

AGENDA

SCRUTINY COMMITTEE MEETING

Date: Tuesday, 21 July 2015

Time: 7.00 pm

Venue: Council Chamber - Swale House

Membership:

Councillors Mike Baldock, Andy Booth (Chairman), Lloyd Bowen (Vice-Chairman), Derek Conway, Mike Dendor, Mick Galvin, Mike Henderson, Ken Ingleton, Samuel Koffie-Williams, Peter Marchington, Prescott, Ben Stokes and Roger Truelove

Quorum = 4

Pages

1. Apologies for Absence and Confirmation of Substitutes

2. Minutes

To approve the Minutes of the Meeting held on 24 June 2015 (Minute Nos. 83 - 87) as a correct record.

3. Declarations of Interest

Councillors should not act or take decisions in order to gain financial or other material benefits for themselves or their spouse, civil partner or person with whom they are living with as a spouse or civil partner. They must declare and resolve any interests and relationships.

The Chairman will ask Members if they have any interests to declare in respect of items on this agenda, under the following headings:

(a) Disclosable Pecuniary Interests (DPI) under the Localism Act 2011. The nature as well as the existence of any such interest must be declared. After declaring a DPI, the Member must leave the meeting and not take part in the discussion or vote. This applies even if there is provision for public speaking.

(b) Disclosable Non Pecuniary (DNPI) under the Code of Conduct adopted by the Council in May 2012. The nature as well as the existence of any such interest must be declared. After declaring a DNPI interest, the Member may stay, speak and vote on the matter.

Advice to Members: If any Councillor has any doubt about the existence or nature of any DPI or DNPI which he/she may have in any item on this agenda, he/she should seek advice from the Director of Corporate Services as Monitoring Officer, the Head of Legal or from other Solicitors in Legal Services as early as possible, and in advance of the Meeting.

Part One - Substantive Items

4. Financial Outturn Report 2014/15 1 - 36

The Committee is asked to consider the Financial Outturn Report for 2014/15 (attached).

The Cabinet Member for Finance and Head of Finance have been invited to attend.

5. Performance Monitoring Report 2014/15 - Quarter 4 37 - 56

The Committee is asked to consider the Performance Monitoring Report for 2014/15 Quarter 4 (attached).

The Cabinet Member for Performance and Policy and Performance Manager have been invited to attend.

Part Two - Business Items

6. Scrutiny Committee Work Programme for 2015/16 57 - 62

The Committee is asked to consider the Work Programme for the 2015/16 Municipal Year (attached).

7. Reviews at Follow-up Stage and Log of Recommendations 63 - 64

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

8. Other Review Progress Reports

The Committee is asked to consider updates on other reviews.

9. Cabinet Forward Plan 65 - 74

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

Issued on Friday, 10 July 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

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

Scrutiny Committee	
Meeting Date	21 July 2015
Report Title	Financial Outturn Report 2014/15
Cabinet Member	Cllr Duncan Dewar-Whalley, Cabinet Member for Finance
SMT Lead	Nick Vickers, Head of Finance
Head of Service	Nick Vickers, Head of Finance
Lead Officer	Phil Wilson, Chief Accountant
Key Decision	Yes
Classification	Open
Forward Plan	Reference number:
Recommendations	<ol style="list-style-type: none"> 1. To note the revenue underspend on services of £1,973,400, a £277,490 rollover of specific and other grants, and a rollover of £259,500 due to an accounting adjustment re play areas, leaving a net underspend of £1,436,410. 2. To approve the revenue rollover of specific and other grants of £277,490 and £259,500 as set out in Table 3 and Table 4 Appendix I. 3. To note the net revenue underspend on business rates of £190,230. 4. To consider the further revenue service rollovers from 2014/15 and the setting up of new reserves, as set out in Table 4 Appendix I for approval. 5. To delegate to the Head of Finance the allocation of uncommitted underspends to reserve funds. 6. To consider the revenue service bids of £402,100 as set out in Table 5 Appendix I. 7. To consider the capital rollovers of £319,550 as detailed in Table 10 Appendix I for approval. 8. To approve the amendments to the Council's 2015/16 capital programme as detailed in paragraph 3.18. 9. To approve an amendment to the Council's Treasury Management Strategy 2015/16 as detailed in paragraph 3.31.

1. Purpose of Report and Executive Summary

- 1.1 This report sets out the outturn position for 2014/15. It shows that once again the Council has been able to achieve a significant underspend in the year. This is primarily due to the higher savings on the waste contract (now taken as base budget saving from 2015/16) and higher planning fee income – these two areas account for 63% of the £1,436,410. With a well-known flightpath of reduced funding into the medium term, the Council has once again pre-empted future funding reductions by restricting expenditure in year.
- 1.2 The Council's commitment to increasing the business base of the Borough is reflected in significant business rates growth, and the principle of budgeting a year in arrears for increases in business rates is clearly the fiscally correct way of managing this hugely important but volatile and uncertain income stream.
- 1.3 The outturn position needs to be seen in the context of the Council's medium term financial position as set out in the February Council budget report. The Council currently has a funding gap of £786,000 in 2016/17 and £1,115,000 in 2017/18. The scope of management efficiency savings and for savings on major contracts is also much reduced. Balancing the budget therefore becomes much more about generating income, business rates and New Homes Bonus in-particular. There will be an emergency national budget on 8 July and any implications of that for the Council will be reported verbally at the Cabinet meeting on 15 July.
- 1.4 The headline figures are:
- total revenue underspend of £1,973,400;
 - £277,490 rollover of specific and other grants;
 - £259,500 rollover due to an accounting adjustment;
 - £694,560 bid requests from heads of service;
 - £180,670 rollover of operational underspends;
 - net over recovery on business rates of £190,140; and
 - capital underspend of £248,690.
- 1.5 The detailed outturn statements are detailed in Tables 1 and 2 in Appendix I.

2. Background

- 2.1 The Council operates a monthly budget monitoring process at Head of Service level, with reports each month to the Strategic Management Team.
- 2.2 Financial monitoring reports have been presented to Cabinet on a quarterly basis, as well as to Scrutiny Committee.

3. Proposal

Revenue Outturn

- 3.1 Table 1 in Appendix I shows the outturn position by service, with most services showing an underspend. The line-by-line variations are explained in Table 2 in Appendix I.
- 3.2 Within the total underspend are specific and other grants totalling £277,490. The principal grants are:
- Troubled Families Grant - £43k;
 - Individual Electoral Registration Grant - £41k;
 - Staying Put Health Grants - £40k.
- 3.3 The main areas of underspend are as follows (items over £50,000 not attributable to grants):
- Development Control - £429,000 - mainly attributable to additional planning fees;
 - Grounds Maintenance Contract - £77,000 - mainly open spaces savings;
 - Parking & Highways - £136,000 - mainly attributable to additional parking income;
 - Recycling & Waste Minimisation - £117,000 - mainly additional income from garden waste scheme;
 - Refuse Collection / Street Cleansing - £471,000 - net contract and contract variation savings; and
 - Property - £120,000 – this arises from a variety of issues including an underspend on staff and additional property income.
- 3.4 Of the net underspend of £1,436,400, two thirds is attributable to two areas – savings on the waste contract and additional planning fees.
- 3.5 The main overspends are as follows:
- Sittingbourne Town Centre Redevelopment - £60,000 - where project management costs do not have a budget;
 - Development Services - £67,000 - mainly additional staffing costs to meet high workloads;
 - Planning Mid Kent Planning Service - £87,000 - mainly additional cost of implementing the service, including redundancy costs; and
 - Leisure and Sports Centres - £73,000 - mainly as a result of a £50,000 contribution towards the Executive Office of Swale Community Leisure Ltd. This is now in the 2015/16 base budget.
- 3.6 The last reported underspend to Cabinet in March 2015 was an underspend of £867,600. The main reasons for the movement to the outturn position since then are:

- Grant Thornton (the Council's external auditors) recommended changing the disclosure of Play Area commuted sums, with the result that £259,500 can be moved from deferred receipts to a new earmarked reserve. We have had to comply with this, but it is simply an accounting adjustment;
- additional contract savings on refuse collection/street cleansing - £69,000;
- additional net parking income - £100,000;
- grounds maintenance contract additional savings - £50,000;
- additional property rental income and other savings - £68,000; and
- additional Development Control fees - £215,000;

3.7 The report by the Council's auditors, Grant Thornton for 2014/15 stated that:
"The Council continues to have an effective framework of financial control. There are well-established processes for preparing and monitoring annual budgets with detailed analysis of variances. Both revenue and capital budgets were underspent in 2013/14. The Council is also currently forecasting a revenue underspend for 2014/15. There are effective systems of control to ensure accounting systems produce reliable information."

Proposed Revenue Rollovers

- 3.8 Cabinet will determine revenue rollovers at its meeting on 15 July. The use of rollovers is critical for the overall financial management of the Council. Their proposed use falls into three main categories:
- unspent ring-fenced grants where projects continue and the funds can only be spent for these purposes and other grants (Table 3 Appendix I);
 - service requests for rollovers at an operational level (Table 4 Appendix I); and
 - larger bids linked to the Council's priorities and the topping-up of specific reserve funds which it was not possible to do in the budget process, and timing issues where small amounts of rollover are requested at an operational level (Table 5 Appendix I).
- 3.9 Decisions on rollover of underspends also need to take into account possible in-year reductions in grant funding which the Government may announce on 8 July.

Business Rates

- 3.10 In total the Council collected £46m of business rates in 2014/15, and after the complicated system of levies and tariffs has been accounted for, the Council received £4.9m.
- 3.11 Council has previously agreed to the establishment of a Business Rates Volatility Reserve in order to assist the Council in managing the volatility in business rate income resulting from the introduction of business rate localisation from 2013/14. There are a number of causes of this volatility, such as new businesses opening, existing business growing or closing, rating appeals, and collection rates.
- 3.12 The reserve has increased in 2014/15 due to the Cabinet approved rollover from 2013/14 (£450k), the originally budgeted increase (£321k), underspend on business rate relief (£147k), a higher level of business rates than budgeted (£190k), and work to increase the collectible rates (£48k), so that at the end of year the balance is £1.1m.

Improvement and Regeneration Funds

- 3.13 Table 1 below details the outturn position on a number of reserve funds.

Table 1: Improvement and Regeneration Funds

	Balance as at 1 April 2014	Transfers from reserve in year	Transfers to reserve in year	Balance as at March 2015	Balance Unallocated as at 31 March 2015
Funds:	£	£	£	£	£
Performance	905,270	(158,359)	0	746,911	519,208
Regeneration	356,119	(298,698)	254,000	311,421	97,647
Localism	46,893	(27,180)	28,850	48,563	22,627
Transformation	252,418	(111,285)	52,205	193,338	193,338
Local Loan Fund	250,000	(50,000)	50,000	250,000	250,000
TOTAL	1,810,700	(645,522)	385,055	1,550,233	1,082,820

- 3.14 As in previous years, the Regeneration Fund was topped up by £250,000 in 2014/15.
- 3.15 Table 6 of Appendix I details the appropriations from the above funds during 2014/15.

Usable Reserves

- 3.16 Table 2 below summarises the usable reserves balance as at 31 March 2015.

Table 2: Usable Reserves

	Balance as at 1 April 2014	Transfers from reserve in year	Transfers to reserve in year	Balance as at March 2015
Reserve	£'000	£'000	£'000	£'000
Total Ring Fenced Revenue Reserves	7,564	(1,569)	2,544	8,539
General Fund	4,618	0	506	5,124
Capital Grants Unapplied	243	(90)	116	269
Usable Capital Receipts Reserve	1,331	(528)	108	911
TOTAL	13,756	(2,187)	3,274	14,843

3.17 Table 7 of Appendix I details the ring-fenced reserves as at 31 March 2015 after the transfers of specific grants.

Capital Expenditure

3.18 This report details the actual capital expenditure and highlights any variations between the revised 2014/15 capital budget and outturn.

3.19 Actual expenditure to end of March 2015 is £2,218,990. This represents 89.9% of the revised budget. There is an underspend of £247,700. Further details are set out in Table 9 of Appendix I.

3.20 Heads of Service have submitted a number of capital rollover requests totalling £319,550 to be spent in 2015/16 to be released from the underspend of 2014/15. The requests are listed in Table 9 Appendix I, with an explanation provided by the service manager. Of these requests £221,870 is linked with partnership funding as explained in the notes. The largest items of rollover are:

- Disabled Facilities Grant - £92,060 - committed to improvement but not yet spent; and
- Iwade play area £92,200 - land in the process of being transferred.

Funding of the 2014/15 Capital Programme

3.21 The 2014/15 capital programme expenditure of £2,218,990 is to be funded as set out in Table 3.

Table 3: Capital Programme Funding

	2014/15 Revised Budget	2014/15 Outturn
	£	£
Partnership funding (including S106 Grants)	1,316,240	1,207,050
Earmarked Reserves	524,780	398,270
Long Term Debtors / Third Party Loans	168,000	230,990
Capital Receipts	450,250	360,180
Revenue underspends	8,420	22,500
Total Funded	2,467,690	2,218,990

- 3.22 Funding payable to the Council by Spirit of Sittingbourne under the development agreement will be used for a partial refurbishment of 34 High Street which has been purchased by the Opportunities Fund jointly set up by the Council and Spirit of Sittingbourne.
- 3.23 Capital receipts from sale of assets in 2014/15 were nil. Capital receipts from repayment of grants were £108,000.
- 3.24 A request is being made to use capital receipts to fund the two projects outlined below in 2015/16:
- £11k towards rebuilding the viewing platform at Milton Creek; and
 - £25k to fund the additional cost of implementing the new Customer Service Centre Telephony system. This is because dialogue during the tendering exercise identified additional requirements which will rationalise fully the systems in use by all three partners, and provide a base for the joint working on channel shift.
- 3.25 There are a number of revenue rollover bids from the 2014/15 underspend that potentially will be used to fund capital expenditure in 2015/16.
- refurbishment of Stonebridge Allotments footbridge - £15k;
 - refurbishment of causeway at Queenborough - £60k;
 - refurbishment of Vincent Gardens and Kemsley Rec play areas - £20k;
 - remedial work at New Road - £10k;
 - Eastchurch Road assistance - £30k;
 - regeneration project management - £60k; and
 - flood defence project - £30k.

Payment of Creditors

- 3.26 The outturn for 2014/15 against the target for payment of creditors is shown in Table 4 below.

Table 4: Invoice payment

	Target 2014/15	Final
Invoices paid in 30 days	97.00%	97.01%

Debtors

3.27 Tables 5, 6 and 7 analyse the debt outstanding.

3.28 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. It should be noted that the number of debts raised is increasing as we are now required to formally raise debts for all of our grants receivable from Kent County Council, NHS etc.

3.29 As can be clearly seen, on the measure of collectable debt less than two months old, the position has improved substantially.

