

# AGENDA

## SCRUTINY COMMITTEE MEETING

Date: Thursday, 19 March 2015

Time: 7.00 pm

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

Membership:

Councillors Sylvia Bennett, Andy Booth (Chairman), Lloyd Bowen (Vice-Chairman), Jackie Constable, John Coulter, Mark Ellen, June Garrad, Mike Henderson, 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 11 February 2015 (Minute Nos. 486 - 493) and the Minutes of the Special Meeting of the Overview and Scrutiny Committee held on 23 February 2015 (Minute Nos. to follow) as correct records.	
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.	
<b>Advice to Members:</b> 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 - 24
- The Committee is asked to consider the third quarter Financial Management Report.
5. Performance Monitoring Report 25 - 36
- The Committee is asked to consider the third quarter Performance Monitoring Report.

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

6. Reviews at Follow-up Stage and Log of Recommendations 37 - 38
- The Committee is asked to review the updated log of recommendations.
7. Other Review Progress Reports
- The Committee is asked to consider updates on other reviews.
- Contracts and Procurement Review Conclusions
  - Asset Transfers Review Report
  - Update on progress with the economic development review
  - Scoping template for the Housing Review
  - Joint Scrutiny of MKIP Planning Support
8. Cabinet Forward Plan 39 - 44
- The Committee is asked to consider the Forward Plan with a view to identifying possible items for pre-decision scrutiny.
9. Urgent Business Requests
- The Committee is asked to consider any requests from Committee Members to commence a review.
10. Exclusion of the Press and Public
- To decide whether to pass the resolution set out below in respect of the following items:
- That under Section 100A(4) of the Local Government Act 1972, the press and public be excluded from the meeting for the following item of business on the grounds that it involves the likely disclosure of exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A of the Act:
3. Information relating to the financial or business affairs of any particular

person (including the authority holding that information).

11. Urgent Item - Call-in

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The Scrutiny Committee resolved at its meeting of 11 February 2015:

*That following consideration of the Forum Shopping Centre, Sittingbourne report at Cabinet on 11 March 2015, the Chairman will call-in the decision using the procedures as set out in the Constitution.*

In accordance with the Scrutiny Committee's resolution passed on 11 February 2015, I as Chairman of the Scrutiny Committee, am calling-in the Cabinet's decision for consideration by the Scrutiny Committee, to include that there was inadequate consultation relating to the decision.

**Re-Issued on Wednesday, 18 March 2015**

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

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

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<b>Scrutiny</b>	<b>Agenda Item:</b>
<b>Meeting Date</b>	<b>19 March 2015</b>
<b>Report Title</b>	<b>Financial Management Report – April – December 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 on services of £867,600 and the proposed rollover of specific and other grants of £148,700 for 2014/15.</li> <li>2. To note the projected capital underspend for 2014/15 of £153,384 and to approve the additional capital funding to Sittingbourne War Memorial – additional £7,470 from capital receipts.</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 nine, covering the period from April to December 2014. The report is based on service activity up to the end of December 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 £867,600 is projected for the period April 2014 to December 2014 (nine months).
- 2.2 The Council has been proactive in addressing the known funding reductions in future years. This is reflected in the way in which members and managers look to restrict expenditure and generate new income streams. The biggest contributors to the underspend are the further savings on the waste contract, (our largest contract), and additional planning fees – 85% of the net

underspend. A pragmatic approach to roll-overs of underspends means that there is no incentive for managers to spend up to the budget limit.

- 2.3 Financial monitoring reports are 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 £867,600 is forecast compared with £687,720 (April to September) when last reported to Cabinet in December - a movement of £179,880.
- 3.2 The main movements from December over £20,000 are as follows:
- Parking – refund of VAT on parking fees £35k;
  - Parking – additional parking income and PCNs £40k;
  - Environmental Health – £49k reduced costs mainly salaries;
  - Planning Fees – additional fees £84k;
  - S106 Fees – reduced fee income £30k;
  - Planning Mid Kent Planning Service – additional implementation costs £55k;
  - Development Services - £23k additional staffing costs to meet high workloads the Swale Development teams are now experiencing;
  - Democratic Services – additional costs – increased National Insurance due on Members’ travel following the changes to the HMRC taxation legislation £29k;
  - Non Service Items – reduced corporate provision for bad debt – underspend £75k;
  - Members Localism Grants underspend £20k;
  - Markets/Sports Development – underspend £27k;
  - Housing – ringfenced grants to be rolled forward therefore overspend on B & B £46k;
  - Net underspend movement £33k.
- 3.3 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	252,700	242,100	(10,600)
Policy	D. Clifford	204,700	191,100	(13,600)
Economy & Communities	E. Wiggins	2,125,730	2,063,330	(62,400)
Communications	E. Wiggins	261,770	243,370	(18,400)
Housing	A. Christou	1,168,420	1,160,820	(7,600)
Planning	J. Freeman	930,850	903,450	(27,400)
Commissioning & Customer Contact	D. Thomas	6,745,900	6,251,700	(494,200)
Service Delivery	B. Planner	(710,520)	(785,620)	(75,100)
Director of Corporate Services & Director of Regeneration	M. Radford / P. Raine	361,760	358,460	(3,300)
Information Technology	A. Cole	1,045,420	1,050,320	4,900
Audit	R. Clarke	150,760	154,160	3,400
Environmental Health	T. Beattie	472,460	412,460	(60,000)
Finance	N. Vickers	1,760,700	1,734,800	(25,900)
Human Resources	D. Smart	387,040	387,040	0
Legal	J. Scarborough	330,020	311,820	(18,200)
Democratic Services	K. Bescoby	806,170	811,270	5,100
Property	A. Adams	659,190	607,690	(51,500)
Variances to be met from underspend		0	48,000	48,000
KCC Second Homes Discount		(46,000)	(73,530)	(27,530)
Corporate Provision for Bad Debt		217,440	132,440	(85,000)
NNDR Discretionary Relief		146,980	146,980	0
Other Variances		0	(8,000)	(8,000)
Corporate Items		782,830	693,860	(88,970)
<b>SERVICE EXPENDITURE</b>		<b>18,054,320</b>	<b>17,038,020</b>	<b>(1,016,300)</b>
Rollover Specific Grants (See Appendix II)		0	148,700	148,700
<b>SERVICE EXPENDITURE AFTER ROLL FORWARDS</b>		<b>18,054,320</b>	<b>17,186,720</b>	<b>(867,600)</b>
<b>Financed by:</b>				
Formula Grant		(4,296,000)	(4,296,000)	0
Business Rates		(4,604,000)	(4,604,000)	0
New Homes Bonus		(2,269,000)	(2,269,000)	0
Council Tax Freeze Grant		(79,000)	(79,000)	0
Council Tax Requirement		(6,868,000)	(6,868,000)	0
<b>NET EXPENDITURE</b>		<b>(61,680)</b>	<b>(929,280)</b>	<b>(867,600)</b>

The underspend of £1,016,300 will be reduced at year end by £148,700 in respect of unspent ring fenced grants which are moved to a separate account. The net expenditure after ring fenced grants is an underspend of £867,600.

3.4 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 December 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	(1)	Various minor underspends.
Corporate Costs	(9)	Reduced Consultancy/ Specialist Advice expenditure.
Policy	(14)	Salary underspend as result of vacant posts.
<b>TOTAL</b>	<b>(24)</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 Budgets – Troubled Families	(15)	£15k will be requested to roll forward into 2015/16 of unspent ring fenced grants.
Community Halls/Centres	3	Quinton Hall additional costs (rates £1.5k and estimated utility costs £1.5k).
High Street Innovation Fund	(12)	£12k will be requested to roll forward into 2015/16 of unspent ring fenced grants.
Markets	(17)	Underspend against rates.
Members Localism Grants	(20)	£20k will be requested to roll forward into 2015/16.
Sports Development	(13)	£3k will be requested to roll forward into 2015/16. This is a KCC grant for the Satellite Club to create links between schools and community clubs.
<b>TOTAL</b>	<b>(62)</b>	(£27k will be requested to roll forward into 2015/16 of unspent ring fenced grants and £23.2k of other budget underspends – refer to Appendix II.)
<b>COMMUNICATIONS, PRINTING, ADVERTISING &amp; PROMOTION – Cllrs M. Cosgrove, M. Whiting &amp; K. Pugh (Emma Wiggins)</b>		
Communications	(18)	Additional income from advertising in Inside Swale and postage budget transferred.
<b>TOTAL</b>	<b>(18)</b>	
<b>HOUSING – Cllr J. Wright (Amber Christou)</b>		
Housing Development and Strategy	(21)	Staff costs savings £20k, other net savings £1k
Private Sector Housing	(26)	Staff costs savings £20k, mileage and lump sum savings £7k, offset by other minor overspends £1k.
Stay Put Scheme	(14)	Salary costs savings £15k; unachievable Disabled Facilities Grant income £25k, offset by additional grants received and not spent in year. A request will be made to roll forward these ringfenced unspent grants. The underspend is due to the lack of referrals from Health.
Housing Options	53	Projected overspend of £55k on Bed & Breakfast landlord payments; other minor underspends £2k.
<b>TOTAL</b>	<b>(8)</b>	(£53k will be requested to roll forward into 2015/16 of unspent ring fenced grants – refer to Appendix II.)



<b>Projected Net (Under)/Overspend / Income Shortfall as at end of December 2014</b>		
<b>Service – Cabinet Member (Head of Service)</b>	<b>£'000</b>	<b>Explanation</b>
<b>PLANNING – Cllr G. Lewin (James Freeman)</b>		
Building Control	(4)	Underspend on dangerous structures.
Development Control	(214)	Additional planning fees £234k; net IT Development costs £4k; £8k underspend for enforcement salaries and £6k underspend on enforcement fees; £5k underspend on appeals and £5k overspend on consultancy services. There is also a £30k projected pressure for S106 monitoring fees as the the amount collected is very much dependent upon a few very large planning permissions carrying forward to construction. It is anticipated that there are likely to be wide variances from year to year. The 14/15 income reflects this situation but we expect this shortfall to be balanced out in future years.
Development Services	90	£87k net additional staffing costs to meet the high workloads the Swale Development teams are now experiencing. £3k office move & redecoration costs.
Local Planning & Conservation	(4)	Reduced fees and services in spatial policy and the conservation & design teams.
Planning Mid Kent Planning Service (MKPS)	105	The additional cost of implementing the planning MKIP service is £95k. However, £25k can be met from reserves. A further £35k overspend on salaries, including the business support officer post.
<b>TOTAL</b>	<b>(27)</b>	
<b>COMMISSIONING AND CUSTOMER CONTACT – Cllrs D. Simmons &amp; M. Whiting (Dave Thomas)</b>		
Cemeteries and Closed Churchyards	23	Additional grounds maintenance required to trees and footpaths in cemeteries.
Grounds Maintenance Contract	(20)	Underspend re open spaces. £5k of this underspend will be used to fund an overspend on capital.
Leisure and Sports Centres	50	Contribution towards Executive Office (Swale Community Leisure Ltd).
Cleansing	(15)	Staff costs savings.
Parks & Open Spaces	12	Overspend on equipment maintenance and purchase within play areas.
Public Conveniences	(22)	Underspend on contract costs and energy costs.
Recycling & Waste Minimisation	(130)	Net additional income from Garden Waste Scheme and savings on Recycling Credits.
Refuse Collection / Street Cleansing	(402)	Net underspend on contract costs (including savings on cost of additional properties, increased Bulky Waste, Special Collections and bin sales income and additional costs for purchase of bins).
Minor net variances	10	Minor overspends on Sports Pitches re energy costs & rates, Countryside & Parks re grounds maintenance.
<b>TOTAL</b>	<b>(494)</b>	(£11.3k will be requested to roll forward into 2015/16 of unspent ring fenced grants and £20k of other budget underspends – refer to Appendix II.)

