

## AGENDA

### SCRUTINY COMMITTEE MEETING

Date: Tuesday, 30 September 2014  
Time: 7.00 pm  
Venue: Council Chamber - Swale House

#### Membership:

Councillors Sylvia Bennett, Andy Booth (Chairman), Lloyd Bowen (Vice-Chairman), Jackie Constable, John Coulter, Mark Ellen, June Garrad, Mike Haywood, Peter Marchington, Prescott, Ben Stokes and Ghlin Whelan

Quorum = 4

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Pages

1. Apologies for Absence and Confirmation of Substitutes

2. Minutes

To approve the Minutes of the Meeting held on 2 September 2014 (Minute Nos. 200 - 207) as a correct record.

3. 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.

**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 Director of Corporate Services as 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**

4. Financial Management Report 1 - 16
- The Committee is asked to consider the Financial Management Report - First Quarter.
5. Performance Monitoring Report 17 - 26
- The Committee is asked to consider the Performance Monitoring Report - First Quarter.

### **Part Two - Business Items**

6. Reviews at Follow-up Stage and Log of Recommendations 27 - 28
- The Committee is asked to review the updated log of recommendations (attached).
7. Review Plans
- To consider a draft review plan for Housing Services.
8. Other Review Progress Reports
- The Committee is asked to consider updates on other reviews:
- Joint scrutiny of Mid Kent Improvement Partnership (MKIP) governance and communications;
  - Contracts and Procurement Review;
  - Asset transfers.
9. Cabinet Forward Plan 29 - 38
- The Committee is asked to consider the Forward Plan with a view to identifying possible items for pre-decision scrutiny.
10. Urgent Business Requests
- The Committee is asked to consider any requests from Committee Members to commence a review.
11. Committee Work Programme 39 - 40
- The Committee is asked to review and discuss the Committee's Work Programme (attached) for the remainder of the year.

**Issued on Monday, 22 September 2014**

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**Director of Corporate Services, Swale Borough Council,  
Swale House, East Street, Sittingbourne, Kent, ME10 3HT**

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<b>Cabinet Meeting</b>	<b>Agenda Item:</b>
<b>Meeting Date</b>	<b>10 September 2014</b>
<b>Report Title</b>	<b>Financial Management Report: April – June 2014</b>
<b>Cabinet Member</b>	<b>Cllr Duncan Dewar-Whalley, Cabinet Member for Finance</b>
<b>SMT Lead</b>	<b>Nick Vickers, Head of Finance</b>
<b>Head of Service</b>	<b>Nick Vickers, Head of Finance</b>
<b>Lead Officer</b>	<b>Phil Wilson, Chief Accountant</b>
<b>Key Decision</b>	<b>Yes</b>
<b>Classification</b>	<b>Open</b>
<b>Forward Plan</b>	<b>Reference number:</b>
<b>Recommendations</b>	<ol style="list-style-type: none"> <li>1. To note the projected revenue underspend of £406,000.</li> <li>2. To approve the capital allocations for Love Lane Cemetery Chapel, Milton Creek Footpath, the Sittingbourne War Memorial and Tree Works at all three Cemeteries.</li> <li>3. Agree the amendments to the earmarked reserves.</li> </ol>

## 1. Purpose of Report and Executive Summary

- 1.1 This report shows the revenue and capital projected outturn for 2014/15 as at the end of period 3, covering the period from April to June 2014. The report is based on service activity up to the end of June 2014, and is collated from monitoring reports from budget managers.

## 2. Background

- 2.1 As part of the monthly financial reporting arrangements, detailed reports by Heads of Service have been produced to help focus accountability and reporting at the overall level. Based on the responses and discussions with Service Managers, a budget underspend of £406,000 is projected for the period April 2014 to June 2014 (three months).
- 2.2 Financial monitoring reports will be presented to Cabinet on a quarterly basis as well as to Scrutiny Committee.

### 3. Proposal

#### Revenue Spend

3.1 Based on the responses and discussions with Service Managers, a projected underspend of £406,000 is forecast.

3.2 Table 1 analyses the projected variance by Service

**Table 1: Underspend by Service**

	Service Manager	Working Budget	Projected Outturn 2014/15	Projected Variance
		£	£	£
Chief Executive	A. Kara	253,900	253,900	0
Policy	D. Clifford	203,900	203,900	0
Economy & Communities	E. Wiggins	1,913,620	1,925,620	12,000
Communications	E. Wiggins	230,690	235,690	5,000
Housing	A. Christou	1,105,180	1,110,180	5,000
Planning	J. Freeman	914,990	878,990	(36,000)
Commissioning & Customer Contact	D. Thomas	6,875,330	6,574,330	(301,000)
Service Delivery	B. Planner	(681,700)	(707,700)	(26,000)
Director of Corporate Services & Director of Regeneration	M. Radford / P. Raine	348,830	348,830	0
Information Technology	A. Cole	978,290	978,290	0
Audit	R. Clarke	150,760	150,760	0
Environmental Health	T. Beattie	458,080	458,080	0
Finance	N. Vickers	653,770	653,770	0
Human Resources	D. Smart	366,820	366,820	0
Legal	J. Scarborough	330,010	330,010	0
Democratic Services	K. Bescoby	808,100	808,100	0
Property	A. Adams	655,190	590,190	(65,000)
NNDR Discretionary Relief		146,980	146,980	0
KCC Second Homes Discount		(46,000)	(46,000)	0
Provision for Bad Debts		(434,930)	(434,930)	0
Corporate Items		2,989,190	2,989,190	0
<b>TOTAL SERVICE EXPENDITURE</b>		<b>18,221,000</b>	<b>17,815,000</b>	<b>(406,000)</b>
Contribution to/ (from) General Fund (after requests for roll forward of ring fenced grants)		63,000	63,000	0
<b>NET EXPENDITURE</b>		<b>18,284,000</b>	<b>17,878,000</b>	<b>(406,000)</b>
<b>Financed by:</b>			0	
Business Rates		(4,556,000)	(4,556,000)	0
Revenue Support Grant		(4,117,000)	(4,117,000)	0
New Homes Bonus		(2,269,000)	(2,269,000)	0
Preceptors Council Tax Support		(125,000)	(125,000)	0
Council Tax Freeze Grant		(349,000)	(349,000)	0
Council Tax Surplus		(178,360)	(178,360)	0
Council Tax		(6,689,640)	(6,689,640)	0
<b>NET EXPENDITURE</b>		<b>0</b>	<b>(406,000)</b>	<b>(406,000)</b>

3.3 Table 2 below details the main variations by Service:

**Table 2: Main variations by Service**

<b>Projected Net (Under)/Overspend / Income Shortfall as at end of June 2014</b>		
<b>Service – Cabinet Member (Head of Service)</b>	<b>£'000</b>	<b>Explanation</b>
<b>CHIEF EXECUTIVE - Cllr A. Bowles (Abdool Kara)</b>		
Chief Executive	0	Nil Variance reported.
Corporate Costs	0	Nil Variance reported.
Policy	0	Nil Variance reported.
<b>TOTAL</b>	<b>0</b>	
<b>ECONOMY AND COMMUNITIES – Cllrs M. Cosgrove, M. Whiting &amp; K. Pugh (Emma Wiggins)</b>		
CCTV	12	Reduced income for CCTV re previous customers cancelling use of the service.
Community Halls/Centres	3	Quinton Hall additional costs (rates £1.5k and estimated utility costs £1.5k).
Learning & Skills	(3)	Minor underspend.
<b>TOTAL</b>	<b>12</b>	
<b>COMMUNICATIONS, PRINTING, ADVERTISING &amp; PROMOTION – Cllrs M. Cosgrove, M. Whiting &amp; K. Pugh (Emma Wiggins)</b>		
Communications	5	Staff costs savings from vacant posts not probable.
<b>TOTAL</b>	<b>5</b>	
<b>HOUSING – Cllr J. Wright (Amber Christou)</b>		
Stay Put Scheme	13	Overspend on small repairs offset by additional Primary Care Trust grant.
Housing Options	(8)	Minor underspend on salaries and additional grants.
<b>TOTAL</b>	<b>5</b>	
<b>PLANNING - Cllr G. Lewin (James Freeman)</b>		
Development Control	(14)	Additional planning fees.
Development Services	(22)	Additional staff costs recovery from other authorities for part year of Head of Planning and full year for s106 post.
<b>TOTAL</b>	<b>(36)</b>	

<b>Projected Net (Under)/Overspend / Income Shortfall as at end of June 2014</b>		
<b>Service – Cabinet Member (Head of Service)</b>	<b>£'000</b>	<b>Explanation</b>
<b>COMMISSIONING AND CUSTOMER CONTACT – Cllrs D. Simmons &amp; M. Whiting (Dave Thomas)</b>		
Cemeteries and Closed Churchyards	26	Additional grounds maintenance required to trees and footpaths in cemeteries.
Commissioning & Customer Contact	19	Overspend on salaries.
Cleansing	(5)	Minor underspend on salaries.
Public Conveniences	(9)	Underspend on contract costs and energy costs.
Refuse & Street Cleansing	(332)	Change in recycling credits has resulted in a saving.
<b>TOTAL</b>	<b>(301)</b>	
<b>SERVICE DELIVERY – Cllr D. Simmons (Brian Planner)</b>		
Parking Management	10	Increase in contract cost.
Service Delivery	(36)	Salary underspend on Head of Service Delivery post.
<b>TOTAL</b>	<b>(26)</b>	
<b>DIRECTOR OF CORPORATE SERVICES – Cllrs D. Dewar-Whalley &amp; T. Wilcox (Mark Radford)</b>		
Corporate Costs	0	Nil variance reported to date.
<b>TOTAL</b>	<b>0</b>	
<b>EMERGENCY PLANNING – Cllr A. Bowles (Della Fackrell)</b>		
Emergency Planning	0	Nil variance reported to date.
<b>TOTAL</b>	<b>0</b>	
<b>DIRECTOR OF REGENERATION (Pete Raine)</b>		
Strategic Directors	0	Nil variance reported to date.
<b>TOTAL</b>	<b>0</b>	
<b>IT SERVICES – Cllr D. Dewar-Whalley (Andy Cole)</b>		
GIS	0	Nil variance reported to date.
Computer Equipment & Materials	0	Nil variance reported to date.
IT MKIP	0	Nil variance reported to date.
<b>TOTAL</b>	<b>0</b>	
<b>INTERNAL AUDIT – Cllr D. Dewar-Whalley (Rich Clarke)</b>		
Audit Services	0	Nil variance reported to date.
<b>TOTAL</b>	<b>0</b>	
<b>ENVIRONMENTAL HEALTH – Cllr D. Simmons (Tracey Beattie)</b>		
Environmental Services	0	Nil variance reported to date.
<b>TOTAL</b>	<b>0</b>	



