

Agenda Item 9

Cabinet Member: Bridget Kendrick, Cabinet Member for Finance and Organisation

Keira Vyvyan-Robinson, Cabinet Member for Projects

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Date: 24 November 2020

Wards affected: The Business and Budget Report covers the whole District

Key Decision: No

SUBJECT: Business and Budget Monitoring as at end of September 2020

Recommendation:

That the Cabinet:-

- notes the Council's performance and financial position

The Cabinet has the authority to determine the Recommendation

Executive Summary:

MVDC continues to be significantly impacted by the coronavirus pandemic and this report should be considered in that context. Some resources have been redeployed to support communities and businesses during this time. This period of continued and unprecedented uncertainty is therefore impacting on some areas of business and budget performance as detailed in the report.

The purpose of the Business and Budget monitoring report in 'normal times' is to focus on progress to achieve the objectives set out in the Annual Plan, and progress to achieve the targets set for the suite of performance Indicators. However, the coronavirus pandemic has had, and continues to have, a significant and fundamental impact on MVDC and its operations. Its priorities have necessarily shifted to focus on supporting residents, businesses and the wider community during lockdown and other government restrictions. It was hoped that the UK would now be in a post-pandemic recovery phase. Unfortunately, this is not yet the case and MVDC continues to support the recovery from the first wave of the pandemic, and is also supporting the community and businesses through the second wave.

This report presents progress made to achieve the Annual Plan objectives and performance indicator targets as agreed by Cabinet in July 2020.

As at the end of September, progress is being made against the majority of the Annual Plan objectives, albeit with some progressing slower than originally planned. This is as expected and is a reflection of the continued impact on the work of officers across the Council in relation to the pandemic.

Regarding the suite of performance indicators, in spite of continuing pressures in relation to the pandemic, as at the end of September over half of the performance indicator targets have been met or exceeded. Performance in other areas has been affected by the pandemic, either directly (activities not being permitted to take place during this time) or indirectly (increased demand on council services and financial impact on businesses and residents).

The report also includes the financial position on revenue and capital. The monitoring is based on figures before the imposition of the new lockdown, and was projecting a £0.6 million net overspend on revenue. A provisional estimate of the net additional revenue cost, assuming the lockdown actually does end on 2 December, is between £0.1 million and £0.3 million, bringing the total projected net overspend on revenue to between £0.7 million and £0.9 million against a net budget of £10.3 million (6.8% to 8.7%).

There is a projected net underspend on capital of £0.1 million against a budget of £12.9 million (0.7%).

Explanations of significant variances against budget are provided in Section 1.3.

This report presents the position as at the end of September, and reflects the government guidance in relation to coronavirus in place at that time.

The report is set out as below:

- 1.0 Introduction
- 1.1 Annual Plan objectives
- 1.2 Performance Indicators
- 1.3 Financial Monitoring
- 1.4 Strategic Risk

There are three appendices:

- Appendix A - annual plan and performance indicators dashboards
- Appendix B - summary financial position for revenue, by business area
- Appendix C - summary financial position for capital, by scheme

Council Strategy Priority Outcomes:

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

1.0 INTRODUCTION

The first six months of 2020/21 have been significantly and fundamentally impacted by the coronavirus pandemic, with MVDC prioritising work to support residents, businesses and the wider community, as well as managing its own activities that have been directly affected by the coronavirus restrictions. This report puts current performance into this context. As expected, performance levels have been impacted and this report provides details of this.

This report presents the position as at the end of September 2020, and reflects the government guidance in relation to coronavirus in place at that time. Future business and budget monitoring reports throughout the remainder of 2020/21 will assist in charting the continued impact on performance.

Mole Valley's Council Strategy 2019-24 is framed around three priority outcomes:

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

A 'dashboard' summary is provided for each of the three priorities, highlighting progress on the current status of Annual Plan objectives and performance indicators relating to each priority theme (Appendix A).

The report also includes the financial position on revenue and capital, with explanations provided for any significant variances in Section 1.3 of the report. The appendices include a summary of the revenue financial position (Appendix B), and a summary of the capital financial position (Appendix C).

1.1 ANNUAL PLAN OBJECTIVES

Successful delivery of the Council's Annual Plan objectives is fundamental to achieving the Council Strategy priority outcomes. The Performance dashboard (Appendix A) provides a snapshot of progress against the objectives in the Annual Plan as updated by Cabinet in July 2020. Commentary is provided where progress is below target.

Cabinet Members agreed that the changes to the Annual Plan approved in July 2020 would be reconsidered as the true costs of coronavirus, and the options open to the Council, are understood. Should any further changes to the Annual Plan be proposed, it was agreed that this would be brought to Cabinet in the Autumn. Following review and discussion, Cabinet Members are not recommending that any further changes be made at this stage.

One additional objective was included to 'Implement a series of actions that will support the Mole Valley community, residents and businesses as they move through the recovery phase following the coronavirus pandemic.' MVDC continues to support the recovery from the first wave of the pandemic, and is also supporting the community and businesses through the

second wave. A section relating to this work is included at the beginning of the dashboard at Appendix A. This explains in more detail the activities that MVDC has been prioritising in recent months. As this element of the dashboard provides a factual update on actions taken in response to the changing situation, a 'progress status' is not included.

In spite of the challenges MVDC has faced as a result of the coronavirus pandemic, the majority of the Annual Plan objectives are either making progress towards achieving their target (green) or slightly off target (amber). Areas not directly disrupted by the coronavirus pandemic have continued to perform on track. For example, the completion of works to Ashted Peace Memorial car park has been achieved, including installation of free parking bays and works to enable the fitting of Electric Vehicle charging points in due course. Additionally, the Grounds Maintenance contract continues to deliver a high standard of maintenance to MVDC open spaces and a report is elsewhere on the agenda regarding future provision of the contract.

To ensure the safety of our community, a number of activities have not been delivered as planned in 2020/21, including the youth holiday activities. Whilst it was not possible to deliver these activities during the summer holiday, it was hoped that it may have been possible during the October half term. However, the decision was made to postpone these activities with a view to holding them in the Easter holidays in 2021. This objective is therefore showing as off target (red).

An uncertain economic outlook and the disruptive effect of the pandemic has also led to the timescales for the delivery of a number of projects having to be replanned, including Transform Leatherhead and Opportunity Dorking. These objectives are therefore also showing as slightly off target (amber).

Further detail on progress made against all 2020/21 Annual Plan objectives can be found at Appendix A.

1.2 PERFORMANCE INDICATORS

The Council's priority continues to be responding to the pandemic and supporting residents and businesses in Mole Valley. Although this may have affected performance in some areas, over half of the PIs with a RAG (red/amber/green) status remain on target. These include areas such as benefits, Telecare, planning, licensing and the work of the Joint Enforcement Team in responding to reports of anti-social behavior.

Performance in other areas continues to be affected by the pandemic. The impact has been significant across the Mole Valley community and has had an impact on the ability of residents and businesses to pay their council tax and business rates, although the figures achieved are relatively strong under the circumstances. In the period between April and August, MVDC was not undertaking any enforcement around enforcing the collection of taxes from non-payers. In August, informal letters were sent to people who had not paid. This has had a positive impact on payments, and formal procedures to require payment have now recommenced. Additional resource has been brought into the Revenues Team to enhance the capacity to recover the taxes owed. It is recognised that some residents are experiencing difficulty in paying their council tax and the Revenues Team have supported them by directing them to the relevant external bodies, Benefits scheme and Section 13a Discretionary Relief.

