

AGENDA

SCRUTINY COMMITTEE MEETING

Date: Wednesday, 30 August 2017

Time: 7.00 pm

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

Membership:

Councillors Andy Booth (Chairman), Lloyd Bowen (Vice-Chairman), Derek Conway, Mike Dendor, Mick Galvin, June Garrad, Mike Henderson, Lesley Ingham, Ken Ingleton, Nigel Kay, Samuel Koffie-Williams, Ben Stokes and Roger Truelove.

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 5 July 2017 (Minute Nos. 90 - 102) 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. | Sittingbourne Town Centre Regeneration Update | 1 - 2 |
| | To receive a written update. | |
| 6. | Financial Management Report | 3 - 20 |
| | The Committee is asked to consider the Financial Management Report, April – June 2017. | |
| 7. | Performance Monitoring Report | 21 - 36 |
| | The Committee is asked to consider the Performance Monitoring Report. | |

Part Two - Business Items

8. Reviews at Follow-up Stage and Log of Recommendations 37 - 38

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

9. Committee Work Programme

The Committee is asked to review and discuss the Committee's Work Programme for the remainder of the year.

- (i) Committee Work Programme
- (ii) Information note on Planning Enforcement (to follow).

10. Other Review Progress Reports

The Committee is asked to consider updates on other reviews.

11. Cabinet Forward Plan 39 - 52

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

12. Urgent Business Requests

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

Issued on Monday, 21 August 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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Sittingbourne Town Centre Regeneration Scheme

Update to Scrutiny Committee 30th August 2017

Progress continues across a number of elements of the programme. Roadworks are now in operation and fewer problems are being experienced due to the holiday period, although those that are arising are being resolved by Erith. Still on track to deliver to timescale.

	Update
SBC Team and Governance	<ul style="list-style-type: none">• The scheme manager, Dean Radmore has been appointed and will be starting 4th September.• Procurement is underway for a QS and Employers Agent to manage the MSCP construction.• The monitoring surveyor (Ward Williams Associates) has now been appointed to manage finances and approvals under the Funding Agreement. Monitoring meeting for site 6 (retail site) took place today 30th August. Monthly monitoring reports are being produced by Spirit and by the councils monitoring surveyor to address spend to date, delivery to work programme, issues log. Meeting timetable for highways programme and site 4 (leisure) also being established.• As the scheme moves to delivery the governance structure is being revisited. Meanwhile Board meetings (next meeting 4th September and held every 2 months), High Level Officers meetings (last one 21st August and held monthly) and internal meetings (next meeting 5th September) continue and this cycle continues through October and November.
Development Agreement	<ul style="list-style-type: none">• Spirit has declared unconditionality on the Retail site and is currently putting together information to go unconditional on the leisure site and satisfy the Development Agreement conditions• Spirit has started work on Phase 1 of the highways work to West Street, Station Street and St Michael's Road and the St Michael's Road car park. This work is being progressed under a letter of agreement ahead of formal unconditionality.• Unconditionality for the leisure site will be formally signed off by the Interim Director of Regeneration when the relevant information to satisfy DA conditions has been provided and approved.

Planning	<ul style="list-style-type: none"> • Pre-commencement conditions for the leisure build have been provided and are under review by the planning team. • Spirit is providing information for a redesign of the bus stops and pedestrian area adjacent to the Forum to address KCC and the bus operator concerns about capacity. • Spirit is providing planners with information to satisfy pre-commencement conditions for the Hotel and main planning applications.
Construction	<ul style="list-style-type: none"> • Spirit's contractor is on site at the retail site and work is progressing well to the new retail units. UKPN works for the new power supply are substantially complete and Milton Road will shortly be reopened. • Spirit's Contractor has set up site on the St Michael's road car park and has commenced phase 1 of the roadworks to West Street, Station Street, St Michael's Road and St Michael's road car park. • The Council's contractor has installed lighting and cleaned the brickwork to Milton Road Rail Bridge to improve the pedestrian route from the retail park to the station and town centre. • Work to the MSCP is still planned to start at the end January 2018 early February 2018 • Work to the leisure units, comprising the Hotel, Cinema and Restaurants is planned to start in May 2018 once the associated roadworks are complete.
Highways and Services	<ul style="list-style-type: none"> • There is a four phase roadworks programme and phase 1 is underway with completion planned for Christmas 2017. • A revised traffic management plan has been put in place by Erith due to comments from KCC. An update was sent to Members 18th August 2017.
Communications	<ul style="list-style-type: none"> • Roadworks and diversion information has been delivered to all local businesses and stakeholders by Spirit's communications team and is published on the SBC, Spirit and KCC Highways web sites. An updated FAQ was sent to Members 18th August.

Scrutiny Committee	
Meeting Date	30 August 2017
Report Title	Financial Management Report – April – June 2017
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

1. Purpose of Report and Executive Summary

- 1.1 This report shows the revenue and capital projected outturn activity for 2017/18 as at the end of June 2017. The report is based on service activity up to the end of June 2017 and is collated from monitoring returns from budget managers.
- 1.2 The headline figures are:
- Total forecast revenue underspend of £386,620;
 - Capital expenditure of £1,000,380;
 - Projected capital expenditure variance of £71,225 as a result of additional expenditure to be funded from S106 contributions, external grants and internal resources.

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 June the total forecast revenue underspend is £386,620.
- 3.2 Table 1 details the significant service movements by type of variance.
- 3.3 Table 2 shows the outturn position by service.

3.4 Table 3 details the line by line service variations.

Table 1: Service Movements

Service/Contract	Reason for Variance	Working Budget £'000	Projected Variance £'000
Additional Income – Fees & Charges set by SBC:			
Parking Management	Additional income from pay & display fees	(1,715)	(200)
	Additional income from Parking Permits – Decriminalisation	(107)	(20)
	Additional income from season ticket income	(59)	(4)
Recycling & Waste Minimisation	Additional income from garden waste collections (brown bins)	(385)	(59)
Other Income:			
Planning	Fees – Additional planning income (See note * below)	(729)	(254)
Housing – Stay Put Scheme	Disabled Facilities Grant fees	(61)	(60)
Property Management	Rental income	(321)	(60)
Leisure, Sports, Open Spaces, Parks, Countryside and Allotments	Central House utility costs recharge	-	(11)
Other	Additional income	-	(47)
Loss of Income - Fees & Charges set by SBC:			
Land Charges	Loss of income	(220)	43
Total Net Income			(672)
Procurement/Shared Service Savings:			
Public Convenience	Public Conveniences cleaning contract	259	(47)
Grounds Maintenance	Contract Savings	1,275	(53)
HR Shared Service	Savings on shared service with Maidstone – refund from 16/17	254	(30)
Total Procurement/Shared Service Savings			(130)
Additional Costs:			
Homelessness	Net Bed and Breakfast	263	172
Planning	Additional legal and planning specialists for appeals	-	100
	Planning Enforcement Team restructure – additional staffing costs (*)	115	3
	Planning Enforcement Team – additional agency costs (*)	-	14
	Planning Development Management – additional staffing costs (*)	696	101

Service/Contract	Reason for Variance	Working Budget £'000	Projected Variance £'000
	Planning Development Management – additional agency costs (*) (*) All offset by additional planning income shown above in 'Other Income'	41	77
Refuse Collection	Purchase of wheeled bins	62	70
Property	Swale House – Rates	5	16
Parking	Car Parks – Rates	206	17
	Park & Ride	-	27
Total Additional Costs			597
Underspends:			
Salaries	Net Employee Costs (incl. agency)	12,546	(123)
Community Halls and Centres	Alexander Centre grant	49	(49)
Corporate Items	Savings on Finance lease	69	(21)
Homelessness	Homeless Hostel	15	(15)
Total Underspends			(208)
Other Net Overspends			26
Total Variance			(387)

Table 2: Projected Variance by Service

		Working Budget	Projected Outturn 2017/18	Projected Variance
		£	£	£
Chief Executive	M Radford	364,800	371,030	6,230
Policy	D. Clifford	218,310	209,190	(9,120)
Economy & Communities	C. Hudson	2,007,830	1,960,380	(47,450)
Communications	S. Toal	265,350	265,350	0
Resident Services	A. Christou	1,161,260	1,255,450	94,190
Planning	J. Freeman	962,190	1,045,720	83,530
Commissioning & Customer Contact	M. Cassell	5,576,800	5,271,970	(304,830)
Director of Corporate Services/ Director of Regeneration/ Emergency Planning	E. Wiggins	418,420	297,340	(121,080)
Information Technology	C. Woodward	1,144,090	1,144,090	0
Audit	R. Clarke	156,990	156,990	0
Environmental Health	T. Beattie	526,060	526,060	0
Finance	N. Vickers	867,830	866,560	(1,270)
Human Resources	D. Smart	316,000	286,000	(30,000)
Legal	E. Culligan	403,390	403,390	0
Democratic Services	K. Bescoby	970,260	970,260	0
Property	A. Adams	585,320	549,180	(36,140)
Contribution from General Fund		(116,000)	(116,000)	0
Corporate Items		2,522,100	2,501,420	(20,680)
NET REVENUE SERVICE EXPENDITURE		18,351,000	17,964,380	(386,620)
Financed by:				
Revenue Support Grant		(1,238,000)	(1,238,000)	0
Business Rates		(6,506,000)	(6,506,000)	0
New Homes Bonus		(2,743,000)	(2,743,000)	0
Contribution from Business Rates		(255,000)	(255,000)	0
Collection Fund Surplus		(140,000)	(140,000)	0
Council Tax Requirement		(7,469,000)	(7,469,000)	0
NET EXPENDITURE		0	(386,620)	(386,620)
NET EXPENDITURE BY DIRECTORATE:				
Chief Executive		364,800	371,030	6,230
Mid Kent Services		2,546,530	2,516,530	(30,000)
Commissioning & Customer Contact		5,576,800	5,271,970	(304,830)
Policy & Performance		218,310	209,190	(9,120)
Corporate Services		5,031,210	4,852,040	(179,170)
Regeneration		4,613,350	4,743,620	130,270
NET REVENUE SERVICE EXPENDITURE		18,351,000	17,964,380	(386,620)