<b>Projected Net (Under)/Overspend / Income Shortfall as at end of December 2014</b>		
<b>Service – Cabinet Member (Head of Service)</b>	<b>£'000</b>	<b>Explanation</b>
<b>SERVICE DELIVERY – Cllr D. Simmons (Brian Planner)</b>		
Parking Management	(35)	Refund of VAT on overpayment of parking income.
Service Delivery	(40)	Salary underspend on Head of Service Delivery post.
<b>TOTAL</b>	<b>(75)</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	(3)	Minor underspend on supplies and services.
<b>TOTAL</b>	<b>(3)</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>		
IT MKIP	0	Nil variance reported to date.
GIS	5	Outstanding holiday pay and related on costs.
<b>TOTAL</b>	<b>5</b>	
<b>ENVIRONMENTAL HEALTH – Cllr. D. Simmons (Tracey Beattie)</b>		
Environmental Services	(21)	Additional staff savings £5k, contribution from other Local Authorities £15k and minor savings £1k.
Health & Safety and Food Safety	(6)	Additional fee income
Pollution Noise	(2)	Savings on equipment maintenance
Pollution Control	(31)	Additional income from Environmental Protection Act fees and contaminated land fees. £23k will be requested to roll forward into 2015/16 of unspent ring fenced grant.
<b>TOTAL</b>	<b>(60)</b>	(£23k will be requested to roll forward into 2015/16 of unspent ring fenced grants - refer to Appendix II)
<b>INTERNAL AUDIT – Cllr D. Dewar-Whalley (Rich Clarke)</b>		
Audit Services	3	£3k overspend projected on the charge for the MKIP Audit service.
<b>TOTAL</b>	<b>3</b>	
<b>FINANCE – Cllr D. Dewar-Whalley (Nick Vickers)</b>		
Financial Services	(26)	Savings on Minimum Revenue Provision (MRP) £40k; Interest savings of £7k offset by £6k salaries overspend; and £15k other miscellaneous expenditure.
<b>TOTAL</b>	<b>(26)</b>	(£26k will be requested to roll forward into 2015/16 – refer to Appendix II.)

<b>Projected Net (Under)/Overspend / Income Shortfall as at end of December 2014</b>		
<b>Service – Cabinet Member (Head of Service)</b>	<b>£'000</b>	<b>Explanation</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 Services (prior to 1/11/14)	(8)	Net salary underspend offset by overspends on running costs.
Legal (MKLS) (from 1/11/14)	(10)	Underspend on salaries and related costs.
<b>TOTAL</b>	<b>(18)</b>	
<b>DEMOCRATIC SERVICES – Cllr A. Bowles (Katherine Bescoby)</b>		
Democratic Process	(5)	Additional staff costs £3k, savings on training courses £4k, other miscellaneous savings £4k.
Administration	10	Net staff costs overspend.
National Insurance for Members	29	Additional National Insurance due on Members' travel following the changes to the HMRC taxation legislation.
Elections & Electoral Registration	(29)	Additional canvassers fees £3k, additional election costs £3k. £35k additional income received to fund individual electoral registration.
<b>TOTAL</b>	<b>5</b>	(£35k will be requested to roll forward into 2015/16 of unspent ring fenced grants - refer to Appendix II)
<b>PROPERTY – Cllr D. Dewar-Whalley (Anne Adams)</b>		
Health & Safety	(3)	Saving on books & journals.
Property Services	19	Land holding review project with an estimated cost of £25k offset by small underspend on salaries £2k and miscellaneous income £4k.
Administrative Buildings	(14)	Net utility costs savings £8k, Sheerness office savings £10k and £4k overspend on equipment for the council chamber.
Property Management	(54)	Net additional property rental income based on 14/15 forecast.
<b>TOTAL</b>	<b>(52)</b>	(Any underspend will be requested to top up the building maintenance reserve – refer to Appendix II)
<b>OTHER VARIANCES (TO BE MET FROM TOTAL UNDERSPEND)</b>		
Sittingbourne Town Centre Development	43	Variance to be funded out of general year-end corporate underspend.
Arts Events & Activities	5	Additional spend to support the WW1 community grant scheme. This will be funded out of general year-end corporate underspend.
<b>TOTAL</b>	<b>48</b>	
<b>NON-SERVICE BUDGETS</b>		
KCC 2 <sup>nd</sup> Homes Discount	(28)	Additional KCC 2 <sup>nd</sup> Homes discount grant.
Corporate Provision for bad debt	(85)	Improvement in outstanding debt, Homelessness £10k and Housing Benefit £75k.

<b>Projected Net (Under)/Overspend / Income Shortfall as at end of December 2014</b>		
<b>Service – Cabinet Member (Head of Service)</b>	<b>£'000</b>	<b>Explanation</b>
<b>Other Variations:-</b>		
Revenue Funding of Capital Expenditure	12	Underspends reported in service budgets which are to be used to fund capital expenditure.
Business Rates	(20)	Additional income 'New Burden – Council Tax & Business Rates' Grant. (Will be requested to roll forward into 2015/16 as unspent non-ring fenced grants - refer to Appendix II.)
<b>TOTAL OTHER VARIATIONS</b>	<b>(8)</b>	
Corporate Items	(89)	Interest savings on finance leases, unspent earmarked reserves £46k, grant received £17k and external interest offset by pensions adjustment. (£17k for new burdens from Localism Act on right of challenge will be requested to roll forward into 2015/16 of unspent non-ring fenced grants - refer to Appendix II.)
	<b>(1,016)</b>	<b>TOTAL BEFORE ROLLOVER REQUESTS</b>
	149	Specific Grant Rollover Requests (to be approved by Cabinet as part of the 2014/15 Statement of Accounts) See Appendix II.
	<b>(867)</b>	<b>PROJECTED UNDERSPEND AFTER PROPOSED ROLLOVER OF RING FENCED GRANTS</b>

### Sensitivity Analysis

3.5 The Council has a small number of large and volatile budgets which will be the main cause of any significant variation in the Council's final outturn.

**Table 3:**

Budget Head	2014/15 Working Budget	Current Forecast	Current Projected Variance (as per table 2)	Range of Variance Options (increased / decreased cost or income)		Notes
				Min	Max	
	£	£	£	£	£	
Car Park Income	(1,522,900)	(1,522,900)	0	15,000	(15,000)	
PCN Income	(499,890)	(499,890)	0	10,000	(15,000)	
Planning Fees	(600,930)	(834,930)	(234,000)	(200,000)	(300,000)	(i)
Bed & Breakfast costs	126,800	181,479	54,679	35,660	100,000	(ii)
Housing Benefits	56,840,000	56,840,000	0	(100,000)	100,000	(iii)

- (i) Planning Fees - We have received several major planning applications with significant fee income. Further major applications are also expected by the end of the financial year which should give rise to fee income significantly above forecast.

- (ii) Bed & Breakfast - There has been a recent increase in emergency accommodation placements as predicted and the costs have therefore slightly increased. This is currently offset by income and Homelessness Grant and will be closely monitored, but the alternative emergency accommodation arrangements owned by SBC were put in place by January 2015 which should reduce costs by year-end.
- (iii) Housing Benefits - This is an extremely volatile budget and could vary by +/- £100,000 at year-end on a gross budget of £57m.

### Improvement and Regeneration Funds

3.6 The balance as at the end of December 2014 on these funds is shown in Table 4 below:

**Table 4: Improvement & Regeneration Funds**

	<b>Balance Unallocated as at 1 April 2014</b>	<b>2014/15 Approved Allocations</b>	<b>Balance Unallocated as at 31 December 2014</b>
<b>Funds:</b>	<b>£</b>	<b>£</b>	<b>£</b>
Performance	598,713	69,955	528,758
Regeneration	368,290	237,643	130,647
Localism	48,793	24,183	24,610
Transformation	252,418	54,992	197,426
Local Loan Fund	250,000	50,000	200,000
<b>TOTAL</b>	<b>1,518,214</b>	<b>436,773</b>	<b>1,081,441</b>

- 3.7 The Regeneration Fund was topped up by £250,000 from the 2014/15 budget and will be topped up by a further £250,000 in 2015/16.
- 3.8 The VAT refund on car parking, £35,000, will be used in part to top up the Regeneration Fund for the Christmas car parking concession cost of £26,000.
- 3.9 The Localism Fund was topped up by £26,400 from the 2013/14 underspend.
- 3.10 Further details of the approved allocations to the end of December 2014 are available in Appendix I.
- 3.11 Appendix I provides details of how to submit bids against these funds.
- 3.12 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

- 3.13 At 31 March 2014 the Council's earmarked reserves totalled £7.564m. These were then further increased by £1.356m from the 2013/14 underspend as agreed by Cabinet on 16 July 2014.

3.14 For 2014/15 to date the reserves have funded expenditure of £730,620 and £266,070 on revenue and capital respectively. In addition, reserves have been used to increase the revenue budget by £153,920. This use of reserves is mainly due to spend on approved projects from the improvement and regeneration funds or from the rollover of the 2013/14 underspend.

### Capital Expenditure

3.15 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 9 (December 2014). An underspend of £153,384 is forecast on the capital budget.

3.16 Actual expenditure to end of December 2014 (month 9) is £1,317,745. This represents 50.5% of the working budget (as per Appendix II).