Table 5: Debt outstanding by due date (not including Rent Deposit Scheme)

	March 2015	March 2014
	£'000	£'000
0-2 Months	726	325
2-6 Months	170	75
6-12 Months	12	188
1-2 Years	13	25
2-3 Years	9	14
3-4 Years	9	24
4-5 Years	24	11
5-6 Years	10	5
6 Years +	15	27
Total	988	694
Total over two months	262	369
% Total over two months	27%	53%

Table 6: Debt outstanding by due date (including Rent Deposit Scheme)

	March 2015	March 2014
	£'000	£'000
0-2 Months	727	284
2-6 Months	180	81
6-12 Months	11	217
1-2 Years	19	32
2-3 Years	13	23
3-4 Years	16	71
4-5 Years	62	236
5-6 Years	173	5
6 Years +	16	27
Total	1,217	976
Total over two months	490	692
% Total over two months	40%	71%

Table 7: Debt outstanding (including Rent Deposit Scheme) by Head of Service

	March 2015	March 2014
	£'000	£'000
Rent Deposit Scheme	229	282
Commissioning & Customer Contact	233	250
Property	184	126
Housing	100	46
Legal (MKLS)	264	43
Economy & Communities	26	27
Planning	53	63
Regeneration	49	94
Communications	4	11
Environmental Health	27	0
Finance	0	14
Policy	3	0
Other	45	20
Total	1,217	976
Total over two months	490	692
% Total over two months	40%	71%

Treasury Management

- 3.30 At the Cabinet meeting on 4 February 2015, Members approved a change to the budget framework to allow for funding to be provided up to a maximum borrowing of £6m (minute 465/02/2015).
- 3.31 This will also require an amendment to the Council's Treasury Management Strategy 2015/16 for its Authorised and Operational boundaries (borrowing limits) in order to be consistent with the above approved change. Therefore, Members are requested to approve an increase in the Authorised Limits and Operational Boundaries of the new limits as shown in Appendix I, Table 11. This will also need to be approved by Council.

4. Alternative Options

- 4.1 None Identified – this report fulfils a statutory requirement to report the Council's outturn.

5. Consultation Undertaken or Proposed

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

6. Implications

Issue	Implications
Corporate Plan	Good financial management is key to achieving our Corporate Plan priority of being "A council to be proud of"
Financial, Resource and Property	As detailed in the report
Legal and Statutory	None identified at this stage
Crime and Disorder	None identified at this stage
Sustainability	None identified at this stage
Health & Wellbeing	None identified at this stage
Risk Management and Health and Safety	None identified at this stage
Equality and Diversity	None identified at this stage

7. Appendices

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

Appendix I: Financial Outturn 2014/15

8. Background Papers

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

Financial Outturn Report 2014/15

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Table 1 - Underspend by Service

	Service Manager	Working Budget	Outturn 2014/15	Variance
		£	£	£
Chief Executive	A. Kara	252,700	228,827	(23,873)
Policy	D. Clifford	204,700	157,583	(47,117)
Economy & Communities	E. Wiggins	2,105,420	1,929,970	(175,450)
Communications	S. Toal	251,320	202,801	(48,519)
Resident Services	A. Christou	1,450,970	1,405,434	(45,536)
Planning	J. Freeman	926,900	703,981	(222,919)
Commissioning & Customer Contact	D. Thomas	6,010,110	5,129,819	(880,291)
Director of Corporate Services & Director of Regeneration	M. Radford / P. Raine	285,160	282,404	(2,756)
Information Technology	A. Cole	1,048,920	1,032,446	(16,474)
Audit	R. Clarke	150,760	154,435	3,675
Environmental Health	T. Beattie	471,530	397,722	(73,808)
Finance	N. Vickers	743,130	743,130	0
Human Resources	D. Smart	385,720	370,418	(15,302)
Legal	J. Scarborough	330,010	347,049	17,039
Democratic Services	K. Bescoby	806,170	751,432	(54,738)
Property	A. Adams	559,670	439,653	(120,017)
Variances to be met from underspend		25,310	88,720	63,410
KCC Second Homes Discount		(46,000)	(73,530)	(27,530)
Corporate Provision for Bad Debt		(434,930)	(478,083)	(43,153)
Other Variances		(125,000)	(361,997)	(236,997)
Corporate Items		2,650,430	2,627,386	(23,044)
SERVICE EXPENDITURE		18,053,000	16,079,600	(1,973,400)
Rollover Specific Grants (See Table 3)		0	174,842	174,842
Rollover Other Grants (See Table 3)		0	102,650	102,650
Rollover Commuted Sums accounting adjustment		0	259,500	259,500
SERVICE EXPENDITURE AFTER ROLL FORWARDS		18,053,000	16,616,592	(1,436,408)
Financed by:				
Revenue Support Grant		(4,296,000)	(4,296,000)	0
Business Rates		(4,684,830)	(4,875,064)	(190,234)
New Homes Bonus		(2,269,000)	(2,269,000)	0
Council Tax Freeze Grant		(79,000)	(79,000)	0
Council Tax Requirement		(6,787,170)	(6,787,170)	0
NET EXPENDITURE		(63,000)	(1,689,642)	(1,626,642)
Put Business Rates Underspend to Resilience Reserve		0	190,234	190,234
TOTAL CONTRIBUTION TO GENERAL FUND		(63,000)	(1,499,408)	(1,436,408)

Table 2 - Main Variations by Service

Net (Under)/Overspend / Income Shortfall as at end of March 2015		
Service – Cabinet Member (Head of Service)	£'000	Explanation
CHIEF EXECUTIVE - Cllr A. Bowles (Abdool Kara)		
Chief Executive	(7)	Various minor underspends.
Corporate Costs	(17)	Reduced Consultancy/ Specialist Advice expenditure.
Policy	(47)	£43k salary costs underspend as result of vacant posts and staff secondment, offset by spend on Agency staff £15k. Underspend on a number of Sustainable Sheppey project strands of £15k. Minor underspends of £4k.
TOTAL	(71)	(£22k is requested to rollover into 2015/16 of unspent ring fenced grants – refer to Table 3).
ECONOMY AND COMMUNITIES – Cllrs M. Cosgrove, M. Whiting & K. Pugh (Emma Wiggins)		
CCTV	15	Reduced income for CCTV re previous customers cancelling use of the service.
Community Safety	(61)	£17k unspent KCC contribution, offset by £2k other costs. £57k will be requested to rollover into 2015/16 of unspent ring fenced grants.
Community Halls/Centres	(12)	Quinton Hall additional costs (rates £1.5k and estimated utility costs £1.5k); £2k additional income King George Pavilion.
Economic Development	(7)	Underspend on salaries and other running costs.
Economy & Community Services	(7)	Underspend on rates and other running costs.
Environmental	(13)	Overspend on salaries £4k, offset by underspends on contract costs and kennelling costs.
High Street Innovation Fund	(12)	£12k will be requested to rollover into 2015/16.
Markets	(17)	Underspend against rates.
Members Localism Grants	(24)	£24k will be requested to rollover into 2015/16. This will be divided equally between all councillors.
Sports Development	(30)	Underspend on salaries and other employee costs. £3k will be requested to rollover forward into 2015/16 - this is a KCC grant for the Satellite Club to create links between schools and community clubs. £3k will also be requested to forward into 2015/16 of unspent ring fenced grant.
Various	(7)	Various minor underspends.
TOTAL	(175)	(£60k is requested to rollover into 2015/16 of unspent ring fenced grants - refer to Table 3).

Table 2 - Main Variations by Service

Net (Under)/Overspend / Income Shortfall as at end of March 2015		
Service – Cabinet Member (Head of Service)	£'000	Explanation
COMMUNICATIONS, PRINTING, ADVERTISING & PROMOTION –		Cllrs M. Cosgrove, M. Whiting & K. Pugh (Susan Toal)
Communications	(49)	Underspends on advertising and promotion, external printing and signage £23k. Underspend on salaries, offset by agency staff £39k. Minor overspend of £13k on fees and services.
TOTAL	(49)	
RESIDENT SERVICES – Cllr J. Wright (Amber Christou)		
Housing Benefit and Council Tax	15	This is an extremely volatile budget on a gross budget of £50m. Minor net overspend.
Housing Development and Strategy	(32)	Staff costs savings £35k, offset by minor overspends of £3k.
Private Sector Housing	(38)	Staff costs savings £24k, mileage and lump sum savings £8k, plus other minor underspends £6k.
Stay Put Scheme	(38)	Salary costs savings £12k; reduction in Disabled Facilities Grant income £8k, offset by additional grants received and not spent in year. £43k is requested to rollover unspent ring fenced grants. The underspend is as a result of the lack of referrals from health services.
Housing Options	47	Overspend of £60k on bed & breakfast payments; Home Office grant received for Afghan project £18k; other minor overspends £5k. (£18k will be requested to rollover of unspent ring fenced grants).
TOTAL	(46)	(£60k is requested to rollover into 2015/16 of unspent ring fenced grants – refer to Table 3).
PLANNING – Cllr G. Lewin (James Freeman)		
Building Control	(3)	Underspend on dangerous structures.
Development Control	(429)	Additional planning fees £451k; net IT Development costs £6k; other fee overspends £10k; £5k underspend for enforcement salaries and £8k underspend on enforcement fees £8k underspend on appeals; £3k minor underspends offset by £30k under achieved S106 monitoring fees. We expect this shortfall to be balanced out in future years.
Development Services	100	£88k net additional staffing costs to meet the high workloads the Swale Development Teams are now experiencing; £4k office move and redecoration costs; £3k recruitment costs; and £5k other.

Table 2 - Main Variations by Service

Net (Under)/Overspend / Income Shortfall as at end of March 2015		
Service – Cabinet Member (Head of Service)	£'000	Explanation
Local Land Charges	33	£34k compensation and redundancy costs; £18k additional MKIP charges; £5k overspend on salaries; and £10k overspend on fees and services. Offset by £12k additional Land Charges income, and £22k contributions from other local authorities.
Local Planning & Conservation	(11)	Reduced fees and services in the conservation & design team £5k; unspent Neighbourhood Planning grant £7k.
Mid Kent Planning Service (MKPS)	87	The additional cost of implementing the Mid Kent Planning Service is £105k, this includes redundancy costs of £25k. However, £18k can be met from reserves.
TOTAL	(223)	(£7k is requested to rollover into 2015/16 of unspent ring fenced grant – refer to Table 3).
COMMISSIONING AND CUSTOMER CONTACT – Cllrs D. Simmons & M. Whiting (Dave Thomas)		
Cemeteries and Closed Churchyards	(10)	£10k is requested to rollover to 2015/16 – refer to Table 4.
Grounds Maintenance Contract	(77)	£43k is requested to rollover to 2015/16 – refer to Table 4.
Service Delivery	(31)	Salary underspend on Head of Service Delivery post.
Leisure and Sports Centres	73	£50k contribution towards Executive Office of Swale Community Leisure Ltd, £4k additional contract variation costs (utility/dilapidation costs etc.).
Cleansing	(30)	Staff costs savings.
Commissioning & Customer Contact	(29)	Underspend on contract costs.
Countryside & Country Parks	(12)	Underspend on salaries and fees and services.
Parking & Highways	(136)	Net additional parking income.
Parks & Open Spaces	18	Net overspend on play equipment, maintenance and purchase.
Public Conveniences	(38)	Net underspend on contract costs, energy costs and rates.
Recycling & Waste Minimisation	(117)	£102k net additional income from Garden Waste Scheme, and £28k savings on Recycling Credits. £20k will be requested to rollover into 2015/16 (refer to Table 4).
Refuse Collection / Street Cleansing	(471)	Net contract and contract variation savings – related to implementation of new contract. £11k will be requested to rollover into 2015/16 of unspent ring fenced grants (refer to Table 3).

Table 2 - Main Variations by Service

Net (Under)/Overspend / Income Shortfall as at end of March 2015		
Service – Cabinet Member (Head of Service)	£'000	Explanation
Minor net variances	(20)	Minor overspends on Sports Pitches re energy costs and rates offset by underspends on procurement and commissioning etc.
TOTAL	(880)	(£11k is requested to rollover into 2015/16 of unspent ring fenced grants - refer to Table 3).
DIRECTOR OF CORPORATE SERVICES – Cllrs D. Dewar-Whalley & T. Wilcox (Mark Radford)		
Corporate Costs	0	Nil variance.
TOTAL	0	
EMERGENCY PLANNING – Cllr A. Bowles (Della Fackrell)		
Emergency Planning	(5)	Minor underspend on supplies and services.
TOTAL	(5)	
DIRECTOR OF REGENERATION (Pete Raine)		
Strategic Director	3	Minor overspend – vacancy allowance.
TOTAL	3	
IT SERVICES – Cllr D. Dewar-Whalley (Andy Cole)		
IT MKIP	(16)	Lower than expected MKIP charges £9k, New Burdens Grant £7k.
TOTAL	(16)	
ENVIRONMENTAL HEALTH – Cllr. D. Simmons (Tracey Beattie)		
Environmental Services	(22)	Lower than expected MKIP implementation charges due to underspend across the Mid Kent Environmental Health service.
Pollution Control	(46)	£27k unspent Air Quality DEFRA Grant will be requested to rollover into 2015/16; £10k Contaminated Land underspends; £12k Air Pollution underspends offset by £3k overspend on Environment Protection Act.
Other (Food Safety, cemeteries, health & safety and noise control)	(6)	Minor underspends.
TOTAL	(74)	(£27k is requested to rollover into 2015/16 of unspent ring fenced grants - refer to Table 3).
INTERNAL AUDIT – Cllr D. Dewar-Whalley (Rich Clarke)		
Audit Services	4	£4k overspend on the recharge for the MKIP Audit service.

Table 2 - Main Variations by Service

Net (Under)/Overspend / Income Shortfall as at end of March 2015		
Service – Cabinet Member (Head of Service)	£'000	Explanation
TOTAL	4	
FINANCE – Cllr D. Dewar-Whalley (Nick Vickers)		
Financial Services	0	Nil Variance.
TOTAL	0	
HUMAN RESOURCES – Cllr T. Wilcox (Dena Smart)		
Organisational Development	(15)	£8k underspend on corporate training will be requested to rollover into 2015/16; £4k underspend on health screening costs will be requested to rollover into 2015/16; additional net savings of £3k.
TOTAL	(15)	
LEGAL – Cllr D. Dewar-Whalley (John Scarborough)		
Legal MKLS	(2)	Minor underspend.
External Legal Fees	19	Additional external legal advice.
TOTAL	17	
DEMOCRATIC SERVICES – Cllr A. Bowles (Katherine Bescoby)		
Democratic Process	(23)	Savings on general democratic costs including training.
Administration	9	Net staff costs overspend.
Elections & Electoral Registration	(41)	£41k additional income received to fund individual electoral registration. (This is requested to rollover to 2015/16 – refer to Table 3).
TOTAL	(55)	(£41k will be requested to rollover into 2015/16 of unspent ring fenced grants - refer to Table 3)
PROPERTY – Cllr D. Dewar-Whalley (Anne Adams)		
Health & Safety	(4)	Saving on books and journals.
Property Services	(30)	Underspend on salaries £14k; underspend on paper £4k; underspend on mileage £3k; other small underspends £9k.
Administrative Buildings	(33)	Net utility costs savings £15k; Sheerness office savings £15k; and £3k extra income achieved on service fees.
Property Management	(53)	Net additional property rental income.
TOTAL	(120)	
OTHER VARIANCES (TO BE MET FROM TOTAL UNDERSPEND)		

Table 2 - Main Variations by Service

Net (Under)/Overspend / Income Shortfall as at end of March 2015		
Service – Cabinet Member (Head of Service)	£'000	Explanation
Sittingbourne Town Centre Development	60	Variance to be funded out of general year-end corporate underspend.
Arts Events & Activities	3	Additional spend to support the WW1 community grant scheme.
TOTAL	63	
NON-SERVICE BUDGETS		
KCC 2 nd Homes Discount	(27)	Additional KCC Second Homes discount grant.
Corporate Provision for bad debt	(43)	Improvement in outstanding debt,
Other Variations:		
Revenue Funding of Capital Expenditure	23	Underspends reported in service budgets which are to be used to fund capital expenditure.
Play areas commuted sums	(260)	Accounting entry to meet Grant Thornton's requirements.
TOTAL OTHER VARIATIONS	(237)	
Corporate Items	(23)	Interest savings on finance leases, unspent earmarked reserves £46k; grant received £17k; and external interest offset by pensions adjustment.
	(1,973)	TOTAL BEFORE ROLLOVER REQUESTS
	175	Ring Fenced Grant Rollover Requests
	102	Other Grant Requests
	277	TOTAL GRANT ROLLOVER REQUESTS
	259	Commuted Sum – Play Equipment
	(1,437)	TOTAL UNDERSPEND AFTER PROPOSED ROLLOVER OF GRANTS