The Environmental Health Service has reprioritised its work, in line with guidance from the Food Standards Agency, to focus on the enforcement of coronavirus related legislation, and this has had an impact on other areas of work.

Over the past few months, customers have been accessing MVDC services in a different way. Whilst there has been an increased use of online forms, calls to the Customer Services team are generally of a more complex nature. This has impacted call waiting times as staff work to ensure these complex enquiries are responded to effectively.

There has been a significant increase in the waste stream this year. In the spring period there was a notable increase in garden waste, as people spent more time in the garden, and there has also been an increase in both dry mixed recycling and food waste. However, alongside this there has been an increase in residual waste, which was partially due initially to people using the waste system to throw away some items which couldn't be taken to the Community Recycling Centres when they were closed. So whilst the tonnage of recycling has increased, in terms of percentages, the PI is not currently meeting the ambitious target for 2020/21. We continue to work with Joint Waste Solutions to promote recycling, and also with partners across Surrey to understand how the waste stream is changing during the current period. It is worth recognising that Amey have performed very well throughout the pandemic, all services have been maintained, with the exception of textiles and small electrical items which were not collected for a period of time as the third party that took the recycling closed during the initial lockdown.

Proactive sign up of businesses to the refill scheme is currently on hold but the intention is to recommence engagement with businesses in the spring.

Confirmation of the target to reduce the Council's carbon footprint was due to be made following completion of the carbon audit which was carried out to inform the Climate Change Strategy and Action Plan, both of which were approved by Cabinet in October 2020. The carbon audit for 2018/19 confirmed the Council's carbon footprint at 4,162 tonnes of CO2 equivalent, and that the first target is to reduce this to 3,550 tonnes by March 2022. As a target has not been set for 2020/21, this PI will be reported as 'data only'. The figure for 2019/20 is currently being collated by officers and will be reported to Cabinet once known.

The 2019/20 outturn figure for residual waste has been confirmed as 407kg of residual waste per household, a decrease on the previous year and within target. The target for 2020/21 is therefore lower than 407kg of residual waste per household.

Quarterly targets have been introduced for the affordable housing performance indicator, so that progress can more easily be monitored throughout the year. In previous reports performance has shown as red during the year until the final quarter is known or the target is met; performance will now reflect progress against the quarterly target, accumulating throughout the year towards the annual target of 50 affordable homes.

Overall, there are 33 performance indicators (PIs) for which a target has been set and 5 PIs that are 'context indicators/data only'.

At the end of September 2020, of the 29 performance indicators for which we have information, performance is assessed as follows:

- PIs on or above target (green): 16 (55.2%)
- PIs slightly off target (amber): 4 (13.8%)
- PIs off target (red): 9 (31.0%)

Commentary is included in the relevant themed dashboard (Appendix A) where progress is below target.

With regards to the remaining four PIs the data will be provided later in the year. MVDC's Housing Delivery Test result for 2020 will be available early 2021, the Mole Valley youth council have not yet met in 2020/21 due to the pandemic, and the annual surveys of Dorking town centre and the Transform Leatherhead project will take place in the new year.

Whilst many of the PIs are new for 2020/21, there is comparative information available for 20 PIs. Comparing this year's performance with the same period last year for these PIs, over half have either performed better or stayed at similar levels.

Progress for each PI is included in the relevant themed dashboard (Appendix A), with further information and data provided in the detailed performance indicator report on the [MVDC website](#).

1.3 FINANCIAL MONITORING

Revenue

The Council's net revenue budget is £10.3 million and the outturn projection at the time the monitoring was undertaken was a £0.6 million net overspend (5.9%). The monitoring is based on figures before the imposition of the new lockdown. A provisional estimate of the net additional cost, assuming the lockdown actually does end on 2 December, is between £0.1 million and £0.3 million, bringing the total projected net overspend on revenue to between £0.7 million and £0.9 million (6.8% to 8.7%).

The projected outturn includes £445,000 of deferred annual plan expenditure that was agreed by Cabinet Members, in response to the additional resourcing and financial pressures of the Coronavirus pandemic in 2020/21. In addition to this, Cabinet Members also agreed to defer planned use of the Regeneration Reserve of £125,000, so the total annual plan expenditure that has been deferred for 2020/21 is £570,000.

The significant variances on revenue budgets are as follows:

£000	Reasons for the variance
(3,657)	Projected net additional income on Corporate Costs, reflecting the support to local authorities that has been announced by the government, so far.
1,552	Projected under-recovery of income on Parking due to having suspended charges for these services until early July due to the coronavirus pandemic. Ongoing working from home arrangements and government guidance to use alternatives to public transport wherever possible has reduced commuter car parking as well. This loss of income has been forecast within the overall picture of coronavirus costs which has been reported to the government. The projected under-recovery of income has increased by circa £100,000 since this was last reported to Cabinet. The changing income will be monitored closely and any

£000	Reasons for the variance
	adjustments to the profile will be reflected in future monitoring and reported accordingly.
1,267	<p>Projected net overspend on Community Safety and Wellbeing. This is a £40,000 increase since it was last reported to Cabinet.</p> <p>There is a projected under-recovery of income of £861,000 from management fees from both the Dorking and Leatherhead leisure centres plus £200,000 of associated recovery costs related to enabling the reopening of the centres following the coronavirus. Detailed negotiations with the centre operators succeeded in reducing the initial cost projections to the Council and it is anticipated that the operating costs to the centres will become cost neutral by the end of the financial year, the future position of a management fee however is still uncertain. This position has been factored into the overall costs of coronavirus which have been reported to the government. The performance of the centres will continue to be monitored monthly and adjustments to the forecasts made as appropriate.</p> <p>There is also a projected overspend on community grants of £135,000. The response from the communities in Mole Valley in supporting vulnerable residents through the coronavirus has been overwhelming. A decision was made to provide a temporary Emergency Response grant scheme available to those organisations who were setting up or extending their community response. This overspend relates to the funds being made available for payment of these emergency grants. Over 40 grants have been paid out for amounts up to £5,000. The scheme came to an end at the end of July in line with the government's shielding programme pausing.</p>
800	<p>Projected net under-recovery of income on Dorking Halls. This is forecast to increase as a result of the enforced closure of Dorking Halls with effect from 5 November 2020 for four weeks and the ongoing uncertainty as to what restrictions may continue beyond 2 December 2020. Thanks to a well-balanced half-term programme of live shows, new film releases, an indoor market and wet autumnal weather, Dorking Halls enjoyed its best trading week since reopening in July. In addition, we were awarded £200,000 by Arts Council England, however this is taken into account by central government when calculating the lost fees and charges compensation and the net benefit is approximately £50,000.</p>
427	<p>Projected net overspend on Housing due to the additional bed and breakfast and private rented sector housing expenditure during the coronavirus pandemic. The projected overspend has increased by £11,000 since last reported to Cabinet.</p>
409	<p>Projected net under-recovery of rental income on Property and Regeneration, as previously reported. £460,000 due to the coronavirus pandemic, partially mitigated by not backfilling a vacant post.</p>
(368)	<p>Projected net underspend on ICT, mainly due to: the deferral of the digital strategy element of the annual plan of £190,000, the deferral of the replacement of the Document Management System of £100,000, and an underspend on employee costs (retirement, unfilled vacancy, early release of secondees, recruitment at lower grade) of £110,000, other minor overspends.</p>
(183)	<p>Projected net underspend on the Strategic Leadership Team and on Customer Services due to turnover of staff and unfilled vacancies.</p>
158	<p>Projected net overspend on Revenues and Exchequer. The key factor to the forecast overspend has been the demands placed on the Team as a result of the coronavirus pandemic. Additional temporary resource has been brought into</p>