<b>Projected Net (Under)/Overspend / Income Shortfall as at end of June 2014</b>		
<b>Service – Cabinet Member (Head of Service)</b>	<b>£'000</b>	<b>Explanation</b>
<b>FINANCE – Cllr D. Dewar-Whalley (Nick Vickers)</b>		
Financial Services	0	Nil variance reported to date.
<b>TOTAL</b>	<b>0</b>	
<b>HUMAN RESOURCES – Cllr T. Wilcox (Dena Smart)</b>		
Organisational Development	0	Nil variance reported to date.
<b>TOTAL</b>	<b>0</b>	
<b>LEGAL – Cllr D. Dewar-Whalley (John Scarborough)</b>		
Legal	0	Nil variance reported to date.
<b>TOTAL</b>	<b>0</b>	
<b>DEMOCRATIC SERVICES – Cllr A. Bowles (Katherine Bescoby)</b>		
Democratic Process	0	Nil variance reported to date.
Administration	0	Nil variance reported to date.
Elections & Electoral Registration	0	Nil variance reported to date.
<b>TOTAL</b>	<b>0</b>	
<b>PROPERTY – Cllr D. Dewar-Whalley (Anne Adams)</b>		
Health & Safety	0	Nil variance reported to date.
Property Services	(2)	Underspend on salaries.
Administrative Buildings	(13)	Variance reported on rates and energy costs.
Property Management	(50)	Additional property rental income based on 13/14 outturn.
<b>TOTAL</b>	<b>(65)</b>	
<b>NET EXPENDITURE</b>	<b>(406)</b>	

**Improvement and Regeneration Funds**

3.4 The balance as at the end of June 2014 on these funds is shown in Table 3 below:

**Table 3: Improvement & Regeneration Funds**

	<b>Balance Unallocated as at 1 April 2014</b>	<b>2014/15 Approved Allocations</b>	<b>Balance Unallocated as at 30 June 2014</b>
<b>Funds:</b>	<b>£</b>	<b>£</b>	<b>£</b>
Performance	579,984	27,022	552,962
Regeneration	368,290	47,000	321,290
Localism	35,813	2,236	33,577
Transformation	252,418	69,964	182,454
Local Loan Fund	250,000	0	250,000
<b>TOTAL</b>	<b>1,486,505</b>	<b>146,222</b>	<b>1,340,283</b>

3.5 The Regeneration Fund was topped up by £250,000 from the 2014/15 budget.

3.6 Further details of the approved allocations to the end of June 2014 are available in Appendix I.

3.7 If any of the above allocations are not required the balance will be added back to the relevant fund as at 31 March 2015.

**Reserves**

3.8 The below earmarked reserves are no longer needed and require Members' approval to be added back to the General Fund.

**Table 4: Reserves**

<b>Reserve</b>	<b>Head of Service</b>	<b>Description</b>	<b>Balance as at 30 June 2014 £</b>
Earmarked Capital Programme	Nick Vickers	This reserve was set up from the 2010/11 under spend. Its purpose was to fund those capital schemes that were funded from revenue but which slipped from 2010/11 capital programme. This funding is no longer required due to the capital projects coming in under budget.	42,380
Vehicle Leasing Costs for Pest Control/ Wardens	Brian Planner	To fund the cost of a new van. The cost of the van came in under budget.	2,079
Election Booths	Katherine Bescoby	The cost of the new election booths was less than forecast.	1,215
<b>TOTAL</b>			<b>45,674</b>

## Capital Expenditure

- 3.9 This report details the latest position on the 2014/15 capital programme and highlights any variations between the 2014/15 capital budget and expenditure to the end of period 3 (June 2014).
- 3.10 Actual expenditure to end of June 2014 (month 3) is £305,094. This represents 18.1% of the working budget (as per Appendix II).
- 3.11 Some additional capital schemes have been identified which require the allocation of capital monies:
- Love Lane Cemetery Chapel, Faversham - £25,300 is requested to connect the Chapel to the mains electricity supply (Head of Service – Dave Thomas);
  - Sittingbourne War Memorial - £8,100 is required to undertake capital works relating to WW1 and in particular the setting of a new commemorative VC stone for Donald Dean within the Sittingbourne War Memorial and the relocation of four existing VC stones to the Sittingbourne War Memorial for the dedication service on Sunday 9 November 2014 (Head of Service – Emma Wiggins);
  - Milton Creek Footpath - £30,000 is required for repairs to the footpath following tidal surge and subsequent storm damage (Head of Service – Dave Thomas);
  - Tree Works identified as high risk following a tree survey in all three cemeteries - £45,000 (Head of Service – Dave Thomas);
  - Tree works identified as medium risk following a tree survey in all three cemeteries - £10,000 (Head of Service – Dave Thomas).

The above are to be funded from capital receipts.

- 3.12 Table 5 details the movement from the Original 2014/15 budget to the Working Budget 2014/15.

**Table 5: Actual Expenditure to Date and Forecast Variations**

	<b>£</b>
<b>Original Estimate</b>	<b>1,106,740</b>
Add Supplementary Approvals:	
Rollovers agreed at Cabinet 16 July 2014	372,150
External Funding	97,090
Capital Receipts	80,480
Earmarked Reserve	25,000
<b>Total Working Budget</b>	<b>1,681,460</b>
Actual to end of June 2014	305,094
Variance to date	(1,376,366)
<b>Projected Variance</b>	<b>0</b>

- 3.13 Further details are available in Appendix II.

## Capital Receipts

- 3.14 Balance of capital receipts as at 31 March 2014 was £1,330,818.

**Payment of Creditors**

3.15 The latest monitoring position is shown in Table 6.

**Table 6: Invoice payment**

	<b>Target 2014/15</b>	<b>Cumulative year to date</b>	<b>June 2014</b>	<b>May 2014</b>	<b>April 2014</b>
Invoices paid in 30 days	97.25%	98.33%	97.61%	97.97%	99.15%

**Debtors**

3.16 Tables 7, 8 and 9 analyse the debt outstanding. 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.

**Table 7: Debt outstanding by due date (not including Rent Deposit Scheme)**

	<b>Current Year</b>		<b>Previous Year</b>
	<b>June 2014</b>	<b>March 2014</b>	<b>June 2013</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
0 – 2 Months	166	325	133
2 – 6 Months	243	75	1,137
6 – 12 Months	18	188	17
1 – 2 Years	21	25	21
2 – 3 Years	15	14	25
3 – 4 Years	25	24	14
4 – 5 Years	13	11	4
5 – 6 Years	4	5	2
6 Years +	28	27	27
<b>Total</b>	<b>533</b>	<b>694</b>	<b>1,380</b>
<b>Total Over 2 Months</b>	<b>367</b>	<b>369</b>	<b>1,247</b>

**Table 8: Debt outstanding by due date (including Rent Deposit Scheme)**

	<b>Current Year</b>		<b>Previous Year</b>
	<b>June 2014</b>	<b>March 2014</b>	<b>June 2013</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
0 – 2 Months	164	284	132
2 – 6 Months	206	81	1,138
6 – 12 Months	37	217	21
1 – 2 Years	43	32	27
2 – 3 Years	21	23	53
3 – 4 Years	51	71	276
4 – 5 Years	258	238	4
5 – 6 Years	4	5	2
6 Years +	28	27	27
<b>Total</b>	<b>812</b>	<b>978</b>	<b>1,680</b>
<b>Total Over 2 Months</b>	<b>648</b>	<b>694</b>	<b>1,548</b>

**Table 9: Debt outstanding (including Rent Deposit Scheme) by Department**

	<b>June 2014</b>	<b>March 2014</b>
	<b>£'000</b>	<b>£'000</b>
Rent Deposit Scheme	279	282
Commissioning and Customer Contact	232	210
Property	164	126
Housing	51	46
Legal	36	43
Economy and Communities	30	27
Planning	14	63
Environmental Health	9	0
Service Delivery	6	40
Finance	0	14
Communications	0	11
Democratic Services	0	4
Director of Regeneration	0	94
Other	(9)	16
<b>Total</b>	<b>812</b>	<b>976</b>

### **Business Rates Monitoring**

3.17 In 2013/14 the Council had a surplus of £450,000 on its business rates income. Given that once again Small Business Rate Relief was not taken into the base budget we would expect a similar figure to the 2013/14 surplus. We are not formally updating that figure until the half year business rate return is undertaken in October. This figure will then inform the 2015/16 projected income which will be taken into the base in that year.

## **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**

<b>Issue</b>	<b>Implications</b>
Corporate Plan	Embracing Localism Open for Business Healthy Environment
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
Risk Management and Health and Safety	None identified at this stage
Equality and Diversity	None identified at this stage
Sustainability	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 – Improvement and Regeneration Fund allocations as at end of June 2014;
- Appendix II – Capital Programme - Projected outturn as at end of June 2014.

## **8. Background Papers**

8.1 The Budget 2014/15 and Medium Term Financial Strategy 2014/15 to 2016/17.

**IMPROVEMENT AND REGENERATION FUND ALLOCATIONS (PERIOD 3)**

	Amount £
<b>Performance Fund</b>	
Communications Service Interim Support	10,027
Grove toilets, Leysdown	4,995
Local Area Perception Survey 2014/15	12,000
<b>Total Approved as at June 2014</b>	<b>27,022</b>
<b>Regeneration Fund</b>	
Members Regeneration Grants	47,000
<b>Total Approved as at June 2014</b>	<b>47,000</b>
<b>Localism Fund</b>	
Volunteer Week Campaign	1,186
Funding Fair	1,050
<b>Total Approved as at June 2014</b>	<b>2,236</b>
<b>Transformation Fund</b>	
Redundancy Payments 2014/15	69,964
<b>Total Approved as at June 2014</b>	<b>69,964</b>
<b>TOTAL APPROVED AS AT JUNE 2014</b>	<b>146,222</b>

CAPITAL MONITORING TO END OF JUNE 2014 (PERIOD 03)