3.17 The main issues on the projected variances are set out in table 5 below.

**Table 5: Capital programme – main projected variances**

Variance	Specific Issues
Managed Underspends	<p><u>Waste Collection &amp; Recycling £35k</u> - recent years' spend on wheeled bins has been treated as revenue; part-funded by the revenue budget and also the repairs and renewals reserve. Further on-going expenditure for replacement bins is expected to continue as revenue expenditure.</p> <p><u>Disabled Facilities Grants £120k</u> - these grants will all be committed by the end of 2014/15 but payments are unlikely to be made until early 2015/16.</p>
Deferred Projects	<p><u>Swale House Window Replacement and Building Refurbishment £26.5k</u> - until we have definite plans regarding future office space we will not be planning to invest in Swale House. However, as plant and equipment is increasingly likely to fail the longer that Swale House remains in use, capital funded projects may be required to replace this equipment on a reactive basis. This underspend will fund the overspend on the Ground Floor Reception Area.</p>
Overspends	<p><u>Ground Floor Reception Area £20k</u> - Variance due to a combination of design changes, change in furniture specification, electrical works under-specified in tender, and issues discovered during strip-out due to age of building and previous modifications.</p> <p><u>Central Plaza £4.5k</u> – Variance due to a combination of design changes, issues regarding the drainage and tarmac levels during strip-out and additional costs arising. This overspend will be funded from an underspend on revenue.</p> <p><u>Sittingbourne War Memorial £7.4k</u> - Tender documentation prepared based on estimates from trusted contractors familiar with this specialist work who subsequently chose not to tender. Interest in the tender opportunity was limited and only one company was considered suitable based on proven track record and cost. Despite negotiating a 2.5% reduction the projects costs were still £7,470 over original estimated budget.</p>

3.18 A £100,000 top up from reserve funds to Disabled Facilities Grants has been agreed at Cabinet in December.

3.19 The following requests are made

- To fund the Sittingbourne War memorial overspend of £7,470 from Capital Receipts;
- To fund the Ground Floor Reception Area from an underspend on the Swale House Building & Refurbishment capital budget;
- To fund the Central Plaza from a revenue underspend within the service;

3.20 Table 6 details the movement from the Original 2014/15 budget to the Working Budget 2014/15.

**Table 6: 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	567,370
Capital Receipts	244,430
Earmarked Reserve	310,000
Revenue	10,475
<b>Total Working Budget</b>	<b>2,611,165</b>
Actual to end of December 2014	1,317,745
Variance to date	1,293,420
<b>Projected Variance</b>	<b>153,384</b>

3.21 Further details are available in Appendix II.

### Capital Receipts

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

### Payment of Creditors

3.23 The latest monitoring position is shown in Table 7.

**Table 7: Invoice payment**

	<b>Target 2014/15</b>	<b>Cumulative year to date</b>	<b>December 2014</b>	<b>November 2014</b>	<b>October 2014</b>
Invoices paid in 30 days	97.00%	96.95%	97.23%	97.19%	95.76%

### Debtors

3.24 Tables 8, 9 and 10 analyse the debt outstanding.

3.25 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. Of the debt 2 – 6 months for December, £46k, has been paid early January. It should be noted that the number of debts raised is increasing as we are now required to raise debtors for all of our grants with Kent County Council, NHS etc.

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

	Current Year			Previous Year
	December 2014	October 2014	September 2014	December 2013
	£'000	£'000	£'000	£'000
0-2 Months	203	451	229	179
2-6 Months	267	131	67	55
6-12 Months	58	27	53	33
1-2 Years	5	13	13	14
2-3 Years	8	10	11	22
3-4 Years	20	21	27	16
4-5 Years	17	17	12	11
5-6 Years	8	7	6	1
6 Years +	20	15	15	27
<b>Total</b>	<b>606</b>	<b>692</b>	<b>433</b>	<b>358</b>
<b>Total over 2 months</b>	<b>403</b>	<b>241</b>	<b>204</b>	<b>179</b>

Of the debts 0 – 2 months £94k relate to KCC grants and £100k relate to quarterly property leases;

Of the debts 2 – 6 months £102k relate to KCC, NHS and Central Government grants.

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

	Current Year		Previous Year
	December 2014	September 2014	December 2013
	£'000	£'000	£'000
0-2 Months	204	229	179
2-6 Months	265	67	65
6-12 Months	44	28	55
1-2 Years	35	44	18
2-3 Years	11	17	31
3-4 Years	28	39	292
4-5 Years	260	257	11
5-6 Years	8	6	1
6 Years +	20	15	27
<b>Total</b>	<b>875</b>	<b>702</b>	<b>679</b>
<b>Total over 2 months</b>	<b>671</b>	<b>473</b>	<b>500</b>



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

	<b>December 2014</b>	<b>September 2014</b>
	<b>£'000</b>	<b>£'000</b>
Rent Deposit Scheme	269	269
Commissioning & Customer Contact	95	20
Property	210	185
Housing	135	42
Legal	0	7
Economy & Communities	112	18
Planning	17	1
Environmental Health	2	3
Service Delivery	3	24
Finance	0	125
Policy	3	3
Other	29	5
<b>Total</b>	<b>875</b>	<b>702</b>

### **Business Rates Monitoring**

3.26 In 2013/14 the Council's total business rate income was £4.3m and for 2014/15 it is forecast to be £4.6m. Any surplus on the business rate income will be put into the business rate volatility reserve as agreed at Cabinet in February. A Business Rate Group consisting of representatives from Finance, Revenues and Economic Development has been established to regularly review the factors that may affect the forecast income for this item.

## **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
Sustainability	None identified at this stage
Health & Wellbeing	None identified at this stage

Issue	Implications
Risk Management and Health and Safety	None identified at this stage
Equality and Diversity	None identified at this stage

## 7. Appendices

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

Appendix I – Improvement and Regeneration Fund allocations as at end of December 2014;

Appendix II – Revenue Rollovers of Specific Grants & Other Revenue Rollover requests;

Appendix III – Capital Programme - Projected outturn as at end of December 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 9)**

	<b>Amount £</b>
<b>Performance Fund</b>	
Communications Service Interim Support	10,027
Grove toilets, Leysdown	4,995
Local Area Perception Survey 2014/15	12,000
Annual Contribution to MKIP 2014/15	34,425
Softphone Licences for Remote Working	1,908
Analytical reviews of income from Business Rates	6,600
<b>Total Approved as at December 2014</b>	<b>69,955</b>
<b>Regeneration Fund</b>	
Members Regeneration Grants	47,000
Trademarks - Faversham Hop Festival	1,520
Magna Carta 800 Celebrations, Faversham 2015	9,950
Small Business Saturday 2014	5,590
Christmas Car Parking Concession 2014	26,000
Regeneration Officer Town Centres 2015/16	46,788
Economic Development Support Officer 2015/16	36,555
Beach Huts - Phase 2	43,450
Thames Gateway Innovation, Growth & enterprise Loan Fund	20,790
<b>Total Approved as at December 2014</b>	<b>237,643</b>
<b>Localism Fund</b>	
Volunteer Week Campaign	1,186
Funding Fair	1,050
Heritage Projects	10,000
Volunteer Swale Awards 2014/15	2,670
Swale Trustee Network Event	1,027
Neptune Terrace Materials	1,250
Quinton Hall Asset Transfer	5,600
The Salt Giveaway 2014/15	1,400
<b>Total Approved as at December 2014</b>	<b>24,183</b>

	Amount £
<b>Transformation Fund</b>	
Redundancy Payments 2014/15	54,992
<b>Total Approved as at December 2014</b>	<b>54,992</b>
<b>Swale Local Loan Fund</b>	
Queenborough Harbour Trust	50,000
<b>Total Approved as at December 2014</b>	<b>50,000</b>
<b>TOTAL APPROVED AS AT DECEMBER 2014</b>	<b>436,773</b>

### **IMPROVEMENT AND REGENERATION FUND APPROVAL PROCESS**

<b>Fund</b>	<b>Purpose</b>	<b>Authorisation Process</b>
Performance Fund	To improve overall performance. Officers are invited to submit a bidding list of proposals.	Bids are to be submitted to Finance and agreed and signed by the Head of Finance and Cabinet Member for Finance. The Strategic Management Team will then consider the bids as part of the Financial Monitoring process.
Regeneration Fund	To fund regeneration projects in the Borough.	<ol style="list-style-type: none"> <li>1. The application should be agreed by the Relevant Cabinet Member for his/her endorsement before submission.</li> <li>2. Email copy to Head of ECS who will then forward to Director of Regeneration and the Head of Finance who will sign to approve.</li> <li>3. The form is forwarded to the Council Leader and Cabinet Member for Finance for their sign off.</li> <li>4. The fully approved bid form will be returned to the relevant Head of Service.</li> </ol>
Localism Fund	To drive the Localism agenda by delivering the actions and projects under the Embracing Localism priority in the Council's Corporate Plan.	Sign off will be through Head of ECS, Head of Finance, Director of Regeneration and Cabinet Member Localism.

**REVENUE ROLLOVERS – SPECIFIC GRANTS**

The following grants were received during 2014/15 or before and are ring fenced but are likely to remain unspent as at the end of 2014/15. A request for a rollover will be submitted at year end.

<b>Head of Service</b>	<b>Description</b>	<b>Projected Rollover Request £</b>
Katherine Bescoby	Individual Electoral Registration Grant	34,200
<b>Total Democratic Services</b>		<b>34,200</b>
Tracey Beattie	Air Quality Grant	23,000
<b>Total Environmental Health</b>		<b>23,000</b>
Amber Christou	Stay Put Grants	48,200
Amber Christou	Warm Homes Healthy People Grant	5,000
<b>Total Housing</b>		<b>53,200</b>
Dave Thomas	WEEE Local Project fund	11,300
<b>Total Commissioning &amp; Customer Contact</b>		<b>11,300</b>
Emma Wiggins	High Street Innovation fund	12,000
Emma Wiggins	Troubled Families Grant	15,000
<b>Total Economy &amp; Communities</b>		<b>27,000</b>
<b>TOTAL</b>		<b>148,700</b>

**REVENUE ROLLOVERS - OTHER**

The following rollovers will be requested at the end of the financial year.