Table 3 - Revenue Rollover Requests – Specific and Other Grants

Head of Service	Description	Rollover Request £'000	Purpose of Rollover
Tracey Beattie	Air Quality Grant	26,594	The grant was awarded to carry out a ring fenced project for the air quality transport work over three years up to 2016.
Amber Christou	Stay Put Scheme – PCT Grant	40,288	Some work in still in the pipeline, grant funding to be carried over to promote the Stay Put schemes in 2015/16. We are also looking at carrying out larger projects, and this rollover will help fund the increased costs.
Amber Christou	Warm Homes Healthy People Grant	2,941	Ring-fenced grant to cover the cost of an evaluation later in the year.
Amber Christou	Home Office Grant	17,624	The Home Office Afghan Locally Engaged Staff ex-gratia scheme grant has been made available to provide accommodation, financial assistance pending access to welfare benefits or securing employment and integration support. Two Afghan recipients arrived in January 2015 and are continuing to receive full integration support from the Housing Services Team.
David Clifford	Sustainable Sheppey Grant	15,778	Big Lottery Funding which is ring-fenced for use in 2015/16.
Dave Thomas	WEEE Local Project fund	11,296	Budget is intended for recycling promotion campaign which will be implemented June 2015.
Emma Wiggins	Kent County Council Grant	3,200	Grant money for the Satellite Club as part of the Sport England proposal to create links between schools and community clubs during 2015/16.
Emma Wiggins	Emerging communities Project Fund	10,000	To continue working in Swale with Medway and Gravesham on the amended proposal as agreed with Kent Police.
Emma Wiggins	Restorative Justice Grant	3,920	Received from the Kent Police to continue to run training with other councils.
Emma Wiggins	Troubled Families Grant	43,201	This is due to an underspend within the Family Support Team in relation to both contracts and having not used the contingency put aside. Additionally, there was an underspend

Table 3 - Revenue Rollover Requests – Specific and Other Grants

Head of Service	Description	Rollover Request £'000	Purpose of Rollover
Total Ring-fenced Grants			
Katherine Bescoby	Individual Electoral Registration Grant	41,000	We have been given grant money for Electoral Registration Transformation, as a result of the change to Individual Electoral Registration. This is not to replace current expenditure, but to be used for additional work associated with IER.
David Clifford	Data Matching & New Burdens	6,588	New burdens funding received in respect of new transparency requirements. We want to roll the grants over to fund future software licences.
James Freeman	Neighbourhood Planning Front Runners Grant	6,725	Unspent neighbourhood planning grant following designation of Neighbourhood Plan areas for Faversham Creek and Dunkirk & Boughton.
Paul Thomas	Highways Grants	18,199	Leysdown Rose Tinted contribution for ongoing maintenance of signing and the lighting installation. Arts Council grant to be used for street furniture and street nameplate maintenance in 2015/16. Funding from Faversham Enterprise Partnership for Heritage Nameplates in Faversham.
Nick Vickers	Community Right to Challenge & Community Right to Bid Grants	16,402	New burdens funding requested to rollover into 2015/16 to top up the Localism reserve, as in previous years.
Nick Vickers	Council Tax Flood Grant	1,736	Received from Central Government to help with any flood damage that has been incurred during the severe weather in the period December 2013 – March 2014. To be put to reserves earmarked for flood damage.
Emma Wiggins	High Street Innovation fund	12,000	We request the roll of the final payment from the High Street Innovation Fund to the Sheerness Town Team.
Total Non Ring-fenced Grants		102,650	
Total		277,492	

Table 4 - Revenue Rollover Requests - Operational

Head of Service	Funded from	Rollover Request £'000	Purpose of Rollover
Anne Adams	Property services budget underspend	25,000	To fund the landholdings review. It was decided to re-tender the contract to achieve a better outcome and this has delayed the work.
Tracey Beattie	Unspent food hygiene budget	2,800	To provide resources for the team whilst dealing with a number of potential prosecutions, this will enable the team to prepare the evidence and deliver the regulatory service during this transition period.
Tracey Beattie	Contaminated Land unspent budget	6,680	The contaminated land software purchase by Mid Kent ICT for the shared service, to cover the cost of the licence, cost of transfer data and implement training for the officers in Swale.
James Freeman	Planning Income	20,000	To fund S106/Community Infrastructure Levy monitoring software in 2015/16.
John Scarborough	Mid Kent Legal services (MKLS) budget underspend	2,200	MKLS planned to commence post-entry training of our new Legal Assistant grades in late 2014/15. However, late recruitment forced us to postpone this. This funding will go towards the training expenditure when Chartered Institute of Legal Executives' (CILEX) courses start in Autumn 2015.
Dena Smart	Health & Welfare budget underspend	4,474	In December 2015 we will need to pay for the Investors in People (IIP) assessment and there is no budget allocated for this as the expense is only every three years. The carry forward would pay for the majority of this one-off cost.
Dena Smart	Corporate Training budget underspend	7,600	The spend is linked directly to how many cases have to be referred for Independent Medical Assessments (IMAs) and additional sessions of counselling, and in some years the budget is overspent. This year, although sickness has increased, the nature of the long term illnesses have been more straightforward, and therefore the IMAs and additional counselling has not been required. We would like to use this for pro-active health initiatives e.g. physio-therapy, to promote well-being at work as we currently have no budget for this.
Dave Thomas	Swale Allotments budget underspend	1,971	Delayed work awaiting decision/outcome of proposed allotment transfer.

Table 4 - Revenue Rollover Requests - Operational

Head of Service	Funded from	Rollover Request £'000	Purpose of Rollover
Dave Thomas	Leysdown Coastal park budget underspend	1,364	Wet ground conditions delayed works.
Dave Thomas	Cemeteries budget underspend	10,000	Higher than anticipated income was achieved in 2014/15. Extra works to improve and update signage in all cemeteries has been identified. The boundary fence in Love Lane Cemetery is in need of refurbishment/repair as soon as possible to prevent further deterioration.
Dave Thomas	Litter picking budget underspend	15,000	Contribution towards the refurbishment of the footbridge within the Stonebridge Pond site, in partnership with Faversham Town Council.
Dave Thomas	Open Spaces budget underspend	20,000	Refurbishment of Vincent Gardens and Kemsley Recreation play areas.
Dave Thomas	Sports facilities budget underspend	10,000	Partnership contribution towards remedial works at New Road prior to completing transfer to New Rd Football Club.
Dave Thomas	Seafront budget underspend	5,000	Contribution to safety works required to block of an unused space under the main stairwell at Beachfields.
Dave Thomas	Public conveniences	20,000	Public conveniences maintenance. Underspend to be added to property services repair and renewals budgets for public conveniences.
Emma Wiggins	Members Localism Grants - Budget underspend	23,947	47 awards have already been approved, but we await their final completed paperwork from the community groups to make the final payments. We request the carry forward to be divided equally between all councillors.
Emma Wiggins	Sports Development underspend	2,630	Outstanding Sports and Physical activity payments which have been approved but we are just waiting for their final paperwork. We also request the roll of £250 for the Swale Youth Development Fund as an outstanding award has yet to be claimed.

Table 4 - Revenue Rollover Requests - Operational

Head of Service	Funded from	Rollover Request £'000	Purpose of Rollover
Emma Wiggins	Environmental Wardens Budget underspend	2,000	The Environmental Wardens will need to replace their handsets during 2015/16. The budget for these has now been centralised leaving a gap in funding for the new ones in the next financial year.
Total	Other Rollovers	180,666	

Head of Service	Description	Rollover Request £'000	Purpose of Rollover
Nick Vickers	Play Areas Commuted Sums	259,497	Accounting adjustment to meet Grant Thornton recommendations.
Total		259,497	

Table 5 - Revenue Rollover Requests - Bids

Head of Service	Rollover Request £'000	Purpose of Rollover
Anne Adams	91,303	To top up the building maintenance reserve by the underspend on property services. This includes the underspend on salaries, running expenses etc.
Amber Christou	38,000	This will be used to extend the contract of a member of the Housing Options and Benefits Team for one year.
James Freeman	58,800	To provide additional funding to resource an additional planning officer to deal with the increased planning workload, and to deal with backlog issues arising from implementation on new IT systems and shared service.
Pete Raine	60,000	Regeneration project management costs.
Dave Thomas	30,000	Eastchurch Road assistance - contribution to a community group to enable them to undertake remedial works to avoid further deterioration of the cliff edge.
Dave Thomas	60,000	Contribution towards refurbishing the causeway at Queenborough prior to handing responsibility for the facility to Queenborough Fishery Trust and Queenborough Harbour Trust.
Dave Thomas	20,000	Facilities strategy costs. Costs are to fund work being undertaken through a consultant to develop a Sports Facility Strategy for Swale as discussed at Informal Cabinet.
Nick Vickers	30,000	SBC potential contributions to flood defence project in Faversham, topping up Environment Agency.
Emma Wiggins	14,000	Payment to Coombs for abortive work on the Meads village hall.
Total	402,103	

Table 6 - Allocations from the Improvement and Regeneration Funds 2014/15

	Amount £
Performance Fund	
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
Safeguarding post - 0.5 FTE	20,000
Total Approved 2014/15	89,955
Regeneration Fund	
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
Faversham Creek Feasibility Works	23,000
Further Education for Sittingbourne, Scoping Study	10,000
Total Approved 2014/15	270,643
Localism Fund	
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
The Salt Giveaway 2014/15	1,400
Culture Grants	5,000
Volunteers' Week – Billboards	1,170

Table 6 - Allocations from the Improvement and Regeneration Funds 2014/15

Event management workshop	1,208
Total Approved 2014/15	25,961
Transformation Fund	
Redundancy Costs	59,081
Total Approved 2014/15	59,081
Swale Local Loan Fund	
Queenborough Harbour Trust	50,000
Total Approved 2014/15	50,000
TOTAL APPROVED 2014/15	495,640

Table 7 - Revenue Reserves (prior to 2014/15 rollovers)

	Balance 31 March 2014 £'000	Transfers out 2014/15 £'000	Transfers in 2014/15 £'000	Balance 31 March 2015 £'000	Note
General Reserve	(3,291)	204	0	(3,087)	(a)
Performance	(905)	158	0	(747)	(b)
Regeneration	(355)	299	(254)	(310)	(c)
Localism	(47)	27	(29)	(49)	(d)
Transformation	(252)	111	(52)	(193)	(e)
Swale Local Loan Fund	(250)	0	0	(250)	(f)
Repairs & Renewals	(225)	46	(98)	(277)	(g)
Building Maintenance	(519)	4	(112)	(627)	(h)
Housing	(238)	57	0	(181)	(i)
Stay Put Grants	(146)	0	(12)	(158)	(j)
Empty Property Initiative	(150)	150	0	0	(k)
Local Development Framework	(171)	0	(62)	(233)	(l)
Council Tax and Housing Benefits Reserve	(428)	93	(53)	(388)	(m)
Development Control Reserve	(72)	39	(89)	(122)	(n)
Business Rates Resilience Reserve	0	49	(1,108)	(1,059)	(o)
Preceptors Council Tax Support Reserve	0	0	(125)	(125)	(p)
Miscellaneous	(515)	332	(551)	(734)	(q)
Total	(7,564)	1,569	(2,545)	(8,540)	

Notes

Ref	Reserve	Description
(a)	General Reserve	To fund revenue expenditure, its use is subject to the approval of Members. The General Reserve has been topped up in 2013/14 by £250,000 received for the Queenborough sea wall.
(b)	Performance	To improve overall performance. Officers are invited to submit bids for individual proposals.
(c)	Regeneration	To fund Regeneration Projects in the Borough. Topped up by £100,000 in 2013/14 as per the Budget.

Table 7 - Revenue Reserves (prior to 2014/15 rollovers)

Ref	Reserve	Description
(d)	Localism	To support the Council's Localism Agenda.
(e)	Transformation	To meet the cost of releasing the Pension Fund benefits to staff who have taken early retirement, and to fund all other redundancy costs.
(f)	Swale Local Loan Fund	Set up in April 2012, its purpose is to support voluntary, community, or not-for-profit organisations and town and parish councils in Swale to enable management and delivery of local services and facilities. So far two loans have been approved.
(g)	Repairs and Renewals	Regular contributions are made to this fund from the General Fund. Large items of expenditure are then charged to the service and funded from this reserve.
(h)	Building Maintenance	To meet items of backlog building maintenance as identified in the Council's medium term maintenance plan, as well as urgent or unexpected items.
(i)	Housing	This is made up of a number of housing reserves, including Rent Deposit Scheme Bond Reserve, Recession Funding reserve, and the Supporting People Reserve. All these reserves will help to fund the homelessness service in future years.
(j)	Staying Put Grants	Ring-fenced external funding for health grants and supporting people grants.
(k)	Empty Property Initiative	Funds to be used to assist with initiatives to restore long-term empty homes back into use.
(l)	Local Development Framework	Under the Planning and Compulsory Purchase Act 2004, district Local Plans were replaced with Local Development Documents (LDDs). Together, the LDDs will comprise a Local Development Framework (LDF) for the district authority area. Any underspend or overspend on this service on the General Fund will be transferred to this fund, and used solely to fund LDF associated work.
(m)	Council Tax and Housing Benefits Reserve	Savings made in staffing costs in Council Tax Benefits achieved in 2011/12 were transferred to this reserve as agreed by Cabinet on 4 July 2012. This also includes unspent grants in 2012/13. This will be used to cover the shortfall in grant in 2014/15 onwards.
(n)	Development Control Reserve	To cover any potential fluctuations in planning fees and other related income. £72,000 was transferred to the reserve from the 2011/12 underspend as agreed by Cabinet on 4 July 2012 to cover the loss of planning fees in future years.
(o)	Business Rates Resilience Reserve	To assist the Council in managing the volatility of business rate income as a result of business rate localisation.
(p)	Preceptors Council Tax Support Reserve	£125k paid by KCC, Police and Fire to reflect the costs of council base support localisation.
(q)	Miscellaneous	This is made up of the earmarked reserves that are less than £50,000. This is available upon request.