Appendix II

	Funding SBC / P	2014/15 Original Budget £	Approved Roll overs £	Other Adjustments £	2014/15 Working Budget £	2014/15 Budget to end of period 03 June 2014 £	2014/15 Actual to end of period 3 June 2014 £	2014/15 Variance to end of period 3 June 2014 £	% of Revised Budget Spent to End of June 2014 %
<b>SUMMARY</b>									
<b><u>PARTNERSHIP FUNDING SCHEMES</u></b>									
Economy & Communities	P	0	0	72,540	72,540	18,135	33,736	15,601	46.51
Commissioning & Customer Contact	P	0	127,200	0	127,200	31,800	67,065	35,265	52.72
Housing	P	926,740	0	0	926,740	231,685	163,763	-67,922	17.67
Corporate Services	P	0	0	20,000	20,000	5,000	6,216	1,216	31.08
Property Services	P	0	0	4,550	4,550	1,138	0	-1,138	0.00
<b>TOTAL PARTNERSHIP FUNDING SCHEMES</b>	<b>P</b>	<b>926,740</b>	<b>127,200</b>	<b>97,090</b>	<b>1,151,030</b>	<b>287,758</b>	<b>270,780</b>	<b>-16,978</b>	
<b><u>SWALE BOROUGH COUNCIL FUNDING SCHEMES</u></b>									
Commissioning & Customer Contact	SBC	35,000	39,760	0	74,760	18,691	0	-18,691	0.00
Economy & Communities	SBC	15,000	0	0	15,000	3,750	0	-3,750	0.00
Housing	SBC	100,000	152,150	0	252,150	63,038	34,314	-28,724	13.61
Finance	SBC	30,000	26,570	0	56,570	14,143	0	-14,143	0.00
Property	SBC	0	26,470	60,480	86,950	21,739	0	-21,739	0.00
Service Delivery	SBC	0	0	45,000	45,000	11,250	0	-11,250	0.00
<b>TOTAL SBC FUNDING SCHEMES</b>	<b>SBC</b>	<b>180,000</b>	<b>244,950</b>	<b>105,480</b>	<b>530,430</b>	<b>132,611</b>	<b>34,314</b>	<b>-98,297</b>	
<b>TOTAL CAPITAL PROGRAMME</b>		<b>1,106,740</b>	<b>372,150</b>	<b>202,570</b>	<b>1,681,460</b>	<b>420,369</b>	<b>305,094</b>	<b>-115,275</b>	



	Funding SBC / P	2014/15 Original Budget £	Approved Roll overs £	Other Adjustments £	2014/15 Working Budget £	2014/15 Budget to end of period 03 June 2014 £	2014/15 Actual to end of period 3 June 2014 £	2014/15 Variance to end of period 3 June 2014 £	% of Revised Budget Spent to End of June 2014 %
<b>ECONOMY &amp; COMMUNITIES - Cllrs M. Crosgrove, M. Whiting &amp; K. Pugh (HoS E. Wiggins)</b>									
CCTV (R&R)	SBC	15,000	0	0	15,000	3,750	0	-3,750	0
Capital Expansion of CCTV service	P	0		38,800	38,800	9,700	0	-9,700	0
Meads Community Centre	P	0	0	33,740	33,740	8,435	33,736	25,301	99.99
<b>TOTAL ECONOMY &amp; COMMUNITIES</b>		<b>15,000</b>	<b>0</b>	<b>72,540</b>	<b>87,540</b>	<b>21,885</b>	<b>33,736</b>	<b>11,851</b>	<b>100</b>
<b>CORPORATE SERVICES - Cllrs D. Dewar-Whalley &amp; T. Wilcox (DIR M. Radford)</b>									
Miscellaneous I.T Equipment - Scanners	P	0	0	20,000	20,000	5,000	6,216	1,216	31.08
<b>TOTAL CORPORATE SERVICES</b>		<b>0</b>	<b>0</b>	<b>20,000</b>	<b>20,000</b>	<b>5,000</b>	<b>6,216</b>	<b>1,216</b>	<b>31</b>
<b>COMMISSIONING &amp; CUSTOMER CONTACT - Cllrs D. Simmons &amp; M. Whiting (HoS D. Thomas)</b>									
Cemeteries - future burial provision in the borough	SBC	0	32,590	0	32,590	8,148	0	-8,148	0
Waste Collection and Recycling (Wheelie bins) (R&R)	SBC	35,000	0	0	35,000	8,750	0	-8,750	0
Beach Huts, Minster Leas, Sheppey	SBC	0	7,170		7,170	1,793	0	-1,793	0
Thistle Hill Community Woodland - Trim Trail	P	0	35,000	0	35,000	8,750	0	-8,750	0
New Play Area - Iwade Schemes	P	0	92,200		92,200	23,050	0	-23,050	0
Kemsley Community Facilities	P	0	0	0	0	0	4,866	4,866	0
S106 - Kemsley West	P	0	0	0	0	0	62,199	62,199	0
<b>TOTAL COMMISSIONING &amp; CUSTOMER CONTACT</b>		<b>35,000</b>	<b>166,960</b>	<b>0</b>	<b>201,960</b>	<b>50,491</b>	<b>67,065</b>	<b>16,574</b>	<b>0</b>

	Funding SBC / P	2014/15 Original Budget £	Approved Roll overs £	Other Adjustments £	2014/15 Working Budget £	2014/15 Budget to end of period 03 June 2014 £	2014/15 Actual to end of period 3 June 2014 £	2014/15 Variance to end of period 3 June 2014 £	% of Revised Budget Spent to End of June 2014 %
<b>SERVICE DELIVERY - Cllr D. Simmons (HoS B. Planner)</b>									
Ground Floor Reception Area - Revenue Funding	SBC	0	0	25,000	25,000	6,250	0	-6,250	0
Ground Floor Reception Area - Capital Receipts	SBC	0	0	20,000	20,000	5,000	0	-5,000	0
<b>TOTAL SERVICE DELIVERY</b>		<b>0</b>	<b>0</b>	<b>45,000</b>	<b>45,000</b>	<b>11,250</b>	<b>0</b>	<b>-11,250</b>	<b>0</b>
<b>HOUSING - Cllr J. Wright (HoS A. Christou)</b>									
DFG Mandatory Grants	SBC	100,000	152,150	0	252,150	63,038	0	-63,038	0
<i>DFG Mandatory Grants (CLG)</i>	<i>P</i>	<i>926,740</i>	<i>0</i>	<i>0</i>	<i>926,740</i>	<i>231,685</i>	<i>163,763</i>	<i>-67,922</i>	<i>17.67</i>
HRG - Housing Repair Grants Over 60	SBC	0	0	0	0	0	5,298	5,298	0
HRG - DFG Remedial	SBC	0	0	0	0	0	2,717	2,717	0
RHB2 - Decent Home Loans Owner Occupier	SBC	0	0	0	0	0	25,849	25,849	0
Housing - Emergency Accommodation	SBC	0	0	0	0	0	450	450	0
<b>TOTAL HOUSING</b>		<b>1,026,740</b>	<b>152,150</b>	<b>0</b>	<b>1,178,890</b>	<b>294,723</b>	<b>198,077</b>	<b>-96,646</b>	<b>18</b>

	Funding SBC / P	2014/15 Original Budget £	Approved Roll overs £	Other Adjustments £	2014/15 Working Budget £	2014/15 Budget to end of period 03 June 2014 £	2014/15 Actual to end of period 3 June 2014 £	2014/15 Variance to end of period 3 June 2014 £	% of Revised Budget Spent to End of June 2014 %
<b>FINANCE - Cllr D. Dewar-Whalley (HoS N. Vickers)</b>									
Agresso Upgrade	SBC	0	26,570	0	26,570	6,643	0	-6,643	0
Cash Receipting System - Replacement (Cap Receipts)	SBC	30,000	0	0	30,000	7,500	0	-7,500	0
<b>TOTAL FINANCE AND PERFORMANCE PORTFOLIO</b>		<b>30,000</b>	<b>26,570</b>	<b>0</b>	<b>56,570</b>	<b>14,143</b>	<b>0</b>	<b>-14,143</b>	<b>0</b>
<b>PROPERTY - Cllr D. Dewar-Whalley HoS A. Adams)</b>									
Swale House Window Rep & Blding Refurbishment	SBC	0	26,470	0	26,470	6,618	0	-6,618	0
Central Plaza Sittingbourne	SBC	0	0	25,740	25,740	6,435	0	-6,435	0
Folder Inserter Machine	SBC	0	0	15,970	15,970	3,993	0	-3,993	0
<i>Folder Inserter Machine</i>	<i>P</i>	0	0	4,550	4,550	1,138	0	-1,138	0
Committee Room Adaptations	SBC	0	0	18,770	18,770	4,693	0	-4,693	0
<b>TOTAL PROPERTY</b>		<b>0</b>	<b>26,470</b>	<b>65,030</b>	<b>91,500</b>	<b>22,877</b>	<b>0</b>	<b>-22,877</b>	<b>0</b>

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## SCRUTINY COMMITTEE



30 September 2014		Agenda Item 5
<b>Balanced scorecard reports 2014/15 Quarter 1</b>		
Scrutiny lead:	Cllr Booth – Scrutiny Chair	
Cabinet member:	Cllr Wilcox – Cabinet Member for Performance	
Report author:	David Clifford – Policy and Performance Manager	
<b>Recommendation</b>		
That the Committee:		
<b>Notes</b> the performance position at the end of 2014/15 Quarter 1.		

### 1 Purpose of Report and Executive Summary

- 1.1 This report presents the quarterly portfolio-based balanced scorecard performance reports for the first quarter (April-June) of 2014/15. 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 since 2011.

### 3 Proposal

- 3.1 Appendix I provides a scorecard for each Cabinet portfolio, plus one covering 'corporate health'. This latter combines some information which is only relevant from a cross-organisational perspective with a high-level summary of some of the information which is included in more detail on individual portfolios' scorecards.
- 3.2 Items may show as Red for a number of reasons (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, as well as the summaries by the policy team on each scorecard, is to enable members to determine where further scrutiny of the numbers may be beneficial.

## **4 Alternative Options**

4.1 Regular monitoring of organisational performance is widely regarded as essential to a well-governed council. The scorecards seek to deal with 'performance' in the broadest sense, rather than focusing only on traditional measures such as output indicators and progress on delivering service and action plans.

4.2 The monthly SMT report, which is more tightly focused on these traditional measures, continues to be circulated to Cabinet and Scrutiny members on an individual basis for information. Formal consideration of this report could at any time be included as an agenda item for either of these meetings.

## **5 Consultation Undertaken or Proposed**

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

## **6 Appendices**

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

- Appendix I: Cabinet scorecard reports for 2014/15 Quarter 1.

# CORPORATE HEALTH

Balanced scorecard report for 2014/15 Quarter 1



Council Leader: Cllr Bowles • Deputy Leader: Cllr Lewin

## Corporate Overview

### Budget monitoring

At end of 2014/15 Quarter 1	Revenue budget			Capital expenditure		
	Budget	Projected year-end position		Budget	Profiled (target) spend	Actual spend
Swale Borough Council	£18,221,000	£406,000	(2%) Underspend	£1,681,460	£420,369 (25%)	£305,094 (18%)

### Adverse audit opinions

Number of poor or weak control opinions received during 2014/15 Quarter 1: **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 2014/15 Quarter 1.

