

AGENDA

SCRUTINY COMMITTEE MEETING

Date: Wednesday, 22 March 2017

Time: 7.00 pm

Venue: Council Chamber, Swale House, East Street, Sittingbourne, Kent, ME10 3HT

Membership:

Councillors Mike Baldock, Andy Booth (Chairman), Lloyd Bowen (Vice-Chairman), Derek Conway, Mike Dendor, Mark Ellen, Mick Galvin, Mike Henderson, Ken Ingleton, Nigel Kay, Samuel Koffie-Williams, Peter Marchington and Ben Stokes.

Quorum = 4

Pages

1. Fire Evacuation Procedure

The Chairman will advise the meeting of the evacuation procedures to follow in the event of an emergency. This is particularly important for visitors and members of the public who will be unfamiliar with the building and procedures.

The Chairman will inform the meeting whether there is a planned evacuation drill due to take place, what the alarm sounds like (i.e. ringing bells), where the closest emergency exit route is, and where the second closest emergency exit route is, in the event that the closest exit or route is blocked.

The Chairman will inform the meeting that:

(a) in the event of the alarm sounding, everybody must leave the building via the nearest safe available exit and gather at the Assembly points at the far side of the Car Park; and

(b) the lifts must not be used in the event of an evacuation.

Any officers present at the meeting will aid with the evacuation.

It is important that the Chairman is informed of any person attending who is disabled or unable to use the stairs, so that suitable arrangements may be made in the event of an emergency.

2. Apologies for Absence and Confirmation of Substitutes

3. Minutes

To approve the Minutes of the Meeting held on 8 February 2017 (Minute Nos. 1179 - 1188) as a correct record.

4. Declarations of Interest

Councillors should not act or take decisions in order to gain financial or other material benefits for themselves or their spouse, civil partner or person with whom they are living with as a spouse or civil partner. They must declare and resolve any interests and relationships.

The Chairman will ask Members if they have any interests to declare in respect of items on this agenda, under the following headings:

(a) Disclosable Pecuniary Interests (DPI) under the Localism Act 2011. The nature as well as the existence of any such interest must be declared. After declaring a DPI, the Member must leave the meeting and not take part in the discussion or vote. This applies even if there is provision for public speaking.

(b) Disclosable Non Pecuniary (DNPI) under the Code of Conduct adopted by the Council in May 2012. The nature as well as the existence of any such interest must be declared. After declaring a DNPI interest, the Member may stay, speak and vote on the matter.

(c) Where it is possible that a fair-minded and informed observer, having considered the facts would conclude that there was a real possibility that the Member might be predetermined or biased the Member should declare their predetermination or bias and then leave the room while that item is considered.

Advice to Members: If any Councillor has any doubt about the existence or nature of any DPI or DNPI which he/she may have in any item on this agenda, he/she should seek advice from the Monitoring Officer, the Head of Legal or from other Solicitors in Legal Services as early as possible, and in advance of the Meeting.

Part One - Substantive Items

5. Financial Management Report

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The Committee is asked to consider the Financial Management Report – April – December 2016.

The Cabinet Member for Finance and Performance and the Chief Finance Officer are attending for this item.

6. Performance Monitoring Report

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The Committee is asked to consider the Performance Monitoring Report. The Cabinet Member for Finance and Performance, the Deputy Cabinet Member for Finance and Performance and the Policy and Performance

Manager are attending for this item.

7. Update on Sittingbourne Town Centre Regeneration

Report to follow.

Part Two - Business Items

8. Reviews at Follow-up Stage and Log of Recommendations

The Committee is asked to review the updated log of recommendations (report to follow).

9. Other Review Progress Reports

The Committee is asked to consider updates on other reviews.

10. Cabinet Forward Plan

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The Committee is asked to consider the Forward Plan with a view to identifying possible items for pre-decision scrutiny.

11. Urgent Business Requests

The Committee is asked to consider any requests from Committee Members to commence a review.

Issued on Monday, 13 March 2017

The reports included in Part I of this agenda can be made available in **alternative formats**. For further information about this service, or to arrange for special facilities to be provided at the meeting, **please contact DEMOCRATIC SERVICES on 01795 417330**. To find out more about the work of the Scrutiny Committee, please visit www.swale.gov.uk

**Chief Executive, Swale Borough Council,
Swale House, East Street, Sittingbourne, Kent, ME10 3HT**

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Scrutiny Committee	
Meeting Date	22 March 2017
Report Title	Financial Management Report – April – December 2016
Cabinet Member	Cllr Duncan Dewar-Whalley, Cabinet Member for Finance & Performance
SMT Lead	Nick Vickers, Chief Financial Officer
Head of Service	Nick Vickers, Chief Financial Officer
Lead Officer	Phil Wilson, Financial Services Manager
Key Decision	To note
Classification	Open
Forward Plan	Reference number:
Recommendations	<ol style="list-style-type: none"> 1. To note the net revenue underspend on services of £716,590 (including £785,000 additional income), a proposed rollover of specific grants of £67,620 leaving a projected net underspend of £648,970 for 2016/17. 2. To note the capital expenditure of £1,581,600 to end of December 2016. 3. To note the projected capital underspend of £502,000. 4. To earmark capital receipts of £100,000 for Minster Churchyard wall as detailed in paragraph 3.13. 5. To approve the funding for three capital schemes as detailed in paragraph 3.13.

1. Purpose of Report and Executive Summary

1.1 This report shows the revenue and capital projected outturn activity for 2016/17 as at the end of December 2016. The report is based on service activity up to the end of December 2016 and is collated from monitoring returns from budget managers.

1.2 The headline figures are:

- Total forecast revenue underspend of £716,590;
- £67,620 rollover of specific grants;
- Capital expenditure of £1,581,600;

- Projected capital expenditure variance £502,000 as a result of deferred projects.

2. Background

- 2.1 The Council operates a monthly budget monitoring process at Head of Service level, which reports each month to the Strategic Management Team.
- 2.2 Financial monitoring reports are presented to Cabinet on a quarterly basis, as well as to Scrutiny Committee.

3. Proposals

Revenue Outturn

- 3.1 As at the end of December 2016 the total forecast revenue underspend is £716,590. The last reported variance to Cabinet in December 2016 (to end of period 6 - September) was an underspend of £617,700. This represents a movement of £98,890.
- 3.2 There are a number of service movements within the projected revenue outturn, and the most significant of these are summarised below in Table 1.

Table 1: Service Movements

Service/Contract	Reason for Variance	Working Budget £'000	Projected Variance (period 6) £'000	Projected Variance (period 9) £'000
Additional Income – Fees & Charges set by SBC:				
Parking	Additional income from parking fees and season tickets	(1,675)	(257)	(257)
	Offset by net overpayments (reduced income)	(60)	-	41
	Parking Permits	(97)	(20)	(20)
Recycling & Waste Management & Street Cleansing	Additional income from garden waste collections (brown bins)	(368)	(20)	(33)
	Bulky Waste Collection	(57)	-	(20)
Cemeteries	Additional income	(115)	-	(4)
Sea Front	Memorials	(1)	(5)	(5)
Sea Front	Beach huts	(8)	(6)	(14)

Service/Contract	Reason for Variance	Working Budget £'000	Projected Variance (period 6) £'000	Projected Variance (period 9) £'000
Highways	Street Naming & Numbering additional income	(15)	(37)	(27)
Legal	Additional income from S106 fees	(29)	(28)	(65)
Other		(67)	(3)	(11)
Other Income:				
Corporate Items	Additional external investment interest income	(93)	(134)	(104)
Parking	PCN's	(251)	(20)	(20)
Planning	Fees – Additional planning income	(672)	(105)	(254)
Community Safety	Community Budgets – Complex Needs – Grant	-	-	(36)
Environment	Fixed Penalty Notices – net	(3)	-	(20)
Policy	Sustainable Sheppey – additional grant	-	-	(16)
Recycling & Waste Management & Street Cleansing	Special collections and sale of litter bins	(25)	(10)	(15)
Loss Income - Fees & Charges set by SBC:				
Planning	Pre-application advice	(60)	25	30
Land Charges	Loss of income	(221)	-	30
Recycling & Waste Management & Street Cleansing	Sale of residential wheeled bins	(21)	-	5
Planning	S106 Monitoring Fees	(65)	25	30
Total Net Income			(595)	(785)
Procurement/Shared Service Savings:				
Refuse Collection/Street Cleansing	Street Cleansing Contract	884	(53)	(46)
	Refuse & Recycling Contract	2,401	(50)	(58)
Leisure & Sport	Net contract savings	226	(9)	(9)
Parking	Debt recovery service	-	-	-
Planning/land charges MKS	Reduced MKS costs	251	(22)	(30)

Service/Contract	Reason for Variance	Working Budget £'000	Projected Variance (period 6) £'000	Projected Variance (period 9) £'000
Legal	Additional costs to SBC – MKLS	(1,040)	28	65
HR Shared Service	Secondment income	254	-	(20)
Audit Shared Service	Additional shared service costs	157	1	1
Benefits	Fraud Prevention savings	93	(50)	(50)
Public Conveniences	Net contract savings	250	(7)	(4)
Other		-	-	(8)
Total Procurement/Shared Service Savings			(162)	(159)
Additional Costs:				
Homelessness	Net Bed and Breakfast budget	111	176	173
Parking	Grounds maintenance	12	30	38
	Road Lining	2	-	15
	Park & Ride	-	-	15
Property	Rates	-	-	26
Commissioning & Contracts	Purchase of wheeled bins	62	40	40
	Clean Kent overspend Highways	5	10	10
Corporate	Sittingbourne Master Plan – Legal Costs	-	10	30
HR	Lump Sum Regular User	-	-	12
Planning	Court Costs	-	82	82
	Consultants Costs re defending appeals	-	-	35
Legal	External Legal Fees	35	36	66
Total Additional Costs			384	542
Underspends:				
Salaries	Net Employee Costs (variance represents 1.1% of budget)	12,830	(144)	(108)
Markets	Savings on rates	25	-	(17)
Learning & Skills	Adjustment to business support contract and KCC grant roll forward	79	-	(37)

Service/Contract	Reason for Variance	Working Budget £'000	Projected Variance (period 6) £'000	Projected Variance (period 9) £'000
Parking	Resurfacing	10	-	(10)
Highways	General Improvement Areas	(16)	-	(14)
Council Tax Collection	Court Costs	24	(9)	(9)
Homelessness	Homelessness Prevention Service	74	(30)	(40)
Homelessness	Homeless Hostel	-	(35)	(35)
Corporate Items	Bad Debts Provision	-	(30)	(30)
Total Underspends			(248)	(300)
Other Net Overspends/Underspends			3	(15)
Total Variance			(618)	(717)
Movement				(99)

3.3 Table 2 below shows the outturn position by service. The line-by-line variations are explained in Table 3.

Table 2: Underspend by Service

	Service Manager	Working Budget	Projected Outturn 2016/17	Projected Variance
		£	£	£
Chief Executive	M. Radford	265,810	243,100	(22,710)
Policy	D. Clifford	213,860	189,610	(24,250)
Economy & Communities	C. Hudson	2,104,880	1,939,640	(165,240)
Communications	S. Toal	274,170	261,170	(13,000)
Resident Services	A. Christou	1,643,600	1,591,150	(52,450)
Planning	J. Freeman	1,056,940	1,115,980	59,040
Commissioning & Customer Contact	D. Thomas	5,725,260	5,285,510	(439,750)
Director of Corporate Services & Director of Regeneration	E. Wiggins	400,240	405,570	5,330
Information Technology	C. Woodward	1,090,540	1,082,940	(7,600)
Audit	R. Clarke	156,990	157,840	850
Environmental Health	T. Beattie	515,790	513,770	(2,020)
Finance	N. Vickers	1,405,140	1,400,580	(4,560)
Human Resources	D. Smart	371,150	363,080	(8,070)
Legal	E. Culligan	395,640	462,030	66,390
Democratic Services	K. Bescoby	931,640	923,880	(7,760)
Property	A. Adams	801,000	788,920	(12,080)
Variances to be met from underspend		0	30,000	30,000
Corporate Items		1,188,350	1,069,640	(118,710)
SERVICE EXPENDITURE		18,541,000	17,824,410	(716,590)
Rollover Specific Grants (Appendix A)		0	67,620	67,620
NET REVENUE SERVICE EXPENDITURE		18,541,000	17,892,030	(648,970)
Financed by:				
Revenue Support Grant		(2,086,000)	(2,086,000)	0
Business Rates		(5,682,000)	(5,682,000)	0
New Homes Bonus		(3,482,000)	(3,482,000)	0
Collection Fund Surplus		(261,000)	(261,000)	0
Council Tax Requirement		(7,030,000)	(7,030,000)	0
CONTRIBUTION TO GENERAL FUND - PERIOD 9		0	(648,970)	(648,970)
CONTRIBUTION TO GENERAL FUND - PERIOD 6		0	(617,700)	(617,700)

