



AGENDA

SCRUTINY COMMITTEE MEETING

Date: Wednesday, 23 March 2022

Time: 7.00 pm

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

Membership:

Councillors Lloyd Bowen (Chairman), Steve Davey, Mike Dendor (Vice-Chairman), Oliver Eakin, Tim Gibson, James Hall, Mike Henderson, Carole Jackson, Denise Knights, Pete Neal, Ken Pugh, Bill Tatton and Corrie Woodford.

Quorum = 4

Pages

Information for the Public

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1. Emergency 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. Nobody must leave the assembly point until everybody can be accounted for and nobody must return to the building until the Chairman has informed them that it is safe to do so; 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 26 January 2022 (Minute Nos. 553 - 588) and the [reconvened Meeting](#) held on 2 February 2022 (Minute Nos. 563 - 565) as correct records.

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 meeting 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. | An update on the greening of Swale House | 5 - 10 |
| | This item was due to be considered at the meeting on 24 February 2022 which was abandoned due to technical issues. | |
| 6. | An update on the Rainbow Housing Company | |
| | Report to-follow. | |
| 7. | Planning appeal costs | |
| | Report to-follow. | |
| 8. | Financial Management Report | 11 - 32 |
| | The Committee is asked to consider the Financial Management Report - Third Quarter 2021/22. | |
| 9. | Performance Monitoring Report | 33 - 40 |

The Committee is asked to consider the Performance Monitoring Report for the third quarter of 2021/22 (October – December 2021).

This item was due to be considered at the meeting on 24 February 2022 which was abandoned due to technical issues.

Part Two - Business Items

10. Cabinet Forward Plan

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

11. Call-in

Should any items discussed at Cabinet on 16 March 2022 be called-in to Scrutiny, a tabled response will be provided and discussed at this point.

Issued on Tuesday, 15 March 2022

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**

Scrutiny Committee	
Meeting Date	23 March 2022
Report Title	Greening of Swale House
Cabinet Member	Cllr Monique Bonney, Cabinet Member for Economy & Property
SMT Lead	Emma Wiggins, Director of Regeneration & Neighbourhoods
Head of Service	Joanne Johnson, Head of Regeneration & Economic Development
Lead Officer	Jeremy Pilgrim, Interim Property Manager

1 Purpose of Report and Executive Summary

- 1.1 The purpose of this report is to advise Swale Borough Council Scrutiny Committee regarding the works, progress and the financial propriety of the Greening of Swale House project and the related Cabinet report and approval, dated 17th March 2021 allocating capital funds to the Low Carbon Refurbishment of Swale House encompassing **renewal of the roof, provision of new double glazing and insulation to the under-croft.**

2 Background

- 2.1 A progress report that was presented to Cabinet on 9 December 2020 provided the background to the project, detailed the appointment of the project/consultancy team and set out the key objectives for the project The key objects of the project were
- To contribute towards the delivery of the Climate and Ecological Emergency Action Plan by creating a low carbon building
 - To create a modern and efficient working environment for the organisation and
 - To support the Council's Economic Improvement Plan and Recovery Plan by providing opportunities for businesses to locate at Swale House.
- 2.2.1 A detailed feasibility study, proposals and costing for this extensive project concluded that the cost circa £6 million could not be afforded partly due to the fact that the anticipated grant funding under the Public Sector Decarbonisation Scheme awarded was substantially less than expected. (A cap was placed on applications due to high application numbers. The cap being based upon a formula of the amount of carbon that would be saved each year).

2.2.2 It was recommended and agreed at Cabinet meeting dated 17th March 2021 to:- *Authorise the Chief Finance Officer to borrow either internally or externally up to £1.9 million and allocate the funding to installing double glazed windows, LED lighting, repairing and insulating the roof, insulating the under-croft and carrying out minor internal alterations.* These works were considered necessary to bring the building up to a reasonable standard of repair and condition, as a priority over any decarbonisation benefits. As proposed the necessary wholesale re-roofing incorporates insulation to the roof and the double-glazing and as specified will provide significant improvements to the reduction of heating costs within the building.

2.3 ***Public Sector Decarbonisation Scheme***

2.4 In the previous report dated 9th December 2020 it was explained that the scope of the project and amount of funding to be recommended would be dependent upon whether the grant application had been successful. The very short timescales were also set out.

2.5 The amount of funding that the Council was able to apply for was considerably less than at first envisaged due to the cap that was placed on applications. The cap was based on the amount of carbon that would be saved each year and, in our case, that resulted in a maximum grant of £1.1m.

2.6 The grant funding also had other criteria that proved impossible to meet with the amount of match funding available. The installation of an air source heat pump was an essential requirement of the grant and for this to be an effective method of heating Swale House, it would require high levels of thermal insulation to the fabric of the building. The level of the necessary work to meet the grant criteria has been estimated as £6m excluding fees. This is without consideration of the refurbishment programme originally proposed.

2.7 At the same time as submitting the grant bid for Swale House, we also submitted a bid for the refurbishment of Master's House, Sheerness. As the committee is aware, the funding application for Master's House bid was successful. The Grant funding the bid for Swale House was subsequently withdrawn.

2.8 ***BREEAM accreditation***

2.9 In the previous report, it was recommended that the BREEAM accreditation be used to measure the success of the low carbon measures due to it being a widely recognised accreditation scheme which allows comparisons to be made against other buildings. The reduced scope of the proposed work now means that it will not be possible to meet the criteria required for the accreditation. Other options for measuring the success of the low carbon measures are being investigated.

2.10 The nature of the proposed work, which is primarily essential maintenance work, does not require a BREEAM accreditation.

2.11 ***Workplace planning***

- 2.12 Our consultant Spacelab has carried out an extensive engagement exercise to establish the needs of the organisation post-Covid. This has demonstrated that around one third of the building could potentially be freed up for third party occupiers.
- 2.13 The extensive refurbishment works were quoted at approximately £5 million, in addition to the repair works and it was agreed in light of the reduced specification for carbon reduction works and the uncertainty of the outcome of the demands for space post Covid pandemic both for the Council's own use and that of third parties to review options.

3 Proposals

- 3.1 In light of that decision the Council is currently reviewing future opportunities taking account of its programme of New Ways of Working (NWoW)
- New ways of working, e.g., greater home and flexible working,
 - Improved social experience between teams, e.g., More open plan office areas, use of break out spaces away from the desk,
 - Delivering services digitally whilst continuing to be accessible, approachable and customer centred.
 - Focusing on opportunities: opening up part of the building for external paying tenants to generate rental income.

The council is currently reviewing options to rationalise Swale House office space over the longer term to ensure NWOW is effective

- 3.2 Due principally to the Covid Pandemic the repair and refurbishment proposals were delayed and following unprecedented rise in construction costs it was agreed that formal tenders be sought to an agreed revised specification as listed above.
- 3.3 It was further agreed that whilst the report dated 17th March 2021 authorized the Chief Officer to borrow up to £1.9m and allocate funding accordingly, due to the variation to the proposed specification and increased costs a further report will be submitted to Cabinet in March 2022 confirming the results of tender submissions, currently being evaluated by Officers and seeking additional resources if required to undertake these necessary works of repair.

4 Financial Implications

- 4.1 The table below sets out the proposed work that is recommended to be carried out during 2022/23, subject to confirmation of costs, lead-in times and construction periods. The proposed works will be undertaken to cause as little disturbance to occupiers as possible, but it may be necessary to vary office working during works. A full consultation will take place with Members, staff and third party occupiers to allow for continuity of occupation.

Element	Justification	Estimated Capital cost	Running cost implications
Replace window with double-glazed units	Anticipated annual carbon reductions Improved comfort conditions for staff	£1,000,000	Reduction in heating costs
Roof repair and insulation (including provisional sum for strengthening roof slab)	Essential repairs due to poor condition of roof structure and coverings. Anticipated annual carbon reductions	£850,000	Reduction to heating costs and making building wind and water tight
Insulation of under-croft	Anticipated annual carbon reductions (tbc) Improved comfort conditions for staff	£233,000	TBC
Minor internal alterations to free up space for tenants	Supporting the Council's Economic Improvement Plan and Recovery Plan by providing opportunities for businesses	£200,000	TBC but tenants would contribute towards running costs (service charges) as well as paying rent.
LED lighting (excluding cables and controls)	Anticipated annual carbon reductions of 16 tonnes	£75,000	£9,500 (cost of electricity savings)

4.2 Due to increases in costs once tenders are evaluated the further report and recommendations will be sought from Cabinet.