<b>Head of Service</b>	<b>Description</b>	<b>Projected Rollover Request £</b>
Anne Adams	Property Services underspend to top up the building maintenance reserve	46,700
<b>Total Property Services</b>		<b>46,700</b>
Dave Thomas	Facilities strategy costs	20,000
		<b>20,000</b>
Emma Wiggins	Members Localism Grants	20,000
Emma Wiggins	Satellite grant - KCC	3,200
<b>Total Economy &amp; Communities</b>		<b>23,200</b>
Nick Vickers	Finance underspend to fund future upgrading of financial systems	26,000
<b>Total Financial Services</b>		<b>26,000</b>
Corporate	Community Right to Challenge & Community Right to Bid Grants	16,400
Corporate	New Burdens Grant – Council Tax & Business Rates	20,320
<b>Total Corporate</b>		<b>36,720</b>
<b>TOTAL</b>		<b>152,620</b>

	Funding SBC / P	2014/15 Original Budget £	Approved Rollovers £	Other Adjustments £	2014/15 Working Budget £	2014/15 Actual to End of period 9 £	2014/15 Projected Variance £
<b>SUMMARY</b>							
<b><u>PARTNERSHIP FUNDING SCHEMES</u></b>							
Economy & Communities	P	0	0	393,670	393,670	42,245	7,469
Commissioning & Customer Contact	P	0	127,200	169,150	296,350	116,330	0
Housing	P	926,740	0	0	926,740	698,165	0
Corporate Services	P	0	0	6,200	6,200	6,216	0
Property	P	0	0	4,550	4,550	4,554	0
<b>TOTAL PARTNERSHIP FUNDING SCHEMES</b>	<b>P</b>	<b>926,740</b>	<b>127,200</b>	<b>573,570</b>	<b>1,627,510</b>	<b>867,510</b>	<b>7,469</b>
<b><u>SWALE BOROUGH COUNCIL FUNDING SCHEMES</u></b>							
Commissioning & Customer Contact	SBC	35,000	39,760	173,350	248,110	23,049	-35,000
Economy & Communities	SBC	15,000	0	58,100	73,100	65,569	0
Housing	SBC	100,000	152,150	165,000	417,150	230,002	-120,000
Finance	SBC	30,000	26,570	0	56,570	0	0
Property	SBC	0	26,470	117,255	143,725	83,933	-25,853
Service Delivery	SBC	0	0	45,000	45,000	47,682	20,000
<b>TOTAL SBC FUNDING SCHEMES</b>	<b>SBC</b>	<b>180,000</b>	<b>244,950</b>	<b>558,705</b>	<b>983,655</b>	<b>450,235</b>	<b>-160,853</b>
<b>TOTAL CAPITAL PROGRAMME</b>		<b>1,106,740</b>	<b>372,150</b>	<b>1,132,275</b>	<b>2,611,165</b>	<b>1,317,745</b>	<b>-153,384</b>

	Funding SBC / P	2014/15 Original Budget £	Approved Rollovers £	Other Adjustments £	2014/15 Working Budget £	2014/15 Actual to End of period 9 £	2014/15 Projected Variance £
<b><u>ECONOMY &amp; COMMUNITIES - E.WIGGINS</u></b>							
CCTV - Repairs & Renewals Reserve	SBC	15,000	0	0	15,000	0.00	0
Queenborough Harbour Trust Loan - Swale Loan Fund	SBC	0	0	50,000	50,000	50,000	0
Sittingbourne War Memorial - Capital Receipts	SBC			8,100	8,100	15,569	7,469
Capital Expansion of CCTV Service - S106	P	0	0	38,800	38,800	0.00	0
Meads Community Centre - S106	P	0	0	348,000	348,000	35,379	0
Kensley Community Facilities - S106	P	0	0	4,870	4,870	4,866	0
Easthall Farm Community Centre	P	0	0	2,000	2,000	2,000	0
<b>TOTAL ECONOMY &amp; COMMUNITIES</b>		<b>15,000</b>	<b>0</b>	<b>451,770</b>	<b>466,770</b>	<b>107,814</b>	<b>7,469</b>
<b><u>CORPORATE SERVICES - M.RADFORD</u></b>							
Miscellaneous I.T Equipment - Scanners	P	0	0	6,200	6,200	6,216	0
<b>TOTAL CORPORATE SERVICES</b>		<b>0</b>	<b>0</b>	<b>6,200</b>	<b>6,200</b>	<b>6,216</b>	<b>0</b>



	Funding SBC / P	2014/15 Original Budget £	Approved Rollovers £	Other Adjustments £	2014/15 Working Budget £	2014/15 Actual to End of period 9 £	2014/15 Projected Variance £
<b>COMMISSIONING &amp; CUSTOMER CONTACT - D.THOMAS</b>							
Cemeteries - future burial provision in the borough - Capital Receipts	SBC	0	32,590	0	32,590	0.00	0
Wheelie bins - R&R	SBC	35,000	0	0	35,000	0.00	-35,000
Beach Huts, Minster Leas - Performance Fund	SBC	0	7,170	0	7,170	0.00	0
Cemetery Chapel, Love Lane Faversham - Capital Receipts	SBC	0	0	25,300	25,300	0	0
Midon Creek Footpath - Capital Receipts	SBC	0	0	30,000	30,000	0	0
High Risk Tree Wroks in 3 Cemeteries - Capital Receipts	SBC	0	0	45,000	45,000	0	0
Medium Risk Tree Wroks in 3 Cemeteries- Capital Receipts	SBC	0	0	10,000	10,000	0	0
Customer Service Centre telephony system	SBC	0	0	40,000	40,000	0	0
The Glen Play Area - Revenue Funding	SBC	0	0	5,050	5,050	5,049	0
Steel Gantry - School Lane - S106	SBC	0	0	18,000	18,000	18,000	0
The Glen Play Area - S106	P	0	0	30,950	30,950	30,950	0
Thistle Hill Community Woodland - Trim Trail - S106	P	0	35,000	0	35,000	0.00	0
New Play Area - Iwade Schemes - S106	P	0	92,200	0	92,200	0.00	0
Kemsley West Play Area- S106	P	0	0	62,200	62,200	62,199	0
Kemsley East Play Area- S106	P	0	0	50,000	50,000	7,852	0
Faversham Recreation Ground Improvements	P	0	0	26,000	26,000	15,329	0
<b>TOTAL COMMISSIONING &amp; CUSTOMER CONTACT</b>		<b>35,000</b>	<b>166,960</b>	<b>342,500</b>	<b>544,460</b>	<b>139,379</b>	<b>-35,000</b>

	Funding SBC / P	2014/15 Original Budget £	Approved Rollovers £	Other Adjustments £	2014/15 Working Budget £	2014/15 Actual to End of period 9 £	2014/15 Projected Variance £
<b><u>SERVICE DELIVERY - B. PLANNER</u></b>							
Ground Floor Reception Area - Revenue Funding	SBC	0	0	25,000	25,000	27,682	0
Ground Floor Reception Area - Capital Receipts	SBC	0	0	20,000	20,000	20,000	20,000
<b>TOTAL SERVICE DELIVERY</b>		<b>0</b>	<b>0</b>	<b>45,000</b>	<b>45,000</b>	<b>47,682</b>	<b>20,000</b>
<b><u>HOUSING - A. CHRISTOU</u></b>							
DFG Mandatory Grants	P	926,740	0	0	926,740	698,165	0
DFG Mandatory Grants	SBC	100,000	152,150	0	252,150	0.00	-120,000
HRG - Housing Repair Grants Over 60	SBC	0	0	0	0	17,859	0
HRG - DFG Remedial	SBC	0	0	0	0	2,717	0
RHB2 - Decent Home Loans Owner Occupier	SBC	0	0	0	0	45,356	0
Emergency Accommodation - House Purchase - Earmarked Reserves	SBC	0	0	165,000	165,000	164,070	0
<b>TOTAL HOUSING</b>		<b>1,026,740</b>	<b>152,150</b>	<b>165,000</b>	<b>1,343,890</b>	<b>928,167</b>	<b>-120,000</b>
<b><u>FINANCE - N. VICKERS</u></b>							
Cash Receipting System - Replacement - Capital Receipts	SBC	30,000	26,570	0	56,570	0	0
<b>TOTAL FINANCE AND PERFORMANCE PORTFOLIO</b>		<b>30,000</b>	<b>26,570</b>	<b>0</b>	<b>56,570</b>	<b>0</b>	<b>0</b>

	Funding SBC / P	2014/15 Original Budget £	Approved Rollovers £	Other Adjustments £	2014/15 Working Budget £	2014/15 Actual to End of period 9 £	2014/15 Projected Variance £
<b><u>PROPERTY - A. ADAMS</u></b>							
Swale House Window Rep & Building Refurbishment - Capital Receipts	SBC	0	26,470	0	26,470	0	-26,470
Central Plaza Sittingbourne - Capital Receipts & Revenue	SBC	0	0	30,515	30,515	0	0
Committee Room new Equipment - Capital Receipts	SBC	0	0	17,850	17,850	14,426	0
Committee Room new Equipment - Capital Receipts	SBC	0	0	920	920	920	0
Council Chamber Digital System - Reserves	SBC	0	0	52,000	52,000	52,617	617
Folder Inserter Machine - Capital Receipts	SBC	0	0	15,970	15,970	15,970	0
Folder Inserter Machine - Revenue Grant	P	0	0	4,550	4,550	4,554	0
<b>TOTAL PROPERTY</b>		<b>0</b>	<b>26,470</b>	<b>121,805</b>	<b>148,275</b>	<b>88,487</b>	<b>-25,853</b>

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<b>Scrutiny Meeting</b>	
<b>Meeting Date</b>	19 March 2015
<b>Report Title</b>	<b>Performance Monitoring – 2014/15 Quarter 3</b>
<b>Cabinet Member</b>	Cllr Wilcox, Performance
<b>SMT Lead</b>	Abdool Kara, Chief Executive
<b>Head of Service</b>	David Clifford, Policy and Performance Manager
<b>Lead Officer</b>	David Clifford, Policy and Performance Manager
<b>Key Decision</b>	No
<b>Classification</b>	Open

## 1 Purpose of Report and Executive Summary

- 1.1 This report presents the quarterly portfolio-based balanced scorecard performance reports for the third quarter (October-December) 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 With the exception of 'corporate health', each scorecard also includes a separate list of 'exceptions', providing more information on items shown as Red on the scorecards.
- 3.3 Items may show as Red for a number of reasons (eg 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 investigation 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 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 through Covalent or other council systems by senior officers, and have been circulated to SMT and heads of service for comment or corrections prior to being forwarded to members.

## 6 Implications

Issue	Implications
Corporate Plan	The balanced scorecards provide the primary mechanism for members to monitor, and hold officers to account for, progress towards achieving the corporate plan.
Financial, Resource and Property	The balanced scorecards provide summary in-year budget information which is available in more detail in the quarterly budget monitoring reports produced by Finance.
Legal and Statutory	Few direct implications, as with very few exceptions the Council is no longer under an obligation to manage its performance against an externally-specified set of indicators.
Crime and Disorder	No direct implications, although the local area perception survey data includes a perception indicator on antisocial behaviour.
Sustainability	No direct implications.
Health and Wellbeing	No direct implications, although several measures included in either the council's corporate indicator set or the local area perception survey have a significant bearing on the health and wellbeing of residents.
Risk Management and Health and Safety	Both strategic and operational risks are included in the scorecards to mitigate adverse impacts on achieving objectives. No direct health and safety implications.
Equality and Diversity	No direct implications.

## **7 Appendices**

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

- Appendix I: Cabinet scorecard reports for 2014/15 Quarter 3.

# CORPORATE HEALTH

Balanced scorecard report for 2014/15 Quarter 3



Council Leader: Cllr Bowles • Deputy Leader: Cllr Lewin

## Corporate Overview

### Budget monitoring

At end of 2014/15 Quarter 3	Revenue budget			Capital expenditure		
	Budget	Projected year-end position		Budget	Profiled (target) spend	Actual spend
Swale Borough Council	£18,097,320	£867,600 (5%)	Underspend	£2,611,165	£1,958,374 (75%)	£1,317,745 (50%)

### Adverse audit opinions

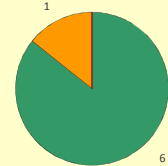
Number of poor or weak control opinions received during 2014/15 Quarter 3: **0**

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 3.

