

O&S REVIEW PLAN: PERFORMANCE REVIEW



About performance reviews

The objective of a performance review is to examine the reasons for apparent under-performance of a council service, to assess prospects for improvement, and to make recommendations to Cabinet where appropriate. The output of a policy review is always a report to Cabinet. Typical questions for this type of review are:

- Is this service genuinely under-performing, and if so why?
- Are there plans and systems in place which will help it improve?
- What more needs to be done?

The review needs to be tightly focused on a single service area which appears to be under-performing against performance indicators, planned actions, customer satisfaction or budget management. A performance review could also be conducted on a service run by one of the council's partners, but in this case the committee will need to be clear that it has sufficient powers to review the service and make recommendations for improvements – if it does not, then the issue should be treated as an information item.

Part 1: Business Case

Subject:	Leisure and tourism in Swale
Proposed by:	Scrutiny Committee
Length:	Expected to take [??] months from start to finish.
Objective	
<ul style="list-style-type: none"> • To review whether the Council is making the most of Swale's leisure and tourism offer in order to encourage people to visit the Borough; and • As necessary, to make recommendations to Cabinet. 	
Justification	
<p>One of the Council's high-level objectives under the 'Borough to be proud of' priority theme in the new Corporate Plan is to 'Enhance the Borough's economic and tourism offer'.</p> <p>Swale offers a range of leisure and tourism facilities which attract people from outside the Borough. These include:</p> <ul style="list-style-type: none"> - the holiday parks on the Isle of Sheppey; - self-catering, B&B and hotel accommodation; - walking, cycling and horse riding, particularly in the more rural and coastal areas; - rural villages and wetlands; - specific events such as festivals and carnivals; - history and heritage landmarks and events; - shopping, eating and drinking establishments; - our coast and water-based leisure; and 	

- sports venues.

The purpose of the review is to understand whether the Council and its partners are making the most of Swale's assets in order to encourage people to visit the Borough and help sustain local businesses and facilities.

Evidence and information to be gathered

- Evidence of how the Council promotes Swale's leisure and tourism facilities and how the effectiveness of this is evaluated;
- information on how the Council works with key partners (eg. Visit Kent, British Destinations Organisation etc) to promote Swale as a place to visit;
- how the Council works with businesses and others in the Swale leisure and tourism sector;
- the impact of infrastructure investment (eg. rail and cycling, lack of coach parking); and
- whether Swale is used as an overnight stopover point to other tourist destinations.

Sources of information and evidence

<i>Individual or organisation</i>	<i>Committee session</i>	<i>Task and finish panel, site visit, correspondence, or other method</i>	<i>To be decided</i>
<ul style="list-style-type: none"> • Cllr Mike Whiting, Cabinet Member for Localism, Culture, Heritage and Sport; • Cllr Mike Cosgrove, Cabinet Member for Regeneration; • Lyn Newton, Economy and Community Services Manager; • Len Mayatt, Leisure and Technical Services Manager. 	√	X	X
<ul style="list-style-type: none"> • Local businesses and other organisations in the Swale leisure and tourism sector. 	X	Site visits or postal survey?	X

Organisation(s) to be reviewed		If partners' activities are to be reviewed, what powers or influence does the committee have?
X	SBC only.	
	Partner organisation only.	
X	SBC working in partnership.	

Timing constraints [Any external constraints affecting timing of review?]

Part 2: Review Plan

Review team

Lead review member:	Whole Committee review
Other review members:	
O&S support officer:	Bob Pullen, Policy and Performance Officer
SBC service liaison officer:	Lyn Newton, Economy and Community Services Manager

Key dates

Date to begin evidence gathering:	To be decided
Date(s) of committee sessions (if any):	To be decided
Date for draft report to be presented to committee:	To be decided

Note: Dates of committee session(s) and for the report to be presented to committee must be added to the committee forward plan.