4.3 The Estimated Capital costs are budget costs provided by the Project Manager and professional advisers.

5.0 Project Delivery

5.1 The timescale for delivery of the work will be dependent upon the extent of work carried out. It is anticipated that the work to the windows, roof and under-croft would be carried out late summer.

5.2 The essential repairs and the internal alterations work are all potentially disruptive to staff, members and tenants so careful planning will be required and work carried out on a phased basis if possible, to accommodate continuing use of the building for normal office working and in particular for the holding of Member meetings which are required to take place in person.

6 Conclusion

- 6.1 Officers have considered the options and re-evaluated the proposals outlined in the report to Cabinet dated 17th March 2021. Due to the Covid Pandemic and the uncertainty in the economy, it has been necessary to re-evaluate the proposed works and reduce the specification to only provide a building which will provide a better working environment, still reduce energy costs and keep the building in a wind and water-tight condition for the foreseeable future.
- 6.2 The proposed works will provide an opportunity for the Council to provide an environmentally improved building that will be able to encourage staff to return to the office environment and encourage third party users to consider accommodation in Swale House.
- 6.3 Subject to financing and demand, further low-cost open plan refurbishment can be evaluated upon a phased basis subject to funding and income.

7 Background Papers

Cabinet report 17th March 2021

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Cabinet	Agenda Item:
Meeting Date	16 March 2022
Report Title	Financial Management Report – Third Quarter 2021/22
Cabinet Member	Cllr Roger Truelove, Leader and Cabinet Member for Finance
SMT Lead	Lisa Fillery, Director of Resources
Head of Service	Phil Wilson, Head of Finance and Procurement
Lead Officer	Phil Wilson, Head of Finance and Procurement, Caroline Frampton, Principal Accountant
Key Decision	Yes
Classification	Open
Forward Plan	Reference number:
Recommendations	<ol style="list-style-type: none"> 1. To note the projected revenue underspend of £99,000. 2. To approve the funding from the Covid Recovery Fund towards the schemes detailed in paragraph 3.9. 3. To approve the funding of the bus compensation from the Kent Pool Economic Development Business Rates reserve as shown in Corporate Items Appendix I Table 6. 4. To approve the creation of the Budget Contingency reserve and delegate authority for the Director of Resources to rationalise reserves that are no longer required as detailed in paragraph 3.10 5. To approve the change to the capital funding as detailed in paragraph 3.14. 6. To note the capital expenditure of £3,997,700 as detailed in paragraph 3.15 and Appendix I Table 7. 7. To note the capital variances and their funding as detailed in paragraph 3.15 and Appendix I Table 7 refers. 8. To note the additional Government funding received by the Council in response to the coronavirus as detailed in paragraph 3.3.

1. Purpose of Report and Executive Summary

- 1.1 This report sets out the revenue and capital projected outturn position for 2021/22. The report is based on service activity up to the end of December 2021 and is collated from monitoring returns from budget managers.

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1.2 The headline figures are:

- Projected revenue overspend on services of £99,000 - Table 1;
- Projected net impact of the Coronavirus pandemic of £679,000 as at the end of December 2021.

2. Background

2.1 The Council operates a budget monitoring process at Head of Service level, with regular reports to the Leader and Cabinet Member for Finance and the Strategic Management Team.

2.2 Financial monitoring reports are presented to Cabinet on a quarterly basis, as well as to Scrutiny Committee.

3. Proposals

Revenue Outturn

3.1 As at the end of December 2021 the forecast revenue underspend projected to 31 March 2022 is £99,000.

Table 1 - Projected Variance by Service at 31 December 2021

Service	Service Manager	Working Budget £	Projected Outturn £	Projected Variance £
Chief Executive	L. Reed	263,320	218,320	(45,000)
Policy, Communications & Customer Services	D. Clifford	1,289,250	1,120,250	(169,000)
Democratic and Electoral Services	D. Clifford	1,052,660	1,017,660	(35,000)
Director of Neighbourhoods and Regeneration	E. Wiggins	192,860	192,860	0
Director of Resources	L. Fillery	52,740	52,740	0
Housing & Community Planning	C. Hudson	3,687,550	3,755,550	68,000
	J. Freeman	936,340	1,114,340	178,000
Environment and Leisure	M. Cassell	6,309,760	6,370,760	61,000
Regeneration & Economic Development	J. Johnson	1,141,820	1,141,820	0
Finance & Procurement	P. Wilson	898,020	898,020	0
Revenues & Benefits	Z. Kent	376,390	236,390	(140,000)
Environmental Health	T. Beattie	528,830	541,830	13,000
Information Technology	C. Woodward	1,351,820	1,351,820	0
Internal Audit	Head of Audit	188,690	186,690	(2,000)
Human Resources	B. Sandher	462,910	450,910	(12,000)
Legal	C. Valmond	516,780	364,780	(152,000)
STC - Cinema/ Hotel/ Restaurants	J. Johnson	(796,590)	(755,590)	41,000
STC - Retail Park	J. Johnson	(474,810)	(474,810)	0
Contributions to reserves for services shown above (Table 2)	P. Wilson	0	275,000	275,000
Corporate Items	Corporate	2,089,660	2,107,660	18,000
NET REVENUE SERVICE EXPENDITURE		20,068,000	20,167,000	99,000
Financed by:				
Revenue Support Grant		(116,000)	(116,000)	0
Other Government Grants		(1,377,000)	(1,575,000)	(198,000)
Business Rates		(8,642,000)	(8,642,000)	0
New Homes Bonus		(1,028,000)	(1,028,000)	0
Collection Fund Surplus		(50,000)	(50,000)	0
Council Tax Requirement		(8,855,000)	(8,855,000)	0
TOTAL FINANCING		(20,068,000)	(20,266,000)	(198,000)
NET EXPENDITURE (Contribution to General Fund)		0	(99,000)	(99,000)

3.2 The revenue underspend of £99,000 includes anticipated contributions to/from reserves, which will be made at year-end in order to comply with statute and previous Cabinet decisions, and these are detailed below:

Table 2: Transfer to Reserves from Ringfenced Services and non Ringfenced Services

Service	Description	£'000
Ringfenced Services:-		
Revenues and Benefits	The net saving at year end will be transferred to the Revenues and Benefits reserve.	234
Enforcement	The net saving at year end will be transferred to the Enforcement reserves	14
Local Planning & Conservation	The overspend on the local plan will be funded from the reserve at year-end in accordance with previous Cabinet decisions.	(40)
Total Ringfenced Services		208
Non Ringfenced Services:-		
Corporate Services	Underspend within Policy so use of reserve is not required (reported in service line in Table 1 and Table 6)	67
TOTAL		275
For noting only:-		
Environment & Leisure	Proposed to use the Covid Recovery reserve to fund the loss of income claims re Leisure Centres (Covid) (reported in service line in Table 1 and Table 6)	(197)
Housing & Community	Four Homelessness posts to be funded from Homeless Temporary Accommodation Reserve £30k, Housing Strategy and Development Reserve £15k and balance from Business Rates Pool to assist with Housing £97k (reported in service line Table 1 and Table 6)	(97)
Property Services	Additional salary costs to be met from Property Services Consultancy Work Reserve (reported in service line in Table 1 and Table 6)	(32)

3.3 It is estimated that the Council will receive additional Government Covid funding of £198k of sales, fees and charges income for 2021/22. This is included in the forecasts in Table 1.

Business Rates

3.4 The Council collects business rates and distributes them to preceptors including the Government, Kent County Council (KCC), the Fire Authority and the Council and this is accounted for in the Collection Fund. The original forecast for 2021/22 was that the Council would collect £53m in total in 2021/22. Later the Government announced new reliefs on business rates for retail, local newspapers and nurseries which would reduce the income from business rates by £7m, but this will be offset by Government grants.

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3.5 The Council budgeted that its share of the total business rates collected for 2021/22 would be £8.642m. There is a complicated system of levies and tariffs, and any deficit on the Collection Fund for 2021/22 will be allocated to each preceptor as a cost in future years.