### Large projects

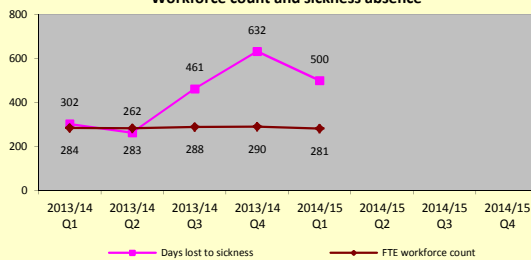
All large projects across SBC

Green: No issues. Amber: Minor issues raised/envisaged since last report. Red: Significant issues raised/envisaged since last report. For more details see portfolio scorecards or go to: <http://intranet/projects/default.aspx>



### Workforce

Workforce count and sickness absence



### Strategic risks

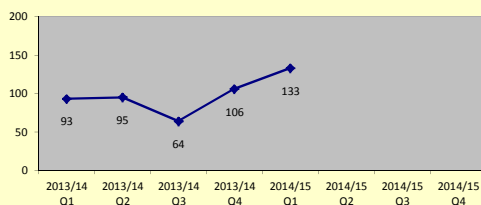
Strategic risk register 2014/15	* Likelihood	Impact
1. Welfare reform/wider economic pressures	5	3
2. Regeneration and place-shaping	5	3
3. Balancing the budget 2014/15 to 2016/17	4	4
4. Transforming to meet the financial climate	3	3
5. Safeguarding	3	4

\*The RAG rating relates to the combined likelihood-impact score.

## Customer Perspective

### Customer feedback

Complaints received per quarter: total across SBC

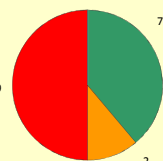


Complaints and compliments across SBC: 2014/15 Quarter 1

Total complaints received	133
Total complaints responded to within 10 working days	120
Proportion of complaints responded to within 10 working days (target 85%)	90%
Total complaints referred to the Local Government Ombudsman	2
Total compliments received	78

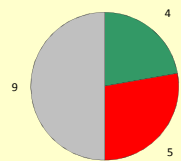
### Local area perception survey 2013

Indicators and targets (RAG)



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

Indicators improved or deteriorated from 2012



Green: improved. Red: deteriorated. Grey: static or no statistically significant change.

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 local area perception survey indicators from across SBC services.

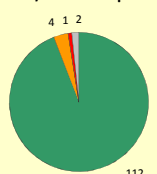
## Summary from the Policy and Performance Team

This scorecard gives an overview of the state of the council at the end of the first quarter of 2014/15. Two-thirds of the indicators for which an outcome can be calculated are on target, but eight planning-related indicators cannot be calculated due to issues encountered in the move to a shared planning administration service; information on these indicators will be available again from Quarter 2. More than half of the indicators for which national comparisons can be made are performing among the best 25% of local authorities nationally. There has been a rise in complaints resulting from the implementation of the new waste contract. Complaint levels are expected to return to normal by Quarter 2, and timeliness in complaint handling is good. Sickness absence appears to be returning to Swale's normally very low level following a rise last quarter. More detail on many of the measures in this scorecard is presented on the individual portfolio scorecards.

## Service Perspective

### Planned actions

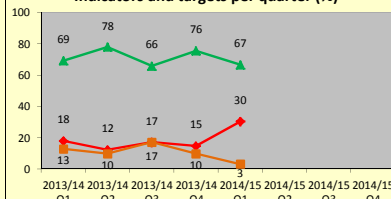
Actions in 2014/15 service plans



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

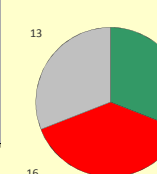
### Performance indicators

Indicators and targets per quarter (%)



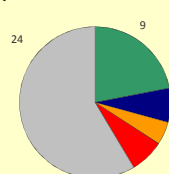
There are 41 corporate indicators in total. Green: target achieved. Amber: within tolerance. Red: target missed.

Indicators improved or deteriorated from 2013/14 Q1



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

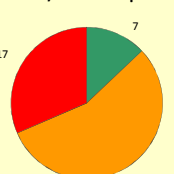
Quartile positions in latest available data



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

### Operational risks

Operational risks in 2014/15 service plans



RAG denotes combined likelihood and impact scores. Red: high (≥12). Amber: medium. Green: low (≤4).

This scorecard includes all actions and operational risks from across SBC service plans, and all 41 performance indicators in the corporate set.

# COMMUNITY SAFETY AND HEALTH

Balanced scorecard report for 2014/15 Quarter 1

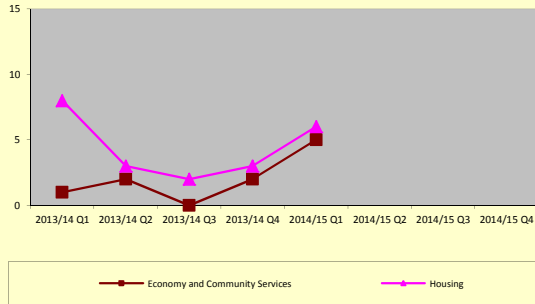


Cabinet Member: Cllr Pugh

## Customer Perspective

### Customer feedback

Total complaints received per quarter



Complaints responded to within 10 working days (target: 85%)

2014/15 Quarter 1	No. rec'd	No. timely	% timely
Economy and Community Services	5	5	100
Housing	6	5	83

#### Local Government Ombudsman complaints

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

#### Compliments received during 2014/15 Quarter 1

Economy & Community	7	Housing	8
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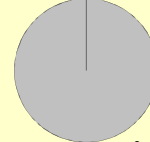
### Local area perception survey 2013

Indicators and targets (RAG)



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

Indicators improved or deteriorated from 2012



Green: improved. Red: deteriorated. Grey: static or no statistically significant change

Indicator quartile positions in 2008 Place Survey data



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

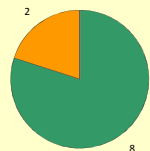
## Summary from the Policy and Performance Team

This scorecard gives an overview of council performance on the Community Safety and Health portfolio at the end of the first quarter of 2014/15. The only corporate indicator under this portfolio is the overall crime rate, which has once again risen slightly from the previous quarter and thus remains Red at 19.1 crimes per 1,000 population against a target of 14.7 crimes. There are likely to be multiple reasons for this high crime level, but two stand out. Firstly, domestic abuse accounts for fully 47% of violent crime in the borough, and recent work by SATEDA is encouraging better reporting of these crimes. Secondly, there has been a spike in burglaries recently, but a number of key individuals have been arrested and remanded in custody. Further detail is available from the Community Safety Unit. All service plan actions for this portfolio are on track, all three operational risks are being appropriately managed, and no adverse audit opinions were received during the quarter.

## Service Perspective

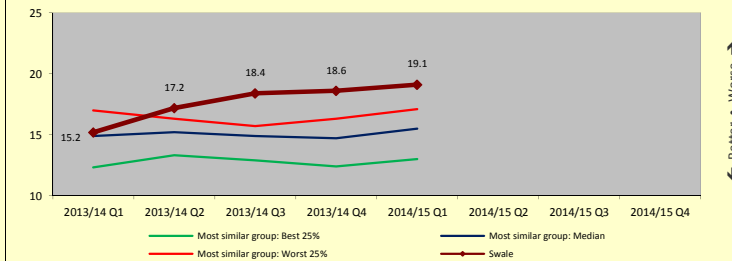
### Planned actions

Actions in 2014/15 service plans



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

All crime per 1,000 population



### Risk management

Operational risks



RAG denotes combined likelihood and impact scores. Red: high (≥12). Amber: medium. Green: low (≤4).

## Corporate Perspective

### Revenue budget

At end of 2014/15 Quarter 1	Budget 14/15	Projected year-end position
Economy and Community Services	£1,913,620	£12,000 (1%) Overspend
Housing	£1,105,180	£5,000 (0%) Overspend

### Large projects

There are currently no large projects in this portfolio.

### Capital expenditure

At end of 2014/15 Quarter 1	Budget 14/15	Profiled spend	Actual spend
Economy and Community Services	£87,540	£21,885 (25%)	£33,736 (39%)
Housing	£1,178,890	£294,723 (25%)	£198,077 (17%)

## Portfolio-Specific Perspective

There are currently no portfolio-specific items in this portfolio.

### Adverse audit opinions

Number of poor or weak control opinions received during 2014/15 Quarter 1:	0
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Where adverse opinions are received, details are provided here.  
No adverse opinions were received in 2014/15 Quarter 1.



# ENVIRONMENT AND RURAL AFFAIRS

Balanced scorecard report for 2014/15 Quarter 1

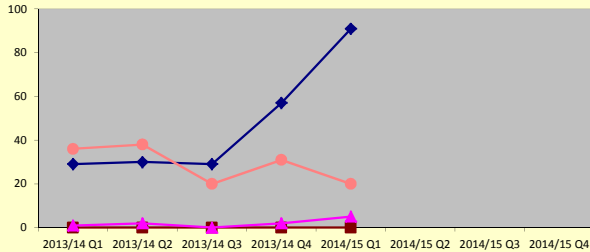


Cabinet Member: Cllr Simmons

## Customer Perspective

### Customer feedback

Total complaints received per quarter



Legend: Commissioning and Customer Contact (Blue), Policy and Performance (Red), Economy and Community Services (Green), Service Delivery (Orange)

Complaints responded to within 10 working days (target: 85%)

2014/15 Quarter 1	No. rec'd	No. timely	% timely
Commissioning and Customer Contact	91	83	91
Policy and Performance	0	0	N/A
Economy and Community Services	5	5	100
Service Delivery	20	20	100

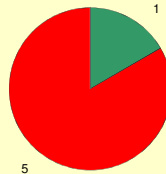
One complaint was referred to the Local Government Ombudsman during the quarter.

Compliments received during 2014/15 Quarter 1

Commissioning & Contact	56	Economy & Community	7
Policy & Performance	0	Service Delivery	5

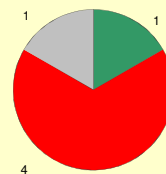
### Local area perception survey 2013

Indicators and targets (RAG)



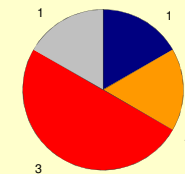
Green: target achieved. Amber: within tolerance. Red: target missed. Grey: no data or no target.