Table 3: Main Variations by Service

Projected Net (Under)/Overspend / Income Shortfall as at end of June 2017		
Service – Cabinet Member (Head of Service)	£'000	Explanation
CHIEF EXECUTIVE – Cllr A. Bowles (Mark Radford)		
Chief Executive & Corporate Costs	(63)	£48k Underspend – net staff costs. £15k Underspend – project costs etc.
Transformation Project	69	£69k Additional Costs – net staff costs.
Policy	(9)	£9k Underspend – net staff costs.
TOTAL	(3)	
ECONOMY AND COMMUNITIES – Cllrs - All (Charlotte Hudson)		
Environmental	-	Nil Variance reported.
CCTV	-	£8k Overspend on monitoring service. £8k Additional funding from Environmental Initiatives.
Community Halls and Centres	(48)	£49k Underspend – no grant due to Alexander Centre this year. £1k Additional Costs.
Community Safety	-	Nil Variance reported.
Economy & Community Services	-	Nil Variance reported.
LEF (Local Engagement)	-	Nil Variance reported.
Youth	-	Nil Variance reported.
Learning, Business & Skills	-	Nil Variance reported.
Regeneration	-	Nil Variance reported.
Arts Events & Activities	-	Nil Variance reported.
Markets	-	Nil Variance reported.
Sports Development	-	Nil Variance reported.
TOTAL	(48)	
COMMUNICATIONS, PRINTING, ADVERTISING & PROMOTION – Cllr A. Bowles (Sara Toal)		
Communications	-	Nil Variance reported.
TOTAL	-	
RESIDENT SERVICES – Cllrs K. Pugh and D. Dewar-Whalley (Amber Christou)		
Housing Development and Strategy	(14)	£14k Underspend – net staff costs.
Private Sector Housing	-	Nil Variance Reported.

Projected Net (Under)/Overspend / Income Shortfall as at end of June 2017		
Service – Cabinet Member (Head of Service)	£'000	Explanation
Housing Options	153	£172k Additional Costs - B&B and Temporary Accommodation (TA) budget (this year includes Flexible Homeless Support grant received for £172k in support of TA budget). £15k Underspend - homeless hostel budget. £4k Underspend - net savings.
Housing Benefit and Council Tax Collection	-	Nil Variance Reported.
Council Tax Benefit	-	Nil Variance Reported.
Stay Put Scheme	(45)	£60k Additional Income - Disabled Facility Grant fees. £15k Additional Costs - staff and agency staff.
TOTAL	94	
PLANNING – Cllr G. Lewin (James Freeman)		
Building Control	-	Nil Variance Reported.
Development Control	41	£254k Additional Income – planning fees. £105k Additional Costs – staffing costs (to be met from planning income). £90k Additional Costs – agency costs (to be met from planning income). £100k Additional Spend - legal and planning specialists for planning appeals.
Development Services	-	Nil Variance Reported.
Local Land Charges	43	£43k Reduced Income – local land charges.
Local Planning & Conservation	-	Nil Variance Reported. N.B. Any underspend on the local plan will be transferred to the ring fenced reserve to be used solely to fund LDF associated work.
Mid Kent Planning Service (MKPS)	-	Nil Variance Reported.
TOTAL	84	
COMMISSIONING & CUSTOMER CONTACT – Cllr D. Simmons (Martyn Cassell)		
Commissioning & Customer Contact, Client & Amenity Services and Customer Service Centre	(35)	£35k Underspend - net staff costs savings.
Cemeteries and Closed Churchyards	-	Nil Variance Reported.

Projected Net (Under)/Overspend / Income Shortfall as at end of June 2017		
Service – Cabinet Member (Head of Service)	£'000	Explanation
Parking Management	(180)	<p>£200k Additional Income – Pay & Display fees.</p> <p>£4k Additional Income – Season Tickets.</p> <p>£27k Additional Expenditure – Planned Christmas park & ride schemes.</p> <p>£17k Additional Expenditure – Staff underspends offset by additional expenditure on car park rates.</p> <p>£20k Additional Income – Decriminalisation Parking Permits.</p> <p>NB. Any surplus on Decriminalisation Parking will be transferred to the ring fenced off street parking account under the Section 55 of the Road Traffic Act 1984.</p>
Seafront and Harbour & Quays	-	Nil Variance Reported.
Leisure, Sports, Open Spaces, Parks, Countryside and Allotments	(13)	<p>£11k Additional Income - utility costs recharge for Central House.</p> <p>£2k Underspend – net saving.</p>
Recycling & Waste Minimisation	(59)	£59k Additional Income – garden waste bins.
Refuse Collection / Street Cleansing/ Public Conveniences	24	<p>£47k Procurement Savings – cleaning of public conveniences contract.</p> <p>£4k Underspend - rates - public conveniences.</p> <p>£70k Additional Expenditure - additional wheeled bins.</p> <p>£5k Additional Expenditure - net other overspends.</p>
Contracts and Procurement	11	£11k Additional Expenditure – staffing costs.
Highways SBC	-	Nil Variance Reported.
Grounds Maintenance	(53)	£53k Procurement Savings - grounds maintenance.
TOTAL	(305)	
DIRECTOR OF CORPORATE SERVICES/REGENERATION – Cllrs D. Dewar-Whalley, A. Bowles and M. Cosgrove.		
Director of Corporate Services	(121)	£121k Underspend – Salaries.
Director of Regeneration	-	Consultancy and Legal fees costs are anticipated for the Sittingbourne Master Plan, requesting Corporate funding as per previous years.
Licensing	-	<p>Nil Variance Reported.</p> <p>N.B. Any surplus on Hackney Carriage Licensing will be transferred to the ring fenced reserve to be used solely to fund Hackney Carriage related work.</p>

Projected Net (Under)/Overspend / Income Shortfall as at end of June 2017		
Service – Cabinet Member (Head of Service)	£'000	Explanation
Emergency Planning	-	Nil Variance Reported.
TOTAL	(121)	
IT SERVICES – Cllr D. Dewar-Whalley (Chris Woodward)		
IT MKS	-	Nil Variance Reported. N.B. Any variance at year-end on PC maintenance & software will be transferred to the ring fenced reserve to be used solely to fund PC related expenditure in future years.
IT Client Side	-	Nil Variance Reported.
TOTAL	-	
ENVIRONMENTAL HEALTH – Cllr. D. Simmons (Tracey Beattie)		
Environmental Health MKS	-	Nil Variance Reported.
TOTAL	-	
INTERNAL AUDIT – Cllr D. Dewar-Whalley (Rich Clarke)		
Audit Services	-	Nil Variance Reported.
TOTAL	-	
FINANCE – Cllr D. Dewar-Whalley (Nick Vickers)		
Financial Services	(1)	Net saving.
TOTAL	(1)	
HUMAN RESOURCES – Cllr D. Dewar-Whalley (Dena Smart)		
Human Resources	(30)	£30k Underspend – refund from 16/17 from MBC re Secondment.
Organisational Development	-	Nil Variance Reported.
TOTAL	(30)	
LEGAL – Cllr D. Dewar-Whalley (Estelle Culligan)		
Legal MKLS	-	Nil Variance Reported.
External Legal Fees	-	Nil Variance Reported.
S106 Income	-	Nil Variance Reported.
TOTAL	-	
DEMOCRATIC SERVICES – Cllr A. Bowles (Katherine Bescoby)		
Democratic Process	-	Nil Variance Reported.
Other Democratic Costs	-	Nil Variance Reported.
TOTAL	-	
PROPERTY SERVICES – Cllr D. Dewar-Whalley (Anne Adams)		
Property Services	8	£8k Additional Costs – Electric Car.

Projected Net (Under)/Overspend / Income Shortfall as at end of June 2017		
Service – Cabinet Member (Head of Service)	£'000	Explanation
Administrative Buildings	16	£16k Additional Costs – water at Swale House 16/17 and 17/18.
Property Management	(60)	Additional Income – rental income and back dated rent.
Health & Safety	-	Nil Variance Reported.
Building Maintenance	-	Any variance at year-end will be transferred to the Buildings Maintenance Fund for future years.
TOTAL	(36)	
NON-SERVICE BUDGETS		
Corporate Items	(21)	£21k Underspend - Finance lease underspend.
TOTAL	(387)	

Business Rates

- 3.5 The 2017/18 business rates are based on a new 2017 Valuation List. The effect was to be neutral at a national level, so as valuations have increased, the multiplier (which is applied to the rateable value to determine the cost of business rates for the year) was reduced. For local authorities the intention is for a neutral effect through an adjustment to the tariff paid to the Government. In the Budget on 8 March, the Chancellor announced that the Government would provide £300m to support those business most affected by the revaluation of business rates, which is due to take effect from April 2017. The Council is currently drawing up its policy of how to distribute its share of this support (£0.592m).
- 3.6 The Council is due to collect £44m of business rates in 2017/18. Council has previously agreed to the establishment of a Business Rates Volatility Reserve, in order to assist the Council in managing the anticipated volatility in business rate income resulting from the introduction of business rate localisation from 2013/14. There are a number of causes of this volatility, such as new businesses opening, existing business growing or closing, rating appeals, and collection rates. The balance on the reserve is currently £1.4m.
- 3.7 The Council has set aside £7.8m for business rate appeals. This indicates how business rate income can vary greatly as a result of a decision made on business rate appeals.
- 3.8 DCLG have confirmed agreement to a business rate pool for 2017/18 consisting of KCC and ten district / borough councils.

Improvement and Regeneration Funds

- 3.9 Table 4 below details the position on a number of reserve funds as at the end of June 2017. Total budget not committed as at end of June 2017 is £349,000.

