>182</b>
<b>6. FINANCE &amp; INVESTMENTS</b>				
Strategic Management Team	353	367	14	(37)
Financial Services	487	552	65	45
Corporate Costs	1,521	1,453	(68)	(49)
Revenue & Exchequer	343	461	118	121
ICT	976	830	(146)	(84)
HR	311	319	8	32
Democratic Services	950	908	(42)	(44)
Legal	221	224	3	7
Policy & Performance	127	122	(5)	(2)

Strategic Leadership Team	252	231	(21)	(4)
<b>TOTAL F&amp;I</b>	5,541	5,467	(74)	(7)
<b>TOTAL SERVICE COSTS</b>	<b>10,055</b>	<b>10,153</b>	<b>98</b>	<b>143</b>

## Notes

### Transform Leatherhead

- (i) £198,000 was allocated from reserves for the Leatherhead Town Centre Masterplan
- (ii) £203,000 was drawn from reserves for the costs of Claire House and James House during the year.

### Budget Adjustments

- (iii) Budgets have been adjusted to reflect the re-working of the amounts of salary rechargeable to capital. The amounts have been recalculated in line with Audit advice on the conditions under which salary costs can be classified as capital. Budgets have been adjusted so that the impact on Managers of the change is neutral. The overall total budget for the Council has not changed. The impact on the capital programme is shown in Appendix D.

**APPENDIX D**

<b><u>CAPITAL OUTTURN</u></b>	<b>CAPITAL BUDGET £000</b>	<b>SPEND TO DATE £000</b>	<b>PROJ'D SPEND £000</b>	<b>PROJ'D VAR'CE £000</b>	<b>SPEND DURING 2016/17</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
<b>MAJOR CAPITAL PROJECTS</b>					
Pippbrook HQ Refurb.	4,500	4,587	4,587	87	3,555
Swan Centre, Leatherhead	8,618	8,462	8,618	0	8,444
Deepdene Trail	928	747	928	0	513
Carbon Reduction Project	300	176	300	0	0
KGV Playing Fields	100	100	100	0	3
Pippbrook House	201	203	203	2	4
Emergency Accommodation	1,700	1,614	1,700	0	283
Leatherhead Youth FC	920	942	920	0	920
Meadowbank Regeneration	6,476	1,878	6,476	0	1,564
<b><u>Developer Contributions:</u></b>					
Leatherhead	488	346	488	0	304
Other	115	28	115	0	28
<b>CAPITAL BLOCK SUMS</b>					
Disability Adaptations	606	662	674	68	662
Affordable Housing	1,470	363	1,470	0	320
Community Grants	60	62	59	(1)	62
Playground Refurbishment	244	225	244	0	225
Capitalised Salaries (allocated to schemes)	280	0	0	(280)	0
Telecare Equipment	151	142	151	0	38
Dial-A-Ride Vehicles	200	95	200	0	9
Property Projects	150	126	150	0	0
<b>CAPITAL MINOR WORKS</b>					
Minor Works Contingency	325	0	104	(221)	0
Property	294	273	306	12	117
Environmental Services	153	117	162	9	115
Car Parking & Parks	398	178	421	23	81
ICT	252	288	288	36	120
Community Support	143	43	143	0	4
Housing	20	17	27	7	13
Dorking Halls	230	224	247	17	123
<b>ASSET INVESTMENT STRATEGY</b>	<b>48,530</b>	<b>0</b>	<b>48,530</b>	<b>0</b>	<b>0</b>
<b>TOTAL CAPITAL</b>	<b>77,852</b>	<b>21,898</b>	<b>77,611</b>	<b>(241)</b>	<b>17,507</b>

**MOLE VALLEY DISTRICT COUNCIL**

**Strategic Risk Register**

This register details the strategic risks faced by Mole Valley District Council in relation to achieving the priorities as defined in the Corporate Strategy. It also notes the current mitigation action being taken to control these risks. The Register is owned by the Chief Executive.