£000	Reasons for the variance
	the team to place the authority in the best position to recover Council tax and business rates funds and to support the administration of the Business Grants programme.
102	Projected net overspend on Building Control, due to a reduced level of income, arising from a combination of the recent effect of coronavirus, and the ongoing impact of private sector competition. The position has improved by £12,000 since it was last reported to Cabinet.
93	Projected net under-recovery of income on Environmental Health and Licensing mainly due to an estimated reduction for licence fee income due to the coronavirus pandemic. The position has improved by £53,000 since last reported to Cabinet.
(81)	Projected net underspend on Democratic Services. £63,000 is as a result of the postponement of the 2020 local elections and the election of the Police and Crime Commissioner (PCC), until May 2021. The budget for elections in 2021/22 is anticipated to be sufficient to cover the costs of the local elections. The PCC will be funded as a national election and the county elections will be funded by Surrey County Council. The remainder of the projected underspend is due to vacancies.
68	Projected net overspend on Climate Change and Environment, largely as a result of additional costs related to the pandemic. There have been additional costs incurred by Amey to recruit temporary staff to ensure continuity of service delivery. There has also been an increase in the waste stream, both recycling and residual waste. There are additional costs involved in residual waste, which are reflected in this figure.
(57)	Projected net underspend on Planning Support due to vacancies, ICT spending that may not happen this year, and income from taking on the administration of the Section 106 agreements.

A summary of the revenue financial position by business area is included in Appendix B.

Capital

The Council has a capital programme of £12.9 million and the current outturn projection is a £0.1 million net underspend (0.7%). There is no movement, since last reported to Cabinet.

The significant variances on capital budgets are as follows:

£000	Reasons for the variance
(90)	Projected net underspend on capitalised salaries due to some delays in spend due to the additional resourcing pressures of coronavirus and therefore less input needed from officers.

A summary of the capital financial position by scheme is included in Appendix C.

1.4 STRATEGIC RISK

There are ten strategic risks that are being closely and actively managed by the Strategic Leadership team. The matrix below summarises these risks, and shows the risk rating for each after mitigation.

PROBABILITY	Highly probable 5						C1 Financial Sustainability	
	Probable 4			C1d, C4d, C7			C1d Loss of rental income from key properties	
	Likely 3		C8	C9			C3 Health and Safety	
	Possible 2			C4b, C4c	C3, C5	C1	C4b IT – hacking	
	Remote 1						C4c IT – resilience	
		Insignificant 1	Minor 2	Moderate 3	Major 4	Catastrophic 5	C4d Document Management System	
		IMPACT						C5 Data Protection/Information Governance
							C7 Organisational capacity to deliver	
							C8 Safeguarding	
							C9 Climate Change	

Since previously reported to Cabinet, Risk C1 Financial Sustainability has been revised to include reference to the impact of grant funding from Central Government. The pandemic itself it clearly a key risk factor, but also the response by central government in relation to its support to local authorities. To date, significant grant funding has been provided and it is anticipated that will continue. On this basis, the probability of the risk maturing has been reduced and is now assessed as amber overall.

Risk C3, Health and Safety has reduced in probability. This reflects the significant and continuous work to update our health and safety arrangements in response to changing guidance in relation to the coronavirus pandemic.

Risk C4d, Document Management System has reduced in probability. The delivery of the DMS replacement programme has been deferred as a result of the pandemic. A solution has been identified and is being progressed for the Planning function; however, the bigger project is the delivery of a new solution for the Benefits and Revenues Teams. Both of these teams have had significant additional workloads in the period since March, as they have been focused on significant increases in demand for benefits support, and isolation payments in the Benefits Team, and the Business Grants and recovery challenges in the Revenues Team.

Following recent discussions with the supplier of the current DMS system, they have confirmed the timescales for the period for which they will continue to deliver and support the DMS system. This new certainty reduces the risk to the authority of the DMS system becoming unsupported, and provides a timetable within which officers can work to procure a new solution.

Risk C7, Organisational capacity to deliver remains at Amber. Capacity across the organisation has been undoubtedly strained by the impacts of Covid placing additional expectations on local government at the same time as constraining the way in which we can work, and, potentially, causing staff wellbeing issues. So far this has been managed by reviewing the Annual Plan and providing additional resource in areas under particular

strain. Our ability to continue to do this in the medium term could be severely restricted due to our over-riding requirement to continue to set a balanced budget as articulated in the Medium Term Financial Strategy also before Cabinet. This risk will be closely monitored over the coming months.

Risk C8, Safeguarding has reduced in probability and is now being reported as a green risk. New procedures around reporting and retaining information in relation to concerns raised allows the organisation to learn from previous experience and share learning across teams. This should identify issues at an earlier stage allowing appropriate intervention and support to be put in place.

Risk C9 Climate Change, has reduced in probability and is now reported as an amber risk. A key development has been the approval by Cabinet at its meeting in October 2020 of a Climate Change Strategy and associated action plan. Progress will be reported to Cabinet on an annual basis. In addition, it is worth noting that, due to significantly less travel being undertaken as a result of the coronavirus restrictions, there is expected to have been a positive impact on reduced carbon emissions and air quality as a result.

Further information on the Strategic Risk Register, and actions being taken to mitigate each risk, is available on the [MVDC website](#).

Financial implications

The Council's net revenue budget is £10.3 million and the current outturn projection is a net overspend of between £0.7 million and £0.9 million (6.8% to 8.7%). The projected overspend is within the range estimated in the report that was presented to Cabinet in July 2020 and actions continue to be taken to minimise the financial impact of the coronavirus pandemic, whilst maintaining service levels.

Any actual overspend on revenue at outturn would need to be financed from reserves. Outturn overspends are usually financed from General Fund balances. The projected position on General Fund balances are currently £2 million. The S151 Officer has determined that General Fund balances should be maintained at a minimum level of £2 million. The projected overspend of up to £0.9 million can therefore not be accommodated within General Fund balances without them falling below the minimum level, so would need to be financed from releasing some earmarked reserves back to General Fund balances. The Council currently has earmarked reserves of £7.7 million, which is more than sufficient to cover the projected outturn overspend for 2020/21.

The Council has a capital programme of £12.9 million and the current outturn projection is a £0.1 million net underspend (0.7%).