### Large projects

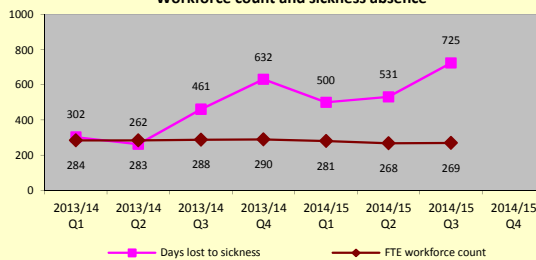
All large projects across SBC

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

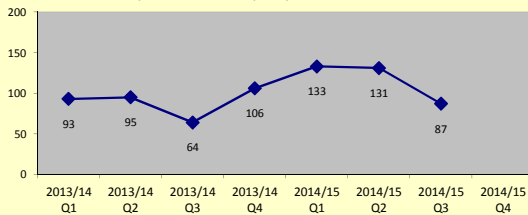
Strategic risk register 2014/15	* Likelihood	Impact
1. Welfare reform/wider economic pressures	5	3
2. Regeneration and place-shaping	5	3
3. Balancing the budget 2014/15 to 2016/17	4	4
4. Transforming to meet the financial climate	3	3
5. Safeguarding	3	4

\*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 3

Total complaints received	87
Total complaints responded to within 10 working days	74
Proportion of complaints responded to within 10 working days (target 87.5%)	<b>85%</b>
Total complaints referred to the Local Government Ombudsman	<b>2</b>
Total compliments received	74

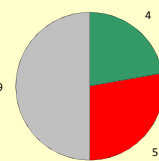
### Local area perception survey 2014

Indicators and targets (RAG)



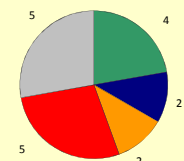
Green: target achieved. Amber: within tolerance. Red: target missed. Grey: no data or no target.

Indicators improved or deteriorated from 2013



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.

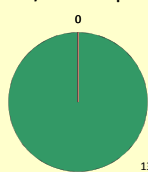
## Summary from the Policy and Performance Team

This scorecard gives an overview of the state of the council at the end of the third quarter of 2014/15. Outturns are now available once again for the eight planning indicators which we have recently been unable to calculate due to difficulties with the new software. As expected, performance on these indicators is not good, and has dragged the overall proportion of corporate indicators achieving target this quarter down to 62%, but appropriate actions are being taken to ensure a return to acceptable performance by the end of the financial year. Notwithstanding the planning issues, more than two-thirds of the council's indicators for which a comparison can be made are performing above the national median. The deterioration in the council's sickness absence figure has been caused by a number of long-term absences. Short-term absence remains within target, and the council's final sickness figure outturn for the year is still forecast to be among the best 25% of councils nationally.

## Service Perspective

### Planned actions

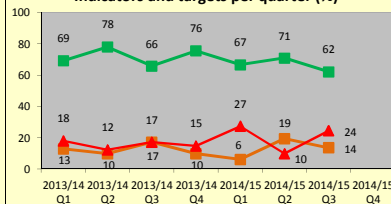
Actions in 2014/15 service plans



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

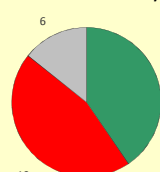
### Performance indicators

Indicators and targets per quarter (%)



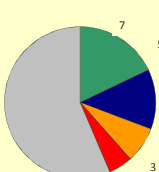
There are 41 corporate indicators in total. Green: target achieved. Amber: within tolerance. Red: target missed.

Indicators improved or deteriorated from 2013/14 Q3



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

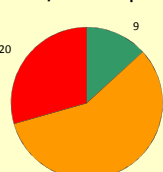
Quartile positions in latest available data



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 42 performance indicators in the corporate set.



# COMMUNITY SAFETY AND HEALTH

Balanced scorecard report for 2014/15 Quarter 3

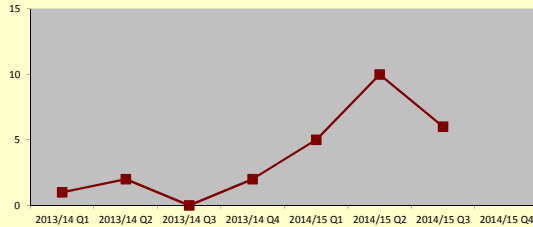


Cabinet Member: Cllr Pugh

## Customer Perspective

### Customer feedback

Total complaints received per quarter



— Economy and Community Services

Complaints responded to within 10 working days (target: 87.5%)

2014/15 Quarter 3	No. rec'd	No. timely	% timely
Economy and Community Services	6	4	67

#### Local Government Ombudsman complaints

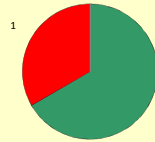
No complaints were referred to the Local Government Ombudsman during the quarter.

#### Compliments received during 2014/15 Quarter 3

Economy & Community	5
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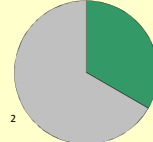
### Local area perception survey 2014

Indicators and targets (RAG)



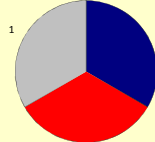
Green: target achieved. Amber: within tolerance. Red: target missed. Grey: no data or no target.

Indicators improved or deteriorated from 2013



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.

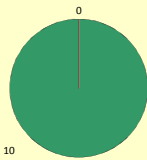
### Summary from the Policy and Performance Team

This scorecard gives an overview of council performance on the Community Safety and Health portfolio at the end of the third quarter of 2014/15. The only corporate indicator under this portfolio is the overall crime rate, which has fallen by more than ten per cent since Quarter 2. This reflects similar falls across many of the poorer performers in Swale's most similar group, with the interquartile range having roughly halved from Quarter 2. The indicator remains Red at 17 crimes per 1,000 population against a target of just below 15 crimes. The troubled families project has returned to 'green' status this quarter, and all service-plan actions are on track.

## Service Perspective

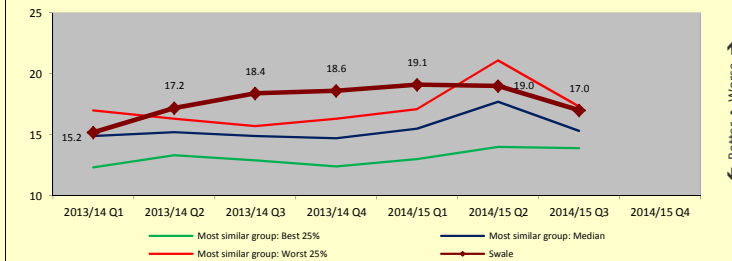
### Planned actions

Actions in 2014/15 service plans



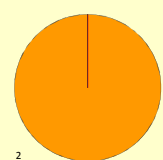
Green: complete or in progress. Amber: action due this quarter. Red: action overdue. Grey: action cancelled.

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 3	Budget 14/15	Projected year-end position
Economy and Community Services	£2,125,730	£62,400 (3%) Underspend

### Projects

#### Troubled families

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.

### Capital expenditure

At end of 2014/15 Quarter 3	Budget 14/15	Profiled spend	Actual spend
Economy and Community Services	£466,770	£350,078 (75%)	£107,814 (23%)

### 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 3: 0

Where adverse opinions are received, details are provided here. No adverse opinions were received in 2014/15 Quarter 3.

# ENVIRONMENT AND RURAL AFFAIRS

Balanced scorecard report for 2014/15 Quarter 3

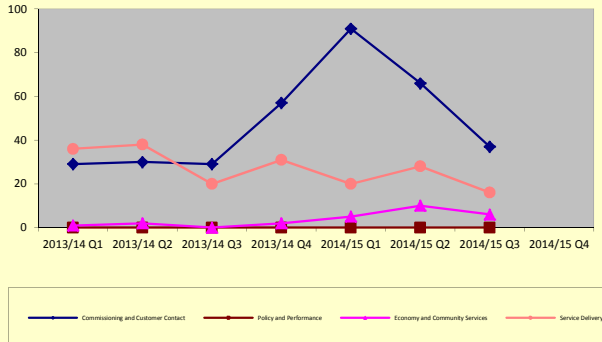


Cabinet Member: Cllr Simmons

## Customer Perspective

### Customer feedback

Total complaints received per quarter



Complaints responded to within 10 working days (target: 87.5%)

2014/15 Quarter 3	No. rec'd	No. timely	% timely
Commissioning and Customer Contact	37	33	89
Policy and Performance	0	0	N/A
Economy and Community Services	6	4	67
Service Delivery	16	16	100

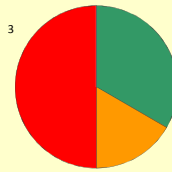
No complaints were referred to the Local Government Ombudsman during the quarter.

Compliments received during 2014/15 Quarter 3

Commissioning & Contact	47	Economy & Community	5
Policy & Performance	0	Service Delivery	6

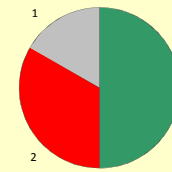
### Local area perception survey 2014

Indicators and targets (RAG)



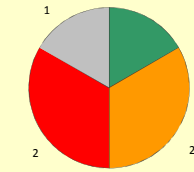
Green: target achieved. Amber: within tolerance. Red: target missed. Grey: no data or no target.

Indicators improved or deteriorated from 2013



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.

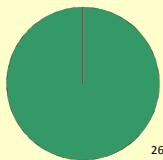
## Summary from the Policy and Performance Team

This scorecard gives an overview of council performance on the Environment and Rural Affairs portfolio at the end of the third quarter of 2014/15. Performance on indicators remains good, with all indicators but one achieving their targets and all but one for which comparator data is available performing above the national median. Complaint levels have fallen back again following the rise caused by the implementation of the new waste contract, and all current service plan actions are making progress as expected. Budgets are being well managed, and no adverse audit opinions were received during the quarter. Sustainable Sheppey, the portfolio's only large project, has returned to Green status as a result of the follow-up audit which upgraded the assurance opinion from 'limited' to 'substantial'.

## Service Perspective

### Planned actions

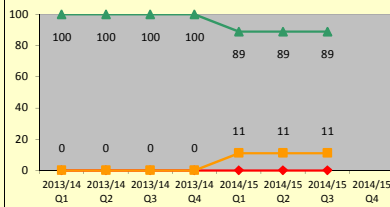
Actions in 2014/15 service plans



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

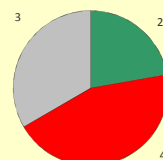
### Performance indicators

Indicators and targets per quarter (%)



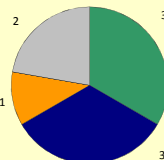
There are nine indicators in total. Green: target achieved. Amber: within tolerance. Red: target missed.