3.6 The Business Rates Collection Fund has set aside £12m for appeals, of which the Council's share is £5m.

Improvement and Regeneration Funds

3.7 Table 3 below details the second quarter position on a number of reserve funds.

Table 3: Improvement and Regeneration Funds

	Balance as at 1 April 2021	Topping Up of Funds 2021/22	Fund Committed as at 1 April 2021	Funds committed after 1 April 2021 2021/22	Forecast Balance Unallocated
Funds	£'000	£'000	£'000	£'000	£'000
Improvement and Resilience	1,000	0	0	(864)	136
Covid Recovery	0	1,043	0	(290)	753
Special Projects	1,055	1,000	(815)	(997)	243
Performance	271	0	(122)	(55)	94
Communities	411	0	(52)	(84)	275
Pension & Redundancy	52	50	0	(52)	50
Sheppey Improvement Fund	0	250	0	(295)	(45)
Regeneration	149	0	0	0	149
TOTAL	2,938	2,343	(989)	(2,637)	1,655

3.8 A report on the details of the above funds will be submitted to a future meeting of the Cabinet.

3.9 Members are asked to approve the use of the Covid Recovery Fund to be used to support the following expenditure:

• Covid 19 Recovery Wellbeing (CFBID02)	£10,856
• Swallows Roof – additional capital expenditure	£82,000
• Swallows and Sheppey Leisure Centres - loss of income claims	£197,000
Total	£289,856

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3.10 Members are asked to approve the creation of the Budget Contingency reserve to be funded from transfers of £1m from the Business Volatility reserve and £1m from the Preceptors Council Tax Support reserve in line with the budget decision made at Council on 23 February. Delegation is also sought for the Director of Resources to rationalise reserves to close those that are no longer required and transfer the balance to the general fund.

Capital Expenditure

3.11 This section of the report details actual capital expenditure to end of December 2021 and highlights any variations between the revised 2021/22 capital budget and the projected outturn.

3.12 The revised budget includes the following approvals as detailed in Table 4 below. As a result of the ongoing review of the financial resources the funding for a couple of schemes has changed.

Table 4: Capital Approvals

	£
Original Budget	18,524,160
Capital rollovers from 2020/21 as agreed by Cabinet 14/7/21	5,880,660
St Anne's Footbridge Lighting– to be met from Special Project Funding (SPFBID16). New LED light units and a new control cabinet for the electrical supply	41,250
Master's House £1.55m – Following a review of financial resources the funding for this scheme is now as follows; capital receipts £850,000, £273k grant funding, £130k Reserves (Improvement & Resilience Fund) and the balance from Reserves (Kent Pool Economic Development Business Rates reserve).	700,000
Sheerness War Memorial – £60,000 payment is a grant and £16,000 is a loan. To be funded from the Sheppey Improvement Fund of £250,000 (Cabinet Report 16/12/20 minute 350/12/2020).	For noting only
CCTV Monitoring Control Centre – Reserves – CCTV (Cabinet Report 22/09/21).	4,960
Winter Warmth Grants – externally funded.	6,780
Faversham Recreation Ground Improvement – S106 (Cabinet Report 22/09/21).	15,800
Swallows Leisure Centre – Roof Improvements (Cabinet Report 22/09/21)	81,740
Queenborough & Rushenden Klondyke Land – External Grant (Cabinet Report 22/09/21)	487,450
Swale House Refurbishment – Cabinet March 2021 approved budget for scheme (Cabinet Report 17/03/21 minute 563/03/2021). Original budget was £3m, Cabinet approved £1.9m.	(1,100,000)
Schemes approved following Quarter 1 Report to Cabinet:-	
High Street Various Projects. To be funded from High Streets Fund £780k, S106 £100k and Improvement & Resilience Fund £107k.	987,350

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	£
Barton Point drainage work - £115,000 estimate. To be funded from the Sheppey Improvement Fund of £250,000.	For noting only
Sheerness Seafront Public Conveniences - £120,000 estimate. To be funded from the Sheppey Improvement Fund of £250,000.	For noting only
Sheerness War Memorial – Loan	16,000
Sheerness War Memorial - £60,000 grant – to be funded from the Sheppey Improvement Fund of £250,000.	For noting only
Faversham Reach Public Footpath ZF43 - £60,000. To be funded from the Faversham Creek Footpath Reserve.	60,000
Murston Old Church - £20,000 – to be met from Communities Fund (CFBID62).	20,000
Coronation Clock Tower, Sheerness £185,000 – Following a review of financial resources the funding for this scheme is now as follows; £127k Reserves (Town Centres/High Streets Fund), £20k Reserves (Improvement & Resilience Fund) and £38k from S106 receipts.	185,000
Sheppey Hall Improvement (Special Projects Fund SPFBID11) – this bid was completed in 2020/21 and therefore this capital funding is not required in 2021/22.	(40,000)
Public toilets for Queenborough All Tide Landing – to be funded from the Improvement & Resilience Fund.	6,900
Schemes approved following Quarter 2 Report to Cabinet:-	
Queenborough & Rushenden Klondyke Land - this is fully funded from external Grant (Minute 491/08/2021)	616,040
Sittingbourne Town Centre - this is funded from internal/ external borrowing (Minute 491/08/2021)	420,370
Faversham Recreation Ground – use of S106/external grants	26,820
Gunpowder Works Oare – use of S106	19,000
Milton Creek Country Park Access Road – use of reserves	34,740
Sheerness Clock Tower – reduction in required funding	(27,315)
Minor Adjustments	1,685
Sheppey Improvements capital projects	45,000
TOTAL	27,014,390

3.13 Actual expenditure to end of December 2021 was £3,997,700. This represents 15% of the revised budget.

3.14 The following project totalling £971k (of which £971k is external funding) requires approval by Cabinet for funding in 2021/22: -

- Queenborough & Rushenden Klondyke Land - £971k – this is fully funded from external Grant.

3.15 Table 5 below summarises the capital expenditure to date compared to the revised budget.

Table 5: Capital Programme Expenditure

	2021/22 Revised Budget	2021/22 Actual to Date	2021/22 Projected Variance	Projected Variance Excluding Slippage
	£'000	£'000	£'000	£'000
Environment & Leisure	2,431	390	(328)	0
Housing & Community Services	17,127	1,282	(11,500)	0
Planning	60	60	0	0
Regeneration & Economic Development	7,046	2,266	(941)	0
Information Technology	350	0	0	0
Total Capital Programme	27,014	3,998	(12,769)	0
Total funded by the Council	19,602	694	(13,621)	0
Total Partnership funded	7,412	3,304	852	0
% Spent to date compared to Revised Budget			15	

3.16 The variances shown for capital projects are detailed in Table 7 Appendix I.

Payment of Creditors

3.17 For April to December 2021, 98.3% of invoices from suppliers were paid within 30 days of receipt of invoice against the target of 97%.

Sundry Debtors

3.18 Tables 8.1 and 8.2 in Appendix I analyse the sundry debt outstanding.

4. Alternative Options

4.1 None identified – this report is largely for information.

5. Consultation Undertaken or Proposed

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

6. Implications

Issue	Implications
Corporate Plan	Good financial management is key to supporting the Corporate Plan objectives.
Financial, Resource and Property	As detailed in the report
Legal, Statutory and Procurement	None identified at this stage.

Issue	Implications
Crime and Disorder	None identified at this stage.
Environment and Climate/Ecological Emergency	The report identifies a wide range of expenditure headings which support the Council's Climate and Emergency Action Plan.
Health & Wellbeing	None identified at this stage.
Safeguarding of Children, Young People and Vulnerable Adults	None identified at this stage.
Risk Management and Health and Safety	The Council's overall financial position is a key risk in the Council's Corporate Risk Register.
Equality and Diversity	None identified at this stage.
Privacy and Data Protection	None identified at this stage.