Any actual underspend on capital at outturn would result in a lower financing requirement, so less use of capital reserves would be needed. Any actual overspend on capital at outturn would result in an additional use of reserves.

Legal implications

There are no direct legal implications regarding the request to note this report. Legal advice will be provided on the projects referred to as appropriate.

Risk Implications

This report provides an update on progress made to date in relation to achieving the Annual Plan objectives and Performance Indicators for 2020/21. It also provides an update on any

variances in the budget. It provides information on where performance is below target and where there are projected variances in the budget. The report provides the opportunity for discussion of the reasons given and the mitigation in place.

OPTIONS

The Cabinet has 2 options for consideration.

- Option 1: note the Council's performance and projected financial position (subject to any comments made) or:
- Option 2: note the Council's performance and projected financial position (subject to any comments made) and requests further work by officers

CORPORATE IMPLICATIONS

Monitoring Officer commentary

The Monitoring Officer confirms all relevant legal implications have been taken into account.

S151 Officer commentary

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

Equalities Implications

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

Employment and resource implications

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.

Consultation

Not applicable

Communications

This report will be posted on the [Performance page](#) of the Council's website

BACKGROUND PAPERS

None

Implement a series of actions that will support the Mole Valley community, residents and businesses as they move through the recovery phase following the coronavirus pandemic*

*This Annual Plan objective was agreed at Cabinet in July. Since then it has become apparent that the coronavirus pandemic will continue for longer than was initially anticipated. This dashboard therefore details the work MVDC is doing to support the community, residents and businesses through the pandemic.

	Progress Overview
Community Wellbeing	<p>Recovery work within the Community Wellbeing group focused primarily on 4 areas, homelessness and support to rough sleepers, Mole Valley Life services recovery, Leisure Centres and Dorking Halls plans for re-opening and support to the voluntary sector.</p> <p>33 rough sleepers were assisted into accommodation during the lockdown period, all of whom have been given the opportunity for permanent and supported accommodation into the future. Further funding was achieved via a bid to the Ministry of Housing to enhance support for homeless people in the recovery phase of the pandemic. This funding will create, amongst other things, enhanced outreach work and support to sustain tenancies for complex adults.</p> <p>Community Transport and the Fairfield Centre were considered to be an important aspect of social interaction for some of Mole Valley's most vulnerable and isolated individuals, however these services could only resume when safe to do so. All guidance is being considered and partners are being consulted in making plans. Community Transport is delivering a scaled back operation to ensure vital journeys can take place. Consideration of options for the Fairfield Centre are being developed, balancing the need for socialisation with the vulnerabilities of the client group. MV Life staff remain in contact with all members of the Fairfield Centre in order to ensure they had access to essential provisions and to check on their welfare.</p> <p>All risk assessments were undertaken in order that Dorking Halls was able to reopen for cinema viewings from 4th July.</p> <p>Negotiations to enable the opening of both of the Council's leisure centres were successful and a staged reopening of both facilities began on 3rd August.</p> <p>Ongoing support is being given to the two centres and participation is rising.</p> <p>Community and voluntary organisations across Mole Valley provided immense support to local residents in respect of shopping, medicine collections and general welfare during the lockdown phase. This network of local support has been invaluable to the community throughout this pandemic response. MVDC established a Covid Emergency Grant scheme to help support those organisations to either continue to operate or expand their offer during that time. Over 40 organisations were supported with around £140k to enable them to continue that support. In relation to second wave planning, there may be a different offer from those organisations and this is being established in order that there is support where needed.</p>
Environment	<p>The District has not been able to move into a true recovery phase and is currently within the emerging second wave. As such focus has moved away from recovery and focus is on keeping residents safe and reducing infection rates. However, the Climate Change Strategy has been delivered and work has commenced on the actions therein.</p> <p>Our Refuse and Recycling Service has maintained a high level of service throughout the period since lockdown, and during this period the work of our refuse and recycling crews and street cleaning teams has been recognised by our community. We are experiencing a high level of demand for our parks and open spaces which means that bins are filling up quicker than normal. We are working to respond to this increased demand. Service levels have been maintained and this bodes well for the busy Christmas period when there is often high levels of refuse and recycling.</p>
Prosperity	<p>From April to September 2020, the Government's Business Grant Funding Scheme was in place to help support businesses during the coronavirus pandemic. Eligible businesses in the district were encouraged to apply for grants through Mole Valley District Council who assessed and approved applications, in addition to administering payments. Over 1,500 eligible businesses in Mole Valley received grants, totalling £19,375,500 in the last six months.</p> <p>The delivery of the first phase of the Department of Transport and SCC funded Active Travel initiatives in Mole Valley continues, with the extension of the pedestrian zone in Leatherhead High Street on Sundays to enable social distancing and to enable the businesses to make use of the outside space for their customers through tables and chairs licences or for queue management.</p> <p>With the support of the European Regional Development Fund funded Ministry of Housing, Communities and Local Government 'Reopening High Streets Safely Fund' allocation of £77,000, a multi-channel communications campaign branded 'Mole Valley Together' launched in July. It seeks to showcase the good practice covid-secure measures that have been implemented to reassure residents that their local High Street is ready to welcome them back and to remind them of the role they play, as well as to signpost businesses to business support services. The second phase of this campaign is to be launched in November to support businesses and residents in the key pre-Christmas trading period. The funds has also enabled the Active Travel planting scheme in Leatherhead High Street with a new winter planting scheme coming soon.</p> <p>A grant application to the Department of Work and Pensions has been submitted to fund an 'Opportunities Hub'. If approved, this will enable Surrey Lifelong Learning Partnership to support Mole Valley residents at risk of redundancy as well as those who have been made redundant in securing alternative employment.</p>

COMMUNITY WELLBEING: "Active communities and support for those who need it"

Annual Plan 2020/21 Objective	Progress Overview	Status	Commentary (when amber or red)
Enhance work around falls prevention and dementia support for sufferers and their carers, and develop activities that focus on reducing social isolation, and the development of a skill	During the coronavirus pandemic, services and projects have been scaled back, such as falls prevention classes. However, work has been ongoing with NHS and Surrey County Council around an approach to falls and frailty supported by Mole Valley Life's home technology service to maintain independence.		There are plans to re-establish those services that have been affected by the coronavirus as soon as it is safe to do so
Continue to work with partners to develop a masterplan for a community hub in North Leatherhead	Following Cabinet approval on 16 September, MVDC submitted its bid for the freehold purchase of the Trinity Centre site in North Leatherhead to the Diocese of Guildford on 25 September. MVDC has been advised that the bid has been unsuccessful at this stage. MVDC has granted a lease of part of the North Leatherhead Community Centre (NLCC) to enable the Hive to continue to operate.		The Diocese may abort the current marketing process. MVDC will continue to explore alternative opportunities in north Leatherhead.
Publish and implement a new Homelessness Strategy, setting out how the Council will help those threatened with or experiencing homelessness in the District over the next 5 years	The review work has been completed and the Strategy is being written. The strategy will be presented to Cabinet in early 2021.		This work has been delayed due to demands of the coronavirus pandemic impacting on the work of the team.
Develop a plan for leisure and tourism across MVDC	The work on this plan was delayed due to the coronavirus pandemic. Consideration of the plan will reflect the requirements of the recovery phase from the coronavirus pandemic and its practical implications for future delivery of the Council's aspirations in relation to leisure and tourism.		The timescale for the development of this plan has been impacted by the coronavirus pandemic.
Work with partners including the voluntary sector to enable the provision of holiday and diversionary youth activities across Mole Valley's recreation grounds	All preparatory work was carried out and implementation was scheduled for the Easter Holidays. These activities were not able to go ahead due to the coronavirus pandemic for Easter or the Summer holidays and reconsideration for October half term was not practical		Due to the coronavirus pandemic, these activities could not go ahead as originally planned. It is hoped that they will be able to go ahead in the Easter holidays 2021.