Indicators improved or deteriorated from 2013/14 Q3



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 3	Budget 14/15	Projected year-end position
Commissioning and Customer Contact	£6,745,900	£494,200 (7%) Underspend
Policy and Performance	£204,700	£13,600 (7%) Underspend
Economy and Community Services	£2,125,730	£62,400 (3%) Underspend
Service Delivery	£-710,520	£75,100 (11%) 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:	Green
Both: no changes to timescales, budget or quality since last report. And: no future changes to timescales, budget, quality or risks envisaged.	

### Capital expenditure

At end of 2014/15 Quarter 3	Budget 14/15	Profiled spend	Actual spend
Commissioning and Customer Contact	£544,460	£408,345 (75%)	£139,379 (26%)
Policy and Performance	£0	£0 (%)	£0 (%)
Economy and Community Services	£466,770	£350,078 (75%)	£107,814 (23%)
Service Delivery	£45,000	£33,750 (75%)	£47,682 (106%)

## 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 3: **0**

Where adverse opinions are received, details are provided here.

No adverse opinions were received in 2014/15 Quarter 3.

# FINANCE and PERFORMANCE

Combined balanced scorecard report for 2014/15 Quarter 3

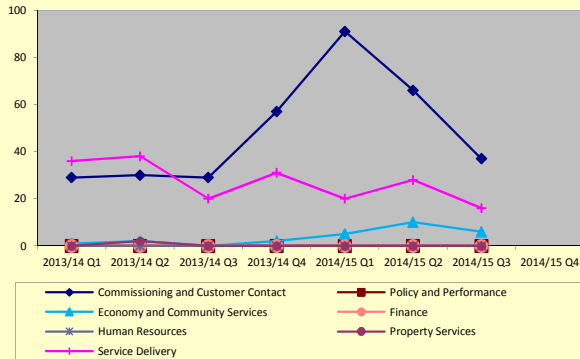


Cabinet Member for Finance: Cllr Dewar-Whalley • Cabinet Member for Performance: Cllr Wilcox

## Customer Perspective

### Customer feedback

Total complaints received per quarter



Compliments received during 2014/15 Quarter 3

Commissioning and Customer Contact	47	Human Resources	0
Policy and Performance	0	Property Services	1
Economy and Community Services	5	Service Delivery	6
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 third quarter of 2014/15. Two performance indicators are missing target by more than 5% (see the list of exceptions for details), but all of those for which comparator data is available are performing above the national median. Just over half of indicators have improved when compared with this point last year. All service plan actions are making expected progress, 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: 87.5%)

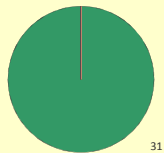
2014/15 Quarter 3	No. rec'd	No. timely	% timely
Commissioning and Customer Contact	37	33	89
Policy and Performance	0	0	N/A
Economy and Community Services	6	4	67
Finance	0	0	N/A
Human Resources	0	0	N/A
Property Services	0	0	N/A
Service Delivery	16	16	100

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

## Service Perspective

### Planned actions

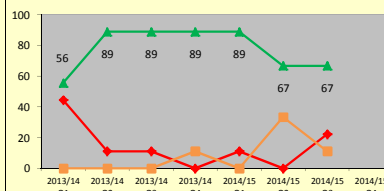
Actions in 2014/15 service plans



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

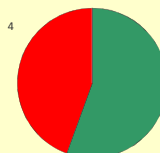
### Performance indicators

Indicators and targets per quarter (%)



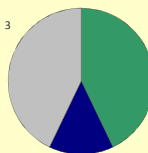
There are nine indicators in total. Green: target achieved. Amber: within tolerance. Red: target missed.

Indicators improved or deteriorated from 2013/14 Q3



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

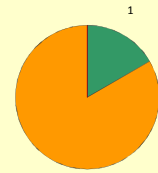
Quartile positions in latest available data



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 3	Revenue budget			Capital expenditure		
	Budget 14/15	Projected year-end position		Budget 14/15	Profiled spend	Actual spend
Commissioning and Customer Contact	£6,745,900	£494,200 (7%) Underspend		£544,460	£408,345 (75%)	£139,379 (26%)
Policy and Performance	£204,700	£13,600 (7%) Underspend		£0	£0 (%)	£0 (%)
Economy and Community Services	£2,125,730	£62,400 (3%) Underspend		£466,770	£350,078 (75%)	£107,814 (23%)
Finance	£1,760,700	£25,900 (1%) Underspend		£56,570	£42,428 (75%)	£0 (0%)
Human Resources	£387,040	£0 (0%) Underspend		£0	£0 (%)	£0 (%)
Property Services	£659,190	£51,500 (8%) Underspend		£148,275	£111,206 (75%)	£88,487 (60%)
Service Delivery	£-710,520	£75,100 (11%) Underspend		£45,000	£33,750 (75%)	£47,682 (106%)

### Adverse audit opinions

Number of poor or weak control opinions received during 2014/15 Quarter 3: **0**

Where adverse opinions are received, details are provided here. No adverse opinions were received in 2014/15 Quarter 3.

### Large projects

Tackling Inequalities	<a href="http://intranet/projects/Equality">http://intranet/projects/Equality</a>
Project status at end of quarter:	<b>Green</b>
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 3

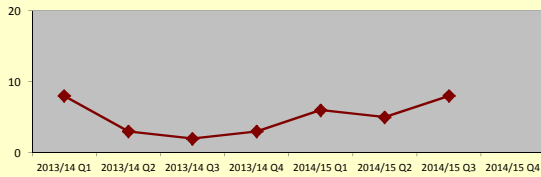


Cabinet Member: Cllr Wright

### Customer Perspective

#### Customer feedback

Total complaints received per quarter



Complaints responded to within 10 working days (target: 87.5%)

2014/15 Quarter 3	No. rec'd	No. timely	% timely
Housing Services	8	8	100

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

Compliments received during 2014/15 Quarter 3

Housing Services	14
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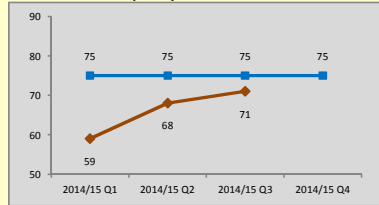
#### Summary from the Policy and Performance Team

This scorecard gives an overview of council performance on the Housing portfolio at the end of the third quarter of 2014/15, providing a range of metrics to give a holistic view of the service. The number of households in temporary accommodation is up again this quarter but remains below the target maximum. The number of long-term empty homes brought back into use has seen a further significant increase, with more than twice as many homes back in use at the end of Quarter 3 as was targeted. The number of affordable homes delivered has seen a significant rise, with the year-end target now already exceeded by more than 50%. Complaint levels to the Housing team are steady, and timeliness in responding to them is good this quarter at 100%. All current service-plan actions are on track, budgets are being appropriately managed, and no adverse audit opinions have been received.

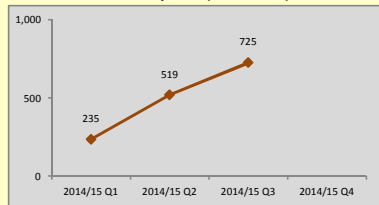
Chart legend: Target — Actual —

### Housing Options

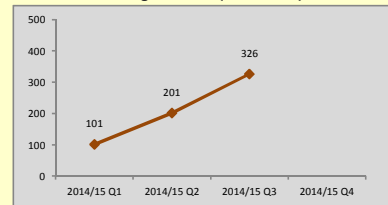
Number of households in temporary accommodation



Number of new prevention cases opened (cumulative)

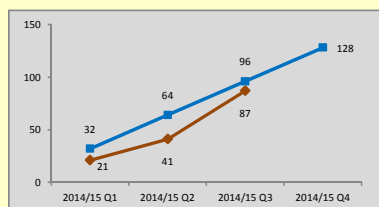


Number of households prevented from becoming homeless (cumulative)

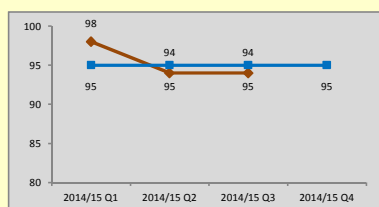


### Private Sector Housing

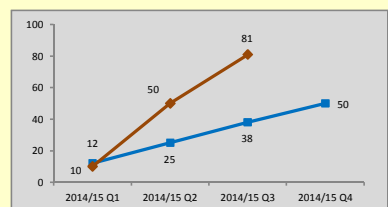
Number of DFG grants completed (cumulative)



Enforcement action responses within seven working days (%)

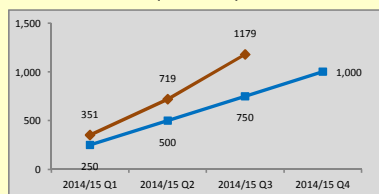


Number of long-term empty homes brought back into use (cumulative)

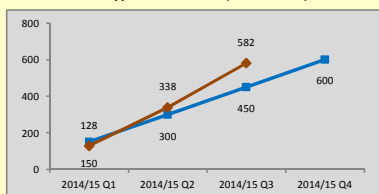


### Stay Put Service

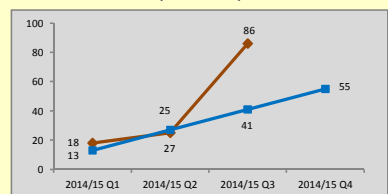
Number of enquiries to the Stay Put service (cumulative)



Number of jobs completed under the handyman scheme (cumulative)



Gross number of affordable homes delivered (cumulative)



### Corporate Perspective

#### Revenue budget

At end of 2014/15 Quarter 3	Budget 14/15	Projected year-end position
Housing Services	£1,168,420	£7,600 (1%) Underspend

#### Capital expenditure

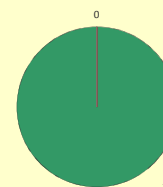
At end of 2014/15 Quarter 3	Budget 14/15	Profiled spend	Actual spend
Housing Services	£1,343,890	£1,007,918 (75%)	£928,167 (69%)

#### Adverse audit opinions

Number of poor or weak control opinions received during 2014/15 Quarter 3:	0
Where adverse opinions are received, details are provided here.	
No adverse opinions were received in 2014/15 Quarter 3.	

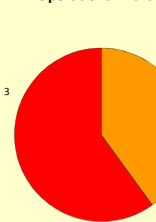
#### Planned actions

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 (2/12). Amber: medium. Green: low (5/4).