Table 8 – General Fund Balances 2014/15

	Working Budget £	2014/15 Outturn £	Variance £
Net Service Expenditure	18,053,000	16,079,600	(1,973,400)
Revenue rollover specific and other grants	-	277,492	277,492
Rollover Commuted Sums accounting adjustment	-	259,500	259,500
Net Service Expenditure after Specific Grant and other Grant Rollovers	18,053,000	16,616,592	(1,436,408)
Business rates variance	-	(190,234)	(190,234)
Transfer Business rates Underspend to Resilience Reserve	-	190,234	190,234
Contribution to General Fund Balance	63,000	1,499,408	1,436,408
Net Revenue Expenditure	18,116,000	18,116,000	-
Net Service Expenditure			
Net Service Expenditure	18,053,000	16,079,600	(1,973,400)
Rollovers of specific, other grants and commuted sums	-	536,992	536,992
Less:			
Council Tax Requirement	(6,787,170)	(6,787,170)	-
Business Rates	(4,684,830)	(4,875,064)	(190,234)
Formula Grant	(4,296,000)	(4,296,000)	-
Council Tax Freeze Grant	(79,000)	(79,000)	-
New Homes Bonus	(2,269,000)	(2,269,000)	-
Business rates underspend to resilience reserve	-	190,234	190,234
Net (Surplus) / Deficit on General Fund	(63,000)	(1,499,408)	(1,436,408)

Table 9 – Capital Programme 2014/15 Outturn

	Funding SBC/P	2014/15 Original Budget £	2014/15 Revised Budget £	2014/15 Outturn £	2014/15 Variance £	Rollover Request £	Note
I.T. M.K.I.P. Capital	SBC	0	0	12,473	12,473	0	(a)
Electoral Services Scanners	P	0	6,200	6,216	16	0	
Total Corporate Services		0	6,200	18,689	12,489	0	
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Ground Floor Reception Area	SBC	0	45,000	89,206	44,206	0	(b)
Cemeteries – Future Burial Provision	SBC	0	32,590	10,550	(22,040)	22,040	(c)
Waste Collection – Wheelie Bins	SBC	35,000	35,000	0	(35,000)	0	(d)
Beach Huts – Minster Leas, Sheppey	SBC	0	32,170	32,175	5	0	
Cemetery Chapel, Love Lane Faversham	SBC	0	25,300	22,862	(2,438)	0	
Milton Creek Footpath	SBC	0	30,000	24,813	(5,187)	5,187	(e)
High Risk Tree Works in 3 Cemeteries	SBC	0	45,000	30,975	(14,025)	7,691	(f)
Medium Risk Tree Works in 3 Cemeteries	SBC	0	10,000	16,333	6,333	0	(f)
Customer Service Centre telephony system	SBC	0	40,000	0	(40,000)	40,000	(g)
The Glen Play Area	SBC	0	5,050	5,049	(1)	0	
Swallow Leisure Centre, Replacement Pumps	SBC	0	20,000	20,000	0	0	
Steel Gantry, School Lane	SBC	0	18,000	18,000	0	0	
Kemsley West Play Area	SBC	0	6,200	6,200	0	0	
Kemsley West Play Area	P	0	56,000	55,999	(1)	0	
New Play Area – Iwade Scheme	P	0	92,200	0	(92,200)	92,200	(h)
Thistle Hill Community Woodland – Trim Trail	P	0	35,000	0	(35,000)	35,000	(i)
The Glen Play Area	P	0	30,950	30,950	0	0	
Kemsley East Play Area	P	0	50,000	50,400	400	0	
Off Site open space Oak Close, Maidstone Road	P	0	2,250	2,243	(7)	0	
Faversham Recreation Ground Improvements	P	0	26,000	23,389	(2,611)	2,611	(j)
Total Commissioning & Customer Contact		35,000	636,710	439,144	(197,566)	204,729	
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34 High Street, Sittingbourne	SBC	0	118,000	118,000	0	0	
Total Regeneration		0	118,000	118,000	0	0	
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Emergency Accommodation – House Purchase	SBC	0	165,000	164,070	(930)	0	
Housing Repair Grants over 60	SBC	0	0	20,639	20,639	0	(k)

Table 9 – Capital Programme 2014/15 Outturn

	Funding SBC/P	2014/15 Original Budget £	2014/15 Revised Budget £	2014/15 Outturn £	2014/15 Variance £	Rollover Request £	Note
Decent Home Loans Owner Occupation	SBC	0	0	62,986	62,986	0	(k)
Disabled Facilities Grants Remedial	SBC	0	0	2,717	2,717	0	(k)
Disabled Facilities Mandatory Grants	SBC	100,000	252,150	160,090	(92,060)	92,060	(l)
Disabled Facilities Mandatory Grants	P	926,740	926,740	926,740	0	0	
Total Housing		1,026,740	1,343,890	1,337,242	(6,648)	92,060	
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Cash Receipting System	SBC	30,000	56,570	33,806	(22,764)	22,764	(m)
Total Finance		30,000	56,570	33,806	(22,764)	22,764	
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Swale House Window Replacement & Building Refurbishment	SBC	0	26,470	0	(26,470)	0	(n)
Council Chamber digital system	SBC	0	52,000	52,617	617	0	
Committee Room, New Equipment	SBC	0	18,770	18,632	(138)	0	
Central Plaza Sittingbourne	SBC	0	27,560	27,288	(272)	0	
Central Plaza Sittingbourne	P	0	2,960	2,960	0	0	
Folder Inserter Machine	SBC	0	17,520	17,524	4	0	
Folder Inserter Machine	P	0	3,000	3,000	0	0	
Total Property		0	148,280	122,021	(26,259)	0	
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CCTV Repairs & Renewals	SBC	15,000	15,000	0	(15,000)	0	(o)
Queenborough Harbour Trust Loan	SBC	0	50,000	50,000	0	0	
Sittingbourne War Memorial	SBC	0	8,100	15,569	7,469	0	(p)
Capital Expansion of CCTV service	P	0	38,800	38,387	(413)	0	
Meads Community Centre	P	0	30,760	30,756	(4)	0	
Easthall Farm Community Centre	P	0	6,830	6,825	(5)	0	
Oare Village Hall	P	0	8,550	8,549	(1)	0	
Total economy & Communities		15,000	158,040	150,086	(7,954)	0	
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TOTAL CAPITAL PROGRAMME	SBC	180,000	1,151,450	1,032,574	(118,876)	189,742	
TOTAL CAPITAL PROGRAMME	P	926,740	1,316,240	1,186,414	(129,819)	129,811	
TOTAL CAPITAL PROGRAMME		1,106,740	2,467,690	2,218,988	(248,694)	319,553	

Table 9 – Capital Programme 2014/15 Outturn

Notes

- (a) The Cabinet on 16 April 2013 agreed an ICT capital fund of £300,000 is created to support the strategy for MKIP ICT, with each authority providing £100,000 capital in 2012/13 and with future capital funding approved as part of the formal capital bidding process in each authority. This expenditure is funded from the general reserve.
- (b) 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. The underspend on the Swale House Window replacement (m) will offset some of this overspend, with the balance being met from underspends on revenue.
- (c) We have needed time to progress the asset transfer of the barn prior to completion of the outstanding landscaping works on this site. A rollover request has been submitted for this underspend.
- (d) 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.
- (e) The original budget forecast included a contingency; the project came in on target and we are requesting a rollover of the unspent budget to offset extra capital costs due to be carried out at Milton Creek.
- (f) The estimate provided was more than necessary for high risk tree works, which has been offset by an overspend on the medium risk tree works. A rollover request has been submitted for the underspend to fund further work in 2015/16.
- (g) The project has been delayed because of procurement complications. This is a joint procurement with Maidstone BC and Tunbridge Wells BC, and the procurement is being led by MBC. The works are expected to be completed by September 2015.
- (h) The land is in the process of being transferred; the master plan has been achieved, and the consultation with the Parish Council started, with negotiations on spend ongoing.
- (i) Developer has just built dwellings, but staffing vacancy reduced priority to implement in second half of year.
- (j) Awaiting approval of masterplan before being able to progress second part of consultants work, bidding to HLF.
- (k) Housing Repair Grants Over 60 / Decent Home Loans Owner Occupier.
- (l) These grants are all committed, but the payments will be made early 2015/16.
- (m) The Implementation of the Income Manager module began in January and has been temporarily suspended so staff can complete tasks for the closing of the old financial year and opening of the new. The project will recommence in July and be completed in 2015/16.
- (n) This underspend will partly fund the overspend on the Ground Floor Reception Area (b).
- (o) CCTV equipment has been treated as revenue expenditure in 2014/15.
- (p) 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.

Table 10 – Capital Rollover Requests 2014/15

Service/Portfolio	Service Manager	Description	£	Notes
Commissioning & Customer Contact	Dave Thomas	Customer Service Centre Telephony system	40,000	The project has been delayed because of procurement complications. This is a joint procurement with Maidstone Borough Council (MBC) and Tunbridge Wells Borough Council, and the procurement is being led by MBC. The works are expected to be completed by September 2015.
Commissioning & Customer Contact	Dave Thomas	Faversham Recreation Ground	2,611	Awaiting approval of masterplan before being able to progress second part of consultants work; bidding to Heritage Lottery Fund.
Commissioning & Customer Contact	Dave Thomas	Cemeteries	22,040	Maximising burial space at Sittingbourne Cemetery and awaiting transfer of barn to Parish Council, before making final landscaping and equipment purchase.
Commissioning & Customer Contact	Dave Thomas	Thistle Hill Community Centre	35,000	Developer has just built dwellings, but staffing vacancy reduced priority to implement in second half of year.
Commissioning & Customer Contact	Dave Thomas	New play area Iwade	92,200	Land in process of transfer, masterplan achieved, and consultation with Parish Council started, with negotiations on spend ongoing.
Commissioning & Customer Contact	Dave Thomas	High Risk Tree Works	7,691	The high risk tree works came in under the budget estimate but the remainder is required to help fund the rest of the works outstanding from the tree survey for the medium and low risk trees. The works are to be carried out in 2015/16.
Commissioning & Customer Contact	Dave Thomas	Milton Creek Footpath	5,187	Rollover required to contribute towards the cost of rebuilding the viewing platform adjacent to the reed beds at Milton Creek.
Housing	Amber Christou	Disabled Facilities Grant	92,060	The carry over relates to grants committed but the work has either not yet commenced or has not yet been completed. Once a grant is approved, the applicant has 12 months to carry out the work and can choose when to start the work. The Council has no power to vary this date, it is set by statute. £100K of the budget for the year was not awarded until February 2015, which gave insufficient time to allow the process of approval of grant and execution of the work to be undertaken in the financial year. The carry forward amount is expected to be expended in the early part of the financial year.
Financial Services	Nick Vickers	Cash receipting system	22,764	The implementation of the Income Manager module began in January and has been temporarily suspended so staff can complete tasks for the closing of the old financial year and opening of the new. The project will recommence in July and be completed in 2015/16.
		TOTAL	319,553	

Table 11 – Authorised Limit and Operational Boundary for External Debt

The **Authorised Limit** sets the maximum level of external borrowing on a gross basis (i.e. not net of investments) for the Council. It is measured on a daily basis against all external borrowing items on the Balance Sheet (i.e. long and short term borrowing, overdrawn bank balances, and long term liabilities). This Prudential Indicator separately identifies borrowing from other long term liabilities such as finance leases. It is consistent with the Council's existing commitments, its proposals for capital expenditure and financing, and its approved Treasury Management Policy Statement and practices.

The **Authorised Limit** is the statutory limit determined under Section 3(1) of the Local Government Act 2003 (referred to in the legislation as the Affordable Limit).

Authorised Limit for External Debt	2015/16 Original Limit £'000	2015/16 Proposed New Limit £'000	2016/17 Estimate £'000	2017/18 Estimate £'000
Borrowing	5,000	7,000	7,000	7,000
Other Long-term Liabilities	2,000	2,000	2,000	2,000
Total	7,000	9,000	9,000	9,000

The **Operational Boundary** links directly to the Council's estimates of the CFR and estimates of other cashflow requirements. This indicator is based on the same estimates as the Authorised Limit reflecting the most likely, prudent but not worst case, scenario but without the additional headroom included within the Authorised Limit.

Operational Boundary for External Debt	2015/16 Original Limit £'000	2015/16 Proposed New Limit £'000	2016/17 Estimate £'000	2017/18 Estimate £'000
Borrowing	2,000	6,000	6,000	6,000
Other Long-term Liabilities	774	774	623	376
Total	2,774	6,774	6,623	6,376

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Scrutiny Committee	
Meeting Date	21 July 2015
Report Title	Performance Monitoring – 2014/15 Quarter 4
Cabinet Member	Cllr Wilcox, Performance
SMT Lead	Abdool Kara, Chief Executive
Head of Service	David Clifford, Policy and Performance Manager
Lead Officer	David Clifford, Policy and Performance Manager
Key Decision	No
Classification	Open

1 Purpose of Report and Executive Summary

- 1.1 This report presents the quarterly portfolio-based balanced scorecard performance reports for the fourth quarter of 2014/15 (January-March 2015). The scorecards seek to provide a holistic overview of council performance on each portfolio from a range of perspectives. A3 copies of the scorecards will be tabled at the meeting.

2 Background

- 2.1 Strategic performance monitoring by cabinet and the scrutiny committee has been primarily through portfolio balanced scorecards since 2011. The scorecards seek to deal with ‘performance’ in the broadest sense, rather than focusing only on traditional measures such as output indicators.

3 Proposal

- 3.1 Appendix I provides a scorecard for each cabinet portfolio, plus one covering ‘corporate health’. This latter includes information which is only relevant from a cross-organisational perspective, together with an aggregated summary of some of the information which is included in more detail on individual portfolio scorecards.
- 3.2 With the exception of ‘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 (e.g. failure to meet target, deterioration from the same quarter last year, etc), and the fact that a scorecard contains some red items does not necessarily imply that there is a problem. More detail on red items can generally be found in the summaries and/or the exception reports.

4 Alternative Options

- 4.1 Although national performance reporting burdens have reduced considerably over the last five years, regular monitoring of organisational performance both by members and by senior officers is widely regarded as essential to a well-governed, self-aware and effective council. The option of dispensing with performance reporting to members is therefore not recommended.

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	The scorecards include summary information on both strategic and operational risks. 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: Scorecard reports for 2014/15 Quarter 4.

8 Background Papers

- Year-end financial outturn report for 2014/15:
<http://services.swale.gov.uk/meetings/documents/s3188/Report.pdf>
- Quarterly complaints report [available from the Customer Service team]
- Internal audit reports [available from Internal Audit]

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CORPORATE HEALTH

Balanced scorecard report for 2014/15 Quarter 4



Council Leader: Cllr Bowles • Deputy Leader: Cllr Lewin

Corporate Overview

Budget monitoring

At end of 2014/15 Quarter 4	Revenue budget			Capital expenditure		
	Budget	Projected year-end position		Budget	Profiled (target) spend	Actual spend
Swale Borough Council	£18,053,000	£1,436,410 (8%)	Underspend	£2,467,690	£2,467,690 (100%)	£2,218,988 (90%)

Adverse audit opinions

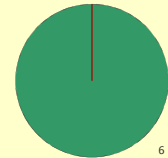
Number of poor or weak control opinions received during 2014/15 Quarter 4: **3**

This scorecard includes all adverse opinions received across SBC. Details of adverse opinions: Safeguarding (weak controls opinion). Housing benefit systems (weak controls opinion). MKIP ICT helpdesk (weak controls opinion).

Large projects

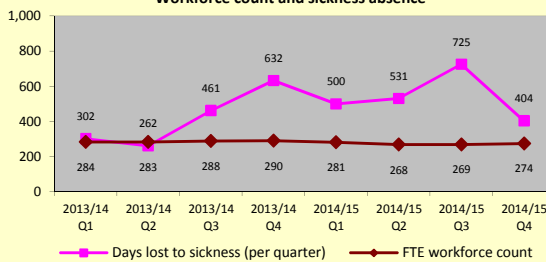
All large projects across SBC

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

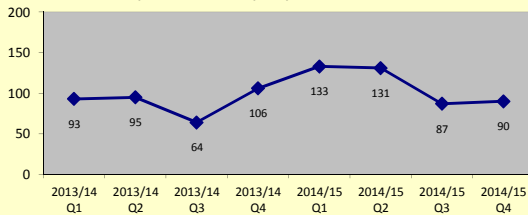
Strategic risk register 2014/15	* Likelihood	Impact
1. Welfare reform/wider economic pressures	5	3
2. Regeneration and place-shaping	5	3
3. Balancing the budget 2014/15 to 2016/17	4	4
4. Transforming to meet the financial climate	3	3
5. Safeguarding	3	4

*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 4

Total complaints received	90
Total complaints responded to within 10 working days	85
Proportion of complaints responded to within 10 working days (target 87.5%)	94%
Total complaints referred to the Local Government Ombudsman	3
Total compliments received	84

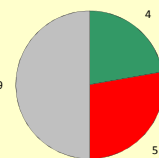
Local area perception survey 2014

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.