ENVIRONMENT: "A highly attractive area with housing that meets local need"

Annual Plan 2020/21 Objective	Progress Overview	Status	Commentary (when amber or red)
Work with Surrey County Council to promote a campaign to discourage littering from vehicles	The 'Only Losers Litter' campaign that ran successfully early in 2020 has been relaunched and is currently running.	✓	
Complete the assessment of high risk trees, and undertake the mapping and assessment of medium risk trees on Mole Valley District Council land	Work is ongoing to undertake this project, and pick up on the delayed start to the project as a result of the lockdown. An appointment has been made to the vacant tree officer post which will enable increased progress to be made in the final third of the year.	✓	
Continue to deliver a high standard of maintenance of our open spaces, including a review of options for the delivery of the grounds maintenance contract from January 2022. This will be informed by feedback from residents and consider the possible inclusion of Surrey County Council highways verges	The Grounds Maintenance contract continues to perform well. A report will be considered at the November Cabinet meeting regarding future provision of the contract.	✓	
Continue work to develop a proposed Submission Draft Local Plan	An Interim Local Development Scheme (LDS) was adopted in July 2020. This includes amendment of the plan period from 2018-2033 to 2020-2037 in response to updated national planning policy. A full updated LDS is due to be considered at the Cabinet meeting in November. This will confirm the programme for preparation of the Submission Draft Local Plan, allowing for updating of the evidence base in response to matters raised through the Feb/March 2020 Regulation 18 consultation and for continued engagement with stakeholders on strategic matters under the Duty to Cooperate.	✓	
Implement the Affordable Housing Strategy, enabling the provision of affordable housing that meets local need	Mole Valley's Affordable Housing Strategy and action plan were adopted by Cabinet on 16th June 2020. The Strategy also provides an important evidence base for the under-preparation Future Mole Valley Local Plan in relation to the analysis of housing need and past delivery of affordable homes in the District.	✓	
Work with Surrey Environment Partnership to promote recycling and reuse of waste to increase the percentage of waste that is collected for recycling	The coronavirus pandemic has led to an increase in the amount of waste generated from residents as a result of the lockdown and home working arrangements across the Country. This has led to a change in the waste stream. There has been an increase in overall waste, both general waste and recycling, with a significant increase in green waste which will contribute to an increase in recycling. The Surrey Environment Partnership continues to promote recycling and re-use.	✓	
Monitor delivery of the waste and street cleaning contract and intervene when necessary to ensure the services are delivered efficiently and effectively within budget	Amey continue to perform well in difficult circumstances. They have maintained high standards of service provision, and took early action to recruit additional temporary staff to ensure that, as far as possible, services were not affected by the coronavirus pandemic. New methods of working had to be developed to minimise the amount of close contact working between crews. They have maintained high standards of service throughout the period, and the work that the crews undertake has been recognised by the community. We continue to work with Joint Waste Solutions to monitor the performance of the contract to address local service issues and ensure service quality is maintained.	✓	

Annual Plan 2020/21 Objective	Progress Overview	Status	Commentary (when amber or red)
Work towards being carbon neutral by 2030 by setting out the principles to be adopted. This will involve working in partnership with organisations across Surrey and with other agencies to identify external funding to achieve implementation of actions	The Climate Change Strategy and Action Plan has been approved and work has now commenced on delivering against it.		

PROSPERITY: "A vibrant local economy with thriving towns and villages"

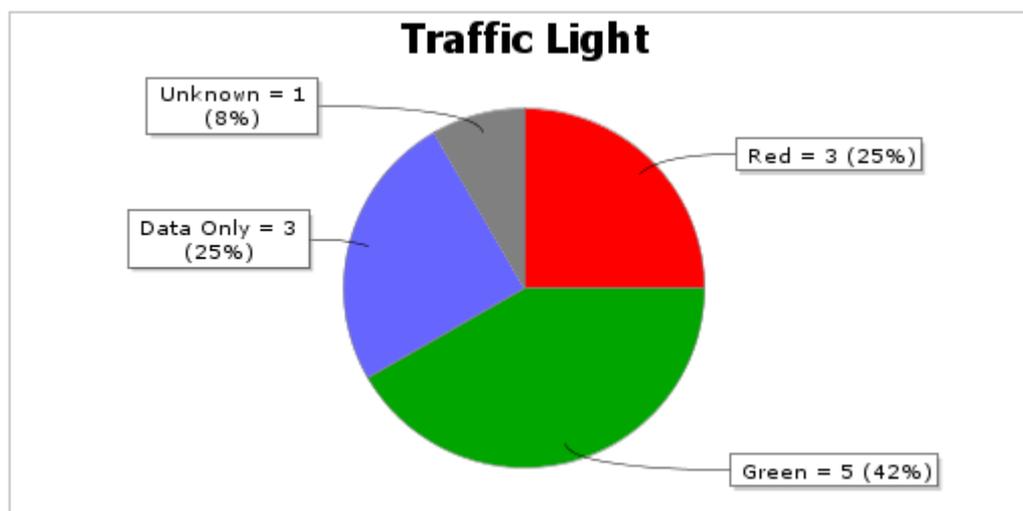
Annual Plan 2020/21 Objective	Progress Overview	Status	Commentary (when amber or red)
<p>Promote Mole Valley as a place to do business, including delivery of a range of business events and support for businesses in Mole Valley</p>	<p>The ongoing impact of the pandemic means that the planned monthly Network and Learn events for 2020/21 will not take place. The Business Hothouse programme of bootcamps and seminars has commenced in virtual form, with the first Mole Valley District Council branded bootcamp commencing 27 October-3 November. It is a maximum of 30 participants, and open to anyone who is aged 18+ who has a business idea or who has started a business within the last year.</p> <p>The Mole Valley Chamber has continued the delivery of a wide range of seminars on a weekly basis. The planned training by Clockwork City and The Retail Group was redesigned and repurposed for virtual delivery and to better reflect the needs of the business community during, and to recover from, the coronavirus pandemic. We are exploring with Coast to Capital's Growth Hub how best to ensure that Mole Valley businesses make best use of the wide range of expertise and resources available through the Growth Hub. Through the European Regional Development Fund (ERDF) funded Reopening High Streets Safely Fund, the first #molevalleytogether campaign launched in mid July and the Christmas campaign will be launched in November.</p>		
<p>Achieve the 2020/21 milestones for Transform Leatherhead</p>	<p>A new partner for the redevelopment of Claire House and James House is required to deliver the consented scheme. The delivery strategy has been reviewed by the agent and, based on current and forecast market conditions, it is anticipated that the scheme will not be marketed until the Winter, and possibly not till Spring 2021. The internal layout of the ground floor commercial and community space is in the final design stage and detailed design of the temporary car park has also been progressed in the interim. The company appointed to advise on the procurement of a development partner for the Swan Centre and Bull Hill made the specialist team advising MVDC redundant as a result of the pandemic. An alternative agent has now been appointed to continue the project. This has added four months to the project timetable and, as a result, it is anticipated that the scheme will not be taken to market until Spring 2021. The Bull Hill scheme was included in the regulation 18 Local Plan consultation held in Feb-March 2020 and, in the absence of a development partner, further work may be required to promote the site for inclusion as a strategic housing site in the regulation 19 draft Local Plan. The procurement of the Riverside Park landscape architect and associated multi-disciplinary team has also been delayed by the coronavirus pandemic; it is anticipated that this will be out for procurement in Autumn 2020.</p>		<p>The coronavirus pandemic and wider economic and property market impacts have had, and continue to have, a material impact on the original delivery timetable for Transform Leatherhead. The proposed extension of the Local Plan timetable affects the timetable for the delivery of the Bull Hill and Swan Centre redevelopment proposals.</p>