**Corporate Priorities**

- 1. Environment - a highly attractive area with housing that meets local need
- 2. Prosperity - a vibrant local economy with thriving towns and villages
- 3. Community wellbeing - active communities and support for those who need it

**Summary Matrix – key strategic risks after mitigation**

<b>IMPACT</b>	Catastrophic 5					
	Major 4		C1b, C1c, C3			
	Moderate 3		C5, C4c			
	Minor 2				C4b	
	Insignificant 1					
		Remote 1	Possible 2	Likely 3	Probable 4	Highly Probable 5
<b>PROBABILITY</b>						

- C1b Funding Streams
- C1c Asset Investment Strategy
- C3 Health and Safety
- C4b IT – hacking
- C4c IT – resilience
- C5 Data Protection/Information Governance

## Mole Valley District Council Strategic Risk Register

Ref	Description of the risk	Inherent risk level (no controls)			Controls in place at MVDC	Risk owner – Member	Risk owner – Officer	Residual risk level (after existing controls)		
		Probability	Impact	Rating				Probability	Impact	Rating
C1b	<p><b>Funding streams</b> If MVDC fails to adequately identify or underestimate the loss of public sector funding streams, this could lead to a lack of financial resilience and a failure to deliver statutory and essential services</p> <p>This risk is informed by a number of factors including:</p> <ul style="list-style-type: none"> <li>• Impact of central government policy on funding streams</li> <li>• Impact of reduction of funding streams from other public services</li> <li>• Additional demand on services</li> </ul>	4	4	16	<p>-Annual financial scene setting report to Executive updates assumptions underpinning MTFs</p> <p>- Asset Investment Strategy approved by Executive and in place</p> <p>- Proactive approach to sourcing information on potential funding changes and the financial implications of existing and future government policy changes and other funding sources, including Surrey County Council</p> <p>-4 year efficiency plan in place</p>	Executive Member (Finance and Corporate Services)	Finance Director (Deputy Chief Executive)	2	4	8
C1c	<p><b>Asset Investment Strategy</b> If MVDC fails to deliver the Asset Investment Strategy by March 2020 we will not secure adequate funding streams through returns on property investment. This could lead to a lack of financial resilience and a failure to deliver statutory and essential services</p> <p>This risk is informed by a number of factors including:</p> <ul style="list-style-type: none"> <li>• Availability of and access to cheap borrowing</li> <li>• Increase in property prices due to increased local government interest activity</li> <li>• Capacity of the</li> </ul>	4	4	16	<p>-Rigour and due diligence applied through regular review of approach and criteria for investment by Executive</p> <p>-Consideration of alternative forms of property investment</p> <p>-Use of expert consultants</p> <p>-Annual targets set</p> <p>- Regular monitoring by Executive through Business and Budgeting monitoring reports</p> <p>-Active assessment of the market for access to cheap borrowing, such as through the Public Works Loan Board</p>	Executive Member (Finance and Corporate Services)	Finance Director (Deputy Chief Executive)	2	4	8