Table 3: Main Variations by Service

Projected Net (Under)/Overspend / Income Shortfall as at end of December 2016		
Service – Cabinet Member (Head of Service)	£'000	Explanation
CHIEF EXECUTIVE – Cllr A. Bowles (Mark Radford)		
Chief Executive & Corporate Costs	(23)	£3k underspend on corporate costs. £20k salary savings.
Policy	(24)	£8k net staff costs savings. £16k Sustainable Sheppey additional grant received.
TOTAL	(47)	
ECONOMY AND COMMUNITIES – Cllrs A. Horton, D. Simmons, M. Cosgrove, A. Bowles, D. Dewar-Whalley and K. Pugh (Charlotte Hudson)		
Environmental	(20)	The new Environmental Initiatives were expected to be cost neutral as they are funded directly from ring-fenced Fixed Penalty Notice payments however may return excess income of £20k. (Will request to roll into 2017/18.)
Closed Circuit Television	5	£3k Loss of income on third party CCTV contracts. £2k loss of partner contribution. (Note: use of Reserves will fund £15k other expenditure in year.)
Community Halls and Centres	(3)	£10k saving on Alexander Centre, additional funding not required. £4k overspend - funding required for additional spend on The Meads Community Centre. £3k overspend on utilities and rates re continued use of Quinton Hall.
Local Engagement Forum Grants	–	Note: use of Reserves will fund £1k expenditure in year.
Community Safety	(56)	£15k Net salary costs savings (officer acting up) (will request to roll £4k into 2017/18 for Community Cohesion projects.) £36k Complex Needs ring-fenced grant underspend. (Will request to roll into 2017/18 – to support local delivery of the Troubled Families grant through the Behaviour Support Contract and work to reduce those Not in Education, Employment or Training (NEET). £5k Community Safety Partnership ring-fenced grant underspend. (Will request to roll into 2017/18.)

Projected Net (Under)/Overspend / Income Shortfall as at end of December 2016		
Service – Cabinet Member (Head of Service)	£'000	Explanation
Community Services	–	Note: use of Reserves will fund £3k expenditure in year.
Economy & Community Services	(10)	Salary costs savings (officer acting up).
Youth	(4)	Expenditure not incurred on projects. (Will request to roll into 2017/18.)
Learning, Business & Skills	(36)	<p>£20k savings from reduced take-up of business support service, change in future provision of business support service and more cautious approach to marketing apprenticeships. The promotion of apprenticeships has, this year, been primarily through direct discussion and engagement with employers and schools, with more limited media marketing. This is a consequence of uncertainty about the national approach to apprenticeship funding, which changes in April 2017, which will have significant impacts for employers. The most recent guidance was released on the 23 January. These details will inform how the marketing of apprenticeships to employers in particular should be framed to encourage take-up.</p> <p>£7k KCC ring-fenced grant underspend. (Will request to roll into 2017/18.)</p> <p>£3k 'Pop Up Shop' ring-fenced grant underspend. (Will request to roll into 2017/18.)</p> <p>£6k additional income as contribution for apprentices.</p>
Regeneration	(8)	<p>£4k underspend Coastal Communities Fund ring-fenced grant.</p> <p>£4k underspend High Street Innovation Fund ring-fenced grant. (Will request to roll both into 2017/18.)</p>
Arts Events & Activities	(9)	<p>£5k underspend on WWI remembrance and commemoration.</p> <p>£4k underspend on WWI projects (anticipate more activity in 2017 and 2018). (Will request to roll into 2017/18.)</p>
Markets	(17)	<p>Savings on rates (currently being reviewed by Ratings Officer).</p> <p>Anticipated additional specialist markets on Saturday may generate additional income.</p>

Projected Net (Under)/Overspend / Income Shortfall as at end of December 2016		
Service – Cabinet Member (Head of Service)	£'000	Explanation
Sports Development	(7)	Underspend. (Will request to roll into 2017/18 for Satellite Club funding.)
TOTAL	(165)	(£59,050 will be requested to roll over into 2017/18 of unspent ring-fenced grants – refer to Appendix II).
COMMUNICATIONS, PRINTING, ADVERTISING & PROMOTION – Cllr A. Bowles (Sara Toal)		
Communications	(13)	Savings arising primarily from long-term sick leave and staff vacancy.
TOTAL	(13)	
RESIDENT SERVICES – Cllr K. Pugh and Cllr D. Dewar-Whalley (Amber Christou)		
Housing Development and Strategy	4	£4k net staff costs underspend.
Private Sector Housing	(6)	£3k fines additional income. £1k mileage underspend. £2k net other savings and income.
Housing Options	119	£173k costs over budget on the Bed & Breakfast budget due to increased demand. £40k reduced expenditure on Homelessness Prevention services due to lack of available rented housing. £35k underspend for homeless hostel budget. £2k reduced income government homelessness grant. £5k net overspend miscellaneous costs and income. (Note: use of Reserves will fund £22k other expenditure in year.)

Projected Net (Under)/Overspend / Income Shortfall as at end of December 2016		
Service – Cabinet Member (Head of Service)	£'000	Explanation
Housing Benefit and Council Tax Collection	(143)	<p>£90k projected staff costs net saving/additional income (including £32k re maternity leave, £33k officer acting up and £20k vacant hours). (At the end of year it will be requested that of these savings £88k are rolled into the Council Tax / Housing Benefits Reserve.)</p> <p>£50k projected underspend on the Fraud Partnership shared service.</p> <p>£28k additional fees & services costs.</p> <p>£15k additional income DWP Universal Credit. (At the end of year it will be requested that this is rolled into the Council Tax / Housing Benefits Reserve 0475/.)</p> <p>£9k court costs savings.</p> <p>£6k net underspend re travel costs.</p> <p>£2k overspend for grants.</p> <p>£3k net other additional savings.</p> <p>(Note: use of Reserves will fund £6k other expenditure in year.)</p>
Council Tax Benefit	(12)	£12k recovery of Council Tax Benefit overpaid.
Stay Put Scheme	(14)	<p>Net savings and additional income including £20k Disabled Facilities Grant fee income.</p> <p>(Note: use of Reserves will fund £5k other expenditure in year.)</p>
TOTAL	(52)	
PLANNING – Cllr G. Lewin (James Freeman)		
Building Control	(3)	Saving on Building Control shared service.
Development Control	(61)	<p>£257k additional planning fee income</p> <p>£77k additional expenditure on court costs as a result of planning appeals</p> <p>£50k additional expenditure on consultancy, advice and assessment costs related to appeals</p> <p>£6k overspend for enforcement salaries</p> <p>£3k additional miscellaneous expenditure</p> <p>£30k loss of income – pre-application planning advice</p> <p>£30k loss of income – S106 developers fees</p>

Projected Net (Under)/Overspend / Income Shortfall as at end of December 2016		
Service – Cabinet Member (Head of Service)	£'000	Explanation
Development Services	110	£20k additional spend on Development salaries. £90k additional spend on agency and contract staff as a result of high level of planning applications etc.
Local Land Charges	30	£30k loss of local land charges income due to changes in Government regulations.
Local Planning & Conservation	7	£7k additional consultancy costs to handle increased workload.
Mid Kent Planning Service (MKPS)	(24)	£24k underspend on MKPS.
TOTAL	59	
COMMISSIONING & CUSTOMER CONTACT – Cllr D. Simmons and Cllr A. Horton (Dave Thomas)		
Commissioning & Customer Contact, Client & Amenity Services and Customer Service Centre	(59)	£53k net staff costs savings (including £28k officer acting up elsewhere and £18k staff absence/vacant post). £3k mileage costs savings. £3k net savings miscellaneous other costs.
Cemeteries and Closed Churchyards	(4)	£4k additional net internment income. (Note: use of Reserves will fund £18k other expenditure in year.)
Parking Management	(196)	£250k additional net pay & display fees, offset by £38k additional grounds maintenance costs being carried out to maintain public safety. £20k additional income Penalty Charge Notices. £20k additional income parking permits. £15k associated costs re 'park & ride' schemes. £10k season tickets additional income. £40k reduced income from parking overpayments due to changes in parking fees. £11k additional miscellaneous overspends

Projected Net (Under)/Overspend / Income Shortfall as at end of December 2016		
Service – Cabinet Member (Head of Service)	£'000	Explanation
Seafront and Harbour & Quays	(13)	£14k additional beach huts income. £4k additional memorials (benches etc.) income. £3k reduced casual mooring fees income. £5k additional income property rent. £3k overspend non-contract grounds maintenance. £4k net overspend other miscellaneous costs.
Leisure, Sports, Open Spaces, Parks, Countryside and Allotments	(9)	£11k recharged energy costs additional income re Central House. £2k Serco credit sale agreement saving (repayments lower than budgeted). £2k net reduced income for fees, charges and rent. £2k net other miscellaneous costs. (Note: use of rollover from 15/16 will fund additional expenditure on Consultancy advice, non-contract Grounds Maintenance, play equipment maintenance and equipment purchase.)
Cleansing	(2)	Net staff costs savings.
Recycling & Waste Minimisation	(34)	Net Garden Waste bins and recycled scrap metal additional income.
Refuse Collection / Street Cleansing/ Public Conveniences	(83)	£107k net estimated contract costs and contract variation savings due to lower indexation increases than forecast. £40k extra expenditure on provision of wheeled bins. £5k wheeled bins lower sales income. £24k net special collections, litter bins and bulky waste additional income. £10k spend on Kent Resource Partnership project budget contribution. £4k Public Conveniences rates savings. £3k miscellaneous other net savings.
Highways SBC	(41)	£27k street naming and numbering additional income. £14k underspend, including £9k ring-fenced grant, re Leysdown Rose Tinted scheme, spending not achievable. (Will request to roll into 2017/18.)

Projected Net (Under)/Overspend / Income Shortfall as at end of December 2016		
Service – Cabinet Member (Head of Service)	£'000	Explanation
Grounds Maintenance	1	Reduced recovery of costs.
TOTAL	(440)	(£8,570 will be requested to roll over into 2017/18 of unspent ring-fenced grants – refer to Appendix II).
DIRECTOR OF CORPORATE SERVICES – Cllr D. Dewar-Whalley (Mark Radford)		
Corporate Costs	0	Nil variance.
Licensing	0	Nil variance.
TOTAL	0	
EMERGENCY PLANNING – Cllr A. Bowles (Della Fackrell)		
Emergency Planning	3	Minor variance.
TOTAL	3	
DIRECTOR OF REGENERATION – Cllr M. Cosgrove (Emma Wiggins)		
Strategic Director	2	Minor variance.
TOTAL	2	
IT SERVICES – Cllr D. Dewar-Whalley (Chris Woodward)		
IT MKS	(12)	Variance on the GIS service
IT Client side	4	Minor overspend
TOTAL	(8)	
ENVIRONMENTAL HEALTH – Cllr. D. Simmons (Tracey Beattie)		
Environmental Health MKS	(2)	£3k Additional income expected from food safety training and increase in tattooing registrations. £7k Additional cost due to increased cost from Port of London for sampling and monitoring and additional mileage expenses. £6k other net savings.
TOTAL	(2)	
INTERNAL AUDIT – Cllr D. Dewar-Whalley (Rich Clarke)		
Audit Services	1	Small increase in the recharge for the MKS Audit service due to new pay scales at Maidstone Borough Council.
TOTAL	1	
FINANCE – Cllr D. Dewar-Whalley (Nick Vickers)		
Financial Services	(4)	Minor variances.
TOTAL	(4)	