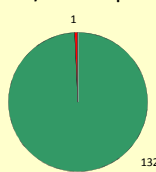
Summary from the Policy and Performance Team

This scorecard gives an overview of the state of the council at the end of the fourth quarter of 2014/15. At year-end 27 corporate indicators (71%) met their targets while 11 (29%) did not. Some 37% of indicators for which comparator data is available ended the quarter in the best quartile nationally, but 26% ended in the worst quartile. Slightly more indicators were deteriorated from 2014/15 Quarter 4 than were improved, although this measure includes very minor changes in performance. More detail is provided in the individual scorecards and their exception reports. Sickness absence has fallen back to more normal levels following a spike last quarter. From next quarter, long-term and short-term sickness absence will be reported separately; for information, 57% of sickness absence this quarter was short-term and 43% was long-term. Three adverse audit opinions were received during the quarter, further details of which are available from the Internal Audit team. All the council's large projects are on track, complaint levels are stable, and timeliness in responding to complaints is now exceeding the target of 87.5% within 10 working days. As usual in Quarter 4, budget outturns will not be available until the final year-end outturn report is published.

Service Perspective

Planned actions

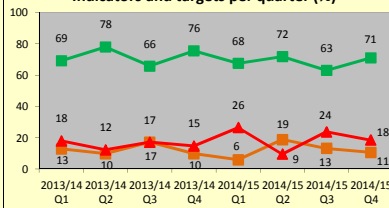
Actions in 2014/15 service plans



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

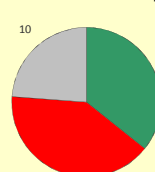
Performance indicators

Indicators and targets per quarter (%)



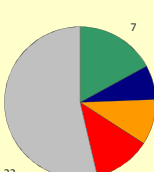
There are 40 corporate indicators in total. Green: target achieved. Amber: within tolerance. Red: target missed.

Indicators improved or deteriorated from 2013/14 Q4



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

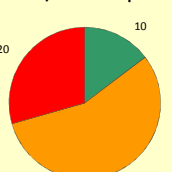
Quartile positions in latest available data



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

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 40 performance indicators in the corporate set.

COMMUNITY SAFETY AND HEALTH

Balanced scorecard report for 2014/15 Quarter 4

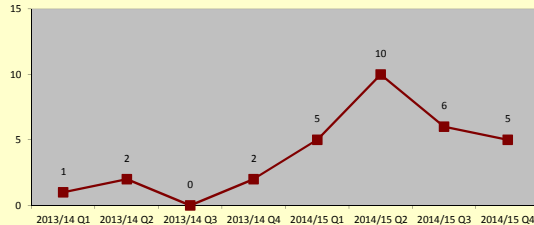


Cabinet Member: Cllr Pugh

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 4	No. rec'd	No. timely	% timely
Economy and Community Services	5	5	100

Local Government Ombudsman complaints

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

Compliments received during 2014/15 Quarter 4

Economy & Community	11
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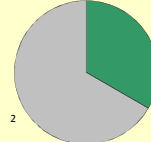
Local area perception survey 2014

Indicators and targets (RAG)



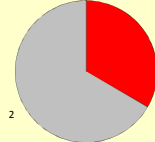
Green: target achieved. Amber: within tolerance. Red: target missed. Grey: no data or no target.

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.

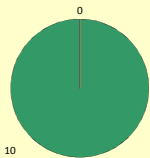
Summary from the Policy and Performance Team

This scorecard gives an overview of council performance on the Community Safety and Health portfolio at the end of the final quarter of 2014/15. Last quarter's fall in the overall crime rate has been sustained, and crime in Swale has fallen at a faster rate than among the borough's most similar areas, so that Swale's crime rate is now closer to the median than at any time since mid-2013. The indicator nonetheless remains Red at 15.6 crimes per 1,000 population against a target of just below 14.7 crimes. One 'weak controls' audit opinion was received during the quarter, relating to safeguarding. Further details are available from the Internal Audit team. As usual in Quarter 4, budget outturns will not be available until the final year-end outturn report is published.

Service Perspective

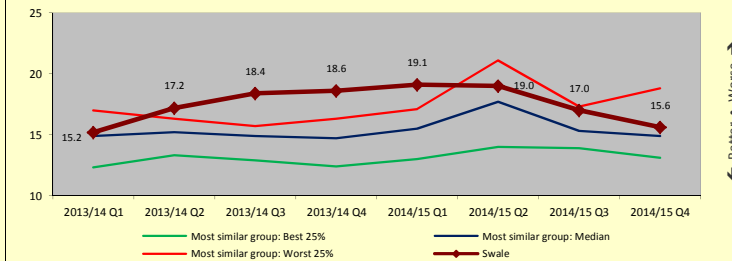
Planned actions

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 4	Budget 14/15	Projected year-end position
Economy and Community Services	£2,105,420	£175,450 (8%) 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 4	Budget 14/15	Profiled spend	Actual spend
Economy and Community Services	£158,040	£158,040 (100%)	£150,086 (95%)

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 4:	1
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Details of adverse opinions: Safeguarding (weak controls opinion).

**List of Exceptions for 2014/15 Quarter 4
Community Safety and Health**

Ref	Title/Description	Why is this red on the scorecard?
Performance indicators		
CSP/001	All crime per 1,000 population	Red against target (target: 14.7 crimes; outturn: 15.6 crimes).
Local area perception survey indicators (data from summer 2014)		
LI/LAPS/02	Agreement that the local area is a place where people from different backgrounds get on well together.	Red against target (target: 75%; outturn: 66%). Worst quartile nationally. Note however that the 2014 outturn for this indicator is a statistically significant improvement over the 2013 outturn of 61%.
Planned actions		
[No exceptions]		
Operational risks (where combined likelihood and impact score is at least 12, out of a possible 24)		
[No Red risks]		

ENVIRONMENT AND RURAL AFFAIRS

Balanced scorecard report for 2014/15 Quarter 4

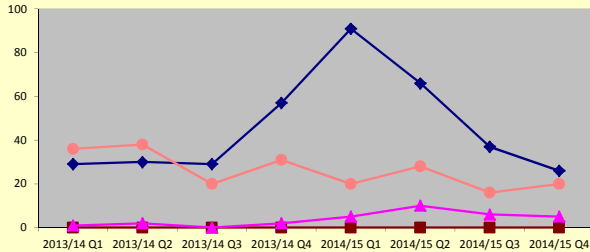


Cabinet Member: Cllr Simmons

Customer Perspective

Customer feedback

Total complaints received per quarter



Legend:
 - Commissioning and Customer Contact (Blue diamond)
 - Policy and Performance (Red square)
 - Economy and Community Services (Magenta triangle)
 - Service Delivery (Pink circle)

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

2014/15 Quarter 4	No. rec'd	No. timely	% timely
Commissioning and Customer Contact	26	26	100
Policy and Performance	0	0	N/A
Economy and Community Services	5	5	100
Service Delivery	20	18	90

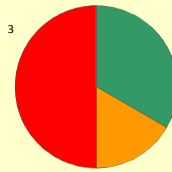
No complaints were referred to the Local Government Ombudsman during the quarter.

Compliments received during 2014/15 Quarter 4

Commissioning & Contact	54	Economy & Community	11
Policy & Performance	0	Service Delivery	11

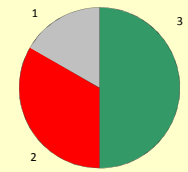
Local area perception survey 2014

Indicators and targets (RAG)



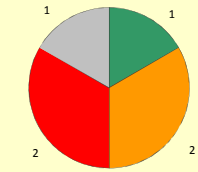
Green: target achieved. Amber: within tolerance. Red: target missed. Grey: no data or no target.

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.

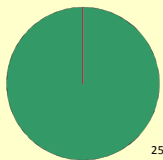
Summary from the Policy and Performance Team

This scorecard gives an overview of council performance on the Environment and Rural Affairs portfolio at the end of the final quarter of 2014/15. Performance on indicators is good, with all but one of the corporate PIs achieving their targets by year-end and almost three-quarters of those for which comparator data is available performing better than the national median. Complaints have now returned to normal levels following the spike caused by the implementation of the new waste contract, and all current service plan actions are making progress as expected. Sustainable Sheppey, the portfolio's only large project, remains Green, and no adverse audit opinions were received during the quarter. As usual in Quarter 4, budget outturns will not be available until the final year-end outturn report is published.

Service Perspective

Planned actions

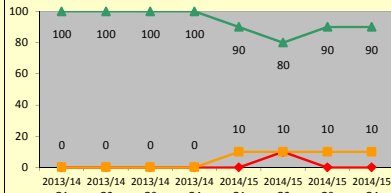
Actions in 2014/15 service plans



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

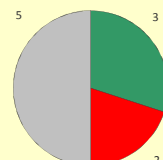
Performance indicators

Indicators and targets per quarter (%)



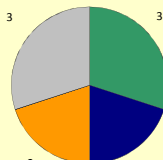
There are ten indicators in total. Green: target achieved. Amber: within tolerance. Red: target missed.

Indicators improved or deteriorated from 2013/14 Q4



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

Quartile positions in latest available data



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

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 4	Budget 14/15	Projected year-end position
Commissioning and Customer Contact	£6,010,110	£880,291 (15%) Underspend
Policy and Performance	£204,700	£47,117 (23%) Underspend
Economy and Community Services	£2,105,420	£175,450 (8%) Underspend

Large projects

Sustainable Sheppey	http://www.swale.gov.uk/sustainable-sheppey-3/
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 4	Budget 14/15	Profiled spend	Actual spend
Commissioning and Customer Contact	£636,710	£636,710 (100%)	£439,144 (69%)
Policy and Performance	£0	£0 (%)	£0 (%)
Economy and Community Services	£158,040	£158,040 (100%)	£150,086 (95%)

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 4: **0**

Where adverse opinions are received, details are provided here.

No adverse opinions were received in 2014/15 Quarter 4.

List of Exceptions for 2014/15 Quarter 4
Environment and Rural Affairs

Ref	Title/Description	Why is this red on the scorecard?
Performance indicators		
NI 195i	Improved street and environmental cleanliness (levels of litter)	Year-on-year deterioration from 2013/14 Q4 (outturn: 3%) to 2014/15 Q4 (outturn: 5%).
LI/TBC	The number of missed refuse bins per annum	Year-on-year deterioration from 2013/14 Q4 (outturn: 211 bins) to 2014/15 Q4 (outturn: 2,578 bins).
Local area perception survey indicators (data from summer 2014)		
LI/LAPS/7	Agreement that the borough council is making the area cleaner and greener.	Red against target (target: 59%; outturn: 48%) Year-on-year deterioration (2012: 52%). Worst quartile nationally.
LI/LAPS/13	Satisfaction with keeping the streets free of litter (all survey respondents).	Red against target (target: 50%; outturn: 42%). Worst quartile nationally.
LI/LAPS/20	Satisfaction with refuse collection (service users).	Red against target (target: 85%; outturn: 74%). Year-on-year deterioration (2013: 78%).
Planned actions		
[No exceptions]		
Operational risks (where combined likelihood and impact score is at least 12, out of a possible 24)		
	Pay & Display stations	Likelihood score: 4. Impact score: 3. Combined score: 4 * 3 = 12.
	Implementation of waste contract	Likelihood score: 3. Impact score: 4. Combined score: 3 * 4 = 12.
	Open spaces H&S risk management	Likelihood score: 3. Impact score: 4. Combined score: 3 * 4 = 12.

FINANCE and PERFORMANCE

Combined balanced scorecard report for 2014/15 Quarter 4

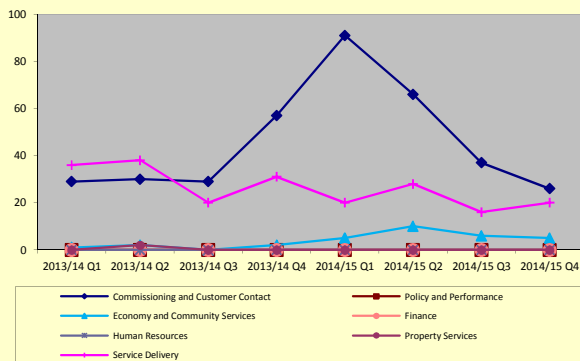


Cabinet Member for Finance: Cllr Dewar-Whalley • Cabinet Member for Performance: Cllr Wilcox

Customer Perspective

Customer feedback

Total complaints received per quarter



Compliments received during 2014/15 Quarter 4

Commissioning and Customer Contact	54	Human Resources	0
Policy and Performance	0	Property Services	0
Economy and Community Services	11	Service Delivery	11
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 final quarter of 2014/15. Only two-thirds of performance indicators met their year-end targets, and slightly more indicators are deteriorated from this time last year than are improved. Half of the indicators for which comparator data is available are performing among the best 25% of local authorities in the country, but one-third are among the worst 25%. The attached exceptions report provides more detail. Two 'weak controls' audit opinions were received during the quarter, relating to housing benefit systems and the ICT helpdesk. Further details are available from the Internal Audit team. All service plan actions are making expected progress, and progress on tackling inequalities, the portfolios' only large project, is also on track. As usual in Quarter 4, budget outturns will not be available until the final year-end outturn report is published.

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

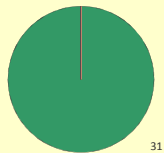
2014/15 Quarter 4	No. rec'd	No. timely	% timely
Commissioning and Customer Contact	26	26	100
Policy and Performance	0	0	N/A
Economy and Community Services	5	5	100
Finance	0	0	N/A
Human Resources	0	0	N/A
Property Services	0	0	N/A
Service Delivery	20	18	90

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

Service Perspective

Planned actions

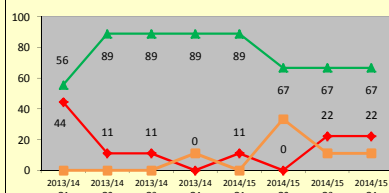
Actions in 2014/15 service plans



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

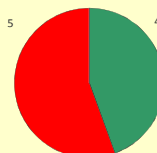
Performance indicators

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 Q4



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

Quartile positions in latest available data



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

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 4	Revenue budget			Capital expenditure		
	Budget 14/15	Projected year-end position		Budget 14/15	Profiled spend	Actual spend
Commissioning and Customer Contact	£6,010,110	£880,291 (15%) Underspend		£636,710	£636,710 (100%)	£439,144 (69%)
Policy and Performance	£204,700	£47,117 (23%) Underspend		£0	£0 (%)	£0 (%)
Economy and Community Services	£2,105,420	£175,450 (8%) Underspend		£158,040	£158,040 (100%)	£150,086 (95%)
Finance	£743,130	£0 (0%) Underspend		£56,570	£56,570 (100%)	£33,806 (60%)
Human Resources	£385,720	£15,302 (4%) Underspend		£0	£0 (%)	£0 (%)
Property Services	£559,670	£120,017 (21%) Underspend		£148,280	£148,280 (100%)	£122,021 (82%)

Adverse audit opinions

Number of poor or weak control opinions received during 2014/15 Quarter 4: **2**

Details of adverse opinions: Housing benefit systems (weak controls opinion). MKIP ICT helpdesk (weak controls opinion).