Indicators improved or deteriorated from 2012



Green: improved. Red: deteriorated. Grey: static or no statistically significant change

Indicator quartile positions in 2008 Place Survey data



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

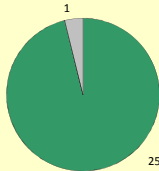
## Summary from the Policy and Performance Team

This scorecard gives an overview of council performance on the Environment and Rural Affairs portfolio at the end of the first quarter of 2014/15. Performance on indicators is excellent, with all ten indicators achieving their targets and all but one of the indicators for which comparator data is available performing above the national median. Complaint levels have increased again during the quarter as a result of the implementation of the new waste contract, but the timeliness of complaint handling across all service areas is good. All current service plan actions are making progress as expected, budgets and operational risks are being well managed, and no adverse audit opinions were received during the quarter. Sustainable Sheppey, the portfolio's only large project, continues to experience minor issues, but is expected to return to Green status by Quarter 2.

## Service Perspective

### Planned actions

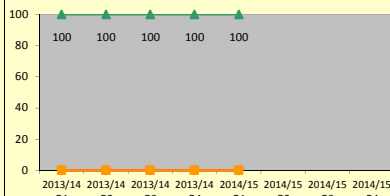
Actions in 2014/15 service plans



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

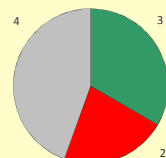
### Performance indicators

Indicators and targets per quarter (%)



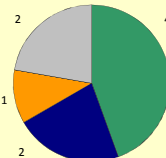
There are nine indicators in total. Green: target achieved. Amber: within tolerance. Red: target missed.

Indicators improved or deteriorated from 2013/14 Q1



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.

### Risk management

Operational risks



RAG denotes combined likelihood and impact scores. Red: high (≥12). Amber: medium. Green: low (≤4).

## Corporate Perspective

### Revenue budget

At end of 2014/15 Quarter 1	Budget 14/15	Projected year-end position
Commissioning and Customer Contact	£6,875,330	£301,000 (4%) Underspend
Policy and Performance	£203,900	£0 (0%) Underspend
Economy and Community Services	£1,913,620	£12,000 (1%) Overspend
Service Delivery	-£681,700	£26,000 (4%) Underspend

### Large projects

Sustainable Sheppey	<a href="http://www.swale.gov.uk/sustainable-sheppey-3/">http://www.swale.gov.uk/sustainable-sheppey-3/</a>
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.	

### Capital expenditure

At end of 2014/15 Quarter 1	Budget 14/15	Profiled spend	Actual spend
Commissioning and Customer Contact	£201,960	£50,491 (25%)	£67,065 (33%)
Policy and Performance	£0	£0 (%)	£0 (%)
Economy and Community Services	£87,540	£21,885 (25%)	£33,736 (39%)
Service Delivery	£45,000	£11,250 (25%)	£0 (0%)

## Portfolio-Specific Perspective

There are currently no portfolio-specific items in this scorecard.

### Adverse audit opinions

Number of poor or weak control opinions received during 2014/15 Quarter 1: 0

Where adverse opinions are received, details are provided here.  
No adverse opinions were received in 2014/15 Quarter 1.

# FINANCE and PERFORMANCE

Combined balanced scorecard report for 2014/15 Quarter 1

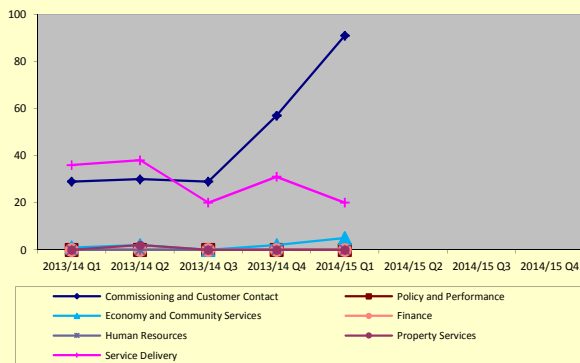


Cabinet Member for Finance: Cllr Dewar-Whalley • Cabinet Member for Performance: Cllr Wilcox

## Customer Perspective

### Customer feedback

Total complaints received per quarter



Compliments received during 2014/15 Quarter 1

Commissioning and Customer Contact	56	Human Resources	0
Policy and Performance	0	Property Services	0
Economy and Community Services	7	Service Delivery	5
Finance	0		

There are no indicators from the local area perception survey in this portfolio.

### Summary from the Policy and Performance Team

This combined scorecard gives an overview of council performance on both the Finance and the Performance portfolios at the end of the first quarter of 2014/15. All but one performance indicators are achieving target; two-thirds of those for which comparator data is available are performing in the best quartile, although the remaining two indicators are in the worst quartile. Two-thirds of indicators have improved when compared with this point last year. All service plan actions are making expected progress, risks and budgets are being well managed, and no adverse audit opinions were received during the quarter. Progress on tackling inequalities, the portfolios' only large project, is also on track.

Complaints responded to within 10 working days (target: 85%)

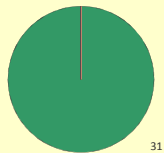
2014/15 Quarter 1	No. rec'd	No. timely	% timely
Commissioning and Customer Contact	91	83	91
Policy and Performance	0	0	N/A
Economy and Community Services	5	5	100
Finance	0	0	N/A
Human Resources	0	0	N/A
Property Services	0	0	N/A
Service Delivery	20	20	100

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

## Service Perspective

### Planned actions

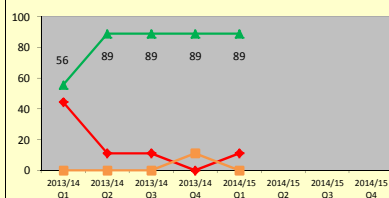
Actions in 2014/15 service plans



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

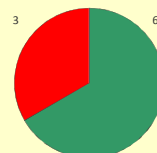
### Performance indicators

Indicators and targets per quarter (%)



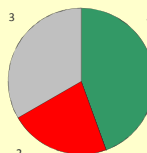
There are nine indicators in total. Green: target achieved. Amber: within tolerance. Red: target missed.

Indicators improved or deteriorated from 2013/14 Q1



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.

### Risk management

Operational risks



RAG denotes combined likelihood and impact scores. Red: high (≥12). Amber: medium. Green: low (≤4).

## Corporate Perspective

### Budget monitoring

At end of 2014/15 Quarter 1	Revenue budget			Capital expenditure		
	Budget 14/15	Projected year-end position		Budget 14/15	Profiled spend	Actual spend
Commissioning and Customer Contact	£6,875,330	£301,000 (4%) Underspend		£201,960	£50,491 (25%)	£67,065 (33%)
Policy and Performance	£203,900	£0 (0%) Underspend		£0	£0 (%)	£0 (%)
Economy and Community Services	£1,913,620	£12,000 (1%) Overspend		£87,540	£21,885 (25%)	£33,736 (39%)
Finance	£653,770	£0 (0%) Underspend		£56,570	£14,143 (25%)	£0 (0%)
Human Resources	£366,820	£0 (0%) Underspend		£0	£0 (%)	£0 (%)
Property Services	£655,190	£65,000 (10%) Underspend		£91,500	£22,877 (25%)	£0 (0%)
Service Delivery	£681,700	£26,000 (4%) Underspend		£45,000	£11,250 (25%)	£0 (0%)

### Adverse audit opinions

Number of poor or weak control opinions received during 2014/15 Quarter 1: **0**

Where adverse opinions are received, details are provided here. No adverse opinions were received in 2014/15 Quarter 1.

### Large projects

Tackling Inequalities <http://intranet/projects/Equality>  
 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.

# HOUSING

## Balanced scorecard report for 2014/15 Quarter 1

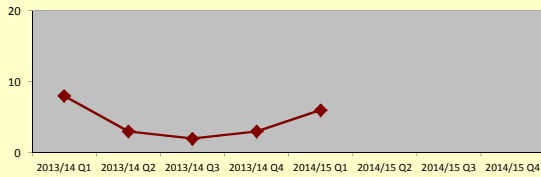


Cabinet Member: Cllr Wright

### Customer Perspective

#### Customer feedback

Total complaints received per quarter



Complaints responded to within 10 working days (target: 85%)

2014/15 Quarter 1	No. rec'd	No. timely	% timely
Housing Services	6	5	83

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

Compliments received during 2014/15 Quarter 1

Housing Services	8
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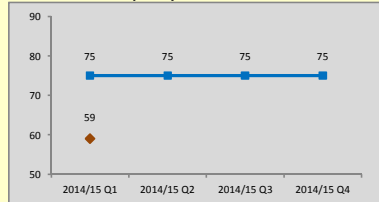
#### Summary from the Policy and Performance Team

This scorecard gives an overview of council performance on the Housing portfolio at the end of the first quarter of 2014/15, providing a range of metrics to give a holistic view of the service. Of the service's three corporate indicators, the number of households in temporary accommodation is down this quarter and well within target. The number of long-term empty homes brought back into use and the number of affordable homes delivered are both slightly adrift of target, but these indicators are particularly difficult to profile quarterly, and are expected to return to Green status by year-end. Complaints are up a little on previous quarters, but timeliness in responding to them has improved. All current service-plan actions are on track, budgets and operational risks are being appropriately managed, and no adverse audit opinions have been received.