Projected Net (Under)/Overspend / Income Shortfall as at end of December 2016		
Service – Cabinet Member (Head of Service)	£'000	Explanation
HUMAN RESOURCES – Cllr D. Dewar-Whalley (Dena Smart)		
Human Resources	(8)	£11k under achievement of 16/17 savings resulting from the policy shift on Essential Car User allowance. £19k reimbursement of secondment has resulted in lower shared service costs.
Organisational Development	-	Nil variance.
TOTAL	(8)	
LEGAL – Cllr D. Dewar-Whalley (Estelle Culligan)		
Legal MKLS	65	As a result of increased usage of MKLS services by Swale BC.
External legal fees	66	There are complex planning inquiry/appeal costs relating to Seager Road, Pond Farm and New Rides Farm. Higher numbers of non-payment of littering fixed penalty notices going to court results in higher levels of barrister costs. It is expected that the majority of such costs will be recovered after due process.
S106 Income	(65)	Additional income from S106 income and other fees.
TOTAL	66	
DEMOCRATIC SERVICES – Cllr A. Bowles (Katherine Bescoby)		
Democratic Process	(7)	Saving re staff costs and members training.
Other Democratic Costs	(1)	£5k saving re registration canvassing fees £3k savings re Poll Clerks/Counter Clerks/Presiding Officer fees £2k savings on postage £8k additional electoral registration costs £4k overspend on agency costs £3k saving on other miscellaneous costs
TOTAL	(8)	
PROPERTY SERVICES – Cllr D. Dewar-Whalley (Anne Adams)		
Property Services	(5)	Miscellaneous underspends
Administrative Buildings	(10)	£2k additional expenditure for pool car £12k underspend on miscellaneous

Projected Net (Under)/Overspend / Income Shortfall as at end of December 2016		
Service – Cabinet Member (Head of Service)	£'000	Explanation
Property Management	13	£18k additional rental income £26k net overspend on rates mainly due to empty rates charges for delayed demolition of depot £5k overspend on miscellaneous
Health & Safety	(10)	£8k underspend on fees & services £2k underspend on miscellaneous
TOTAL	(12)	
VARIANCES TO BE MET FROM UNDERSPEND		
Sittingbourne Town Centre Development	30	Additional Legal Fees re Sittingbourne Town Centre Project. As in previous years, it is requested that this be funded from the anticipated final total underspend.
TOTAL	30	
NON-SERVICE BUDGETS		
Corporate Items	(119)	£104k external interest additional income. £7k additional costs re: Lower Medway Internal Drainage Board. £20k corporate provision for bad debts – net underspend due to additional income from the recovery of overpaid Housing Benefit, partially offset by an increase in the provision for bad debt. £2k net additional savings.
	(717)	TOTAL BEFORE ROLLOVER REQUESTS
	68	Ring-Fenced Grant Rollover Requests (to be approved by Cabinet as part of the 2016/17 Statement of Accounts) – refer to Appendix I.
	(649)	NET EXPENDITURE (Projected Variance) AFTER PROPOSED ROLLOVER OF GRANTS

Business Rates

3.4 The headline figures for total Business Rates income are:

- 2015/16 NNDR3 (outturn) £45,081,000
- 2016/17 Budget £46,422,000
- 2016/17 NNDR1 (January 2016 forecast) £47,542,000
- 2016/17 Forecast £49,222,000
- 2017/18 NNDR1 (January 2017 forecast) £48,064,000 (Rateable values have increased whilst the multiplier applied to these rates has reduced,

but this has resulted in a lower tariff that the Council has to pay the Government which compensates for the lower income shown here).

- 3.5 All business rates are paid into the Collection Fund and the Council retains about 10% of total business rates and 40% of any growth over the 1 April 2013 base position. The Council has agreed that any surplus goes into the Business Rates Volatility Reserve. The reserve currently stands at £2.6m and any surplus business rates for 2016/17 will be put to this reserve in order to be able to address any future volatility of income. In 2015/16 there was an increase in the provision for business rate appeals which resulted in a deficit on the Collection Fund of which the Council's share is £1.3m. This is being paid in 2016/17 from the Business Rates Volatility Reserve and therefore does not impact on this budget.
- 3.6 The Council has set aside £8.1m for business rate appeals. This indicates how business rate income can vary greatly as a result of a decision made on business rate appeals.
- 3.7 There will be a revaluation of business rates as at 1 April 2017.
- 3.8 Swale is a member of a business rate pool for 2016/17 consisting of KCC and ten district / borough councils (Sevenoaks and Dover have decided not to join).

Improvement and Regeneration Funds

- 3.9 Table 5 below details the outturn position on a number of reserve funds.

Table 5: Improvement and Regeneration Funds (actual spend)

Funds:	Balance as at 1 April 2016 £	Transfers from reserve (Expenditure) in year £	Transfers to reserve (Income) in year £	Balance as at 31 March 2017 £	Balance unallocated as at 31 March 2017 £
Performance	536,417	(210,734)	300,000	625,683	460,530
Pension & Redundancy	212,142	0	33,000	245,142	245,142
Regeneration	362,649	(118,431)	522,000	766,218	355,302
Communities	71,913	(2,275)	50,000	119,638	85,820
Local Loan Fund	250,000	(50,000)	0	200,000	200,000
TOTAL	1,433,121	(381,440)	905,000	1,956,681	1,346,794

- 3.10 Appendix II details the allocations from the above funds during 2016/17.

Capital Expenditure

- 1.11 This section of the report details actual capital expenditure and highlights any variations between the revised 2016/17 capital budget and the projected outturn.
- 1.12 Requests are made to fund the following capital projects:

- Minster Churchyard Wall - £100,000 – maintenance of the wall is a Council responsibility. We are pursuing with our insurers, Zurich Municipal, whether there is a valid insurance claim. To ensure that the work can proceed in the event of the claim not being successful up to £100,000 of capital receipts should be earmarked for the project.
- Kemsley Community Facilities - £7,000 – funded from S106 receipts;
- Borden Playstool Playground Equipment - £13,100 – funded from S106 receipts.
- Bridge deck replacement at Barton’s Point Coastal Park – additional sum of £6,700 required on top of original £14,000 allocation due to emergency structural issue being identified as part of replacement works - to be funded from the General Reserve.

1.13 Actual expenditure to end of December 2016 is £1,581,608. This represents 33.8% of the revised budget. Further details are set out in Appendix III.

1.14 The 2016/17 capital programme expenditure of £1,581,608 is funded as set out in Table 6.

Table 6: Capital Programme Funding

	2016/17 Revised Budget £	2016/17 Actual to end of December 2016 £
Partnership funding (including S106 Grants)	3,467,685	1,269,973
Earmarked Reserves	505,125	125,499
Long Term Debtors / Third Party Loans	0	36,136
Capital Receipts	705,730	150,000
Total Funded	4,678,540	1,581,608

1.15 Projected capital variance is £501,985. Details of the significant variations are set out in table 7 below.

Table 7: Capital programme – Main Projected Variances

Variance	Specific Issues
Managed Underspends	<p>Disabled Facilities Grants £100k: Budget expected to be fully committed but once approved applicants have 12 months to complete work.</p> <p>Replacement of Air Quality Stations £20k – budget unlikely to be fully spent in 2016/17 due to rationalising the continuous monitoring equipment and £20k will be rolled over to 2017/18.</p>
Deferred Projects	<p>The Mill Project, Sittingbourne Skate Park £200k – Cabinet in February approved the appointment of a contractor for the project. The Council is not anticipating spending any of the capital funds in this financial year.</p> <p>Faversham Creek Bridge Project £200k - the conditions set by Cabinet in order to release these funds have currently not been met. The budget will therefore not be spent in this financial year.</p>

Payment of Creditors

1.16 The payment of creditors to end of December 2016 is 99% paid in 30 days against the target of 97%.

Debtors

1.17 Tables 8, 9 and 10 below analyse the sundry debt outstanding.

1.18 Of the £3m debt raised in 2016/17 to date, 83.1% has been collected.

Table 8: Debt outstanding by due date (not including Rent Deposit Scheme)

	December 2016 (Period 9) £'000	December 2015 (Period 9) £'000	September 2016 (Period 6) £'000
Not Due	273	447	141
1-2 Months	150	165	63
2-6 Months	42	38	45
6-12 Months	28	32	16
1-2 Years	19	9	17
2-3 Years	5	4	6
3-4 Years	3	8	4
4-5 Years	8	18	8
5-6 Tears	8	17	14
6+ Years	30	16	24
Total	566	754	338
Total Due	293	307	197
% Total Due	52%	41%	58%

Table 9: Debt outstanding by due date (including Rent Deposit Scheme)

	December 2016 (Period 9) £'000	December 2015 (Period 9) £'000	September 2016 (Period 6) £'000
Not Due	274	448	141
1 – 2 Months	150	165	69
2 – 6 Months	50	50	51
6 – 12 Months	38	43	22
1 – 2 Years	40	29	39
2 – 3 Years	23	27	27
3 – 4 Years	24	13	23
4 – 5 Years	8	31	12
5 – 6 Years	15	169	30
6 + Years	63	16	84
Total	685	991	498
Total Due	411	543	357
% Total Due	60%	55%	72%

Table 10: Debt outstanding (including Rent Deposit Scheme) by Head of Service

	December 2016 (Period 9) £'000	December 2015 (Period 9) £'000	September 2016 (Period 6) £'000
Rent Deposit Scheme	119	237	160
Commissioning & Customer Contact	22	43	48
Property	186	168	191
Residents Services	62	59	46
Legal MKLS	3	333	1
Economy & Communities	15	12	12
Planning	7	1	14
Communications	1	3	0
Environmental Health	1	1	1
Policy	0	2	11
Finance	105	0	0
Other	164	132	14
Total	685	991	498

1.19 The debt over six years old relates to charges on property, i.e. where the debt cannot be collected until the property concerned is sold.

2 Alternative Options

2.1 None identified – this report is largely for information.

3 Consultation Undertaken or Proposed

3.1 Heads of Service and Strategic Management Team have been consulted in preparing this report.

4 Implications

Issue	Implications
Corporate Plan	Good financial management is key to achieving our Corporate Plan priority of being “A council to be proud of”
Financial, Resource and Property	As detailed in the report
Legal and Statutory	None identified at this stage
Crime and Disorder	None identified at this stage
Sustainability	None identified at this stage
Health & Wellbeing	None identified at this stage
Risk Management and Health and Safety	None identified at this stage
Equality and Diversity	None identified at this stage

5 Appendices

5.1 The following documents are published with this report and form part of the report:

- Appendix I: Revenue Rollovers – Specific Grants;
- Appendix II: Improvement & Regeneration Fund allocations as at the end of December 2016;
- Appendix III: Capital Programme – Projected outturn as at end of December 2016.

6 Background Papers

6.1 The Budget 2016/17 and Medium Term Financial Strategy 2016/17 to 2018/19

<http://services.swale.gov.uk/meetings/documents/s4412/Report%20for%20Council%20Meeting%2017-2-16%20V2.pdf>

Revenue Rollovers – Specific Grants

The following grants were received during 2016/17 or before and are ring-fenced but are likely to remain unspent as at the end of 2016/17. A request for a rollover will be submitted at year-end.