Large projects

Tackling Inequalities <http://intranet/projects/Equalities%20Framev>

Project status at end of quarter: **Green**

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

List of Exceptions for 2014/15 Quarter 4**Combined report for the Finance and Performance portfolios**

Ref	Title/Description	Why is this red on the scorecard?
Performance indicators		
LI/TBC	Proportion of recoverable benefit overpayments recovered	Red against target (target: 76%; outturn: 66%). Year-on-year deterioration from 2013/14 Q4 (outturn: 78%) to 2014/15 Q4 (outturn: 66%).
BV12	Working days lost due to sickness absence	Red against target (target: 7.28 days; outturn: 7.85 days). Year-on-year deterioration from 2013/14 Q4 (outturn: 5.95 days) to 2014/15 Q4 (outturn: 7.85 days). The figures given for this indicator are cumulative figures across the year, calculated by dividing the actual number of days lost by the number of FTE employees to give an average number of days lost per FTE employee. This indicator will be reported as two separate indicators for long-term and short-term sickness absence from 2015/16 Q1.
BV8	Proportion of invoices paid within 30 days	Year-on-year deterioration from 2013/14 Q4 (outturn: 98%) to 2014/15 Q4 (outturn: 97%).
LI/IA/001	Achievement of annual audit plan	Year-on-year deterioration from 2013/14 Q4 (outturn: 92%) to 2014/15 Q4 (outturn: 91%).
BV9	Proportion of council tax collected	Year-on-year deterioration from 2013/14 Q4 (outturn: 97.4%) to 2014/15 Q4 (outturn: 97.3%). Worst quartile nationally (national 25th percentile: 97.4%).
BV10	Proportion of non-domestic rates collected	Worst quartile nationally (outturn: 97.3%; national 25th percentile: 97.8%).
Planned actions		
[No exceptions]		
Operational risks (where combined likelihood and impact score is at least 12, out of a possible 24)		
[No Red risks]		

HOUSING

Balanced scorecard report for 2014/15 Quarter 4

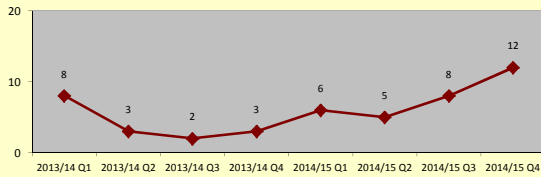


Cabinet Member: Cllr Wright

Customer Perspective

Customer feedback

Total complaints received per quarter



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

2014/15 Quarter 4	No. rec'd	No. timely	% timely
Resident Services	12	12	100

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

Compliments received during 2014/15 Quarter 4

Resident Services	7
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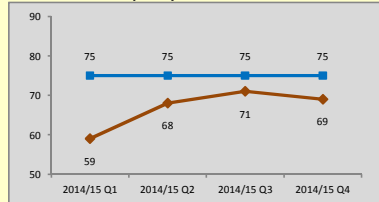
Summary from the Policy and Performance Team

This scorecard gives an overview of council performance on the Housing portfolio at the end of the final quarter of 2014/15, providing a range of metrics to give a holistic view of the service. The workload of the Housing Options team continues to be high, with an average 1.9 households prevented from becoming homeless every working day during 2014/15. The number of households in temporary accommodation remains below the target maximum, although 69 households is still among the highest 25% of all housing authorities nationally. Performance on long-term empty homes and affordable homes has exceeded target by significant margins. All service plan actions are making expected progress, and no adverse audit opinions were received during the quarter. As usual in Quarter 4, budget outturns will not be available until the final year-end outturn report is published.

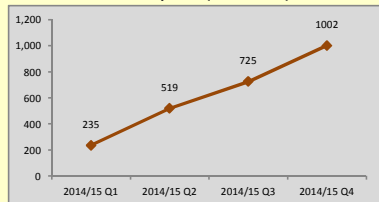
Chart legend: Target — Actual —

Housing Options

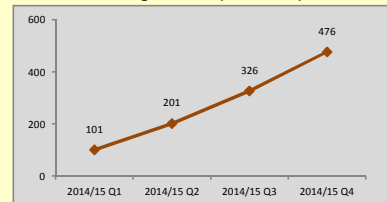
Number of households in temporary accommodation



Number of new prevention cases opened (cumulative)

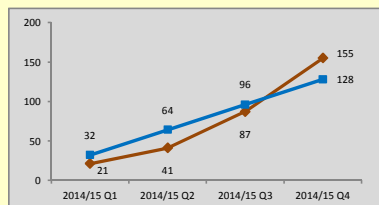


Number of households prevented from becoming homeless (cumulative)

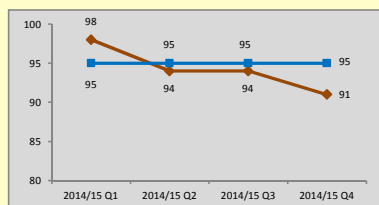


Private Sector Housing

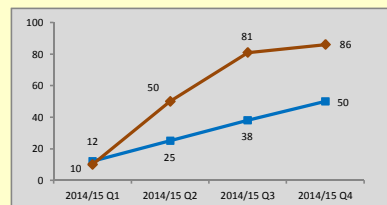
Number of DFG grants completed (cumulative)



Enforcement action responses within seven working days (%)

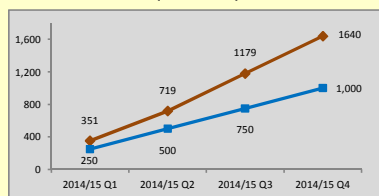


Number of long-term empty homes brought back into use (cumulative)

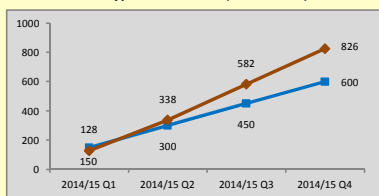


Stay Put Service

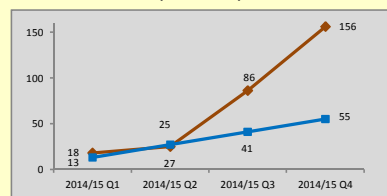
Number of enquiries to the Stay Put service (cumulative)



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 4	Budget 14/15	Projected year-end position
Resident Services	£1,450,970	£45,536 (3%) Underspend

Capital expenditure

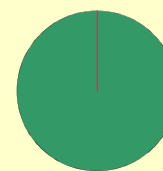
At end of 2014/15 Quarter 4	Budget 14/15	Profiled spend	Actual spend
Resident Services	£1,343,890	£1,343,890 (100%)	£1,337,242 (100%)

Adverse audit opinions

Number of poor or weak control opinions received during 2014/15 Quarter 4:	0
Where adverse opinions are received, details are provided here.	
No adverse opinions were received in 2014/15 Quarter 4.	

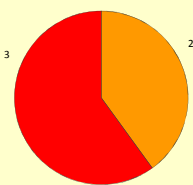
Planned actions

Actions in 2014/15 Service Plans



Risk management

Operational Risks



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

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

**List of Exceptions for 2014/15 Quarter 4
Housing**

Ref	Title/Description	Why is this red on the scorecard?
Performance indicators		
[No exceptions]		
Planned actions		
[No exceptions]		
Operational risks (where combined likelihood and impact score is at least 12, out of a possible 24)		
	Insufficient funds to meet mandatory obligations to approve disabled facilities grant.	Combined risk score: 20.
	Increase in homelessness.	Combined risk score: 15.
	Supporting People budget reduction.	Combined risk score: 15.

LOCALISM

Balanced scorecard report for 2014/15 Quarter 4

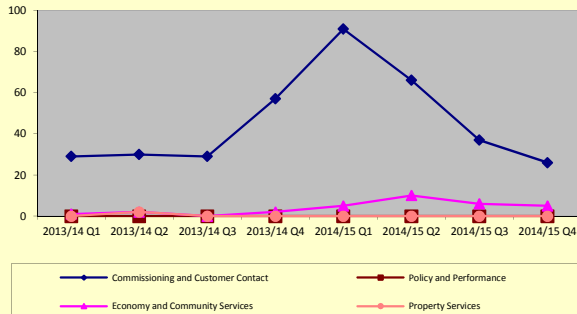


Cabinet Member: Cllr Whiting

Customer Perspective

Customer feedback

Total complaints received per quarter



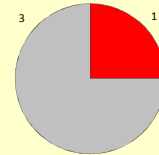
Local area perception survey 2014

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.

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

2014/15 Quarter 4	No. rec'd	No. timely	% timely
Commissioning and Customer Contact	26	26	100
Policy and Performance	0	0	N/A
Economy and Community Services	5	5	100
Property Services	0	0	N/A

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

Compliments received during 2014/15 Quarter 4

Commissioning & Contact	54	Economy & Community	11
Policy & Performance	0	Property Services	0

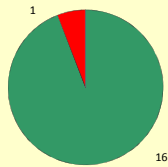
Summary from the Policy and Performance Team

This scorecard gives an overview of council performance on the Localism portfolio at the end of the final quarter of 2014/15. All but one service plan action was on track at the end of the quarter; more information on the overdue action is provided in the attached exceptions report. Good progress was made over the course of the year in implementing the volunteering strategy and in allocating the members' localism grant. The community governance review, the portfolio's only large project, remains Green and is now due for imminent closure. No adverse audit opinions were received during the quarter. As usual in Quarter 4, budget outturns will not be available until the final year-end outturn report is published.

Service Perspective

Planned actions

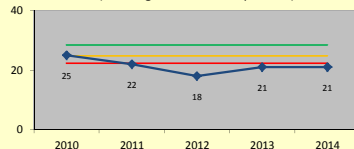
Actions in 2014/15 service plans



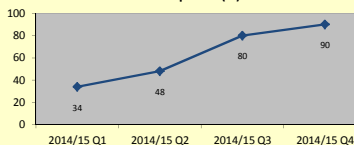
Green: complete or in progress. Amber: action due this quarter. Red: action overdue. Grey: action cancelled.

Volunteering and engagement indicators

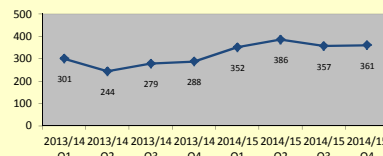
People who have given unpaid help to a club, society or organisation at least once per month in the last year (%) (showing 2008 national quartiles)



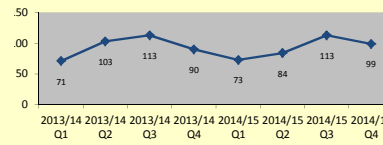
Proportion of Volunteering Strategy action plan completed (%)



Swale Community Empowerment Network: Number of member organisations

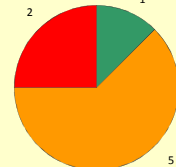


Number of residents attending community engagement events



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 4	Budget 14/15	Projected year-end position
Commissioning and Customer Contact	£6,010,110	£880,291 (15%) Underspend
Policy and Performance	£204,700	£47,117 (23%) Underspend
Economy and Community Services	£2,105,420	£175,450 (8%) Underspend
Property Services	£559,670	£120,017 (21%) Underspend

Capital expenditure

At end of 2014/15 Quarter 4	Budget 14/15	Profiled spend	Actual spend
Commissioning and Customer Contact	£636,710	£636,710 (100%)	£439,144 (69%)
Policy and Performance	£0	£0 (%)	£0 (%)
Economy and Community Services	£158,040	£158,040 (100%)	£150,086 (95%)
Property Services	£148,280	£148,280 (100%)	£122,021 (82%)

Large projects

Community governance review

<http://intranet/projects/default.aspx>

Project status at end of quarter: **Green**

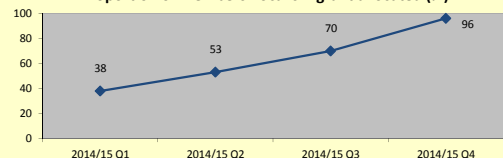
Both: no changes to timescales, budget or quality since last report.
And: no future changes to timescales, budget, quality or risks envisaged.

Adverse audit opinions

Number of poor or weak control opinions received during 2014/15 Quarter 4:	0
Where adverse opinions are received, details are provided here.	
No adverse opinions were received in 2014/15 Quarter 4.	

Members' Localism Grant

Proportion of members' localism grant allocated (%)



List of Exceptions for 2014/15 Quarter 4

Localism

Ref	Title/Description	Why is this red on the scorecard?
Performance indicators		
[No exceptions]		
Local area perception survey indicators (data from summer 2014)		
LI/LAPS/04	Proportion of people who have worked on a voluntary basis in the last twelve months.	Red against target (target: 22%; outturn: 21%). Worst quartile nationally.
LI/LAPS/09	Agreement that the borough council listens to the views of local residents	Red against target (target: 44%; outturn: 40%). Year-on-year deterioration (2013: 42%).
Planned actions		
	Meads Community Centre	The project is currently behind schedule due to an issue with the design-and-build contract performance and the subsequent re-tender. The programme has been reviewed and the revised programme will be to complete the project by December 2015/January 2016.
Operational risks (where combined likelihood and impact score is at least 12, out of a possible 24)		
	Sustainability of leisure trusts.	Likelihood score: 4. Impact score: 3. Combined score: 4 * 3 = 12.
	Leisure centre contracts and agreements.	Likelihood score: 4. Impact score: 3. Combined score: 4 * 3 = 12.

PLANNING

Balanced scorecard report for 2014/15 Quarter 4

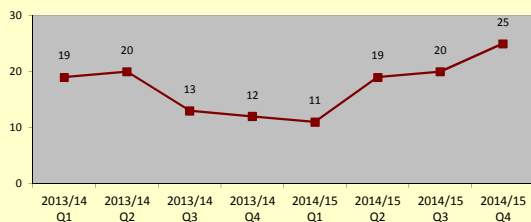


Cabinet Member: Cllr Lewin

Customer Perspective

Customer feedback

Total complaints received per quarter



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

2014/15 Quarter 4	No. rec'd	No. timely	% timely
Development Services	25	23	92

Two complaints were referred to the Local Government Ombudsman during the quarter.

Local area perception survey

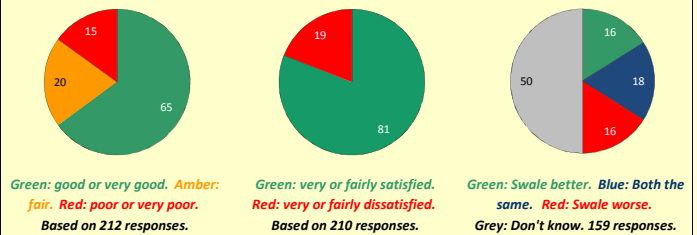
Satisfaction with planning services (service users)

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 customer satisfaction survey 2013 (survey runs every three years)

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? (%)



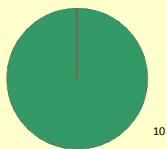
Summary from the Policy and Performance Team

This scorecard gives an overview of council performance on the Planning portfolio at the end of the final quarter of 2014/15. Reliable outturns are now available for seven of the indicators which we have recently been unable to calculate due to difficulties with the new software. Three of these indicators met their targets at the end of Quarter 4, while four did not. More detail on individual indicators is available on the list of exceptions. Complaint levels are up on recent quarters, but they remain low in the light of the scale of the issues experienced, and timeliness in responding to them has returned to Green in Quarter 4. 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. As usual in Quarter 4, budget outturns will not be available until the final year-end outturn report is published.

Service Perspective

Planned actions

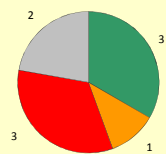
Actions in 2014/15 service plans



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

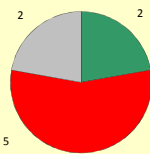
All service-plan performance indicators

Indicators and targets (RAG)



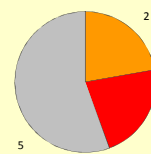
Green: target achieved. Amber: within tolerance. Red: target missed. Grey: no data or no target.