7. Appendices

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

- Appendix I: Financial Report 2021/22

8. Background Papers

[Revenue Budget and Capital Programme 2021/22](#)

Service – Cabinet Member (Head of Service)	£'000
CHIEF EXECUTIVE – Cllr R Truelove (Larissa Reed)	
Other Variances:	
Salary underspend	(37)
Special Projects & Swale Stars	(8)
TOTAL	(45)
POLICY, DEMOCRATIC SERVICES, COMMUNICATIONS AND CUSTOMER SERVICES – Cllr R Truelove (David Clifford)	
Policy, Communications & Customer Services:	
Other Variances:	
Policy - salary underspend	(81)
Customer Service Centre - salary underspend	(28)
Communications - salary underspend	(9)
Contract underspend – Kent County Council Sheerness Gateway	(34)
Advertising and promotion – savings	(7)
Other – net variance	(10)
Sub Total	(169)
Democratic Services and Electoral Services:	
Other Variances:	
Members Allowances	23
Members Travel/Training/Conference	(23)
Mayor & Ceremonial – salary underspend – vacant post	(27)
Other net savings	(8)
Sub Total	(35)
TOTAL	(204)
DIRECTOR OF NEIGHBOURHOOD & REGENERATION – (Emma Wiggins)	
Nil variance	-
TOTAL	-
HOUSING AND COMMUNITY SERVICES – Cllr B Martin, Cllr R Palmer, Cllr A Harrison (Charlotte Hudson)	
Community Services:	
Other Variances:	
Community Safety – net underspend	(9)
Community Development – salary overspend	25
Sports Development – salary underspend	(9)
Youth Services – net underspend	(3)
Licencing – salary underspend	(45)
Licencing – net reduced income	6
Sub-total	(35)

Table 6 – Significant Variances

APPENDIX I

Service – Cabinet Member (Head of Service)	£'000
Housing:	
Other Variances:	
Salary underspend (variance assumes that £97k overspend for four posts to be funded by reserves)	(17)
Homelessness – temporary accommodation houses overspend	11
Homelessness – additional accommodation costs	876
Homelessness – additional housing benefit	(685)
Homelessness – net other additional income / grants / savings	(82)
Private Sector Housing – net variations	0
Sub-total	103
TOTAL	68
PLANNING - Cllr M Baldock (James Freeman)	
Coronavirus Related Variances:	
Dangerous Structures	2
Local land charges – reduced income	40
Other Variances:	
Planning Fees income – additional income (excluding major applications)	(96)
Planning Fees income – additional income from major application - Highsted Park (South-east Sittingbourne)	(290)
Planning Fees income – additional income from major application – Bobbing	(150)
Planning consultation advice - additional advice to handle the significant major applications including Highstead Park and Bobbing in planning fees income (includes agency support £50k)	280
Appeal Costs – Additional costs – Litigation costs	292
Appeal Costs – met from planning reserves	(41)
Development Control / Services – salaries underspend	(27)
Enforcement – Salaries – additional agency costs partly offset by vacant posts	74
Planning review cost – Mondream (Enforcement £10k; Planning £25k)	35
Spatial Planning Team – salaries underspend offset by additional agency expenditure	17
Local Plan overspend – Judicial Review. This will be funded from the Local Plan reserve in 2021/22	40
Conservation & Design – agency costs	12
Mid Kent Planning Support	(10)
TOTAL	178
N.B. The overspend on the local plan will be met from the ring-fenced reserve to be used solely to fund Local Plan associated work.	

Service – Cabinet Member (Head of Service)	£'000
ENVIRONMENT AND LEISURE – Cllr Saunders, Cllr A Harrison, Cllr R Palmer, Cllr Bonney, Cllr Valentine (Martyn Cassell)	
Coronavirus Related Variances:	
Parking Management:	
Car Parks pay and display – income shortfall	536
Parking season tickets – income shortfall	38
Residents Parking Permits & Voucher Parking reduced income	2
Parking Enforcement – deficit relating to on-street parking	51
Multi-Storey Car Park – income shortfall	20
Leisure & Sports Centres:	
Swallows and Sheppey Leisure Centres - Loss of income claims	197
Leisure Centres Loss of Income claim to be offset by reserves (refer to Table 2)	(197)
Public Conveniences – additional equipment costs	4
Other Variances:	
Cemeteries:	
Premises expenditure	14
Interments reduced income	8
Client & Amenity Services:	
Head of Service and Client and Amenity Services – salary savings	(32)
Net Transport and other costs savings	(5)
Technical Services – net salary and other costs savings	(4)
Coast Protection, Harbour & Quays, Seafront – net reduced income	7
Contracts	
Reduced salary costs	(12)
Net Transport costs savings and other	(12)
Animal Welfare, Dog Warden Service:	
Salary costs savings	(1)
Kennelling / licences additional income	(6)
Environmental Services:	
Anti-littering Fixed Penalty Notices and Fees & Services surplus taken to Reserves	(14)
Travel/transport costs savings	(14)
Other net underspend	(6)
Climate Change – net salary savings (£1k) taken to Reserves, £Nil variance declared	0
Leisure & Sports Centres:	
Swale Community Leisure Trust management agreement	(69)

Table 6 – Significant Variances

APPENDIX I

Service – Cabinet Member (Head of Service)	£'000
Recycling & Waste Minimisation, Refuse Collection and Street Cleansing:	
Garden Waste collections – additional income	(224)
Wheeled Bins purchase – additional expenditure (increasing replacements needed of original bins). <i>Intend to use the 'Wheeled Bins Repairs & Renewals Reserve' to fund costs of £150,000 this year.</i>	0
Sale of Wheeled bins – additional income (bins provided under S106 agreements, sales to developers etc.)	(49)
Refuse contract – additional income due from Biffa due to service not being to standard/level expected as per contract (essentially compensation for unachieved service, known as “Perf Mech”).	(45)
Contract costs and Variations to Contract – net savings	(13)
Special Collections – additional income (incl. bulky waste & A249)	(55)
Other – net additional costs	3
Public Conveniences:	
Public Conveniences – net cost savings on premises expenses (including reduced business rates)	(18)
Contract cost additional expenditure (including additional site maintenance costs for new facilities)	31
Parks & Open Spaces, Sports Pitches, Countryside & Country Parks, Allotments and Pest Control:	
Contain Outbreak Management Fund (COMF) /Kent County Council Funding received	(208)
Balance of Parks & Open Spaces service funds (COMF) (if unspent at 31 March the grant must be repaid)	208
Open spaces – additional income, grants, fees, licences/rent etc.	(24)
Play areas – equipment maintenance & purchase additional cost	26
Pest control – reduced commission income	2
Countryside – net other costs underspend	(6)
Countryside – additional rental income	(15)
General – other underspend	(2)
Grounds Maintenance Contract – net costs overspend	53
Parking Management:	
Parking Partnership with Maidstone Borough Council – additional costs	25
Multi-Storey Car Park additional income from season tickets	(52)
Electric Vehicle Charging Points income	(12)
Residents Parking Permits additional income	(10)
Business Rates additional costs	4
Off-street car parks Penalty Charge Notices (PCN's) additional income	(10)
Other – net costs savings	(53)
TOTAL	61

Service – Cabinet Member (Head of Service)	£'000
FINANCE & PROCUREMENT – Cllr R Truelove (Phil Wilson)	
Other Variances:	
Salary underspend	(5)
Net other variations	5
TOTAL	0
REVENUES & BENEFITS – Cllr R Truelove (Zoe Kent)	
Coronavirus Related Variances:	
Reduced income – Mid Kent debt recovery due to courts being shut	94
Coronavirus Grants (*)	(92)
Other Variances:	
Department for Works and Pensions (DWP) additional housing benefit grants (*)	(102)
Council Tax Support Grant – additional income	(20)
Salaries – underspend (*)	(40)
Net Other Costs	20
TOTAL	(140)
N.B. A net saving of (£234k) as detailed (*) will be transferred to reserves at year end	
REGENERATION & ECONOMIC DEVELOPMENT – Cllr M Baldock, Cllr M Bonney (Joanne Johnson)	
Coronavirus Related Variances:	
Swale House Security – underspend	(10)
Swale House – energy costs – underspend	(11)
Other Variances:	
Property salary underspend as a result of vacant posts offset by additional agency costs	32
Use of reserves to meet additional costs identified above	(32)
Swale House Cleaning – Salary underspend – vacant post	(15)
Salaries – overspend Head of Regeneration & Economic Development (Chief Executive's Reorganisation)	50
Salaries – overspend – Tourism	5
Regeneration & Economic Development - salary net underspend	(43)
Business & Skills	(10)
Net Other Costs	34
TOTAL	(0)