Head of Service	Description	Projected Rollover Request £
Charlotte Hudson	Pop-Up Shop – Amicus Grant	3,000
Charlotte Hudson	High Street Innovation – Grant	4,000
Charlotte Hudson	Business & Skills – KCC Grant	7,400
Charlotte Hudson	Coastal Communities Fund Grant	3,830
Charlotte Hudson	Community Safety Partnership Grant	4,500
Charlotte Hudson	Troubled Families – Grant	36,320
Total Economy & Communities		59,050
Dave Thomas	Leysdown Rose Tinted Scheme – signage and lighting ongoing maintenance – originally Arts Council grant received in 2013/14	8,570
Total Commissioning & Customer Contact		8,570
TOTAL		67,620

Improvement & Regeneration Fund allocations as at the end of December 2016 (committed)

	Amount £
Performance Fund	
Community Safety Operational Pot	5,000
Transformation Project	120,000
Data Quality Project	25,000
Transitional Review into Future Delivery of Disabled Facility Grants	4,000
Consultancy support for renegotiation of Grounds Maintenance contract	20,000
Smarter Digital Services	20,000
Additional hours to support Cabinet and Deputy Cabinet Members	1,600
Website Development	5,000
Digital Service Development - GovDelivery implementation	3,320
Website re-design	49,000
Pilot project for website self service	10,260
Local Area Perception Survey	12,000
Leisure Centre Conditions Surveys, Swallows Leisure Centre & Faversham Pools	9,192
CCTV Recording System Upgrade	24,895
Additional Hours to Support Cabinet and Deputy Cabinet Members	3,326
Joint Kent Chiefs Digital Project	10,000
Total Approved as at December 2016	322,593
Regeneration Fund	
Sheerness Strategic Regeneration Framework	15,000
Faversham Place review and workshop	5,000
Compulsory purchase order, legal Advice	10,000
Conservation and design support service	85,000
Queenborough Harbour Trust Stage II	15,000
Sheerness Dockyard Preservation Trust	70,000
Economic Development Support Officer	42,157
Regeneration officer (Town Centres)	50,492
Total Approved as at December 2016	292,649
Communities Fund	
Communities fund for the 2017 Swale Awards	4,400
The Salt Giveaway 2016/17	1,350
Murston Old Church Heritage Lottery Fund	3,000
Total Approved as at December 2016	8,750

Capital Programme 2016/17

	Funding SBC / Partnership SBC/ P	2016/17 Original Budget £	Other Adjustments £	2016/17 Working Budget £	2016/17 Actual to End of December 2016 £	2016/17 Projected Variance £
SUMMARY						
<u>PARTNERSHIP FUNDING SCHEMES</u>						
Economy & Communities	P	964,000	6,795	970,795	162,125	4,866
Commissioning & Customer Contact	P	0	645,820	645,820	13,149	13,149
Resident Services	P	1,140,000	711,070	1,851,070	1,094,699	(100,000)
TOTAL PARTNERSHIP FUNDING SCHEMES	P	2,104,000	1,363,685	3,467,685	1,269,973	(81,985)
<u>SWALE BOROUGH COUNCIL FUNDING SCHEMES</u>						
Commissioning & Customer Contact	SBC	15,000	377,230	392,230	114,339	0
Corporate Services	SBC	0	17,000	17,000	8,500	0
Environmental Health	SBC	55,000	0	55,000	0	(20,000)
Economy & Communities	SBC	415,000	11,065	426,065	2,660	(400,000)
Resident Services	SBC	0	92,060	92,060	36,136	0
Finance	SBC	0	2,500	2,500	0	0
Property Services	SBC	150,000	76,000	226,000	150,000	0
TOTAL SBC FUNDING SCHEMES	SBC	635,000	575,855	1,210,855	311,635	(420,000)
TOTAL CAPITAL PROGRAMME		2,739,000	1,939,540	4,678,540	1,581,608	(501,985)

Capital Programme 2016/17

	Funding SBC / Partnership SBC/ P	2016/17 Original Budget £	Other Adjustments £	2016/17 Working Budget £	2016/17 Actual to End of December 2016 £	2016/17 Projected Variance £
<u>ECONOMY & COMMUNITIES - E.WIGGINS</u>						
CCTV - Repairs & Renewals Reserve	SBC	15,000	0	15,000	0	0
<i>Easthall Farm Community Centre - S106</i>	<i>P</i>	<i>964,000</i>	<i>0</i>	<i>964,000</i>	<i>150,464</i>	<i>0</i>
The Mill Project, Sittingbourne Skate Park - Capital Receipts	SBC	200,000	0	200,000	0	(200,000)
Faversham Creek Basin Regeneration Project (swing bridge) - Capital Receipts	SBC	200,000	0	200,000	0	(200,000)
<i>Kemsley Community Facilities (S106)</i>	<i>P</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>4,866</i>	<i>4,866</i>
<i>The Meads Community Centre- S106</i>	<i>P</i>	<i>0</i>	<i>6,795</i>	<i>6,795</i>	<i>6,795</i>	<i>0</i>
The Meads Community Centre- Regeneration Fund	SBC	0	11,065	11,065	2,660	0
TOTAL ECONOMY & COMMUNITIES		1,379,000	17,860	1,396,860	164,785	(395,134)
<u>COMMISSIONING & CUSTOMER CONTACT - D.THOMAS</u>						
Cemeteries - future burial provision in the borough - Capital Receipts	SBC	0	22,040	22,040	0	0
<i>Thistle Hill Community Woodland - Trim Trail - S106</i>	<i>P</i>	<i>0</i>	<i>35,000</i>	<i>35,000</i>	<i>0</i>	<i>0</i>
<i>New Play Area - Iwade Schemes - S106</i>	<i>P</i>	<i>0</i>	<i>92,200</i>	<i>92,200</i>	<i>0</i>	<i>0</i>
Milton Creek Footpath & Viewing platform - Capital Receipts	SBC	0	16,190	16,190	0	0
<i>Borden Playstool Playground Equipment (S106)</i>	<i>P</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>13,149</i>	<i>13,149</i>
<i>Oare Gunpowder Works - S106</i>	<i>P</i>	<i>0</i>	<i>9,000</i>	<i>9,000</i>	<i>0</i>	<i>0</i>
Newington Car Park Wall	SBC	0	125,000	125,000	114,339	0
Car Park Machines - Reserves	SBC	15,000	30,000	45,000	0	0
Car Park Information Boards	SBC	0	40,000	40,000	0	0
<i>Resurfacing Promenade, The Leas</i>	<i>P</i>	<i>0</i>	<i>306,000</i>	<i>306,000</i>	<i>0</i>	<i>0</i>
Beach Huts, Leysdown – Capital Receipts	SBC	0	60,000	60,000	0	0
Modular Toilet Kiosks	SBC	0	30,000	30,000	0	0

Capital Programme 2016/17

	Funding SBC / Partnership SBC/ P	2016/17 Original Budget £	Other Adjustments £	2016/17 Working Budget £	2016/17 Actual to End of December 2016 £	2016/17 Projected Variance £
Milton Creek Country Park Access Road	SBC	0	40,000	40,000	0	0
Bridge Deck Replacement at Barton's Point Coastal Park	SBC	0	14,000	14,000	0	0
<i>New Play Area – Thistle Hill – S106</i>	<i>P</i>	<i>0</i>	<i>203,620</i>	<i>203,620</i>	<i>0</i>	<i>0</i>
TOTAL COMMISSIONING & CUSTOMER CONTACT		15,000	1,023,050	1,038,050	127,488	13,149
<u>CORPORATE SERVICES – M. RADFORD</u>						
Uniform Licencing Implementation	SBC	0	17,000	17,000	8,500	0
TOTAL CORPORATE SERVICES		0	17,000	17,000	8,500	0
<u>ENVIRONMENTAL HEALTH - T. BEATTIE</u>						
Replacement of Air Quality Stations - Capital Receipts	SBC	55,000	0	55,000	0	(20,000)
TOTAL ENVIRONMENTAL HEALTH		55,000	0	55,000	0	(20,000)
<u>RESIDENT SERVICES - A. CHRISTOU</u>						
<i>DFG Mandatory Grants (CLG)</i>	<i>P</i>	<i>1,140,000</i>	<i>711,070</i>	<i>1,851,070</i>	<i>1,084,375</i>	<i>(100,000)</i>
DFG Mandatory Grants (CLG)	SBC	0	92,060	92,060	0	0
<i>HRG - Housing Repair Grants Over 60</i>	<i>P</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>10,324</i>	<i>0</i>
RHB2 - Decent Home Loans Owner Occupier	SBC	0	0	0	36,136	0
TOTAL RESIDENT SERVICES		1,140,000	803,130	1,943,130	1,130,835	(100,000)
<u>FINANCE - N. VICKERS</u>						
Cash Receipting System - Replacement - Capital Receipts	SBC	0	2,500	2,500	0	0
TOTAL FINANCE AND PERFORMANCE PORTFOLIO		0	2,500	2,500	0	0

Capital Programme 2016/17

	Funding SBC / Partnership SBC/ P	2016/17 Original Budget £	Other Adjustments £	2016/17 Working Budget £	2016/17 Actual to End of December 2016 £	2016/17 Projected Variance £
PROPERTY SERVICES – A. ADAMS						
Faversham Pools Refurbishment - Capital Receipts	SBC	150,000	0	150,000	150,000	0
Strengthening of Exercise Studio Floor, Sheppey Leisure Centre	SBC	0	35,000	35,000	0	0
Bell Road Cemetery Bell Tower Rebuild	SBC	0	41,000	41,000	0	0
TOTAL PROPERTY SERVICES		150,000	76,000	226,000	150,000	0

Scrutiny Committee		Agenda Item: 6
Meeting Date	22 March 2017	
Report Title	Performance Monitoring – 2016/17 Quarter 2	
Cabinet Member	Cllr Dewar-Whalley, Finance and Performance	
SMT Lead	Mark Radford, Chief Executive	
Head of Service	David Clifford, Policy and Performance Manager	
Lead Officer	David Clifford, Policy and Performance Manager	

1 Purpose of Report and Executive Summary

- 1.1 This report presents the quarterly portfolio-based balanced scorecard performance reports for the second quarter of 2016/17 (July-September 2016). The scorecards seek to provide a holistic overview of council performance on each portfolio from a range of perspectives.

2 Background

- 2.1 Strategic performance monitoring by Cabinet and the Scrutiny Committee has been primarily through portfolio balanced scorecards for several years now. The scorecards seek to deal with 'performance' in the broadest sense, rather than focusing only on traditional measures such as output indicators.
- 2.2 With the changes to the composition of Cabinet portfolios at the start of this financial year, the scorecards have been updated to reflect both the new spread of responsibilities and additional items of information as requested by individual members.
- 2.3 Many of the metrics provided on the scorecards this quarter are completely new measures, which will take several quarters to build into an informative time series. The scorecards do of course remain a work in progress, and members are always welcome to suggest further refinements.

3 Proposal

- 3.1 Appendix I provides a scorecard for each Cabinet portfolio, plus one providing a corporate overview. This latter includes information which is only relevant from a cross-organisational perspective, together with an aggregated summary of some of the information which is included in more detail on individual portfolio scorecards.

3.2 With the exception of the corporate overview, each scorecard also includes a separate list of 'exceptions', providing more information on items shown as red on the scorecards.

3.3 Items may show as red for a number of reasons (e.g. failure to meet target, deterioration from the same quarter last year, etc), and the fact that a scorecard contains some red items does not necessarily imply that there is a problem. The purpose of the exception reports is to enable members to consider where further investigation may be fruitful.

4 Alternative Options

4.1 Although national performance reporting burdens have reduced considerably in recent years, regular monitoring of organisational performance both by members and by senior officers is widely regarded as essential to a well-governed, self-aware and effective council. The option of dispensing with performance reporting to members is therefore not recommended.

5 Consultation Undertaken or Proposed

5.1 The scorecards are largely based on information provided either through Covalent or other council systems by senior officers, and have been circulated to SMT and heads of service for comment or corrections prior to being forwarded to members.

6 Implications

Issue	Implications
Corporate Plan	The balanced scorecards provide the primary mechanism for members to monitor, and hold officers to account for, progress towards achieving the corporate plan.
Financial, Resource and Property	The balanced scorecards provide summary in-year budget information which is available in more detail in the quarterly financial management reports produced by Finance and considered by Cabinet and Scrutiny.
Legal and Statutory	Few direct implications, as with few exceptions the Council is no longer under an obligation to manage its performance against an externally-specified set of indicators.
Crime and Disorder	No direct implications, although the corporate indicator set and the local area perception survey both include measures on crime and antisocial behaviour.
Sustainability	No direct implications, although the corporate indicator set includes measures climate change and sustainability.

Health and Wellbeing	No direct implications, although several measures included in either the council's corporate indicator set or the local area perception survey have a significant bearing on the health and wellbeing of residents.
Risk Management and H&S	The scorecards include summary information on the council's comprehensive risk register. No direct health and safety implications.
Equality/Diversity	No direct implications.

7 Appendices

7.1 The following documents are to be published with this report and form part of the report:

- Appendix I: Scorecard reports for 2016/17 Quarter 2.

CORPORATE OVERVIEW

Balanced scorecard report for 2016/17 Quarter 2



Council Leader: Cllr Bowles • Deputy Leader: Cllr Lewin

Corporate Overview

Budget monitoring

At end of 2016/17 Quarter 2	Revenue budget			Capital expenditure		
	Budget	Projected year-end position		Budget	Profiled (target) spend	Actual spend
Swale Borough Council	£18,451,268	£617,700 (3%)	Underspend	£3,948,920	£1,974,460 (50%)	£831,704 (21%)

Adverse audit opinions

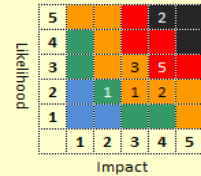
Number of poor or weak control opinions received during 2016/17 Quarter 2: **0**

This scorecard includes all adverse opinions received across SBC. Where adverse opinions are received, details are provided here. No adverse opinions were received in 2016/17 Quarter 2.