3.10 Appendix 1 details the approvals from the Improvement and Regeneration Funds during 2017/18. These total £94,000.

Table 4: Improvement and Regeneration Funds

Funds	Balance as at 1 April 2017	Budget Committed as at 1 April 2017	Budget Committed April - June 2017 (refer to Appendix I)	Budget Not Committed as at end of June 2017
	£'000	£'000	£'000	£'000
Performance	534	413	94	27
Pension & Redundancy	245	-	-	245
Regeneration	687	365	-	322
Communities	116	116	-	-
Local Loan Fund	200	200	-	-
TOTAL	1,782	1,094	94	594

Capital Expenditure

3.11 This section of the report details actual capital expenditure and highlights any variations between the revised 2017/18 capital budget and the projected outturn.

1.11 Actual expenditure to end of June 2017 is £1,000,380 (Table 5 below refers). This represents 28% of the revised budget (Refer to Table 5). Further details by Head of Service are set out in Appendix II.

Table 5: Capital Programme Expenditure (refer to Appendix II)

	2017/18 Revised Budget	2017/18 Actual to end of June 2017	2017/18 Projected Variance
	£'000	£'000	£'000
Economy & Communities	821	273	19
Commissioning & Customer Contact	623	378	52
Environmental Services MKS	77	6	-
Finance	2	-	-
Resident Services	2,067	343	-
Total SBC funded	789	81	27
Total Partnership funded	2,801	919	44
Total Capital Programme	3,590	1,000	71
% Spent to date compared to Revised Budget	28%		

1.12 The 2017/18 capital programme expenditure of £1,000,380 is funded as set out in Table 6 below. Further details are provided in Appendix II.

Table 6: Capital Programme Funding (refer to Appendix II)

	2017/18 Revised Budget	2017/18 Actual to end of June 2017	2017/18 Projected Variance
	£'000	£'000	£'000
Partnership funding (including S106 Grants)	2,801	919	44
Earmarked Reserves	282	16	19
Long Term Debtors / Third Party Loans	-	22	-
Capital Receipts	507	43	8
Total Funded	3,590	1,000	71

- 1.13 Projected capital variance is £71,225. Details of the significant variations are set out in table 7 below and Appendix II. Requests are made totalling £71,225 for additional funding to be met from external capital grants received, S106 monies and internal resources to fund the following projects. Table 7 below details the variances and Appendix II provides further details.

Table 7: Capital Programme – Main Projected Variances (refer to Appendix II)

Variance	Project	Variance £'000
Additional Expenditure	Sittingbourne Town Centre Regeneration – Multi-Storey Car Park (Internal resources)	15
Additional Expenditure	Sittingbourne Town Centre Regeneration – Other (Internal resources)	4
Additional Expenditure	Nursery Close/Q'Boro Lines Bridge Replacement (S106/External Grants Funding)	2
Additional Expenditure	Beach Huts (Capital Receipts)	8
Additional Expenditure	Kemsley Recreation Ground - Sports Improvement (S106/External Grants Funding)	20
Additional Expenditure	Stonebridge Pond Bridge, Faversham (S106/External Grants Funding)	21
Additional Expenditure	Footpath, Milton Creek (S106/External Grants Funding)	1
	TOTAL	71

Payment of Creditors

- 1.14 The payment of creditors to end of June 2017 is 99% paid in 30 days against the target of 97%.

Debtors

1.15 Tables 8 and 9 below analyse the sundry debt outstanding.

Table 8: Debt outstanding by due date

	June 2017 (Period 3) £'000	June 2016 (Period 3) £'000
Not Due	94	114
1 – 2 Months	62	440
2 – 6 Months	44	56
6 – 12 Months	41	23
1 – 2 Years	24	33
2 – 3 Years	31	38
3 – 4 Years	34	11
4 – 5 Years	4	15
5 – 6 Years	3	43
6 + Years	38	94
Total	375	867
Total Due	281	753
% Total Due	75%	87%

Table 9: Debt outstanding by Head of Service

	June 2017 (Period 3) £'000	June 2016 (Period 3) £'000
Commissioning & Customer Contact	21	58
Property	168	157
Residents Services	150	234
Legal MKLS	1	5
Economy & Communities	11	14
Planning	1	3
Communications	0	0
Environmental Health	1	14
Policy	0	1
Finance	6	0
Other	16	381
Total	375	867

1.16 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: Improvement & Regeneration Fund allocations as at the end of June 2017;
 - Appendix II: Capital Programme – Projected outturn as at the end of June 2017.

6 Background Papers

6.1 The Budget 2017/18 and Medium Term Financial Plan 2017/18 to 2019/20.

Improvement & Regeneration Fund Allocations 2017/18
As at the end of June 2017

	Amount £
Performance Fund	
Payment Card Industry Data Security Standard Compliance	80,000
Safeguarding Database Upgrade	14,250
Total Approved as at June 2017	94,250

Capital Programme 2017/18

	Funding SBC/P (*see note below)	2017/18 Original Budget	2017/18 Revised Budget	2017/18 Actual to June	2017/18 Projected Full Year Variance	Notes
		£	£	£	£	
CCTV2 Initiative	SBC	15,000	15,000	0	0	
S106 - Easthall Farm Community Centre	P	0	365,750	241,283	0	
Sittingbourne Town Centre - Multi-Storey Car Park	SBC	0	0	15,000	15,000	(1)
Sittingbourne Town Centre - Other Assets	SBC	0	0	4,000	4,000	(2)
The Mill Project, Sittingbourne Skate Park	SBC	0	200,000	0	0	
The Mill Project, Sittingbourne Skate Park	P	0	40,000	17,250	0	
Faversham Creek Basin Regen Project (Swing Bridge)	SBC	0	200,000	0	0	
Total Economy & Communities		15,000	820,750	277,533	19,000	
Gunpowder Works Oare Faversham	P	0	9,000	0	0	
New Play Area - Iwade Schemes	P	0	92,200	79,461	0	
Bell Road Cemeteries	SBC	0	41,000	0	0	
Car Park New Ticket Machines & Installation	SBC	0	14,000	0	0	
Nursery Close/Q'Boro Lines Bridge Replacement	P	0	0	1,735	1,735	(3)
Thistle Hill Community Woodland - Trim Trail	P	0	35,000	34,512	0	
S106 - Play Area, Thistle Hill	P	0	180,000	178,909	0	
Beach Huts, Leysdown, Sheppey	SBC	0	11,370	19,259	7,889	(4)
Minster Leas Promenade Resurfacing	P	0	104,660	19,280	0	
Milton Creek Country Park Access Road	SBC	0	40,000	0	0	
Kemsley Recreation Ground - Sports Improvement	P	0	0	1,046	20,640	(5)
Bridge Deck Replacement at Bartons Point	SBC	0	14,000	0	0	
Stonebridge Pond Bridge, Faversham	P	0	0	21,334	20,765	(6)
Modular Toilet Kiosk	SBC	0	30,000	0	0	
Footpath, Milton Creek	SBC	0	16,190	17,386	1,196	(7)
Newington Car Park Wall	SBC	0	11,260	0	0	

Capital Programme 2017/18

	Funding SBC/P (*see note below)	2017/18 Original Budget	2017/18 Revised Budget	2017/18 Actual to June	2017/18 Projected Full Year Variance	Notes
		£	£	£	£	
Pay & Display Information Boards	SBC	0	24,360	800	0	
Total Commissioning & Customer Contact		0	623,040	373,722	52,225	
Air Pollution Monitoring Station	SBC	35,000	77,375	5,914	0	
Environmental Services MKS		35,000	77,375	5,914	0	
Cash Receipting System - Replacement	SBC	0	2,500	0	0	
Total Finance		0	2,500	0	0	
HRG'S - DFG Mandatory Grants	P	1,664,800	1,974,890	320,890	0	
HRG'S - DFG Mandatory Grants	SBC	0	92,100	0	0	
HRG - Housing Repair Grants Over 60	SBC	0	0	1,460	0	
RHB2 Decent Home Loans Owner Occupier	SBC	0	0	20,861	0	
Total Resident Services		1,664,800	2,066,990	343,211	0	
Total Capital Programme (SBC funded)	SBC	50,000	789,155	84,680	28,085	
Total Capital Programme (Partnership funded)	P	1,664,800	2,801,500	915,700	43,140	
Total Capital Programme (Gross Total)	SBC & P	1,714,800	3,590,655	1,000,380	71,225	

* SBC – internal funding from capital receipts and reserves.

* P – S106 contributions and external capital grants.

Capital Programme 2017/18

Notes on Variations :

		Projected Variance	Funding Source
		£	
(1)	Sittingbourne Town Centre - Multi-Storey Car Park	15,000	Internal Funding.
(2)	Sittingbourne Town Centre – Other Assets	4,000	Internal Funding.
(3)	Nursery Close / Queenborough Lines Bridge	1,735	This will be funded from a revenue reserve rollover from 15/16.
(4)	Beach Huts	7,889	Capital Receipts.
(5)	Kemsley Recreation Ground Sports Improvement	20,640	Capital Grants and S106 contributions.
(6)	Stonebridge Pond Bridge Faversham	20,765	This will be funded from a revenue rollover from 14/15. Expenditure to date includes £1,000 contingency which hopefully will not be required.
(7)	Footpath Milton Creek	1,196	Capital Grants and S106 contributions.
	TOTAL	71,225	

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Scrutiny Meeting	
Meeting Date	30 August 2017
Report Title	Performance Monitoring – 2016/17 Quarter 4
Cabinet Member	Cllr Dewar-Whalley, Finance and Performance
SMT Lead	Mark Radford, Chief Executive
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 fourth quarter of 2016/17 (January-March 2017). 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.

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 Appendices

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

- Appendix I: Cabinet scorecard reports for 2016/17 Quarter 4.