Table 6 – Significant Variances

APPENDIX I

Service – Cabinet Member (Head of Service)	£'000
ENVIRONMENTAL HEALTH – Cllr J Saunders (Tracey Beattie)	
Other Variances:	
Shared Service costs – 2021/22 Budget reported service savings for the Air Quality Project Officer.	22
Net Other Income/Savings	(9)
TOTAL	13
INFORMATION TECHNOLOGY – Cllr R Truelove (Chris Woodward)	
Other Variances:	
Nil variance reported	-
TOTAL	-
INTERNAL AUDIT – Cllr R Truelove	
Other Variances:	
Net other variations	(2)
TOTAL	(2)
HUMAN RESOURCES – Cllr R Truelove (Bal Sandher)	
Other Variances:	
Apprenticeship salaries – underspend	(2)
Net other variances	(10)
TOTAL	(12)
LEGAL – Cllr R Truelove (Claudette Valmond)	
Other Variances:	
Legal shared service – reduced costs and additional income from our partners as a result of Swale significantly under utilising its budget	(149)
S106 income – additional income from increased development management instructions	(38)
External legal fees (Nb. Legal Fees relating to Planning Enquiries are reported within the Planning Service)	35
TOTAL	(152)
CONTRIBUTIONS TO/FROM (-) RESERVES FROM SERVICES SHOWN ABOVE (Table 2)	
Local Plan	(40)
Enforcement	14
Data Protection Officer – post is vacant so reserve is not required. Savings have been shown within Service	67
Revenue Services	234
TOTAL	275
CORPORATE ITEMS	
Other Variances:	
Treasury Management & Bank Charges	40
Insurance – additional properties and increases in the All Risks portfolio	30

Service – Cabinet Member (Head of Service)	£'000
External Audit Fees	10
Other net staff savings (including recruitment costs)	(97)
Sittingbourne Town Centre (STC) – Bus companies' compensation	286
STC – Bus companies' compensation funded from the Kent Pool Economic Development Business Rates Reserve	(286)
STC Cinema / Hotel / Restaurants – additional revenue expenditure	41
Provision for debt impairment	50
Other net savings	(15)
TOTAL	99
Net Financing variations – additional Covid grants	(198)
Net Expenditure Underspend	(99)

The forecast salary variances identified in Table 6 above are collated in the table below and total £316k underspend on the total salary/ agency budget of £13.6m.

Service	£'000
Salary underspend - Chief Executive	(37)
Salary underspend – Policy	(81)
Salary underspend – Customer Service Centre	(29)
Salary underspend - Communications	(9)
Salary underspend - Mayor & Ceremonial	(27)
Salary underspend - Housing & Community Services	(1)
Salary overspend - Development Control/Services	(30)
Salary overspend – Enforcement	72
Salary overspend – Spatial Planning	19
Salary overspend - Conservation & Design	12
Salary underspend - Environment & Leisure	(59)
Salary underspend – Finance	(5)
Salary underspend - Revs & Benefits	(18)
Salary overspend – Regeneration & Economic Development - new post	50
Salary underspend - Regeneration & Economic Development - vacant posts	(38)
Salary overspend - Property Services	17
Salary underspend - Apprentices	(2)
Salary underspend – Legal	(9)
Net other staff costs including pension costs underspend	(141)
Total	(316)

Table 7 – Capital Programme 2021/22

Capital Scheme	Funding SBC/ Partnership (P)	2021/22 Original Budget £	2020/21 Rollovers (Agreed by Cabinet 14/07/21) £	Other Approvals (refer to paragraph 3.13 in Report) £	2021/22 Revised Budget £	2021/22 Actual to Date £	2021/22 Projected Variance for Year £	Notes
<u>Environment & Leisure - M. Cassell</u>								
Gunpowder Works Oare, Faversham – S106	P	0	9,000	19,000	28,000	0	0	A
New Play Area – Iwade Schemes – S106	P	0	45,000	0	45,000	0	(45,000)	
Resurfacing Promenade, The Leas – External Grant	P	0	79,970	0	79,970	6,145	(73,825)	
Milton Creek Country Park Access Road – Reserves	SBC	0	40,000	34,740	74,740	0	(74,740)	
Barton’s Point Coastal Park – Replacement Bridge – Capital Receipts	SBC	0	148,410	0	148,410	140,585	(7,825)	
Beach Huts – Capital Receipts	SBC	0	60,000	0	60,000	0	(60,000)	
Sheppey Improvement Fund – Sheerness Seafront Public Conveniences - Capital Receipts and other reserves	SBC	250,000	0	(130,000)	120,000	0	0	
Sheppey Improvement Fund - Barton Point drainage works – Capital Receipts	SBC	0	0	115,000	115,000	15,000	0	
Sheppey Improvement Fund - Sheerness War Memorial – Capital Receipts	SBC	0	0	60,000	60,000	60,000	0	
Sheerness War Memorial – Loan	SBC	0	0	16,000	16,000	16,000	0	
Faversham Recreation Ground Improvement - S106	P	0	4,940	42,620	47,560	47,556	0	
Leisure Centres (Budget Only)	SBC	0	293,850	0	293,850	0	0	
Swallows Leisure Centre - Capital Works (Swallows roof)	SBC	0	0	81,740	81,740	61,194	0	
Playground Improvement Programme – S106	P	100,000	356,000	0	456,000	0	0	

Table 7 – Capital Programme 2021/22

Capital Scheme	Funding SBC/ Partnership (P)	2021/22 Original Budget £	2020/21 Rollovers (Agreed by Cabinet 14/07/21) £	Other Approvals (refer to paragraph 3.13 in Report) £	2021/22 Revised Budget £	2021/22 Actual to Date £	2021/22 Projected Variance for Year £	Notes
Play Improvements – Reserves – SPF	SBC	0	150,000	0	150,000	0	0	
Play Improvements, Diligent Drive – Reserves SPF	SBC	0	18,000	0	18,000	0	0	
Play Improvements - Capital Receipts	SBC	50,000	0	0	50,000	0	0	
Public Toilets for Queenborough All Tide Landing – Reserves	SBC	0	0	6,900	6,900	0	0	
Public Toilets Refurbishment, Forum, Sittingbourne – Reserves	SBC	0	42,080	0	42,080	0	(42,080)	
Modular Public Toilets Kiosk, Milton Creek Country Park, Sittingbourne – Reserves	SBC	0	84,280	(82,600)	1,680	1,683	0	
Modular Toilet Kiosk – Minster Leas – Reserves	SBC	0	24,360	0	24,360	0	(24,360)	
Public Toilets and Showers, Bartons Point, Sheppey – Reserves	SBC	0	100,000	84,280	184,280	0	0	
Wheeled Bins – Repairs & Renewals Reserve	SBC	35,000	251,000	0	286,000	0	0	
St Anne's Footbridge Lighting – Reserves	SBC	0	0	41,250	41,250	41,589	0	
Total Environment & Leisure		435,000	1,706,890	288,930	2,430,820	389,752	(327,830)	
<u>Housing & Community Services - C. Hudson</u>								
CCTV - Repairs & Renewals Reserve	SBC	15,000	30,000	0	45,000	0	0	
CCTV Monitoring Control Centre at Multi Storey Car Park – Reserves	SBC	0	0	4,960	4,960	4,959	0	
Disabled Facilities Grants (DFG) Mandatory Grants – External Grant	P	2,062,800	1,238,460	0	3,301,260	1,131,390	0	
DFG Discretionary Grants – External Grant	P	0	1,927,530	0	1,927,530	0	0	