Risk management

Comprehensive risk register: spread of risk scores (corporate risks)

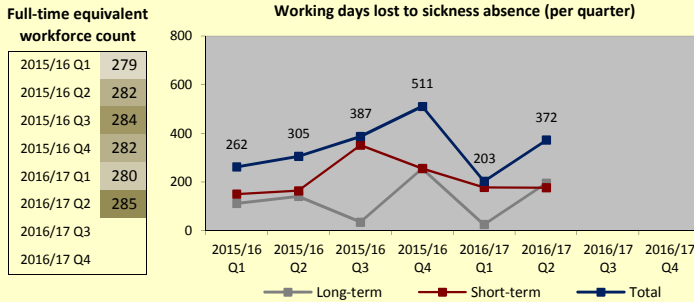
The council's comprehensive risk register lists in one place and in a consistent format all of the council's risks. Scores used in this summary are currently the inherent combined impact and likelihood score, before planned risk actions have been taken. Scores are graded **Black** (≥ 20), **Red** ($12 < 20$), **Amber** ($5 < 12$), **Green** ($3 < 5$), **Blue** (≤ 2).



Comprehensive risk register: summary excerpt (corporate risks)

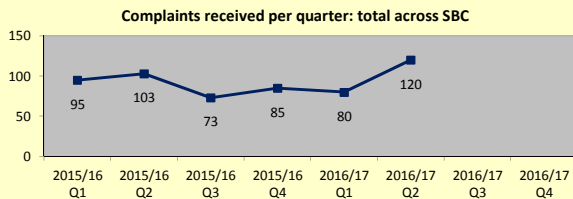
Highest-scoring risks at 2016/17 Q2	Service area	Score
Sittingbourne town centre	Corporate risk	20
Homelessness	Corporate risk	20
Regeneration projects	Corporate risk	12
Infrastructure investment	Corporate risk	12
Local plan and planning decisions	Corporate risk	12
Finance resource limitations	Corporate risk	12
Accommodation constraints (Swale House)	Corporate risk	12

Workforce count and sickness absence



Customer Perspective

Customer feedback



Complaints and compliments across SBC: 2016/17 Quarter 2

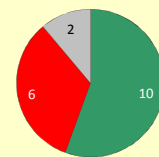
Total complaints received	120
Total complaints responded to within 10 working days	107
Proportion of complaints responded to within 10 working days (target: 90%)	89%
Total complaints referred to the Local Government Ombudsman	0
Total compliments received	68

Summary from the Policy and Performance Team

This scorecard gives an overview of the state of the council at the end of the second quarter of 2016/17. Some 70% of corporate performance indicators are on target, with 18% more than 5% adrift of target; this position is a slight improvement on last quarter's. The apparent paradox that more indicators are improved from this point last year than are deteriorated but the overall proportion meeting target has fallen slightly is explained by the fact that targets generally become more ambitious each year. The spread of Swale's comparable indicators across national quartiles remains excellent, with almost three-quarters of those for which comparisons can be made performing in the best quartile. The increase in overall complaint levels is attributed to the campaign to reduce recycling contamination levels by leaving notes rather than emptying contaminated bins; towards the end of the quarter, complaint levels began to return to normal. While short-term sickness absence remains low, overall absence has increased this quarter from a historic low in Quarter 1, thanks largely to a small number of long-term absences. Budgets and projects continue to be well managed, and once again no adverse audit opinions were received during the quarter. Reporting of risks is more comprehensive this quarter, with the risk matrix showing the inherent scores for all 14 corporate-level risks and the summary listing all those with a combined score of 12 or more. In future quarters the matrix will show residual scores and will cover all risks across the organisation.

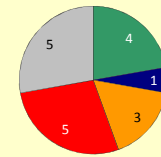
Local area perception survey 2016

Indicators improved or deteriorated from 2015



Green: improved. Red: deteriorated. Grey: static or no data.

Indicator quartile positions in 2008 Place Survey data



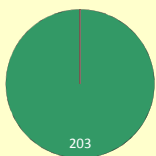
Green: best 25%. Blue: above median. Amber: below median. Red: worst 25%. Grey: no data.

This scorecard includes all 18 indicators derived from the LAPs.

Service Perspective

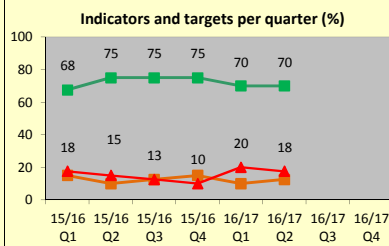
Planned actions

Actions in 2016/17 service plans



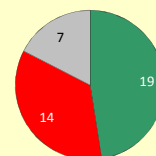
Green: complete or in progress. Amber: action due this quarter. Red: action overdue. Grey: cancelled.

Corporate performance indicators



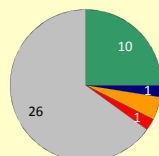
Green: target achieved. Amber: within tolerance. Red: target missed.

Indicators improved or deteriorated from 2015/16 Q2



Green: improved. Red: deteriorated. Grey: static or no data.

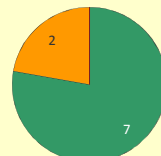
Quartile positions in latest available data



Green: best 25%. Blue: above median. Amber: below median. Red: worst 25%. Grey: no data.

Large projects

All large projects across SBC



Green: No issues. Amber: Minor issues raised/envisaged. Red: Significant issues raised/envisaged.

This scorecard includes all large projects and service-planned actions from across SBC, and all 40 performance indicators in the corporate set.

ENVIRONMENT AND RURAL AFFAIRS

Balanced scorecard report for 2016/17 Quarter 2

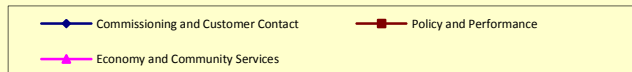
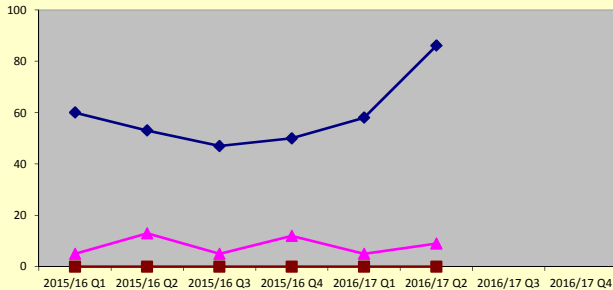


Cabinet Member: Cllr Simmons • Deputy Cabinet Member: Cllr Gent

Customer Perspective

Customer feedback

Total complaints received per quarter (figures relate to whole departments)



Complaints responded to within 10 working days (target: 90%)

2016/17 Quarter 2	No. rec'd	No. timely	% timely
Commissioning and Customer Contact	86	77	90
Economy and Community Services	9	6	67
Policy and Performance	0	0	N/A

No complaints were referred to the Local Government Ombudsman during the quarter.

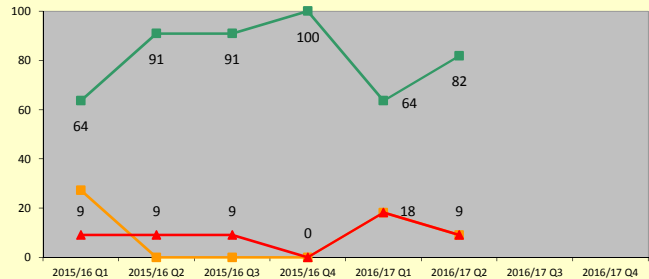
Compliments received during 2016/17 Quarter 2

Commissioning & Contact	55	Policy and Performance	0
Economy and Community	4		

Service Perspective

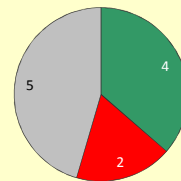
Service plans: performance indicators and actions

Indicators and targets per quarter (%)



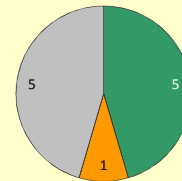
There are 12 indicators in total. Green: target achieved. Amber: within tolerance. Red: target missed.

Indicators improved or deteriorated from 2015/16 Q2



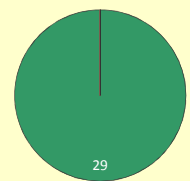
Green: improved.
Red: deteriorated.
Grey: static or no data.

Indicator quartile positions in latest available data



Green: best 25%.
Blue: above median.
Amber: below median.
Red: worst 25%.
Grey: no data.

Actions in 2016/17 service plans



Green: complete or in progress.
Amber: action due this quarter.
Red: action overdue.
Grey: action cancelled.

Corporate Perspective

Revenue budget

At end of 2016/17 Quarter 2	Budget 16/17	Projected year-end position
Commissioning and Customer Contact	£5,486,430	£448,800 (8%) Underspend
Economy and Community Services	£2,066,690	£32,900 (2%) Underspend
Policy and Performance	£213,860	£700 (0%) Underspend

Capital expenditure

At end of 2016/17 Quarter 2	Budget 16/17	Profiled spend	Actual spend
Commissioning and Customer Contact	£384,430	£192,215 (50%)	£97,149 (25%)
Economy and Community Services	£1,396,860	£698,430 (50%)	£53,987 (4%)
Policy and Performance	£0	£0 (%)	£0 (%)

Adverse audit opinions

Number of poor or weak control opinions received during 2016/17 Quarter 2:	0
--	---

Where adverse opinions are received, details are provided here.
No adverse opinions were received in 2016/17 Quarter 2.

Summary from the Policy and Performance Team

This scorecard gives an overview of council performance on the Environment and Rural Affairs portfolio at the end of the second quarter of 2016/17. Performance on corporate indicators has improved this quarter, with over four-fifths now meeting their targets and twice as many having improved from this point last year than have deteriorated; more detail on deteriorating indicators and/or those not reaching target is provided in the exceptions report. Importantly, five out of the six indicators for which national comparator data is available are performing among the best 25% of councils in the country, with the remaining one indicator performing below the national median. The heightened level of complaints during the quarter for the Commissioning and Customer Contact department resulted primarily from the campaign to reduce recycling contamination levels by leaving notes rather than emptying contaminated bins; towards the end of the quarter, complaint levels began to return to normal. Budgets and service-plan actions continue to be well managed, and no adverse audit opinions were received during the quarter.

Large projects

There are currently no large projects in this portfolio.

List of Exceptions for 2016/17 Quarter 2
Environment and Rural Affairs

Ref	Title/Description	Why is this red on the scorecard?
Performance indicators		
NI 191	Residual household waste per household	Year-on-year deterioration (2015/16 Q2: 250kg; 2016/17 Q2: 253kg).
NI 192	Percentage of household waste sent for reuse, recycling and composting	Year-on-year deterioration (2015/16 Q2: 43%; 2016/17 Q2: 42%).
Planned actions		
[No exceptions]		

FINANCE AND PERFORMANCE

Balanced scorecard report for 2016/17 Quarter 2

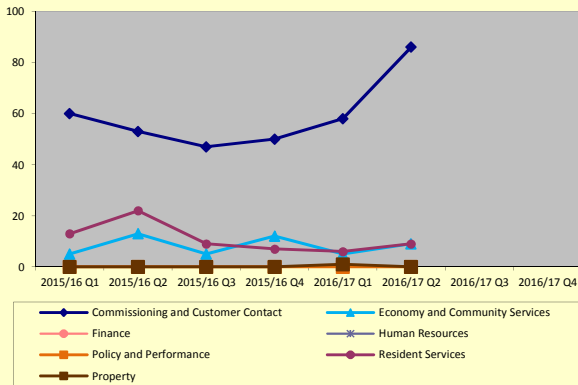


Cabinet Member: Cllr Dewar-Whalley • Deputy Cabinet Member: Cllr Wilcox

Customer Perspective

Customer feedback

Total complaints received per quarter (figures relate to whole departments)



Complaints responded to within 10 working days (target: 90%)

2016/17 Quarter 2	No. rec'd	No. timely	% timely
Commissioning and Customer Contact	86	77	90
Economy and Community Services	9	6	67
Finance	0	0	N/A
Human Resources	0	0	N/A
Property	0	0	N/A
Policy and Performance	0	0	N/A
Resident Services	9	8	89

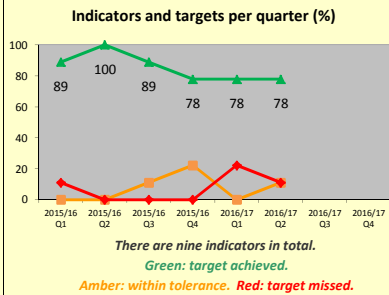
Compliments received during 2016/17 Quarter 2

Commissioning and Customer Contact	55	Economy and Community Services	4
Finance	0	Human Resources	0
Property	1	Policy and Performance	0
Resident Services	11		

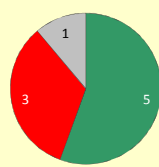
No complaints were referred to the Local Government Ombudsman during the quarter.