Indicators improved or deteriorated from 2013/14 Q4



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

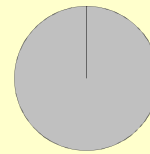
Indicator quartile positions in latest available data



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

Enforcement indicators

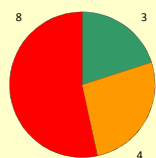
Indicators and targets (RAG)



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

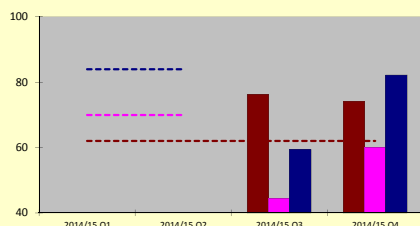
Risk management

Operational risks



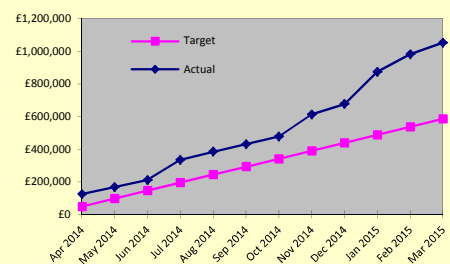
RAG denotes combined likelihood and impact scores. Red: high (>12). Amber: medium. Green: low (<=4).

Timeliness of processing applications



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

Planning fee income 2014/15



Corporate Perspective

Budget monitoring

At end of 2014/15 Quarter 4	Revenue budget			Capital expenditure		
	Budget 14/15	Projected year-end position		Budget 14/15	Profiled spend	Actual spend
Development Services	£926,900	£222,919	(24%) Underspend	£0	£0 (%)	£0 (%)

Adverse audit opinions

Number of poor or weak control opinions received during 2014/15 Quarter 4:	0
Where adverse opinions are received, details are provided here. No adverse opinions were received in 2014/15 Quarter 4.	

Neighbourhood planning

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

Large projects

Community Infrastructure Levy	http://intranet/projects/Local%20develop
Project status at end of quarter:	Green
Both: no changes to timescales, budget or quality since last report. And: no future changes to timescales, budget, quality or risks envisaged.	
Local Development Framework	http://intranet/projects/Local%20develop
Project status at end of quarter:	Green
Both: no changes to timescales, budget or quality since last report. And: no future changes to timescales, budget, quality or risks envisaged.	

**List of Exceptions for 2014/15 Quarter 4
Planning**

Ref	Title/Description	Why is this red on the scorecard?
Performance indicators		
NI 157b	Processing of planning applications within timescales: minor applications (eight weeks)	In view of the issues experienced with the shared planning administration service, the usual cumulative target for this indicator was temporarily replaced during the year with a target that for applications determined during March 2015 we would have returned to national median performance, with 70% of applications determined within eight weeks. With an outturn of 60%, performance for March did not achieve this figure and is Red, but performance is steadily improving: the outturn for 2014/15 Q3 was only 44%. Despite the month-on-month improvement, the March outturn shows year-on-year deterioration from 2013/14 Q4, when the outturn was 78%, and the indicator continues to perform in the worst quartile nationally (national 25th percentile: 61.8%). The improvement of recent months is now expected to be sustained, however, and for 2015/16 we have reverted to the usual cumulative annual target, which has been set at 75%, a figure midway between the current England median and best quartile.
NI 157c	Processing of planning applications within timescales: other applications (eight weeks)	As with NI 157b, the usual cumulative target for this indicator was temporarily replaced during the year with a target that for applications determined during March 2015 we would have returned to national median performance, with 84% of applications determined within eight weeks. With an outturn of 82%, performance for March did not quite achieve this figure and is Amber, but performance is steadily improving: the outturn for 2014/15 Q3 was only 59%. Despite the month-on-month improvement, the March outturn shows year-on-year deterioration from 2013/14 Q4, when the outturn was 92%; however, the indicator is no longer performing in the worst quartile nationally. The improvement of recent months is now expected to be sustained, and for 2015/16 we have reverted to the usual cumulative annual target, which has been set at 88%, a figure midway between the current England median and best quartile.
LI/DC/DCE/004	Proportion of planning decisions delegated to officers	Red against target (target: 93.0%; outturn: 86.5%). Year-on-year deterioration (2013/14 Q4: 87.1%; 2014/15 Q3: 86.5%). Worst quartile nationally (national 25th percentile: 89.0%).
LI/LS/LCC/01	Proportion of all local land searches completed in five working days	Red against target (target: 95%; outturn: 61%). Year-on-year deterioration (2013/14 Q4: 98%; 2014/15 Q4: 61%).
LI/DC/EN/003	Planning enforcement action within timescales - major breach	It has not been possible to calculate robust outturns for these indicators since the new planning support software has been live. Given members' long-standing concerns over the usefulness of these indicators, it is intended that a new indicator with a sharper focus on enforcement outcomes will be reported from 2015/16 Q1. Work to enable the software to support this is currently ongoing.
LI/DC/EN/004	Planning enforcement action within timescales - medium breach	
Local area perception survey indicators (data from summer 2014)		
LI/LAPS/17	Satisfaction with Planning (service users).	Red against target (target: 41%; outturn: 30%). Year-on-year deterioration (2013: 35%).
Planned actions		
[No exceptions]		
Operational risks (where combined likelihood and impact score is at least 12, out of a possible 24)		
	Short-term impacts of moving to new shared service and IT system	Combined likelihood/impact score: 24
	Short-term impact on performance on moving to shared service and new IT systems	Combined likelihood/impact score: 24
	Maintain high quality staff, particularly at senior level	Combined likelihood/impact score: 20
	Maintain quality decision-making: poorly trained and/or unmotivated staff	Combined likelihood/impact score: 18
	Limitations on existing IT systems to provide the necessary support for efficient services	Combined likelihood/impact score: 16
	Increased workload leading to less ability to respond to customer queries	Combined likelihood/impact score: 15
	Data quality: over-reliance on IT systems	Combined likelihood/impact score: 15
	Lack of support to maintain and develop IT systems	Combined likelihood/impact score: 12

REGENERATION

Balanced scorecard report for 2014/15 Quarter 4

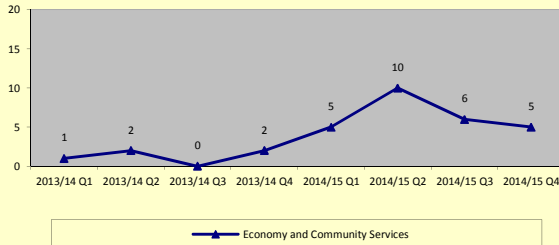


Cabinet Member: Cllr Cosgrove

Customer Perspective

Customer feedback

Total complaints received per quarter



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

2014/15 Quarter 4	No. rec'd	No. timely	% timely
Economy and Community Services	5	5	100

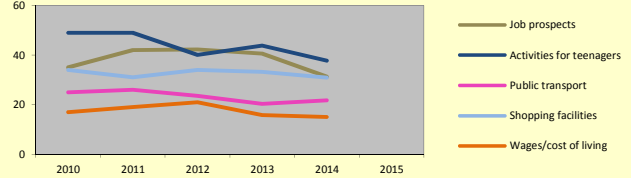
No complaints were referred to the Local Government Ombudsman during the quarter.

Complaints received during 2014/15 Quarter 4

Economy and Community Services	11
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Local area perception survey 2014

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



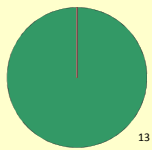
Summary from the Policy and Performance Team

This scorecard gives an overview of council performance and wider demographic information on the Regeneration portfolio at the end of the fourth 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. Rateable business growth has been included as a new measure from this quarter, intended as a simple proxy for the effectiveness of the council's regeneration and economic development efforts. As usual in Quarter 4, budget outturns will not be available until the final year-end outturn report is published.

Service Perspective

Planned actions

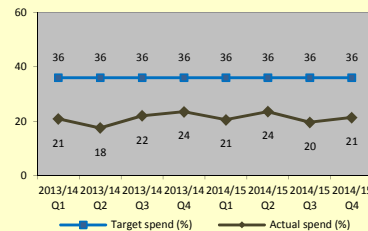
Actions in 2014/15 service plans



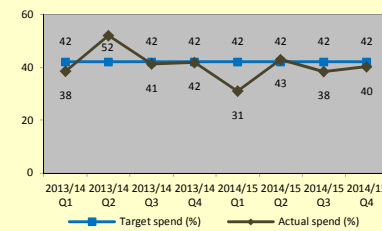
Green: complete or in progress. Amber: action due this quarter. Red: action overdue. Grey: action cancelled.

Local procurement indicators

Council spend with businesses headquartered in Swale (%)

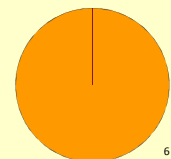


Council spend with businesses employing ≥30 local people (%)



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 4	Budget 14/15	Projected year-end position
Economy and Community Services	£2,105,420	£175,450 (8%) Underspend

Capital expenditure

At end of 2014/15 Quarter 4	Budget 14/15	Profiled spend	Actual spend
Economy and Community Services	£158,040	£158,040 (100%)	£150,086 (95%)

Adverse audit opinions

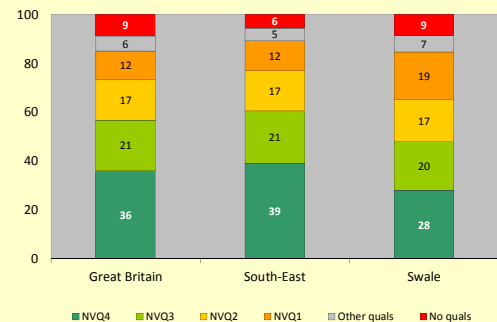
Number of poor or weak control opinions received during 2014/15 Quarter 4:	0
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Where adverse opinions are received, details are provided here. No adverse opinions were received in 2014/15 Quarter 4.

Portfolio Perspective: Business and Skills

Swale skills profile

Proportion of workforce by NVQ qualification level (%)
From latest available data (December 2014)



Large projects

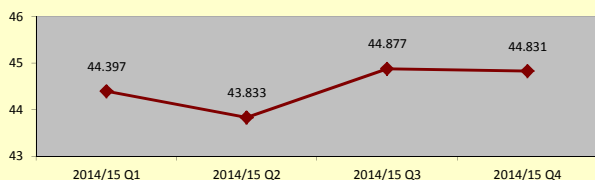
Sittingbourne Town Centre <http://intranet/projects/Sittingbourne%20Town>

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.

Rateable business growth

Net total NNDR due for the year, adjusted quarterly for new and deleted liabilities (£m)



**List of Exceptions for 2014/15 Quarter 4
Regeneration**

Ref	Title/Description	Why is this red on the scorecard?
Performance indicators		
LI/PR/01	Council spend with businesses headquartered in Swale	Red against target (target: 36%; outturn: 21%). This indicator will be replaced with a new one for which data quality will be more robust from 2015/16 Q1.
LI/PR/01	Council spend with businesses employing ≥30 local people	Red against target (target: 42%; outturn: 40%). This indicator will be replaced with a new one for which data quality will be more robust from 2015/16 Q1.
Local area perception survey indicators (data from summer 2014)		
[No exceptions]		
Planned actions		
[No exceptions]		
Operational risks (where combined likelihood and impact score is at least 12, out of a possible 24)		
[No Red risks]		

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21 July 2015

Agenda Item 6

Scrutiny Committee Work Programme for 2015/16

Report author: Bob Pullen – Policy and Performance Officer

Recommendations

That the Committee considers which topics or services it should review during the course of the year.

1 Purpose of report

- 1.1 Following the initial discussion of the Committee's work programme for the forthcoming year at the meeting on 24 June, this report collates the suggestions made at that meeting and provides an initial analysis to help the Committee to select and prioritise what reviews might be taken forward.

2 Background

- 2.1 Each year, the Committee decides which topics it should review and in what priority order. This year, the Committee will need to be mindful of its revised terms of reference (Appendix i) and the fact that some reviews instigated in previous years by the former Policy Overview Committee may need taking forward to completion.

3 Discussion

- 3.1 As acknowledged at the meeting held on 24 June, if the Scrutiny Committee is to be effective and bring real value, it will need to focus on where it can make its biggest impact. This means basing decisions on what topics or services to review on clear objectives and hard evidence why such a review is justified.
- 3.2 The topics and services that were suggested as possible areas to review at the last meeting are listed in the schedule at Appendix ii together with existing activity or reviews which were previously instigated either by the Scrutiny Committee or the former Policy Overview Committee.
- 3.3 In prioritising which reviews to take forward, it should be remembered that the Committee will also be considering regular finance and performance reports and undertaking the annual scrutiny of the Cabinet's budget proposals which all needs to be fitted into the Committee's work schedule. There may also be other urgent items arising during the course of the year which will require the Committee's attention.
- 3.4 New reviews will need to be scoped and a review plan (setting out clear justification, objectives, timescales and what information is being sought, and

from whom), will need to be approved by the Committee in advance of any work starting in earnest.

4 Conclusion

- 4.1 That the Committee considers which topics or services it should review during the course of the year.

5 Officer contacts

Bob Pullen – Policy and Performance Officer
BobPullen@swale.gov.uk ☎ 01795 417187

Terms of reference for the Scrutiny Committee

Preamble: the Scrutiny Committee satisfies the requirement under legislation (S.9F of the Local Government Act 2000 as inserted by the Localism Act 2011) to include provision for the appointment of one or more committees. The Scrutiny Committee plays a particular role in scrutinising the Executive's annual budget proposals as part of the Budget and Policy Framework Procedure Rules (Part 4.3 of the Constitution refers).

General role: within the terms of reference, the Committee will:

- (i) review or scrutinise decisions made, and performance of, the Cabinet and Committees and Council Officers both in relation to individual decisions and over time;
- (ii) review or scrutinise the performance of the Council in relation to its policy objectives, performance targets and/or particular service areas;
- (iii) require Members of the Cabinet and/or Committees and Chief Officers to attend before it to answer questions about their decisions and performance, whether generally in comparison with service plans and targets over a period of time, or in relation to particular decisions, initiatives or projects;
- (iv) make recommendations to the Cabinet or appropriate Committee or Council arising from the outcome of the scrutiny process – it is expected that reviews of policy arising out of the work of the Committee would be referred to the Policy Development and Review Committee;
- (v) review and scrutinise the performance of other public bodies in the area and invite reports from them by requesting them to address the Scrutiny Committee and local people about their activities and performance;
- (vi) make reports or recommendations to the authority or the executive with respect to any functions which are not the responsibility of the executive;
- (vii) make reports or recommendations to the authority or the executive on matters which affect the authority's area or the inhabitants of the area;
- (viii) exercise the right to call-in, for reconsideration, decisions made but not yet implemented by the executive;
- (ix) consider Councillor Call for Action requests in accordance with the Councillor Call for Action Protocol contained in Part 5 of this Constitution; and
- (x) in accordance with Section 19 of the Police and Justice Act 2006, to act as the Council's "Crime and Disorder Committee" in terms of reviewing and scrutinising decisions made, or other actions taken, in connection with the responsible authorities discharge of their Crime and Disorder functions.

The Scrutiny Committee shall exercise overall responsibility for any finances made available to them.

Annual Report – the Scrutiny Committee must report annually to the full council on its work and make recommendations for amended working methods if appropriate.