Annual Plan 2020/21 Objective	Progress Overview	Status	Commentary (when amber or red)
Achieve the 2020/21 milestones for Opportunity Dorking	<p>The disruptive effect of the coronavirus pandemic has meant that the majority of the planned evidence gathering and baseline work (occupier study, car park utilisation and pedestrian comfort assessment) has been deferred. Stakeholder engagement will take place in order to establish the baseline KPI for the programme.</p> <p>MVDC is working closely with Dorking Town Partnership as it moves into the second half of its 5 year term. A vacant unit activation strategy incorporating agent and landlord engagement has been developed. This seeks to enable pop-up or 'meanwhile' uses of vacant units as a way of mitigating the impact of vacant units on the vitality and vibrancy of the town centre.</p> <p>Two key development projects, Pippbrook House and the Foundry are progressing, with the proposed lease to RJK and CHIP of Pippbrook House approved at Cabinet in September.</p> <p>Both the retail and digital skills training offer to Dorking businesses have completed, with the retail skills training still available to view on YouTube.</p> <p>August saw Dorking Halls hold its inaugural Plays in the Park in Meadowbank with <i>The Wind In The Willows</i> and <i>Three Men In A Boat</i> sold out after only three weeks of being on sale, and just over 750 tickets were sold in total. This was followed by Heritage Open Days in September which featured a number of guided and self-guided walks in Dorking town centre and Arts E-live in October bringing various activities to Dorking town centre.</p>		The activities originally planned for Opportunity Dorking have been deferred due to the pandemic. However work to support our town centres, including Dorking, is being delivered as part of the Prosperity Recovery workstream funded through the Reopening High Streets Safely Fund.
Continue to deliver the car park refurbishment programme, with completion of works to Ashtead Peace Memorial Car Park	<p>Completion of works to Ashtead Peace Memorial car park with the installation of free parking bays has been achieved. Work to enable the fitting of Electrical Vehicle charging points has also been completed, and charging points will be fitted in due course. A bid has been submitted to the Getting Building fund to deliver an additional 90 Electric Vehicle charging bays across MVDC car parks. It is anticipated that the outcome will be known by end of November/early December.</p> <p>Consideration is being given to the ability to proceed with more of the refurbishment programme in light of the Council's financial pressures as a result of the coronavirus pandemic.</p>		
Work with Surrey County Council, service providers, residents and businesses to improve digital connectivity in poorly served rural areas of Mole Valley	<p>This project was scheduled to have been launched in 2020/21 through a presentation at Denbies by the Surrey County Council Superfast broadband team and a speaker from CGI's 5G team at a Mole Valley Chamber event. As a result of the coronavirus pandemic, that event will not now take place in 20/21. Instead, working in partnership with SCC, MVDC is promoting the Gigabit Voucher Scheme on its website and SCC has sent out an A5 postcard to residents and SMEs identified as being likely to be eligible (i.e. classed as rural and only able to access broadband speeds of less than 100Mbps). About 5,800 postcards were sent out in Mole Valley during the week commencing 14 September, backed up with social media posts, local magazine ads and a Surrey Matters article. We will continue to explore other opportunities that emerge, through Coast to Capital or from the government's renewed focus on this priority via the DCMS taskforce.</p>		

COUNCIL ARRANGEMENTS: Contributing to the delivery of all Council priorities

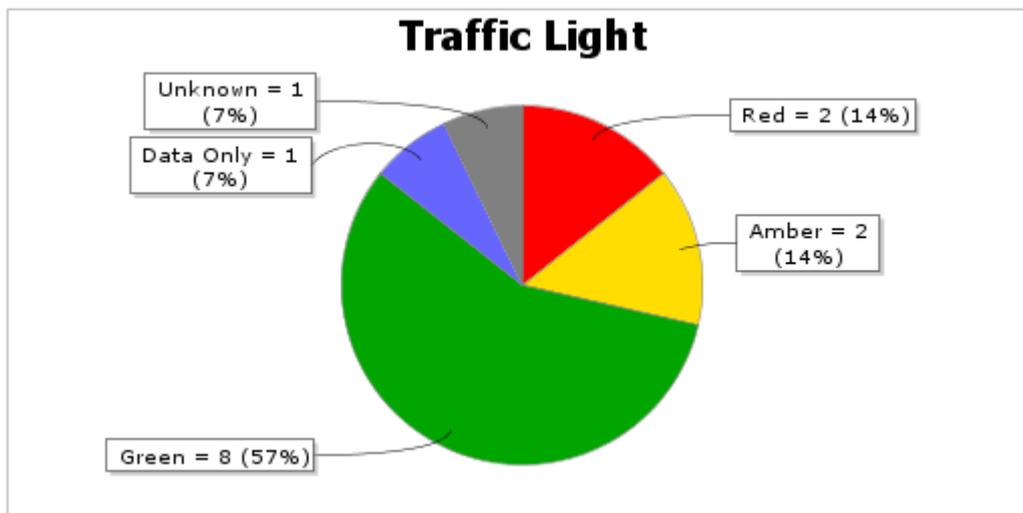
Annual Plan 2020/21 Objective	Progress Overview	Status	Commentary (when amber or red)
<p>Develop and invest in digital transformation to achieve better customer service, increase efficiency and reduce costs where there is a clear business case</p>	<p>The migration to the Firmstep Customer Relationship Manager (CRM) system is largely complete with the exception of two services (Parking - who are procuring a replacement cashless parking product that will deliver a fully integrated solution, avoiding the need to be pushed through the CRM, and Waste - where there are some ongoing complexities around linking up MVDC and Amey - Amey are procuring a new solution which should enable improvements to be made). Work is ongoing to prepare for the Document Management Ssystem replacement procurement in the Revenues and Benefits Teams. A DMS solution has been identified for the Planning Team and work is underway on that procurement.</p> <p>The new ICT systems in the Environmental Health and Property Teams are being implemented in line with the project timescales. The new MVDC website went live in the first quarter of the year.</p>		<p>The Benefits and Revenues Teams continue to experience high levels of demand, which has impacted on the DMS project.</p>