Service Perspective

Performance indicators

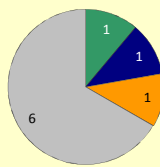


Indicators improved or deteriorated from 2015/16 Q2



Green: improved. Red: deteriorated. Grey: static or no data.

Quartile positions in latest available data



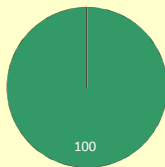
Green: best 25%. Blue: above median. Amber: below median. Red: worst 25%. Grey: no data.

Summary from the Policy and Performance Team

This scorecard gives an overview of council performance on the Finance and Performance portfolio at the end of the second quarter of 2016/17. Some four-fifths of corporate performance indicators under this portfolio are meeting their targets, and more indicators have improved from this point last year than have deteriorated. Only three of this portfolio's indicators can be compared across authorities, of which two are performing above the national median and one below. More detail on any indicators marked as Red in the scorecard is provided in the exceptions report. Budgets are being well managed, both of the portfolio's large projects remain Green, and no adverse audit opinions were received during the quarter.

Planned actions

Actions in 2016/17 service plans



Green: complete or in progress. Amber: action due this quarter. Red: action overdue. Grey: action cancelled.

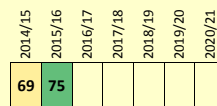
Large projects

Income generation	Project intranet site
Project status at end of quarter:	Green
<i>Both: no changes to timescales, budget or quality since last report.</i>	
<i>And: no future changes to timescales, budget, quality or risks envisaged.</i>	
Sittingbourne skatepark	Project intranet site
Project status at end of quarter:	Green
<i>Both: no changes to timescales, budget or quality since last report.</i>	
<i>And: no future changes to timescales, budget, quality or risks envisaged.</i>	

Mid-Kent ICT performance

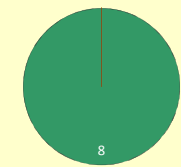
Annual customer satisfaction survey

Satisfaction with Mid-Kent ICT (%)



The target is 75% of respondents satisfied or very satisfied.

Indicators and targets 2016/17 Quarter 2 (%)



Green: target achieved. Amber: within tolerance. Red: target missed. Grey: no data.

Corporate Perspective

Budget monitoring

At end of 2016/17 Quarter 2	Revenue budget			Capital expenditure		
	Budget 16/17	Projected year-end position		Budget 16/17	Profiled spend	Actual spend
Commissioning and Customer Contact	£5,486,430	£448,800 (8%) Underspend		£384,430	£192,215 (50%)	£97,149 (25%)
Economy and Community Services	£2,066,690	£32,900 (2%) Underspend		£1,396,860	£698,430 (50%)	£53,987 (4%)
Finance	£1,452,480	£8,200 (1%) Underspend		£2,500	£1,250 (50%)	£0 (0%)
Human Resources	£342,010	£0 (0%) Underspend		£0	£0 (%)	£0 (%)
Policy and Performance	£213,860	£700 (0%) Underspend		£0	£0 (%)	£0 (%)
Property	£574,930	£14,800 (3%) Underspend		£15,000	£7,500 (50%)	£0 (0%)
Resident Services	£1,654,760	£7,000 (0%) Overspend		£1,943,130	£971,565 (50%)	£672,068 (35%)

Adverse audit opinions

Number of poor or weak control opinions received during 2016/17 Quarter 2: **0**

Where adverse opinions are received, details are provided here.
No adverse opinions were received in 2016/17 Quarter 2.

List of Exceptions for 2016/17 Quarter 2
Finance and Performance

Ref	Title/Description	Why is this red on the scorecard?
Performance indicators		
BV78a	Speed of processing new HB/CTB claims	Red against target (target: 17 days; outturn: 24 days). Year-on-year deterioration (2015/16 Q2: 17 days; 2016/17 Q2: 24 days).
BV78b	Speed of processing changes of circumstances for HB/CTB claims	Year-on-year deterioration (2015/16 Q2: 6 days; 2016/17 Q2: 7 days). Note that this indicator is Amber against target.
BV9	Percentage of council tax collected	Year-on-year deterioration (2015/16 Q2: 62.8%; 2016/17 Q2: 62.6%). Note that this indicator remains Green against target.
Planned actions		
[No exceptions]		

HOUSING AND WELLBEING

Balanced scorecard report for 2016/17 Quarter 2

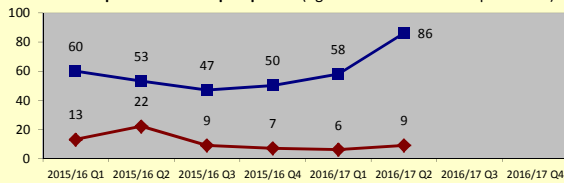


Cabinet Member: Cllr Pugh • Deputy Cabinet Member: Cllr Aldridge

Customer Perspective

Customer feedback

Total complaints received per quarter (figures relate to whole departments)



Complaints responded to within 10 working days (target: 90%)

2016/17 Quarter 2	No. rec'd	No. timely	% timely
Resident Services	9	8	89
Commissioning and Customer Contact	86	77	90

No complaints were referred to the Local Government Ombudsman during the quarter.

Complaints received during 2016/17 Quarter 2

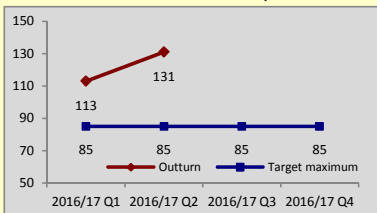
Resident Services	11
Commissioning and Customer Contact	55

Summary from the Policy and Performance Team

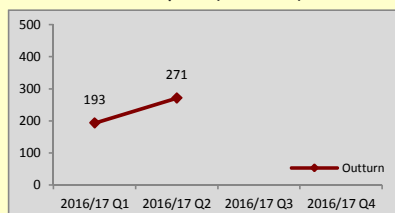
This scorecard gives an overview of council performance on the Housing and Wellbeing portfolio at the end of the second quarter of 2016/17. The number of households in temporary accommodation (TA) has continued to increase and remains significantly above the target maximum. The situation in Swale reflects a significant increase in homelessness nationally, and although the number of preventions remains high in Swale, it is becoming more difficult to utilise the main prevention tool of a deposit bond to place families into the depleting private rented sector. The Housing team is actively pursuing options to keep numbers in TA as low as possible, but given the dearth of suitable move-on accommodation, the focus is on securing the lowest-cost, best-quality TA within the borough and minimising the use of B&B accommodation. One side effect of the rise in the use of TA can be seen in the revenue budget forecast for Resident Services. Complaints, projects and actions within this portfolio continue to be well managed, and no adverse audit opinions were received during the quarter.

Service Perspective

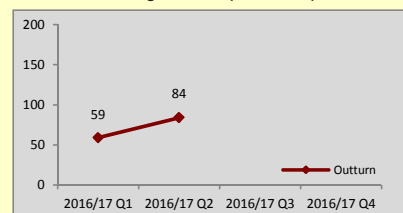
Number of households in temporary accommodation at end of quarter



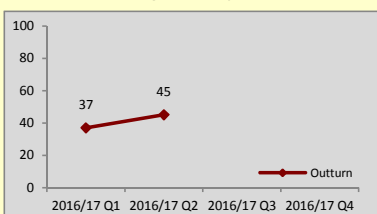
Number of new prevention cases opened (cumulative)



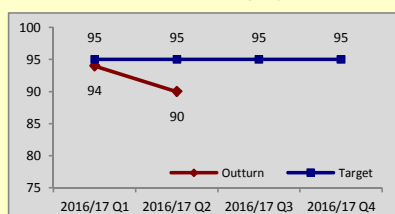
Number of households prevented from becoming homeless (cumulative)



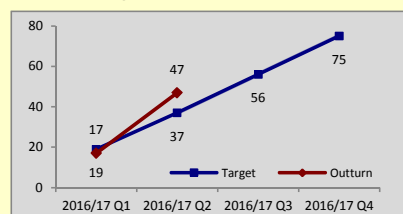
Number of DFG grants completed (cumulative)



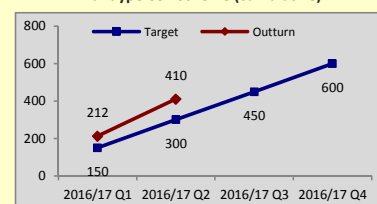
Enforcement action responses within seven working days (%)



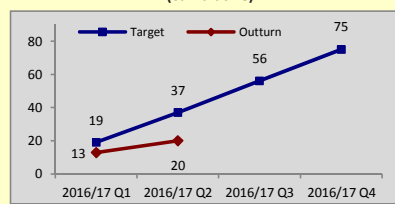
Number of long-term empty homes brought back into use (cumulative)



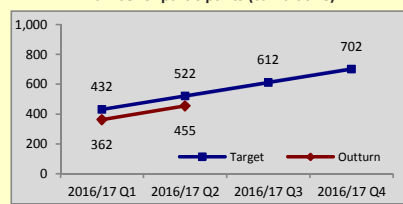
Number of jobs completed under the handyperson scheme (cumulative)



Gross number of affordable homes delivered (cumulative)



Active Swale 4 U (health trainers programme) Number of participants (cumulative)



Corporate Perspective

Revenue budget

At end of 2016/17 Quarter 2	Budget 16/17	Projected year-end position
Resident Services	£1,654,760	£7,000 (0%) Overspend
Commissioning and Customer Contact	£5,486,430	£448,800 (8%) Underspend

Capital expenditure

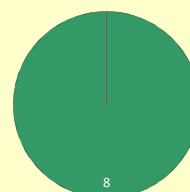
At end of 2016/17 Quarter 2	Budget 16/17	Profiled spend	Actual spend
Resident Services	£1,943,130	£971,565 (50%)	£672,068 (35%)
Commissioning and Customer Contact	£384,430	£192,215 (50%)	£97,149 (25%)

Adverse audit opinions

Number of poor or weak control opinions received during 2016/17 Quarter 2: **0**
 Where adverse opinions are received, details are provided here.
 No adverse opinions were received in 2016/17 Quarter 2.

Planned actions

Actions in 2016/17 Service Plans



Large projects

Leisure contract replacement

[Project intranet site](#)

Project status at end of quarter:

Green

Both: no changes to timescales, budget or quality since last report. And: no future changes to timescales, budget, quality or risks envisaged.

Green: complete or in progress. Amber: action due this quarter. Red: action overdue. Grey: action cancelled

List of Exceptions for 2016/17 Quarter 2
Housing and Wellbeing

Ref	Title/Description	Why is this red on the scorecard?
Performance indicators		
NI 156	Number of households living in temporary accommodation.	Red against target (target maximum: 85 households; outturn at end of 2016/17 Q2: 131 households). Year-on-year deterioration (2015/16 Q2: 78 households; 2016/17 Q2: 131 households).
NI155	Gross number of affordable homes delivered	Red against target (target 38 homes; outturn : 20 homes). Year-on-year deterioration (2015/16 Q2: 21 homes; 2016/17 Q2: homes).
Planned actions		
[No exceptions]		

PLANNING SERVICES

Balanced scorecard report for 2016/17 Quarter 2

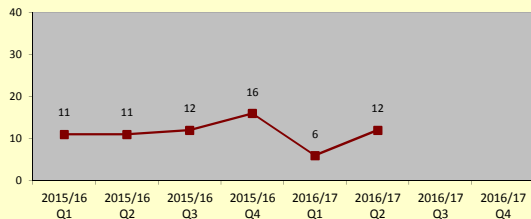


Cabinet Member: Cllr Lewin • Deputy Cabinet Member: Cllr Mulhern

Customer Perspective

Customer feedback

Total complaints received per quarter



Complaints responded to within 10 working days (target: 90%)

2016/17 Quarter 2	No. rec'd	No. timely	% timely
Development Services	12	12	100

No complaints were referred to the Local Government Ombudsman during the quarter.