Table 7 – Capital Programme 2021/22

Capital Scheme	Funding SBC/ Partnership (P)	2021/22 Original Budget £	2020/21 Rollovers (Agreed by Cabinet 14/07/21) £	Other Approvals (refer to paragraph 3.13 in Report) £	2021/22 Revised Budget £	2021/22 Actual to Date £	2021/22 Projected Variance for Year £	Notes
HRG – Housing Repair Grants over 60	SBC	0	0	0	0	1,816	0	(A)
RHB2 Decent Home Loans Owner Occupier	SBC	0	0	0	0	22,506	0	(A)
Winter Warmth Grants – External Grant	P	0	0	6,780	6,780	20,374	0	(A)
Rainbow Homes – internal / external borrowing	SBC	11,500,000	0	0	11,500,000	0	(11,500,000)	(B)
Rainbow Homes – Business Planning Work – internal / external borrowing	SBC	250,000	0	0	250,000	43,752	0	
Murston Old Church	SBC	0	0	20,000	20,000	20,000	0	
Sheppey Hall Improvements – Reserves	SBC	40,000	0	(40,000)	0	0	0	
Thistle Hill Comm Centre, Solar PV installation – Reserves	SBC	20,000	0	0	20,000	20,000	0	
Land Regeneration/Improvement Works at Dolphin Barge Museum and Skatepark – Reserves	SBC	37,920	0	0	37,920	(5,520)	0	
Land Regeneration/Improvement Works at Dolphin Barge Museum and Skatepark – Capital Receipts	SBC	14,140	0	0	14,140	0	0	
Kemsley Community Facilities – S106	P	0	0	0	0	22,662	0	
Total Housing & Community Services		13,939,860	3,195,990	(8,260)	17,127,590	1,281,939	(11,500,000)	
Regeneration & Economic Development – J. Johnson								
High Streets – Reserves	SBC	0	0	780,430	780,430	0	0	
High Streets – S106	P	0	0	100,000	100,000	0	0	
High Streets – Reserves	SBC	0	0	106,920	106,920	0	0	
Sittingbourne Town Centre – internal / external borrowing	SBC	0	659,330	420,370	1,079,700	15,240	0	

Table 7 – Capital Programme 2021/22

Capital Scheme	Funding SBC/ Partnership (P)	2021/22 Original Budget £	2020/21 Rollovers (Agreed by Cabinet 14/07/21) £	Other Approvals (refer to paragraph 3.13 in Report) £	2021/22 Revised Budget £	2021/22 Actual to Date £	2021/22 Projected Variance for Year £	Notes
Footpath contribution - High St, Sittingbourne – S106	P	0	5,660	0	5,660	651	0	
Faversham Creek Basin Regeneration Project (swing bridge) – Capital Receipts	SBC	0	200,000	0	200,000	0	0	
Queenborough & Rushenden Klondyke Land – External Grant	P	0	0	1,103,490	1,103,490	2,074,623	971,133	(C)
Swale House Refurbishment	SBC	3,000,000	62,400	(1,100,000)	1,962,400	7,770	(1,912,400)	(D)
Sheerness Clock Tower – Reserves	SBC	0	0	119,580	119,580	84,692	0	
Sheerness Clock Tower – S106	P	0	0	38,100	38,100	0	0	
Sheppey Capital Investments – Capital Receipts	SBC	850,000	0	(850,000)	0	0	0	
Redevelopment of Master’s House, Sheerness – Capital Receipts/ External Grants/ Reserves	SBC	0	0	1,550,000	1,550,000	83,029	0	
Total Regeneration & Economic Development		3,850,000	927,390	2,268,890	7,046,280	2,266,005	(941,267)	
<u>Planning Services – J. Freeman</u>								
Faversham Reach Public Footpath ZF43	SBC	0	0	60,000	60,000	60,000	0	
Total Planning Services		0	0	60,000	60,000	60,000	0	
<u>ICT - C. Woodward</u>								
I.T. MKIP Payment – Reserves	SBC	299,300	50,400	0	349,700	0	0	
Total ICT		299,300	50,400	0	349,700	0	0	

Table 7 – Capital Programme 2021/22

Capital Scheme	Funding SBC/ Partnership (P)	2021/22 Original Budget £	2020/21 Rollovers (Agreed by Cabinet 14/07/21) £	Other Approvals (refer to paragraph 3.13 in Report) £	2021/22 Revised Budget £	2021/22 Actual to Date £	2021/22 Projected Variance for Year £	Notes
Total Capital Programme Funded by SBC	SBC	16,361,360	2,214,110	1,026,570	19,602,040	694,295	(13,621,405)	
Total Capital Programme Funded by Partners	P	2,162,800	3,666,560	1,582,990	7,412,350	3,303,401	852,308	
Total Capital Programme		18,524,160	5,880,670	2,609,560	27,014,390	3,997,696	(12,769,097)	

NOTES TO TABLE 7:

- Page 31
- A – It is not possible to budget for these grant payments that are treated as capital. They are all funded from internal resources.
 - B – Underspend projected which will be rolled forward to 22/23.
 - C – This is fully funded from external grants.
 - D – Underspend projected which will be rolled forward to 22/23.

Table 8.1 – Sundry Debt Outstanding (including not due) by due date

	December 2021 £'000	December 2020 £'000
Not due (less than 1 month)	387	89
1-2 months	216	78
2-6 months	61	168
6-12 months	58	104
1-2 years	67	225
2-3 years	35	17
3-4 years	13	18
4-5 years	14	10
5-6 years	3	13
6 years +	28	45
Total	882	767
Total due (over 1 month)	495	678
% Total over 1 month	56	88

Not due includes Legal MKS charge to a shared service council

1 - 2 months includes Legal MKS charge to shared service council.

2 – 6 months includes £14k relating to one debtor.

It should be noted that these tables include debts raised for all our grants receivable from Kent County Council, the NHS, etc.

Table 8.2 – Sundry Debt Outstanding (including not due) by Service

	December 2021 £'000	December 2020 £'000
Property	132	192
Commissioning, Environment & Leisure	94	130
Housing, Economy & Communities	192	300
Legal	408	2
Environmental Health	8	7
Planning	20	2
Communications	13	1
Other	15	133
Total	882	767

Legal – includes MKS charge to shared service council for April – September 2021.

Scrutiny Meeting	
Meeting Date	23 March 2022
Report Title	Performance Monitoring – 2021/22 Quarter 3
Cabinet Member	Cllr Roger Truelove, Leader and Cabinet Member for Finance
SMT Lead	David Clifford, Head of Policy, Communications and Customer Services
Lead Officer	Tony Potter, Policy and Performance Support Officer

1 Purpose of Report and Executive Summary

- 1.1 This report presents the quarterly performance management report for the third quarter of 2021/2022 (October – December 2021), details as previously reported to CLT on 1 February 2022 and informal Cabinet on 14 February 2022 (attached as Appendix I).
- 1.2 Members will note the format of the report presented to CLT has been simplified but has the same content and detail as previous reports presented to Scrutiny Members, except for the Planning Performance Designation section which had been removed.
- 1.3 Planning Performance Designation was added to the original report in 2013. It was introduced as measure to manage authorities' underperformance in the quality and timeliness of decision making on Major (and later Non-Major) planning applications. Swale has consistently performed a minimum 40% above all designation target levels since 2013, so it was removed from the report but would be reinstated should performance deteriorate towards designation target levels.
- 1.4 At the informal Cabinet meeting on 14 February, Cabinet Members asked that the Planning Designation section of the report continues to appear in their report so this will also be reinstated for future performance reports to Scrutiny.

2 Background

- 2.1 This report's detail follows previous performance reports for the current financial year.

3 Proposal

- 3.1 Scrutiny are asked to **note** the Corporate Performance Management Headlines Report for December 2021 and 2021/2022 Q3 as attached at Appendix I.

4 Appendices

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

- Appendix I: Corporate Performance Management Headlines Report for December 2021 and 2021/2022 Q3