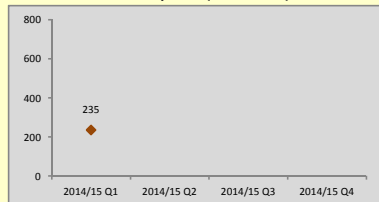
Chart legend: Target — Actual —

### Housing Options

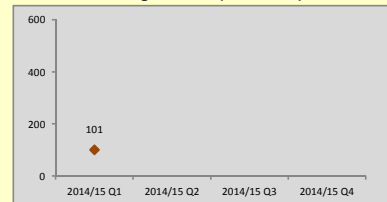
Number of households in temporary accommodation



Number of new prevention cases opened (cumulative)

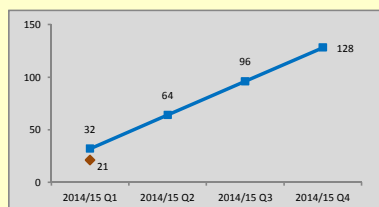


Number of households prevented from becoming homeless (cumulative)

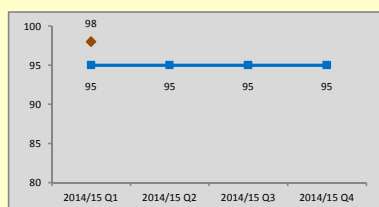


### Private Sector Housing

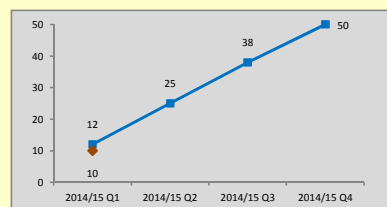
Number of DFG grants completed (cumulative)



Enforcement action responses within seven working days (%)

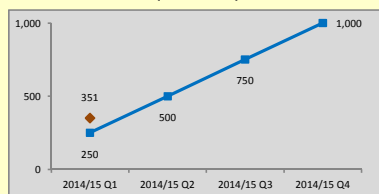


Number of long-term empty homes brought back into use (cumulative)

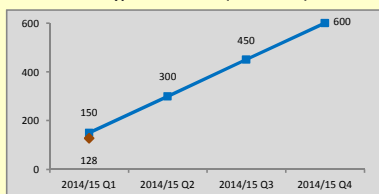


### Stay Put Service

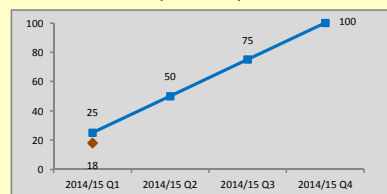
Number of enquiries to the Stay Put service (cumulative)



Number of jobs completed under the handyperson scheme (cumulative)



Gross number of affordable homes delivered (cumulative)



### Corporate Perspective

#### Revenue budget

At end of 2014/15 Quarter 1	Budget 14/15	Projected year-end position
Housing Services	£1,105,180	£5,000 (0%) Overspend

#### Capital expenditure

At end of 2014/15 Quarter 1	Budget 14/15	Profiled spend	Actual spend
Housing Services	£1,178,890	£294,723 (25%)	£198,077 (17%)

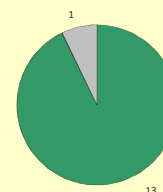
#### Adverse audit opinions

Number of poor or weak control opinions received during 2014/15 Quarter 1:	0
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Where adverse opinions are received, details are provided here.  
No adverse opinions were received in 2014/15 Quarter 1.

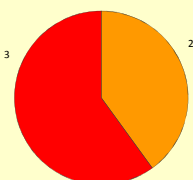
#### Planned actions

Actions in 2014/15 Service Plans



#### Risk management

Operational Risks



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

RAG denotes combined likelihood and impact scores. Red: high (≥12). Amber: medium. Green: low (≤4).

# LOCALISM

## Balanced scorecard report for 2014/15 Quarter 1

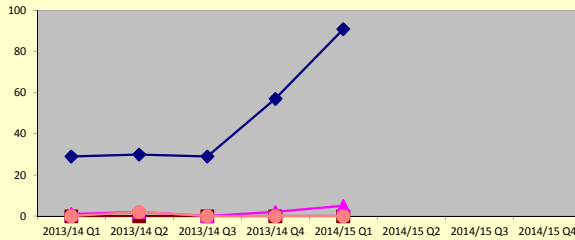


Cabinet Member: Cllr Whiting

### Customer Perspective

#### Customer feedback

Total complaints received per quarter



Commissioning and Customer Contact  
Policy and Performance  
Economy and Community Services  
Property Services

Complaints responded to within 10 working days (target: 85%)

2014/15 Quarter 1	No. rec'd	No. timely	% timely
Commissioning and Customer Contact	91	83	91
Policy and Performance	0	0	N/A
Economy and Community Services	5	5	100
Property Services	0	0	N/A

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

Compliments received during 2014/15 Quarter 1

Commissioning & Contact	56	Economy & Community	7
Policy & Performance	0	Property Services	0

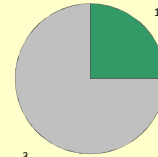
#### Local area perception survey 2013

Indicators and targets (RAG)



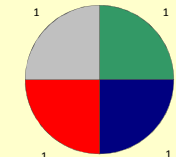
Green: target achieved. Amber: within tolerance. Red: target missed. Grey: no data or no target.

Indicators improved or deteriorated from 2012



Green: improved. Red: deteriorated. Grey: static or no statistically significant change.

Indicator quartile positions in 2008 Place Survey data



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

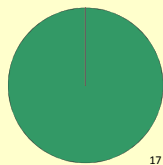
### Summary from the Policy and Performance Team

This scorecard gives an overview of council performance on the Localism portfolio at the end of the first quarter of 2014/15, showing progress on a number of volunteering and engagement indicators for the first time. The membership level of the SCEN is significantly up from last quarter and last year, but the number attending LEFs has fallen back to the levels achieved a year ago. All service plan actions under this portfolio are on track, and only two operational risks have been assessed with a combined likelihood and impact score greater than 12 (see the attached exception report for details). Budgets are being well managed, and no adverse audit opinions were received during the quarter.

### Service Perspective

#### Planned actions

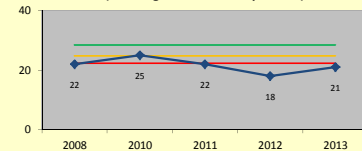
Actions in 2014/15 service plans



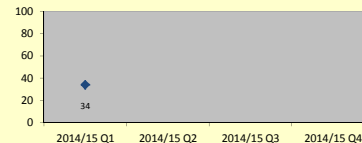
Green: complete or in progress. Amber: action due this quarter. Red: action overdue. Grey: action cancelled.

#### Volunteering and engagement indicators

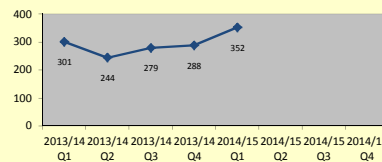
People who have given unpaid help to a club, society or organisation at least once per month in the last year (%) (showing 2008 national quartiles)



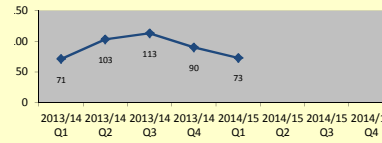
Proportion of Volunteering Strategy action plan completed (%)



Swale Community Empowerment Network: Number of member organisations

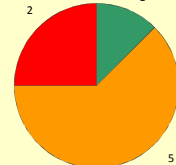


Number of residents attending community engagement events



#### Risk management

Operational risks



RAG denotes combined likelihood and impact scores. Red: high (≥12). Amber: medium. Green: low (≤4).

### Corporate Perspective

#### Revenue budget

At end of 2014/15 Quarter 1	Budget 14/15	Projected year-end position
Commissioning and Customer Contact	£6,875,330	£301,000 (4%) Underspend
Policy and Performance	£203,900	£0 (0%) Underspend
Economy and Community Services	£1,913,620	£12,000 (1%) Overspend
Property Services	£655,190	£65,000 (10%) Underspend

#### Capital expenditure

At end of 2014/15 Quarter 1	Budget 14/15	Profiled spend	Actual spend
Commissioning and Customer Contact	£201,960	£50,491 (25%)	£67,065 (33%)
Policy and Performance	£0	£0 (0%)	£0 (0%)
Economy and Community Services	£87,540	£21,885 (25%)	£33,736 (39%)
Property Services	£91,500	£22,877 (25%)	£0 (0%)

#### Adverse audit opinions

Number of poor or weak control opinions received during 2014/15 Quarter 1:	0
Where adverse opinions are received, details are provided here.	
No adverse opinions were received in 2014/15 Quarter 1.	

### Local Jobs

#### Large projects

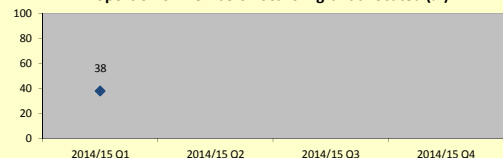
##### Community governance review

Project status at end of quarter: <http://intranet/projects/> Green

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

### Members' Localism Grant

Proportion of members' localism grant allocated (%)



# PLANNING

## Balanced scorecard report for 2014/15 Quarter 1

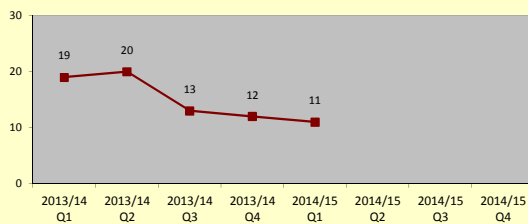


Cabinet Member: Cllr Lewin

### Customer Perspective

#### Customer feedback

Total complaints received per quarter



Complaints responded to within 10 working days (target: 85%)

2014/15 Quarter 1	No. rec'd	No. timely	% timely
Development Services	11	7	64

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

#### Local area perception survey

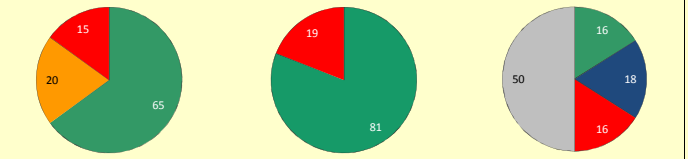
Satisfaction with planning services (service users)

2008	2009	2010	2011	2012	2013	2014	2015
N/A	N/A	41%	41%	32%	35%		

Benchmarking data is not currently available for this indicator.

#### Planning Service customer satisfaction survey 2013

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



Green: good or very good. Amber: fair. Red: poor or very poor. Based on 212 responses.  
 Green: very or fairly satisfied. Red: very or fairly dissatisfied. Based on 210 responses.  
 Green: Swale better. Blue: Both the same. Red: Swale worse. Grey: Don't know. 159 responses.

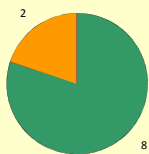
### Summary from the Policy and Performance Team

This scorecard gives an overview of council performance on the Planning portfolio at the end of the first quarter of 2014/15. Issues arising from the new planning administration shared service have meant that all but one of the portfolio's nine performance indicators cannot be calculated this quarter; a complete list of these, together with detail on the one Red indicator, is given in the exceptions report. Complaint numbers continue a slight downward trend from previous quarters, all service plan actions are on track, and planning fee income is well above the target. Of the portfolio's six operational risks with combined likelihood/impact scores greater than 12, those with the highest scores are related to the shared administration service. Recent issues with the local plan mean that both the portfolio's large projects continue to be reported as Red this quarter, but are expected to return to Green in Q2 following the decision by the LDF Panel to agree a new local plan/CIL programme.

### Service Perspective

#### Planned actions

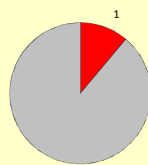
Actions in 2014/15 service plans



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

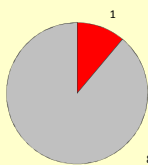
#### All service-plan performance indicators

Indicators and targets (RAG)



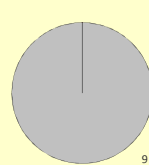
Green: target achieved. Amber: within tolerance. Red: target missed. Grey: no data or no target.