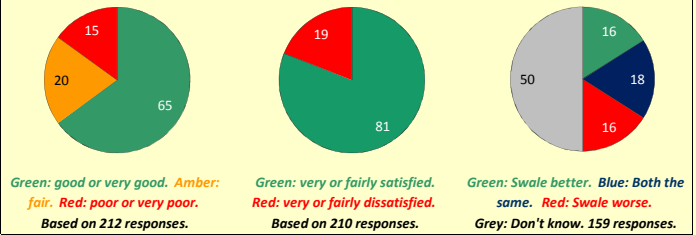
Self-build and custom housebuilding register

Number of applicants on the register at the end of each quarter

16/17 Q1	16/17 Q2	16/17 Q3	16/17 Q4	17/18 Q1	17/18 Q2	17/18 Q3	17/18 Q4
6	5						

Planning customer satisfaction survey 2014 (survey runs every three years)

Overall how would you rate the Planning Service? (%) How satisfied are you with service in the last 18 months? How does Swale compare to other planning authorities? (%)



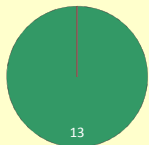
Summary from the Policy and Performance Team

This scorecard, providing an overview of council performance on the Planning portfolio at the end of the second quarter of 2016/17, continues to tell the very positive story begun last quarter. All eight corporate performance indicators are now on target, seven of them are improved from this time last year (with one showing no change) and all four indicators for which national comparators are available are performing in the best quartile. The significant forecast overspend comes in spite of additional planning fee income, and is the result largely of unforeseen appeal costs. Complaints, large projects and service-plan actions continue to be well managed, and no adverse audit opinions were received during the quarter.

Service Perspective

Planned actions

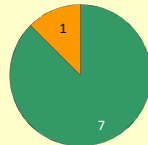
Actions in 2016/17 service plans



Green: complete or in progress. Amber: action due this quarter. Red: action overdue. Grey: action cancelled.

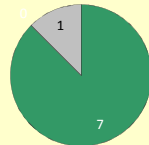
All corporate performance indicators

Indicators and targets (RAG)



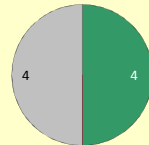
Green: target achieved. Amber: within tolerance. Red: target missed. Grey: no data or no target.

Indicators improved or deteriorated from 2015/16 Q2



Green: improved. Red: deteriorated. Grey: static or no comparator data.

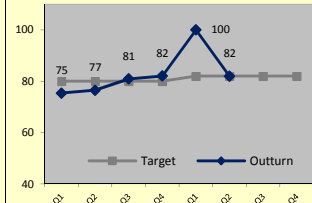
Indicator quartile positions in latest available data



Green: best 25%. Blue: above median. Amber: below median. Red: worst 25%. Grey: no data.

Planning enforcement

Cases where complainant is informed of outcome within 21 days (%)



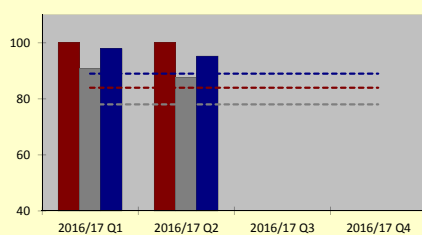
Housing land supply

Five-year supply at 11/2016

	Dwellings
Five-year requirement*	4,192
Supply to 2020/21:	4,492
Equivalent years of supply:	5.4
Supply as proportion of requirement:	117.2%

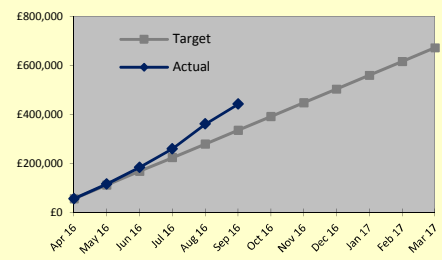
*As per the Liverpool calculation, the requirement consists of the Local Plan requirement, plus recovery of shortfall to date, plus a 5% buffer.

Timeliness of processing applications



Percentage processed in 13 weeks (majors) or eight weeks (minors/others). Brown: majors. Grey: minors. Blue: others. Dashes: targets. Bars: outturns.

Planning fee income 2016/17



Corporate Perspective

Budget monitoring

At end of 2016/17 Quarter 2	Revenue budget			Capital expenditure		
	Budget 16/17	Projected year-end position		Budget 16/17	Profiled spend	Actual spend
Development Services	£935,730	£43,300 (5%)	Overspend	£0	£0 (%)	£0 (%)

Adverse audit opinions

Number of poor or weak control opinions received during 2016/17 Quarter 2:	0
Where adverse opinions are received, details are provided here.	
No adverse opinions were received in 2016/17 Quarter 2.	

Neighbourhood planning

Neighbourhood plans adopted:	0	Neighbourhood plans in development:	3
Absolute number of plans adopted and in development since 2011/12.			

Large projects

Community Infrastructure Levy	http://sbcintranet/projects/Local%20devel
Project status at end of quarter:	Green
Both: no changes to timescales, budget or quality since last report.	
And: no future changes to timescales, budget, quality or risks envisaged.	
Local Plan	http://sbcintranet/projects/Local%20devel
Project status at end of quarter:	Green
Both: no changes to timescales, budget or quality since last report.	
And: no future changes to timescales, budget, quality or risks envisaged.	

**List of Exceptions for 2016/17 Quarter 2
Planning Services**

Ref	Title/Description	Why is this red on the scorecard?
Performance indicators		
[No exceptions]		
Planned actions		
[No exceptions]		

REGENERATION

Balanced scorecard report for 2016/17 Quarter 2

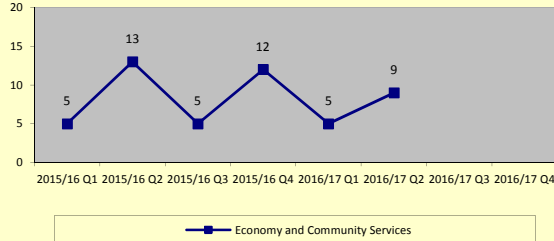


Cabinet Member: Cllr Cosgrove • Deputy Cabinet Member: Cllr Hunt

Customer Perspective

Customer feedback

Total complaints received per quarter (figures relate to whole departments)



Complaints responded to within 10 working days (target: 90%)

2016/17 Quarter 2	No. rec'd	No. timely	% timely
Economy and Community Services	9	6	67

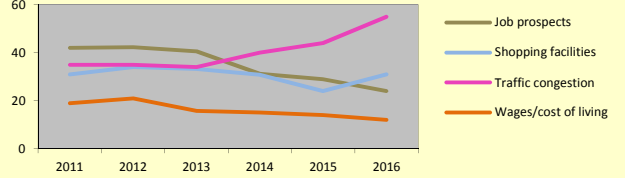
No complaints were referred to the Local Government Ombudsman during the quarter.

Compliments received during 2016/17 Quarter 2

Economy and Community Services	4
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Local area perception survey 2016

Regeneration-related features of local life most in need of improvement (% of respondents)



Summary from the Policy and Performance Team

This scorecard gives an overview of council performance and wider demographic information on the Regeneration portfolio at the end of the second quarter of 2016/17. As with all the scorecards, it is focused on areas of the portfolio which can be managed quantitatively rather than, for example, large bespoke projects. The number of enquiries to the business support service has dropped back to more normal levels following the spike last quarter which resulted from dedicated promotional activities. Total business rates due for the year has also fallen slightly following the rise last quarter, but remains more than £1.5m higher than this time last year. The local area perception survey shows a further rise in the proportion of people for whom traffic congestion is one of the five features of local life which most need improving; a full briefing on this year's survey results is available from the policy team.

Service Perspective

Planned actions

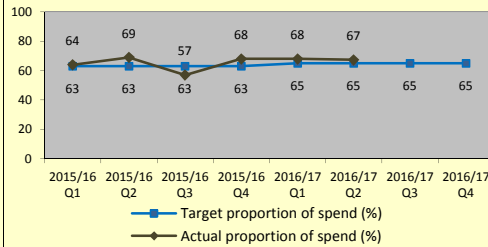
Actions in 2016/17 service plans



Green: complete or in progress. Amber: action due this quarter. Red: action overdue. Grey: action cancelled.

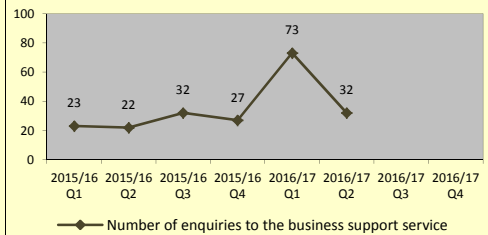
Local procurement

Proportion of council spend with businesses whose HQ is in Swale or which are a significant local employer (≥30 local employees)



Business support

Number of enquiries to the business support service (absolute number per quarter)



Corporate Perspective

Revenue budget

At end of 2016/17 Quarter 2	Budget 16/17	Projected year-end position
Economy and Community Services	£2,066,690	£32,900 (2%) Underspend

Capital expenditure

At end of 2016/17 Quarter 2	Budget 16/17	Profiled spend	Actual spend
Economy and Community Services	£1,396,860	£698,430 (50%)	£53,987 (4%)

Adverse audit opinions

Number of poor or weak control opinions received during 2016/17 Quarter 2: **0**

Where adverse opinions are received, details are provided here.
No adverse opinions were received in 2016/17 Quarter 2.

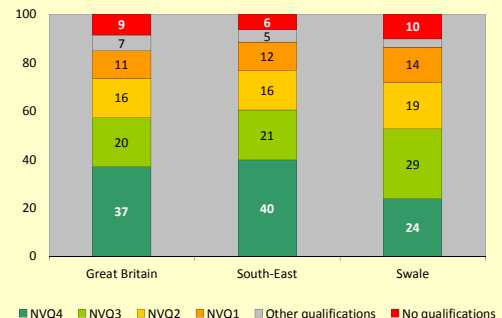
Large projects

Sittingbourne Town Centre	http://intranet/projects/Sittingbourne%20Town
Project status at end of quarter:	Amber
<p>Either: minor deviation from timescales, budget or quality since last report. Or: minor future changes to timescales, budget, quality or risks envisaged.</p>	

Portfolio Perspective: Business and Skills

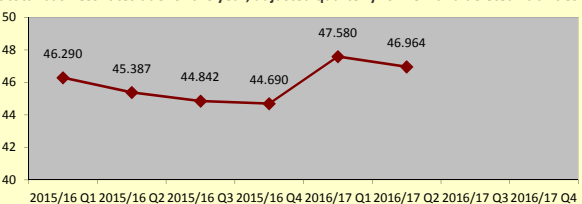
Swale skills profile

Proportion of workforce by NVQ qualification level (%)
From latest available data (2016)



Rateable business growth

Net total business rates due for the year, adjusted quarterly for new and deleted liabilities (£m)



**List of Exceptions for 2016/17 Quarter 2
Regeneration**

Ref	Title/Description	Why is this red on the scorecard?
Performance indicators		
[No exceptions]		
Planned actions		
[No exceptions]		

SAFER FAMILIES AND COMMUNITIES

Balanced scorecard report for 2016/17 Quarter 2

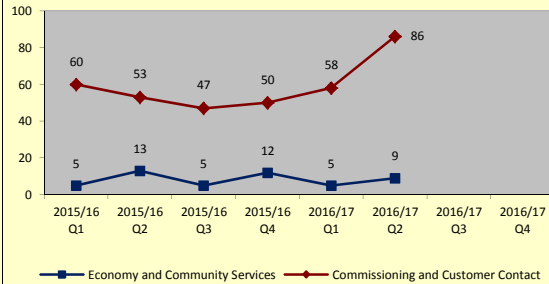


Cabinet Member: Cllr Horton • Deputy Cabinet Member: Cllr Hampshire

Customer Perspective

Customer feedback

Total complaints received per quarter (figures relate to whole departments)



Complaints responded to within 10 working days (target: 90%)

2016/17 Quarter 2	No. rec'd	No. timely	% timely
Economy and Community Services	9	6	67
Commissioning and Customer Contact	86	77	90

Local Government Ombudsman complaints

No complaints were referred to the Local Government Ombudsman during the quarter.