# LOCALISM

## Balanced scorecard report for 2014/15 Quarter 3

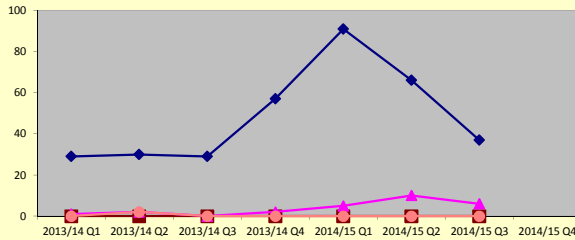


Cabinet Member: Cllr Whiting

### Customer Perspective

#### Customer feedback

Total complaints received per quarter



Legend: Commissioning and Customer Contact (Blue), Policy and Performance (Red), Economy and Community Services (Green), Property Services (Grey)

Complaints responded to within 10 working days (target: 87.5%)

2014/15 Quarter 3	No. rec'd	No. timely	% timely
Commissioning and Customer Contact	37	33	89
Policy and Performance	0	0	N/A
Economy and Community Services	6	4	67
Property Services	0	0	N/A

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

Compliments received during 2014/15 Quarter 3

Commissioning & Contact	47	Economy & Community	5
Policy & Performance	0	Property Services	1

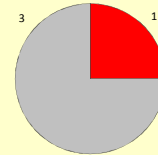
#### Local area perception survey 2014

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



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.

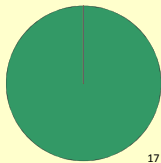
### Summary from the Policy and Performance Team

This scorecard gives an overview of council performance on the Localism portfolio at the end of the third quarter of 2014/15. The number of residents attending community engagement events is back up to the level it reached this time last year, and the volunteering strategy action plan is now four-fifths complete. Some 70% of the members' localism grant has been allocated. All service plan actions under this portfolio are on track, and the small overspend which had been forecast on the Economy and Community Services budget last quarter has now been reduced to yield a small underspend. No adverse audit opinions were received during the quarter.

### Service Perspective

#### Planned actions

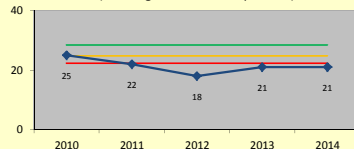
Actions in 2014/15 service plans



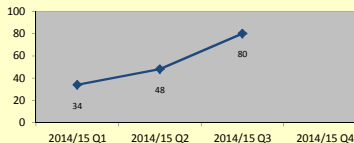
Green: complete or in progress. Amber: action due this quarter. Red: action overdue. Grey: action cancelled.

#### Volunteering and engagement indicators

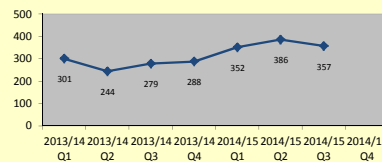
People who have given unpaid help to a club, society or organisation at least once per month in the last year (%) (showing 2008 national quartiles)



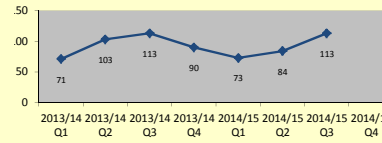
Proportion of Volunteering Strategy action plan completed (%)



Swale Community Empowerment Network: Number of member organisations

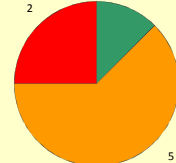


Number of residents attending community engagement events



#### 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 3	Budget 14/15	Projected year-end position
Commissioning and Customer Contact	£6,745,900	£494,200 (7%) Underspend
Policy and Performance	£204,700	£13,600 (7%) Underspend
Economy and Community Services	£2,125,730	£62,400 (3%) Underspend
Property Services	£659,190	£51,500 (8%) Underspend

#### Capital expenditure

At end of 2014/15 Quarter 3	Budget 14/15	Profiled spend	Actual spend
Commissioning and Customer Contact	£544,460	£408,345 (75%)	£139,379 (26%)
Policy and Performance	£0	£0 (%)	£0 (%)
Economy and Community Services	£466,770	£350,078 (75%)	£107,814 (23%)
Property Services	£148,275	£111,206 (75%)	£88,487 (60%)

#### Adverse audit opinions

Number of poor or weak control opinions received during 2014/15 Quarter 3:	0
Where adverse opinions are received, details are provided here.	
No adverse opinions were received in 2014/15 Quarter 3.	

#### Large projects

##### Community governance review

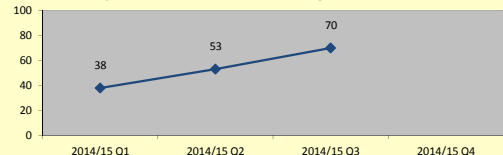
<http://intranet/projects/>

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.

#### Members' Localism Grant

Proportion of members' localism grant allocated (%)



# PLANNING

## Balanced scorecard report for 2014/15 Quarter 3

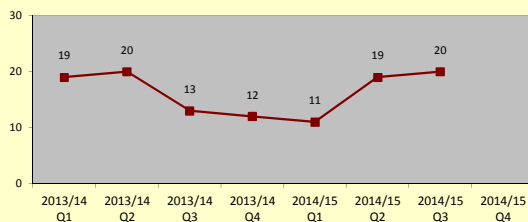


Cabinet Member: Cllr Lewin

### Customer Perspective

#### Customer feedback

Total complaints received per quarter



Complaints responded to within 10 working days (target: 87.5%)

2014/15 Quarter 3	No. rec'd	No. timely	% timely
Development Services	20	13	65

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

#### Local area perception survey

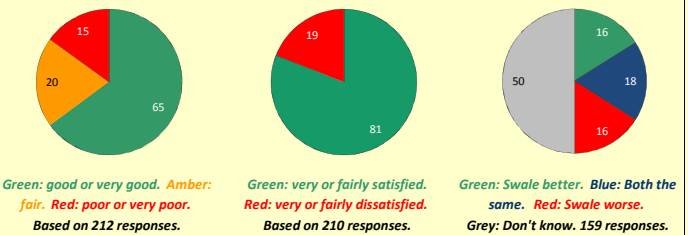
Satisfaction with planning services (service users)

2008	2009	2010	2011	2012	2013	2014	2015
N/A	N/A	41%	41%	32%	35%	30%	

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? (%)



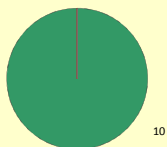
### Summary from the Policy and Performance Team

Precise or indicative outturns are now available once again for the eight indicators which we have recently been unable to calculate due to difficulties with the new software. As expected, performance on these indicators is not good, with only two out of eight meeting target (more detail is available on the list of exceptions). Appropriate actions are being taken to ensure a return to acceptable performance by the end of the financial year. Notwithstanding the issues with the shared administration service, complaint levels are steady. Apparent issues with timeliness in responding to complaints are in fact related to closing them on the system rather than the actual timeliness of responses. Of the portfolio's eight operational risks with combined likelihood/impact scores greater than 12, those with the highest scores are related to the shared administration service, as detailed in the exceptions report.

### 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)      Indicators improved or deteriorated from 2013/14 Q3      Indicator quartile positions in latest available data



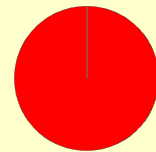
Green: target achieved. Amber: within tolerance. Red: target missed. Grey: no data or no target.

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

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

#### Enforcement indicators

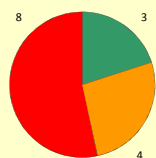
Indicators and targets (RAG)



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

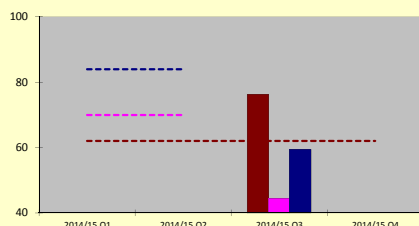
#### Risk management

Operational risks



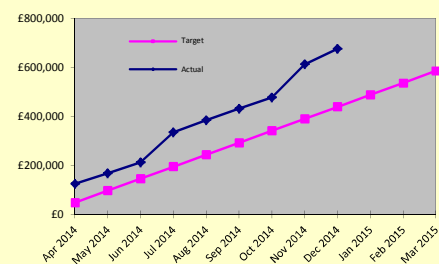
RAG denotes combined likelihood and impact scores. Red: high (≥12). Amber: medium. Green: low (≤4).

#### 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 3	Revenue budget			Capital expenditure		
	Budget 14/15	Projected year-end position		Budget 14/15	Profiled spend	Actual spend
Development Services	£930,850	£27,400 (3%)	Underspend	£0	£0 (%)	£0 (%)

#### Adverse audit opinions

Number of poor or weak control opinions received during 2014/15 Quarter 3:	0
Where adverse opinions are received, details are provided here.	
No adverse opinions were received in 2014/15 Quarter 3.	

#### Neighbourhood planning

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

#### Large projects

<b>Community Infrastructure Levy</b>	<a href="http://intranet/projects/Local%20devel">http://intranet/projects/Local%20devel</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.	
<b>Local Development Framework</b>	<a href="http://intranet/projects/Local%20devel">http://intranet/projects/Local%20devel</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.	

# REGENERATION

Balanced scorecard report for 2014/15 Quarter 3

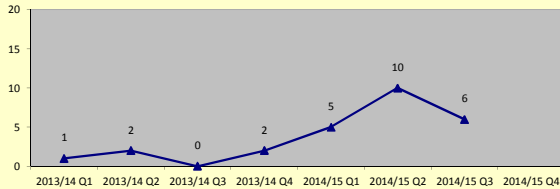


Cabinet Member: Cllr Cosgrove

## Customer Perspective

### Customer feedback

Total complaints received per quarter



Complaints responded to within 10 working days (target: 87.5%)

2014/15 Quarter 3	No. rec'd	No. timely	% timely
Economy and Community Services	6	4	67

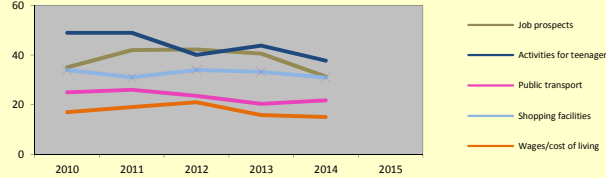
No complaints were referred to the Local Government Ombudsman during the quarter.

Complaints received during 2014/15 Quarter 3

Economy and Community Services	5
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### Local area perception survey 2014

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



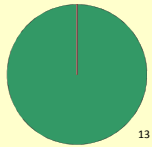
## Summary from the Policy and Performance Team

This scorecard gives an overview of council performance and wider demographic information on the Regeneration portfolio at the end of the third quarter of 2014/15. Service plan actions under this portfolio continue to make expected progress, and no adverse audit opinions were received during the quarter. Sittingbourne town centre, the portfolio's only large project, remained Green at the end of the quarter following validation of the Phase I planning application.