Indicators improved or deteriorated from 2013/14 Q1



Green: improved. Red: deteriorated. Grey: static or no statistically significant change

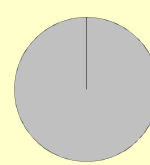
Indicator quartile positions in latest available data



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

#### Enforcement indicators

Indicators and targets (RAG)



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

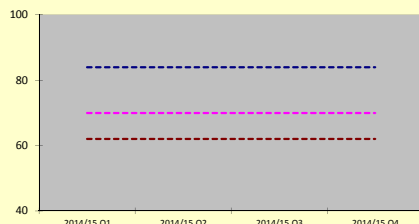
#### Risk management

Operational risks



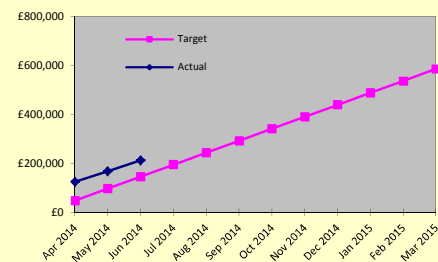
RAG denotes combined likelihood and impact scores. Red: high (≥12). Amber: medium. Green: low (≤4).

#### Timeliness of processing applications



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

#### Planning fee income 2014/15



### Corporate Perspective

#### Budget monitoring

At end of 2014/15 Quarter 1	Revenue budget			Capital expenditure		
	Budget 14/15	Projected year-end position		Budget 14/15	Profiled spend	Actual spend
Development Services	£914,990	£36,000 (4%)	Underspend	£0	£0 (%)	£0 (%)

#### Adverse audit opinions

Number of poor or weak control opinions received during 2014/15 Quarter 1:	<b>0</b>
Where adverse opinions are received, details are provided here. No adverse opinions were received in 2014/15 Quarter 1.	

#### Neighbourhood planning

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

#### Large projects

<b>Community Infrastructure Levy</b>	<a href="http://intranet/projects/Local%20level">http://intranet/projects/Local%20level</a>
Project status at end of quarter:	<b>Red</b>
Either: significant deviation from timescales, budget or quality since last report. Or: significant future changes to timescales, budget, quality or risks envisaged.	
<b>Local Development Framework</b>	<a href="http://intranet/projects/Local%20level">http://intranet/projects/Local%20level</a>
Project status at end of quarter:	<b>Red</b>
Either: significant deviation from timescales, budget or quality since last report. Or: significant future changes to timescales, budget, quality or risks envisaged.	

# REGENERATION

Balanced scorecard report for 2014/15 Quarter 1

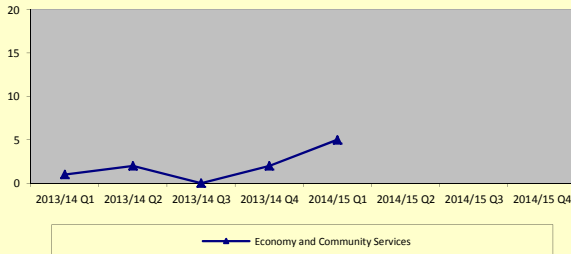


Cabinet Member: Cllr Cosgrove

## Customer Perspective

### Customer feedback

Total complaints received per quarter



Complaints responded to within 10 working days (target: 85%)

2014/15 Quarter 1	No. rec'd	No. timely	% timely
Economy and Community Services	5	5	100

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

Compliments received during 2014/15 Quarter 1

Economy and Community Services	7
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### Further customer perspective measures

There are no local area perception survey indicators in this portfolio.

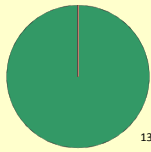
## Summary from the Policy and Performance Team

This scorecard gives an overview of council performance and wider demographic information on the Regeneration portfolio at the end of the first quarter of 2014/15. Both the indicators on local procurement are Red this quarter, with the significant drop in council spend with businesses with local presence/employment being attributed largely to the reduction in the value of the Biffa contract. Service plan actions, budgets, projects and operational risks under this portfolio continue to be well managed, and no adverse audit opinions were received during the quarter. Swale's skills profile has been updated for Quarter 1, showing a further reduction in the proportion of residents with no qualifications: the figure for Swale is falling faster than those for Great Britain and the South-East, with Swale's figure lower than the national figure for the first time this year. Swale's proportion of residents qualified to NVQ level 4 and above is rising, but more slowly than the national and regional figures. Swale school pupils' achievement of any five GCSEs at A\*-C grades remained good compared to other areas in 2013, but the proportion achieving an A\*-C grade in both English and maths in Swale (60%) remains lower than the national (62%) and Kent (64%) figures.

## Service Perspective

### Planned actions

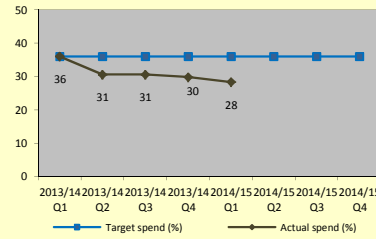
Actions in 2014/15 service plans



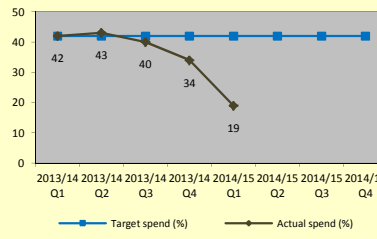
Green: complete or in progress. Amber: action due this quarter. Red: action overdue. Grey: action cancelled.

### Local procurement indicators

Council spend over £500 with businesses headquartered in Swale (%)

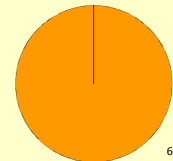


Council spend over £500 with businesses with significant local presence/employment (%)



### Risk management

Operational risks



RAG denotes combined likelihood and impact scores. Red: high (≥12). Amber: medium. Green: low (≤4).

## Corporate Perspective

### Revenue budget

At end of 2014/15 Quarter 1	Budget 14/15	Projected year-end position
Economy and Community Services	£1,913,620	£12,000 (1%) Overspend

### Capital expenditure

At end of 2014/15 Quarter 1	Budget 14/15	Profiled spend	Actual spend
Economy and Community Services	£87,540	£21,885 (25%)	£33,736 (39%)

### Adverse audit opinions

Number of poor or weak control opinions received during 2014/15 Quarter 1:	0
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Where adverse opinions are received, details are provided here.  
No adverse opinions were received in 2014/15 Quarter 1.

### Large projects

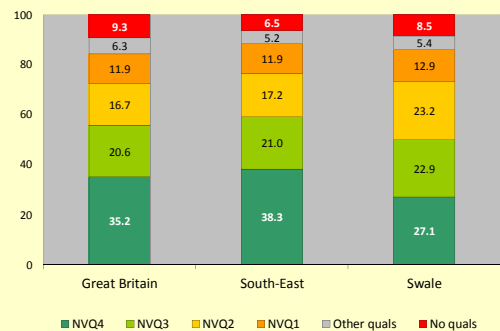
Sittingbourne Town Centre	<a href="http://intranet/projects/Sit">http://intranet/projects/Sit</a>
Project status at end of quarter:	Green
Both: no changes to timescales, budget or quality since last report. And: no future changes to timescales, budget, quality or risks envisaged.	

## Portfolio Perspective: Learning and Skills

### Swale skills profile

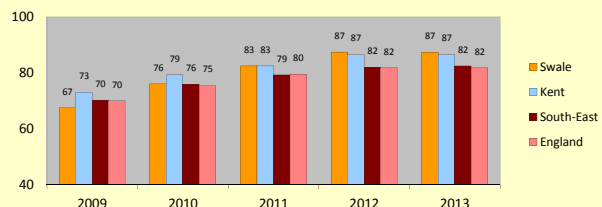
Proportion of workforce by NVQ qualification level (%)

Data from December 2013



### Schools: GCSE attainment

Proportion of 16-year-old cohort attaining five or more GCSEs grades A\*-C (%)



## OVERVIEW AND SCRUTINY LOG OF RECOMMENDATIONS

Cttee	Review title	Rec #	Summary of recommendation	Status	Head of service	Implementation target date	Notes
Scrutiny	Environmental enforcement	1	Members shadowing service units	Accepted	E. Wiggins	Ongoing	Considered at Cabinet on 16 July 2014
Scrutiny	Environmental enforcement	2	Clearer briefing on who provides which services	Accepted	M.Radford	Ongoing	Considered at Cabinet on 16 July 2014
Scrutiny	Environmental enforcement	3	Recognise good work of Environmental Response Team	Accepted	E. Wiggins	Ongoing	Considered at Cabinet on 16 July 2014
Policy	Mental health	1	SBC to work closely with CCGs and GPs on MH provision	Accepted	A.Christou	Ongoing	Considered at Cabinet on 16 July 2014
Policy	Mental health	2	SBC to assess impact of its services on those with MH	Accepted	A.Christou	Ongoing	Considered at Cabinet on 16 July 2014
Policy	Mental health	3	Stress importance of MH through local partners, inc KCC	Accepted	A.Christou	Ongoing	Considered at Cabinet on 16 July 2014
Policy	Mental health	4	Tackle particular problems of young people with MH issues	Accepted	A.Christou	Ongoing	Considered at Cabinet on 16 July 2014
Policy	Mental health	5	SBC to support voluntary sector in tackling MH issues	Accepted	A.Christou	Ongoing	Considered at Cabinet on 16 July 2014
Policy	Mental health	6	SBC to work with media and others to combat MH stigma	Accepted	A.Christou	Ongoing	Considered at Cabinet on 16 July 2014
Policy	Mental health	7	SBC to use its community advocate role to meet MH challenges	Accepted	A.Christou	Ongoing	Considered at Cabinet on 16 July 2014
Policy	Mental health	8	SBC to provide a costed model of supported housing	Rejected	A.Christou	Ongoing	Not a two-tier district function

Key to status	
	<b>Pending:</b> Awaiting cabinet decision on whether to accept or reject.
	<b>Rejected:</b> Recommendation not accepted by cabinet.
	<b>Accepted:</b> Recommendation accepted, still within target date for implementation.
	<b>Implemented:</b> Recommendation accepted, implementation complete.
	<b>Overdue:</b> Recommendation accepted, target date for implementation exceeded.