5 Background Papers

- Monthly SMT performance reports
- Quarterly complaints reports
- Internal audit reports and comprehensive risk register
- Briefing on the local area perception survey 2016

CORPORATE OVERVIEW

Balanced scorecard report for 2016/17 Quarter 4



Council Leader: Cllr Bowles • Deputy Leader: Cllr Lewin

Corporate Overview

Budget monitoring

At end of 2016/17 Quarter 4	Revenue budget			Capital expenditure	
	Budget	Projected year-end position		Budget	Actual spend
Swale Borough Council	£18,451,000	£1,419,057 (8%)	Underspend	£4,657,520	£2,954,221 (63%)

Adverse audit opinions

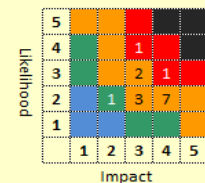
Number of poor or weak control opinions received during 2016/17 Quarter 4: **0**

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 4.

Risk management

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

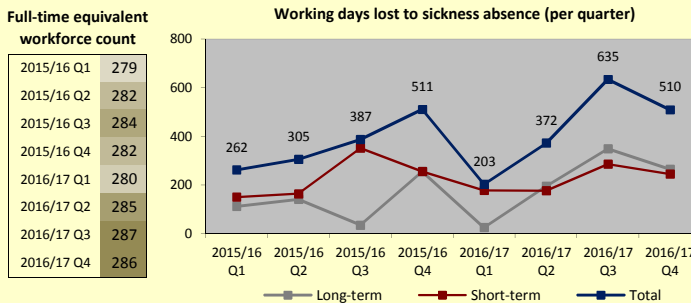
The council's comprehensive risk register lists in one place and in a consistent format all of the council's risks. Scores used in this summary are the residual combined impact and likelihood score, after risk mitigation actions have been taken.
Scores are graded **Black** (≥ 20), **Red** ($12 < 20$),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



Comprehensive risk register: summary excerpt (corporate risks)

Highest residual risks at 2016/17 Q4	Service area	Score
Infrastructure investment (regeneration)	Corporate risk	12
Homelessness	Corporate risk	12
Workforce skills (borough-wide)	Corporate risk	9
Cyber security	Corporate risk	9
Sittingbourne town centre	Corporate risk	8
Other regeneration projects	Corporate risk	8
Local plan and planning decisions	Corporate risk	8

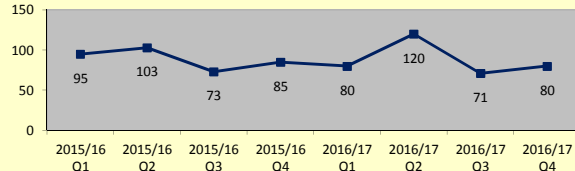
Workforce count and sickness absence



Customer Perspective

Customer feedback

Complaints received per quarter: total across SBC



Complaints and compliments across SBC: 2016/17 Quarter 4

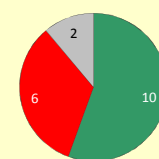
Total complaints received	80
Total complaints responded to within 10 working days	78
Proportion of complaints responded to within 10 working days (target: 90%)	98%
Total complaints referred to the Local Government Ombudsman	1
Total compliments received	75

Summary from the Policy and Performance Team

This scorecard gives an overview of the state of the council at the end of the final quarter of 2016/17. Eighty-five percent of corporate indicators met their targets for the year, which is our best achievement for at least seven years and a 10% improvement on the 2015/16 result. It should be emphasized that targets generally get harder each year, so the achievement this year is exceptional. Comparing our performance nationally, whilst the performance was not quite as strong as 2015/16 (our best ever year in terms of indicator comparisons with other councils), over two thirds of our comparable indicators performed above the national median. Slight falls in both long- and short-term sickness absence have contributed to a significant drop in the overall figure following the spike last quarter. Meanwhile complaints remain stable following the welcome drop last quarter, and timeliness in responding to them is excellent at 98% within ten days. No adverse audit opinions were received during Quarter 4, with only one having been received across the council during the whole year. As usual in the final quarter, financial outturn information will not be available until the accounts closedown is completed and the outturn report published.

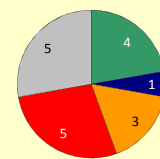
Local area perception survey 2016

Indicators improved or deteriorated from 2015



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

Indicator quartile positions in 2008 Place Survey data



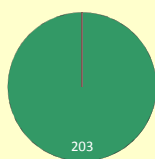
Green: best 25%. Blue: above median. Amber: below median. Red: worst 25%. Grey: no data.

This scorecard includes all 18 indicators derived from the LAPS.

Service Perspective

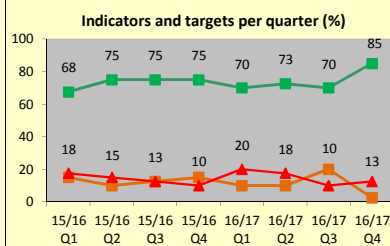
Planned actions

Actions in 2016/17 service plans



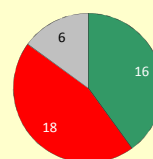
Green: complete or in progress.
Amber: action due this quarter. Red: action overdue. Grey: cancelled.

Corporate performance indicators



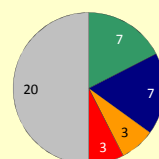
Green: target achieved.
Amber: within tolerance. Red: target missed.

Indicators improved or deteriorated from 2015/16 Q4



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

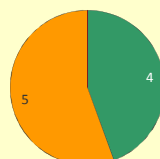
Quartile positions in latest available data



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-plan actions and compliments across SBC, and all 40 performance indicators in the corporate set.

ENVIRONMENT AND RURAL AFFAIRS

Balanced scorecard report for 2016/17 Quarter 4

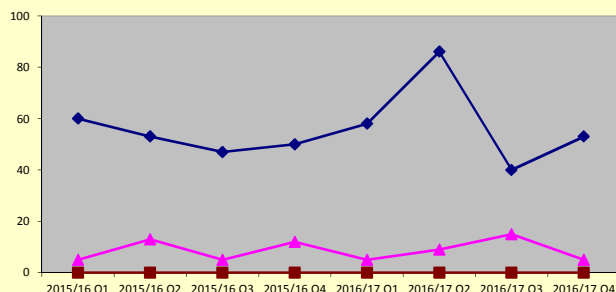


Cabinet Member: Cllr Simmons • Deputy Cabinet Member: Cllr Gent

Customer Perspective

Customer feedback

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



◆ Commissioning and Customer Contact
■ Policy and Performance
▲ Economy and Community Services

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

2016/17 Quarter 4	No. rec'd	No. timely	% timely
Commissioning and Customer Contact	53	52	98
Economy and Community Services	5	5	100
Policy and Performance	0	0	N/A

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

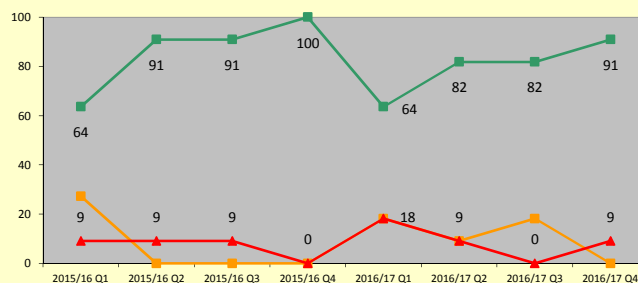
Compliments received during 2016/17 Quarter 4

Commissioning & Contact	48	Policy and Performance	0
Economy and Community	6		

Service Perspective

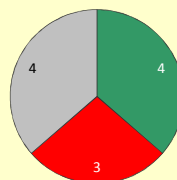
Service plans: performance indicators and actions

Indicators and targets per quarter (%)



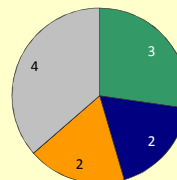
There are 12 indicators in total. Green: target achieved. Amber: within tolerance. Red: target missed.

Indicators improved or deteriorated from 2015/16 Q4



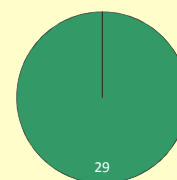
Green: improved.
Red: deteriorated.
Grey: static or no data.

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 4	Budget 16/17	Projected year-end position
Commissioning and Customer Contact	£5,867,110	£1,058,284 (18%) Underspend
Economy and Community Services	£2,231,610	£217,502 (10%) Underspend
Policy and Performance	£222,560	£24,618 (11%) Underspend

Capital expenditure

At end of 2016/17 Quarter 4	Budget 16/17	Actual spend
Commissioning and Customer Contact	£1,053,030	£467,048 (44%)
Economy and Community Services	£1,436,860	£670,557 (47%)
Policy and Performance	£0	£0 (%)

Adverse audit opinions

Number of poor or weak control opinions received during 2016/17 Quarter 4:	0
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Where adverse opinions are received, details are provided here.
No adverse opinions were received in 2016/17 Quarter 4.

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 final quarter of 2016/17. Performance on corporate indicators was excellent over the year, with all but one meeting target and more 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, 43% of indicators for which national comparator data is available are performing within the best quartile nationally, with none in the worst quartile. Complaint levels are broadly stable following the blip six months ago, and timeliness in responding to them is exceptional at almost 100% within ten days. No adverse audit opinions were received under this portfolio during the quarter, or indeed during the whole of 2016/17. As usual in the final quarter, financial outturn information will not be available until the accounts closedown is completed and the outturn report published.

Large projects

There are currently no large projects in this portfolio.