Compliments received during 2016/17 Quarter 2

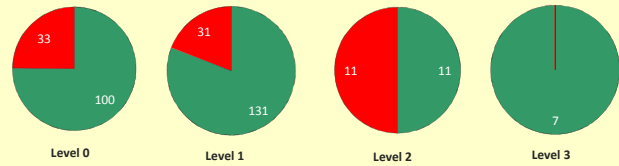
Economy and Community Services	4
Commissioning and Customer Contact	55

Safeguarding Perspective

Safeguarding training

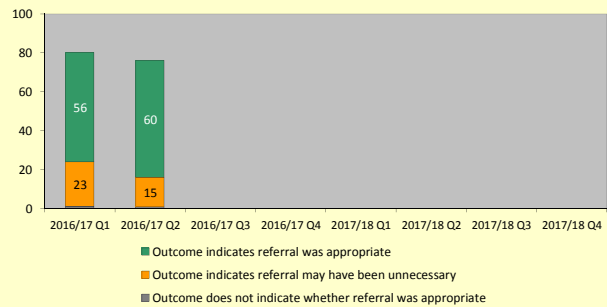
Staff up to date with mandatory training (by safeguarding role level)

Figures are absolute numbers of staff. Green: number up to date. Red: Number not up to date.



Safeguarding referrals

Safeguarding referrals made by SBC to external agencies (per quarter)



Service Perspective

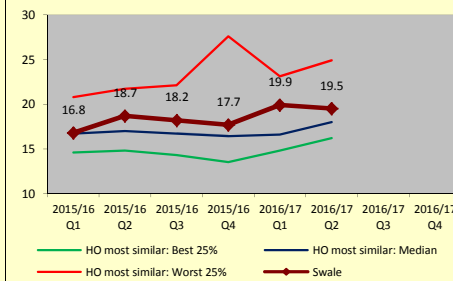
Planned actions

Actions in 2016/17 service plans

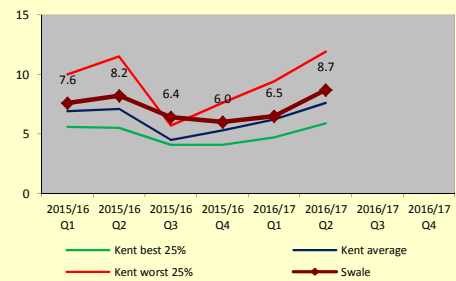


Green: complete or in progress. Amber: action due this quarter. Red: action overdue. Grey: action cancelled.

All crime per 1,000 population



Antisocial behaviour incidents per 1,000 population

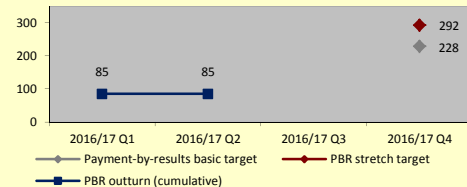


Corporate Perspective

Revenue budget

At end of 2016/17 Quarter 2	Budget 16/17	Projected year-end position
Economy and Community Services	£2,066,690	£32,900 (2%) Underspend
Commissioning and Customer Contact	£5,486,430	£448,800 (8%) Underspend

Troubled families



Capital expenditure

At end of 2016/17 Quarter 2	Budget 16/17	Profiled spend	Actual spend
Economy and Community Services	£1,396,860	£698,430 (50%)	£53,987 (4%)
Commissioning and Customer Contact	£384,430	£192,215 (50%)	£97,149 (25%)

Summary from the Policy and Performance Team

This scorecard gives an overview of council performance on the Safer Families and Communities portfolio at the end of the second quarter of 2016/17. The trend in safeguarding referrals made by SBC to external agencies is positive, with the number of 'green' referrals (which correlates broadly with the level of safeguarding issues being experienced in the borough) remaining stable while the number of 'amber' referrals (which correlates inversely with the precision of SBC's processes in terms of making appropriate referrals) has fallen. The proportion of relevant staff up-to-date with mandatory safeguarding training has not improved since Quarter 1, but managers (particularly those of staff with Level 2 safeguarding responsibilities) are now being assisted to ensure that the necessary training is completed. Overall crime levels are stable, but antisocial behaviour experienced a spike during Quarter 2; this is fairly normal for the time of year and is in line with other Kent districts, but is nonetheless being monitored. Budgets and service-plan actions on this portfolio are being well managed, and no adverse audit opinions were received during Quarter 2.

Adverse audit opinions

Number of poor or weak control opinions received during 2016/17 Quarter 2: **0**

Where adverse opinions are received, details are provided here.
No adverse opinions were received in 2016/17 Quarter 2.

List of Exceptions for 2016/17 Quarter 2
Safer Families and Communities

Ref	Title/Description	Why is this red on the scorecard?
Performance indicators		
CSP/0001	All crime per 1,000 population	Red against target (target: 61.7 crimes for the rolling year to end-September; outturn: 74.7 crimes for the rolling year). Year-on-year deterioration (2015/16 Q2: 67.8 crimes for the rolling year). (Note: Crime figures on the scorecard are provided on a discrete quarterly basis for ease of visual comprehension, but the corporate performance indicator is based on rolling years.)
LI/PS/0003	Parking penalty charge notice recovery rate	Year-on-year deterioration (2015/16 Q2: 66.0%; 2016/17 Q2: 63.3%). Note that this indicator is Amber against target.
Planned actions		
[No exceptions]		

**SWALE BOROUGH COUNCIL
FORWARD PLAN AND NOTICE OF KEY DECISIONS**

May 2017 - August 2017

Notes:

A key decision is defined as 'an Executive decision which is likely to (a) result in the local authority incurring expenditure which is, or the making of savings which are, significant having regard to the local authority's budget for the service or function to which the decision relates; or (b) to be significant in terms of its effects on communities living or working in an area comprising two or more wards or electoral divisions in the area of the local authority.'

The key decision threshold, confirmed by Council, is set at £100,000 (this relates to (a) of the definition above).

Where the decision will be made by Cabinet, the Members of the Cabinet are:

Councillor Andrew Bowles - Leader

Councillor Gerry Lewin – Deputy Leader and Cabinet Member for Planning

Councillor Duncan Dewar-Whalley - Cabinet Member for Finance and Performance

Councillor Mike Cosgrove - Cabinet Member for Regeneration

Councillor David Simmons – Cabinet Member for Environment and Rural Affairs

Councillor Alan Horton – Cabinet Member for Safer Families and Communities

Councillor Ken Pugh – Cabinet Member for Housing and Wellbeing

Subject to any prohibition or restriction on their disclosure, copies or extracts of any documents listed below can be viewed at Swale House, East Street, Sittingbourne, Kent, ME10 3HT. Please contact Democratic Services to arrange a time to view the documents or to request copies by post by e-mailing democraticservices@swale.gov.uk or by telephone on: 01795 417330. Fees may be charged in accordance with the Council's Fees and Charges policy.

Other documents relevant to the decision item may be submitted to the decision maker; please contact Democratic Services (contact details above) to request details of these documents as they become available.

Item	Decision item and background information	Decision maker, date of meeting	Key Decision	Will the report be exempt or have any exempt appendices?	List of the documents submitted to the decision maker	Lead Member and Lead Officer
	<p>Stray Dog Kennel and Re-homing Contract</p> <p>The current Stray Dog Kennel and Re-homing Contract ends in 2017. This paper makes recommendations for service provision and seeks approval for any new contracts.</p>	<p>Cabinet 24 May 2017</p>	<p>Key It is likely to result in the Council incurring expenditure above £100,000 or the making of savings which are, significant having regard to the local authority's budget for the service or function to which the decision relates.</p>	<p>Open</p>		<p>Cabinet Member for Safer Families and Communities</p> <p>Alister Andrews</p>
	<p>Swale Open Spaces and Play Strategy 2017-2022</p> <p>This report updates Members on the progress on the Open Spaces and Play Strategy following consultation in 2016. It</p>	<p>Cabinet 24 May 2017</p>	<p>Key It is significant in terms of its effect on communities living or working in an area</p>	<p>Open</p>		<p>Cabinet Member for Environment and Rural Affairs</p> <p>Martyn Cassell</p>

Item	Decision item and background information	Decision maker, date of meeting	Key Decision	Will the report be exempt or have any exempt appendices?	List of the documents submitted to the decision maker	Lead Member and Lead Officer
	summarises the key findings of the assessment report and how these have been turned into Strategic outcomes. It asks permission to put the draft document out to public consultation prior to final adoption later this year.		comprising two or more wards or electoral divisions in the area of the local authority.			
	<p>Faversham Recreation Ground - Heritage Lottery Fund Development Stage - Award of tender for consultant</p> <p>This report updates Members on progress on the Faversham Recreation Ground Improvement Project and asks for the approval of the award of contract to the successful tender applicant for the next stage of the project.</p>	Cabinet 24 May 2017	Key It is likely to result in the Council incurring expenditure above £100,000 or the making of savings which are, significant having regard to the local authority's budget for the service or function to which the decision relates.	Open		<p>Cabinet Member for Environment and Rural Affairs</p> <p>Martyn Cassell</p>

Item	Decision item and background information	Decision maker, date of meeting	Key Decision	Will the report be exempt or have any exempt appendices?	List of the documents submitted to the decision maker	Lead Member and Lead Officer
	Minutes of the South Thames Gateway Building Control Joint Partnership held on 16 March 2017	Cabinet 24 May 2017	Non-Key This is not a key decision because is it not likely to result in the local authority incurring expenditure or savings in excess of £100,000 or to be significant in terms of its effects on communities living or working in an area comprising two or more wards or electoral divisions in the area of the local authority.	Open		Cabinet Member for Planning James Freeman

Item	Decision item and background information	Decision maker, date of meeting	Key Decision	Will the report be exempt or have any exempt appendices?	List of the documents submitted to the decision maker	Lead Member and Lead Officer
	Minutes of the Swale Joint Transportation Board meeting held on 26 June 2017	Cabinet 12 July 2017	Non-Key This is not a key decision because is it not likely to result in the local authority incurring expenditure or savings in excess of £100,000 or to be significant in terms of its effects on communities living or working in an area comprising two or more wards or electoral divisions in the area of the local authority.	Open		Cabinet Member for Regeneration
	Visitor Economy Strategy This sets out priority actions for the tourism sector in Swale from 2017 to 2020.	Cabinet 12 July 2017	Key It is likely to result in the Council	Open		Cabinet Member for Regeneration Lyn Newton

Item	Decision item and background information	Decision maker, date of meeting	Key Decision	Will the report be exempt or have any exempt appendices?	List of the documents submitted to the decision maker	Lead Member and Lead Officer
			incurring expenditure above £100,000 or the making of savings which are, significant having regard to the local authority's budget for the service or function to which the decision relates.			
	Minutes of the Local Development Framework Panel held on 21 September 2017	Cabinet 4 October 2017	Non-Key This is not a key decision as the making and adoption of the LDF will ultimately be considered and decided by full Council.	Open		Cabinet Member for Planning

Item	Decision item and background information	Decision maker, date of meeting	Key Decision	Will the report be exempt or have any exempt appendices?	List of the documents submitted to the decision maker	Lead Member and Lead Officer
	Minutes of the Swale Joint Transportation Board meeting held on 11 September 2017	Cabinet 4 October 2017	Non-Key This is not a key decision because is it not likely to result in the local authority incurring expenditure or savings in excess of £100,000 or to be significant in terms of its effects on communities living or working in an area comprising two or more wards or electoral divisions in the area of the local authority.	Open		Cabinet Member for Regeneration
	Minutes of the Local Development Framework Panel meeting held on 30 November 2017	Cabinet 6 December 2017	Non-Key This is not a key decision as the making	Open		Cabinet Member for Planning Gill Harris

Item	Decision item and background information	Decision maker, date of meeting	Key Decision	Will the report be exempt or have any exempt appendices?	List of the documents submitted to the decision maker	Lead Member and Lead Officer
			and adoption of the LDF will ultimately be considered and decided by full Council.			
	Minutes of the Swale Joint Transportation Board meeting held on 18 December 2017	Cabinet 10 January 2018	Non-Key This is not a key decision because is it not likely to result in the local authority incurring expenditure or savings in excess of £100,000 or to be significant in terms of its effects on communities living or working in an area comprising two or more wards or electoral divisions in the	Open		Cabinet Member for Regeneration

Item	Decision item and background information	Decision maker, date of meeting	Key Decision	Will the report be exempt or have any exempt appendices?	List of the documents submitted to the decision maker	Lead Member and Lead Officer
			area of the local authority.			
	Minutes of the Local Development Framework Panel held on 8 February 2018	Cabinet 7 March 2018	Non-Key This is not a key decision as the making and adoption of the LDF will ultimately be considered and decided by full Council.	Open		Cabinet Member for Planning

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