COMMUNITY WELLBEING PERFORMANCE INDICATORS



Performance Indicator	Status	Commentary
Time taken to assess new Housing Benefit claims	Green	
Time taken to assess Housing Benefit change of circumstances	Green	
Telecare Service – customer satisfaction score following use of alarm service	Green	
Percentage of Telecare calls answered within 60 seconds	Green	
Number of households in Bed & Breakfast accommodation	Data Only	Please see the Performance Indicators Report on the Performance page for further information on this PI.
Number of households in emergency accommodation	Data Only	Please see the Performance Indicators Report on the Performance page for further information on this PI.
Number of homelessness preventions and relief	Data Only	Please see the Performance Indicators Report on the Performance page for further information on this PI.
Youth Voice: number of schools/organisations represented on the Mole Valley youth council	Unknown	The Mole Valley youth council have not yet met in 2020/21 due to the coronavirus.
Number of young people taking part in holiday activities programme	Red	The holiday activities programme has been unable to commence given government guidance around social distancing. The activities planned for the October half term have also been cancelled.
Percentage of eligible cases responded to in 2 working days by the Joint Enforcement Team	Green	
Percentage of unrated food premises inspected including registered premises not yet trading	Red	Restrictions on officer site visits during lockdown together with the additional coronavirus-related legal responsibilities placed on the Environmental Health team meant that the target was unable to be achieved. Since being able to resume limited site visits at the end of August the backlog is being addressed on a prioritised risk-based approach, in line with the Food Standards Agency's guidance to local authority Food Enforcement services.
Percentage of category A and B (food hygiene) risk premises inspected within 28 days (of the inspection becoming due)	Red	See commentary above.

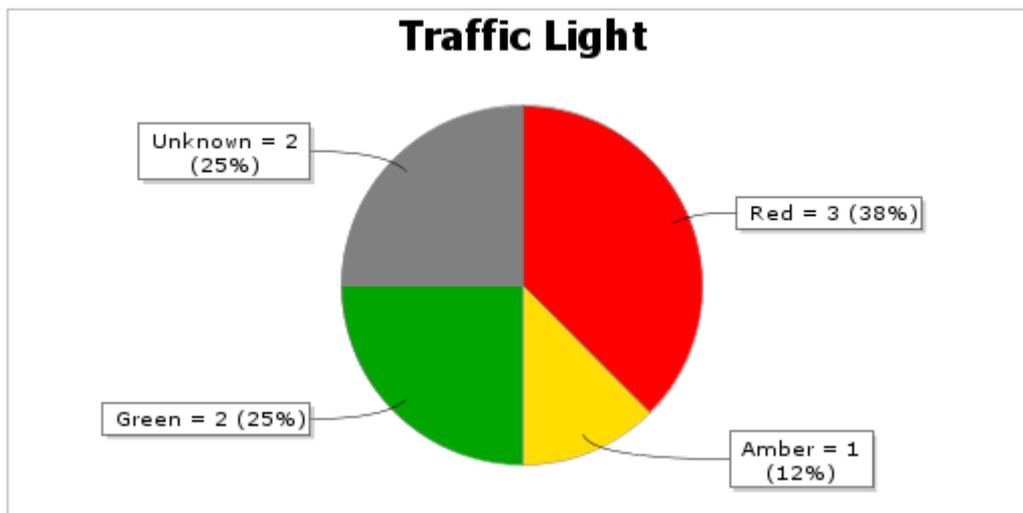
ENVIRONMENT PERFORMANCE INDICATORS



Performance Indicator	Status	Commentary
Percentage of identified high risk trees inspected within designated timeframes	Green	
Percentage of remedial work completed on identified high risk trees	Green	
Percentage of planning enforcement investigations commenced within timeframe	Green	
Speed of determining applications for major development	Green	
Speed of determining applications for minor development	Green	
Speed of determining applications for other development	Green	
Housing Delivery Test	Unknown	MVDC's 2020 Housing Delivery Test (HDT) result will be available early 2021.
Number of affordable homes completed	Amber	19 affordable homes were completed by the end of Q2 2020/21. The outturn for 2020/21 is expected to be 53 completions that include the final 36 homes at Clarion's Middlemead, Bookham development. The recently approved Affordable Housing Strategy should have a positive impact on the development of new affordable homes once the in preparation Local Plan is adopted.
Number of missed bins per 100,000 collections	Green	Performance as at September 2020 (the latest available data). Changes to rounds implemented at the end of May 2020 led to an increase in reported missed collections. However, performance is now back on track.
Percentage of waste sent for recycling, reuse and composting	Red	Performance as at Q1 2020/21 (the latest available data). The coronavirus pandemic led to an increase in the amount of waste generated from residents as a result of the lockdown and home working arrangements across the country, which has contributed to the ambitious target of 60% of waste sent for recycling, reuse and composting not being met. A new recycling campaign 'Watch your waste' was launched in September 2020 by Surrey Environment Partnership promoting the 'reduce, reuse, recycle' message following high waste volumes during lockdown.

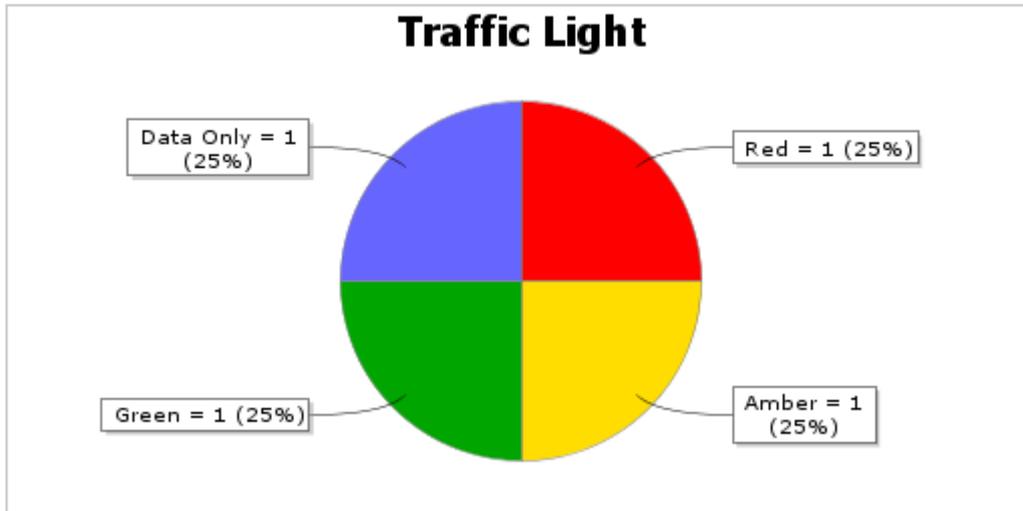
Performance Indicator	Status	Commentary
Residual waste per household	 Amber	Performance as at Q1 2020/21 (the latest available data). The pandemic led to an increased amount of waste being generated by residents as a result of the lockdown and increased working from home. Community Recycling Centres were also closed for some time. These factors contributed to an increase in the kerbside collection of residual waste. Data shows rolling 12 month average as at the end of each quarter.
Percentage of environmental permitting regulation inspections undertaken	 Green	There haven't yet been any environmental permitting regulation inspections due in 2020/21.
Number of additional businesses signed up to the water Refill scheme	 Red	Proactive sign up of businesses to the refill scheme is currently on hold as some businesses have expressed a concern about operating this scheme during the pandemic. We are aware that several businesses have recently withdrawn from the scheme as a result. The intention is to recommence engagement with businesses in Spring.
Reduction in the Council's Carbon Footprint	 Data Only	A target has not been set for 2020/21 so this PI will be reported as 'data only'; the first target is to reduce the Council's carbon footprint to 3,550 tonnes of CO2 equivalent by March 2022, as stated in the Climate Change Strategy. The baseline is 4,162 tonnes based on the carbon audit 2018/19. The figure for 2019/20 is currently being collated by officers and will be included in future reports once known. Please see the Performance Indicators Report on the Performance page for further information on this PI.