List of Exceptions for 2016/17 Quarter 4
Environment and Rural Affairs

Ref	Title/Description	Why is this red on the scorecard?
Performance indicators		
NI 192	Percentage of household waste sent for reuse, recycling and composting	Red against target (target: 44.0%; outturn: 41.5%). Year-on-year deterioration (2015/16 Q4: 45.4%).
NI 195b	Improved street and environmental cleanliness: Detritus	Year-on-year deterioration (2015/16 Q4: 4%; 2016/17 Q4: 7%). Note that this indicator is Green against the target maximum (7%).
LI/EH/002	Proportion of food hygiene inspections completed that were due	Year-on-year deterioration (2015/16 Q4: 96.2%; 2016/17 Q4: 94.2%). Note that this indicator is Green against target (90.0%).
Planned actions		
[No exceptions]		

FINANCE AND PERFORMANCE

Balanced scorecard report for 2016/17 Quarter 4

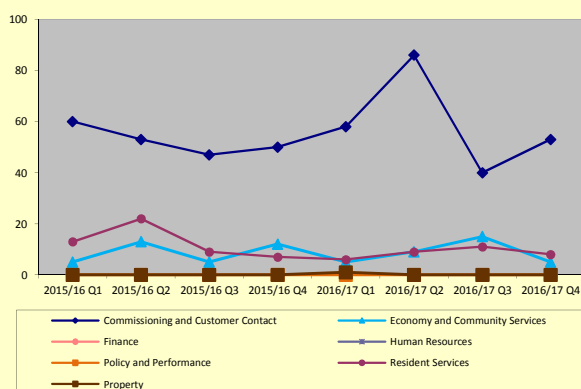


Cabinet Member: Cllr Dewar-Whalley • Deputy Cabinet Member: Cllr Wilcox

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 4	No. rec'd	No. timely	% timely
Commissioning and Customer Contact	53	52	98
Economy and Community Services	5	5	100
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	8	7	88

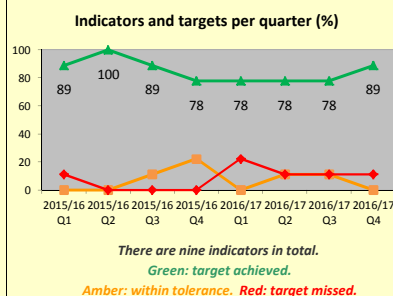
Compliments received during 2016/17 Quarter 4

Commissioning and Customer Contact	48	Economy and Community Services	6
Finance	0	Human Resources	0
Property	0	Policy and Performance	0
Resident Services	21		

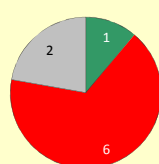
No complaints were referred to the Local Government Ombudsman during the quarter.

Service Perspective

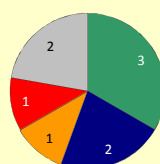
Performance indicators



Indicators improved or deteriorated from 2015/16 Q4



Quartile positions in latest available data



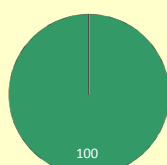
Green: improved. Red: deteriorated. Grey: static or no data.
Green: best 25%. Blue: above median. Amber: below median. Red: worst 25%. Grey: no data.

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 final quarter of 2016/17. Almost 90% of corporate performance indicators under this portfolio met their targets for the year (a position much improved on last quarter), but more indicators deteriorated over the course of the year than improved. Nonetheless, performance against other councils is extremely good, with almost three-quarters of comparable indicators performing above the national median. Details of indicators marked as Red in the scorecard are provided in the exceptions report. No adverse audit opinions were received under this portfolio during the quarter, or indeed during the whole of 2016/17. As usual this quarter, financial information will not be available until closedown is completed and the outturn report published.

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
Both: no changes to timescales, budget or quality since last report. And: no future changes to timescales, budget, quality or risks envisaged.	
Sittingbourne skatepark	Project intranet site
Project status at end of quarter:	Amber
Either: minor deviation from timescales, budget or quality since last report. Or: minor future changes to timescales, budget, quality or risks envisaged.	

Mid-Kent ICT performance

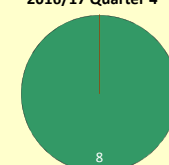
Annual customer satisfaction survey

Satisfaction with Mid-Kent ICT (%)

2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
69	75					

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

Indicators and targets 2016/17 Quarter 4



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

Corporate Perspective

Budget monitoring

At end of 2016/17 Quarter 4	Revenue budget			Capital expenditure	
	Budget 16/17	Projected year-end position		Budget 16/17	Actual spend
Commissioning and Customer Contact	£5,867,110	£1,058,284 (18%) Underspend		£1,053,030	£467,048 (44%)
Economy and Community Services	£2,231,610	£217,502 (10%) Underspend		£1,436,860	£670,557 (47%)
Finance	£784,390	£6,726 (1%) Underspend		£2,500	£0 (0%)
Human Resources	£371,150	£34,328 (9%) Underspend		£0	£0 (%)
Policy and Performance	£222,560	£24,618 (11%) Underspend		£0	£0 (%)
Property	£801,000	£234,324 (29%) Underspend		£150,000	£150,000 (100%)
Resident Services	£1,042,940	£226,815 (22%) Overspend		£1,943,130	£1,611,594 (83%)

Adverse audit opinions

Number of poor or weak control opinions received during 2016/17 Quarter 4: 0

Where adverse opinions are received, details are provided here.
No adverse opinions were received in 2016/17 Quarter 4.

List of Exceptions for 2016/17 Quarter 4
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: 21 days). Year-on-year deterioration (2015/16 Q4: 17 days; 2016/17 Q4: 21 days). Note that this indicator is considerably improved since the situation in 2016/17 Q1, when DWP first amended their process (26 days).
BV8	Proportion of invoices paid on time (within 30 days)	Year-on-year deterioration (2015/16 Q4: 99.5%; 2016/17 Q4: 98.3%). Note that this indicator remains Green against the target (97.0%).
BV12a	Working days lost due to sickness absence (long-term)	Year-on-year deterioration (2015/16 Q4: 2.1 days; 2016/17 Q4: 2.9 days). Note that this indicator remains Green against the target (3.2 days).
BV10	Percentage of non-domestic rates collected	Year-on-year deterioration (2015/16 Q4: 98.8%; 2016/17 Q4: 98.1%). Note that this indicator remains Green against the target (97.6%).
BV79b(i)	Percentage of recoverable HB overpayments that are recovered during period	Year-on-year deterioration (2015/16 Q4: 91%; 2016/17 Q4: 91%). Note that this indicator remains Green against the target (70%).
BV78b	Speed of processing changes of circumstances for HB/CTB claims	Year-on-year deterioration (2015/16 Q4: 6.4 days; 2016/17 Q4: 6.7 days). Note that this indicator is Amber against the target (7 days).
BV9	Percentage of council tax collected	Worst quartile nationally (Swale: 97.5%; national 25th percentile: 97.9%). Note that this indicator is Green against target (97.4%).
Planned actions		
[No exceptions]		

HOUSING AND WELLBEING

Balanced scorecard report for 2016/17 Quarter 4

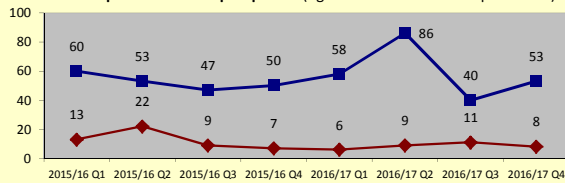


Cabinet Member: Cllr Pugh • Deputy Cabinet Member: Cllr Aldridge

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 4	No. rec'd	No. timely	% timely
Resident Services	8	7	88
Commissioning and Customer Contact	53	52	98

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

Compliments received during 2016/17 Quarter 4

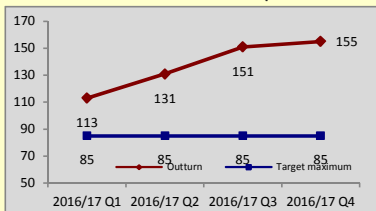
Resident Services	21
Commissioning and Customer Contact	48

Summary from the Policy and Performance Team

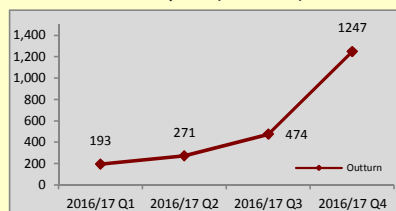
This scorecard gives an overview of council performance on the Housing and Wellbeing portfolio at the end of the final quarter of 2016/17. While the number of households in temporary accommodation has continued to increase, the rate of increase slowed significantly during the final quarter. Conversely, the number of households prevented from becoming homeless increased remarkably in the final quarter, in spite of the difficulties experienced by the Housing team placing vulnerable families into the overheated private rented sector. Complaint numbers under this portfolio remain low, but timeliness in responding to them is slightly adrift of target. No adverse audit opinions were received under this portfolio during the quarter, or indeed during the whole of 2016/17. As usual in the final quarter, financial outturn information will not be available until the accounts closedown is completed and the outturn report published.

Service Perspective

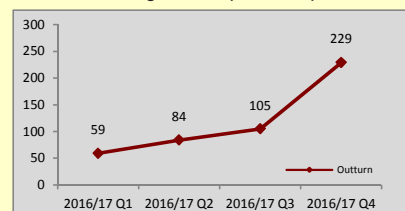
Number of households in temporary accommodation at end of quarter



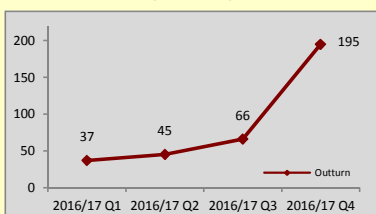
Number of new prevention cases opened (cumulative)



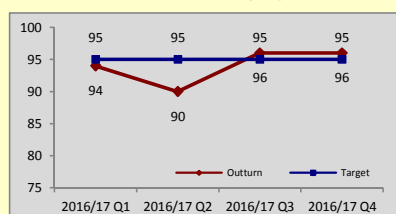
Number of households prevented from becoming homeless (cumulative)



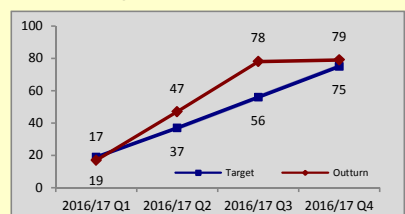
Number of DFG grants completed (cumulative)