Scrutiny Committee – Possible review activity 2015/16

Topic	Ongoing review/activity?	Commentary
1 - Financial monitoring	Yes	The Committee will continue to receive quarterly financial monitoring reports during the course of the year to review.
2 - Performance monitoring	Yes	The Committee will continue to receive quarterly performance monitoring reports during the course of the year to review.
3 - Council Budget	Yes	The annual review of the Cabinet's budget proposals for 2016/17 will take place at the Scrutiny Committee meeting on 28 January 2016.
4 – Fees and charges	Yes	The Committee has traditionally reviewed the Cabinet's proposals for setting Fees and Charges for Council Services for the next financial year. This is likely to take place at the Scrutiny Committee meeting on 11 November 2015.
5 – Elections	No	The Chairman of the Committee has received an undertaking from the Chief Executive that a report on the conduct of this years combined Parliamentary, Borough and Elections will be provided to the Committee for review.
6 – Mid Kent Improvement Partnership (MKIP): Planning Support	Yes	There was an initial discussion with the MKIP Board during a joint meeting of the Maidstone, Swale and Tunbridge Wells Scrutiny Committees on 23 February 2015 about Planning Support. Since then, Tunbridge Wells BC has announced that it would explore withdrawing from the shared Planning Support Service and the three authorities have established a Planning Support Disaggregation Project Board to consider the implications of Tunbridge Wells BC's decision. The outcome of the 23 February joint scrutiny meeting was that a Task and Finish Group comprised of a small number of members from each of the Committees would review MKIP Planning Support, but that may now be put on hold to await developments.
7 - Asset transfers	Yes	Interim report submitted to Cabinet during 2011/12. Task and Finish Group established to review what had happened since 2011/12 during last Municipal

Topic	Ongoing review/activity?	Commentary
		Year. A report of the review needs to be brought to the Committee for consideration as soon as possible.
8 - Economic development review	Yes	This review had commenced in 2013/14 under the former Policy Overview Committee when the Task and Finish Group set up to lead it undertook a number of interviews with business interests across the Borough. The Committee discussed this at their last meeting and suggested the review might focus in on some specific elements of economic development – e.g. how the Council was assisting businesses and the apprenticeship scheme.
9 - Housing services	No	Suggestion made at last Committee meeting to review homelessness, lack of affordable housing and the effects of the Spare Room Subsidy.
10 – Planning services	Partly	Suggestion made at last Committee meeting to review issues within Development Control and Planning Enforcement. However, it was pointed out that the Policy Development and Review Committee was already engaged in a review of the Planning Enforcement Charter and Strategy. Furthermore, it was planned that a Joint Task and Finish Group formed from the Scrutiny Committees of SBC, MBC and TWBC would review MKIP Planning Support.
11 – Leisure and tourism	No	Suggestion made at last meeting to review issues relating to leisure and tourism provision within Swale. Were we making the most of existing facilities?
12 – Local Engagement Forums	No	Suggestion made at last meeting to review whether the LEFs were actually engaging with local residents and what were they trying to achieve.

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	Implemented	M.Radford	Complete	A Guide to Services was incorporated into the new Induction Guide for New Councillors following the May 2015 elections.
Scrutiny	Environmental enforcement	3	Recognise good work of Environmental Response Team	Implemented	E. Wiggins	Complete	Opportunities regularly 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	N/A	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
Scrutiny	MKIP Governance and Communications	1	Greater opportunities for pre-scrutiny before consideration of new shared service proposals.	Accepted	A.Kara	Ongoing	Opportunities already exist for pre-scrutiny.
Scrutiny	MKIP Governance and Communications	2	That joint O&S task and finish groups should be convened to jointly review any major issues that arise in regard to shared service delivery.	Accepted	A.Kara	Ongoing	Opporrtunities already exist for this.
Scrutiny	MKIP Governance and Communications	3	That the MKIP Board will notify the O&S functions of each authority when there are potential items of interest that a joint task and finish group could review on their behalf.	Rejected	A.Kara	N/A	It is for O&S to consider the potential items that it wishes to review, and it is not for Cabinet to presume what they might be. The Scrutiny Committee is welcome to review agenda and minutes of MKIP Board meetings.
Scrutiny	MKIP Governance and Communications	4	Creation of Mid Kent Services Director post should be considered favourably.	Accepted	A.Kara	Ongoing	This has been agreed in principle. Needs to be agreed formally through the annual budget process.
Scrutiny	MKIP Governance and Communications	5	The role of the MKIP Programme Manager should be re-examined.	Implemented	A.Kara	Complete	An officer recruited under the Local Government Association's National Graduate Development Programme has been appointed to this role.

Scrutiny	MKIP Governance and Communications	6	That early consideration should be given to transferring the management of Planning Support and Environmental Health to the Mid Kent Service umbrella as soon as possible.	Rejected	A.Kara	N/A	These services are hosted/led by Maidstone BC and Tunbridge Wells BC respectively. The Planning Support service has been transferred to MKS, Environmental Health still under consideration.
Scrutiny	MKIP Governance and Communications	7	That a toolkit is created to assist managers in their role as internal clients of shared services.	Accepted	A.Kara	Ongoing	Already happening through the maturing of the Shared Service Boards and the role of the Mid Kent Service Director.
Scrutiny	MKIP Governance and Communications	8	Shared services create a service catalogue for their service that will help internal clients to better understand the extent of the service they provide.	Accepted	A.Kara	Ongoing	This process is formally followed each year as part of agreeing the annual Service Level Plan and Service Plan.
Scrutiny	MKIP Governance and Communications	9	That a joint Communication Plan is developed.	Accepted	MKIP Programme Manager	Ongoing	
Scrutiny	MKIP Governance and Communications	10	That the MKIP Board has responsibility for the effective implementation of an agreed Communication Plan and ensures its delivery is resourced appropriately.	Accepted	MKIP Programme Manager	Ongoing	
Scrutiny	MKIP Governance and Communications	11	That communication should be improved between the newly created Shared Service Boards and MKIP Board regarding major service issues or options for change.	Accepted	A.Kara	Ongoing	
Scrutiny	MKIP Governance and Communications	12	That client representatives on the Shared Service Boards should ensure the outcomes of their meetings are effectively cascaded to relevant staff within each authority.	Accepted	A.Kara	Ongoing	
Scrutiny	MKIP Governance and Communications	13	That future MKIP Board meetings should be held and papers published in accordance with the appropriate local authority access to information regulations.	Rejected	A.Kara	N/A	MKIP papers will only be placed on the internal Intranet facility, not published via the Council's external website.

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

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

August 2015 - November 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 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
	<p>Cabinet Delegated Decision - Assembly Rooms, Faversham Release of Covenant and Legal Charge Report detailing transfer of surety from Swale Borough Council to commercial funders.</p> <p>Meeting to be held on Tuesday 14 July 2015.</p>	<p>Cabinet 15 July 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 comprising two or more wards or electoral divisions in the area of the local authority.</p>	<p>Open</p>		<p>Cabinet Member for Finance Peter Bell</p>
	<p>Cabinet Delegated Decision - Dockyard Church, Sheerness - Transfer of Covenant Report detailing transfer of responsibilities from the Spitalfields Historic Buildings Trust to the Sheerness Dockyard Preservation Trust.</p> <p>Cabinet Delegated Decision 14 July 2015</p>	<p>Cabinet 15 July 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</p>	<p>Open</p>		<p>Cabinet Member for Finance Peter Bell</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
			in an area comprising two or more wards or electoral divisions in the area of the local authority.			
	<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 approach to external consultation on new policies and strategies.</p>	Cabinet 15 July 2015	<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 comprising two or more wards or electoral divisions in the area of the local authority.</p>	Open		<p>Leader</p> <p>David Clifford davidclifford@swale.gov.uk</p>
	<p>Swale's Sports Facilities Strategy 2015 - 2025 A draft sports facilities strategy for Swale has been developed and now needs to be consulted on for 8 weeks</p>	Cabinet 2 September 2015	<p>Key It is significant in terms of its effect on communities living or working in an area comprising two or more wards or</p>	Open		<p>Cabinet Member for Localism, Sport, Culture and Heritage</p> <p>Len Mayatt</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
			electoral divisions in the area of the local authority.			
	Teynham Car Park - Community Asset Transfer This report seeks approval for the transfer under the Community Asset Transfer Policy of the car park to Teynham Parish Council who already manage the car park under a short-term lease.	Cabinet 2 September 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 Kent Parker
	Swale's Playing Pitch Strategy A draft playing pitch strategy for Swale has been developed and now needs to be consulted on for 8 weeks.	Cabinet 2 September 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	Open		Cabinet Member for Localism, Sport, Culture and Heritage Len Mayatt

Item	Decision item and background information	Decision maker, date of meeting	Key Decision	Will the report be exempt or have any exempt appendices?	List of the documents submitted to the decision maker	Lead Member and Lead Officer
			local authority.			
	Minutes of the Swale Rural Forum held on 25 August 2015	Cabinet 2 September 2015	Non-Key This is not a key decision as it is for information only.	Open		Cabinet Member for Environmental and Rural Affairs Kellie MacKenzie kelliemackenzie@swale.gov.uk
	Financial Management Report: April - June 2015 This report shows the revenue and capital projected outturn for 2015/16 as at the end of period 3, covering the period from April to June 2015.	Cabinet 2 September 2015	Key It is likely to result in the Council incurring expenditure above £100,000 or the making of savings which are, significant having regard to the local authority's budget for the service or function to which the decision relates.	Open		Cabinet Member for Finance Nick Vickers nickvickers@swale.gov.uk
	Local Engagement Forum Update To note and consider the discussion and outcomes of the three Local Engagement Fora held during June 2015. To suggest topics as agenda items for future local Engagement Fora.	Cabinet 2 September 2015	Non-Key This is not a key decision as it is for information only.	Open		Cabinet Member for Localism, Sport, Culture and Heritage Brooke Butfield

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</p> <p>This report seeks approval for the transfer of The Meads Community Centre to The Meads Community Centre Trust.</p>	<p>Cabinet</p> <p>7 October 2015</p>	<p>Non-Key</p> <p>This is not a key decision because is it not likely to result in the local authority incurring expenditure or savings in excess of £100,000 or to be significant in terms of its effects on communities living or working in an area comprising two or more wards or electoral divisions in the area of the local authority.</p>	<p>Open</p>		<p>Cabinet Member for Localism, Sport, Culture and Heritage</p> <p>Charlotte Hudson</p>
	<p>Mid Kent Planning Support Review</p> <p>Following Tunbridge Wells Borough Council's decision to withdraw from the shared support service (subject to confirmation from Tunbridge Wells Borough Council Cabinet on 28 June 2015), the report will review options and way forward for Swale Borough Council.</p>	<p>Cabinet</p> <p>7 October 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</p>	<p>Open</p>		<p>Cabinet Member for Planning</p> <p>James Freeman</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
			relates.			
	Minutes of the Local Development Framework Panel held on 17 September 2015	Cabinet 7 October 2015		Open		Cabinet Member for Planning Gill Harris
	Local Engagement Forum Update To note and consider the discussion and outcomes of the three Local Engagement Fora held during September 2015. To suggest topics as agenda items for future local Engagement Fora.	Cabinet 4 November 2015	Non-Key This is not a key decision as it is for information only.	Open		Cabinet Member for Localism, Sport, Culture and Heritage Brooke Butfield
	Review of Fees and Charges The report invites Cabinet to consider the proposals for the level of fees and charges to be levied for the next financial year 2016/17 for submission to Council. Charges will take effect from 1 April 2016.	Cabinet 4 November 2015	Non-Key This is not a key decision as it will be considered and decided by full Council.	Open		Cabinet Member for Finance Nick Vickers nickvickers@swale.gov.uk
	Medium Term Financial Plan and 2016/17 Budget This report sets out the Council's Medium Term Financial Plan and proposals for the 2016/17 Budget.	Cabinet 2 December 2015	Key It is likely to result in the Council incurring expenditure above £100,000 or the making of savings which are, significant	Open		Cabinet Member for Finance Nick Vickers nickvickers@swale.gov.uk

Item	Decision item and background information	Decision maker, date of meeting	Key Decision	Will the report be exempt or have any exempt appendices?	List of the documents submitted to the decision maker	Lead Member and Lead Officer
			having regard to the local authority's budget for the service or function to which the decision relates.			
	Minutes of the Swale Rural Forum held on 17 November 2015	Cabinet 2 December 2015	Non-Key This is not a key decision as it is for information only.	Open		Cabinet Member for Environmental and Rural Affairs Kellie MacKenzie kelliemackenzie@swale.gov.uk
	Financial Management Report: April to September 2015	Cabinet 2 December 2015	Key It is likely to result in the Council incurring expenditure above £100,000 or the making of savings which are, significant having regard to the local authority's budget for the service or function to which the decision relates.	Open		Cabinet Member for Finance Nick Vickers nickvickers@swale.gov.uk
	Minutes of the Local Development Framework Panel held on 3 December 2015	Cabinet 6 January 2016		Open		Cabinet Member for Planning Gill Harris

Item	Decision item and background information	Decision maker, date of meeting	Key Decision	Will the report be exempt or have any exempt appendices?	List of the documents submitted to the decision maker	Lead Member and Lead Officer
	Local Engagement Forum Update To note and consider the discussion and outcomes of the three Local Engagement Fora held during December 2015. To suggest topics as agenda items for future local Engagement Fora.	Cabinet 3 February 2016	Non-Key This is not a key decision as it is for information only.	Open		Cabinet Member for Localism, Sport, Culture and Heritage Brooke Buttfild
	Treasury Management Strategy Statement and Investment Strategy 2015/16 This report sets out and seeks approval of the proposed Treasury Management Strategy and Investment Strategy for the Council in 2016/17. It will be proposed to Council at the meeting on 17 February 2016.	Cabinet 3 February 2016	Non-Key This is not a key decision as it will be considered and decided by full Council.	Open		Cabinet Member for Finance Nick Vickers nickvickers@swale.gov.uk
	Medium Term Financial Plan and 2016/17 Budget This report sets out the Council's Medium Term Financial Plan and proposals for 2016/17 Budget.	Cabinet 3 February 2016	Non-Key This is not a key decision as it will be considered and decided by full Council.	Open		Cabinet Member for Finance Nick Vickers nickvickers@swale.gov.uk
	Financial Management Report: April - December 2015 This report shows the revenue and capital projected outturn for 2015/16 as at the end of period 9, covering the period from April to December 2015.	Cabinet 2 March 2016	Key It is likely to result in the Council incurring expenditure above £100,000 or the making of savings which are, significant	Open		Cabinet Member for Finance Nick Vickers nickvickers@swale.gov.uk

Item	Decision item and background information	Decision maker, date of meeting	Key Decision	Will the report be exempt or have any exempt appendices?	List of the documents submitted to the decision maker	Lead Member and Lead Officer
			having regard to the local authority's budget for the service or function to which the decision relates.			
	Minutes of the Local Development Framework Panel held on 11 February 2016	Cabinet 2 March 2016		Open		Cabinet Member for Planning Gill Harris
	Minutes of the Swale Rural Forum held on 23 February 2016	Cabinet 2 March 2016	Non-Key This is not a key decision as it is for information only.	Open		Cabinet Member for Environmental and Rural Affairs Kellie MacKenzie kelliemackenzie@swale.gov.uk
	Local Engagement Forum Update To note and consider the discussion and outcomes of the three Local Engagement Fora held during February/March 2016. To suggest topics as agenda items for future local Engagement Fora.	Cabinet 25 May 2016	Non-Key This is not a key decision as it is for information only.	Open		Cabinet Member for Localism, Sport, Culture and Heritage Brooke Buttfield