5 Background Papers

- Previous SMT performance reports

Appendix I

Corporate Performance Management Headlines Report

Period: December 2021 and 2021-22 Quarter 3

Lead Officer: Tony Potter

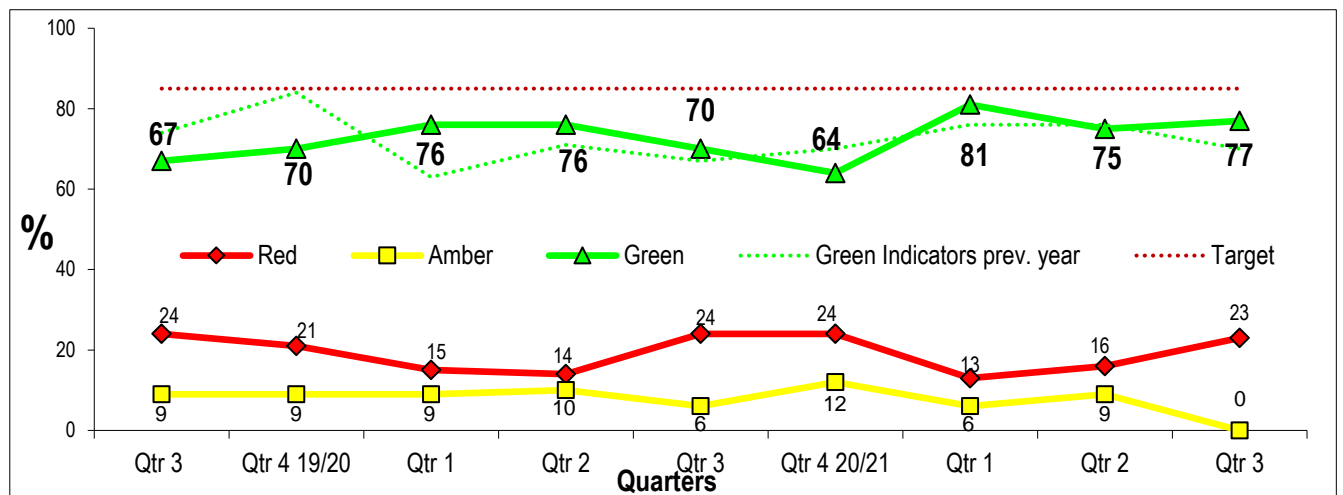
Action: Note only

1. Performance summary:

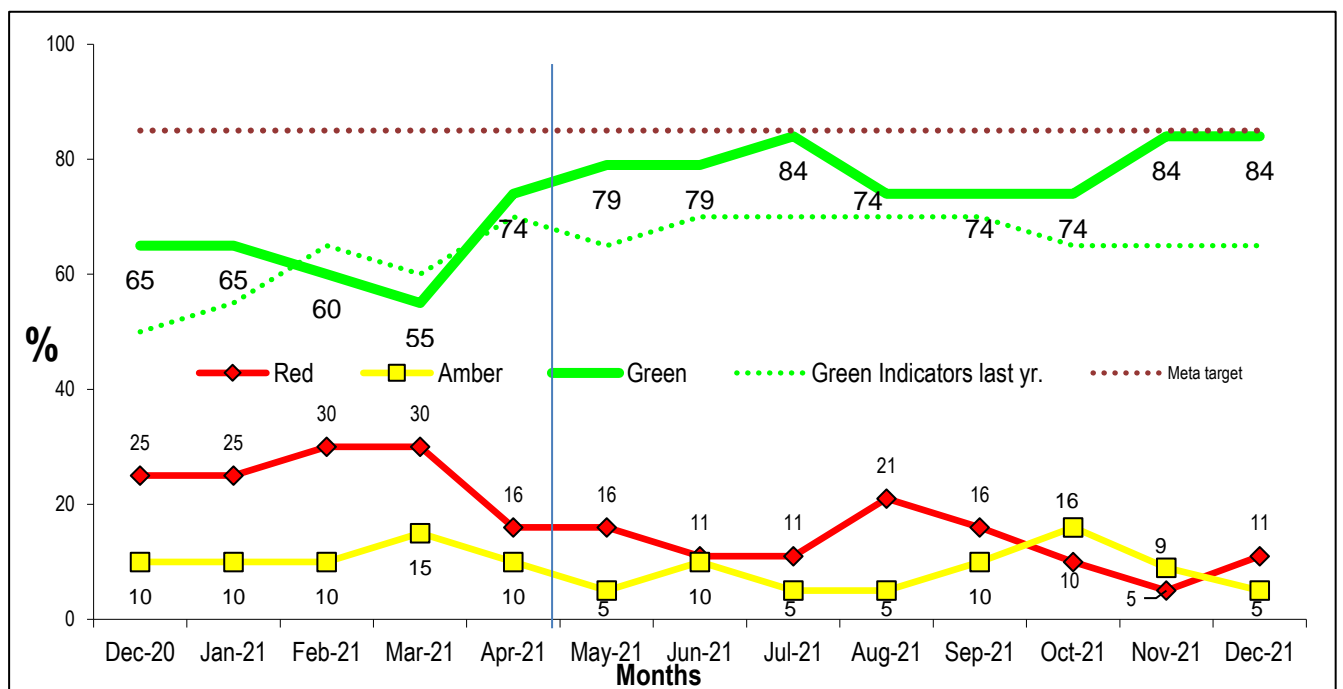
Combined result of 19 monthly and 13 quarterly indicators

Performance Status	No. indicators	Percentage
Red	5	16%
Amber	1	3%
Green	26	81%











a. Quarterly indicators






b. Monthly indicators



2. Red Indicators this period

This month / qtr	Last month/ qtr	Ref	Description	YTD	2021-22 target
		LI/DC/DC E/007	Planning Enforcement - Informing complainant within 21 days	60%	95%
Recent performance has been affected by illness in the small team with two members off sick each for over a week, another off sick for a couple of days, whilst another had a period of self-isolating. On a positive note, we have recently managed to recruit to two vacant posts, however both have no direct experience and therefore require a period of training so that we can see performance meeting targets in the new financial year.					
		LI/LS/LC C01	Percentage of all Local Land Searches completed in 5 working days	89.2%	95%
Maintaining land charges performance has been challenging given the staffing issues being experienced within the small Land Charges Team. Two posts are currently being advertised and it is hoped that we may be in a position to see new staff in place by early March and performance meeting targets for the new financial year. It should be noted that 100% of land charge requests were handled within ten working days.					
		LI/HS/01	Number of long-term empty homes brought back into use	41	65 ytd
Delays in probate, conveyancing and difficulties with materials and contractors. Officer who dealt with empties left employment with SBC at the end of Quarter 3 and we are looking to replace as soon as possible.					
		LI/EH/001	Percentage of Planning consultations responded to in 21 days	85%	90%
Q3 presented EP with several large and complex/technical planning applications that required extended consultations between consultation/liaison with planning officers, consultants, agents etc. It is often not possible to finalise the consultation responses for these larger developments within the 21 days.					
		LI/EH/002	Food Hygiene – The percentage of food inspections completed that were due.	60%	90%
Inspection priority for Q3 has been achieved, including more than 80 inspections of new food businesses. Priority for Q4 will focus on new and high-risk food businesses. The impact of the pandemic on local food businesses is reflected in both our capacity to undertake inspections when due (sickness absence of key staff in Q3) and business closure during lockdown in the first two quarters of 2021.					

3. Amber Indicators this period

YTD Status	This month	Last month	Ref	Description	YTD	2020/21 target	Variance
			BV218a	Abandoned vehicles- % investigated within 24hrs	96.74 %	99.75%	3% of target

4. Monitored indicators this period

	Ref	Description	Previous value	Current value
Monthly	NI 156	Number of households living in temporary accommodation	323	323
	LI/CSC/006	Long-term working days lost due to sickness absence	3.27	3.68
	LI/CC/MON16	% of fly-tipping incidents attended to within 3 working days	98	100
	LI/EC/MON10	Swale Means Business – Website analytics	272	179
	LI/EC/MON11	No. of Visitor Economy Businesses supported by ECS	28	7
	LI/EC/MON28	Swale VCS – Number of enquiries received	46	18
	LI/EC/MON2	No. of enquiries to the business support service	92	49
	LI/HO/MON9	Rough Sleepers in Accommodation	40	45
	LI/DC/DCE/006	Refused Planning Applications	11.7	16.5
Quarterly	NI155	Number of affordable homes delivered (total year to date)	110	145
	LI/CSC/006	Proportion of complaints escalating from Stage 1 (Service Unit) to Stage 2 (Chief Executive)	4%	11%
	CSP/0001	All crime per 1000 population	96.1	98.1
	HO/MON7	Percentage of households who secured accommodation for 6+ months when prev. duty ended	64%	63%
	HO/MON8	Percentage of households who secured accommodation at the end of relief duty	26%	33%
	EC/MON33	Safeguarding training (% of training modules completed)	56.8%	51.6%
	LI/CEL/001	No. of visits to Council owned or supported leisure centres	107,927	89,892
	LI/CSC/001	% of contacts transacted digitally compared to other methods of contact to Customer Services	52%	57%

5. KPI Year to Date overview N.B. Where monthly result differs to cumulative year-to-date result, monthly performance is indicated by *R (Red) ,*A (Amber) or *G (Green)