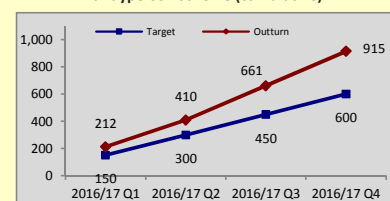
Enforcement action responses within seven working days (%)



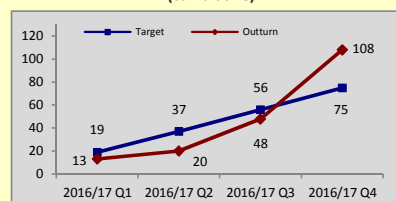
Number of long-term empty homes brought back into use (cumulative)



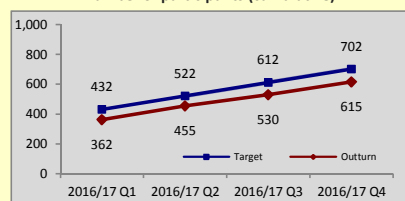
Number of jobs completed under the handyperson scheme (cumulative)



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 4	Budget 16/17	Projected year-end position
Resident Services	£1,042,940	£226,815 (22%) Overspend
Commissioning and Customer Contact	£5,867,110	£1,058,284 (18%) Underspend

Capital expenditure

At end of 2016/17 Quarter 4	Budget 16/17	Actual spend
Resident Services	£1,943,130	£1,611,594 (83%)
Commissioning and Customer Contact	£1,053,030	£467,048 (44%)

Adverse audit opinions

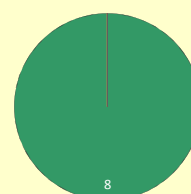
Number of poor or weak control opinions received during 2016/17 Quarter 4:

Where adverse opinions are received, details are provided here.

No adverse opinions were received in 2016/17 Quarter 4.

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

Leisure contract replacement

[Project intranet site](#)

Project status at end of quarter:

Amber

Either: minor deviation from timescales, budget or quality since last report.
Or: minor future changes to timescales, budget, quality or risks anticipated

List of Exceptions for 2016/17 Quarter 4		
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 Q4: 155 households). Year-on-year deterioration (2015/16 Q4: 95 households; 2016/17 Q4: 155 households).
Planned actions		
[No exceptions]		

PLANNING SERVICES

Balanced scorecard report for 2016/17 Quarter 4

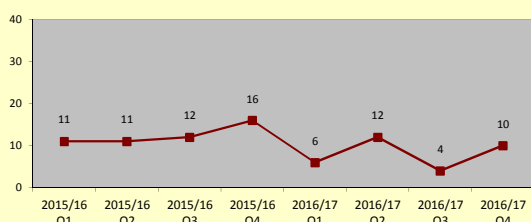
Cabinet Member: Cllr Lewin • Deputy Cabinet Member: Cllr Mulhern



Customer Perspective

Customer feedback

Total complaints received per quarter



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

2016/17 Quarter 4	No. rec'd	No. timely	% timely
Development Services	10	10	100

One complaint was referred to the Local Government Ombudsman during the quarter.

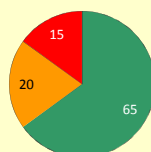
Self-build and custom housebuilding register

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	9	17				

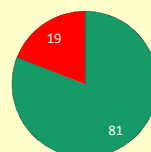
Planning customer satisfaction survey 2014 (survey runs every three years)

Overall how would you rate the Planning Service? (%)



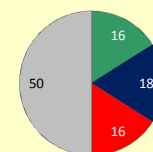
Green: good or very good. Amber: fair. Red: poor or very poor. Based on 212 responses.

How satisfied are you with service in the last 18 months?



Green: very or fairly satisfied. Red: very or fairly dissatisfied. Based on 210 responses.

How does Swale compare to other planning authorities? (%)



Green: Swale better. Blue: Both the same. Red: Swale worse. Grey: Don't know. 159 responses.

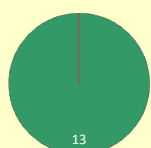
Summary from the Policy and Performance Team

This scorecard gives an overview of council performance on the Planning Services portfolio at the end of the final quarter of 2016/17. All eight corporate performance indicators on this portfolio met their targets for the year, with all but one improved from this time last year. In addition, three-quarters of the indicators for which national comparators are available are performing above the national median. With positive developments on the local plan during the quarter, both this and the related CIL projects remain Green. No adverse audit opinions were received under this portfolio during the quarter, with only one received during the whole of 2016/17. As usual this quarter, financial information will not be available until lockdown is completed and the outturn report published.

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.

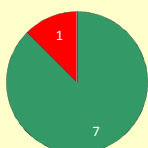
All corporate performance indicators

Indicators and targets (RAG)



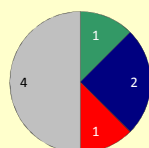
Green: target achieved. Amber: within tolerance. Red: target missed. Grey: no data or no target.

Indicators improved or deteriorated from 2015/16 Q4



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

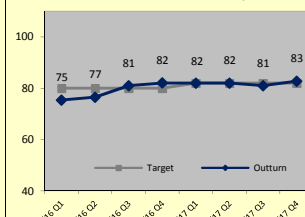
Indicator quartile positions in latest available data



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 (%)



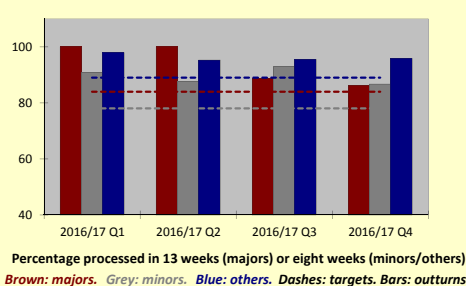
Housing land supply

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:	107.2%

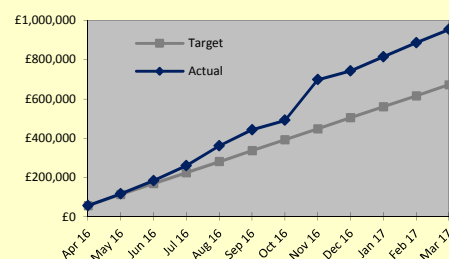
*As per the Liverpool calculation, the requirement consists of the Local Plan requirement, plus recovery of shortfall to date, plus a 5% buffer.

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

	Revenue budget			Capital expenditure	
At end of 2016/17 Quarter 4	Budget 16/17	Projected year-end position		Budget 16/17	Actual spend
Development Services	£1,134,340	£115,703 (10%)	Underspend	£0	£0 (%)

Adverse audit opinions

Number of poor or weak control opinions received during 2016/17 Quarter 4:	0
Where adverse opinions are received, details are provided here. No adverse opinions were received in 2016/17 Quarter 4.	

Neighbourhood planning

Neighbourhood plans adopted:	1	Neighbourhood plans in development:	2
Absolute number of plans adopted and in development since 2011/12.			

Large projects

Community Infrastructure Levy	http://sbctrinet/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://sbctrinet/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 4
Planning Services

Ref	Title/Description	Why is this red on the scorecard?
Performance indicators		
LI/DC/DCE/004	Percentage of decisions delegated to officers	Year-on-year deterioration (2015/16 Q4: 87.1%; 2016/17 Q4: 87.0%). Worst quartile nationally (Swale outturn: 87.0%. National 25th percentile: 91.0%). Note that this indicator remains Green against the target minimum of 87.0%.
Planned actions		
[No exceptions]		

REGENERATION

Balanced scorecard report for 2016/17 Quarter 4

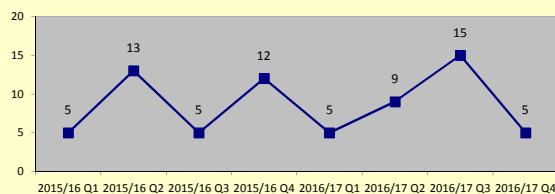


Cabinet Member: Cllr Cosgrove • Deputy Cabinet Member: Cllr Hunt

Customer Perspective

Customer feedback

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



Economy and Community Services

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

2016/17 Quarter 4	No. rec'd	No. timely	% timely
Economy and Community Services	5	5	100

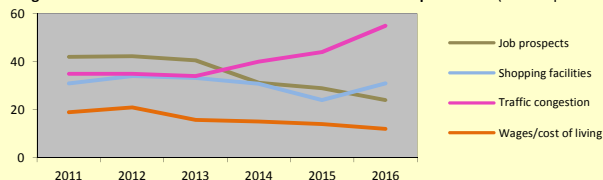
No complaints were referred to the Local Government Ombudsman during the quarter.

Compliments received during 2016/17 Quarter 4

Economy and Community Services	6
--------------------------------	---

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 final 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. Total business rates due for the year has fallen slightly following the rise last quarter, but remains more than £1.5m higher than this time last year. Projects and service-plan actions continue to be well managed on this portfolio. No adverse audit opinions were received under the portfolio during the quarter, or indeed during the whole of 2016/17. As usual in the final quarter, financial outturn information will not be available until the accounts closedown is completed and the outturn report published.

Service Perspective

Planned actions

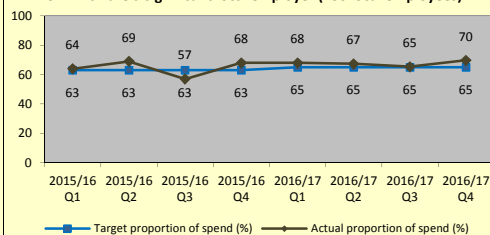
Actions in 2016/17 service plans



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

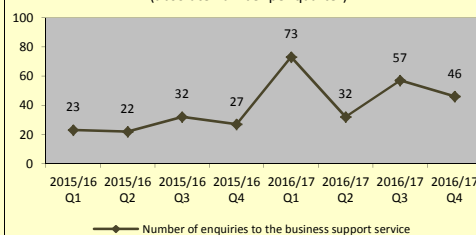
Local procurement

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 4	Budget 16/17	Projected year-end position
Economy and Community Services	£2,231,610	£217,502 (10%) Underspend

Capital expenditure

At end of 2016/17 Quarter 4	Budget 16/17	Actual spend
Economy and Community Services	£1,436,860	£670,557 (47%)

Adverse audit opinions

Number of poor or weak control opinions received during 2016/17 Quarter 4: 0

Where adverse opinions are received, details are provided here.
No adverse opinions were received in 2016/17 Quarter 4.