## Service Perspective

### Planned actions

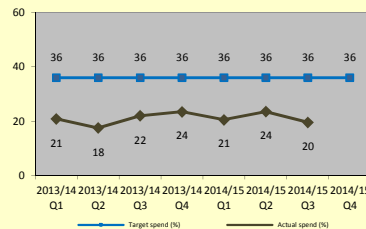
Actions in 2014/15 service plans



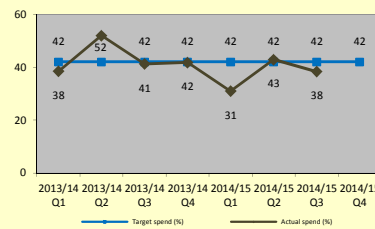
Green: complete or in progress. Amber: action due this quarter. Red: action overdue. Grey: action cancelled.

### Local procurement indicators

Council spend with businesses headquartered in Swale (%)



Council spend with businesses employing ≥30 local people (%)



### 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 3	Budget 14/15	Projected year-end position
Economy and Community Services	£2,125,730	£62,400 (3%) Underspend

### Capital expenditure

At end of 2014/15 Quarter 3	Budget 14/15	Profiled spend	Actual spend
Economy and Community Services	£466,770	£350,078 (75%)	£107,814 (23%)

### Adverse audit opinions

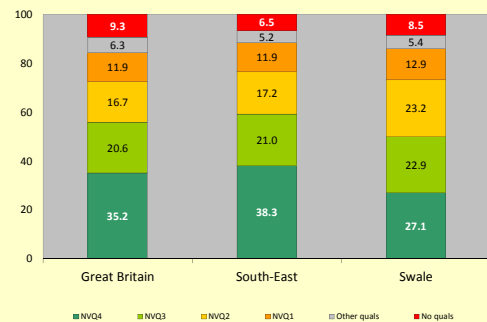
Number of poor or weak control opinions received during 2014/15 Quarter 3: **0**

Where adverse opinions are received, details are provided here.  
No adverse opinions were received in 2014/15 Quarter 3.

## Portfolio Perspective: Learning and Skills

### Swale skills profile

Proportion of workforce by NVQ qualification level (%)  
From latest available data (January-December 2013)



### Large projects

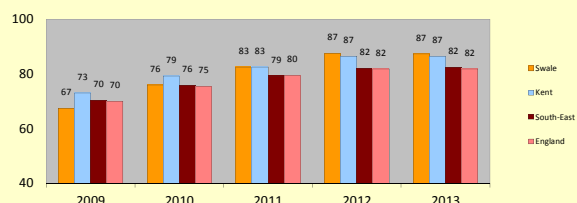
Sittingbourne Town Centre <http://intranet/projects/Sit>

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.

### Schools: GCSE attainment

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



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**OVERVIEW AND SCRUTINY LOG OF RECOMMENDATIONS**

Cttee	Review title	Rec #	Summary of recommendation	Status	Head of service	Implementation target date	Notes
Scrutiny	Environmental enforcement	1	Members shadowing service units	Accepted	E. Wiggins	Ongoing	Limited take-up so far of opportunities to shadow service units.
Scrutiny	Environmental enforcement	2	Clearer briefing on who provides which services	Accepted	M.Radford	Ongoing	A Services unit Guide will be included in the revised Councillor Induction Pack for 2015.
Scrutiny	Environmental enforcement	3	Recognise good work of Environmental Response Team	Accepted	E. Wiggins	Ongoing	Opportunities being taken to publicise work of ERT, eg. local journalist from Faversham Times shadowing an Environmental Warden for a day.
Policy	Mental health	1	SBC to work closely with CCGs and GPs on MH provision	Implemented	A.Christou	Complete	SBC now forms part of North Kent Mental Health Commissioning Group for mental health services. Mental health representative appointed to Swale health and Wellbeing Board.
Policy	Mental health	2	SBC to assess impact of its services on those with MH	Accepted	A.Christou	Ongoing	SBC are working with Kent Supporting People to pilot the provision of a mental health floating support worker to sit with frontline housing and benefits staff in Swale House, to provide additional support and advice to customers who have mental health needs and handhold rather than signpost onto more intensive support services where required. The aim is to have this in place shortly. SBC are also working with the mental health GP link workers funded by the CCGs to help ensure customers with mental health needs obtain the right medical support.
Policy	Mental health	3	Stress importance of MH through local partners, inc KCC	Accepted	A.Christou	Ongoing	Both Health and Wellbeing Boards monitor MH service provision commissioned by the CCGs and Kent Public Health. C&C CCG have a mental health sub-group. SBC will continue to influence through these.
Policy	Mental health	4	Tackle particular problems of young people with MH issues	Accepted	A.Christou	Ongoing	SBC continues to be aware of the problems of young people in Swale and the potential impacts on mental health. SBC will continue to seek to influence Kent Public Health and CCG commissioning intentions.
Policy	Mental health	5	SBC to support voluntary sector in tackling MH issues	Implemented	A.Christou	Complete	There are now representatives from Mental Health Matters and from Swale CVS on the Swale Health and Wellbeing Board.
Policy	Mental health	6	SBC to work with media and others to combat MH stigma	Accepted	A.Christou	Ongoing	This is a highly specialised role that we consider should be led by Kent Public Health, which SBC will support as appropriate. SBC organised two training sessions on dementia friendly communities for frontline staff this month.
Policy	Mental health	7	SBC to use its community advocate role to meet MH challenges	Accepted	A.Christou	Ongoing	SBC will continue to work with the local MPs and other stakeholders to press for adequate resources for mental health services on Swale.
Policy	Mental health	8	SBC to provide a costed model of supported housing	Rejected	A.Christou	Ongoing	Mental Health Matters have opened two wellbeing cafes for people in mental health crisis. One in Sittingbourne, open Friday and Saturday evenings and one in Sheerness, open Friday evenings and Sunday afternoons

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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**

**April 2015 - July 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, Sport, Culture and Heritage

**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
	Thistle Hill Pitch Asset Transfer To agree the Asset Transfer of the Thistle Hill Pitch.	Cabinet 15 April 2015	Non-Key This is not a key decision because is it not likely to result in the local authority incurring expenditure or savings in excess of £100,000 or to be significant in terms of its effects on communities living or working in an area comprising two or more wards or electoral divisions in the area of the local authority.	Open		Cabinet Member for Localism, Sport, Culture and Heritage  Charlotte Hudson
	Swale's Playing Pitch Strategy A draft playing pitch strategy for Swale has been developed and now needs to be consulted on for 12 weeks.	Cabinet 15 April 2015	Key It is significant in terms of its effect on communities living or working in an area comprising two or more wards or electoral divisions in the area of the local authority.	Open		Cabinet Member for Localism, Sport, Culture and Heritage  Emma Wiggins

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>The Meads Community Centre Asset Transfer To consider the asset transfer of The Meads Community Centre.</p>	<p>Cabinet 15 April 2015</p>	<p>Key This is not a key decision because is it not likely to result in the local authority incurring expenditure or savings in excess of £100,000 or to be significant in terms of its effects on communities living or working in an area comprising two or more wards or electoral divisions in the area of the local authority.</p>	<p>Open</p>		<p>Cabinet Member for Localism, Sport, Culture and Heritage  Charlotte Hudson</p>
	<p>Cabinet Delegated Decision - Guidance on policy/strategy development, consultation and adoption Cabinet Delegated Decision to be taken by the Leader.</p> <p>This guidance is aimed at officers who have been asked to write a council policy or strategy. It offers advice on the most appropriate routes through the Council's sometimes complex decision-making processes, as well as establishing a standard Council</p>	<p>Cabinet 15 April 2015</p>	<p>Non-Key This is not a key decision because is it not likely to result in the local authority incurring expenditure or savings in excess of £100,000 or to be significant in terms of its effects on communities living or working in an area</p>	<p>Open</p>		<p>Leader  David Clifford</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
	approach to external consultation on new policies and strategies.		comprising two or more wards or electoral divisions in the area of the local authority.			
	Minutes of the Swale Joint Transportation Board meeting held on 9 March 2015.	Cabinet 15 April 2015	Non-Key	Open		Cabinet Member for Localism, Sport, Culture and Heritage
	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 27 May 2015	Non-Key This is not a key decision because is it not likely to result in the local authority incurring expenditure or savings in excess of £100,000 or to be significant in terms of its effects on communities living or working in an area comprising two or more wards or electoral divisions in the area of the local authority.	Open		Cabinet Member for Finance  Zoe Kent

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>Treasury Management Services Contract</p> <p>To advise Members of the results of the Treasury Management Services tender evaluations and to make decisions as to which of the offered options should be accepted.</p>	<p>Cabinet</p> <p>27 May 2015</p>	<p>Key</p> <p>It is likely to result in the Council incurring expenditure above £100,000 or the making of savings which are, significant having regard to the local authority's budget for the service or function to which the decision relates.</p>	<p>Fully exempt</p>		<p>Cabinet Member for Finance</p> <p>Nick Vickers</p>

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## Call in Form

<b>Decision/Minute Number:</b>  <p style="text-align: center;"><b>554</b></p>	<b>Deadline Date for Call in:</b>  Friday 20 March 2015	
<b>Reason for making the Call in</b> (*please continue on a separate sheet as appropriate)		
The Scrutiny Committee resolved at its meeting of 11 February 2015:		
<i>That following consideration of the Forum Shopping Centre, Sittingbourne report at Cabinet on 11 March 2015, the Chairman will call-in the decision using the procedures as set out in the Constitution.</i>		
In accordance with the Scrutiny Committee's resolution passed on 11 February 2015, I as Chairman of the Scrutiny Committee, am calling-in the Cabinet's decision for consideration by the Scrutiny Committee.		
<b>Please also tick the boxes as appropriate:</b>		
Decision outside Policy and budgetary framework		
Inadequate consultation relating to the decision	√	
Viable alternative not considered		
Relevant information not considered		
Justification for the decision open to challenge on the basis of the evidence considered		
<b>The Alternative proposal is</b> (*please continue on a separate sheet as appropriate)		
n/a		
<b>Called in by:</b>	Cllr Andy Booth	
Chairman of the Scrutiny Committee	Yes	
Vice Chairman of the Scrutiny Committee, in the absence of the Chairman	n/a	
Five non Cabinet Members	n/a	
Name	Signature	Date

<b>Checklist</b>		Yes/No
Does the reason and alternative proposal cover any of the types of decisions (1-10) in the Constitution Overview and Scrutiny Procedure Rules?		*Specify which exemption No
Is the call-in form completed correctly?		yes
Has the call in form been received within the specified time?		yes
The reason for the call in is unclear or does not relate to the decision specified on the call-in form		no
The reason for the call in is a question the answer to which can be found in the report		no
Is the request frivolous or defamatory?		no
<b>Authorisation</b>		
Discussed with scrutiny support/ Democratic Services		yes
Monitoring Officer is justification for call-in valid?		yes
Please return hard copy to:  Democratic Services,  Swale House,  East Street,  Sittingbourne.	For office use only  Form received by:Dem Services  Date and time:16/3/15 at 4.23	

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

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of the Local Government Act 1972.

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