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

**October 2014 - January 2015**

**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 Kenneth Pugh** - Cabinet Member for Community Safety and Health

**Councillor David Simmons** - Cabinet Member for Environmental and rural affairs

**Councillor Duncan Dewar-Whalley** - Cabinet Member for Finance

**Councillor John Wright** - Cabinet Member for Housing

**Councillor Mike Whiting** - Cabinet Member for Localism

**Councillor Ted Wilcox** - Cabinet Member for Performance

**Councillor Mike Cosgrove** - Cabinet Member for Regeneration

**Councillor Gerry Lewin** - Deputy Leader and Cabinet Member for Planning

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](mailto: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
	Swale Fisherman's Association - Lease Proposal to offer Swale Fisherman's Association a twenty year lease for the moorings and quayside for the Fisherman's Quay at Queenborough.	Cabinet 8 October 2014	This is a Non-Key decision as it does not meet the relevant criteria.	Open		Leader
	Minutes of the Swale Joint Transportation Board meeting held on 8 September 2014.	Cabinet 8 October 2014	This is a Non-Key decision as it does not meet the relevant criteria.	Open		Councillor Mike Whiting
	Property Strategy This is an information report to provide members with an update on progress against the Property Strategy Action Plan and to report the outcome of the annual Property Performance Indicators for 2013-14. This is an information report to provide members with an update on progress against the Property Strategy Action Plan and to report the outcome of the annual Property Performance Indicators for 2013-14. No this is not a key decision as it is an information report.	Cabinet 8 October 2014	This is a Non-Key decision as it does not meet the relevant criteria.	Open		Councillor Duncan Dewar-Whalley duncandewar-whalley@swale.gov.uk

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
	Staying Put Framework Agreement Staying Put, the Councils Home Improvement Agency, operates a preferred supplier framework for contractors to carry out works in relation to Disabled Facilities Grants. This is a key decision as The potential value of the work that may go through the framework over the 6 month waiver period is 250K. The potential value of the work that may go through the new framework in its lifetime is 1.5m.	Cabinet 8 October 2014	Key It is significant in terms of its effect on communities living or working in an area comprising one or more wards	Open		Councillor John Wright johnwright@swale.gov.uk
	Thistle Hill Pitch Asset Transfer To agree the Asset Transfer of the Thistle Hill Pitch.	Cabinet 8 October 2014	This is a Non-Key decision as it does not meet the relevant criteria.	Open		Councillor Duncan Dewar-Whalley duncandewar-whalley@swale.gov.uk
	Minutes of the Local Development Framework Panel held on 25 September 2014 Minutes of the Local Development Framework Panel held on 25 September 2014	Cabinet 8 October 2014	Key	Open		Councillor Gerry Lewin gerrylewin@swale.gov.uk  Kellie MacKenzie kelliemackenzie@swale.gov.uk
	Local Engagement Forum Update To consider the quartly update on the Local Engagement Forums.	Cabinet 5 November 2014	This is a Non-Key decision as it does not meet the relevant criteria.	Open		Cabinet Member for Localism

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>Discretionary Rate Relief Policy This policy covers the discretionary help that can be given to local businesses which includes charities, non-profit making organisations and rural businesses. Under the Localism Act Members could put in place a scheme which encourages new businesses to move to the borough or to help a specific area of the Borough. This is a key decision because the cost of discretionary relief to the Borough is currently 150,000.</p>	<p>Cabinet 5 November 2014</p>	<p>Key It is significant in terms of its effect on communities living or working in an area comprising one or more wards</p>	<p>Open</p>		<p>Cabinet Member for Housing</p>
	<p>Minutes of the Local Development Framework Panel held on 28 October 2014.</p>	<p>Cabinet 5 November 2014</p>	<p>This is a Non-Key decision as it does not meet the relevant criteria.</p>	<p>Open</p>		<p>Cabinet Member for Planning</p>
	<p>Household Recycling &amp; Waste Collection Policy The Household Recycling and Waste Policy confirms the Councils approach to recycling and collection of waste. It is intended to form the protocol that council officers will follow on behalf of the Council when liaising with residents. It is a key decision due to the policy affecting all wards and properties within the Borough.</p>	<p>Cabinet 5 November 2014</p>	<p>This is a Non-Key decision as it does not meet the relevant criteria.</p>	<p>Open</p>		<p>Cabinet Member for Environmental and Rural Affairs</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
	Review of Fees and Charges Cabinet is asked to make recommendations to Council to approve the proposed fees and charges for 2015/16.	Cabinet 5 November 2014	This is a Non-Key decision as it does not meet the relevant criteria.	Open		Cabinet Member for Finance  Nick Vickers nickvickers@swale.gov.uk
	Council Tax Support Scheme 2015-16 The Council Tax Support Scheme has to be approved by full Council by 31 January each year. Members need to decide whether we go with the same scheme as last year reducing CTS by 15% or a different scheme. This is not a key decision as it is Council decision.	Cabinet 5 November 2014	This is a Non-Key decision as it does not meet the relevant criteria.	Open		Cabinet Member for Finance
	Review of Community Asset Transfer Policy This report will be advising members of the review of the existing community asset transfer policy and making recommendations regarding changes to the policy. It is not a key decision because it is a revision to an existing policy which has no direct budget implications and it does not significantly affect two or more wards.	Cabinet 5 November 2014	This is a Non-Key decision as it does not meet the relevant criteria.	Open		Cabinet Member for Localism

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>Sheerness Heritage Centre To consider a proposed new lease for Sheerness Heritage Centre.</p> <p>No this is not a key decision as it will not result in the local authority incurring expenditure which is, or the making of savings which are in excess of £100,000 and will not effect more than one ward.</p>	Cabinet 5 November 2014	This is a Non-Key decision as it does not meet the relevant criteria.	Open		Cabinet Member for Finance  Anne Adams
	<p>Medium Term Financial Plan and 2015/16 Revenue and Capital Budgets Cabinet is asked to consider the Council's Medium Term Financial Plan and the Revenue and Capital Budget proposals for 2015/16.</p>	Cabinet 3 December 2014	Key It is significant in terms of its effect on communities living or working in an area comprising one or more wards	Open		Cabinet Member for Finance  Nick Vickers nickvickers@swale.gov.uk
	<p>Graphic Design Service Framework Swale Borough Council has a desire to improve the effectiveness and quality of its communications service in order to improve the Council's reputation and increase awareness of and satisfaction with our services. As such, the Council has decided to create a 'graphic design service' framework of suppliers that can be called on when the need arises to enhance the in-house</p>	Cabinet 3 December 2014	Key	Open		Councillor Mike Whiting  Emma Wiggins emmawiggins@swale.gov.uk

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
	service that exists (one graphic design officer).					
	Revenues and Benefits Service Debt Recovery Policy In a previous internal audit it was recommended that the Revenues and Benefits service should have its own debt recovery policy in addition to the corporate policy. A policy has therefore been written to ensure that residents and especially vulnerable persons are treated equally and fairly when collecting debt. The policy outlines how debts will be collected covering the processes and possible methods of collection.	Cabinet 3 December 2014	This is a Non-Key decision as it does not meet the relevant criteria.	Open		Councillor Duncan Dewar-Whalley duncandewar-whalley@swale.gov.uk  Zoe Kent
	Financial Management Report Cabinet is asked to consider the report which sets out the revenue and capital projected outturn as at the end of the latest period.	Cabinet 3 December 2014	This is a Non-Key decision as it does not meet the relevant criteria.	Open		
	Discretionary Housing Payment Policy This policy covers the extra help given to claimants receiving Housing Benefit. Housing Benefit has been cut for some groups under the welfare reform changes the policy needs to be reviewed	Cabinet 3 December 2014	Key It is significant in terms of its effect on communities living or working in an area comprising one or more wards	Open		Cabinet Member for Finance

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
	so that Members can decide whether the fund is being distributed to those who need the most help in the Borough. This is a key decision because the grant received is 345,000.					
	Minutes of the Swale Rural Forum held on 18 November 2014.	Cabinet 3 December 2014	This is a Non-Key decision as it does not meet the relevant criteria.	Open		Cabinet Member for Environmental and Rural Affairs
	Minutes of the Local Development Framework Panel held on 4 December 2014.	Cabinet 7 January 2015	This is a Non-Key decision as it does not meet the relevant criteria.	Open		Cabinet Member for Planning
	Minutes of the Swale Joint Transportation Board meeting held on 8 December 2014.	Cabinet 7 January 2015	This is a Non-Key decision as it does not meet the relevant criteria.	Open		Councillor Mike Whiting
	Medium Term Financial Plan and 2015/16 Revenue and Capital Budgets Cabinet is asked to consider the Council's Medium Term Financial Plan and the Revenue and Capital Budget proposals for 2014/15.	Cabinet 4 February 2015	Key It is significant in terms of its effect on communities living or working in an area comprising one or more wards	Open		Cabinet Member for Finance  Nick Vickers nickvickers@swale.gov.uk



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
	Local Engagement Forum Update To receive an update on the quarterly Local Engagement Forum.	Cabinet 4 February 2015	This is a Non-Key decision as it does not meet the relevant criteria.	Open		
	Minutes of the Swale Rural Forum held on 10 February 2015.	Cabinet 11 March 2015	This is a Non-Key decision as it does not meet the relevant criteria.	Open		Cabinet Member for Environmental and Rural Affairs
	Local Development Framework Panel held on 12 February 2015.	Cabinet 11 March 2015	This is a Non-Key decision as it does not meet the relevant criteria.	Open		Cabinet Member for Planning
	Financial Management Report Cabinet is asked to consider the report which sets out the revenue and capital projected outturn as at the end of the latest period.	Cabinet 11 March 2015	This is a Non-Key decision as it does not meet the relevant criteria.	Open		Cabinet Member for Finance  Nick Vickers nickvickers@swale.gov.uk
	Minutes of the Swale Joint Transportation Board meeting held on 9 March 2015.	Cabinet 15 April 2015	This is a Non-Key decision as it does not meet the relevant criteria.	Open		Councillor Mike Whiting

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## SCRUTINY COMMITTEE WORK PROGRAMME 2014/15



Review title	Reviewers (lead underlined)	Status	30-Sep	29-Oct	27-Nov	13 Jan	28 Jan	11 Feb	19 Mar
Welfare reform and universal credit	All Committee members	Live			?	?		?	?
Housing services	All Committee members	Live		?	?	?		?	?
Primary health and funding opportunities	?	Not scoped			?	?		?	?
Economic development (from 2013/14)	Cllr <u>Conway</u>	Live		?					
Asset transfers (from 2013/14)	Cllr <u>Marchington</u>	Live		v					
Contracts and procurement (from 2013/14)	Cllr <u>Stokes</u>	Live		v					
2015/16 budget scrutiny	All Committee members	Live					<i>Budget</i>		
Quarterly budget monitoring	All Committee members	Live	<i>Quarter 1</i>		<i>Quarter 2</i>				<i>Quarter 3</i>
Quarterly performance monitoring	All Committee members	Live	<i>Quarter 1</i>			<i>Quarter 2</i>			<i>Quarter 3</i>

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