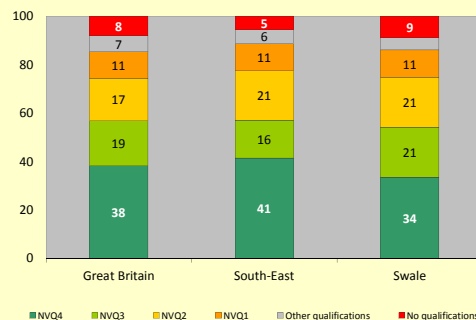
Large projects

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

Portfolio Perspective: Business and Skills

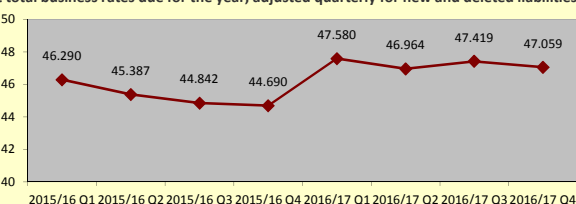
Swale skills profile

Proportion of workforce by NVQ qualification level (%)
Data from January 2017



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 4 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 4

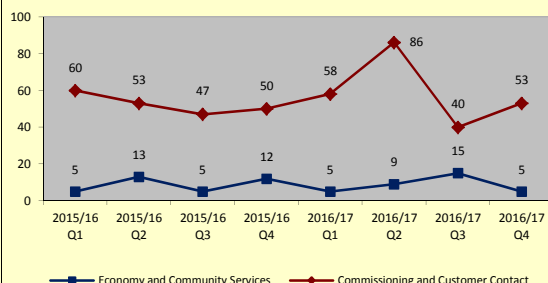


Cabinet Member: Cllr Horton • Deputy Cabinet Member: Cllr Hampshire

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 4	No. rec'd	No. timely	% timely
Economy and Community Services	5	5	100
Commissioning and Customer Contact	53	52	98

Local Government Ombudsman complaints

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

Compliments received during 2016/17 Quarter 4

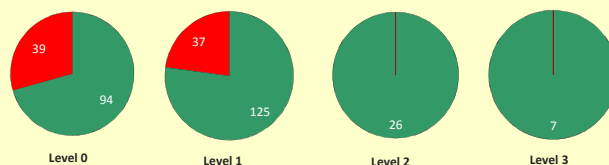
2016/17 Quarter 4	No. rec'd
Economy and Community Services	6
Commissioning and Customer Contact	48

Safeguarding Perspective

Safeguarding training

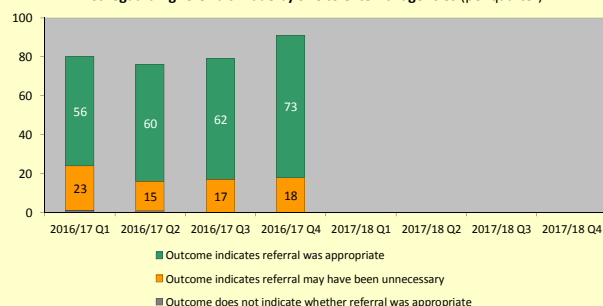
Staff up to date with mandatory training (by safeguarding role level)

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



Safeguarding referrals

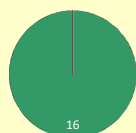
Safeguarding referrals made by SBC to external agencies (per quarter)



Service Perspective

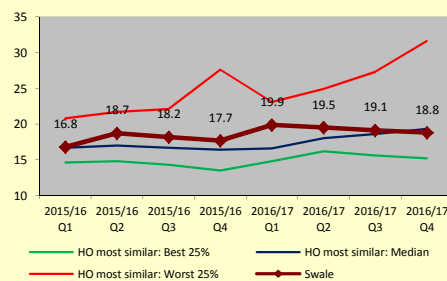
Planned actions

Actions in 2016/17 service plans

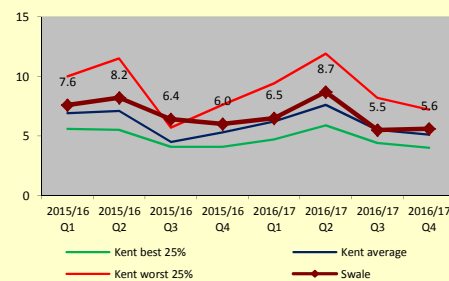


Green: complete or in progress. Amber: action due this quarter. Red: action overdue. Grey: action cancelled.

All crime per 1,000 population



Antisocial behaviour incidents per 1,000 population

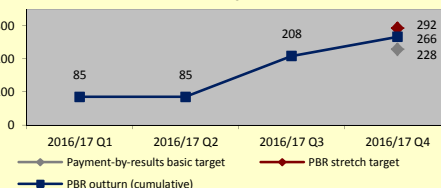


Corporate Perspective

Revenue budget

At end of 2016/17 Quarter 4	Budget 16/17	Projected year-end position
Economy and Community Services	£2,231,610	£217,502 (10%) Underspend
Commissioning and Customer Contact	£5,867,110	£1,058,284 (18%) Underspend

Troubled families



Capital expenditure

At end of 2016/17 Quarter 4	Budget 16/17	Actual spend
Economy and Community Services	£1,436,860	£670,557 (47%)
Commissioning and Customer Contact	£1,053,030	£467,048 (44%)

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 final quarter of 2016/17. The proportion of relevant staff up-to-date with mandatory safeguarding training is now good, particularly given that the minimum amount of training for Levels 0 and 1 increased during the quarter; nonetheless, the drive to ensure 100% compliance continues. The number of safeguarding referrals is up slightly, but the smaller rise in the number of potentially unnecessary referrals suggests continued improvement in SBC's decision-making. The payment-by-results figure for the year on the Troubled Families programme is positive, being closer to the stretch target than to the basic target. No adverse audit opinions were received under this portfolio during the quarter, or indeed during the whole of 2016/17. As usual in the final quarter, financial outturn information will not be available until the accounts closedown is completed and the outturn report published.

Adverse audit opinions


Number of poor or weak control opinions received during 2016/17 Quarter 4: **0**

Where adverse opinions are received, details are provided here.

No adverse opinions were received in 2016/17 Quarter 4.

List of Exceptions for 2016/17 Quarter 4		
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-December; outturn: 76.5 crimes for the rolling year). Year-on-year deterioration (2015/16 Q3: 70.7 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 Q4: 65%; 2016/17 Q4: 63%). Note that this indicator is Amber against target (65%).
Planned actions		
[No exceptions]		

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OVERVIEW AND SCRUTINY LOG OF RECOMMENDATIONS							
Cttee	Review title	Rec #	Summary of recommendation	Status	Head of service	Implementation target date	Notes
Scrutiny	MKS Governance and Communications	4	Creation of Mid Kent Services Director post should be considered favourably.	Implemented	M.Radford	Implemented	Following a successful recruitment campaign, run through SOLACE, Steve McGinness has been appointed as the permanent MKS Director with immediate effect.
Scrutiny	STC Regeneration	3	That a monthly update to questions, in a format to be agreed in conjunction with the Scrutiny Committee Chairman and Policy and Performance Officer, be provided by the Cabinet Member for Regeneration to all Members in the form of a bulletin.	Accepted	E.Wiggins	Ongoing	Cabinet's response was: "Cabinet agree on the principle of regular updating to members, in a standard 'bulletin' format to be agreed. However, monthly updating is not considered reasonable, and instead reporting every two months, shortly after the STC Project Board meeting, is considered to be more practicable. These can be timed to coincide with the regular face-to-face updates for Group Leaders that the Cabinet Member has agreed to continue." Update provided to Scrutiny Committee on 5 July. All Members received a briefing on 28 June and the first of the STC bulletins the same day. Bulletins to be released quarterly through the delivery phase of the project in addition to being discussed at Scrutiny Committee.
Scrutiny	Leisure and tourism	1	Promotion and marketing - to commit a minimum of £25,000 to the tourism base budget to allow for substantial marketing and promotion of Swale as a tourist destination	Pending	C.Hudson	Ongoing	A Visitor Economy Strategy is currently being developed and will identify tourism priorities and make budget recommendations. The Task and Finish Group met with the consultant commissioned by the Council to develop the Visitor Economy Strategy on 6 June 2017. Visitor Economy Strategy is progressing well and to timetable. Commenced in May with evidence gathering, desk research and online survey. June and July saw stakeholder engagement events across the Borough and 1-2-1 interviews along with focus groups including an internal Officer group meeting. Draft strategy will be prepared in August including a feedback session to Client.
Scrutiny	Leisure and tourism	2	Promotion and marketing - to agree an objective of growing Swale tourism by 5 – 10% over the next four years		C.Hudson	Ongoing	Visitor Economy Strategy will set out target market segments in conjunction with industry
Scrutiny	Leisure and tourism	3	Promotion and marketing - to consider as part of the future tourism plans the best forms of branding of Swale	Accepted	C.Hudson	Ongoing	To be included as part of the work to be undertaken on the Visitor Economy Strategy
Scrutiny	Leisure and tourism	4	Visitors and local infrastructure - SBC should identify and provide sufficient coach parking in convenient locations to meet the demands of all visitors to Swale	Accepted	C.Hudson	Ongoing	Internal discussions with parking team underway on this critical issue
Scrutiny	Leisure and tourism	5	Visitors and local infrastructure - SBC should work closely with tourist attractions to ensure the Borough has a comprehensive coverage of up to date "brown tourist signs", including on strategic routes	Accepted	C.Hudson	Ongoing	Technical help is provided to visitor attractions through Visit Swale and Visit Kent using national visitor guidance and will continue
Scrutiny	Leisure and tourism	6	Visitors and local infrastructure - provision of more local signs	Accepted	C.Hudson	Ongoing	Will be reviewed as part of Visitor Economy Strategy
Scrutiny	Leisure and tourism	7	Visitors and local infrastructure - consideration given to whether the funding of these signs could be supported by SBC, either through a new fund, Member grants, Section 106 grants or a combination of these	Accepted	C.Hudson	Ongoing	Will be reviewed as part of Visitor Economy Strategy
Scrutiny	Leisure and tourism	8	Visitors and local infrastructure - SBC should make sustained efforts to influence KCC Highways and Highways England to fulfil their responsibilities to keep roads clean, and do the same with Network Rail in relation to the approaches to local stations	Accepted	C.Hudson	Ongoing	Establish high level tourism stakeholder group to monitor Visitor Economy Strategy including external drivers impacting on tourism, leisure and hospitality
Scrutiny	Leisure and tourism	9	Working with the lodal tourism sector - that SBC facilitates the establishment of collaborative groups preferably led by the private sector and/or voluntary sector	Pending	C.Hudson	Ongoing	This is a model that has worked well in other LA areas where Visitor Economy Strategies and/or Destination Management Plans have been developed
Scrutiny	Leisure and tourism	10	Working with the local tourism sector - that SBC establishes a challenge fund of £3,000 to support new activities or events		C.Hudson	Ongoing	Will be reviewed as part of Visitor Economy Strategy