PROSPERITY PERFORMANCE INDICATORS



Performance Indicator	Status	Commentary
Percentage of council tax collected	 Red	<p>The impact of the coronavirus pandemic has been significant across our community and has had an impact on the ability of residents and businesses to pay their Council tax and Business rates. Although both performance indicators are off target, the actual figures achieved are relatively strong, considering the circumstances.</p> <p>For Council tax, the percentage of tax paid at the end of September was 56.4% compared to 58.1% the year before. For Business Rates the figures are 54.2% compared to 56.5%. See covering report for further detail.</p>
Percentage of business rates collected	 Amber	See commentary above.
Percentage of licence applications issued within two weeks of being determined	 Green	
Number of business support events delivered	 Red	<p>The ongoing impact of the pandemic means that the planned monthly Network and Learn events for 2020/21 will not take place; however, the Business Hothouse programme of bootcamps and seminars has commenced in virtual form. The Mole Valley Chamber has continued the delivery of a wide range of seminars on a weekly basis.</p>
Number of businesses participating in business support events	 Green	126 businesses attended 7 business events in Q1 2020/21.
Number of digital connectivity events delivered	 Red	<p>No digital connectivity events have been delivered so far due to coronavirus. These public meetings will be held later in the year if possible but alternative ways may need to be found in order to involve residents, local community groups and telecoms providers in discussions about the rollout of digital infrastructure.</p>
The extent to which Dorking town centre is considered to meet the needs of residents, workers and visitors (1 being not at all and 5 very well)	 Unknown	<p>The Annual Survey would normally take place as part of planned public event or consultation rather than rely on virtual engagement alone. It is not considered likely that any such engagement will be able to take place until Q4 20/21.</p>
The extent to which Transform Leatherhead is considered to be making progress towards the Masterplan vision (1 being not at all and 5 very well)	 Unknown	<p>The Annual Survey would normally take place as part of planned public event or consultation rather than rely on virtual engagement alone. It is not considered likely that any such engagement will be able to take place until Q4 20/21.</p>

GUIDING PRINCIPLES PERFORMANCE INDICATORS



Performance Indicator	Status	Commentary
Percentage of Environmental Health & Licensing service requests actioned within 5 working days	Green	
Percentage of calls answered within 60 seconds by the Customer Services Unit	Red	There are various factors contributing to Customer Services not meeting their performance targets. The team have noticed a change in call handling time, which has almost doubled when compared to last year. We are also seeing an increase in online forms being submitted which suggests customers are calling us when they have more complex enquiries. The team felt the loss of two experienced staff in August who have left MVDC to pursue alternative careers. This coupled with some long term sickness absence has affected the team's ability to meet standard. In addition, home working is proving to be more challenging for this front line team who are having to handle sometimes difficult calls in their own home, without being able to benefit from the immediate support of having colleagues and line managers physically nearby. Three new starters joined CSU in September, and while remote training does present its own challenges, it is anticipated that once they have completed their training, performance levels will improve.
Percentage of enquiries resolved at first point of contact by the Customer Services Unit	Amber	See commentary above.
Percentage of invoices for commercial goods and services that were paid by the council within 30 days of such invoice being received by the council	Data Only	Please see the Performance Indicators Report on the Performance page for further information on this PI.

REVENUE BUDGET MONITORING 2020/21

APPENDIX B

As at end of September 2020

		Budget £000	Projected outturn £000	Variance from budget £000
Community				
Councillor Watson	Communications	312	309	(3)
	Customer Services	512	419	(93)
	Mole Valley Life	240	252	12
		1,064	980	(84)
Environment				
Councillor Malcomson	Climate Change & Environment	2,780	2,848	68
Finance & Organisation				
Councillor Kendrick	Benefits	431	467	36
	Corporate Costs	1,358	(2,299)	(3,657)
	Democratic Services	1,110	1,029	(81)
	Financial Services	426	416	(10)
	HR & Organisational Development	379	381	2
	ICT	1,432	1,064	(368)
	Legal Services	382	399	17
	Revenues & Exchequer	466	624	158
	Corp.Governance & Strategy	298	271	(27)
	Strategic Leadership Team	923	833	(90)
		7,205	3,185	(4,020)
Leisure				
Councillor Draper	Community Safety & Wellbeing	(115)	1,152	1,267
	Dorking Halls	194	994	800
	Parks & Landscapes	591	593	2
		670	2,739	2,069
Planning				
Councillor M Cooksey	Building Control	(79)	23	102
	Development Management	392	403	11
	Planning Policy	606	637	31
	Planning Support	290	233	(57)
		1,209	1,296	87
Projects				
Councillor Vyvyan-Robinson	Property and Regeneration	(2,150)	(1,191)	409
Sustainable Economy				
Councillor Wellman	Economic Development	170	170	(0)
	Parking	(1,840)	(288)	1,552
		(1,670)	(118)	1,552
Wellbeing				
Councillor Daly	Environmental Health & Licensing	517	610	93
	Housing	662	1,089	427
		1,179	1,700	521
Total net services revenue		10,287	11,439	602

As at end of September 2020

	Approved budget £000	Projected spend £000	Variance from budget £000
Major Projects (Multi-year)			
Asset Acquisition	1,875	1,875	-
Car Park Enhancement (5 year project)	1,000	1,000	-
Emergency Accomodation	1,100	1,100	-
Joint Waste Solutions Vehicles	4,000	4,000	-
Leatherhead Bypass Contingency	-	-	-
Meadowbank Soundbarrier (New)	190	190	-
Swan Centre Development & Car Park Refurb.	1,215	1,215	-
Major projects completed this year	-	-	-
Annual capital expenditure 2020/21			
Affordable Housing	1,400	1,400	-
Capitalised Salaries	175	85	(90)
Community Grants	124	124	-
Developers Contribution	250	250	-
Dial-a-Ride Vehicle Replacement	160	160	-
Disability Adaptations	781	781	-
Playground Refurbishment	120	120	-
Telecare Equipment	60	60	-
Total Major Projects	12,450	12,360	(90)
Minor Projects			
Total Minor projects	492	492	-
Minor projects completed this year	-	-	-
Total Minor Projects	492	492	-
Total Capital Programme	12,942	12,852	(90)

*