Ref	Description of the risk	Inherent risk level (no controls)			Controls in place at MVDC	Risk owner - Member	Risk owner - Officer	Residual risk level (after existing controls)		
		Probability	Impact					Probability	Impact	
	<p>organisation to deliver</p> <ul style="list-style-type: none"> <li>The need for a dynamic and responsive approach to maximise outcomes</li> </ul>									
C3	<p><b>Corporate Health and Safety</b></p> <p>MVDC needs to provide services in a safe manner that protects the health and safety not just of its employees but also members of the public, trainees, contractors and Members.</p> <p>If we fail to have good Health and Safety arrangements in place, this could lead to loss of service and / or preventable accidents to staff or members of public.</p> <p>This risk is informed by a number of factors, including:</p> <ul style="list-style-type: none"> <li>Compliance with Health and Safety at Work Act</li> <li>Civil Duty</li> <li>Moral and Public Duty</li> </ul>	Probability <b>5</b>	Impact <b>5</b>	<b>25</b>	<ul style="list-style-type: none"> <li>Corporate Health and Safety Policy, arrangements and procedures in place</li> <li>Regular review of Health and Safety at Staff and Members Consultative Forum</li> <li>Regular reviews of health and safety arrangements by Health and Safety consultant</li> <li>Health and Safety action plan in place</li> <li>Employee induction includes focus on Health and Safety and all employees provided with Health and Safety Guidance</li> <li>Health and Safety risk assessments in place for all service areas</li> <li>Fire risk assessments in place for relevant Council properties</li> <li>Arrangements with partner organisations/contractors to ensure appropriate Health and Safety requirements are in place</li> </ul>	Executive Member (Finance and Corporate Services)	Finance Director (Deputy Chief Executive)	Probability <b>2</b>	Impact <b>4</b>	<b>8</b>
C4 b	<p><b>IT systems</b></p> <p><b>b) Risk of hacking</b></p> <p>All IT systems contain vulnerabilities. Once exposed there is a danger period where systems are particularly</p>	Probability <b>5</b>	Impact <b>4</b>	<b>20</b>	<ul style="list-style-type: none"> <li>IT Security Policy in place and updated regularly</li> <li>Access to systems and data is strictly controlled and data is held securely in order to ensure</li> </ul>	Executive Member (Finance and Corporate Services)	Finance Director (Deputy Chief Executive)	Probability <b>4</b>	Impact <b>2</b>	<b>8</b>

Ref	Description of the risk	Inherent risk level (no controls)			Controls in place at MVDC	Risk owner - Member	Risk owner - Officer	Residual risk level (after existing controls)		
		Probability	Impact					Probability	Impact	
	vulnerable to attack.				it is only available as permitted and not at risk of loss or compromise - Regular testing of the ICT security perimeter of firewalls, monitoring for new vulnerabilities of systems and a cycle of ensuring all system versions are up to date is in place - Regular patching cycle of service infrastructure - Risk assessment on basis on industry knowledge and GovCert of identified threats					
C4c	<p><b>IT Systems</b></p> <p><b>c) Operational Resilience</b></p> <p>MVDC needs to make sure that its staff and IT systems are available to deliver the services for which it is responsible.</p> <p>If we fail to do this, there could be a major breakdown and disruption of systems that leads to an inability to deliver key services.</p> <p>This risk is informed by a number of factors, including:</p> <ul style="list-style-type: none"> <li>Majority of MVDC staff based at Pippbrook</li> <li>IT systems hosted at Pippbrook</li> </ul>	4	4	16	<ul style="list-style-type: none"> <li>IT Strategy in place and updated regularly</li> <li>Automated centralised back-up of data and systems is in place should a systems or data recovery be needed</li> <li>Improved on-site arrangements for physical environment (e.g. air con)</li> <li>Alternative working arrangements in place for staff</li> </ul>	Executive Member (Finance and Corporate Services)	Finance Director (Deputy Chief Executive)	2	3	6

Ref	Description of the risk	Inherent risk level (no controls)			Controls in place at MVDC	Risk owner - Member	Risk owner - Officer	Residual risk level (after existing controls)		
		Probability	Impact					Probability	Impact	
C5	<p><b>Data Protection/Information Governance</b> MVDC needs to make sure that personal data is secure and that an individual's right to privacy is protected.</p> <p>If we fail to effectively act on and embed standards and procedures that enable us to do this, this could lead to a loss of public trust and financial penalties to the organisation.</p> <p>This risk is informed by a number of issues, including:</p> <ul style="list-style-type: none"> <li>Potential breaches in confidentiality enabling access to confidential data</li> <li>Loss of data</li> </ul>	3	3	9	<ul style="list-style-type: none"> <li>Data Protection Policy approved by Council and updated regularly</li> <li>Data protection training and updates for new and existing staff</li> <li>Member Training on responsibilities under appropriate Code of Conduct for new and existing Members</li> <li>Certification obtained on disposal of confidential information</li> <li>Information Asset Register in place</li> <li>Records Retention Policy in place and implemented</li> <li>Data sharing protocols in place and implemented</li> </ul>	Executive Member (Finance and Corporate Services)	Interim Corporate Head of Service (with responsibility for legal services)	2	3	6