Scrutiny	Leisure and tourism	11	Research and intelligence - to conduct a full economic assessment of tourism in Swale. It is understood that this has been arranged to cover 2015 using "Destination Research". This should be repeated strictly every three years which has not recently been met	Accepted	C.Hudson	Ongoing	Model has been run based on 2015 data and the Visitor Economy Strategy will contain performance measures including volume and value data: noted requirement for performance monitoring every three years
Scrutiny	Leisure and tourism	12	Research and intelligence - additionally extra information should be sought from useful reports available on the tourism market	Accepted	C.Hudson	Ongoing	Council is in membership of Visit Kent and British Destinations Association and has access to tourism research and data on demand. The services of these and other agencies will be used in the preparation of the Visitor Economy Strategy
Scrutiny	Leisure and tourism	13	Research and intelligence - to make contact with several other similar Boroughs to develop a benchmarking programme to seek the best ways of increasing the economic and cultural effects of tourism. A minimum of £2,000 pa should be set aside for research	Accepted	C.Hudson	Ongoing	Districts meet twice a year through Visit Kent and the matter can be considered through this Forum
Scrutiny	Leisure and tourism	14	Financial and other support to the sector - SBC to proactively assist local tourist organisations to find and bid for grants to increase tourism	Pending	C.Hudson	Ongoing	Noted
Scrutiny	Leisure and tourism	15	Financial and other support to the sector - consider the creation and promotion of a challenge fund worth around £5,000, subject to future review, which local tourism businesses could bid for		C.Hudson	Ongoing	State Aid rules may apply and a review will be undertaken to see how/if this might be best achieved
Scrutiny	Leisure and tourism	16	Financial and other support to the sector - that SBC increases the availability of officer time to ensure the best possible potential achievement of all the recommendations made by the Scrutiny Committee		C.Hudson	Ongoing	Will be reviewed as part of the Visitor Economy Strategy
Key to status		2		Implemented			
	Pending: Awaiting cabinet decision on whether to accept or reject.						
	Rejected: Recommendation not accepted by cabinet.						
	Accepted: Recommendation accepted, still within target date for implementation.						
	Implemented: Recommendation accepted, implementation complete.						
	Overdue: Recommendation accepted, target date for implementation exceeded.						

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

October 2017 - January 2018

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
	Property Acquisition To seek approval for a property acquisition.	Cabinet 6 September 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.	Part exempt		Cabinet Member for Finance and Performance Nick Vickers
	Scrutiny Committee report on Housing Services The report contains the findings of a Task and Finish Group's scrutiny review of Housing Services. The report has been adopted by the Scrutiny	Cabinet 6 September 2017	Non-Key	Open		Cabinet Member for Housing and Wellbeing Bob Pullen

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>Committee and it contains a number of recommendations for Cabinet's consideration.</p> <p>The report is being submitted to Cabinet to note at this stage, with a request that Cabinet consider and respond to the recommendations at a subsequent Cabinet meeting.</p>					
	<p>Award of contract - Swale House lift refurbishment and maintenance</p> <p>This report seeks approval from Cabinet to enter into a contract for the refurbishment and maintenance of the lifts in Swale House.</p>	Cabinet 6 September 2017	<p>Key</p> <p>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</p>	Open		<p>Cabinet Member for Finance and Performance</p> <p>David Brown</p>

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			function to which the decision relates.			
	Managed Services for Temporary Agency Resources Tender Report	Cabinet 6 September 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.	Fully exempt		Dena Smart
	Discretionary Business Rate Relief The Government has set-up	Cabinet 6 September 2017	Key It is likely to result in the Council	Open		Cabinet Member for Finance and Performance Zoe Kent

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	a new discretionary Business Rate relief for businesses whose rateable value is less than £200k and whose rates have increased more than 12.5%. The Council must design a scheme to decide what businesses falling under this criteria will be given relief.		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. It is significant in terms of its effect on communities living or working in an area comprising two or more wards or electoral divisions in the area of the local authority..			

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	<p>Financial Management Report: April - June 2017</p> <p>This report shows the revenue and capital projected outturn for 2017/18 as at the end of period 3, covering the period from April to June 2017.</p>	Cabinet 6 September 2017	Non-Key This is not a key decision as it is for information only.	Open		<p>Cabinet Member for Finance and Performance</p> <p>Nick Vickers</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 summaries 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.</p>	Cabinet 4 October 2017	Key It is significant in terms of its effect on communities living or working in an area comprising two or more wards or electoral divisions in the area of the local authority.	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
	<p>Proposed new lease for Isle of Sheppey Sailing Club</p> <p>This report recommends that Cabinet enters into a new 125 year lease with the Isle of Sheppey Sailing Club.</p>	Cabinet 4 October 2017	<p>Non-Key</p> <p>This is not a key decision because it is 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.</p>	Open		<p>Cabinet Member for Finance and Performance</p> <p>Kent Parker</p>
	Minutes of the Local Development Framework Panel held on 21 September 2017	Cabinet 4 October 2017	<p>Non-Key</p> <p>This is not a key decision as the making</p>	Open		<p>Cabinet Member for Planning</p> <p>Gill Harris</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
			and adoption of the LDF will ultimately be considered and decided by full Council.			
	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 it is 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

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			area of the local authority.			
	<p>Visitor Economy Strategy</p> <p>This sets-out priority actions for the tourism sector in Swale from 2017 to 2020.</p>	Cabinet 8 November 2017	<p>Key</p> <p>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>	Open		<p>Cabinet Member for Regeneration</p> <p>Lyn Newton</p>
	<p>Review of Fees and Charges</p> <p>The report invites Cabinet to consider the proposals for</p>	Cabinet 8 November 2017	<p>Non-Key</p> <p>This is not a key decision as it will be considered</p>	Open		<p>Cabinet Member for Finance and Performance</p> <p>Nick Vickers</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
	the level of fees and charges to be levied for the next financial year 2018/19 for submission to Council. Charges will take effect from 1 April 2018.		and decided by full Council.			
	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 and adoption of the LDF will ultimately be considered and decided by full Council.	Open		Cabinet Member for Planning Gill Harris
	Financial Management Report April to September 2017 This report shows the revenue and capital projected outturn for 2017/18 as at the end of period 6, covering the period from April to September 2017.	Cabinet 6 December 2017	Non-Key This is not a key decision as it is for information only.	Open		Cabinet Member for Finance and Performance Nick Vickers

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>Medium Term Financial Plan and 2018/19 Budget</p> <p>This report sets-out the Council's Medium Term Financial Plan and proposals for the 2018/19 Budget.</p>	Cabinet 6 December 2017	<p>Non-Key</p> <p>This is not a key decision as it will be considered and decided by full Council.</p>	Open		<p>Cabinet Member for Finance and Performance</p> <p>Nick Vickers</p>
	<p>Minutes of the Swale Joint Transportation Board meeting held on 18 December 2017</p>	Cabinet 10 January 2018	<p>Non-Key</p> <p>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</p>	Open		Cabinet Member for Regeneration

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			or electoral divisions in the area of the local authority.			
	<p>Treasury Management Strategy Statement and Investment Strategy 2018/19</p> <p>This report sets-out and seeks approval of the proposed Treasury Management Strategy and Investment Strategy for the Council in 2018/19. It will be proposed to Council at the meeting on 21 February 2018.</p>	Cabinet 7 February 2018	Non-Key This is not a key decision as it will be considered and decided by full Council.	Open		<p>Cabinet Member for Finance and Performance</p> <p>Nick Vickers</p>
	<p>Medium Term Financial Plan and 2018/19 Budget</p> <p>This report sets-out the Council's Medium Term Financial Plan and proposals for the 2018/19 Budget.</p>	Cabinet 7 February 2018	Non-Key This is not a key decision as it will be considered and decided by full Council.	Open		<p>Cabinet Member for Finance and Performance</p> <p>Nick Vickers</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
	<p>Financial Management Report: April - December 2017</p> <p>This report shows the revenue and capital projected outturn for 2017/18 as at the end of period 9, covering the period from April to December 2017.</p>	Cabinet 7 March 2018	<p>Non-Key</p> <p>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.</p>	Open		<p>Cabinet Member for Finance and Performance</p> <p>Nick Vickers</p>
	Minutes of the Local Development Framework Panel held on 8 February 2018	Cabinet 7 March 2018	<p>Non-Key</p> <p>This is not a key decision as the making</p>	Open		<p>Cabinet Member for Planning</p> <p>Gill Harris</p>

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			and adoption of the LDF will ultimately be considered and decided by full Council.			