Monthly Performance Indicators CUMMULATIVE YEAR TO DATE RESULT		21/22 Target	Apr 21	May 21	Jun 21	July 21	Aug 21	Sep 21	Oct 21	Nov 21	Dec 21	Jan 22	Feb 22	Mar 22	2021 Outcome
BV8	Percentage of invoices paid on time (within 30 days)	97%				*A									99.7%
BV9	Percentage of Council Tax collected	94													95.5%
BV10	Percentage of Non-domestic Rates collected	90													93.4%
BV12b	Short-term working days lost due to sickness absence	3.2 days													1.0 days
BV78a	Speed of processing – new Housing /Council Tax Benefit claims	20 days													12.9 days
BV78b	Speed of processing - changes of circumstances for HB/CTB claims	9days													5.4 days
BV109a	Processing of planning apps: Major Applications (within 13 weeks)	89%													88.2%
BV109b	Processing of planning apps: Minor Applications (within 8 weeks)	82%													91.7%
BV109c	Processing of planning apps: Other Applications (within 8 weeks)	91%													98.8%
BV218a	Abandoned vehicles - % investigated within 24hrs	99.75%				*R		*G	*G		*G				98.4%
LI/DC/DCE/004	Percentage of delegated decisions (Officers)	86.5%													91.5%
LI/DC/DCE/007	Planning Enforcement - Informing complainant within 21 days	95%				*A									84.7%
LI/IC/CSC/002	Percentage of abandoned calls	8.5%													6.5%
LI/IC/CSC/004	Percentage of calls to Customer Contact Centre answer. in 20secs	75%			*A	*A			*G						66.7%
LI/LS/LCC01	Percentage of all Local Land Searches completed in 5 working days	95%		*A		*A	*G		*G	*G					94.3%
LI/CC/01	Number of missed bins per annum	2301			*R	*R	*G	*G	*G						3489
LI/TBC/02	Proportion of Major Planning Applications overturned at appeal	10%													2.0%
NI 191	Residual household waste per household	528kgs			*R										504kgs
NI 192	Percentage of household waste sent for reuse, recycling and comp	42%					*A			*A	*R				41.6%
MONTHLY INDICATOR RESULTS (x 19)			YEAR TO DATE Monthly Total	14G 2A 3R	15G 1A 3R	15G 2A 2R	16G 1A 2R	14G 1A 4R	14G 2A 3R	14G 3A 2R	16G 2A 1R	16G 1A 2R			

Quarterly Performance Indicators CUMMULATIVE YEAR TO DATE RESULT		21/22 Target	Q1	Q2	Q3	Q4	2020/21 Outcome
LI/ICT/0006	Website availability	99%					99.8
BV79b(j)	Percentage of Recoverable Overpayments Recovered (HB) that are recovered during period	80%		*R			100.0
LI/CSC/003	Complaints responded to within 10 working days	90%					92.9
LI/HS/01	Number of long-term empty homes brought back into use	90					74
NI188	Planning to Adapt to Climate Change	3					3
NI195i	Improved street and environmental cleanliness: Litter % at Grade B standard	95%					96
NI195ii	Improved street and environmental cleanliness: Detritus % at Grade B standard	93%					90
LI/EH/001	Percentage of Planning consultations responded to in 21 days	90%		*G			94.7
LI/EH/002	Food Hygiene – The percentage of food inspections completed that were due.	90%			*G		52.0
LI/IA/004	Audit recommendations implemented	95%					100
LI/CEL/002	Percentage of beach huts occupied	75%					88.5
LI/CEL/003	Percentage of disabled parking bay applications processed within 3 months	95%					100
LI/PAR/001	Civil enforcement officer accuracy rate	98%					99.8
QUARTERLY INDICATORS (x13)			YEAR TO DATE Quarterly Total	11G 0A 2R	10G 1A 2R	10G 0A 3R	
COMBINED INDICATOR RESULTS (x32) (Monthly + Quarterly KPIs)			YEAR TO DATE (Monthly + Quarterly Totals)	26G 2A 4R	24G 3A 5R	26G 1A 5R	

6. MPI overview

Monthly MPIs – Monitored Performance Indicators (no targets / performance not managed)		20/21 Mth Ave	A-M-J / Q1			J-A-S / Q2			O-N-D / Q3			J-F-M / Q4		
NI 156	Number of households living in temporary accommodation	279	279	269	281	315	314	321	324	323	323			
BV12a	Long-term working days lost due to sickness absence	0.44	0.51	0.99	1.44	1.91	1.96	2.23	2.81	3.27	3.68			
LI/CC/MON16	% of fly-tipping incidents attended to within 3 working days	95%	97	91	100	100	93	100	100	98	100			
LI/EC/MON10	Swale Means Business – Website analytics	323	586	194	273	202	263	178	243	272	179			
LI/EC/MON11	No. of Visitor Economy Businesses supported by ECS	29	44	16	14	10	4	4	4	28	7			
LI/EC/MON28	Swale VCS – Number of enquiries received	23	20	9	9	13	6	9	12	46	18			
LI/EC/MON2	No. of enquiries to the business support service	372	438	253	239	74	61	31	45	92	49			
LI/HO/MON9	Rough Sleepers in Accommodation	54	43	38	36	35	34	36	31	40	45			
LI/DC/DCE/006	Refused Planning Applications	16.6%	21.9	14.9	11.0	9.6	13.8	13.6	13.2	11.7	16.5			

Quarterly MPIs – Monitored Performance Indicators (no targets / performance not managed)		20/21 grt. ave.	Q1	Q2	Q3	Q4
NI155	Number of affordable homes delivered (total year to date)	70	36	110	145	
LI/CSC/006	Proportion of complaints escalating from Stage 1 (Service Unit) to Stage 2 (Chief Executive)	6%	7%	4%	11%	
DSP/0001	All crime per 1000 population	100.7	95.9	96.1	98.1	
LI/HO/MON7	Percentage of households who secured accommodation for 6+ months when prev. duty ended	58%	50%	64%	63%	
LI/HO/MON8	Percentage of households who secured accommodation at the end of relief duty	26%	30%	26%	33%	
EC/MON33	Safeguarding training (% of training modules completed)	53.3%	56.2%	56.8%	51.6%	
LI/CEL/001	No. of visits to Council owned or supported leisure centres	18,247	62,287	107,927	89,892	
LI/CSC/001	% of contacts transacted digitally compared to other methods of contact to Customer Services	50%	54%	52%	57%	

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

April 2022 - May 2022

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 Roger Truelove – Leader and Cabinet Member for Finance

Councillor Mike Baldock – Deputy Leader and Cabinet Member for Planning

Councillor Richard Palmer – Cabinet Member for Community

Councillor Monique Bonney - Cabinet Member for Economy and Property

Councillor Julian Saunders - Cabinet Member for Environment

Councillor Angela Harrison – Cabinet Member for Health and Wellbeing

Councillor Ben J Martin – Cabinet Member for Housing

Councillor Tim Valentine – Cabinet Member for Climate and Ecological Emergency

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
	Project Funding To consider the Improvement and Resilience Fund.	Cabinet 13 April 2022	Key	Open		Councillor Roger Truelove - Leader and Cabinet Member for Finance Lisa Fillery
	BEAM Partnership - Housing and Employment Support For Swale Borough Council to enter into a partnership with BEAM to assist with Housing and Employment support.	Cabinet 13 April 2022	Non-Key	Open		Councillor Ben J Martin - Cabinet Member for Housing Charlotte Hudson
	Continued Procurement of Staying Put Framework To continue with the existing framework for a further two years.	Cabinet 13 April 2022	Key	Open		Councillor Ben J Martin - Cabinet Member for Housing Susan Hughes
	Rodmersham Green Conservation Area Confirmation that the area in question can be re-designated as a conservation area, and the associated character appraisal and management plan adopted for development management purposes.	Cabinet 13 April 2022	Non-Key	Open		Councillor Mike Baldock - Cabinet Member for Planning Simon Algar
	Tunstall Conservation Area Review To confirm that the area in question can be re-designated as a conservation area, and the associated character appraisal	Cabinet 13 April 2022	Non-Key	Open		Councillor Mike Baldock - Cabinet Member for Planning Simon Algar

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 management plan adopted for development management purposes.					
	Waste Contract Possible update/decisions on the implications of Government changes to waste legislation.	Cabinet 13 April 2022	Key	Open		Councillor Julian Saunders - Cabinet Member for Environment Martyn Cassell
	Recommendations from the Local Plan Panel meeting held on 24 March 2022	Cabinet 13 April 2022	Non-Key	Open		Councillor Mike Baldock - Cabinet Member for Planning James Freeman

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